



**International Institute of Municipal Clerks
Board of Directors
Mid-Year Meeting Agenda
November 14-15, 2014**

Mission Inn – Riverside, California

International Institute of Municipal Clerks

IIMC Board of Directors Roster

Brenda Kay Young, MMC

President Term ends: May 20, 2015
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

President Elect Term ends: May 20, 2015
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

Vincent Buttiglieri, MMC

Vice President Term ends: May 20, 2015
Municipal Clerk
Township of Ocean-Monmouth County
399 Monmouth Road
Oakhurst, NJ 07755-1589
Phone: (732) 531-5000 X 3321
Fax: (732) 531-6970
Email: vbuttiglieri@oceantwp.org

Marc Lemoine, MMC

Immediate Past President Term ends: May 20, 2015
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

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) 589-3004
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

Andrew J. Pavlica, MMC

Region II Director Term ends: May 24, 2017
City Clerk/Deputy City Manager
City of Garfield
111 Outwater Lane
Garfield, NJ 07026-2694
Phone: (973) 340-2001
Fax: (973) 340-5183
Email: apavlica@garfieldnj.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
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) 662-4968
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 Ann Hess, MMC

Region IV Director Term ends: May 24, 2017
City Clerk/Finance Director
City of Laurel
P.O. Box 647
Laurel, MS 39441-0647
Phone: (601) 428-6430
Fax: (601) 428-6415
Email: maryannhess@laurelms.com

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) 370-9402
Fax: (248) 364-6719
Email: tkowal@auburnhills.org

Linda M. Rappe, MMC

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

Anne B. Uecker, MMC

Region VI Director Term ends: May 24, 2017
City Clerk/Treasurer
City of St. Francis
4235 S. Nicholson Ave.
St. Francis, WI 53235
Phone: (414) 978-2125
Fax: (414) 481-6483
Email: anne.uecker@stfranwi.org

Denise Chisum, MMC

Region VII Director Term ends: May 24, 2017
City Clerk
City of Lee's Summit
P.O. Box 1600
Lee's Summit, MO 64063-1600
Phone: (816) 969-1006
Fax: (816) 969-1002
Email: denise.chisum@cityofls.net

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 X 110
Fax: (913) 583-3123
Email: lmcperson@desotoks.us

Reneé Cantin, CMC

Region VIII Director Term ends: May 24, 2017
City Clerk
City of Alamogordo
1376 E. Ninth St.
Alamogordo, NM 88310
Phone: (575) 439-4205
Fax: (575) 439-4396
Email: rcantin@ci.alamogordo.nm.us

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, MMC

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

Debi A. Wilcox

Region X Director Term ends: May 24, 2017
Town Clerk
Town of Whitby
575 Rossland Rd. E.
Whitby, ON L1N 2M8
CANADA
Phone: (905) 430-4302
Fax: (905) 686-7005
Email: wilcoxd@whitby.ca

Jaap Paans, MMC

Region XI Director Term ends: May 20, 2015
Raadsgriffier
City of Rotterdam
Coolsingel 40
Rotterdam 3011 AD
THE NETHERLANDS
Phone: 0031 10 267 3371
Fax:
Email: j.paans@griffie.rotterdam.nl

VACANT POSITION

Region XI Director Term ends: May 24, 2017

International Institute of Municipal Clerks
Board of Directors ~ Mid-Year Meeting Agenda
November 14 – 15, 2014
Mission Inn – Riverside, California

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INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS
Board of Directors Annual Meeting
May 16 – 17, 2014
Wisconsin Convention Center – Milwaukee, Wisconsin

Minutes

CALL TO ORDER

President Marc Lemoine called the IIMC Board of Directors annual meeting to order at 3:40 p.m. CDT on Friday, May 16, 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 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: Jaap Paans, MMC
Immediate Past President Brenda M. Cirtin, MMC

Board Members Absent:

Region XI Director: Samantha Shippen, CMC

The following staff members were present:

Executive Director Chris Shalby
Office Manager Denice Cox
Director of Member Services Janis Daudt

Guests present:

Region II Director-elect Andrew J. Pavlica, MMC
Region IV Director-elect Renee Cantin, MMC

Others present:

Parliamentarian Connie M. Deford

On a motion by Monica Martinez Simmons, Samantha Shippen was excused from the meeting. Also, on motion by Mary Kayser, the anticipated absence of Monica Martinez Simmons was excused.

AGENDA

By unanimous consent, the printed agenda was approved.

CONSENT AGENDA

By unanimous consent, the following consent agenda items were approved:
Minutes of November 22 and 23, 2013 Mid-Year Board of Directors Meeting
Minutes of February 21, 2014 Executive Committee Meeting
Minutes of March 10, 2014 Teleconference Board of Directors Meeting

EXECUTIVE SESSION

Minutes of the November 22, 2013 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 prior to adjournment.

MCEF REPORT

MCEF President Dale Barstow reported that Foundation funds total almost \$2 million. This enables the Foundation to give back \$50-70,000 each year to IIMC. There are 20 restricted endowments. He explained that an endowment can be started for \$1,000, and it is not touched until it reaches \$5,000. The 30/30 fund raiser in honor of the Foundation's 30th anniversary has raised between \$700 and \$800 so far. The run has raised about \$1,500 so far. The Hawaii raffle continues to be advertised. He asked that members contact him with any new ideas regarding fund raising.

Individual contributions are down \$60-70,000. MCEF is trying to work on ways to encourage our members to donate at least \$25. Overall, scholarship applications were down this year with one region not having any applicants. The applications will go out earlier next year.

EXECUTIVE DIRECTOR UPDATE

Staff: Executive Director Shalby reported Jennifer Ward and Emily Maggard have resigned their positions. Emily Maggard has been working as a freelancer for IIMC since March producing the *News Digest*, E-briefings, and overseeing social media, and will continue in this position through 2014.

ED Shalby's April 8, 2014 education report will be considered later in the meeting.

2014 Conference: As of April 16, 638 delegates had registered for the conference. In addition to the rebate/commission from the two conference hotels and the \$25,000 contribution from the Milwaukee Convention & Visitors Bureau, steps were taken to curtail losses including meeting the food and beverage minimum at the Wisconsin Center, printing of the conference program in an 8.5" x 11" format, eliminated the printing of conference handouts and delegate envelopes, and reduction of budget for the opening reception and all conference event.

Director Kowal asked if there was a way to negotiate a lower hotel rate for members---such as no more than \$10 above market rate. ED Shalby stated that the reason the rate is higher than the posted conference rate is that when IIMC sells its initial contracted room block, the hotel can charge a much higher rate than what was originally contracted.

Education: Ashley Carroll comprises the current Education Department, and the department continues to operate efficiently.

Education Group: Two of the members are retiring this year: Fleming Bell from the University of North Carolina and Ina Wintrich from Arizona State University.

Director Buttiglieri inquired about the process for filling the vacancies. ED Shalby advised that an RFP will go out to Institute Directors.

Finance: Restricted reserves now total \$401,000, with an estimated three additional years to reach \$500,000.

Improvement to Budget Process: The process for modifying the budget reporting process initiated in 2013 will continue to be followed.

Headquarters Building: Offices are fully leased through 2016 and 2018. The building does need new paint and patchwork, and proposals are being reviewed. Building maintenance is included in the budget.

Membership: The latest membership campaign aimed at municipalities with population of 2,100 or less has resulted in 77 new members. The previous campaign for populations above 2,100 resulted in more than \$40,000 and more than 370 new members.

Symposium: The Region XI Symposium in Brussels, Belgium, currently has 76 registered IIMC Region XI members.

Region XI Consultant: Nick Randle has advised that he will have to discontinue working with IIMC due to other personal commitments. In response to a question from Director Kayser, ED Shalby advised that he will talk with Region XI Directors Shippen and Paan before a search is initiated to replace the Region XI consultant.

Amendment to Policy 2.35, Committees – Creation and Appointment: ED Shalby proposed an amendment to section 2.35.210 by striking out A. Each committee shall convene a meeting at the annual conference. Time shall be scheduled in the conference program for committees to meet.

After extensive debate, Director Paans moved to instead insert “if determined necessary” at the end of the first sentence. Motion adopted.

Vice President Monica Martinez Simmons left the meeting at 4:38 p.m.

EDUCATION DEPARTMENT REPORT

The Education Department report was postponed until the continuation of the meeting on Saturday.

COMMITTEE REPORTS

Without objection, reports from the following committees that did not require action were received: Conference, Legislative, Membership, Mentoring, Program Review/Certification, Public Relations, and Research and Resources.

ADJOURNMENT

The meeting adjourned at 4:47 p.m. to reconvene at 8 a.m. on Friday, May 17, 2014.

Connie M. Deford, Parliamentarian

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS
Board of Directors Annual Meeting
May 16 – 17, 2014
Wisconsin Convention Center -- Milwaukee, Wisconsin

Minutes

CALL TO ORDER

President Marc Lemoine called the IIMC Board of Directors annual meeting to order at 8:00 a.m. CDT on Saturday, May 17, 2014.

ROLL CALL

Board Members Present:

President Marc Lemoine, MMC
President Elect Brenda Kay Young, 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: Jaap Paans, MMC
Immediate Past President Brenda M. Cirtin, MMC

Board Members Absent:

Vice President Monica Martinez Simmons, MMC
Region XI Director Samantha Shippen, CMC

The following staff members were present:

Executive Director, Chris Shalby
Office Manager, Denice Cox
Director of Member Services, Janis Daudt
Verification Specialist, Ashley Carroll
Administrative Assistant, Maria Miranda
Financial Consultant, Pilar Archer

Guests present:

IIMC Past President Colleen Nicol
IIMC Past President Dyanne Reese
Region II Director-elect Andrew J. Pavlica, MMC
Region IV Director-elect Mary Ann Hess, MMC

Region VI Director-elect Ann B. Uecker, MMC
Region VIII Director-elect Renee Cantin, CMC
Institute Director Kassie Van Remortel
Institute Director Jeff Hendry

Others present:

Parliamentarian Connie M. Deford

EDUCATION DEPARTMENT REPORT

Verification Specialist Ashley Carroll reviewed the education report adding the following:

- Since the New Jersey Conference in 2013, IIMC has 55 Athenian Fellows
- Virginia Commonwealth University proposal has been approved for an Institute
- New Jersey Clerks Association continues to search for new Institute
- West Virginia has put together a task force to begin the process of creating an Institute
- To date, IIMC has not received a proposal from South Dakota regarding an Institute
- We currently offer 2 online courses and expect to have 3 additional in the next year

BUDGET AND PLANNING COMMITTEE

Education Director Shalby reviewed the report and stated that mid-year Board meeting went over budget by \$15,445. President Lemoine went over the recommendations in the report and asked that the Board consider recommendations listed in order to keep the cost of mid-year meetings at a minimum. Director Cullinane moved to accept report as submitted. **Motion adopted.**

EDUCATION AND PROFESSIONAL DEVELOPMENT COMMITTEE

Education Director Shalby gave an overview of the report and the following comments were made:

Director Geho would like Board to revisit and address the issue of 18 capped points for the Athenian Dialogues. ED Shalby agreed.

Director Kayser recommends re-doing the MMC survey in order to gain demographic data.

ED Shalby stated the committee did a great job and that the survey worked well; he too recommends re-doing the survey to take a look at demographics more closely.

Director Kowal moved to accept the report and recommendations. **Motion adopted.**

ELECTIONS COMMITTEE REPORT

Director Kowal discussed the report and the following questions were raised:

Director Butiglieri asked if it's a good idea for vote totals to be given out loud at the Annual Business Meeting. Director Kowal stated she had brought up that question to the committee but had received no response and suggested no vote totals be given at the ABM.

Parliamentarian Deford advised President Lemoine that IIMC's parliamentary authority states that numbers are to be given.

The question was raised regarding limiting the number of emails the Vice President candidates are allowed to discuss their candidacy. Executive Director Shalby stated that perhaps IIMC and the Elections Committee could vet the information candidates disseminate to the membership, controlling content in that regard.

INTERNATIONAL RELATIONS COMMITTEE

Director Paans moved to thank International Consultant Nick Randle for his hard work and efforts in Regions X and XI. **Motion adopted.**

Director Paans stated that perhaps it would be possible to combine the Study Abroad Programs with the IIMC Annual Conference in Hartford, CT as well as the future conference in Canada.

Executive Director Shalby commented on the following:

- **Goal 2 – Marketing.** IIMC already created a poster and provided a booth in the exhibit hall.
- **Goal 3 – Welcoming Region XI Members.** He suggests creating a “template” letter to be sent to each new member to create one-on-one communication.
- **Goal 4 – Funding.** In 2013 MCEF provided \$15,000 toward the education component for this program; however, there is no guarantee what future funding will be.
- Without objection, the recommendations regarding funding international programs were referred to the Budget and Planning Committee.

POLICY REVIEW COMMITTEE

Director Cullinane provided an overview of the report and thanked Committee Chair Cassler for her work with the policies.

Director Cullinane moved to approve the recommended changes to Policies in Chapter 6. **Motion adopted.**

Proposed new policies regarding committee goals, international relations consultant, and education resource group were discussed.

Without objection, the board suspended the rules to allow President Lemoine to speak in debate.

The motion to approve the policy regarding the international relations consultant was defeated by the following vote: Yes, 10; No, 11.

Without objection, Director Paans' motion to refer the policy back to the Policy Committee was approved.

Past President Cirtin moved to refer the proposed policies regarding committee goals and the education resource group back to the Policy Committee. **Motion adopted.**

President Lemoine vacated the chair at 9:25 a.m., and President-elect Young assumed the chair.

RECORDS MANAGEMENT COMMITTEE

Director Bergeron gave an overview of the report.

Without objection, a referral was made to the Budget and Planning Committee for \$1,000 funding.

Director Kayser moved to accept the report as presented. **Motion adopted.**

The meeting recessed at 9:30 a.m. and reconvened at 9:55 a.m. with President Lemoine in the chair.

Director Cullinane's request to reopen the discussion on Policy was approved.

Director Cullinane moved to have the board policy manual available in the *Members Only* section of the website. **Motion adopted.**

REVISIONS TO THE CONSTITUTION

Chair Dyanne Reese gave an overview of the report and the following comments were made:

Executive Director Shalby stated that other than checking for consistency, the Constitution had no major changes from those submitted at the mid-year meeting last year. The next step will be to have the document reviewed by a non-profit attorney. The attorney's recommendation will be brought back to the board at this year's mid-year meeting.

Past President Nicol stated that the most controversial change was the elimination of the two-thirds votes requirement at the Annual Business Meeting.

Past President Cirtin moved to go forward with the legal review. **Motion adopted.**

2013 YEAR-END NOTES

Year-end financials, budgets and expenses were presented by Financial Consultant Archer.

In response to Director questions, Executive Director Shalby stated that there is no recommendation at this time to reduce the conference registration fee.

Director Ogden moved to approve the annual audit. **Motion adopted.**

COMMUNICATIONS DEPARTMENT REPORT

Executive Director Shalby gave an overview adding that, as stated in the report, as of February 2014, Emily Maggard, Communications Coordinator, resigned. 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.

The comment was made that E-Briefings are repetitive and ED Shalby agreed to have them go out every other week rather than weekly.

MEMBER SERVICES REPORT

Director of Member Services Daudt gave an overview of the report including information on membership drives.

EDUCATION RESOURCE GROUP

Executive Director Shalby thanked the ERG group for a great job and announced that there will be two vacancies.

ANNUAL CONFERENCE UPDATES

Executive Director Shalby provided the Board with the following information regarding upcoming annual conferences:

2015 Hartford, CT

- Annual Conference will have longer days since it will be a four-day conference
- Marriott Hotel will offer room rates at \$155/night
- There are other hotels available in the area
- All sessions will be held at the Convention Center

2016 Omaha, NE

- Have not yet met with the Omaha host committee
- Room rates at the Hilton will be \$150/night; there are 500 rooms

2017 Montreal, Canada

- All sessions will be at the Hilton; room rates will be provided via email

2018 Norfolk, VA

- Room rates are: Sheraton - \$139/Marriott - \$150-\$155
- Convention Center is attached to the Marriott Hotel

NEW BUSINESS

Director Cullinane asked that the member application information in the *News Digest* be reviewed.

Director Cullinane moved that the ability for the IIMC President to participate in debate during board meetings be referred to the Policy Committee. **Motion adopted.**

EXECUTIVE SESSION MINUTES

Director Kowal moved approval of the November 22, 2013 executive session minutes. **Motion adopted.**

The meeting recessed for lunch at 11:15 a.m. and reconvened at 1:45 p.m.

President Lemoine thanked the Host Committee for the Board gifts and opened the meeting with the discussion of the hiring of a Director of Education.

Executive Director Shalby asked if we are looking to hire a new Director of Education simple to follow the old education model or because we really need one? He asked the Board to have an open discussion in order to get input on what everyone thinks.

After extensive discussion, Institute Directors Jeff Hendry and Kassie Van Remortel were asked their opinions on the subject and they were both in agreement that it is not necessary to hire a new Director of Education and that a Director of Professional Development would suffice. This person would act as a facilitator between IIMC, Institutes and members regarding the consistency and growth of the education programs and the development of new programs.

The question was raised whether the Director of Professional Development would take the place of the ERG. Executive Director Shalby stated it would be ideal to hire someone for that position but also keep the ERG. He advised would assess the position and salary and give more specific information at the Mid-Year meeting in November 2014.

EXCUSED ABSENCE

Director Rau moved to excuse Director Cullinane from the remainder of the board meeting. **Motion adopted.**

REPORT FROM DIRECTORS

Oral reports were provided.

The meeting adjourned at 3:50 p.m.

Maria Miranda
Recorder

DRAFT

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

Board of Directors Meeting

May 22, 2014

Wisconsin Convention Center -- Milwaukee, Wisconsin

Minutes

CALL TO ORDER

President Brenda Young called the IIMC Board of Directors meeting to order at 1:300 p.m. CDT on Thursday, May 22, 2014.

Board Members Present:

President Brenda Kay Young, MMC

President Elect Monica Martinez Simmons, MMC

Vice President Vincent Buttiglieri, MMC

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

Region II Directors: Andrew J. Pavlica, MMC; Kimberley A. Rau, MMC

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

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

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

Region VI Directors: Linda M. Rappe, MMC; Anne B. Uecker, MMC

Region VII Directors: Denise Chisum, MMC; Lana R. McPherson, MMC

Region VIII Directors: Renee Cantin, MMC; Nancy A. Vincent, MMC

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

Region X Directors: Karla D. Graham, MMC; Debi A. Wilcox

Region XI Director: Jaap Paans, MMC

Immediate Past President Marc Lemoine, MMC

Board Members Absent:

Region XI Director: Samantha Shippen, CMC

The following staff member was present:

Office Manager Denice Cox

Also present:

Parliamentarian Connie M. Deford

Director Jaap Paans moved to excuse the absence of Director Samantha Shippen. Motion adopted.

President's Remarks

President Young urged members to read the role of the region director and also to take a look at the IIMC Code of Ethics. She suggested that directors also review the policy manual.

Member of Budget & Planning Committee

The appointment of former Region II Director Alan Suseন to the Budget & Planning Committee was approved by unanimous consent.

Travel to Region X and Region XI

The travel plans to Region X and Region XI were reviewed and approved as follows:

AMCTO Conference, Niagara, Canada, June 2014, Past President LeMoine

IAM Conference, Israel, June 2014, President Young

Region XI Symposium, Brussels, Belgium, June 2014, President Young

SLCC Conference, United Kingdom, October 2014, President Young/Executive Director Shalby

LGMA Conference, British Columbia, Canada, October 2014, President Elect Martinez Simmons

National League of Cities

President Young noted that the National League of Cities conference will be in Austin, Texas. Executive Director Shalby will be attending as well as several board members. It was suggested that an IIMC breakfast be held at the conference.

2015 Conference Site Visit

President Young and Executive Director Shalby will be visiting Hartford, Connecticut, in July 2014.

Budget & Planning Committee

The Budget & Planning Committee meeting will be held at IIMC Headquarters on August 15, with travel dates August 14 and August 16.

Mid-term Board Meeting

The mid-term board meeting will be held at the Mission Inn Hotel in Riverside, California, on November 14-15, with travel dates November 13 and November 16.

Executive Director Reminders

Executive Director Shalby will be visiting possible 2019 conference sites in July, August, and September in anticipation of the site selection at the mid-term board meeting.

If any new Region Director wishes a news release from IIMC, please contact Denice Cox or Chris Shalby.

The Friday letter from the executive director and the monthly financial information will continue to be provided to board members.

Articles are needed for the *News Digest*. Information regarding region meetings, state associations, and municipal associations will be welcomed.

Other Business

Region Director Tilton noted that she sends a congratulatory letter to new members, new CMCs, and new MMCs. She will share the communication with all board members.

Region Director Cullinane noted that it is the 40th Anniversary of the New England Institute.

Region Director Kowal noted that when it was agreed to change the annual conference to four days, there was information provided that this would lower the cost to members. Region Director Cullinane concurred that he has heard that expectation from several members. This will be a subject for future discussion.

President Elect Monica Martinez Simmons commented on the meeting that was held on Sunday with committee chairmen. The possibility of following that meeting with a meeting of committee members present at the conference was discussed.

Adjournment

On a motion by Vice President Buttiglieri, the meeting adjourned at 2:00 p.m. CDT

Connie Deford
Recorder and Parliamentarian

SUMMARY MINUTES
IIMC Executive Committee Meeting
Saturday, August 16, 2014

President Brenda Young called the Executive Committee meeting to order at 9:30 a.m. at IIMC Headquarters in Rancho Cucamonga, CA.

The following Executive Committee members and staff were present:
President Brenda Young, President-Elect Monica Simmons, Vice President Vincent Buttiglieri, Past President Marc Lemoine, and Executive Director Chris Shalby.

Updates on Mid-Year Meeting Mission Inn, Riverside, CA November 13-17, 2014

Executive Director Shalby reviewed the schedule (all times are tentative):

- *Board Development*
Athenian Dialogue facilitated by Mary Lynn Stratta
MANDELA'S WAY: LESSONS ON LIFE, LOVE, AND COURAGE by Richard Stengel
Friday, November 14 8:00 am – 3:00 pm
In addition to all Board members, IIMC staff and IIMC Past President Colleen Nicol will participate.
- *Board Meeting*
November 14 3pm – 6pm
Part I of the Board Meeting will begin immediately following the Athenian Dialogue
November 15 8 am – 3pm
Part II of the Board Meeting continues
- IIMC Executive Committee/MCEF Board Meeting will be held on Sunday, November 16 between 8:00 am – 5:00 pm
- A joint dinner will be held for the IIMC and MCEF Boards on Saturday evening at the Mission Inn.
- Maria Miranda will again be taking the minutes for the IIMC Board meeting.
- *Constitutional Amendments*
All amendments have been vetted by IIMC's attorney and there were some minor revisions. The document has been sent back to the Task Force for their final review. If approved by them, it will be brought to the Board of Directors at the Mid-Year meeting for their approval and then on to the membership as per policy.
- *Honorary Memberships* – Frank Adshead, Ph.D.
ED Shalby has suggested that perhaps IIMC wishes to bestow an honorary membership on Dr. Adshead, who was IIMC's Director of Education for 15 years and was instrumental in laying the groundwork for the IIMC Education programs we know today. After discussion, all Executive Committee members concurred with ED Shalby and an honorary membership for Dr. Adshead will be brought forth to the Board at the mid-year meeting for their vote.

Staff Reports/Updates

ED Shalby discussed the makeup of the Education Resource Group. Due to the recent retirements of Fleming Bell and Ina Wintrich, there currently exist two vacancies. Based on the discussion held during the previous day's budget meeting, it was determined that we would only fill one of the vacancies, bringing the total to three members. ED Shalby will prepare the Notice and disseminate it to all Institute Directors.

Update Publications

New Digest

ED Shalby discussed the issue raised at the Budget Meeting concerning revising the distribution policy for the News Digest. Based on that conversation, IIMC needs to revisit how the Digest gets disseminated to our membership. While it is cost effective to continue our current practice of notifying members through an E-briefing, it may be time to revisit the various options for distribution.

NAGARA Technical Bulletins

ED Shalby stated that there are currently 15 Technical Bulletins on the IIMC website. They are located in the Members Only area and are available to all IIMC members.

Policy Manual

As previously requested, the current Policy Manual is located on the "Members Only" section of the website.

President Young asked ED Shalby to see that the President's Message on the website gets updated periodically so that our membership can stay current on the happenings at IIMC.

Update on 2015 Conference – Hartford, CT

Education – Academies and Concurrent

- 2 General Sessions and 35 Concurrent Sessions
- NOTE: General Sessions will be increased by 15 minutes

General Sessions:

- Drew Dudley – "Everyday Leadership"
- Warren McDonald – "The Perception of Change"

Athenian Dialogues:

Mary Lynn Stratta, Chuck Tokar, Patti McCoy and Kerry Bush will facilitate. There will two dialogues held both Saturday and Sunday.

All sessions, meals and events will be held at the Convention Center except for the VIP Dinner and the All Conference Event.

Hotels:

- Marriott (Host Hotel) - 275 rooms
- Hilton Hotel – 200 rooms
- Radisson Hotel – 50 rooms

WiFi – there will be a cost for WiFi at the convention center. However, complimentary WiFi is available in the Center's coffee shop.

President's Welcome Reception will be held on Friday, May 15 - TBD

Offsite Events:

- President's Region X/XI and Board Dinner - Saturday, May 16 (venue to be selected)
- All Conference Event – Tuesday, May 19 (possible venue – Marquis 960)
 - Roaring '20s theme – photo booth, caricature artist

Annual Banquet:

- Master of Ceremonies – still undecided
- NO live auction
- All Board Members will be introduced
- Will continue with MCEF donation envelopes but not collected – maybe a collection box at doors

Board Development – May 15 - Gordon McIntosh will preside

- Role and Responsibilities of Board Members 8 am – 10 am
- Strategic Planning 10 am – 3 pm
- Board Meeting – Part I 3 pm - ???

Board Meeting – Part II May 16 8 am – 3 pm

Annual Business Meeting May 20

Past President Lemoine inquired if IIMC has a policy in place to deal with any items that are brought up by a member at the Annual Business Meeting, and if not, should we create one?

ED Shalby stated that any policy created will have to be voted on by the Board of Directors. With that said, a policy will be created that outlines the process at the Annual Business Meeting.

Future Travels

- SLCC – President Young, ED Shalby, Shippen and Paans
- Oregon Association Conference – President Young
- Buffalo/Niagara Council Meeting – ED Shalby
- LGMA – British Columbia – President Young
- ADSO Conference – Birmingham, UK – Region XI Director Paans
- Mississippi Association – VP Buttiglieri
- 2019 Conference Site Visits: ED Shalby and Sharon Ozimek
 - Wichita, KS (Shalby only)
 - St. Louis, MO
 - Birmingham, AL
 - Cincinnati, OH
- National League of Cities – ED Shalby
- IIMC Staff – Ashley DiBlasi – CMC/MMC Program
 - Janis Daudt – Importance of Membership

Miscellaneous:

Future Conference Updates

2016 *Omaha, NE*
Hilton Hotel – 500 rooms set aside (no attrition)
Working with a convention center

2017 *Montreal, CA*
Hilton Hotel - 300 – 350 rooms set aside (attrition - IIMC needs to meet 75% of its room block for that provision to not be in effect).
Everything will be at the Hilton
There will not be an All Conference Event. A Visa card to use at various venues will be given to all attendees.

2018 *Norfolk, VA*
Marriott Hotel (host hotel).

2019 ED Shalby will be conducting site visits for those cities that have submitted bids to host the 2019 IIMC Conference. Those cities are: Anchorage, St. Louis, Birmingham, Cincinnati and Wichita. A visit was conducted to Anchorage previously, therefore, another visit is not needed.

Future Region XI Symposiums – Brussels, Belgium

Due to the overwhelming success of the 2014 Symposium (110 attendees), discussions have taken place with regard to holding another one in 2016. IIMC will allocate funds from the 2015 and 2016 budgets.

The next region XI Newsletter should be out within the next few weeks and will surely highlight the recently completed symposium.

South Africa – IMASA – What's In Store?

ED Shalby had a discussion with Andries Knevel about the lack of interaction between IIMC and IMASA. ED Shalby stated that IIMC needs to see some movement on IMASA's part in terms of membership.

Adding Points to Certification Programs for serving on MCEF Board/Committees

Discussion was held with regard to this issue and it was determined that certification points should be given for service on MCEF just as is the case with any IIMC committee. President Young will send this issue to the Policy Review Committee for their recommendation. It will be discussed at the Mid Year Board meeting.

Additional Items Discussed:

- Policies that the Policy Review Committee is currently working on:

- Authorization for IIMC President to speak at Board Meeting(s)
- Criteria and selection process for the Education Resource Group
- Selection process for the Region XI Consultant – ED Shalby will be preparing the RFP for this position. President Young will select three Board members to serve on the Selection Committee, who will make the recommendation to the Board.
- ED Shalby discussed a telephone call received from a citizen in Missouri about a member of IIMC. Chris will discuss this matter further with the initiator.
- A discussion occurred about education guidelines as it pertains to Regions I thru XI. ED Shalby believes that we need to start looking at education from a global perspective. A request has been made by Region XI Directors Paans and Shippen asking IIMC to extend the Certification application process for another 12 to 24 months. (This discussion centered around a letter presented by Pres. Young from Robert-Jan Ritsema, Institute Director of the Dutch Institute of Municipal Clerks. He is going to work with the Region XI Directors to prepare a letter of request for the IIMC Board of Directors to consider). ED Shalby will discuss this matter with Ashley DiBlasi and report back to the Board
- Education Committee Chair Jerry Lovett-Sperling asked for clarification on some of the committee goals. After discussion, President Young will report back to her Education Chair with clarification.
- President Young asked ED Shalby to schedule a teleconference with the entire Board of Directors in early September to discuss matters that can not wait until the Mid Year meeting.

The meeting adjourned at 1:30 p.m.

Respectfully submitted,

Vincent Buttiglieri
Vice President

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

Board Teleconference

September 15, 2014

DRAFT Minutes

CALL TO ORDER

President Brenda Kay Young called the IIMC Board of Directors meeting to order at 9:00 a.m. Pacific Standard Time on Monday, September 15, 2014.

ROLL CALL

Board Members Present:

President Brenda Kay Young, MMC

Vice President: Vincent Buttiglieri, MMC

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

Region II Directors: Andrew Pavlica, MMC; Kimberley A. Rau, MMC

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

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

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

Region VI Directors: Linda M. Rappe, MMC; Ann Uecker, MMC

Region VII Director: Lana R. McPherson, MMC

Region VIII Director: Renee Cantin, CMC

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

Region X Directors: Karla D. Graham, MMC; Debi Wilcox

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

Board Members Absent:

Immediate Past President Marc Lemoine, MMC

President Elect Monica Martinez Simmons, MMC

Region VII Director Denice Chisum, MMC

Region VIII Director Nancy A. Vincent, MMC

The following staff members were present:

Executive Director Chris Shalby

Administrative Assistant Maria Miranda (Minute-taking)

President Young stated Maria Miranda would be taking minutes for this teleconference and asked Director Shalby to proceed with Item 1a on the agenda.

BUDGET AND PLANNING COMMITTEE RECAP

\$10 MEMBERSHIP DUES INCREASE: Director Shalby stated that the last increase of \$10 was made in 2013 and asked the Board to approve a \$10 increase in dues this year. If Board approves, billing with new dues increase will be reflected in the quarter billing to be sent out to the membership in September/October 2014.

Director Paans raised the question about Region XI dues; Director Shalby stated dues for that region will not increase and that IIMC will continue to follow the bulk membership plan.

Motion to approve the dues increase by \$10 in Regions I through X was adopted

Education Resource Group: Director Shalby stated that with Fleming Bell and Ina Wintrich leaving, currently the ERG is comprised of two Institute Directors, Jeff Hendry and Kassie Van Remortel. IIMC will be sending out RFPs and will accept resumes from Institute Directors and would like to hire one individual instead of two for the ERG. Director Shalby said he would like someone on-board by October 2014.

Motion to hire one additional ERG member instead of two was adopted.

2015 Study Abroad Program Stipend: Director Shalby stated that the \$9,500 subsidy came from MCEF Policy 8 dollars and allocated toward the Study Abroad program. If Board approves, IIMC will begin to promote the Study Tour indicating the cost difference regarding the number of participants.

Motion to approve the \$9,500 subsidy for the Study Abroad program was adopted.

Director of Professional Development: Director Shalby gave some background information on Jane Long and her history with IIMC. He would like to hire Long as an independent contractor working out of Chicago with 5-10 day visits to IIMC Headquarters every month; Long will pay for her own airfare and accommodations. Considering Long's history with IIMC and knowledge of the Distance Ed/Online programs, Director Shalby has no issues with hiring her to work off-site.

Motion to approve the hiring of Jane Long as the Director of Professional Development was adopted.

ANNUAL CONFERENCE BUDGET IMPACT

Athenian Dialogue: Director Shalby notified the Board that we are adding two Athenian Dialogues at the IIMC Conference in Hartford and asked the Board for approval to increase the cost of Athenian Dialogues by \$10 (from \$100 to \$110). If the Board approves the increase, Director Shalby will promote it in the Preliminary Program which he hopes to distribute before the Mid-Year Meeting in November. There were concerns raised regarding this increase by a few Board members since we are already increasing the membership dues.

The matter of the Athenian Dialogue increase was postponed until 2015 when it can be discussed at length after some research.

Region Grants: Director Shalby recommended reducing the number of Conference Region Grants awarded from two to one per Region. Some Board members expressed their concern in doing this since we are trying to get members to the conference that couldn't otherwise afford it. Motion was made to reduce the number of grants by Director Bergeron but after some discussion his motion was withdrawn. Board members felt this issue should be discussed extensively at a later date. As it stands now, IIMC will keep two Grants per Region and reevaluate the outcome after this Conference.

Motion to revisit this issue at a later date was adopted.

Complimentary IIMC Membership: Director Shalby recommended offering a one year complimentary IIMC membership to any Region I individual who is interested in attending the Hartford conference as long as they have not been a member of IIMC in the past. Director Shalby also stated that in the past (as with New Jersey and Wisconsin), free membership was offered to anyone in that particular State; however, he currently would like to extend the free one year membership to anyone within Region I for the upcoming 2015 conference in Hartford, CT. Director Lovette asked if after 2015 we would go back to offering the free membership only to the Conference State, Director Shalby said we can continue offering it to the entire Region where conferences are held. Director Paans asked if IIMC would consider the offer to "any individual who is a member of a State Association but is not an IIMC member" rather than just "any individual." Director Shalby agreed that could be done.

Motion to approve complimentary membership to any Region I Clerk who has never been an IIMC member if they attend the conference in Hartford was adopted.

2015 Conference Article Regarding Registration Fees: President Young stated there was no motion needed for this item and that it was for information only. Director Shalby informed Board members that with the upcoming 4-day conference, the member will still be required to pay the registration fee of \$575 as in the past and that there is no cost reduction in the registration fees. The members attending the conference will see savings in meal and hotel charges, approximately \$250, due to a shorter conference.

MISCELLANEOUS

Ethics Complaints:

Per President Young's request, the teleconference went into an Executive Session at 10:11 a.m. President Young excused Maria Miranda.

Executive Session adjourned at 10:15 a.m.

Minutes Submitted by:
Maria Miranda
IIMC Administrative Assistant

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Chris Shalby
Executive Director
Date: October 15, 2014
Subject: Executive Director's Update



Overview

The following is an overview of Headquarters, Operations and Personnel.

Administration

As part of the 2015 Budget, I conducted a staff assessment analysis to determine where each individual fit within the salary structure and responsibilities in comparison to similar associations. The last time this was done was in 2005. At that time, only one individual needed a salary adjustment in relation to her duties at IIMC. The rest of staff, of which only three remain from that period, was fine salary-wise. At that time, IIMC had eleven full time employees, compared to eight today.

Since 2005 through 2010, and taking into consideration IIMC's financial situation, legal and other issues during that period, IIMC has not been in a position to conduct an assessment nor provide staff with pay comparable to other non profits. Staff has been asked to perform at a higher level and take on additional responsibilities as well as cross train in various departments.

Like most small associations, losing a staff member is disruptive. Losing certain staff members can be disastrous and have a long-term negative affect on the Organization. I believe current staff's longevity, appreciation and conviction for IIMC's mission, and an affinity for the members are important intangibles not always found with new hires. They are self-starters, motivated and have done much over the years. They are individuals who embrace the team concept and the Organization, and truly enjoy working with and delivering personalized service to our members.

My assessment was presented to the Budget committee and the results are part of the 2015 projected budget.

Building Update

Background

On September 11, we distributed to the Board the following update regarding the building and our tenants. IIMC has two offices in its building that it has leased for many years. In September, we discovered that both tenants terminated their leases and were vacating their spaces immediately.

Tenant #1 – Springleaf Financial is a real estate subsidiary of AIG Insurance. They have sold this division and have laid off all of their employees. Their monthly rent was \$3,500. According to their original lease agreement (circa 1994), they will pay rent through February 2015. We received their final payout in September.

Tenant #2 – Baron Services was a paralegal service company. The Rancho Cucamonga courthouse has shuttered several of their legal departments, causing Baron to lose all of their legal clients. To make matters worse, Baron is in arrears in their rent and electrical bill for \$10,915. Baron's monthly rent was \$1,042.

Steps To Date

1. We have listed the vacancies and they have been on the market for nearly one month.
2. In terms of IIMC having to pick up 100 percent of the mortgage - beginning March 2014, we have monthly operating cash to use toward the monthly mortgage of \$4,853.00.
3. We are not anticipating using any funds from the restricted reserves to offset monthly mortgage payments. As you are aware, restricted reserves cannot be used without the approval of the Board of Directors.
4. We've contacted an attorney regarding Baron's rent payments and, although the attorney believes getting a judgment to recover the back rent is not a problem, the issue is the cost of the attorney going after the money compared to what is actually owed. I've sent Baron several emails and left several voice mails asking if he would like to work out an arrangement. As of today, he has not contacted us. I will continue trying to contact him to work out a plan.

Although there is an abundance of office space in the area, our realtor believes our space is more conducive to renters, being on the ground floor and that IIMC is willing to fluctuate current office space of \$1.35 square foot to .90 cents square foot.

Conferences

2014 Conference – Milwaukee, WI

The 2014 Conference in Milwaukee was projected at 650 delegates and a net profit of \$75,360. Overall numbers were 660 delegates with 630 fully paid. With reduction in expenses by year-end 2014, we will realize a profit of \$70,780, approximately \$5,000 less than what was initially projected. However, Milwaukee was a successful conference, making it two consecutive years that IIMC has maintained its projections. Thanks to restructuring the hotel contracts two years ago, IIMC was able to negotiate a favorable return on rebates providing it met at least 75% of its room block. Reductions in expenses from Audio Visual to speaker fees, elimination of attrition, and rebates totaling \$52,560, helped provide for an excellent conference, both in revenue and events.

2015 Conference – Hartford, CT

Hartford is a charming and beautiful city and located within close proximity of many top tier East Coast Cities such as New York and Boston. The 2015 Conference will feature the Marriott as the host hotel. The Marriott connects directly to the Convention Center. The second Hotel is the Hilton and it is a few blocks away and an easy walk to the Center. Hartford has the Dash, a city bus that offers complimentary door-to-door pick up and round trip delivery between the hotel and convention center. Hartford features plenty of establishments for members, either across the street from the hotels or within a short walk of downtown.

Of course, IIMC's Education Program, Speakers and Events will keep you busy for much of the day. IIMC's All Conference Event will take place at the Marquee 960, an Art Deco building in downtown Hartford. The function will be a Roaring '20s Theme. We will be encouraging the attendees to dress in costumes reflecting the 1920s.

Education

At the Board strategic planning session in Milwaukee, the Board discussed and approved the hiring, budget permitted, of a Director of Professional Development to: Oversee the Education Department; Act as facilitator between IIMC, Institutes and members regarding the consistency and growth of the education programs and the development of new programs; Identify opportunities to cultivate existing Institutes and develop partnerships with new ones; Collect, write and share best practices with members, ensuring IIMC as a thought leader in the field of Municipal Clerk professional development; Coordinate member data collection to develop marketing methods to grow certification programs; Assess education guideline progress and impact, making recommendations to embellish the programs; Identify resources to help create new methods of delivery; Develop online wholly-owned IIMC professional development courses; Market professional development programs, webinars, Institute courses, in-house training; Assist in the Annual Conference professional development program; and Interact significantly with Institutes and State/Provincial/National Associations.

Management's Recommendation, and with the Board's approval, was to hire Jane Long. Long was hired as IIMC's Director of Education in 2010, but had to decline the offer regarding health issues. Long has since recovered and met with me in July regarding working for IIMC in the position of Director of Professional Development. It was my opinion in 2010 and it's still my opinion today that she would be an excellent individual in this capacity. Long acted as the Institute Director for the Wyoming On Line Institute from 2005 to 2009, has a thorough understanding of the IIMC/Institute system and its process and dynamic, and an affinity for IIMC members. The Board approved the hiring of Long during the September 15 Board teleconference. Long will be based in Chicago as an IIMC full time independent contractor. She will spend one week each month at Headquarters.

Finance

The 2014 projected year-end budget places IIMC in the positive for the eight consecutive year. IIMC's reliance on strong policies and the Board and staff's commitment to adhere to those policies has kept it financially sound.

Marketing/Communications

The News Digest continues to be produced externally by freelance writer Emily Maggard. The E-Briefings are now produced in-house via the Membership Department. The Department provides marketing and collateral support to all Committees and IIMC in general.

Membership

In 2014, the Department embarked on a new membership campaign targeting 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 122 new members for a revenue total of approximately \$19,894.00. 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.

Board Action Required Strategic Plan

The attached *Strategic Priorities Report* is for your reference and follow-up. It contains the following key items:

- **Strategic Topics List** summarizes the items examined as possible strategic priorities during the workshop
- **Strategic Priorities Chart** (page 10) – the strategic topics that should receive organizational attention after applying priority-setting criteria
- **Strategic Priorities Work Program** – action plans required to implement Board priorities, advocacy items and organizational improvements

Management recommends:

- That the Board adopts the *Strategic Priorities Chart & Priority Work Program* for ongoing use and annual updating.

Miscellaneous Updates

Education Resource Group

As you know, two members of the ERG, Ina Wintrich and Fleming Bell, retired this past year, thus, giving up their position with the ERG. Last month, we advertised to all the Institute Directors for a position with the ERG. We received three resumes. As of this report, we've not chosen the individual, but will have a current update at the mid year meeting. This is an independent contractor's position and receives a stipend.

Region XI Consultant

With Nick Randle's resignation from this key position in Region XI, IIMC distributed an announcement in October encouraging interested and qualified applicants to apply. As of this report, we have four Region XI members who have submitted their CVs. This is an independent contractor's position and receives a stipend and reimbursement for minor travel.

NOTE: At our Board teleconference on Monday, September 15, the Board approved the following:

- \$10 membership dues increase beginning in January 2015
- Hiring of one ERG member
- Providing a \$9,500 subsidy for the 2015 Study Abroad Program
- Hiring Jane Long as IIMC Director of Professional Development
- Complimentary membership to entire Region 1 to any Clerk who has never been an IIMC member and is attending the 2015 Conference

The Board did not approve these Items:

- Reducing Region grants from 2 to 1
- Increase in Athenian Dialogue costs



Strategic Priorities 2014

Introduction

Strategic Planning is a process to define an organization's direction, determine long range planning goals and guide decision-making. Most strategic plans address high level initiatives and overarching goals. Metaphorically, a strategic plan is an organizational roadmap.

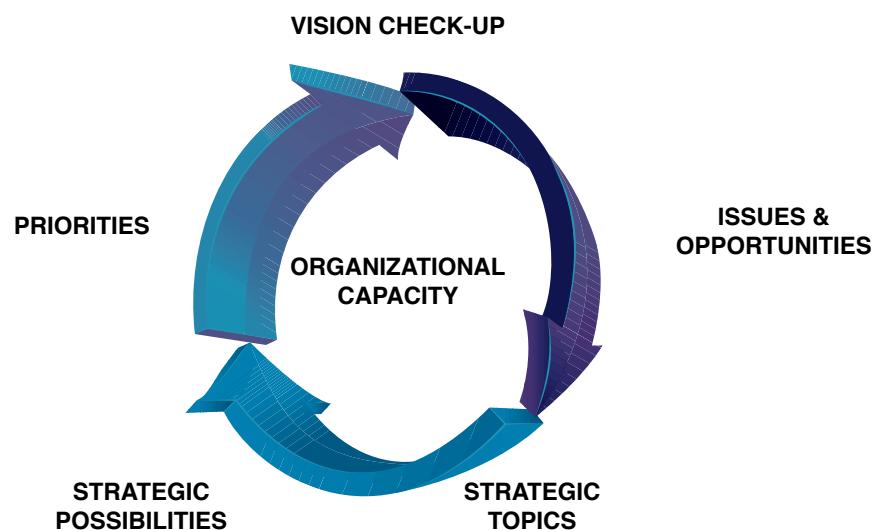
If strategic planning is the roadmap, **Strategic Priority Setting** is the vehicle to reach the destination. In fact, it is a tool to narrow the array of choices facing an organization amidst limited resources.

To assist the Board of Directors in this process, the International Institute of Municipal Clerks (IIMC) enlisted the services of Dr. Gordon McIntosh of the Local Government Leadership Institute to facilitate a **Priority Setting Workshop**. The outcomes of this May 2014 session resulted in specific priorities for Board attention NOW as well as NEXT and LATER as human or fiscal resources become available or as NOW priorities are accomplished

The purpose of this report is two-fold:

- To document the process as a reminder of how the Board's strategic priorities were identified. Knowledge of the steps and tools used allow the Board and staff to replicate the process thereby keeping strategic priorities current and relevant.
- To document outcomes from the session providing the Board with a synopsis of strategic priorities and operational action items along with a detailed work plan to allow for immediate and successful follow-up action.

The graphic below illustrates the ever flowing cycle of strategic priority setting. The process and products are documented in the following pages of the report.





International Institute of Municipal Clerks

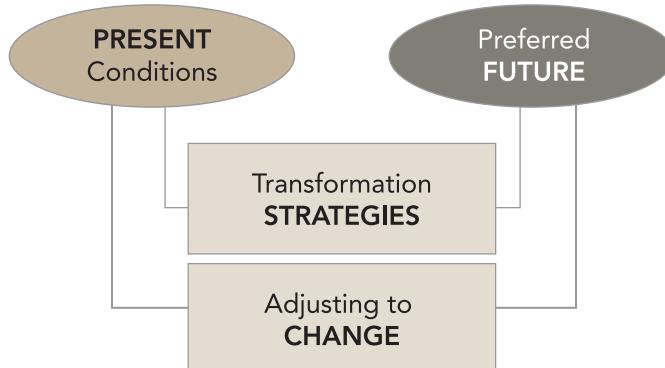
Founded in 1947, the International Institute of Municipal Clerks is a professional non-profit association serving the needs of Municipal Clerk from cities and town throughout the world. With more than 9,500 members, IIMC is the largest organization of Municipal Clerks, representing municipalities of less than 2,500 to more than 10 million people.

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

The **Purpose** of IIMC is to promote life-long learning, skill development and public service and foster a spirit of mutual assistance and goodwill among Municipal Clerks around the globe. IIMC continually works to advance leading practices in professional and personal development, creates opportunities for its diverse membership to engage in training and development activities and programs, and supports education programs that enrich the knowledge, practical abilities and professionalism and leadership skills of its members. .



Process



Beginning with the end in mind, the preferred future is defined and the organization's vision is revisited/revisited and/or confirmed. The next step is looking at present conditions by highlighting the current issues and discussing opportunities facing IIMC.

It is the transformation stage of the model where the gap between vision and reality is closed by defining achievable actions and setting priorities. Strategic priority setting steps involve identifying actions, developing strategies and making choices consistent with the mandate and available resources of IIMC.

A final critically important element of the process is adjusting to change. Strategic priorities need to be regularly monitored and adapted to changing external conditions and organization capacity. Once priorities are completed, new ones can take their place. As well, policies and systems must be aligned for successful implementation of strategies.

Mandate Checklist

To begin the workshop process, the Board and senior staff discussed what success would look like for IIMC in four specific areas: Membership Services, Professional Development, Information Sharing and Organizational Excellence. The framework creates a Mandate Checklist that articulates "**measurable**" outcomes that can be assessed in quantifiable terms such as amounts or percentages; "**observable**" benefits that can be seen or perceived such as feelings and experiences; "**tangible**" outputs that are produced such as services and programs delivered to the membership.

During the workshop, the checklist was used as a tool to conduct a **Mandate Check-up** 'what is working well' (factors that ought to be strengthened) and 'areas for attention' (factors that should be addressed).

The Board can utilize this tool to monitor and assess the health and progress of the organization – either internally with staff or externally through member consultation processes. Involving stakeholders allows the Board to understand regional and partner perspectives from members, institutional and funding partners. It causes the Board and the organization to think about the big picture not just recent issues, consider external not just internal interests and define measures of success for future analysis of strategic directions and priorities. A Mandate Check-up can be conducted annually as part of the Board's priority setting process.

MANDATE CHECK-UP

May 2014

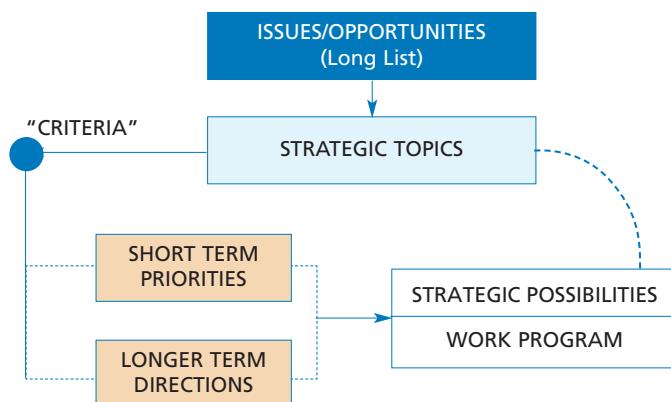
EXPECTATIONS / Activities	WHAT WORKS WELL	AREAS FOR ATTENTION
MEMBERSHIP SERVICES <i>To find solutions, enhance professional skills and improve performance through educational programs, technical support, resources and publications.</i> <ul style="list-style-type: none"> • Global Network • Certification • Career Centre • Professional Support • Resource Centre • Publications • Awards 	<ul style="list-style-type: none"> • Dues structure • Communication delivery methods • Membership recruitment • Campaigns • Customer relations 	<ul style="list-style-type: none"> • Membership care • Generational changes • Membership & association relevance • Retiring membership • Historical retention • Acknowledging diversity • Code of Ethics
PROFESSIONAL DEVELOPMENT <i>To promote continuing education and certification, professional development programs and networking solutions</i> <ul style="list-style-type: none"> • Educational Curriculum • Conference • Symposiums • Mentoring Program • Scholarships & Grants • International Exchange Program 	<ul style="list-style-type: none"> • Satisfied members • Increase in members • Scholarship funding • Conference attendance • Communications • Education • Review process • X & XI Certification • Online opportunities • Institute relations 	<ul style="list-style-type: none"> • Publicizing scholarships • Future conferences • Tightening economy • Certification relevance • Educational trends
INFORMATION SHARING <i>To connect with colleagues worldwide to assist in the Clerks role in municipal government.</i> <ul style="list-style-type: none"> • News Digest • Website • Career Link • Resource Materials • Publications • Newsletter 	<ul style="list-style-type: none"> • Website • Delivery methods • Resource materials 	<ul style="list-style-type: none"> • E news Digest • E Briefings • Reverse information sharing • Advertise publications • Website cross referencing • Online opportunities
ORGANIZATIONAL EXCELLENCE <i>IIMC is governed by a 26 member Board of Directors who set policy and provide organizational leadership and guidance and adhere to the IIMC Code of Ethics.</i> <ul style="list-style-type: none"> • Fiscal Accountability • Board Governance • Strategic Planning • Human Resources • Office • Association Linkage 	<ul style="list-style-type: none"> • Financial stability • Team atmosphere • Administration / operation • Staff organization • Transparency • IIMC presence in State Institutions • Retaining employees • Strategic Plan • Revenue stream 	<ul style="list-style-type: none"> • Program & Professional Development Director • Marketing Coordinator • Board/Staff role development • Education Assistant • Software upgrades • MCEF Coordinator • Willingness to be on Board • Building repairs • Budget reserves • Human Resources • Success benchmarks

Issues and Opportunities

Following the Mandate Check-up, the Board identified current and emerging issues and opportunities facing the IIMC organization, the profession and its membership. The list of items was scored with both the Board and staff choosing their 'top ten' items from the list.

ISSUES AND OPPORTUNITIES LIST			
ISSUE / OPPORTUNITY	SCORE	ISSUE /OPPORTUNITY	SCORE
Webinars / website use	16	Downloadable digest	1
Member retention / buy in	29	Value of professionalism	2
Future IIMC resource structure	17	Alternate revenue (fees)	4
Membership engagement	6	Future needs assessment	2
Strategic Plan	-	Visibility / marketing	22
Professional association partners	2	Fiscal management	-
Career Link	-	Workload burn out	-
Budget	-	E Briefing format	-
Membership outreach	-	Technology on the go	2
Diversity in the workplace / membership	-	Code of Ethics	-
Member forum	-	Member training needs	-
Board & member orientation	-	Updated resource material / matrix	-
Scholarship awareness	2	Board member recruitment	1
Self service portal	7	State association linkage	8
Education function - future	11	Regional growth needs	4
Fee structure	-	Value of profession - commitment	-
Certification relevance	12	Regional Director support	15
Regional survey needs	1	IIMC relevance / mandate	

Issues and Opportunities to Priorities



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Strategic Topics

The Issue and Opportunity List was reviewed and discussed to arrive at a list of Strategic Topics, which became the focus of the priority setting process. The Board agreed to explore the following strategic topics:

1. Webinars
2. Website
3. Human Resource Structure
4. Needs Assessment
5. IIMC Visibility
6. Certification
7. State Associations
8. Education Function
9. Member Retention
10. Regional Director Support

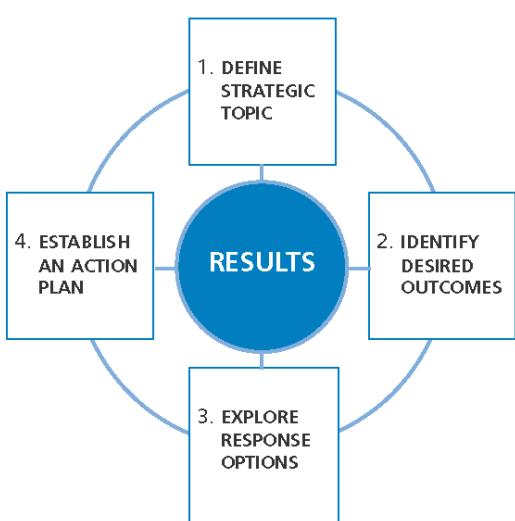
Seeing the Possibilities

Moving towards something that is desirable, the possibilities are immense. To move from strategic topics to strategic possibilities and then strategic priorities, a four-step process, the **Solution Seeking Model**, was utilized. Participants began by clarifying the strategic topic, then identifying desired outcomes if the topic was successfully addressed. Next, options or ways to achieve the desired outcome were explored and a 'preferred strategy' was selected.

The solution seeking discussion generated enough information to consider the strategic topics as *strategic possibilities*. This does not make them priorities – yet.

There are too many of them given the organization's limited capacity. An organization's capacity box is not readily visible but does have limitations or boundaries. It is useful to look at organizational capacity as a box of balls. If the box is full then the Board must be realistic about putting more initiatives inside. Some of the limitations include:

- **Policy** – procedures that define mandate and roles
- **Finances** – available net resources
- **Culture** – norms delineating acceptable behaviours
- **Risk** – tolerance for organization and legal exposure
- **Human resources** – available staff and competency levels



These capacity box elements are impacted by dynamic internal and external factors:

- **Funding** – available funding beyond day-to-day operations
- **Scrutiny** – level of visibility for organizational actions
- **Demands** – diverse requests from stakeholders and the public
- **Environment** – conditions impacting the organization
- **Support** – legitimacy and trust among stakeholders

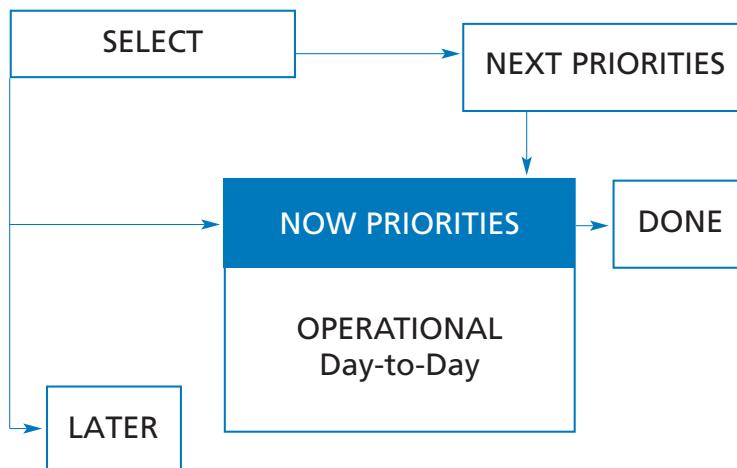
STRATEGIC POSSIBILITIES	
STRATEGIC TOPIC DISPOSITION	ACTION
1. WEBINARS 	<ul style="list-style-type: none"> • Pending Website upgrade (see #2) and Education Strategy (see #8).
2. WEBSITE <i>Website Refresh</i> (Operational Item)	<ul style="list-style-type: none"> • Refresh the website platform to make it user friendly and easy to update.
3. HUMAN RESOURCE STRUCTURE <i>Roles & Responsibilities Proposal</i> (BOARD NOW ITEM)	<ul style="list-style-type: none"> • Submit proposal to the Board that identifies position needs, workloads to meet future strategic and service needs based on current vacancy opportunities.
4. NEED ASSESSMENT <i>Survey</i> (BOARD NEXT ITEM)	<ul style="list-style-type: none"> • Develop terms of reference (for 2015) for a survey to identify member emerging challenges and interest as well as IIMC service feedback.
5. IIMC VISIBILITY <i>Marketing Strategy</i> (BOARD NOW PRIORITY)	<ul style="list-style-type: none"> • Draft terms of reference for marketing strategy that assists IIMC in expanding beyond current opportunities and membership base.
6. CERTIFICATION <i>Benefits Package</i> (BOARD NOW PRIORITY)	<ul style="list-style-type: none"> • Develop package that offers personal stories, identifies online opportunities and benefits of certification.
7. STATE ASSOCIATIONS <i>Marketing /Visitation Program</i> (BOARD NEXT ITEM)	<ul style="list-style-type: none"> • Develop visitation and marketing program to be delivered at state conferences aimed at elected officials and City Managers.
8. EDUCATION FUNCTION <i>Education Strategy</i> (BOARD NOW PRIORITY)	<ul style="list-style-type: none"> • Develop terms of reference for an education strategy that Identifies options for members to access online resources, certification programs and scholarships.
9. MEMBER RETENTION <i>Marketing Strategy</i> (BOARD NOW PRIORITY) see # 5	<ul style="list-style-type: none"> • See # 5
10.REGIONAL DIRECTOR SUPPORT <i>Stipend Options</i> (Operational Item)	<ul style="list-style-type: none"> • Investigate options to offset expenses to encourage director presence and participation at Board meetings and IIMC events.

Results

Strategic Priorities

Based on the number of topics, organizational capacity and the application of the reality, urgency and responsibility criteria, the strategic topics were translated into five **strategic priorities** to be addressed NOW (see Strategic Priorities Chart, next page).

The Strategic Priorities Chart captures the Board's priorities and operational strategies at the time of the July workshop. Items listed in **BOLD CAPITALS** indicate priorities the Board wishes to address NOW. These items automatically enter the appropriate operational unit at the bottom of the chart. This shows the alignment of staff work with Board direction. Items listed in CAPITALS indicate priorities that will be addressed NEXT or when a NOW item is completed.



In addition to Board priorities, there are other strategic matters receiving the attention of staff. These Operational Strategies are noted in regular font on the Strategic Priorities Chart.

The utility of the priority setting process is evident in the number of items that can truly be acted upon as **Strategic Priorities**. The focus is on **five** NOW priorities. When these are completed, one-by-one they are replaced with NEXT items. LATER items or NEW items are not lost. They are reviewed using specific criteria and move up the list as resources become available or as new needs emerge. Accomplishments are achievable - not just words on paper.

To this end, the Strategic Priorities Chart should be reviewed regularly as a reminder of the organization's capacity to make adjustments, change priorities and celebrate achievements. It should be included in every Board meeting agenda as a constant reference, updated monthly by the Executive Director with the Board and reviewed quarterly by the Executive Director with the Board and with staff.

STRATEGIC PRIORITIES CHART

May 2014

CORPORATE PRIORITIES (Board / Executive Director)

NOW

1. EDUCATION STRATEGY: Options Report
2. PROFESSIONAL CERTIFICATION: Member Benefits Page
3. HUMAN RESOURCE STRUCTURE: Proposal
4. MARKETING STRATEGY: Terms of Reference
5. STRATEGIC PLAN: Update

TIMELINE

August
November
August
November
June

NEXT

- MEMBER NEED ASSESSMENT - Survey Terms of Reference
- MARKETING PROGRAM - Elected Officials and City Managers

OPERATIONAL STRATEGIES (Executive Director/Staff)

EXECUTIVE DIRECTOR (Chris)

1. Education Position: Proposal - May
2. EDUCATION STRATEGY - Aug.
3. ORG STRUCTURE: Proposal - Aug.
4. Website Platform: Refresh - Aug.
5. STRATEGIC PLAN: Update - June

- MARKETING STRATEGY: ToR
- Visit low membership regions
- Member Orientation Program

CERTIFICATION (Ashley)

1. Online Courses - Jan.
2. CERTIFICATION BENEFITS: Page - Nov.
- 3.
-
-

ADMINISTRATION (Pillar)

1. Board Director Stipend: Options - Aug.
2. 2015 Budget - May to July
- 3.
-
-

EDUCATION (Vacant)

- 1.
- 2.
- 3.

- Resource Material Matrix (Website)
- Member Online Networking

CODES: BOLD CAPITALS = NOW Priorities; CAPITALS = NEXT Priorities; *Italics* = Advocacy;
Regular Title Case = Operational Strategies

Strategic Priorities Work Program

As the final stage in the solution seeking process, an action plan was developed that identifies resources and responsibilities to implement the Board's priorities. The Strategic Priorities Work Program is used to determine the activities and resources required to implement strategic priorities. It is necessary for:

- **Budgeting** – the true acid test for a strategic priority is whether it gets funds within the annual budget process. If not it should move to NEXT status.
- **Work Planning** – the Executive Director will be better equipped to assign work knowing the time and effort required of staff to implement the Boards priorities.
- **Performance Monitoring** – The Board will be able to perform its oversight role better if there are timeframes to monitor progress and results.

The Work Program lays out what is necessary from staff and / or partners to implement a strategic priority. The Work Program clearly itemizes the Board's expectations in terms of:

- **Who** – responsibility for implementation and decisions
- **Why** – success indicators to monitor progress and results
- **What** – specific task and activities that need to be done
- **When** – sequencing of activities with target dates
- **How** – human, material and fiscal resources required

The Strategic Priorities Work Program defines the desired outcomes for each priority (column 1), options for achieving the priority (column 2) and actions, responsibility and timelines (column 3).

Regular updating of the chart ensures that everyone is '**on the same page**'. Roles are clear, the focus is defined and progress is monitored and celebrated. Extracted from the report, the Strategic Priorities Chart and Work Program are intended to be working documents, updated regularly.

**CHANGED
PRIORITIES
AHEAD**

Strategic Priority Work Program		
PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>1. EDUCATION STRATEGY (Chris) <i>How do we best address emerging training needs?</i></p> <p>* Position Vacancy</p> <p>* Strategy</p> <ul style="list-style-type: none"> • Member-focused training • Post CMC designation opportunities • Association linkages • Resource material access • Member mentor support • Effective function • Member access • Multiple mediums - webinars • Non-clerk type training • Scholarship opportunities 	<p>Position vacancy</p> <ul style="list-style-type: none"> • In house • Consultant • Combination <p>Strategy</p> <ul style="list-style-type: none"> • In-house staff • Consultant • Committee 	<p>Position</p> <ol style="list-style-type: none"> 1. Submit proposal - May 2. Recruitment - July <p>Strategy</p> <ol style="list-style-type: none"> 1. Develop terms of reference - Nov. 2. Undertake process - 2015 3. Determine function status - Nov. 2015
<p>2. PROFESSIONAL CERTIFICATION (Ashley)</p> <p><i>Do we want to expand services?</i></p> <p>* Benefits Package</p> <ul style="list-style-type: none"> • Council awareness & support • City manager awareness & support • New member interest • Career awareness • State Association linkages • Other professional association linkages • Member retention 	<ul style="list-style-type: none"> • In house • Consultant <p>Existing members</p> <ul style="list-style-type: none"> • New members • New regions 	<ol style="list-style-type: none"> 1. Determine key message - Feb. 2. Assess audience needs - Mar. 3. Develop program proposal - April

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>3. HUMAN RESOURCE STRUCTURE (Chris) <i>What is the best staff arrangement to meet IIMC's needs?</i></p> <p>* Proposal</p> <ul style="list-style-type: none"> • Fit with new direction • Take advantage of 'vacancy' opportunity • Ensure role clarity • Address changing organizational needs • Balance Executive Director work load • Cover all the basics • Clearly defined roles • Best use of contract expertise 	<ul style="list-style-type: none"> • Executive Director • Consultant • Task Force <p>Functions Required</p> <ul style="list-style-type: none"> • Executive Director • Finance • Communications • Web-based resources • Member Services • Conference planning • Office/Administration • Education • Certification 	<p>1. Submit proposal to Board - Aug.</p>
<p>4. MARKETING STRATEGY (Chris) <i>How can we expand opportunities beyond current services and members?</i></p> <p>* Terms of Reference</p> <ul style="list-style-type: none"> • New members & regions • Promote a unique identity • Create a promotional package • Pursue new services • Known brand • Member retention • Other association partnerships • Engaged members • Celebration os success • Best of technology 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>1. Develop Terms of Reference - Nov.</p> <p>2. Approve budget</p> <p>3. Develop strategy</p> <p>4. Review strategy</p>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>5. STRATEGIC PLAN (Chris) <i>What are our strategic priorities for 2014/15?</i></p> <p>* Update</p> <ul style="list-style-type: none"> • Clear short term priorities with target dates • Good working relationship • Board/staff alignment • Viability of association • Long term direction • Regular review • Road map for future success • Defined measurable performance targets • Keeping up with changing trends 	<ul style="list-style-type: none"> • Combination • In-house • Consultant • Staff • Board • Combination 	<ol style="list-style-type: none"> 1. Circulate May strategic report - July 2. Quarterly priority chart review - Sept. 3. Annual update - May 2015
<p>MEMBER NEED ASSESSMENT () <i>How do we best determine members' expectation of IIMC?</i></p> <p>* Terms of Reference</p> <ul style="list-style-type: none"> • Enhanced IIMC relevance • Detect emerging trends • Assess what is working/not working • Wide-spread member involvement • Increased member awareness of IIMC • Identify revenue opportunities 	<ul style="list-style-type: none"> • In house • Consultant • Combination • Survey • Retired Professionals 	<ol style="list-style-type: none"> 1. Draft survey format - Mar. 2. Launch survey - May 2015 3. Analyze results - Nov. 2015
<p>MARKETING EFFORTS () <i>How do we make IIMC more recognizable by others in local government?</i></p> <p>* Program</p> <ul style="list-style-type: none"> • Increased membership • Increased recognition • Targeted efforts 	<ul style="list-style-type: none"> • In house • Consultant • Combination • Social media • Elected officials • Professional Assoc. 	<p><i>2015 - pending development of strategy</i></p>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
WEBSITE (Chris) <i>How do we improve the website?</i>	<ul style="list-style-type: none"> • In house • Contractor 	<i>Not developed</i>
* Strategy <ul style="list-style-type: none"> • User friendly • Positive online experience • Online resource access • Revenue production opportunities 		
MEMBER ORIENTATION (Chris) <i>How do we prepare new members effectively?</i>	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Prepare & review checklist - Nov. 2014 2. Assemble materials 3. Conduct session - Nov.
DIRECTOR STIPEND () <i>How do we assist Board members with expenses?</i> * Proposal <ul style="list-style-type: none"> • Ensure wide-spread representation • Reduce member's personal burden • Reduce member's organizational burden 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Conduct research 2. Present proposal 3. Board policy
RESOURCE MATERIAL () <i>How do we ensure useful resources?</i> * Strategy <ul style="list-style-type: none"> • Online resources • Current relevance 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<i>Pending member survey</i>
STATE ASSOCIATIONS (Chris) <i>How do we enhance state association relations?</i> * Partnerships <ul style="list-style-type: none"> • Joint programs • Increased memberships 	<ul style="list-style-type: none"> • Develop promo materials • Attend conferences • Visit low volume areas 	<ol style="list-style-type: none"> 1. Develop 2014/15 visitation program - July 2. Executive Review - Aug.

Bolded items indicate the Board **priority**, the preferred **option** to achieve the outcome and the primary **action** necessary to address the priority.
 The question used by the the Board to focus their priority setting discussion is *italicized*.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: Board of Directors

From: Ashley DiBlasi, Certification Manager
Malinda Henry, Education Assistant

Date: September 22, 2014

Subject: 2014 Mid-Year Education Department Report

The Education Department has been working on a number of things since the May Board Meeting, but the main focus has been increasing online educational opportunities for the membership and preparing for the scheduling changes at the 2015IIMC Annual Conference. We have closed out the 2014 Annual Conference and are actively involved in the planning of the 2015 Annual Conference education program and working with the committees.

Please see the highlights below:

- **2015 Annual Conference Education Program –**
 - **New 4-Day Conference Schedule-** Due to the elimination of one conference day, the Department had to rework the entire conference schedule including the education program. The Education Department extended the Concurrent Session modules by 15-30 minutes in order to maintain the 16 hours of education. One General Session was eliminated as well. The Department worked with the Conference Committee on this difficult feat and would like to thank them for their valuable feedback.
 - **New Annual Conference Smart Phone Application –** The Department has worked to put together an Annual Conference Smart Phone scheduling app for 2015. This app will contain an intro to Hartford, a local map with points of interest, a Hartford Convention Center map with meeting room locations, photos and bios of each conference speaker, a full day-by-day schedule as well as full contact information for each Sponsor and Exhibitor. The app features an option to customize your personal daily schedule and choose the sessions and meetings that you would like to attend. You are also able to set alarms or reminder notifications so no meetings or sessions are forgotten. The Conference Committee has reviewed the application and shares in the Department's excitement. More information will be released to the IIMC membership at a later date.
 - **8 Academy Sessions will be offered–** Topics will include Leadership, Communication, Employee Discipline and Termination, Employee Engagement, Boardroom Problems, Records Management, Council/Staff Relations and Behavioral Flexibility/Creative Thinking.
 - **2 General Sessions will be offered –** Due to the elimination of one conference days, the Department extended the two remaining General Sessions by 30 minutes

each for 90 minute sessions. The topics offered will be “Everyday Leadership” by Drew Dudley and “The Perception of Change” by Warren Macdonald. The Department feels that the speakers and topics will be very well received by the delegation and looks forward to working with both presenters.

- **35 Concurrent Sessions will be offered** – 35 Municipal Clerk related sessions will be planned. The “Crucial Conversation” module will be back by popular demand.
- **4 Athenian Dialogues will be offered** – Conference Athenian Dialogues are extremely popular and registrations are maxed out each year. In order to accommodate the request for more offerings and additional opportunities, IIMC will be offering 4 Dialogues, two concurrent on Saturday and two concurrent on Sunday. Book and facilitator information is as follows:
 - Mrs. Lincoln's Dressmaker by Jennifer Chiaverini will be facilitated by Kerry Bush, Deputy City Clerk from Colorado
 - When Character Was King: A Story of Ronald Reagan by Peggy Noonan will be facilitated by Chuck Tokar, Mayor, Chicago Ridge, IL
 - Unbroken by Laura Hillenbrand will be facilitated by MaryLynne Stratta, City Secretary from Texas
 - Endurance: Shackleton's Incredible Voyage by Alfred Lansing will be facilitated by Kathie Novak, Institute Director, University of Colorado
- **Region X and XI offsite education session** – This program will be discussed and planned at a later date.
- **Conference Handout CD ROM** – The Department has decided to eliminate the CD for 2015. The session handouts will be available on the IIMC website 30 days prior to the conference and 30 days following the close of the conference. IIMC will encourage the delegates to download the session handouts of their choice to save for their records.
- **Committee Work –**
 - **Conference Committee** - The Department worked with the Conference Committee to recommend sessions for the 2015 Conference Education program. The committee also reviewed the new 4-day conference schedule and the IIMC Annual Conference smart phone application. The committee has been wonderful to work with and been a valuable asset during the scheduling transition.
 - **Education and Professional Development Committee** – The committee continues to work on their goals and provide the Department with any additional online learning opportunities that they feel are worthwhile. Please see more information below regarding additional online learning opportunities.
 - **International Relations Committee** – The Department has received a preliminary draft of the education program expected to be offered at the 2015 Study Abroad program. As of this date, the program has been finalized and points have been determined.

- **Program Review and Certification Committee** –The Department has worked with PR&C to review the Professional and Social Contributions categories found in their committee goals. Please see this committee's report for full details. The department would like to thank Tami Kelly and Kittie Kopitke for their hard work on this venture.
- **Education Resource Group** –The ERG continues to be a very valuable asset to IIMC in general and the Education Department. With the retirement of Ina Wintrich from Arizona, and Fleming Bell from North Carolina, the Group has two vacancies. During a Board telecon this past month, the Board approved limiting the Group to three members rather than four. An advertisement was sent out to all the Institute Directors on September 17, 2014. As of the date of this report we have received interest from many IDs and will keep you informed of the Institute Director chosen to fill the vacancy.
- **Institute Update**
 - **2014 Institute Annual Reports** – The Department has already begun to receive 2014 Annual Reports. We firmly believe that this is due to the streamlined requirements that were recently implemented. The new requirements seem to be well received by the IDs.
 - **New Jersey** – The New Jersey Clerks Association has decided to remain with Rutgers University, and have hired a new Institute Director, Laura Flagg. The Association is very excited about the move. We have spoken with Laura and believe that she will do great things for the New Jersey Clerks.
 - **South Carolina** - The Education Department received a proposal from the College of Charleston requesting to house the Institute program. The proposal was sent to the appropriate committees and the approval was finalized this August. South Carolina should continue to have an excellent program.
 - **New Institute Directors** - Many of the Institutes have experienced turnover in the program director position. The Education Department has been working very hard to contact each new Institute Director, introduce ourselves, familiarize them with IIMC and make sure that they understand their roles and responsibilities to the Clerks. We will continue to keep the channels of communication open.
- **Online Education Programs**
 - **Captus Press** - The Department is proud to announce that two IIMC Online Courses were launched in September of 2014 through Captus Press. So far, the courses have been well received and the Department has already seen many certification submissions with the certificates of completion included. The two sessions launched were recorded at the 2013 IIMC Annual Conference and are titled "Problem Solving and Finding the 2nd Right Answer," and "The Ethical Clerk in the 21st Century." Since the courses we released only a week ago, we are unable to provide statistical data verifying the interest or the number of enrollments. We will provide more detailed information on these finding at the Annual Meeting next May.

- **Webinars-** The Department continues to have discussions with Robert Blatt from AIM to talk about the possibility of offering an IIMC owned Electronic Records Management webinar series to the membership. The Department feels that our membership will both benefit from the program and appreciate the additional distance learning opportunity. However, due to the amount of work that would be involved in the handling of registrations, reviewing assessments, and generating certificates, it has been decided that this opportunity will be addressed by the Director of Professional Development at the beginning of 2015. In order to nurture the relationship with Robert Blatt, IIMC has contracted him and his team of experts to present 4 records management session at the 2015 IIMC Annual Conference. The content of the programs are shaping up nicely and will be a wonderful addition to the education program.
- **Additional Online Learning Opportunities-** At the request of the Education and Professional Development Committee, the Department has reviewed and approved two long standing Parliamentary Procedures online courses for CMC Experience credit. The course information has been posted to the IIMC website. The Department appreciates the suggestions and the dedication of the committee to their goal.
- **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 MMC's** - Application review time is currently 2-3 weeks. Since the Board Meeting on May 17, 2014 we have awarded **112 CMC** designations and **45 MMC** designations. CMC numbers are right in line with last year but MMC numbers have significantly increased, once again, in comparison to last year's numbers during the Mid-Year to the Annual Board Meeting time frame.

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



To: Board of Directors

From: Mary Johnston, MMC, Chair
Roxanne Schneider, MMC, Vice Chair

Date: September 19, 2014

Subject: 2014/2015 Mid-Year Board Meeting Report

Background

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

Committee Members: Laura Bauer, CMC; Allan Bull, CMC; Phil Campbell, MMC; Denise Carey, MMC, Susie Corbitt, MMC; Tracy Davis, MMC, Pam DeMouth, CMC, Stephanie Kelly, MMC; Kerry Rozman, MMC; Anna Stetson, CMC; Kassie Van Remortel; and Kate Wall, MMC. **Board Liaisons:** Anne Uecker, MMC and Brenda Young, MMC. **Staff Liaisons:** Ashley DiBlasi, and Chris Shalby.

The 2014-2015 Conference Committee is tasked with making recommendations on conference education General Sessions, Academy Sessions and Concurrent Sessions and works with the IIMC Education Department on any number of recommendations to improve the annual conference learning experience.

The goals set for the committee this year are:

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

Discussion

Goal #1 - The Committee reviewed and rated the Conference Education Proposals for the 2015 annual conference in Hartford, CT. Results were forwarded to the IIMC Education Department. **Completed.**

Goal #2 - The Committee will discuss and evaluate sessions from the 2014 conference attended by Committee Members and provide direct feedback to the Education Department. **Ongoing**

Goal #3 – The Committee provided rankings of the proposed 2015 Education topics to the Education Committee in August. **Completed.**

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

Goal #5 –The Committee will assist the Education Department in the recruitment of conveners and scanners for the 2015 Annual Conference. **Ongoing.**

Goal #6 – The Committee will begin discussion of the suitability of casino/hotels for future conference locations. **Ongoing – to be completed 1st quarter of 2015.**

Additional Discussion Items

The Committee had been tasked with additional items from IIMC staff. They are as follows:

- Review 4-Day Conference Schedule – The committee reviewed the proposed 2015 4-Day Conference Schedule and provided some good suggestions. IIMC staff will review the suggestions and make changes where appropriate.
- Third Party Event Management Company Proposal – The Committee held a Teleconference meeting on July 24, 2014 to discuss a proposal from Helms-Briscoe. Helms-Briscoe has assisted IIMC staff in the past with conference and meeting planning. In the proposal Helms-Briscoe would provide services at no cost to IIMC, which raised some concerns of the Committee. During the telecon, it was mentioned that Helms-Briscoe would retain all rebates and commissions as payment for their services. The Committee felt this was a huge amount to lose from conference revenues. The current event planner can handle some of the proposed items and past host committees have been able to provide some items at a low or no cost to IIMC. IIMC staff has relied on host clerks and committees when planning conferences in the past. The Committee agreed that IIMC should retain the rebates/commissions and to use Helms-Briscoe only as needed.
- 2015 Annual Conference App – The Committee reviewed the new Annual Conference App that will be available via smart phones or tablets for all delegates in Hartford. The Committee was very excited about this new tool and feels it will be well received by the membership. The Committee thanks Ashley DiBlasi for her hard work creating this valuable application.
- 4-Day Conference Article – The Committee reviewed the 4-Day Conference article that will be used to promote the new conference schedule in 2015. The Committee felt the article was well written and does a good job of explaining the reason for the no reduction in the conference registration fee.

Summary – This Committee has been very active and engaged since the May Conference. All members have participated in the conversation and provided valuable feedback/suggestions to IIMC staff. We look forward to completing our remaining goals and stand ready to assist when needed.

Recommendation – There are no recommendations from the Conference Committee.

Management's Comments:

By the time of the Midyear Board meeting, the committee will have participated and made a recommendation regarding the 2019 annual conference site selection. We also look forward to working with the committee on the viability of holding annual conferences in Casino/Hotel properties. We thank them for their input regarding the 4-day conference program, the conference app, the conference article for the membership and reviewing the third party event management company proposal.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Executive Committee, Board of Directors

From: Jerry Lovett-Sperling, MMC Chair
Donna Geho, CMC Vice-Chair

Date: September 16, 2014



Subject: Education & Professional Development Committee
Mid-Year Report

Background – This committee was given 3 goals, one of which has been tabled for this year. The objectives are to identify education resources for existing education and professional development opportunities to be reviewed by the Education Department and to review MMC continuing education survey results and explore options for a professional development program beyond the MMC.

Discussion – We got rather a late start for being in need of some clarification on our tasks. However, committee members have received the results of last year's survey for review and a conference call meeting will have taken place by the mid-year board meeting.

Financial – No financial impact has been determined at this time. However, there could be a fiscal impact associated with staff resources if it is determined that the continuing education survey should be revamped and sent out again, i.e. sending the survey; compiling results; analysis of results, etc.

Summary -

Recommendation – We have no recommendation at this time.

Management's Comments:

This committee's work regarding researching and identifying education programs will be an ongoing project. As for the MMC survey, it will need to be retooled to attract more participants.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Executive Committee

From: Shari Moore, MMC
Chair, Elections Committee

Date: September 30, 2014

Subject: Mid-Year Report of the Elections Committee



Background

The Elections Committee was tasked with the following goals and objectives.

1. Oversee Vice President and Region Director elections and procedures.
2. Review wording of publication/notice to members regarding Constitutional amendments to be presented at the Annual Business Meeting prior to publication to ensure compliance with the Constitution.
3. Conduct elections for Constitutional amendments at the Annual Business Meeting, provide voting tabulation and Election Officers
4. Approve all elections results to be disseminated to the membership.
5. Review and recommend changes to the Election Manual to the Board of Directors

Discussion

Items 1 through 4 have not occurred in the four months since the May conference. The Elections manual was reviewed during the second half of the year by the past committee and will be done so again by this committee for the next report.

Financial

There are no financial requirements by this committee.

Summary

The Elections Committee is ready to meet for any necessary actions needed for the upcoming elections, if necessary.

Recommendation

No recommendation necessary.

Management's Comments:

We will be utilizing this committee in January 2015 to vet the presentation and verbiage regarding the process of how we will distribute the newly revised Constitution to the membership. Of course, the bulk of the committee's work will be accomplished at the annual conference.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Mary Lynne Stratta, IRC Chair
Susan Domen, IRC Vice Chair

Date: September 26, 2014

Subject: Mid-Year Report for Board of Directors



Background

The International Relations Committee (IRC) was assigned the following goals and objectives by President Young:

1. Collaboration with Symposium Region XI Management Partners.
2. Manage and run a booth at the IIMC Annual Conference which promotes international programs and provides a focal point for international members.
3. Assist in delivering a successful Study Abroad Program in Boston in 2015.
4. Work with Region X and XI representatives and the International Development Consultant to define options for future Study Abroad Programs.

Two additional goals have been assigned to the Committee since the annual conference:

5. 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.
6. Develop a policy on Study Abroad Program – New Policy (should also be sent to Policy Review Committee for input)
 - How cities are chosen
 - How is the program on site coordinator chosen
 - Allocation of dollars to the program.

Discussion

Goal 1: The International Symposium held in Brussels in June was a great success. Jaap Paans submitted a written report regarding the symposium, which is attached to this report. Dates for the next International Symposium to be held in 2016 will be decided at the fall Region XI meeting. Please see attachments for more information about this outstanding event.

Goal 2: The IRC assembled, decorated, manned and disassembled a booth at the IIMC annual conference in Milwaukee. The booth was well visited and there was a great deal of interest in the 2015 Study Abroad Program, as well as other future programs, and the International Exchange Program. IRC members brought door prizes that were awarded during the exhibit hall functions. IRC Member Jaap Paans also displayed booth components at the June International

Symposium held in Brussels in order to increase members' awareness of IIMC international relations and programs.

The IRC held a teleconference on July 24 and assigned remaining goals/objectives to various subcommittees.

Goal 3: IRC Member Tami Kelly has been working with the tour operator for the 2015 study abroad tour. Executive Director Chris Shalby has signed the contract with the tour operator, Notch Above Tours, Inc. The goal is to have 30 IIMC members participate in the program. A subcommittee has finalized the educational component of the program, which should be submitted to the Program Review and Certification Committee, through the President, for point assessment. The attachment to this report shows the proposed itinerary, educational session descriptions and educational contact hour summary. The proposal contains 27 educational contact hours. The subcommittee members have been in touch with the City Clerks of Boston, Wellfleet, Newport and Salem, as well as Suffolk University. The subcommittee is recommending an assessment session at the end of the day, for four of the days, to allow the participants to discuss the day's sessions, help cement ideas presented to them, and provide for further insight from each other; this could be a valuable learning tool for the participants.

Goal 4: The IRC discussed countries and groups that have already expressed an interest in possibly hosting a future Study Abroad Program. A link to Chair Stratta's email was added to the IIMC website for any group or country that wished to express an interest in serving as a future Study Abroad Program host. It was agreed this goal/objective would be pursued more fully between the mid-year Board meeting and the annual conference in consideration of the upcoming change in the International Development Consultant and to allow additional opportunities for any interested country or group to submit an email of interest. To date, no additional communications of interest have been received.

Goal 5: IRC Member Scott Passey is chairing a subcommittee to address this goal. His subcommittee has obtained the Region XI survey that was previously distributed in 2012 and is working from it as a baseline starting point. The subcommittee will submit the survey instrument to the Resource and Research Committee, through the President, for approval after vetting by the entire IRC. The subcommittee is being very thorough and methodical in the development of the survey questions to ensure they are tailored to Region X members' needs. This project will be completed before the annual conference.

Goal 6: IRC Member Tami Kelly is chairing the subcommittee to address this goal. To date, the subcommittee has not met but will do so as soon as the 2015 Study Abroad Program planning process is completed. Once the subcommittee submits its report and is approved by the entire IRC, it will be sent to the Policy Review Committee, through the President, for consideration.

One-half of this year's international exchange has taken place. Heidi has completed her trip and Claudia will be visiting New Jersey in November to wrap up the second half of the exchange for this year's program.

Financial

The IRC timely submitted a budget request for consideration by the Budget and Planning Committee. The request included: International Exchange Program - \$3,000; Study Abroad Program On Site Coordinator - \$1,500; and Teleconferences Cost - \$250. It is our

understanding that the Budget and Planning Committee is recommending the discontinuance of funding for the International Exchange Program in future years, and that approximately \$9,500 of excess funds from the last Study Abroad Program be allocated to help offset the costs of the 2015 Study Abroad Program, thereby lowering the costs for all participants.

Summary

The IRC has completed two of our six assigned goals (numbers 1 and 2) and continues to work diligently on the remaining work assignments for this year. Some of the goals assigned to our committee will require several months of work by subcommittees and the entire committee.

Recommendations

It is recommended the IRC host a booth at next year's conference in Hartford. Due to the tremendous success of the 2014 International Symposium, it is recommended plans proceed for another symposium in 2016. The IRC looks forward to working with the new International Development Consultant. We ask to be allowed to continue our work on our assigned goals with the intent of completion by the annual conference. The 2015 Study Abroad Program planning is almost complete and we anticipate a very successful, well attended, educationally sound program. We recommend the approval of the budget request for the 2015 Study Abroad Program Tour Coordinator travel assistance and the Budget and Planning Committee's recommendation of the application of \$9,500 in unused 2013 Study Abroad Program funds to the 2015 Study Abroad Program.

On behalf of the entire IRC, we thank President Young and the IIMC Board for the opportunity to serve.

Enclosures

Management's Comments

This committee has a permanent booth established in the Exhibit Hall replete with its own IRC display. The 2015 Study Abroad Program will be marketed heavily (as of this writing, the marketing materials are in design) and the program looks outstanding. The budget committee allocated \$9,500 (monies remaining from the 2013 program) toward next year's program in New England to help with reducing costs for IIMC members. The success of the 2014 Symposium will lead to another Symposium in 2016, centered in Brussels, Belgium. As part of providing monies to future Symposiums, the budget committee recommended and the IIMC Board approved disbanding the International Exchange Program and setting the allocated \$3,000 funds toward future Symposiums. Once hired, the Region XI Consultant will have input into future goals and objectives.



Event Evaluation Form
International Institute of Municipal Clerks
& UDiTE Symposium
Committee of the Regions, Jacques Delors Building
26th & 27th June 2014



56 Responses Received

Prior to the Conference

Did you have any problems booking your place? **Yes 4% No 96%**
If you did were the IIMC team able to assist you? **Yes 4%**
Was the information provided to you pre-conference adequate for your needs? **Yes 98% /No 2%**
If not what else would you have liked to receive?

List of Delegates

More details would have been helpful
Delegate list including municipality, country & Email
Too much email – please condense info in less emails
Communication could have been better at times from IIMC
It would be good to know who was coming so that you could prepare for better networking. A little basic information on the democratic set ups in different places – as it would help the discussions.
A few issues with booking – we got there in the end but it was hard work & took persistence
Information about registration and the building of the Committee of the Regions were not clear enough.
Would have liked a list of delegates and some paper for notes in the pack. Im sure the tourist office could provide a map and directions from the metro to the venue, which would have helped.
More co-ordinated communications rather than random partial info emails please.
Would have liked to have received a delegate list. Always helpful to know who you are spending 2 days with!

Location/Venue

Is this location reasonably convenient to you? **Yes 98% / No 2%**
How did you get here? **Flight 16% Car 26% Public Transport 58%**
Please give us your thoughts on the venue and whether we should return?

Brussels – yes / Committee of the Regions – No

Nice location

Excellent location

Excellent

Brussels was fine but the Committee of the Regions building was hard to find. Ok to return but other locations would be nice too.

Climate in JDE wasn't comfortable
 Perfect Location to return
 Amazing opportunity – easy to find
 Lunch was disappointing as no place to sit and eat comfortably
 Good venue, but next time another country from Region XI
 Good venue & transport network, would welcome returning one more time before rotating
 Fantastic venue – especially the translation service
 Excellent!
 Brussels is a good central compromise for many of us and it would be acceptable to return
 Venue is really good and layout works well
 Excellent venue – facilities first class
 Venue was good – comfortable seating, good screens, interpreters good. No coffee on Friday before the first session – It was an early start so coffee would have been welcome! Rooms were a bit stuffy – no air
 Easy to get to from UK or rest of Europe
 Not convenient but enjoyable
 It was not difficult to travel here from the US – Great facility for the Symposium and very nice hotel accommodations.
 Excellent – of course
 Picky – but I'd liked to have received coffee for the 9am start, and 2 service stations would have meant the queue would move quickly
 It was a great location which meets the domain in which we are linked to the rest of the world.
 Venue was excellent IIMC should definitely return

Please rate how satisfied you are with the way in which the IIMC & UDiTE Symposium Team looked after you during the Conference?

Very Satisfied 71%	Satisfied 29%	Not Satisfied	Very Dissatisfied
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If dissatisfied, please could you tell us why?

The Programme

Thursday	Excellent	Good	Average	Poor
The differences between various democracies	53%	45%	2%	
Multi level governance; learning from regional & urban policies in the EU, US, China and the upcoming economies	11%	37%	34%	18%
European institutions	23%	50%	27%	
Guided visit to the Parliamentarium	14%	50%	25%	11%

IIMC Region XI Gala Dinner	68%	29%	3%	
Friday	Excellent	Good	Average	Poor
Local democracy in action across Europe: Unity in diversity	73%	23%	4%	
Leadership through management development	71%	29%		
Citizen participation	50%	45%	5%	
Disappearing or diminishing government	40%	60%		
Global financial systems involving local budgeting in municipalities	50%	50%		
The division of powers in the EU	52%	41%	7%	

Did you find the event of benefit to you and your Council?

Yes 100%

If No why not?

Two hour sessions too long

Why weren't SLCC on the panel discussion on Local Democracy?

On the name tag – please also note country, city, profession – easier to have conversations that way

Was the programme pitched at the right level for this audience?

Yes 98% /No 2%

The Future

Do you think that IIMC Region XI & UDiTE should run a similar event in future? **Yes 100%**

If yes, what should be the frequency? Where would you like it to be? Can you suggest any particular speakers or topics?

Probably every two years – London would be good

Every 12 – 18 months in Europe

Two yearly – as long as its easily accessible by public transport

Once every two years – UK (topics – How to make the position of the council stronger)

2 – 3 years London – Madrid – Luxembourg

Once a year – same time in Europe

1 – 2 years on the Continent or UK

Every Year

Brussels is central hub, easy to get to and enjoyable City. Suggest once every 2-3 years. Be good to have speakers from different countries talk about how their country local government operates.

Every other year – in the UK to attract more of their members

Every other year – Brussels again then perhaps rotate

Yes but not every year

Bi-annual mainly in Western Europe for the first decade

One time a year – different countries next time in Netherlands about Councils of the future

Annual would be reasonable

Annual would be preferable, but every two years would be fine – perhaps supplement with the National event

Bi-Annual – a mix of speakers from other Region XI

Once every two years

Every two years – next one in England

A visit to atleast the European Parliament Building would have been good. A session on the structure of the secretariat to the parliament would have been helpful.

Bi-Annual – Europe

Too frequently would not be so much value, however we should definitely do it again. A European country would be ideal.

Please try to have another in the next 2 years. It was very successful.

Topics – How to deal with power issues versus citizen participation – organising democratic / Local Government in a global perspective – what can you do as a Clerk?

Will you attend other IIMC/UDiTE events in the future?

Yes 98% / Maybe 2%

If not, why not?

Retiring

Depends on elections

If you know of any colleagues who didn't attend, do you know why not?

Time out of the office – and too close to elections in May

No ambition to be part of European congress

No time

Expense to travel – airfare from US

They thought the programme would not offer anything relevant to their councils. Councils could not support this financially, part time Clerks could not afford to attend.

They really missed this

Finance Issues

They questioned its benefits – How wrong they were! Excellent event – well done to all

No, but I wonder too – Lets ask them!

Because all of the sessions were in English – Dutch – English interpreters will bring more members from Holland to the Symposium

The unknown

Lack of interest & information

They don't see the value of International discussions65

Time away from work an issue

Thank you for all we shared together – I would appreciate to know the results of this questionnaire –
Elizabeth.moisy@orange.fr

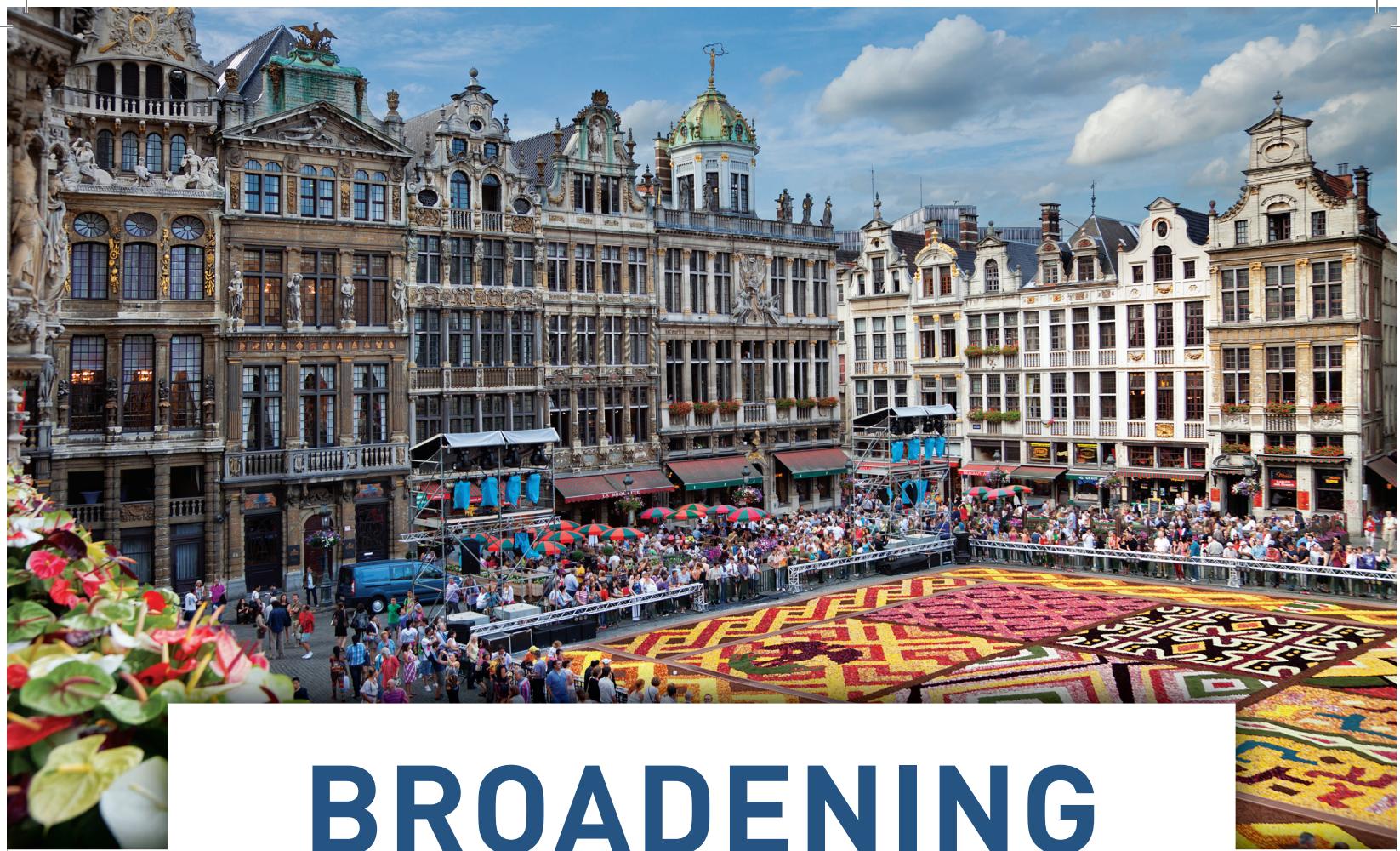
Please could you rate your overall conference experience,

Excellent 62% Good 35% Average 3% Poor 0%

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BROADENING YOUR HORIZONS

A European Perspective on local democracy in action
and multi-level governance

The Committee of the Regions, Jacques Delors Building, Rue Belliard 101-B-1040, Brussels
Thursday 26th & Friday 27th June 2014

EUROPEAN UNION

Hosted by



Committee of the Regions

International Institute of Municipal Clerks in conjunction with



Association of
Democratic Services
Officers



Vereniging van Griffiers
Society of Local Council Clerks & Managers in Scotland

IIMC PRESIDENT'S WELCOME



I am delighted to welcome you to the International Institute of Municipal Clerks Region XI Symposium in beautiful Brussels from June 26-27, 2014. As I begin my journey as the 56th President of IIMC, I am truly honoured to be here representing our esteemed profession in local government. I commend the organizers of the Symposium for creating an International Gathering of Clerks and those who are working in Democratic Services in local government.

While you are in Brussels, I challenge you to attend all of the educational sessions and take full advantage of the opportunity to network with your colleagues from around the world as we learn about European democracy in action. Let us embrace the opportunity to broaden our horizons with a European perspective.

On Thursday, the differences between various democracies will be addressed at the Plenary Session by Annemarie Jorritsma, Mayor of Almere, Netherlands, President of VNG and newly elected President of the Council of the European Municipalities and Regions. Thursday afternoon we will have a choice to either visit the European Parliament Visitors Centre, or hear a presentation by the European Commission Visitors Centre.

I hope that you truly enjoy your time in Brussels and that you accept the challenge to engage in every opportunity to learn more about the International developments in Democratic Services and the Clerks profession.

Sincerely

Brenda K. Young
IIMC President

WELCOME FROM UDITE



I am delighted to welcome you all to this joint Symposium between the International Institute of Municipal Clerks (IIMC) and the European Federation of Chief Executives in Local Government (UDITE) in the Committee of the Regions. This is a key opportunity for us to exchange experience and best practices between local executives on both sides of the Atlantic on the challenges we face.

Our Symposium takes place at a key time for the European Union in the wake of the recent European Parliament elections. This is also a key time for local government throughout the European Union as well. Local and Regional government is responsible for the implementation of a significant amount of European Union legislation and it is essential our executives are aware of the decisions taken in Brussels so that we can better plan and manage local services and infrastructures.

During the Symposium you will hear about the different structures of local government throughout Europe. All of these have been influenced by different economic, cultural and historical developments in our Member States. Nevertheless, one thing is common. That is the need for us to work together and enable our elected members to adopt, and our staff to implement, local strategies that mitigate the effects of the economic and financial crisis and grasp opportunities for sustainable growth.

Last year, I was pleased to have launched, in the Committee of the Regions, some research on Public Private Partnerships in Europe we carried out with Veolia Environment which showed that whilst there is not a 'one size fits all solution', sharing knowledge between us on how to harness the investment potential from public and private capital is essential to us avoiding an investment lag in local infrastructures as a result of the crisis.

Finally, I would like to thank IIMC for this joint initiative and I hope that we can continue to work together during the next few years on the key issues affecting our profession.

Eulalio Ávila Cano
President of UDITE

GETTING AROUND IN BRUSSELS

It is easy to manoeuvre around the Capital City of Europe. The public transport system is made up of the metro (underground trains), buses and trams that criss-cross the city. All of these services are operated by the same company STIB and therefore share the same ticketing system. **Included in your delegate pack handed to you on arrival will be a two day metro ticket to assist your travel between your hotel and the conference venue.**

The metro network consists of two main lines and one secondary line. Although this may seem small compared to Paris' 14 metro lines and London's 11 underground lines, the Brussels system is supplemented by 18 underground and above-ground tram lines and 47 bus lines.

The Brussels transportation system runs 6:00 am to midnight.

EUROPEAN INSTITUTIONS

During our programme on Thursday 26th June you will have the opportunity to do one of the following:

The Parlamentarium invites you to pay a visit and discover the European Parliament. Using Personal Media guides, visitors can see how decisions are made and how they influence the daily lives of Europeans. From an interactive virtual trip through Europe to a magical 3D light-map of the continent and a video wall of messages from Members of the European Parliament, the activities and exhibitions are both uniquely engaging and engagingly unique.

Location: Parlamentarium - The European Parliament's Visitors' Centre, Willy Brandt Building, Rue Wiertz 60/ Wiertzstraat 60

A session delivered by Mark Corner from **the European Commission**, which comprises an introduction on the role of the European Commission within the European Union followed by a presentation on a specific EU policy: Relations with non-EU countries and Regional policy.

Location : Committee of the Regions JDE 62

REGISTRATION

The organising team will be on hand for you to collect your Symposium documentation at the following times and locations:

Wednesday 25th June / 16:00 – 19:00 / Royal Windsor Hotel

Thursday 26th June / 07:30 – 08:30 / Royal Windsor Hotel

Thursday 26th June / 09:30 – 11:00 / Committee of the Regions



SYMPOSIUM VENUE

Committee of the Regions
Jacques Delors Building
Rue Belliard 101 – B-1040 Brussels
www.cor.europa.eu

Nearest Metro Station: Maelbeek/Maalbeek using Metro 1 or 5
Take exit Chaussée d'Etterbeek/Etterbeeksesteenweg and walk for 5 minutes (South). Take the 3rd street on your right and arrive at Belliard Street. The Jacques Delors Building will be in front of you.

The Symposium will take place on the 6th Floor on Thursday and the 5th Floor on Friday. As the venue has strict security checks, you are required to bring ID, and allow additional time for your belongings to be checked. The venue recommends that you allow at least 30 minutes to proceed through security.

Dress code: Business dress or Business casual

GALA DINNER THURSDAY 26TH JUNE 2014

FOR PRE REGISTERED DINNER PARTICIPANTS ONLY.

Royal Windsor Hotel, Grand Place
5 Rue Duquesnoy, 1000, Brussels
www.royalwindsorbrussels.com

Nearest Metro Station: Central Station using Metro 1 or 5

A pre dinner drinks reception will take place in the Salon Grand Place, on the first floor from 19:00.

The Gala Dinner will take place in the Westminster Suite (parts A & B) located on the Ground Floor and dinner will be served at 19:30.

The dinner will be a celebration of "International Partnerships Ensuring Best Practice in Local Government.

Dress code: Business dress or semi formal evening wear (Black tie not necessary)

MEET THE SPEAKERS



Brenda K. Young
IIMC President 2014 – 2015



Eulalio Avila Cano
President of UDITE



Sam Shippen
IIMC Regional Director,
Region XI, UK



Jaap Paans
IIMC Regional Director,
Region XI, NL



Annemarie Jorritsma
President of the Council of
the European Municipalities
and Regions



Thomas Wobben
Director Horizontal Policies
and Networks, EU Committee
of the Regions



Michel Lebrun
Member of the Committee
of the Regions (CoR)



Ronald Hall
Policy Advisor on International
Relations, DG Regional and
Urban Policy of the
European Commission



**Professor Herwig
Reynaert**
University of Ghent,
Faculty of Political Science



Kristof Steyvels
University of Ghent,
Faculty of Political Science



Johannes de Geus
Expert on HR, Sustainable MD,
competences management,
HR communications



Doctor L. Schaap
University of Tilburg



Dr Laurens de Graaf
Tilburg School of Politics
and Public Administration
Tilburg University



Professor M. Boogers
Member of the council for
public administration in
The Netherlands



Eva de Best
Senior policy advisor of
the Council for Public
Governance, ROB



Jan van den Bos
member of the Dutch
National Court of Audit

DAY 1

THURSDAY 26TH JUNE 2014

10:00 – 11:00	Registration with tea, coffee & exhibitors on the 6th floor
11:00 – 11:15	Welcome Ceremony by symposium chairs Eulalio Avila Cano, President of Udite, Spain & Brenda K. Young; IIMC President, USA
11:15 – 11:30	Welcome by our International co-chairs: Sam Shippen; IIMC Regional Director region XI, UK Jaap Paans; IIMC Regional Director region XI, NL
11:30 – 12:30	Plenary Session: The differences between various democracies Annemarie Jorritsma, Mayor of the city of Almere, The Netherlands; President of the National Association of Netherlands Municipalities (VNG) and the recently elected President of the Council of the European Municipalities and Regions. JDE 62
12:30 – 13:30	Lunch in the 6th floor Atrium
13:30 – 14:30	Plenary session: Multi level governance; learning from regional and urban policy's in the EU, US, China and the upcoming economies. Ronald Hall, Policy Advisor on International relations, DG Regional and Urban policy of the European Commission. This session will conclude with a panel discussion of the themes of the Symposium and the implications for Local Government. JDE 62
14:30 – 14:45	European Institutions; Welcome address by Michel Lebrun, Member of the Committee of the Regions (CoR)
15:00 – 17:30	Guided visit to the Parliamentarium – The European Parliament Visitors Centre or a presentation by the European Commission Visitors Centre.
19:00 – 21:30	Optional IIMC Region XI Gala Dinner at the Royal Windsor Hotel.

DAY 2

FRIDAY 27TH JUNE 2014

09:00 – 11:00	Advanced parallel / Educational sessions 1.1./1.2. When enrolling participants must choose one from two sessions JDE 51 & 52
11:00 – 11:15	Tea & Coffee with the exhibitors on the 5th floor
11:15 – 13:15	Advanced parallel / Educational sessions 2.1./2.2./2.3. When enrolling participants must choose one from three sessions JDE 51, 52 & 53
13:15 – 14:30	Lunch in the 5th floor Atrium
14:30 – 15:30	Plenary session: The division of powers in the EU: <i>European 2020 goals and objectives; connecting cities and regions.</i> Thomas Wobben, Director Horizontal Policies and Networks, EU Committee of the Regions. JDE 52
15:30 – 16:00	Closing ceremony to include a glass of wine with our symposium chairs in the 5th floor Atrium

ADVANCED PARALLEL / EDUCATIONAL SESSIONS

Friday 27th June 2014 / 09.00 – 11.00

1.1. LOCAL DEMOCRACY IN ACTION ACROSS EUROPE: UNITY IN DIVERSITY

A comparison between the systems of government and the relation of the differences in local perspective.

The IIMC unites Clerks from all countries. At their meetings they bring their political administrative systems with them and with that their different views on Clerk's topics. Why are there so many different political administrative systems? What are the differences between them? Many comparative studies have been done, especially on a national level. For Clerks it's interesting to hear the differences at the local level in an international perspective.

In this session there will be comparisons made between the United States of America, the United Kingdom, Belgium, the Netherlands, Israel and South Africa. The position of the Clerk will be portrayed in the various systems. By whom is the Clerk appointed or elected? What is the position of the Clerk? What is expected by whom of the Clerk? Based on best and bad practices the session will be sharpened to what we can learn from our international colleague Clerks.

Speaker(s) Professor Herwig Reynaert and Kristof Steyvels, University of Ghent, Faculty of Political Science

Session sponsoring by Blanchere illumination

1.2. LEADERSHIP THROUGH MANAGEMENT DEVELOPMENT A Multinational's perspective

What can Clerks and their associations learn from a Multinational MD policy and approach on lifelong education for private sector leaders.

In an international global organized profession vision is required on how to bring company Leaders and their leadership together on shared competences and commitment on the highest possible level. As an International body IIMC is a multi-national working on professionalism and lifelong education for municipal clerks throughout the world. What can we learn from the private sector? What HR and MD goals and policies used by Shell and the Schouten & Nelissen group can we adapt? How can the public sector profit from knowledge sharing with the private sector? How are company leaders and responsible managers working on achieving the companies goals on Management Development.

After an introduction by one of Shell's high qualified MD Directors we will interactively work together in round table groups to relate Shell's approach to our profession, our aims for professionalism and bring on ideas for our educational departments and institutes programs.

Speaker(s) Johannes de Geus, expert on HR, Sustainable MD, competences management, HR communications. Internationally known speaker and teacher on MD programs for Multinationals

Session sponsoring by Schouten en Nelissen Group

Friday 27th June 2014 / 11:15 – 13:15

2.1. CITIZEN PARTICIPATION

A comparison between the systems of citizen participation and the effects of local government.

The communities everywhere in the world are changing continually, including the communities governments trying to keep in contact on various levels by creating instruments of citizen participation. What are the differences between the instruments? Are they working? What kind of effects do they have on the work of the council and the Clerk? What's ahead? This session will start with an introduction by the speaker. He presents comparisons made between the differences within European local authorities and with the United States. This presentation will be followed by a panel discussion with interaction from the delegates.

Speaker(s) Doctor L. Schaap (University of Tilburg and coordinator of Permanent Study Group for Local Governance and Democracy from the European Group for Public Administration) is joined by Dr Laurens de Graaf

Session sponsoring by MCEF Region XI 2014 Stipend

2.2. DISAPPEARING OR DIMINISHING GOVERNMENT

The relationships between government, market and society are changing.

The topics which will be covered in this session include:

- The Municipal Clerk as a 'master of change'
- The municipal Clerk's involvement in this change; facilitator or leader
- Knowledge of the changing political context
- Knowledge of the possible changes in the working processes
- Knowledge of the possible changes of decision making
- The Municipal Clerk's involvement in the changing role of the city council

Speaker(s) Professor M. Boogers & Eva de Best, Members of the council for public administration in The Netherlands, the advisory board for national government

Session sponsoring by BMC (Government and Management Consultants)

2.3. GLOBAL FINANCIAL SYSTEMS INVOLVING LOCAL BUDGETING IN MUNICIPALITIES

The impact of 2014 global choices on 2014 - 2020 local budgets

To get an insight in the choices and choice making process of the European Committee and European Parliament 2014-2020 budgets and how this effects international, national and local finances.

Municipalities throughout the world are depending on tax collection and income/funds from national governments. Both local tax laws and national budgeting are influenced by international economics and prosperity in general and choices within the American and European financial systems in particular. This session broadens horizons and gives us both theoretical and practical insights in how financial systems are inter-dependent.

Speaker(s) Jan van den Bos, senior advisor to Kees Vendrik, member of the Dutch National Court of Audit

Session sponsoring by IIMC Region XI symposium primary fund

MEET THE SPONSORS

BLACHERE ILLUMINATION

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STAYING FOR LONGER?

here are some options for seeing Amsterdam, Ghent & Bruges



AMSTERDAM

ORGANISED TOURS

This tour leaves Brussels at 9:00 and the price is € 57 per person. It will be operated by Brussels City Tours; <http://brussels-city-tours.be/en/tours/amsterdam>. **Please contact them directly to make your reservation.**

Holland is only at a stone's throw away from Brussels and nevertheless the country is strikingly different. Passing the city of Antwerp, this coach tour will cross the Dutch border and drive through the endless polders with typical windmills.

Journey time: 3 hrs.

First we visit a traditional crafts centre and get familiar with all that makes the glory of Holland : tasty cheese, wooden clogs and beautiful pottery. Then, following the river Amstel, we make a photo stop at one of those beautiful windmills. Driving directly to the center of Amsterdam by passing the Dutch National Bank and the famous Heineken brewery, we will offer you the opportunity to make a boat tour along the many picturesque canals (optional).

From here, we go to the famous Dam square, where our guide will make a walking tour along the Royal Palace of the Dam, the red light area along the canals, the house of Anne Frank, the shopping streets

After some free time we leave Amsterdam at 18:15 and drive back to Brussels.

INDEPENDENT TRAVELLER

You could travel independently to Amsterdam from train station Brussels-Midi every hour (at x:52) a high-speed train (Thalys) goes to Amsterdam.

Journey time: 1.5 hours
Price per person: €124.

The last train from Amsterdam to Brussels leaves at 18:18.
For more information: www.thalys.com
Recommended is the English guidebook; 100% Amsterdam

GHENT & BRUGES: UNESCO WORLD HERITAGE CITIES

ORGANISED TOURS

This tour leaves Brussels at 9:00 and the price is € 47,50 per person. It will be operated by Brussels City Tours; http://brussels-city-tours.be/en/tours/ghent_bruges. **Please contact them directly to make your reservation.**

After an hour's drive, we arrive in GHENT and visit St Bavo's Cathedral, home of the world famous late medieval "Mystic Lamb" painting (optional visit, closed on Sundays).

During the city tour you will see all important ancient buildings for which the city is so famous: the Belfry, St Nicholas' Church and the famous Graslei with its historic buildings, the fortified castle of the Count of Flanders.

Next we take you to BRUGES, where we first visit the dreamy Lake of Love and the beguinage where you can find peace and quiet. Time for lunch.

Afterwards we start our walking tour and discover all the highlights of the city: Saint John's Hospital, Our Lady's Church with the statue by Michelangelo (optional), the Market Square with the Belfry and the medieval Chapel of the Holy Blood.

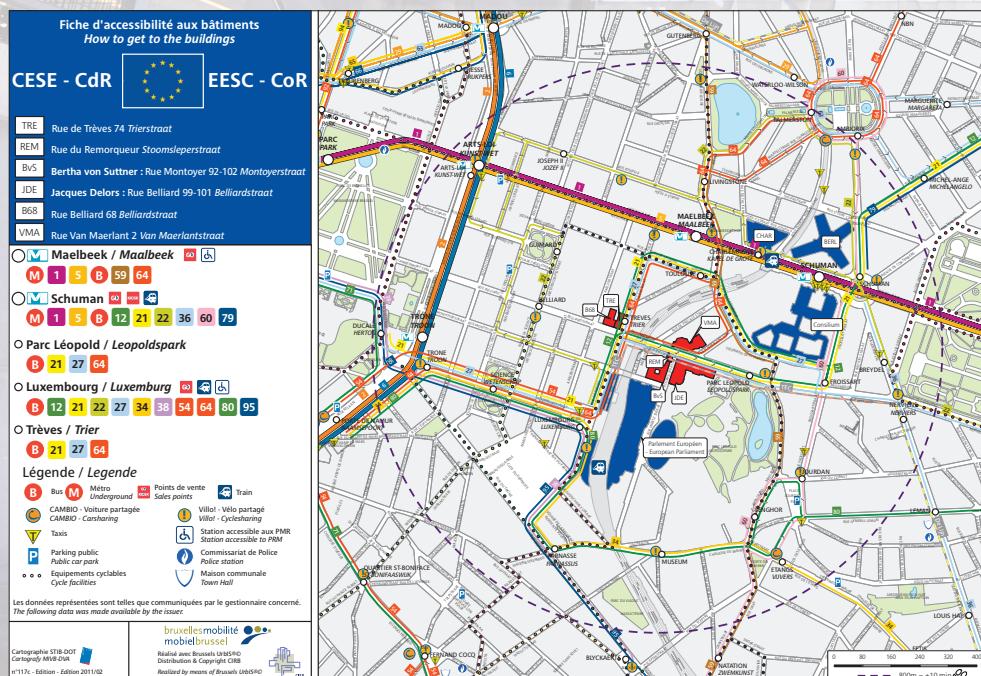
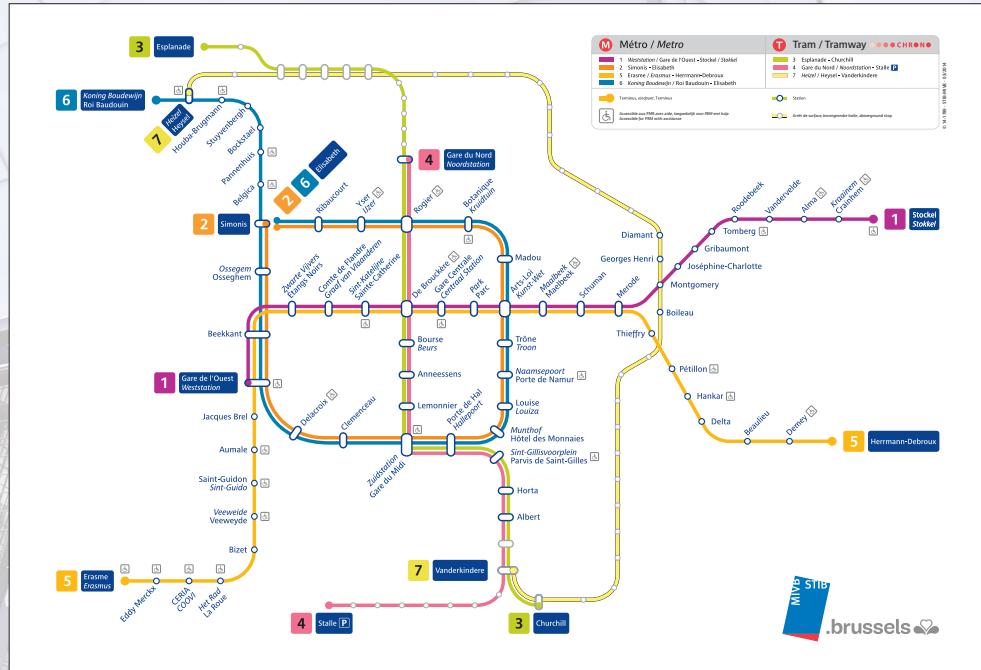
Don't forget your walking shoes though! You can also enjoy an optional but ever so nice boat tour along Bruges' picturesque canals.

INDEPENDENT TRAVELLER

You can also visit Bruges on your own. A train (5 trains go every hour) takes just one hour from Brussels Central Station to Bruges. The last train leaves Bruges at 23:36. A roundtrip costs €28,20.

You can also visit Ghent on your own. A train (8 trains go every hour) taking between 35 minutes to one hour from Brussels Central Station to Ghent-Sint-Pieters. The last train leaves Ghent at 00:04. A roundtrip costs €17,80.

WELCOME TO BRUSSELS



The International Institute of Municipal Clerks
STUDY ABROAD PROGRAM
USA – Boston to Hartford
Tuesday, May 12 – Sunday, May 21, 2015

Tues., 5/12 Day One:

Arrive at Boston's Logan International Airport. Travelers will make their own arrangements to arrive at the hotel, nestled in Boston's Back Bay. Early arrivals may use time this afternoon to explore the city, walk just a few steps to the Prudential Center that features over 75 shops and restaurants or to rest in the hotel.

This evening gather at a casual, local's restaurant located within walking distance of the hotel. Enjoy a hearty Italian dinner while getting to know your travel companions.

A local Clerk will join us in the evening for an Education Session on Transparency – Open Meetings & Open Records.

Wed., 5/13 Day Two:

After breakfast served in the hotel, board your private motor coach and travel to your morning meetings:

Arrive at Suffolk University and attend an education session.

Professor Robert Allison, Dir. of History, will discuss The Origins of Municipal Government – the nature of political society and the roll Boston played in the Revolution. (This is tied to the Clerk, too.)

Visit the New State House and meet with a Representative. *A Session with the Representative will discuss the State's roll and their interaction with the Municipal governments.*

Board the coach and travel a short distance to the Quincy Marketplace and Faneuil Hall. The Faneuil Hall Marketplace combines the glories of Boston's past with the urban sophistication of the city today. Have lunch on your own in one of the many eateries or in the food court and explore the shops, street vendors' carts and historic architecture.

After lunch, meet your local, Specialized Guide and embark on a 3-hour Session of the Freedom Trail Tour of Boston. Visits include the Old State House, The Boston Tea Party, The Boston Massacre, Old Granary Burying Ground, Paul Revere's House and Old North Church. The tour also includes the USS Constitution (based on availability) and Bunker Hill. *The Guide will discuss the importance of each stop and explain its relevance to local government.*

Enjoy dinner this evening at Cheers, "Where everyone knows your name." Enjoy a "Norm Burger," "Rebecca's Fish and Chips," or "Carla's Pasta" and share memories of this legend of comedies.

Review Session – Participants will gather for an hour to review and share with each other what they learned today and what they could use in their offices/municipality.

Thurs., 5/14 Day Three:

After breakfast in the hotel, board your motor coach and travel to the Boston City Hall.

Attend an education session with a Boston City Clerk, to learn about their Best Practices. The City hold many large events and has incorporated a "rolling rally" to accommodate the many people attending; Logistics/Safety issues that are taken with such events; etc. Also, Boston is transitioning from a long standing Mayor to someone new. There are lessons to be learned from this type of transition that the Clerk may share.

After the meeting board the coach and travel to the John F. Kennedy Memorial Library and Museum where you will meet your local guide. Dedicated to the memory of our nation's thirty-fifth president, this Museum is located on a ten-acre park overlooking the sea that Kennedy loved and the city that launched him to greatness. The Library stands as a vibrant tribute to the life and times of John F. Kennedy. *This Guide will be provided by the Education Department of the Library to make the discussion and tour relevant to the Municipal Clerk. In addition, the Library has an Archivist that we would like to incorporate into the Session.*

Next, travel with your local guide to Salem, MA. Widely known as the site of the Salem witchcraft trials of 1692, this colorful, coastal city has much to offer visitors: a culturally diverse population, a rich maritime heritage, an impressive display of historic architecture and amazing stories that span almost four centuries. Stroll the cobblestone streets and enjoy lunch on your own at one of the many eateries. Your guide will offer suggestions of places to dine and also entertain with an orientation tour of Salem.

After lunch, visit the Witches Dungeon! The mood is set as you enter the Witch Dungeon Museum where you will witness the live re-enactment of the Salem witch trial of 1692; where 150 people were accused, 19 hanged and one man pressed to death. This unique performance is sure to give you a chill or two.

Embark on a guided tour the House of Seven Gables, immortalized by Nathaniel Hawthorne in his book of the same name. A secret staircase was discovered during 1886 renovations.

A Visit to Salem City Hall and a Session with the Clerk has been requested and being finalized

Make your way to Pickering Wharf, an exciting harborside marketplace filled with boutique shops and restaurants. Witness the *Friendship*, a reconstruction of a 171-foot three-mast Salem East Indiaman built in 1797.

Dinner this evening is served at a shore-side restaurant. Savor the flavors of New England fare served in a relaxed atmosphere and enjoy magnificent waterfront views of Salem Harbor.

After dinner, board the coach and travel back to your Boston hotel. Say goodbye to your local guide for the evening.

Fri, 5/15 Day Four:

After breakfast in the hotel, pack your bags and check out of your rooms.

Travel to Plymouth Town Hall where you will attend an education session on elections.

Meet with the Direction of Elections of the Commonwealth to discuss and review the election system, rules and regulations.

This afternoon, step back in time with a stop in the celebrated town of Plymouth where the Pilgrims landed in 1620. There will be time for a photo op at the legendary Plymouth Rock.

Next, explore the *Mayflower II*. The original *Mayflower* that sailed to Plymouth in 1620 no longer exists. Plimoth Plantation's full-scale reproduction, *Mayflower II*, was built in Devon, England and crossed the Atlantic in 1957. The details of the ship, from the solid oak timbers and tarred hemp rigging to the wood and horn lanterns and hand-colored maps, have been carefully re-created to give you a sense of what the original 17th-century vessel was like. Come aboard and learn about the 1620 voyage of *Mayflower*, the perils of maritime travel and the tools of 17th-century navigation. Explore the cramped quarters of the ship's passengers. Peer down into the lower level "hold," where the food, clothing, furniture, tools and other items necessary to start a colony were stored. Admire the "spacious" Master's cabin, and compare it to the wet and windy accommodations of the common sailors. You will also hear the tale of a modern Englishman's dream to build and sail *Mayflower II* as a symbol of American and British unity after World War II.

Experience the Pilgrim way of life with a visit to Plimoth Plantation, a re-created 17th-century village. Your admission includes a guided tour of this living museum that shows the original settlement of the Plymouth Colony established in the 17th Century by English colonists, some of who later became known as Pilgrims. The re-creations are sourced from a wide variety of first and second records, accounts, articles and period paintings and artifacts, and the museum conducts ongoing research and scholarship, including historical archaeological excavation and curation locally and abroad. In the 1627 English Village section of the museum, interpreters have been trained to speak, act and dress appropriately for the period. At Plimoth Plantation they are called historical interpreters, and they interact with their 'strange visitors' (i.e. the modern general public) in the first person, answering questions, discussing their lives and viewpoints and participating in tasks such as cooking, planting, blacksmithing and animal husbandry

Meet with Mr. James Winthrop Baker, Retired Head of Research for Plimoth Plantation, for an education session on how the Plantation is funded; how it interacts with the municipality; what the benefits and challenges are for this type of historic village for the municipality. Mr. Lawrence Pizer, Town Clerk from the Town of Plymouth will also participate in this Session. The past President of the Plymouth Municipal Office, now a local historian, will present the history of the Town of Plymouth and the Plantation.

A traditional turkey dinner will be served at the Plantation during your discussion.

After dinner check into your Plymouth hotel. *Review Session*

Sat., 5/16 Day Five:

After breakfast in the hotel, pack your bags and travel to "Little Rhody," the first of the 13 original colonies to declare independence from British rule.

Arrive in Providence, RI where you will meet a member of the Historical Society and embark on a walking/windshield Session of historic Providence – and the law and rules in place to maintain the historical character. Learn of the rich and exciting history of this town as you pass the home of a signer of the Declaration of Independence, motor along the waterfront and waterfront, steer through Federal Hill (the historic Italian District,) coast through the "Mile of History" (Benefit Street), motor around the Arts and Entertainment District, visit Roger Williams National Memorial Park and view the Stephen Hopkins House, the oldest standing building in Providence.

Enjoy a tableside demonstration at Geppetto's Pizza, one of the oldest pizzerias in Providence. Witness the techniques of grilling the perfect pizza, and indulge in a variety of appetizers, entrée items and homemade tiramisu, as you enjoy an included lunch in this Tuscan-style restaurant.

After lunch, travel to Newport, RI where you will explore the beauty of the renowned mansions. Rosecliff Mansion was commissioned in 1899 by Nevada silver heiress, Theresa Fair Oelrichs. Architect Stanford White modeled Rosecliff after the Grand Trianon, the garden retreat of French kings at Versailles. After the house was completed in 1902, at a reported cost of \$2.5 million, Mrs. Oelrichs hosted fabulous entertainments here, including a fairy tale dinner and a party featuring famed magician Harry Houdini.

Meet Newport Clerk Laura Swistak and (very newly) Retired Clerk Kathy Silva for education session on their Riverfront Redevelopment.

Also, a Representative from The Preservation Society of Newport will meet to discuss with us their ownership and role with the Mansions, being seen in Newport, and what they mean for the Town and its revenue.

Next, tour the grandest of Newport's summer "cottages", The Breakers. This mansion is a symbol of the Vanderbilt family's social and financial preeminence in turn of the century America. This 70-room Italian Renaissance-style palazzo was inspired by the 16th century palaces of Genoa and Turin.

Board the motor coach and travel to Mystic, CT. IF TIME ALLOWS we may visit the Submarine Force Library and Museum and explore the USS Nautilus Submarine, the first nuclear powered submarine that was built. The museum is the only submarine museum operated by the United States Navy, and as such, is the primary repository for artifacts, documents and photographs relating to U.S. Submarine Force history. The museum traces the development of the "Silent Service" from David Bushnell's Turtle, used in the Revolutionary War, to the Ohio and Virginia class submarines.

Check into your Mystic hotel for a one-night stay. There will be time to and refresh before dinner this evening.

Dinner is served at a locals' favorite restaurant that serves classical American cuisine in a nautical setting. Review Session

Sun., 5/17 Day Six:

After breakfast in the hotel, pack your bags and check out of your rooms. Before you arrive in Hartford for your conference, there is time for one more “must see” attraction in Mystic.

Visit the Mystic Seaport and The Museum of America and the Sea. This is the nation's leading maritime museum, dedicated to the golden age of seafaring. It is notable for its collection of sailing ships and boats, and for the re-creation of the crafts and fabric of an entire 19th-century seafaring village. There will be time to explore this active, living history museum with 17 acres of exhibits.

Enjoy lunch on your own at one of the many eateries in the tranquil, beautiful, friendly environment of Olde Mistick Village. This early American Village is abundant with picturesque settings of flowers, trees, duck ponds and a waterwheel. The shopkeepers in our Village pride themselves on offering some of the most interesting and unique items from all over the world.

Depart Mystic right after lunch and travel to Hartford where you will arrive by 1:00 pm. to begin *IIMC Conference*. *A Review Session will take place on the ride.*

Mon. 5/18 – 5/21 Day Seven - Ten:

Enjoy IIMC Conference

5/21 – return coach for those who need to travel home from Boston.

Tour Operator:



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DRAFT - 2015 STUDY ABROAD PROGRAM EDUCATIONAL SESSION CONTACT HOURS:

Day One:

Transparency – Open Meetings and Open Records 1.5 hours

Day Two:

Suffolk University, Professor Robert Allison, The Origins of Municipal Government 2.0 hours

Session with State Representative at State House on State's role and interaction with municipal governments 1.0 hour

Freedom Trail and relevance to local government 3.0 hours

Assessment Session for Day - assessment session at the end of day for the participants to discuss the day's sessions, help cement ideas presented to them, and provide for further insight from each other 1.0 hour

Day Three:

Educational session with Boston City Clerk on Clerk Best Practices 2.0 hours

John F. Kennedy Presidential Library – relevance to Municipal government and also a session with Records archivist 2.5 hours

Session with Salem City Clerk – being finalized – 2.0 hours

Assessment Session for Day - assessment session at the end of day for the participants to discuss the day's sessions, help cement ideas presented to them, and provide for further insight from each other 1.0 hour

Day Four:

Meet with Director of Elections of Commonwealth to discuss And review the election system, rules and regulations 2.0 hours

Meet with James Winthrop Becker, Retired Head of Research for Plimoth Plantation for education session

About the plantation and how it interacts with
Municipal government 2.0 hours

Assessment Session for Day - assessment session at the end of
day for the participants to discuss the day's sessions,
help cement ideas presented to them,
and provide for further insight from each other 1.0 hour

Day Five:

Meet with Providence Historical Society and learn about
Municipal laws and rules in place to maintain historical character 2.0 hours

Meet with Newport City Clerk and Retired City Clerk
for educational session on the City's Riverfront Redevelopment
and also The Preservation Society of Newport about ownership
and role of The Mansions and what they mean for the
city and its revenue 3.0 hours

Assessment Session for Day - assessment session at the end of
day for the participants to discuss the day's sessions,
help cement ideas presented to them,
and provide for further insight from each other 1.0 hour

Total Education Contact Hours 27 hours



To: IIMC Executive Committee, Board of Directors

**From: Legislative Committee Michael W. Griffin, MMC, Chair
Debra A. Mangen, MMC, Vice Chair**

Date: October 2014

Subject: Legislative Committee Mid-Year Report

BACKGROUND

The Legislative Committee has been a standing committee for two years plus. The inaugural chair, Randi Johl-Olson is deemed by this committee to have been an exemplary leader bringing the committee from an ad hoc concept to full realization as a standing committee. The committee's work now is highly informed from the work of the first committee and its Inaugural Chair. The Committee is performing its ongoing function to monitor and disseminate professionally relevant legislative information to the Board of Directors and IIMC members.

DISCUSSION

The Committee met via conference call on Thursday, September 16, 2014. Committee members present discussed the following topics:

- Legislative cycles and happenings in each region including:
 - Campaign finance and financial disclosure laws
 - Changes to election cycles (even years or change in time of year)
 - Managing increases to data requests
- Method for content collection for the next issue of *Federal Watch*
- Methodology for tracking federal legislation through www.govtrack.us

The Committee is working on updating the legislative resources by IIMC Regions, to allow a quick reference to key actors in each state or province that monitor legislation and related activities. Deadlines were established for the submission of these resources as well as for submitting information for the third 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 all previous issues can be found on IIMC's website. The newsletter continues to be what it was conceived to be. The Committee continues to explore the ways and means toward establishing a standardized legislative review process by which the Committee can evaluate federal and other legislation and make recommendations to the Board of Directors for potential action on legislation in the future.

FINANCIAL

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

SUMMARY

The Legislative Committee has been on task and continues 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.

Management's Comments:

We appreciate this committee's work and look forward to any new resources they can provide the membership. We also anticipate another issue of the well-received *Federal Watch* newsletter.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: IIMC Board of Directors

**From: Bernice K. Dixon, CMC Chair and
Vice-Chair Lori McWilliams, MMC**

Date: September 25, 2014

Subject: Membership Committee Mid-Year Report

Background

The Membership Committee did not meet the morning after the All Conference Event at the Milwaukee Conference. This was a change from years past. However, we have had a teleconference with a favorable response from the Committee and a request to schedule more of them during the year.

Janis Daudt and Tammy Schultz are wonderful in educating our committee and offering their assistance and guidance. The committee continues with contacting the Soon to be Cancelled Members and encouraging them to “re-think” their non-action on membership. This is proving to be successful in retaining membership or in obtaining new members to replace those that have retired or moved to other careers.

Financial

No financial needs are seen at this time other than the cost of Tele-Conferences.

Summary

The Membership Committee has worked thus far throughout the year contacting the soon to be cancelled membership. Some committee members have also gone the “extra” mile and contacted new CMCs and MMCs and welcomed new members. We are planning to continue contributing articles to the News Digest by recognizing Clerks of the Year.

Our primary attention is directed to continuing with the personal touch in reaching out to our members in an effort to retain their membership. A future goal for this committee will be to work toward registration via the website.

Management's Comments:

IIMC's current membership numbers are maintaining a high rate. We realize the importance of this committee's work with staff to continue to produce fruitful outcomes. The “personal touch” is an excellent standard to maintain.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Mentor Committee
Date: September 22, 2014
Subject: Mid-Year Report



Background

To bring together experienced members with less-experienced members for the benefit of both individuals and the profession.

Discussion

Financial

Requested \$500.00 for refreshments for the first time attendee orientation

Summary

Provide a “Welcome First Timers” table at the Annual Conference to share information to maximize the benefits of their conference attendance and promote the Mentoring Program. Provide refreshments and networking opportunities at the “First Time Attendee Orientation”.

Recommendation

None

Management’s Comments:

We have always provided a “First Timers Table” at the conference and will continue to do so. In Milwaukee, the First Time Attendee Orientation was a reception and that worked very well. We will continue with that format at the Hartford Conference. This committee also receives IIMC blank business cards to complete with their information and to distribute to mentees

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board
From: Patricia Little, City Clerk of Keene, New Hampshire
Date: September 30, 2014
Subject: Activities of the Records Management Committee



Background: Four tasks were identified for 2014-2015:

1. Recommend records management educational sessions for the annual conference.
2. Prepare a minimum of two articles regarding records management for the News Digest
3. Identify at least two issues and create content for the online Resource Center on Ordinances, policies and best practices
4. Create a new topic as a records management technical bulletin

Discussion:

Progress on our goals:

Recommend records management educational sessions for the annual conference. With the involvement of the entire committee, two educational sessions are being proposed for the IIMC 2015 Conference. (completed)

1. **Implementing Records Management in a Small Organization.** Topics covered will include key components of a records management policy, purpose of a records inventory; components of a retention schedule, reading a retention schedule and developing a disposition/preservation plan
2. **Meeting the Challenge of Electronic Records Management.** This session will provide an overview of the key concepts and challenges of managing municipal electronic records, best practices associated with developing an electronic records management strategy, and options for the preservation of electronic records with lengthy or permanent retention requirements

Prepare a minimum of two articles regarding records management for the News Digest. As a continuation of the committee's efforts started under the leadership of Lisa Johnston, the Committee will turn our focus toward this goal. (In progress).

Identify at least two issues and create content for the online Resource Center on Ordinances, policies and best practices. The final report of the Records Management Committee indicated that the Committee was seeking direction and a better understanding of what types of content would be beneficial for the Resource Center. It is not known whether this information has been forthcoming. It would be our intent to initiate a person-to-person dialogue with the appropriate IIMC staff to get further direction. (In progress).

Create a new topic as a records management technical bulletin. The final report of the Records Management Committee indicated that they were not able to complete the technical bulletin “Preparing for eDiscovery.” It was suggested that work continue with the assistance of NAGARA. The status of this project is not known, but the committee will initiate contact with the appropriate staff at IIMC and NAGARA to ascertain what needs to occur to complete this technical bulletin. *(In progress).*

Financial: The Records Management Committee had recommended that \$1,000 be set aside in the budget to cover any of the Committee’s goals and objectives. As we have several of our goals remaining, I would recommend that that appropriation continue to be included in the budget.

Summary:

This is my first involvement with the Records Management Committee. I am very impressed with their talent and willingness to assist. IIMC is fortunate to have such a dedicated group of municipal clerks serving on this committee. Many of them have significant expertise in the records management field and several have the credentials of Certified Records Manager. My role as the chair has been a facilitator in engaging their ideas.

Recommendation:

I would echo the recommendation of previous reports in that attendance at the Records Management sessions be tracked to assist future committees in determining which sessions are most helpful to the membership.

Management’s Comments:

We thank the committee with their input regarding records management sessions at the conference and their efforts to produce Digest articles. The NAGARA Technical Bulletins are still a huge draw for members and we anticipate developing additional ones in the next few years. Since the 2015 budget was extremely tight, the Budget committee did not approve the \$1,000 request for future projects. However, if the committee did find a project that was viable, then a budget request can be prepared at that time to present to the budget committee and the Board.



To: IIMC Board of Directors
From: Gail Pomroy, Vice Chair Research & Resource
Date: September 29, 2014
Subject: 2014 Mid-Year Report

Background

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

Discussion

2014/15 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 MMC survey (2nd round)
- Submitted sample policies, etc. as 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:

Other than specific goals, this committee participates on an as needed basis, answering member questions, and postings. We still believe an online library is very much needed and appreciate the committee's efforts to produce one.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: President Brenda K. Young, MMC
IIMC Board of Directors

From: Sharon K. Cassler, MMC
Budget and Planning Committee Chair

Date: September 11, 2014

Subject: Mid Year Report of the Budget and Planning Committee



Background: The Budget and Planning Committee met on Friday, August 15, 2014 at IIMC's Headquarters in Rancho Cucamonga. Our agenda was as follows:

1. Review 2014/2015 Committee's Goals and Objectives
 - a. Auditors Findings and Status - 2013 year-end audit
2. 2014 YTD projections with Notes
3. 2015 Annual Budget
 - a. 2015 Management's Notes/Recommendations
 - b. Staff Assessments (salary structure for 2015 budget)
4. Membership Report
5. Education Report
6. Personnel
 - a. Administration/Finance
 - b. Education Department/Education Resource Group
 - c. Membership
 - d. Marketing/Communications
7. Miscellaneous
 - a. Medical insurance costs
 - b. Review Budget and Planning policy, ensuring compliance
 - c. 2015 Hartford Conference discount for Study Abroad participants
 - d. International Exchange Program

Discussion: The Committee accepted balanced budgets for 2014 year end and the 2015 projected budget.

Financial: All recommendations regarding financials will be in the 2014/2015 budget that will be presented by ED Shalby.

Summary: The Committee discussed IIMC's two reserve accounts and the option of moving funds from these accounts into an account that will yield a higher return.

For Year-End 2014: a) we project an overall profit of \$190,000; b) conference is projected to make a profit of \$70,000; c) EC travel will finish on target; d) Board of Directors budget will come in approximately \$10,000 under budget.

For 2015 Budget: a) 2015 Conference is projected to realize revenue of \$3,500 with possible rebates from additional hotels, revenue could be higher; b) discussion was held whether to decrease conference registration fees or leave at the same rate as last year. Shalby explained that the budget does not contain a reduction in the 2015 conference registration fee. IIMC already pays in excess of \$100 per attendee, over and above the registration fee paid by members. Shalby also noted that the 4-day conference will contain the same amount of events/education as the 5-day conference, therefore, the cost to put on the conference remains the same. The committee discussed this matter at length and determined that we would not recommend a registration reduction for the 2015 Conference; c) a membership dues increase is included in the budget for 2015 and will need Board approval; d) committee reviewed the "wish list" for the 2015 Budget and made some adjustments to that list, and the projected 2015 budget will yield a small profit for IIMC.

IIMC has made excellent strides in maintaining financial discipline and adhering to internal processes that has kept the Organization healthy in the area of finances. Kudos to Staff, the Executive Committee and the Board of Directors for using sound financial judgments in your decisions over the past several years. It's exciting to be in a place where we are able to do some things that we've not been able to in the past because of our limited resources. It should be noted that the Operating Reserves are at \$258,634 and the Restricted Reserves are at \$409,970.

Recommendation: We respectfully recommend passage of the 2015 Budget.

NOTE: As you are all aware, the Board held a telecom and addressed several matters regarding this report and the budget. We have been advised that the following was approved:

- ⊕ \$10 membership dues increase beginning in January 2015
- ⊕ Hiring of one ERG member
- ⊕ \$9,500 subsidy for the 2015 Study Abroad Program
- ⊕ Hiring of Jane Long as IIMC Director of Professional Development
- ⊕ Complimentary membership to entire Region 1 to any Clerk who has never been an IIMC and is attending the 2015 Conference

Items not approved:

- ⊕ Reducing Region grants from 2 to 1
- ⊕ Increase in Athenian Dialogue costs

Management's Comments:

We thank and appreciate the valuable work of this Committee. Balancing the 2015 budget took a great deal of effort considering the new hire, increase in dues and making a new 4-day annual conference profitable. As always, this committee's efforts and insight and the collegial manner in which we balanced the budget is indicative of how this committee views its responsibility regarding IIMC's financial health.

SUMMARY MINUTES
IIMC Budget and Planning Meeting
Friday, August 15, 2014

Committee Chair Sharon Cassler called the meeting to order at 9:10 a.m. at IIMC Headquarters in Rancho Cucamonga, CA.

The following Committee members and staff were present:

Sharon Cassler, Chair, Phil Campbell, Vice Chair, Allan Susen, Member, President Brenda Young, President-Elect Monica Simmons, Vice President Vincent Buttiglieri, Past President Marc Lemoine, Executive Director Chris Shalby, Finance Specialist Janet Pantaleon and Finance Manager Pilar Archer.

The following staff attended the portion of the meeting that concerned their respective areas of responsibility:

Denise Cox and Maria Miranda – Administration/Building
Janis Daudt and Tammy Schultz – Member Services
Ashley DiBlasi and Malinda Henry – Education

Review 2014/2015 Committee's Goals and Objectives

a. Auditors Findings and Status – 2013 Year-End Audit

Executive Director Shalby and Finance Manager Archer discussed the 2013 audit, which contained no recommendations or material discrepancies.

Discussed IIMC's two reserve accounts – Restricted Reserves and Building Reserve accounts. ED Shalby discussed moving funds from these accounts into an account that would yield a higher return than what we are currently receiving.

2014 YTD Projections with Notes

The April and May Financial Reports were distributed at said meeting. The following items were discussed:

- Income is over budget in many areas including education and membership.
- Expenses are under budget in many areas including Building Repairs, Strategic Planning/Board Development, and Conference.
- Membership dues are projected to exceed \$1 million at year end.
- Reduction in expenses in Marketing is mainly due to the salary savings from the resignation of Emily Maggard.

Year-End 2014 Budget:

- IIMC projects an overall profit in excess of \$190,000. The Conference is projected to make a profit of \$70,000, mainly due to rebates received in the amount of \$52,560.
- The Executive Committee travel will finish right on target or a little under budget.
- The Board of Directors budget will come in approximately \$10,000 under what was projected
- Education:
 - Looking to enhance on-line education courses, however, there will be two new programs online from Captus Press
- Marketing:
 - The savings is due to the way the News Digest is now distributed to our membership (email versus mail). Discussion occurred on enhancing the distribution of the Digest
- Membership:
 - New Member Drives have brought in a total of 356 new members from larger municipalities and 106 new members from smaller municipalities.
 - Region XI Bulk Membership Discussion – Any Affiliate Organization that brings in 100 or more members will be given a discounted rate to join.

Department Reports:

Education: Ashley DiBalsi and Malinda Henry

- Ashley introduced Malinda Henry, who joined IIMC at the beginning of July and has been working with her in the Education aspect of IIMC and is doing a fantastic job. Ashley stated that Malinda has great customer service skills which will serve our membership well. Currently, Malinda has been working on the CMC applications and will soon be working on MMC applications.
- The turn-around time on CMC applications is 1 week and MMC applications are about 2.5 weeks.
- IIMC is currently reviewing a new Institute in South Carolina. New Jersey has a new Institute Director, Laura Flagg.
- They are working with Captus Press to launch two online courses from the Milwaukee conference.
- 2015 Conference in Hartford – due to this being the initial 4-day conference, the education sessions will be structured as follows:
 - One General session has been eliminated but the other two have been increased by 15 minutes each
 - There will be two Athenian Dialogues on Saturday AND Sunday. The facilitators will be Chuck Tokar, Mary Lynn Stratta, Patti McCoy and Kerry Bush
 - There remains 16 hours of education for a total of 8 education points available (not counting Athenian and/or Academy sessions)
- Discussion on Region X and XI education was discussed at length
- Discussed the need for a 100% online institute for those who do not have an institute in which to get their education from.

Membership: Janis Daudt and Tammy Schultz

- Continued discussion concerning the distribution method of the News Digest - PDF as opposed to including the link in the E-briefing
- As of July 2014, IIMC had a total of 9,941 members with 9,329 paid
- Small Municipality Drive has yielded 106 new members and will run through June 2015. Subsequent to that date, they would like to start a new Large Municipality Drive.
- Online membership registration is being explored
- Tammy Schultz discussed the workflow that a new application/member generates.
- Janet Pantaleon, who handles the registrations for both the Annual Conference and the Region XI Symposium discussed the challenge of the registrations for the Symposium. The biggest being that not all attendees are IIMC members.

Administrative/Building: Denice Cox and Maria Miranda

- Quotes are being received for the painting of the exterior of Headquarters
- There is a need to perform air duct cleaning in the near future. Chris explained that these type of items are included in the Capital Budget

Miscellaneous:*a. Medical Insurance Costs*

IIMC is switching to AETNA beginning August 1 due to excessive increases in premiums by HealthNet. Benefits under AETNA are comparable.

b. Review of Budget and Planning Policy

ED Shalby reviewed the policy and assured the Committee that IIMC is compliant with the policy.

Upon further review, the following language in the Policy shall be amended as follows:

Chapter 4.05.030

Item F. Funds from \$0 to \$1,000 Department Head

c. 2015 Hartford Conference Discount for Study Abroad Participants

ED Shalby discussed the following items:

- A request has been made to discount the registration fee for the 2015 Conference for those participants who attend the conference in conjunction with the Study Abroad Program.

ED Shalby explained that there are funds remaining from the 2013 Study Abroad that could be re-allocated to the 2015 program. These funds would then be allocated to each participant, reducing the cost for each.

After discussion, the Committee voted to reallocate the remaining funds from the 2013 Study Abroad Program to the 2015 Study Abroad Program.

- International Exchange Program

After discussion it was determined that IIMC will discontinue this program and re-allocate funds in both the 2015 and 2016 budget for a future Region XI Symposium.

- Request for Proposals – Auditing Services
ED Shalby mentioned that IIMC's current Auditor(s), Sadd, Velazquez, Higashi & Shammaa, LLP have submitted a proposal for services for the next three years. Their fee is \$14,000 (2015), \$15,000 (2016) and \$17,000 (2017). IIMC is satisfied with the service being received. It was decided that ED Shalby will solicit proposals from two additional firms to verify that we are receiving a fair price for the services being received.

Personnel

ED Shalby discussed employee assessments that were done for all IIMC Staff. The assessments included their current responsibilities and the salary ranges for “like” positions. Salary adjustments were reviewed and approved by this Committee, as recommended. Said salary adjustments were included in the proposed 2015 budget.

2015 Annual Budget

- A brief discussion was held concerning the need to solicit additional sponsors for IIMC. ED Shalby mentioned that he would like to bring Iron Mountain into the fold in the future.
- The building is completely rented until 2016 and 2018 respectively. Both tenants are timely with their payments and require very little in terms of on-going maintenance.
- The 2015 Conference is projected to have a \$25,000 deficit. ED Shalby believes that rebates received by IIMC will offset that deficit and a profit will be realized due to the rebates and projected attendance.
- A discussion was held concerning a possible decrease in the conference registration fees.
 - ED Shalby explained that the budget does not contain a reduction in the 2015 conference registration fee. This is mainly because IIMC already pays in excess of \$100 per attendee, over and above the registration fee paid by said attendee.
 - ED Shalby reiterated that the “new” 4-day conference will contain every aspect that the “old” 5-day conference had, therefore, the cost to put on this conference remains consistent.

After much discussion, it was determined that there will not be a registration reduction for the 2015 Conference.
- A membership dues increase is included in the 2015 budget. This matter will need to be voted on by the IIMC Board of Directors.
- A review of the projected 2015 Budget, including all “wish list” items was held. Adjustments were made based on these discussions. Based on these adjustments, it is projected that the 2015 budget will yield a small profit for IIMC

The meeting adjourned at 5:25 p.m.

Respectfully submitted,

Vincent Buttiglieri
Vice President

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC BOARD OF DIRECTORS
From: COLLEEN J. NICOL, CHAIR
POLICY REVIEW COMMITTEE
Date: SEPTEMBER 22, 2014
Subject: POLICY RECOMMENDATIONS



Background

The Policy Review Committee met in two subcommittees, then together with all members to finalize these recommendations to the Board. The two-year project to review the entire policy manual is completed with the recommendations included for Titles 5 (Education) and 7 (Annual Conference). President Young referred six other matters for the Committee's deliberation including:

- Presidential participation in Board deliberations and voting
- Board travel expense reimbursement
- Certification points for service on MCEF Committees
- International Relations Consultant
- Education Resource Group
- Issues Raised at Annual Business Meeting

The Committee presents recommendations on all of the above assignments, with the exception of Issues Raised at Annual Business Meeting. The draft policy is being rewritten to address concerns shared and will be forwarded for future consideration by the Board well in advance of the May Annual Business Meeting.

The Committee was also charged to review the minutes of the prior year to verify all policy amendments have been codified. That work has been completed. Recommendation 8 below regarding Region Conference Grant procedures was referenced in the minutes of the Board's March 10, 2014, teleconference but not formally referred to the Policy Review Committee for development of a written policy. All other policy changes have been appropriately codified by the Executive Director.

The News Digest article as assigned is forthcoming on the City of Riverside, CA's transparency portal EngageRiverside.com.

Financial

There is no fiscal impact associated with adoption or implementation of the recommended policies.

Recommendations

The Policy Review Committee recommends the following amendments and additions to the IIMC Policy Manual:

1. Title 5 – Education

The policy as attached codifies the recommendations enumerated below. All issues are deemed by the Committee to be non-substantive and/or noncontroversial and were approved unanimously by the Committee. Unedited versions of the current Title 5 can be downloaded in the Board Members Only section of the IIMC Website.

- a. Delete Chapter 5.05 in its entirety. This is a listing of changes made to the Education Guidelines at the 2010 Mid-Year Board of Directors meeting. All of these changes were previously codified into the appropriate Chapters. This redundant list has no purpose.
- b. In all places referencing CMC and MMC points awarded for attendance at the annual conference, delete “for attending the four days of the conference”. The conference is being shortened by one day and may change again in the future. The point value remains the same.
- c. Chapters 5.10 (CMC and MMC for Regions 1-9) and 5.20 (CMC and MMC for Regions 10-11) contained redundant content. The duplicate content was deleted in Chapter 5.20 and replaced with a reference to 5.10.
- d. Other non-substantive corrections to reflect previously Board-approved policy: updated points awarded for Athenian Dialogues and extension of Region 10 and 11 grace period for MMC candidates.

2. Title 7 – Annual Conference

The policy as attached codifies the recommendations enumerated below. Entries a. and b. below are deemed by the Committee to be non-substantive and/or noncontroversial and were unanimously recommended by the Committee. Unedited versions of the current Title 7 can be downloaded in the Board Members Only section of the IIMC Website.

Entry c. is a new proposal also recommended unanimously.

- a. Section 7.15.030 is amended to read, “Date Availability – IIMC’s preference is to hold its Conference in May from Sunday through Wednesday....” to reflect current practices.
- b. Section 7.50.030 is amended to read, “E. ~~All media communication shall be the responsibility of the Executive Director.~~ All communications intended for use by the media or for announcement to the delegates and guests or the general public shall pass through, be coordinated and released through the ~~office of IIMC communications~~ Executive Director.
- c. Chapter 7.40 – The Committee recommends that the Board of Directors review policies for fundraising at the Annual Conference. Activities by the host committee, MCEF, and future host committees in the past have at times featured like events which may lead to conference delegate confusion or compromised revenues for one or more parties. The Committee would be pleased to work on drafting language should the Board so direct and would request some policy direction from the Board to guide the work.

3. Chapter 2.100 – President Participation at Board Meetings
With the assistance of Parliamentarian Connie Deford, the attached new policy was drafted which allows the President to participate in deliberation and voting at Board meetings. Parliamentary rules suggest the President facilitate only. It has been a long standing practice of this Board to allow the President to fully participate. This will alleviate the need for a motion to accomplish this at the commencement of each meeting. The policy as drafted is recommended by unanimous vote of the Committee.
4. Chapters 2.45 and 2.50 – Expenses – Board Travel
The attached Chapter 2.50 contains added language shown in bold type (1) extending the deadline to submit expense reimbursements from the current 14 to 30 days; and (2) setting standards on reimbursement of unexpected Board travel expenses due to extenuating circumstances such as personal unforeseen emergencies or community disasters. Chapter 2.45 amends the expense reimbursement deadline to 30 days to be consistent with Chapter 2.50. The policy amendments are recommended by unanimous vote of the Committee.
5. Certification points for service on MCEF Committees. The Committee unanimously recommends award of points in the same manner as for IIMC or State/Provincial/ National committee service. This will provide (1) an incentive to participate in the Foundation whose only purpose is to raise funds for municipal clerk education; and (2) consistency across supporting organizations.
6. International Relations Consultant. The new policy as attached provides the appointment process, scope of work, and other matters related to the position of International Relations Consultant. A majority vote of the Committee supported selection following an RFP by the Executive Director with confirmation by the Board of Directors.
7. Education Resource Group. The new policy as attached provides for the establishment, appointment process, and scope of work for the Education Resource Group. A majority vote of the Committee supported selection following an RFP by the Executive Director with confirmation by the Board of Directors.
8. Request the Policy Review Committee draft a codification of the Region Conference Grant procedures.

Attachments: Title 5 - Education
Title 7 – Annual Conference
Chapter 2.100 – President Participation at Board Meetings
Chapters 2.45 and 2.50 – Expenses – Board Travel
International Relations Consultant Policy
Education Resource Group Policy

Management's Comments:

We agree with the revisions made to the Policy Manual in chapters 2, 5 and 7. We agree that the current policy on fundraising at the conference be reviewed. We also agree with the Policy Committee's recommendations to add MCEF Committees as part of the Education Guidelines and on new policies regarding the Education Resource Group and the International Consultant.

In addition to the request by the Policy Committee to draft a codification of the Region Conference Grant procedures, Management recommends that the President also assign this committee to create new policies in these areas:

1. Policy on who can or cannot conduct surveys using IIMC members; and
2. Policy on who can or cannot disseminate information to members.

Title 5

EDUCATION

Chapters:

5.05 — Education Guidelines

- 5.10 Certified Municipal Clerk Certification (Regions 1-9)**
- 5.15 Master Municipal Clerk Certification (Regions 1-9)**
- 5.20 Certified Municipal Clerk Certification (Regions 10-11)**
- 5.20 Master Municipal Clerk Certification (Regions 10-11)**
- 5.25 Decertification**
- 5.30 Certified Municipal Clerk Recertification**
- 5.35 Program Review and Approval**
- 5.40 Athenian Leadership Society**
- 5.45 Athenian Dialogues Facilitator Guidelines**
- 5.50 Institute Guidelines**

Chapter 5.05

EDUCATION GUIDELINES

Sections:

5.05.010

Education guidelines.

As of January 1, 2010, the following education guidelines are now effective. The education guidelines, the Certified Municipal Clerk (CMC) and Master Municipal Clerk (MMC) applications and the Athenian leadership society dialogue policy are on IIMC's website for further details.

A. Eliminated the CMC Recertification Program. Please note: For IIMC to recognize a CMC or MMC designation, the candidate must be an active member of IIMC.

B. Removed the current requirement that requires MMC candidates receive a minimum number of points per year to remain in the Academy. IIMC still recommends that candidates submit pertinent material and the MMC application once or twice yearly, in order to stay informed.

C. The number of points for MMC is set at 100, 60 points of which are advanced education points, 20 of which are professional and social contribution points, as well as 20 combination points, which can come from either category.

D. IIMC approved institutes/academies will continue to receive one education point for every two hours of instruction.

E. Removed the requirement for IIMC course review of courses by institutes/academies.

F. State/provincial/national association education with course review will earn one education point (CMC) or one advanced education point (MMC) for every four hours of instruction.

State/provincial/national association education without course review will earn one point per six hours' experience—continuing education (CMC), or one point per six hours' professional and social contributions (MMC).

G. State/provincial associations must continue to submit the course review form in order to get one point per four hours.

H. All other training that meets the guidelines (outside institutes and state/provincial associations) will earn one experience (CMC) or one advanced (MMC) point in approved subjects for every six hours of training.

I. Approved that caps for college degrees or courses for MMC candidates will mirror the caps for CMC candidates. Applicants can receive 20 advanced education points for a B.A. in a related field; 10 points for a B.A. in an unrelated field; and five points for an A.A. in a related field (for degrees that were not used on the CMC application).

J. Removed the current cap of 20 points for attendance at IIMC annual conferences.

K. Removed the CMC experience current cap of 10 points on state/provincial conference attendance.

L. Removed the caps on distance education relative to IIMC education, institutes or approved courses.

M. Beginning in 2009, IIMC members attending IIMC annual conferences can earn up to eight points. IIMC members will be scanned in for attendance. To earn all eight points, a delegate must attend all educational session time slots during the entire conference.

N. Approved that clerk presenters/instructors can earn one point per two hours toward the MMC for teaching at an institute/academy/IIMC annual conference, and one point per four hours toward the MMC for teaching a state/provincial course, including preparation and instruction time, applicable to either advanced education or professional and social contributions. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-2].

Chapter 5.10

CERTIFIED MUNICIPAL CLERK CERTIFICATION

Sections:

- 5.10.010 Purpose.
- 5.10.020 Scope.
- 5.10.030 Certified municipal clerk (CMC) designation.
- 5.10.040 Membership categories.
- 5.10.050 Supporting documentation required.
- 5.10.060 Designation requirements.
- 5.10.070 Education requirements for the CMC candidates.
- 5.10.080 Experience requirements for CMC candidates.

5.10.010

Purpose.

To establish minimum criteria for Certified Municipal Clerk (CMC) status. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-3].

5.10.020

Scope.

Full and additional full members and retired members. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-3].

5.10.030

Certified Municipal Clerk (CMC) designation.

The certified municipal clerk program is designed to enhance the job performance of the clerk in small and large municipalities. To earn the CMC designation, a municipal clerk must attend extensive education programs. The CMC designation also requires pertinent experience in a municipality. The CMC program prepares the applicants to meet the challenges of the complex role of the municipal clerk by providing them with quality education in partnership with institutions of higher learning, as well as state/provincial/national associations. The CMC program has been assisting clerks to excel since 1970.

All points shall be earned according to the provisions of the IIMC education guidelines. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-3].

5.10.040

Membership categories.

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

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

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

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

In order for IIMC to recognize a certified municipal clerk (CMC) designation, membership must be current. [November 23, 2013; November 7, 2009; December 4, 2004; December 6, 2002. Policy E-3].

5.10.050

Supporting documentation required.

Supporting documentation must be included with each CMC application for designation towards the CMC designation.

A. Supporting documentation contains:

1. The name of the applicant.
2. The date of the work.
3. The title/description/nature of the work.
4. The date, location, and the hours spent.
5. Any other pertinent information.

B. Examples of Acceptable Materials.

1. A certificate of completion, transcript or letter of verification from the IIMC-approved Institute/**Academy**.

2. A letter of reference from the HR department verifying the duration, scope, and nature of employment.

3. A certificate of attendance from a State/Provincial/National Association, complete with hours of attendance.

4. A copy of official college transcripts.

Note: If unsure about what kind of supporting documentation is acceptable, please contact the IIMC education department.

C. IIMC cannot accept:

1. A first-person letter.
2. A document from a relative or spouse of the applicant.
3. Incomplete documentation.

NOTE: Points earned prior to the accrual of the CMC designation may not be used toward the MMC designation, with the exception of a completely unused college degree.

IIMC is unable to send, mail, copy or otherwise disseminate any Applications and/or supporting documentation once received.

More information regarding IIMC programs can be found at www.iimc.com, or by contacting the education department directly. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-3].

5.10.060

Designation requirements.

The following are the requirements for obtaining the CMC designation:

- A. Be a clerk or a deputy clerk or perform the duties as defined by IIMC.
- B. Be an active member of IIMC for two years.
- C. Affirm and practice the IIMC code of ethics.
- D. Submit the application for admission along with the \$50.00 nonrefundable application fee (applicable toward the total \$100.00 certificate only or \$140.00 certificate and plaque fee).
- E. Complete and submit an IIMC application for CMC designation with required supporting documentation and fee.

F. Perform the core duties of a Municipal Clerk by serving a Legislative Government Body (LGB) in an administrative capacity with management responsibilities, which would include four of the following:

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

G. Deputy Clerks must perform at least four of the eight core duties.

H. Attain 60 points in the education category.

I. Attain 50 points in the experience category.

Credit earned while a CMC designee awaits nothing but the fulfillment of the two-year IIMC membership requirements for the receipt of the CMC designation, may be counted toward the MMC requirements. [May 2013; November 7, 2009; December 4, 2004; December 6, 2002. Policy E-3].

5.10.070

Education requirements for the CMC candidates (Regions 1-9).

Education Points (Total of 60 Points Required)

Education	Total Points
Satisfactory completion of 120 hours (60 points) of course work at an on-land IIMC-approved municipal institute or academy	1 point per 2 in-class contact hours
A Bachelor's degree or higher in public administration or similar field*	20
A Bachelor's degree or higher in an unrelated field*	10
Associate of arts degree in public administration or related field*	5
Completion of an IIMC-approved State/National/Provincial educational course (with course review)**	1 point per 4 in class contact hours
IIMC Annual Conference***	Up to 8 points per conference, for attending the 4 days of the conference
IIMC Athenian leadership society dialogue****	3 points each
IIMC CD-ROM courses	1 point each
IIMC online courses	3 points each
IIMC Annual Conference Academy Sessions	2 points each
IIMC Study Abroad Program	Points vary by program

*Credits from fields of public administration, urban affairs municipal management, political science, records management, municipal finance, governmental accounting, urban planning and personnel administration and others. Education units or hours may not be credited to both CMC and MMC programs. Copies of college transcripts are required. Note: Points earned in prior to the accrual of the CMC designation may not be used towards the MMC designation, with exception to a completely unused college degree.

**Course review requirements and template can be found at IIMC's web site.

*** IIMC Annual Conference education points shall be used for either Education or Experience points, not both. Prior to 2009, IIMC Annual Conference earned up to 4 points for full attendance. Note: Excess Education points will be applied to Experience by the IIMC Education Department.

****Athenian Leadership Dialogues completed prior to 11/23/2013 earn 2 points each with completed assessment. Dialogues completed on or after 11/23/2013 earn 3 points each with completed assessment. A maximum number of 18 points may be earned in this category.

NOTE: MMC courses taken prior to the acquisition of the CMC designation cannot be used toward the MMC designation. Effective January 1, 2011, a member may earn MMC points while his/her CMC application is pending review at headquarters. If the review determines that the member's CMC application is deficient, any points earned in the interim will be applied to the deficient CMC application. (November 23, 2013; November 6, 2010; November 7, 2009; December 4, 2004; December 6, 2002. Policy E-3].

5.10.080

Experience requirements for CMC candidates (Regions 1-9)

CMC Experience Component (Total of 50 Points Required)

Work Experience	Total Points
Full-time Municipal or Deputy Clerk with administrative responsibility	4 per year, maximum 40 points
Part-time Municipal or Deputy Clerk with administrative responsibility	2 per year, maximum 40 points
Part-time Municipal or Deputy Clerk with no administrative responsibility	1 per year, maximum 30 points
Other full-time administrative positions in local government prior to becoming a Municipal or Deputy Clerk	2 per year, maximum 30 points
Administrative position in federal, state or provincial government	1 per year, maximum 30 points
Administrative position in business*	1 per year, maximum 30 points

CMC Experience Component – Municipal Clerks Conferences

Conference Attendance	Total Points
Attendance at IIMC conferences**	Up to 8 points per conference for attending the four days of the conference

Attendance at IIMC Regional Meeting, Municipal Clerks Association Annual Conference, Municipal League Annual Conference or other Municipal Clerk related conferences	1 per 4 or more hours or 1 day of attendance
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CMC Experience Component – Continuing Education

Continuing Education	Total Points
Continuing education courses through state/provincial courses (with course review)	1 point per 4 hours
Satisfactory completion of IIMC-approved online education ***	May vary with course
Miscellaneous courses (that have not gone through the course review process), and are directly related to the duties of a Municipal Clerk	1 point per 6 hours

CMC Experience Component – Business or Vocational School Courses

Business or Vocational Courses	Total Points
Courses must relate to the Municipal Clerk's position	1 point per 10 hours of training

CMC Experience Component – College or University Courses

College or University Courses	Total Points
Relevant college or university course credits not used for education points	1 point per credit unit

CMC Experience Component – Committee Work

Committee Work	Total Points
IIMC or Municipal Clerks Association Committee member	1 point per year

*In the case of applicable self-employment, the applicant must submit a copy of their business license and/or tax return for each year of employment they are seeking credit for. The employment must relate to the duties of the Clerks office.

** IIMC Annual Conference education points can be used for either Education or Experience points, but not for both. Prior to 2009, IIMC Annual Conference earned up to 4 points for full attendance.

*** Online courses must be approved by the Education Department.

NOTE: MMC courses taken prior to the acquisition of the CMC designation cannot be used toward the MMC designation. Effective January 1, 2011, a member may earn MMC points while their CMC application is pending review at headquarters. If the review determines that the member's CMC application is deficient, any points earned in the interim will be applied to the deficient CMC application. (November 6, 2010; November 7, 2009; December 4, 2004; December 6, 2002. Policy E-3]. For Example: An applicant that has a CMC application in the queue waiting to be reviewed may take MMC level courses during that review period. If upon review, the CMC point

requirements have not been met, the credits earned at the MMC level training must be applied to the current CMC application. [**November 7, 2009**; December 4, 2004; December 6, 2002. Policy E-3].

Chapter 5.15

MASTER MUNICIPAL CLERK CERTIFICATION

Sections:

- 5.15.010 Purpose.
- 5.15.020 Scope.
- 5.15.030 Master municipal clerk (MMC) designation.
- 5.15.040 Membership categories.
- 5.15.050 Supporting documentation required.
- 5.15.060 Designation requirements.
- 5.15.070 Advanced education requirements for MMC candidates.
- 5.15.080 Professional and social contribution requirements for MMC candidates.

5.15.010

Purpose.

To establish minimum criteria for certification as a master municipal clerk (MMC). [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-4].

5.15.020

Scope.

Full and additional full members and retired members. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-4].

5.15.030

Master Municipal Clerk (MMC) designation

The MMC is the second of the two professional designations IIMC offers. To qualify for entrance into the Master Municipal Clerk Program, an applicant must have already earned the CMC designation. The MMC program prepares participants to meet the challenges of the complex role of the Municipal Clerk by providing an advanced continuing education program that prepares participants to perform more complex municipal duties. The program has an extensive and advanced educational component and a professional and social contribution component. MMC applicants must demonstrate they have actively pursued educational and professional activities and have remained informed of current socio-political, cultural, and economic issues that affect local governments and municipalities.

The MMC educational requirements are more complex and at a much higher level than those of the CMC program. The subject matters might be similar to those of the CMC courses; however, the breadth and depth of the MMC courses shall be more academically advanced. The IIMC education department can always assist in determining the level of any course.

All points shall be earned according to the provisions of the IIMC education guidelines. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-4].

5.15.040

Membership categories.

- A. Full Member/Additional Full Member. Can work toward either designation.
- B. Associate Member. Does not qualify for full membership, and cannot become a certified municipal clerk or a master municipal clerk, as they do not meet four of the eight core duties. They may, however, attend conferences and courses as they desire. When a full member, who is enrolled and has been actively working on attaining certification, finds themselves no longer meeting the

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

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

In order for IIMC to recognize a Master Municipal Clerk designation, membership must be current. [November 23, 2013; November 7, 2009; December 4, 2004; December 6, 2002. Policy E-4].

5.15.050

Supporting documentation required.

Supporting documentation must be included with each MMC application for designation towards the MMC designation.

A. Supporting documentation contains:

1. The name of the applicant.
2. The date of the work.
3. The title/description/nature of the work.
4. The date, location, and the hours spent.
5. Any other pertinent information.

B. Examples of Acceptable Materials.

1. A certificate of completion from the IIMC-approved Institute/Academy.
2. A certificate of attendance from a State/Provincial/National Association, complete with hours of attendance.
3. A copy of official college transcripts.
4. Certificates/letters of appreciation for committee work.

Note: If unsure about what kind of supporting documentation is acceptable, please contact the IIMC's education department.

C. IIMC cannot accept:

1. A first-person letter.
2. A document from a relative or spouse of the applicant.
3. Incomplete documentation.
4. Documentation dated prior to the CMC designation or, if applicable, prior to CMC recertification or the last level obtained.

IIMC is unable to send, mail, copy, or otherwise disseminate any Applications and/or supporting documentations once received.

More information regarding our programs can be found at www.iimc.com, or by contacting the education department directly. [November 7, 2009; December 4, 2004; December 6, 2002].

5.15.060

Designation requirements.

The following are the requirements for obtaining the MMC designation:

- A. Hold a CMC designation in good standing.
- B. Be an active member of IIMC.
- C. Reaffirm IIMC's Code of Ethics.
- D. Complete and submit the application for admission, along with the nonrefundable application fee of \$50.00 (applicable toward the total \$400.00 fee).
- E. Complete and submit an IIMC application for the MMC designation with required supporting documentation and appropriate fees.
- F. Attain 60 points in the advanced education category.

G. Attain 40 points in professional and social contributions category, 20 of which can be a combination of advanced education and/or professional and social points.

H. All points earned toward the MMC designation must be dated after any prior designation (i.e., CMC, CMC recertification or, if applicable, any prior levels). For example, if the applicant's CMC designation was obtained in March of 2008, no materials dated prior to March 2008 will be accepted toward the MMC designation. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-4].

5.15.070**Advanced education requirements for MMC candidates (Regions 1-9)****Advanced Education Points (60 Points)**

Education	Total Points
1. Completion of an IIMC-approved academy program	1 point per 2 in-class contact hours
2. A Bachelor's degree or higher in public administration or a similar field*	20
3. A Bachelor's degree or higher in an unrelated field*	10
4. Associate of arts degree in public administration or a related field*	5
5. Certification from another organization relevant to your responsibilities as a municipal clerk (minimum 50 hours of training)	7
6. Completion of an IIMC-approved State/Provincial/National educational course related (with course review)**	1 point per 4 in class contact hours (with course review)
7. Teacher or trainer at an IIMC-recognized Institute or Municipal Clerk education program***	1 point per 2 hours for teaching at an IIMC-approved institute/academy; 1 point per 4 hours of teaching, training/preparation for a state/provincial/national course
8. IIMC annual conference education****	Up to 8 points per conference for attending the 4 days of the conference
9. Professionally related seminars in approved subjects	1 point per 6 in class contact hours
10. Athenian leadership society dialogues*****	3 points each, 18 points maximum
11. On line courses*****	3 points for IIMC course; 1 point per 6 hours for all other organization courses
12. IIMC CD-ROM courses	1 point each
13. IIMC online courses	3 points each

Education	Total Points
14. IIMC Annual Conference Academy Sessions	2 points each
15. IIMC Study Abroad Program	Points vary by program

*Credits from fields of public administration, urban affairs municipal management, political science, records management, municipal finance, governmental accounting, urban planning and personnel administration and others. Education units or hours may not be credited to both CMC and MMC programs. Points or credits for college work may not have been used toward the CMC designation. Copies of college transcripts are required.

**Course review requirements and templates are located on the website.

*** Teaching and Training credit may be used in either Advanced Education or Professional and Social, not both.

Professional and Social Contributions	Total Points
1. Member of the IIMC board of directors	2 points per year
2. Chairperson of an IIMC or municipal clerks association committee	2 points per year
3. Officer or trustee of a municipal clerks association or subdivision	2 points per year
4. Registration and attendance at an IIMC regional meeting, Municipal Clerks Association Annual Conference, or Municipal League Annual Conference	1 per 4 hours, or 1 day of attendance
5. Registration and attendance at an IIMC Annual Conference*	Up to 8 points per conference
6. Teacher or trainer at an IIMC-recognized institute or municipal clerk education program**	1 point per 2 hours for teaching at an IIMC-approved institute/academy; 1 point per 4 hours of teaching, training/preparation for a state/provincial course
7. IIMC or Municipal Clerks Association committee member	1 points per year
8. Unique on-the-job performance or achievements that benefit the profession or community	2 points per year
9. Personal accomplishments of educational benefit to the profession	2 points per year
10. Officer in a related professional association	1 point per year

11. Relevant college or university course credits not used for education.***	1 point per credit unit
12. Other applicable courses (not taken through IIMC, Institute, Academy or IIMC approved State/Provincial/National Association programs without course review by IIMC	1 point per six hours

**** IIMC Annual Conference education points can be used for either Advanced Education or Professional and Social Contribution points, not both. Points used for the MMC designation shall not be used for any other purposes. Prior to 2009, IIMC Annual Conference earned up to 4 points for full attendance.

*****Athenian Leadership Dialogues completed prior to 11/23/2013 earn 2 points each with completed assessment. Dialogues completed on or after 11/23/2013 earn 3 points each with completed assessment. A maximum number of 18 points may be earned in this category

***** Advanced Education points for the MMC Designation may be obtained through distance education. All online courses shall be pre-approved by the Education Department.

Note: Those who have completed the CMC recertification program may add 20 points of advanced education, and may use advanced education dated after the recertification designation. Please contact the education department with questions. [May 23, 2013; November 7, 2009; December 4, 2004; December 6, 2002. Policy E-4].

5.15.080

Professional and social contribution requirements for MMC Candidates (Regions 1-9)

Please note that in addition to the 20 required professional and social points needed, MMC candidates must also complete 20 combination points, which may come from either advanced education or professional and social contributions – 40 total points needed.

Professional and Social Contributions (40 Points)

* IIMC Annual Conference education points shall be used for either Advanced Education or Professional and Social Contribution points not both. Points used for the MMC designation shall not be used for any other purposes. Prior to 2009, IIMC Annual Conference earned up to 4 points for full attendance.

** Teaching and Training credit may be used in either Advanced Education or Professional and Social, but not for both. IIMC members who teach a session can earn points for teaching, but not for attendance at the same session they are instructing.

***Credits from fields of public administration, urban affairs municipal management, political science, records management, municipal finance, governmental accounting, urban planning and personnel administration and others. Education units or hours may not be credited to both CMC and MMC programs. Points or credits for college work may not have been used towards the CMC designation, or in Advanced Education. Copies of college transcripts are required.

NOTE: MMC courses taken prior to the acquisition of the CMC designation cannot be used toward the MMC designation. Effective January 1, 2011, a member may earn MMC points while their CMC application is pending review at headquarters. If the review determines that the member's CMC application is deficient, any points earned in the interim will be applied to the deficient CMC application. For Example: An applicant that has a CMC application in the queue waiting to be reviewed may take MMC level courses during that review period. If upon review, the CMC point

requirements have not been met, the credits earned at the MMC level training must be applied to the current CMC application. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-4].

Chapter 5.20 -- **CMC and MMC Requirements (Regions 10-11)**

*as of 1-1-2011

Education Requirements for CMC Candidates Regions 10 - 11

NOTE: Education and Experience Requirements for CMC Candidates in Regions 10 and 11 remain the same as those for CMC Candidates in Regions 1 through 9 with the additions below:

Additional Education CMC Candidates Regions 10 - 11	Total Points
Relevant college or university course credits not used for a degree	1 point per credit unit
Business or Vocational School Courses that relate to the Municipal Clerk's position	1 point per 10 hours of training
Miscellaneous courses that have not gone through the Course Review process, and are directly related to the duties of the Municipal Clerk	1 point per 6 hours

Education Requirements for MMC Candidates Regions 10 - 11

NOTE: Education and Professional and Social Contribution Requirements for MMC Candidates in Regions 10 and 11 remain the same as those for MMC Candidates in Regions 1 through 9.

*Credits from fields of public administration, urban affairs municipal management, political science, records management, municipal finance, governmental accounting, urban planning and personnel administration and others. Education units or hours may not be credited to both CMC and MMC programs. Copies of college transcripts are required.

**Course review requirements and template can be found at IIMC's web site.

*** IIMC Annual Conference education points shall be used for either Education or Experience points, not both. Prior to 2009, IIMC Annual Conference earned up to 4 points for full attendance. Note: Excess Education points will be applied to Experience by the IIMC Education Department.

For any IIMC member of a Canadian Province or country outside North America, **effective January 1, 2011 through December 31, 2014**, any educational programs, not used for achievement of CMC status and that qualify for Master Municipal Clerk (MMC) Advanced Education points shall be granted MMC Advanced Education points, regardless of whether the program was completed prior to the achievement of the CMC designation. Applicants must earn 40 Professional and Social Contribution points after the achievement of the CMC designation in order to fulfill the MMC designation requirements.

Chapter 5.25

DECERTIFICATION

Sections:

- 5.30.010 Purpose.
- 5.30.020 Scope.
- 5.30.030 Policy.

5.30.010

Purpose.

To establish a policy for the decertification of members. [December 4, 2004; December 6, 2002. Policy E-5].

5.30.020

Scope.

Certified members. [December 4, 2004; December 6, 2002. Policy E-5].

5.30.030

Policy.

- A. A member convicted of a felony or criminal charge shall not be permitted to utilize the CMC or MMC designation.
- B. A member shall promptly return to IIMC all plaques or certificates issued by the institute and shall refrain from using the CMC or MMC initials following their name.
- C. A member or former member who has served their sentence may reenter the certification program upon receiving written permission from the president of IIMC.
- D. The Board may, by majority vote and in its sole discretion, decertify a member if in the opinion of the board a member has contravened the code of ethics of the institute. [December 4, 2004; December 6, 2002. Policy E-5].

Chapter 5.30

CERTIFIED MUNICIPAL CLERK RECERTIFICATION

Sections:

- 5.35.010 Purpose.
- 5.35.020 Scope.
- 5.35.030 Recertification program eliminated.

5.35.010

Purpose.

To eliminate IIMC's CMC Recertification Program. [November 7, 2009; May 22, 2004; May 17, 2003; March 2003. Policy E-8].

5.35.020

Scope.

All. [November 7, 2009; May 22, 2004; May 17, 2003; March 2003. Policy E-8].

5.35.030

Recertification program eliminated

The IIMC board approved proactive changes to IIMC's education guidelines and eliminated the CMC recertification program, effective January 1, 2010.

The decision was made to support those growing numbers of members who have opted out of recertification in lieu of the more prestigious master municipal clerk (MMC) program, and to further support our clerks who are contented remaining certified municipal clerks (CMC).

For those who hold a CMC designation, the only thing needed to maintain this designation is current IIMC membership. Once a CMC designation is reached, the CMC will keep that title for the duration of their membership with IIMC. There is no need to recertify. For those who have a CMC certificate with an expiration date, please complete the request for CMC replacement form to obtain a certificate without an expiration date.

For those who have been working toward CMC recertification, advanced education work that would have been applicable toward recertification can be applied to the MMC program. Each completed recertification can earn 20 points of advanced education toward the MMC program by applying into the MMC program. There is no time limit to complete the MMC designation.

To recognize an IIMC designation, the candidate must be an active member of IIMC. [November 7, 2009; May 22, 2004; May 17, 2003; March 2003. Policy E-8].

Chapter 5.35

PROGRAM REVIEW AND APPROVAL

Sections:

- 5.40.010 Purpose.
- 5.40.020 Scope.
- 5.40.030 Policy.

5.40.010

Purpose.

To establish a policy for review and approval of education programs endorsed by IIMC. [October 1991. Policy E-7].

5.40.020

Scope.

General. [October 1991. Policy E-7].

5.40.030

Policy.

A. The IIMC board of directors (herein called “the board”) shall be informed in writing of all education programs and activities for which IIMC recognition, sponsorship or support has been or is being extended or proposed.

B. All proposed IIMC education programs and activities involving partial or full IIMC financial support, or for which non-IIMC funding will be sought, shall be submitted to the board for review, approval, and commitment of IIMC and its resources to the programs or activities.

1. Prior to board review, IIMC committees responsible and/or affected by the programs or activities reviews said programs and activities.

2. When appropriate, materials submitted for board review should include written committee comments or recommendations for board consideration.

3. These conditions apply to all education activities requiring commitment of IIMC resources.

C. All education programs or activities approved for IIMC recognition and/or support shall be:

1. Designed to address educational needs or preferences demonstrated by reliable data to exist among a significant number of members of the profession; and

2. Among those education programs or activities defined as priority activities by appropriate IIMC bodies.

D. The above policies apply to all education programs or activities proposed, advocated or recommended for IIMC endorsement or support by any IIMC committee, duly constituted IIMC body, organizations affiliated, allied and/or dedicated to support IIMC interests, and any other individual or group.

E. The policy does not apply to recognized or proposed institute or academy programs. [October 1991. Policy E-7].

Chapter 5.40

ATHENIAN LEADERSHIP SOCIETY

Sections:

- 5.45.010 Purpose.
- 5.45.020 Scope.
- 5.45.030 Effective date.
- 5.45.040 General provisions.
- 5.45.050 State/provincial/national association dialogues.
- 5.45.060 IIMC annual conference dialogues.
- 5.45.070 How to become an Athenian leadership society fellow.
- 5.45.080 Athenian Dialogue Facilitator Guidelines

5.45.010

Purpose.

To create a policy for Athenian leadership society dialogue. [November 7, 2009. Policy E-9].

5.45.020

Scope.

All. [November 7, 2009. Policy E-9].

5.45.030

Effective date.

This policy is effective January 1, 2010. [November 7, 2009. Policy E-9].

5.45.040

General provisions.

State/provincial/national associations will now have the full responsibility for procuring an Athenian dialogue. An association can now hire its own facilitator (cost would be negotiable between the two parties) and depending on the cost can charge its own fees to cover those costs.

Participants would still purchase their own books. Associations may also use institute directors to facilitate a dialogue.

In this format, Athenian dialogues remain IIMC's program; however, procuring facilitators, establishing costs and acquiring meeting space will be left up to each respective association (as is done with association meetings). The program will now operate in the manner set forth in IIMC 5.35.050 through 5.35.070. [November 7, 2009. Policy E-9].

5.45.050

Institute and State/Provincial/National Association Dialogues.

If an Institute or Association is interested in creating a dialogue, they must:

A. Procure their own facilitator at a cost negotiated between facilitator and association (Cost to participate can be determined by the association depending on facilitator and room rental. Doing so can keep dialogue costs at a minimum and will also eliminate the minimum requirement of 10 participants that IIMC requires to break even.);

B. Require each participant to purchase his or her own book and lunch (part of current process);

- C. Require each participant to submit the \$15.00 enrollment fee to IIMC for the fellowship program (10 dialogues required to become a fellow; participant is required to maintain attendance records); and
- D. Seek preapproval from IIMC for the facilitator and book if this is a new dialogue or a new facilitator by using the course review form. If the facilitator and book are not new to the program, all the association needs to do is inform IIMC of the dialogue's logistics; and
- E. Require a completed assessment form from each participant to earn IIMC education points (to be reviewed by the association).

F. Once the assessment form has been submitted, the association will need to distribute a certificate of completion stating the book title, date, location and number of points and signed by either the facilitator or association president. IIMC is not responsible for keeping track of dialogue attendance.

G. A list of approved books is available on the IIMC website, www.iimc.com.

Note: Points earned at all dialogues are two CMC education points or two MMC education points with a completed assessment form. Dialogues completed on or after 11/23/13 earn 3 points each with completed assessment. A maximum number of 18 points may be earned in this category. Participants who have already obtained their MMC designation are not required to complete the assessment in order to receive a certificate of completion. [November 2013; November 7, 2009. Policy E-9].

5.45.060

IIMC Annual Conference Dialogues.

IIMC members interested in becoming a fellow must do the following:

- A. Each participant must submit the \$15.00 enrollment fee to IIMC for the fellowship program (10 dialogues required to become a fellow; participant is required to maintain attendance records); and
- B. Each participant must complete an assessment form for each dialogue to earn points (to be reviewed by the facilitator);
- C. Once the assessment form has been submitted, IIMC will distribute a certificate of completion stating the book title, date, location and number of points and signature of the director of education and research;
- D. Cost for an Athenian dialogue at an IIMC annual conference remains at \$100.00 per dialogue (book and lunch on their own).

Note: Points earned at an IIMC conference dialogue are two CMC education points or two MMC education points with a completed assessment form. Dialogues completed on or after 11/23/13 earn 3 points each with completed assessment. A maximum number of 18 points may be earned in this category. Participants who have already obtained their MMC designation are not required to complete the assessment in order to receive a certificate of completion. [November 2013; November 7, 2009. Policy E-9].

5.45.070

How to become an Athenian Leadership Society Fellow

- A. Submit the \$15.00 enrollment fee to IIMC for the fellowship program.
- B. You must be an IIMC member and you must complete 10 dialogues.
- C. Submit the Athenian leadership society fellow application and include 10 dialogue certificates.
- D. IIMC will verify the attendance and notify the applicant when they will be inducted as a fellow. [November 7, 2009. Policy E-9].
- E. Athenian Fellows will receive a Fellow Lapel Pin (February 28, 2011 – via e-mail)

Chapter 5.45

Athenian Dialogue Facilitator Guidelines

The ideal Dialogue Facilitator should be an individual who is capable of grasping and dissecting the essential leadership knowledge that is contained in and dispersed throughout the contents of an appropriate book. This knowledge must then be conveyed primarily through discussion, as opposed to lecture alone, eliciting input from each individual participant on the relevance and applicability of the principles and skills gleaned. The Facilitator must in essence build a “bridge” between the ideas contained in the book used and the leadership concepts and principles that are relevant to a Municipal Clerk.

The Facilitator must be able to write a succinct yet thoughtful summary of the book chosen. This summary, which will be included in the Dialogue announcement, is typically meant to intrigue and persuade the potential Dialogue participant that, in registering, their time, effort and money will have been well spent.

A Facilitator must be an excellent communicator. They should be able to listen and ask pertinent questions. They must be skilled at keeping the conversation going, able to summarize participants' unique contributions, and able to go beyond the pages of a single book to shed new light on the insights contained therein. They should be aware that additional research may be required for some Dialogues.

ADDITIONAL REQUIREMENTS

Requirements for IIMC Members:

- Must have the MMC Designation
- Must be an IIMC member for at least 5 years
- Must have participated in a minimum of 3 Dialogues
- Must have experience facilitating or teaching education programs and/or Athenian Dialogues
- Must be an Athenian Fellow and have been mentored by an existing Athenian Leadership Society Facilitator. This requirement may be substituted by a member who is an experienced adjunct instructor / adjunct professor / adjunct lecturer / visiting lecturer / faculty associate, or similar position of a college or university. Such position to be verified by the appointing institution and IIMC. Substitution may include a Municipal Clerk or Deputy Clerk who has extensive experience in presenting programs at a Municipal Clerk Institute or Academy, with verification supplied by the Institute/Academy sponsoring institution.
- Must have at least 5 years experience working in the Municipal Clerks office as a Municipal or Deputy Clerk
- Must submit a bio that supports the requirements above

Requirements for Professionals and Academics:

- Working knowledge of the municipal clerk profession
- Must have an understanding of the program and its requirements
- Must submit a letter and bio (simple letter format acceptable- no more than 1 page) to the IIMC Education Department) that demonstrates the 2 items above.

This Policy is effective January 25, 2011

Chapter 5.50
INSTITUTE GUIDELINES

INTRODUCTION

These Institute Guidelines are an overview of the Organization's educational structure. These Guidelines are meant to facilitate and guide the Institute process regarding IIMC education programs, to assist in the development of new Institutes, the maintenance of current ones, to aid in the expansion of sample course subjects for the CMC and MMC programs, and oversee other general information regarding IIMC and Institute collaboration. These Institute Guidelines are under the auspices of the current Education Guidelines.

THE EDUCATIONAL PARTNERSHIP

To achieve its educational goals, the International Institute of Municipal Clerks (IIMC) partners with 47 universities, colleges and select affiliates, in cooperation with State/Provincial/National Associations and IIMC staff. This unique partnership contributes to the success and longevity of the quality of education that has been delivered to IIMC members for many decades.

IIMC-Approved Institutes

An Institute program is a program that is solely provided by the Institute Director and encompasses both the CMC and MMC programs. This means that after the Institute Director has collaborated with the State/Provincial/National Education Committee regarding possible topics and speakers, he/she is responsible for all aspects of the Institute program (selection of topics and speakers, contracts, fees, etc.). Course review is not required for Institute programs.

Unsponsored Institutes

As of January 1, 2004, all Institutes must be sponsored by an accredited college or university. Prior to January 1, 2004, IIMC accepted unsponsored Institutes that met the comprehensive educational criteria that were equivalent to that of an IIMC-approved Institute. Though IIMC no longer accepts Institutes that are not sponsored by institutions of higher learning, these past unsponsored Institutes have been matriculated into the Institute and Education Guidelines.

International Institutes

IIMC acknowledges that cultural or historic differences in approaches to educational excellence may render current and future IIMC approved programs in Canada and other member countries exceptions to these Education Guidelines, warranting special consideration by the IIMC Program Review and Certification Committee and Director of Education and Research.

THE IIMC APPROVED INSTITUTE PROGRAMS

The IIMC Approved Institute will offer two educational programs:

1. The Certified Municipal Clerk (CMC) Designation Program
2. The Master Municipal Clerk (MMC) Designation Program

The Education Guidelines envision an educational program consisting of 120 contact hours (60 points) for the fulfillment of the educational requirements for the CMC designation, and an educational program consisting of 60 points for the fulfillment of the educational requirements of the MMC designation. All IIMC educational programs are taught at the university level.

IIMC approved Institute and Academy points are rated at 1 point per 2 in-class contact hours. *Up to ten percent of in-class hours may be dedicated to other learning methodologies at the discretion of the Institute Director. A session will need a minimum of 1 in-class contact hour to earn a $\frac{1}{2}$ point.

** Institutes can offer 10% of each Institute and Academy session via alternative learning methodologies (outside of in class seat time). The learning methodology is left to the discretion of the Institute Director. However, the content must still follow the Board approved Institute and Education Guidelines.*

A two-year IIMC membership is required for eligibility to obtain an IIMC certification. Moreover, in order to continue the use of the certification in any form and for any purpose, a certificant is an IIMC member in good standing.

The IIMC Institute provides the enrollees with the educational components of the IIMC CMC and MMC designations. In addition to the educational component, the enrollee shall fulfill the Experience requirement for the CMC designation and the Professional and Social Contributions requirement for the MMC designation.

To earn the CMC designation, an enrollee must earn 60 Education points and 50 Experience points. Similarly, to earn an MMC designation the enrollee must earn 60 Advanced Education points, 20 Professional and Social Contributions points and 20 Combination points as stipulated in the requirements for each designation.

Assessments

All Institute participants are required to complete an assessment at the end of each Institute program. The Institute Director will select an outcomes assessment tool to determine that the students have accomplished the course's purpose by using a test, a quiz, an essay, a practicum, the Knowledge Transfer Action Plan (KTAP) used by the Arizona Institute, or similar tools.

Assessments are to be completed after the program and are not to be completed during class time. Points and/or hours are not awarded for assessment completion.

Certificates of Completion

The Institute Director will issue a certificate of completion or transcript to each participant after the conclusion of each program and given only to those who have verified attendance for all sessions, and have successfully completed the mandatory outcomes assessment (e.g., a quiz, a test, etc.). The certificate of completion must state the number of hours completed, specify the title of the program (CMC or MMC), signature of the Institute Director, as well as the date of completion. The participant will use this document to support their CMC or MMC Application.

To apply for either of the IIMC certification programs the student shall complete the Application for Admission and pay the application fee. Please see the CMC Step-by-Step Process and MMC Step-by-Step Process on the web site.

Please refer to the Education Guidelines for the CMC and MMC program guidelines.

The Certified Municipal Clerk (CMC) Designation Requirements

The Certified Municipal Clerk program is designed to enhance the job performance of the Clerk in small and large municipalities. To earn the CMC designation, a Municipal Clerk must attend extensive education programs. The CMC designation also requires pertinent experience in a municipality. The CMC program prepares the applicants to meet the challenges of the complex role of the Municipal Clerk by providing them with quality education in partnership with institutions of higher learning, as well as State/Provincial/National Associations. The CMC program has been assisting clerks to excel since 1970.

All points shall be earned according to the provisions of the IIMC Education Guidelines. Please refer to the Education Guidelines for the CMC and MMC program guidelines.

Sample Course Subjects for the Certified Municipal Clerk (CMC) Program

The following is a sample of course subjects for the education component of the CMC designation. It is an indication of the distribution of subject matters (50%-30%-20%) within the context of IIMC core educational requirements for the CMC designation. The courses must fulfill the requirements of the IIMC Education Guidelines.

It should be emphasized that at a minimum, all courses shall be related to the job of the participating clerk and shall include a presentation by an educator with appropriate credentials or by an expert in the field. From time to time, the Education Department may update, revise, and change courses as needed.

A. Public Administration and Organization (50%)

- Introduction to Public Administration
- Public Management
- Social and Political Systems
- Local Government
- Public Organizations
- Introduction to Fiscal Management
- Accounting for Municipalities
- Budgeting for Municipalities
- Financial Management
- Introduction to Law
- Introduction to Information Technology
- Records Management I
- Records Management II
- The Planning Process
- The Municipal Clerk Profession
- Introduction to Project Management
- Meeting Administration
- Agendas and Minutes
- Administrative Law
- Environmental Policy and Management

- Public Sector Economics
- Knowledge Management
- Organizational Management
- The American Municipality

B. Social and Interpersonal Issues (30%)

- Personal and Group Behavior
- Introduction to Communication
- Written Communication I
- Written Communication II
- Presentation Skills
- Community Development
- Teambuilding and Group Dynamics
- Principles of Ethics
- Comparative Clerkship
- Leadership
- Media Relations
- Project Management
- Project Risk Management
- Research Skills
- Public Organizations
- Public Personnel Management
- Strategic Planning for Not-for-Profit and Government Entities
- Sustainable Economic and Community Development
- Technical Writing
- Technology in the Clerk's Office/Information Management Technology

C. Electives (20%)

- Election Administration
- Emergency Management
- Employment Law/HR Management
- State Mandated Education

State or provincial specific education and training that directly relate to the job of the clerk will also be accepted as an elective. In addition, other courses relevant to the Municipal Clerk profession and in compliance with the IIMC Education Guidelines will also be accepted.

The Master Municipal Clerk (MMC) Designation Requirements

The MMC is the second of the two professional designations offered by IIMC. To qualify for entrance into the Master Municipal Clerk program, an applicant must have already earned the CMC designation. The MMC program prepares the participants to meet the challenges of the complex role of the Municipal Clerk by providing an advanced continuing education program that prepares participants to perform more complex municipal duties. The program has an extensive and advanced educational component, a professional and social contribution component. MMC applicants must demonstrate that they have actively pursued educational and professional activities and have remained informed of current socio-political, cultural, and economic issues that affect local governments and municipalities.

The educational requirements for the MMC are more complex and at a much higher level than those of the CMC program. The subject matters might be similar to those of the CMC courses; however, the breadth and depth of the MMC courses shall be more academically advanced. The IIMC Education Department can always assist in determining the level of any course.

All points shall be earned according to the provisions of the IIMC Education Guidelines.

Please refer to the Education Guidelines on IIMC's web site for the MMC program guidelines.

Sample Course Subjects for the Municipal Clerk Academy (MMC) Program

The following is a sample of course subjects for the education component of the MMC designation. It is an indication of the distribution of subject matters (80% -20%, required, Public Administration and elective courses respectively) within the context of IIMC educational requirements for the MMC designation. The courses must fulfill the requirements of the IIMC Education Guidelines. The educational requirements for MMC are more rigorous and at a much higher level than those of the CMC program. The subject matters might be similar to those of the CMC courses; however, the breadth and depth of the MMC courses shall be more academically advanced.

It should be emphasized that at a minimum, all courses shall be related to the job of the participating clerk and shall include a presentation by an educator with appropriate credentials or by an expert in the field. Evidence of the appropriateness of the credentials or expertise must be presented in the form of a brief bio. From time to time, the Education Department may update, revise, and change courses as needed.

A. Public Administration

- Public Administration and Society
- Environmental Policy and Management
- Local Government Administration
- Comparative Administrative Systems
- Administrative Law
- Budgeting/Accounting for Municipalities
- Public Sector Economics
- Public Financial Management I
- Public Financial Management II
- Sustainable Economic and Community Development
- The American Municipality
- Project Management I
- Project Management II
- Project Risk Management
- Technology in the Clerk's Office/Information Technology Management
- Knowledge Management
- Strategic Planning for Not-for-profit and Governmental entities
- Public Personnel Management
- Advanced Records Management
- Community Power, Leadership and Administration
- Organizational Change in Public Service
- Technical Writing and Communication in Public Service I
- Technical Writing and Communication in Public Service II

- Ethics as Core Strategy for Social Responsibility/Values
- Advanced Agendas and Minutes
- Communication
- Community, Power and Leadership
- Leadership, Organization and Management
- Media Relations
- Meeting Administration
- Personal and Group Behavior
- Public Organizations
- Research Skills
- Revenue and Fiscal Management
- Strategic Planning for Not-for-Profit and Governmental Entities
- Election Administration (as of 7/15/09)
- Emergency Management
- Employment Law/HR Management

B. Electives

State/Provincial/National specific education and training that directly relate to the job of the clerk can be accepted as electives.

In addition, other courses relevant to the Municipal Clerk profession and in compliance with the IIMC Education Guidelines will also be accepted.

Change of University Sponsorship

A new program proposal shall be required by IIMC when a change in college/university sponsorship or affiliation occurs for which a filing fee is required.

Change of Institute Director

In the event the Institute Director is replaced, the State/Provincial/National Association Education Chair shall send to IIMC the bio and contact information of his/her replacement no later than two months from the date of appointment. In such case, no filing fee is required.

Institute Annual Report

Each year, the Institute is required to submit to the IIMC Director of Education the following information in the form of an Annual Report. The Annual Report assists IIMC's Education Department in maintaining a live record of active courses, as well as future plans and trends in education. It also does double duty as record retention documentation and quality assurance, and enables IIMC to see if there have been any changes. The Annual Report helps IIMC to ensure that nothing but the best in continuing education is being provided to its members.

The Annual Report is due no later than December 31st of each year (**Electronic mail is preferred**). IIMC also recommends that a copy of this report be sent to the State/Provincial/National Education Chair for their review.

The report should include:

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

The Institute Director will forward their Annual Report to the Director of Education for their review and comments. IIMC will review for confirmation of compliance with the IIMC Education Guidelines and the requirements regarding the level and rigor of courses (CMC versus MMC).

Noncompliance – May 2013

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

1. The Director of Education will bring the non-compliance issue to the attention of the Institute Director and collaboratively work towards a solution.
2. If a solution is not resolved with the Institute Director within 30 days, the Director of Education will bring the non-compliance issue to the attention of the State/Provincial/National Education Chair to assist in resolving the issue.
3. If compliance has not been timely met, a teleconference will be conducted with the Director of Education; Institute Director; State/Provincial/National President and Education Chair; and Chair, Institute Director liaisons, and Board liaisons of the Program Review and Certification Committee. If still unresolved, a second teleconference with the same parties will be conducted. Such teleconferences shall be initiated at the discretion of the Director of Education.

If unresolved within 30 days of the second teleconference, the Director of Education will then render a judgment regarding the extent of noncompliance and the appropriate course of action, and inform the Institute Director and the State/Provincial/National Education Chair. The written communication from the Director of Education shall specify the nature of noncompliance with the Education Guidelines and offer recommendations to bring the Institute in compliance.

The Institute Director in collaboration with the State/Provincial/National Education Chair may respond to the decision by contacting the Director of Education in writing. Continued noncompliance may result in revocation of the Institute's approval by IIMC, at the discretion of the Director of Education.

University Courses Offered Outside of the IIMC-Approved Institute

In some cases, the University sponsoring the Institute will offer courses that are applicable to the Municipal Clerk. These courses do not fall under the approved Institute guidelines and must go through the course review process for 1 point per 6 in-class contact hours.

State/Provincial/National Associations

Institute Directors cannot sign-off on State/Provincial/National Associations programs.

State/Provincial/National Associations must provide their own programs and receive pre-approval from IIMC for 1 point per 4 in-class contact hours.

The Proposal for Creating a New Institute

An Institute program is a program that is solely provided by the Institute Director and encompasses both the CMC and MMC programs. The process of creating an IIMC-approved Institute starts with the State/Provincial/National Association. In order to establish an IIMC-approved Institute, each State/Provincial/National Association should form an Education Committee consisting of:

- At least five (5) clerks, one of whom will be the State/Provincial/National Education Chair.
- All members of the Education Committee must be active or retired participating members of both IIMC and their State/Provincial/National Association.
- The Education Committee should have at least two (2) members who are actively pursuing their CMC designation and who will attend the Institute.
- At least two (2) members who are actively pursuing their MMC designation and must attend the Institute.
- The remaining members may be recruited from the at-large membership of the State/Provincial/National Association who has an interest in the education programs.

The Education Committee shall seek and obtain the sponsorship of an accredited university or an accredited four-year college and enter into an agreement in which the university or college shall sponsor and host the Institute and follow the Education Guidelines of IIMC in establishing and managing the Institute. The agreement with the university or college shall be signed by an appropriate university official at the level of Dean, Associate Dean or higher. The signing and execution of the agreement shall be a part of the prerequisites for IIMC approval of the Institute and all of its programs. As a part of this agreement, a member of the university is selected as the Institute Director.

According to the university sponsorship agreement, the Institute Director shall be the representative of the university in executing that agreement and shall serve as the educational and administrative leader of the Institute. The university sponsorship is of paramount importance to the partnership. IIMC firmly believes it is in the best interest of the IIMC and the municipal clerk profession that IIMC-approved certification Institutes and programs are sponsored, administered and conducted by a fully accredited university or an accredited four-year college.

At a time when the profession is being challenged and is undergoing substantial change, it is imperative that its credentials be supported by the full faith and reputation of institutions of higher learning. Universities and colleges provide independent environments that ensure program quality and stability, and research capabilities, and the educational resources and support needed to deliver a first-rate education.

The State/Provincial/National Education Committee and the Institute Director shall jointly write a comprehensive proposal based on the requirements of the IIMC Education Guidelines, which will encompass the structure, the mission, the goals and objectives, and the educational programs of the Institute. The Institute Director shall serve as the point person in writing the proposal for creating an Institute as stipulated by the IIMC Education Guidelines.

The Guidelines for Creating a New Institute

The State/Provincial/National Education Committee and the Institute Director who wish to form a new Institute shall write a proposal, which shall include the following:

1. Executive Summary
2. Introduction and Mission
3. Institute Purpose and Goals
4. Include a copy of an agreement of sponsorship with an accredited university or an accredited four-year college in which the university or college agrees to design, deliver, and manage all aspects of the Institute and its programs according to the IIMC Education Guidelines. This agreement shall be signed by a university official at the level of Dean or higher.
5. Include a brief bio of the Institute Director
6. Include a list of instructors and their areas of expertise
7. List the Institute Programs
8. Program Description
9. Program Objectives
10. Program Outcomes
11. A copy of the Program Assessment Method. An Assessment is required for all IIMC Institute and Academy programs. Examples of assessments are: essay, quiz, short-answer questions, KTAP, etc.
12. Teaching and Learning Methods
13. A Copy of the Teaching and Course Evaluation Forms
14. Program Schedule and Arrangements
15. Proposed Curricula for the Institute Programs.
16. Curriculum Schedule Year-by-Year for Each Program.
17. List of host organizations.
18. Include a copy of the proposed CMC Institute and MMC Academy Certificates (must include the number of Institute/Academy hours).
19. Include a copy of the Institute Budget Report or a Statement of Financial Health of the Institute (a letter from the Institute Director/State Education Chair attesting to the financial well-being of the Institute will suffice).
20. Include supplementary materials, program descriptions and other supporting documentation the association or institution believe will strengthen the application and enhance the program's quality and value to Municipal Clerks. A sample proposal may be requested from IIMC.

The Institute Director must submit the proposal, a filing fee of \$300, and a cover letter to the IIMC Director of Education for review and approval. The Director of Education will forward the proposal with his/her comments to the members of the Program Review and Certification Committee for their review and comments. The Program Review and Certification Committee will forward their comments and recommendation to the Director of Education who will notify the State/Provincial/National Education Committee Chair of the results. If there are deficiencies or more information is needed, the Director of Education will work with the State/Provincial/National Institute Director to address them.

Title 7

ANNUAL CONFERENCE

Chapters:

- 7.05 Conference Planning Manual**
- 7.10 Rules of Conduct – Conference Site Selection Process**
- 7.15 Request for Proposal (RFP)**
- 7.20 Conferences Outside USA and Canada**
- 7.25 Classes of Registration**
- 7.30 Discount Program**
- 7.35 Conference Cancellations**
- 7.40 Fundraising at Conference**
- 7.45 VIP Protocol**
- 7.50 Safety**
- 7.55 Conference Education by IIMC Member**
- 7.60 Conference Income and Expense Policy**
- 7.65 Code of Conduct**

Chapter 7.05

CONFERENCE PLANNING MANUAL

Sections:

- 7.05.010 Purpose.
- 7.05.020 Scope.
- 7.05.030 Policy.

7.05.010

Purpose.

To establish a policy for the conduct of the IIMC annual conference. [June 30, 2006; May 2002. Policy C-2].

7.05.020

Scope.

General. [June 30, 2006; May 2002. Policy C-2].

7.05.030

Policy.

- A. IIMC shall develop and maintain a conference-planning manual.
- B. The conference committee shall conduct an annual review of the conference-planning manual and shall make recommendations to the board of directors. [June 30, 2006; May 2002. Policy C-2].

Chapter 7.10

RULES OF CONDUCT – CONFERENCE SITE SELECTION PROCESS

Sections:

- 7.10.010 Purpose.
- 7.10.020 Scope.
- 7.10.030 Policy.

7.10.010

Purpose.

To establish rules of conduct for board of directors members during the conference site selection process. [May 2009; December 4, 2004; September 2004. Policy B-12].

7.10.020

Scope.

All board members. [May 2009; December 4, 2004; September 2004. Policy B-12].

7.10.030

Policy.

A. It is the goal of IIMC to select conference sites that provide the following benefits to the association:

- 1. Provide the best opportunity for IIMC to generate a financial surplus, bearing in mind cost of doing business in particular city, location, facilities, host state/region support, and miscellaneous sources of nonregistration revenue.
- B. To achieve the above-mentioned goals, the following rules of conduct are hereby adopted for Board of Directors during the site selection process.
 - 1. Board members shall conduct themselves in an ethical manner.
 - 2. Board members shall reserve judgment on any potential conference site pending receipt of the bid information and management's evaluation.
 - 3. Board members will refrain from attempting to influence other board members by offering incentives or making informal agreements in exchange for support of a particular site.
 - 4. Any board member who is directly or indirectly involved with the preparation and/or submission of a bid package shall declare a conflict of interest at the board meeting where the vote is to take place and shall remove themselves from the room. A letter of support shall not be construed as being directly or indirectly involved.
 - 5. Board members are free to support bids from their state, province, region or country; however, said support shall be conducted in an ethical manner and reserved to the meeting at which the vote will be taken.
 - 6. At no time shall a board member attempt to modify or amend a bid during the board meeting at which the vote is to take place.
- C. Failure to comply with the above rules of conduct will result in the bid being disqualified.
- D. Any board member who feels that there has been a violation of the above rules shall duly report said violation to the president, who shall conduct an investigation to determine the merits of the allegations.
- E. The president may at his/her total discretion bring the matter to the full board and recommend appropriate action. [May 2009; December 4, 2004; September 2004. Policy B-12].

Chapter 7.15

REQUEST FOR PROPOSAL (RFP)

Sections:

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

7.15.010

Purpose.

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

7.15.020

Scope.

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

7.15.030

Policy

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

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

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

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

1. Requirements met as listed in this RFP
2. Physical ability to host a Conference (sleeping rooms, meeting space, appropriate venues to accommodate 800 to 1,000 attendees)
 - ~ Preference shall be given to bidders that provide housing in a single hotel close to meeting space
 - ~ Where multiple hotels are specified, preference shall be given to cities where hotels are within a 5-10 minute walk of meeting space
 - ~ Preference shall be given to cities that offer unique or off-site venues for the Opening Reception, Opening Ceremony, All-Conference Event and Private Receptions
- Local Support -- Preference shall be given to bidders that demonstrate a high level of support from:
 - ~ The Host City
 - ~ The Host City Clerk
 - ~ The Convention and Visitor's Bureau (CVB)
 - ~ The State, Provincial or National Association and/or Municipal League
4. The net cost of meeting space, audio/visual, food and beverage, off-site venues, transportation and hotel sleeping rooms

5. Financial Support - Preference shall be given to bidders that offer financial support by way of venue waivers, sponsorship of Conference events, in-kind services, low or no attrition and minimum or no food and beverage requirements.
6. Date Availability - IIMC's preference is to hold its Conference in May from Saturday Sunday through Wednesday the week prior to the traditional U.S. Memorial Day weekend.
7. Regional Rotation - Preference will be given to bidders that are not located within a Region that has hosted a Conference in the past five (5) years

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

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

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

C. The conference committee shall conduct an annual review of the request for proposal document and make recommendations to the board of directors. [November 23, 2013; May 2009; May 2002. Policy C-6].

7.15.040

Mid-year board meeting

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

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

Chapter 7.20

CONFERENCES OUTSIDE USA AND CANADA

Sections:

- 7.20.010 Purpose.
- 7.20.020 Scope.
- 7.20.030 Timeframe.
- 7.20.040 Locations eligible for consideration.
- 7.20.050 Bidding process.
- 7.20.060 Sole bidding process.
- 7.20.070 Written commitment.

7.20.010

Purpose.

To establish a policy for the holding of the annual conference outside of the United States or Canada. [May 2008; May 2002. Policy C-1].

7.20.020

Scope.

General. [May 2008; May 2002. Policy C-1].

7.20.030

Timeframe

The optimum timeframe for an IIMC conference outside the USA and Canada is every 10 years. The board of directors shall make the final determination as to when a conference shall be held outside of the USA and Canada. [May 2008; May 2002. Policy C-1].

7.20.040

Locations eligible for consideration

Locations appropriate for consideration would be cities representing governmental units in countries other than the USA and Canada. [May 2008; May 2002. Policy C-1].

7.20.050

Bidding process.

Consistent with current practice the board reserves the right to reject any and all proposals submitted. The executive director shall solicit interest and pursue venue options that indicate opportunity to provide an annual conference taking into consideration the following principles: fiscally sound, solid educational experience, affordable as possible to the membership, potential for membership growth and local support. As part of the annual budget process, the board of directors shall consider setting aside funds to support future conferences outside the USA and Canada. [May 2008; May 2002. Policy C-1].

7.20.060

Sole bidding process

The Board of directors shall determine the appropriate year targeted for a conference outside the USA and Canada. [May 2008; May 2002. Policy C-1].

7.20.070**Written commitment**

A written commitment shall be submitted from an acceptable local sponsor group and from the host city. [May 2008; May 2002. Policy C-1].

Chapter 7.25

CLASSES OF REGISTRATION

Sections:

- 7.25.010 Purpose
- 7.25.020 Scope
- 7.25.030 Policy

7.25.010

Purpose

To establish classes of registration for the annual conference. [December 4, 2004; December 1988. Policy C-5].

7.25.020

Scope

General. [December 4, 2004; December 1988. Policy C-5].

7.25.030

Policy

A. IIMC offers the following classes of registration for the annual conference:

- 1. IIMC member – Full.
- 2. IIMC member – Early bird.
- 3. IIMC retired member – Full.
- 4. IIMC retired member – Early bird.
- 5. Nonmember – Full.
- 6. Nonmember – Early bird.
- 7. Guest package – Full.
- 8. Guest package – Early bird.

B. Single day, single event and optional event tickets shall also be offered.

C. The budget and planning committee, in discussion with staff, shall establish the fees in the various classes as part of the budget process. [December 4, 2004; December 1988. Policy C-5].

Chapter 7.30

DISCOUNT PROGRAM

Sections:

- 7.30.010 Purpose.
- 7.30.020 Scope.
- 7.30.030 Policy.

7.30.010

Purpose

To establish a discount program for the annual conference. [May 2008; October 2000. Policy C-3].

7.30.020

Scope

General. [May 2008; October 2000. Policy C-3].

7.30.030

Policy

A. The following discount program shall be offered to IIMC members attending the annual conference on the following basis:

1. Fifty-Dollar Discount for First-Timers.
 - a. A first-timer is an IIMC member who has never attended an IIMC conference.
 - b. The discount may be deducted at the time of registration.
2. Fifty-Dollar Discount for Host State/Province.
 - a. A member from the state or province hosting the conference.
 - b. The discount may be deducted at the time of registration.
3. Fifty-Dollar Discount for Region X delegates.
 - a. A member from Region X attending the annual conference.

The maximum discount available to any one member is \$150.00.

B. The cost for Region XI members attending the annual conference is \$395.00.

C. Discounts apply only to the full conference delegate registration fee and not to any other conference category or area. Discounts do not apply to retirees, guests, institute directors, exhibitors, academy programs, single-day registration, individual tickets, study tours and pre- and post-conference tours.

D. The executive director shall provide an annual analysis of the program to the Board of Directors at its mid-year meeting. [May 2008; October 2000. Policy C-3].

Chapter 7.35

CONFERENCE CANCELLATIONS

Sections:

- 7.35.010 Purpose.
- 7.35.020 Scope.
- 7.35.030 Policy.

7.35.010

Purpose

To establish a policy for conference cancellation and refunds. **[May 2009. Policy C-8].**

7.35.020

Scope

General. **[May 2009. Policy C-8].**

7.35.030

Policy – Cancellations and refunds -- Members

All requests for cancellations must be made in writing to IIMC headquarters by mail or fax. Telephone cancellations will not be accepted. Cancellations received postmarked on or after (date) are nonrefundable.

If written notice is received by (date) regardless of what is cancelled (academy, conference registration or all), a full refund minus a US\$40.00 handling and processing charge will be received. If written notice is received between (date) and (date) 75 percent of the fee will be refunded. No refunds will be made after (date). Cash refunds are not available at the conference.

Refunds will not be issued for late arrivals or early departure. No refunds will be made for skipped events. Registrants that do not attend the conference and did not cancel by the deadline forfeit all registration fees paid, unless the inability to attend was due to verifiable personal or family medical emergency. In this instance, the postmarked deadline to receive the documented written request for a refund less US\$40.00 is (date). Regretfully, no considerations will be made after this date.

IIMC headquarters will process any refund due within 30 days after the end of the conference.

Any IIMC member canceling membership within 60 days of the conference and desiring to attend shall pay the nonmember registration fee. Carry-over of paid conference fees to a future conference is not permitted.

Current IIMC members must attend the annual conference as full delegates. Current IIMC members cannot attend the annual conference as a guest or an exhibitor. **[May 2009. Policy C-8].**

7.35.040 - Conference Cancellation – Reimbursements/Refunds

IIMC is a non-profit Organization that relies on the financial support of its members through their annual dues and conference registration fees to provide year-long services to the membership.

IIMC Annual Conferences are the Organization's largest source of revenues outside of membership dues. In the event that it is necessary to cancel a conference it is important to note that IIMC incurs numerous contractual obligations long before the opening ceremonies and as such is financially committed to expenditures that may not be refundable to the Organization. Should it be necessary to cancel the annual conference, every effort will be made to return registration fees to our attendees. However, it is vital to understand that the contractual commitments to third parties may

make it impossible for the Association to refund 100% of the registration fee. IIMC may limit the refund available to registrants. Therefore, the amount of a refund (if any) will be determined by IIMC in its sole discretion. **(May 7, 2011)**

Chapter 7.40

FUNDRAISING AT CONFERENCE

Sections:

- 7.40.010 Purpose.
- 7.40.020 Scope.
- 7.40.030 Policy.

7.40.010

Purpose

To establish guidelines for fundraising at the annual conference. [**September 30, 1994. Policy C-4**].

7.40.020

Scope

General. [**September 30, 1994. Policy C-4**].

7.40.030

Policy

A. Fundraising at the annual conference is restricted to the Municipal Clerks Education Foundation, the Conference host group, and the next year's Conference host group. IIMC's Board of Directors must approve any other groups.

B. MCEF shall have the exclusive right to conduct a silent (or progressive) auction.

C. Although there is no limit amount imposed on the value of items for sale, all items to be sold shall be in good taste and shall reflect IIMC's professional image.

D. The host committee will be the only group allowed to sell items at the conference registration area prior to the opening of the exhibit hall. [**September 30, 1994. Policy C-4**].

Chapter 7.45**VIP PROTOCOL****Sections:**

- 7.45.010 Purpose.
- 7.45.020 Scope.
- 7.45.030 Overview.
- 7.45.040 Guidelines.
- 7.45.050 Definitions.
- 7.45.060 Annual conference.
- 7.45.070 Visiting VIPs.
- 7.45.080 VIP speakers.
- 7.45.090 Flags and anthems.

7.45.010**Purpose**

To establish a protocol for VIPs attending the annual conference or visiting IIMC headquarters. [May 2009; October 27, 2006; December 6, 2002. Policy B-10].

7.45.020**Scope**

General. [May 2009; October 27, 2006; December 6, 2002. Policy B-10].

7.45.030**Overview**

The purpose and philosophy of the VIP protocol is to be politically and culturally sensitive in order to act with propriety when engaging dignitaries and officers from other organizations and countries.

The executive director shall appoint a protocol officer who will assist and advise IIMC officers in providing VIPs and speakers appropriate attention and symbolism normally granted to persons representing important positions and other cultures. The protocol officer shall also be responsible to ensure that flag and national anthem protocol is also observed and carried out in a manner of respect. [May 2009; October 27, 2006; December 6, 2002. Policy B-10].

7.45.040**Guidelines**

The following are some guidelines for IIMC including officers and VIPs attending formal annual conferences and meetings. [May 2009; October 27, 2006; December 6, 2002. Policy B-10].

7.45.050**Definitions**

“VIP” means presidents of associations outside of the United States and Canada, their guests, and other VIP as designated by the IIMC president. [May 2009; October 27, 2006; December 6, 2002. Policy B-10].

7.45.060

Annual Conference

The protocol officer is to prepare a list of possible VIP invitees for approval by the executive director and president. Once approved, the protocol officer is to ensure that invitations are sent along with appropriate information. A copy of the approved VIP list is to be provided to the conference planner, communication manager, and member services representative, and directors of the regions represented.

The protocol officer is to ensure that complimentary hotel accommodations and complimentary registration are provided where appropriate and approved to all attending VIPs for the duration of their stay.

The protocol officer is to arrange for an IIMC representative to meet and greet invited VIPs at the airport, provide transportation to and from the conference hotel and assist with their hotel and conference registration check-in. Any other delegates from outside the United States and Canada who are coming to IIMC's conference for the first time or whose party does not have an English speaker will also be a candidate for pick-up and check-in.

The protocol officer makes arrangements to ensure a nominal gift (i.e., fruit basket, etc.) is in the hotel room.

The protocol officer is to ensure that the IIMC president in his/her remarks at the opening ceremony and other formal venues recognizes the VIPs in attendance.

The protocol officer is to develop and/or review any "schedule of events" for VIPs and their guests and to ensure that they have received a proper invitation (if necessary) and up-to-date information on time and location of the event. Where necessary, provide transportation to the event if there is no conference-provided transportation.

The protocol officer will also be responsible for making sure appropriate gifts are on hand for exchange with VIPs and others as needed.

Where practicable, the protocol officer shall be responsible for assigning a volunteer or a translator if necessary to accompany VIPs to conference registration, the opening ceremony, and other conference events on or off site as appropriate. This could include any personalized cultural city tours depending upon conference arrangements and feasibility. [May 2009; October 27, 2006; December 6, 2002. Policy B-10].

7.45.070

Visiting VIPs

The protocol officer shall exercise all of the above functions where appropriate for any visiting VIP to IIMC headquarters or other meeting. [May 2009; October 27, 2006; December 6, 2002. Policy B-10].

7.45.080

VIP speakers

"VIP speakers" means those speakers who hold high public office or visibility or who are plenary or general session speakers.

A. Conference. The protocol officer or their designee is to:

1. Ensure that a one-night complimentary hotel reservation is provided to all VIP speakers.
2. Arrange to meet the VIP speaker at a prearranged location (hotel room, hotel restaurant, speaking venue) prior to their speaking engagement.
3. Familiarize the VIP speaker with IIMC and the nature of the audience.
4. Introduce VIP speaker to session convener and ensure that convener has a current copy of the VIP speaker's biography.

5. Ensure that an IIMC member has been designated and is present to officially thank the VIP speaker at the conclusion of the session. Protocol officer is to ensure that a gift is on hand for presentation to the speaker if appropriate.

Following the speaking engagement, the protocol officer shall privately thank the VIP speaker and see to any needs they may have.

B. IIMC/MCEF Board, IIMC Past Presidents, State/Provincial/National Association Presidents. The protocol officer or their designee shall ensure that reserved seating is available for all VIPs, IIMC/MCEF board members, IIMC past presidents, state/provincial/national association presidents and host city committee members at the opening ceremony.

The protocol officer or their designee shall:

1. Ensure that sufficient volunteers are on hand to assist with seating of the above.
2. Ensure that the president has included in their opening remarks recognition of these individuals either in groups or individually as time and circumstances permit. **[May 2009; October 27, 2006; December 6, 2002. Policy B-10].**

7.45.090

Flags and Anthems

A. The protocol officer in conjunction with the opening ceremony producer will oversee the placement of flags and the playing of national anthems at the opening ceremony. The following flags will be displayed:

1. State/provincial flags in alphabetical order by country.
2. Flags of nations with delegates or VIPs in attendance in alphabetical order.
3. Flags of international associations with delegates or VIPs in attendance in alphabetical order.

National anthems of participating countries will be played during the opening ceremony. The protocol officer will ensure that the locally accepted version of a country's national anthem is on hand and shall ensure that the correct flag is honored with the appropriate anthem.

Anthems will be played in alphabetical order with the host nation's flag being honored last.

B. National flags of participating countries will be displayed (where practicable) at the following events:

1. The opening ceremony.
2. General sessions.
3. The annual banquet. **[May 2009; October 27, 2006; December 6, 2002. Policy B-10].**

Chapter 7.50

SAFETY

Sections:

- 7.50.010 Purpose.
- 7.50.020 Scope.
- 7.50.030 Policy.

7.50.010

Purpose

To establish a policy respecting the safety of delegates while attending the annual conference.
[October 12, 1996. Policy C-7].

7.50.020

Scope.

General. **[October 12, 1996. Policy C-7].**

7.50.030

Policy

A. Any crime, accident or life- or non-life-threatening event involving a conference delegate or guest, resulting in the delegate or guest requiring medical or personal attention, will have the full and immediate attention of the board of directors, executive committee and the executive director.

B. The IIMC directors from the region in which the delegates or guests live will serve as primary liaisons between the injured or affected person(s) and their families and/or friends, and the board of directors, executive committee and the executive director. This assignment of responsibility does not preclude primary board and executive director responsibility for full and continual attention to the person(s) affected.

C. The region directors' responsibilities shall include, but not be limited to:

1. Determine the facts of the incident or problem as accurately as possible from sources as close to the incident as is possible, and communicate this information to the executive committee and executive director as promptly as possible. They, in turn, will communicate this information to the board of directors as soon as possible.

2. Visit and determine the immediate needs and desires of the affected person(s) as accurately as possible, and communicate these needs to the appropriate person(s) as soon as possible.

3. Notify and brief family members and/or friends of the incident as promptly as possible in accordance with the wishes of, and in ways preferred by, the affected person(s) or those responsible for the affected person(s) at the time.

4. Continue regular visits to the affected person(s) as allowed and preferred and continue to offer such reasonable assistance as may be desired or possible.

5. Communicate with the affected person(s) and/or their family or friends on a regular basis or as preferred, following the conference or event and the return of the affected person(s) to their home(s).

6. Communicate daily with the president and executive director, or as required, to ensure full and complete attention to the affected person(s) and their family.

D. IIMC is responsible for providing delegates and guests with safety tips regarding the city and its outlying areas.

E. All media communication shall be the responsibility of the Executive Director. All communications intended for use by the media or for announcement to the delegates and guests or the general public shall pass through, be coordinated and released through the Office of IIMC Communications Executive Director. [October 12, 1996. Policy C-7].

Chapter 7.55
CONFERENCE EDUCATION BY IIMC MEMBER

Sections:

- 7.55.010 Purpose
- 7.55.020 Scope
- 7.55.030 Policy

7.55.010 Purpose

To establish payment guidelines for IIMC members who facilitate Athenian Dialogues or present education sessions at Annual Conferences. (**May 7, 2011**)

7.55.020 Scope

All

7.55.30 Policy

IIMC members who present an education session or facilitate an Athenian Dialogue at the Annual Conference may receive one of the following:

- One night hotel stay or a discounted hotel night; or
- A one day conference pass or a discounted registration; or
- Travel reimbursement (mileage or airfare).

The presenter and IIMC will be in agreement on what, if any, stipend the presenter will receive and the agreement will be in writing.

Chapter 7.60**CONFERENCE INCOME AND EXPENSE POLICY****Sections:**

- 7.60.010 Purpose.
- 7.60.020 Scope.
- 7.60.030 Policy.

7.60.010**Purpose**

To establish a policy for conference income and expenses. Related to the conduct of the IIMC annual conference. (**May 7, 2011**)

7.60.020**Scope**

General.

7.60.030**Policy**

- A. All future IIMC Conference budgets must adhere to a minimum 10% profit.
- B. All future host committees will be provided with one complimentary IIMC Conference registration to use in a raffle for fundraising purposes.

Chapter 7.65**CODE OF CONDUCT POLICY****Sections:**

- 7.60.010 Purpose.
- 7.60.020 Scope.
- 7.60.030 Policy.

7.65.010**Purpose.**

To establish a policy regarding a Code of Conduct at IIMC Annual Conferences. (**March 5, 2012**)

7.65.020**Scope.**

General.

7.65.030**Policy**

Attendees, Presenters and Vendors at IIMC events are expected to comply with instructions from staff members, and are expected to conduct themselves at all times in a courteous, professional and respectful manner, refraining from language and actions that might bring discredit upon themselves, their municipalities and IIMC. Such conduct includes, but is not limited to, actions disrupting the businesslike atmosphere, harassment, discrimination, inappropriate language, failing to comply with all local, state, and federal laws, and activities that endanger self and others. Attendees, Presenters and Vendors who do not comply with this code of conduct at any event may be removed from said event and barred from attending all future IIMC sponsored or co-sponsored events.

Chapter 2.100

PRESIDENT PARTICIPATION AT BOARD MEETINGS

Sections:

- 2.100.010 Purpose
- 2.100.020 Scope
- 2.100.030 Policy

2.100.010

Purpose

Policy to authorize the President's participation in debate and vote at Board meetings.

2.100.020

Scope

President.

2.100.030

Policy

The President shall have the right to debate and vote at all Board meetings.

Chapter 2.45

EXPENSES – CONFERENCE

Sections:

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

2.45.010

Purpose.

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

2.45.020

Scope.

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

2.45.030

Policy.

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

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

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

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

D. Prior to the annual conference the Executive Director establishes a daily maximum for meal expenses. In establishing the maximum, the Executive Director shall take into consideration the conference location and prevailing costs. All reimbursement requests for meals must adhere to the maximums. If a meal is provided by IIMC, the board members are expected to attend and no reimbursement will be allowed.

E. Board members requesting reimbursement of expenses must file an expense report on the approved form to headquarters within **14** **30** business days after the end of the conference. All expenses must include legible receipts.

F. All miles and points earned by officers and directors, their families and/or travel partners, on travel and hotel paid for by IIMC are to be transferred to IIMC for future IIMC-related business travel needs to the extent possible. [November 23, 2013; October 27, 2006; May 22, 2004; November 22, 2003; October 4, 2003; May 2002; February 2002. Policy B-3].

Chapter 2.50

EXPENSES – BOARD TRAVEL

Sections:

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

2.50.010

Purpose

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

2.50.020

Scope

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

2.50.030

General provisions

IIMC shall reimburse travel-related expenses to members of the Board of Directors for the following events:

- A. Mid-year board meeting (accommodations, flights and meal allowance).
- B. Travel undertaken by the President or at the direct request of the President.

Expense reimbursement for preapproved travel and meals must be requested on forms provided by headquarters and should be accompanied by receipts. Requests for reimbursement must be made within 30 days following the last day of the IIMC-approved travel. **If a reimbursement request is not received within the prescribed 30 days, the invoice shall not be paid, unless approved by the Board of Directors. There may be extenuating circumstances when a Board member, through no fault of their own, must leave a mid-year Board meeting or other preapproved travel as it relates to Section B above. IIMC will reimburse changes in travel plans for personal unforeseen emergencies, specifically death or illness of an immediate family member, or for unforeseen community disasters requiring the immediate presence of the Board member. The President or the Executive Director, as soon as is practicable, shall be notified of the emergency situation.**

Subject to Chapter 2.45 IIMC, board conference expenses, all board of directors are expected to cover their own traveling expenses to attend the annual conference. [November 23, 2013; January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.040

Presidential companion travel

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

2.50.050

Transportation.

IIMC shall reimburse for mileage and/or air coach travel and taxi or shuttle service to and from the home airport and/or the travel destination airport based upon the most economical means of transportation available to the traveler. Mileage shall be reimbursed at the current rate approved by the U.S. Internal Revenue Service. IIMC shall reimburse the traveler for tolls and parking expenses incurred during approved travel. [November 23, 2013; January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.060

Hotel

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

2.50.070

Meals

Prior to commencement of travel, the Executive Director establishes an allowance for reimbursable meals. The traveler shall be reimbursed for the actual cost of each meal up to the maximum allowance established for that particular meal. No reimbursement will be made if designated an official IIMC meal function. [November 23, 2013; January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.080

Taxi fare

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

2.50.090

Meals for companions

IIMC will not reimburse members for meals of a companion accompanying the board or committee member. Exceptions may be made at the discretion of the President or Executive Director. [November 23, 2013; January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.100

Gratuities

IIMC will reimburse the following gratuities:

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

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

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

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

E. Valet or Self-Parking. Self-parking or valet parking will be reimbursed, whichever is less.

F. Housekeeping. Gratuities for housekeeping are included in the per diem (staff only) advance and limited to \$2.00 per night. [November 23, 2013; January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.110

Region XI Director travel policy

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

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

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

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/She 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 IIMC member to apply for the position. The Executive Director shall review all applications submitted by the deadline and appoint the member he believes to be the most qualified and best suited for the position. The Board of Directors shall confirm or deny the appointment.

Scope of Work:

The International Relations Consultant will engage in the following work as requested by the Organization:

- Significantly grow membership of IIMC Region XI
- Generate regular communication between IIMC, Region XI Directors and Region XI members
- Organize meetings and events in Region XI
- Provide a regular region XI e- newsletter and provide information to update the Region XI pages of the IIMC website
- Increase participation of Region XI members in the IIMC Annual Conference
- Undertake any other appropriate activities as required.

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

5.65.010

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 regarding education. The ERG shall be comprised of Institute Directors and report to the Executive Director.

5.65.040

Appointment Process and Terms.

Terms. ERG members shall serve a term of three years. Members cannot serve more than two consecutive terms. 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 shall issue a Request for Proposals (*or email request*) inviting Institute Directors to apply. The Executive Director shall review all applications submitted by the deadline and appoint the member he believes to be the most qualified and best suited for the position. The Board of Directors shall confirm or deny the appointments.

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.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: Board of Directors

From: Tami Kelly, MMC, Chair
Program Review/Certification

Date: September 24, 2014

Subject: 2014/2015 Mid-Year Board Meeting Report

Background

Goals and Objectives assigned this Term are:

1. Review applications filed by new institutes.
2. Identify education resources for existing education and professional development opportunities to be reviewed by the Education Department.
3. 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:
 - a. Category #8 - Unique on the job performance or achievements that benefit the profession or community at large
 - b. Category #9 - Personal accomplishments of educational benefit to the profession.
 - c. Category #13 (new) - Volunteer work that benefits the community

Discussion

This Committee met at the Annual Conference in May to review the Goals & Objectives for the term.

The Committee has had two (2) Conference Calls so far this term. Notes are attached for the Boards review.

Goal #1 is accomplished on an “as needed” basis. To date, we have had one Application filed and the Committee reviewed this item and sent recommendations to the Chair via e-mail.

Goal #2 was reviewed in the first Conference Call and Ms. (Carroll) DiBlasi explained that this, too, is an “as found” type of assignment. If a committee member comes across any class that is related to the Clerk’s profession/job responsibilities that may qualify for education points, please send information to the Education Department.

Goal #3 was discussed in the first Conference Call and recommendations are presented in this report. In addition to this goal, Ms. (Carroll) DiBlasi asked the Committee to review the point structure associated with Categories #8 & #9. This was discussed during the second conference call and recommendations are below, with the understanding that all hours will be verified by someone other than the Clerk.

Financial

No Financial Requests made

Summary

The Committee requests that the Board take action on the following recommendations.

Recommendations to Board:

1. South Carolina Institute Application – The Committee recommended approval of this application, as submitted. There were no requests for additional information, on the comment that the Committee encourages and looks forward to the addition of a MMC program.

2. MMC Professional and Social Contributions, #8 & #9, and possible new Volunteer Category – #8 – The committee recommends that #8 be amended to read:

*Unique on the job performances or achievements **outside daily duties** that benefit the profession or community at large **municipality**.*

#9 – The committee recommends No Change.

New Volunteer Category – The committee recommends No Additional Category.

The Committee also recommends that the title for this category be amended to read:

Professional and Social Contributions

3. Point Structure for MMC Professional and Social Contributions, #8 & #9 –

#8 – The committee recommends this be amended to read:

2 points per year ***1 point per 8 hours, with a TOTAL allowed in the category of 12 points.***

#9 – The committee recommends that the language stay the same with the educational benefit requirement and the point structure be amended to read:

2 points per year ***1 point per accomplishment.***

Management's Comments:

We agree with all of the committee's recommendations regarding goals 1, 2, and 3. The recommendations will be helpful to the Education Department in regards to streamlining and clarifying some of these matters.

IIMC
PROGRAM REVIEW AND CERTIFICATION COMMITTEE
6/26/14 CONFERENCE CALL NOTES

Committee Members on call: Dawn Abrahamson, Gina Antolini, Denise Chisum, Michelle Katzenmoyer, Kittie Kopitke, Joan Tilton, Kerry Venier, Nancy Vincent, Tami Kelly; Ashley Carroll

1. The Goals and Objectives for this year were reviewed.

With respect to Goal #2 (Identify education resources for existing education and professional development opportunities...), Tami Kelly, Chair, asked Ashley Carroll, Staff Liaison, to share with the group what she was looking for from the committee, with respect to this goal.

Ms. Carroll explained that this is more for on-line development opportunities. If the Committee comes across any class that is related to the Clerk's profession/job responsibilities that they believe may qualify for educational points, please pass it along to her. Basically, please be an additional set of eyes and ears for professional development.

Questions about ARMA and NAGARA classes were asked. Ashley said in order to qualify for education points, the class must be a minimum of three (3) hours. Many good classes are offered but don't meet that minimum threshold.

Discussion took place over Goal #3 (Assist IIMC staff in establishing criteria and/or examples for MMC Professional and Social Contributions #8 & #9 and in creating a new category for Volunteer Work).

Members reviewed the discussion and recommendation that the Committee gave last year. Chair Kelly explained that the Board didn't have time to act on this, and it has been put back on the goals for this year.

Chair Kelly asked if everyone had a chance to review the list of examples that Ms. Carroll sent out last night. Everyone on the call said yes. She asked Ashley for an overview. Ashley said that Category #8 & #9, under MMC Professional and Social Contributions were very broad. While they like this flexibility, there needs to be more definition given. She explained that when requests come in, she tells applicants that submittals under these categories must still relate back to the Clerks profession and/or be through the Clerks Role. She asked the Committee if we really want to accept items for volunteer work outside the profession. All members present on Call said there needed to be a connection to the role of the Clerk to receive education points. Ms. Kittie Kopitke said there may be room for volunteer items at a lower point value. Ashley commented that even college courses and transcripts are reviewed and credit given only to those that relate to clerk duties. She said they remove the art appreciation; physical fitness; etc., classes. Ashley was asked if she gave credit to all the examples she sent the Committee. She said no. Many were rejected, but didn't want to include that in the listing so the Committee could form their own opinion. She said she draws the line at "if it relates to the position or is being done due to being the Clerk".

After the Committee members reviewed the examples and understood what has and has not received credit, all members present agreed to recommend that #8 be amended to read: *Unique on the job performances or achievements outside daily duties that benefit the profession or community at large municipality.*

Discussion took place over the wording in #9 and members present felt it was fine and recommended no change.

Ms. Joan Tilton asked if everyone present understood the word "municipality" to mean your employer, wanting to be sensitive to all villages, towns, boroughs, etc. Everyone present said yes.

Chair Kelly asked if everyone present now felt that there was no need to add a new Category #13 for volunteer work that benefits the community. Everyone present said "yes", now that they had reviewed the examples and had a better understanding of what currently receives education points.

Mr. Kerry Venier stated that he believes the heading for this category is confusing. Ms. Denise Chisum agreed and suggested changing the word "social". Ms. Gina Antolini also agreed and said making that more clear would make it easier for applicants. It was agreed to recommend that the heading be changed to: *Professional and Social Contributions*. Ms. Tilton pointed out that this wouldn't take away social contributions; it just clarifies that it must tie back to the job.

Ms. Carroll then asked the Committee members to review the Points in the category. In the interest of time, Chair Kelly asked Ashley to write down what she wants the Committee to review with respect to points and what the issues are that she sees surrounding the point structure. Ms. Carroll said she would put together a narrative and Chair Kelly said they would schedule another Conference Call once that is received.

The Conference Call ended at 3:35 EST.

Respectfully submitted,

Tami K. Kelly, MMC
Chair – Program Review & Certification Committee

IIMC
PROGRAM REVIEW AND CERTIFICATION COMMITTEE
9/22/14 CONFERENCE CALL NOTES

Committee Members on call: Denise Chisum, Brenda Cirtin, Patrice Fogarty, Shelley George, Leendert Groenenboom, Michelle Katzenmoyer, Kittie Kopitke – Vice Chair, Joan Tilton, Kerry Venier, Sherry Mashburn, Pamela Miller, Sherry Scoggins, Christine Upton, Kathy Wingo, Tami Kelly - Chair; Ashley (Carroll) DiBlasi – Staff.

1. During the discussion on 6/26/14 on Goal #3 (Assist IIMC staff in establishing criteria and/or examples for MMC Professional and Social Contributions #8 & #9 and in creating a new category for Volunteer Work), Ashley asked the Committee to review the point structure associated with these two areas.

After receiving some additional information from Mrs. Ashley DiBlasi, the Committee convened today to discuss the point structure for #8 & #9.

With respect to #8 (*Unique on the job performances or achievements outside daily duties that benefit the profession or community at large municipality*) Ashley explained that this category gets a lot of use and currently two points per year are allowed. She explained that it is unclear if this means two points per event per year or a total of two points per year, so Staff has been allowing two points per event per year. In addition, every event is looked at equally. For example, members that are heavily involved in their community and projects on a monthly basis and some that are only involved a few hours per year. The work is being treated equally and receiving the same amount of points.

The Committee felt a better measurement would be by number of hours with those hours being verified in writing by someone other than the Clerk (Mayor, Administrator, Chair of Event).

Ms. Pamela Miller suggested 0.5 points per 6 hours worked, with a maximum of 6 or 8 points per year. This was discussed and the Committee concurred that there should be other areas used to acquire the necessary points in the area of Professional and Social Contributions. Ms. DiBlasi also noted that if someone was heavy on Education points, those were allowed to be rolled and counted as Professional and Social Contribution points. Mr. Groenenboom noted that Europeans would normally write papers and get them published. Ms. DiBlasi said those would fall into #9. After further discussion and suggestions, Ms. Denise Chisum moved to recommend that #8 be changed to *1 point per 8 hours, with a TOTAL allowed in this category of 12*; seconded by Pam Miller. Motion unanimously approved.

With respect to #9 (Personal accomplishments of educational benefit to the profession), Ms. DiBlasi explained that this section is not widely used. She explained that Staff usually puts things into this area for an applicant, such as becoming Clerk of the Year. Discussion took place over the wording of this category. It was decided that “educational benefit” needed to be part of the section and not just a personal accomplishment. This category also allows two points per year. Ms. DiBlasi suggested two points per “accomplishment”. Mr. Groenenboom suggested dropping this to 1 point per accomplishment. He believes 2 points is out of proportion, compared to other areas that receive 2 points (i.e. being an IIMC Board member). The Committee discussed a maximum per year, but decided to monitor this category and if it becomes a large resource for points, consider a maximum number at that time. With that, Tami Kelly moved that the language stay the same with the educational benefit requirement and to recommend a change from two points per year to *one point per accomplishment*; seconded by Kittie Kopitke. Motion unanimously approved.

2. Chair Kelly noted that she is working on the Mid-Year Report and asked the Committee to be watching for it and provide comments quickly, as it is due 9/30/14.

The Conference Call ended at 12:40 EST.

Respectfully submitted,

Tami K. Kelly, MMC
Chair – Program Review & Certification Committee



INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

TO: IIMC Board of Directors

FROM: Peggy Hawker, MMC - Newport, Oregon
Chair, Public Relations and Marketing Committee

DATE: September 30, 2014

SUBJECT: 2014/2015 Mid-Year Report to Board of Directors

Committee Members

Lee Woodward, Vice Chair - Huntsville, Texas

David Bryant - Lenexa, Kansas

Debbie Burke - Normandy Park, Washington

Helen Cospolich - Breckenridge, Colorado

Miranda Lutzow - Merced, California

Anthony Mejia - San Luis Obispo, California

Robert Ritsema - Dutch Institute of Municipal Clerks Director

Denise Tucker - Sioux Falls, South Dakota

Vincent Buttiglieri, Board Liaison - Township of Ocean-Monmouth County

Lana McPherson, Board Liaison - DeSoto, Kansas

Chris Shalby, Staff Liaison - IIMC Executive Director

Assigned Goals for 2014/2015

The Public Relations and Marketing Committee was assigned six goals and objectives for the year:

1. Submit at least one article for the News Digest in the area of best practices, management, and leadership.
2. Develop marketing plan for the 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 annual IIMC Conference.
5. Develop new marketing ideas to promote the value of IIMC's certifications.
6. Review the Strategic Plan in relation to public relations and marketing.

MEETINGS

The Committee met, via telecon, on July 26, 2014 and September 23, 2014. It plans to meet again in January of 2015.

COMMITTEE ACTIVITIES

Goal 1. Submit at least one article for the News Digest in the area of best practices, management, and leadership. Helen and David agreed to work together on this assignment. Helen reported, at the September 23, 2014 meeting, that she had nearly completed the draft of the article. She has subsequently submitted an excellent article which is under review by the Committee.

Robert reported that he can provide articles with an international perspective. Chris noted that a 20-page Region XI newsletter was recently distributed, and that articles from this newsletter can be used in the News Digest until the end of the year, at which time, Robert could submit additional articles with an international perspective.

Goal 2. Develop a marketing plan for the Program Excellence in Governance Award. Peggy agreed to draft an article for the News Digest that focuses on the last two or three winners, and specifically what the award meant to them and to their cities. It was agreed that the article should also contain a statement about how worthwhile it is to apply for the Award, and stressing the fact that it is unnecessary to attend the annual conference to receive it. It was thought this might encourage applications from communities where the clerk may not be able to attend the conference.

The Committee also discussed a potential prize for winning this Award. Suggestions included a monetary award; complimentary conference registration; and a traveling trophy.

Question for Board consideration: Should a prize be associated with all awards, including this Award, the Quill Award, and any others?

Goal 3. Develop existing materials and new marketing ideas for Municipal Clerk's Week. Suggestions included expansion of the database of e-mail addresses of mayors and city managers to allow for greater dissemination of the existing press release; a video update at some point in the future which might incorporate the information contained in the two existing videos - "Partners in Democracy" and the IIMC informational videos; providing information to state association presidents via the IIMC Region Directors; sending the press release to state municipal leagues, ICMA, and the NLC; and developing new posters.

Anthony reported that he has staff designing two new posters - one more contemporary and one more traditional. These posters are nearly finished, but the designer needs a bit more time to put additional thought into the creativity. Once the drafts are complete, they will be sent to the Committee for review.

The Committee also discussed placing the “Partners in Democracy” video on the IIMC website at no cost so that members could use it as needed.

Question for Board consideration: If sales of the video, “Partners in Democracy” are, and have been, historically low, would the Board consider placing this video on the IIMC website so that it is available to all members free of charge?

Goal 4. Develop new marketing ideas around promoting attendance at the IIMC Conference. Chris reported that conference information is distributed through e-briefings, the News Digest, and Region Directors. Vinny volunteered to work on an article with Denise that would focus on the educational component of the conference and the use of Conference educational points toward certification. Robert noted that education is very important to the international delegates, and he will communicate with Chris, via e-mail, regarding potential material for use in encouraging Region XI attendance at the Conference. Also discussed was a template that some state associations have used to encourage attendance at the IIMC Conference. It was also suggested that e-mail letters be sent to mayors and managers announcing the conference and justifying attendance.

Goal 5. Develop new marketing ideas to promote the value of IIMC’s certifications. The Committee recommended a short survey to be sent to people receiving their CMC or MMC within the past twelve months. It was suggested that the questions relate to certification; whether it was required for the position; and whether it resulted in a pay increase or other recognition. Lee and Denise undertook the drafting of the survey. It was completed and reviewed by the Committee and sent to the Research and Resource Committee for its review prior to distribution.

Goal 6. Review the Strategic Plan in relation to public relations and marketing. It was agreed to hold on this goal until advised by Chris to proceed. Chris noted that, at some point, this Committee might be charged with developing a communications Crisis Plan.

Work with the Postal Service on a Municipal Clerk’s Week Stamp. Anthony and David have been working on this concept. Anthony reported that this is a long-term process that involves submitting the idea (in a compelling way) to the Postal Service. He and David will continue to work on a compelling letter. Stay tuned.

Questions for Board Consideration:

1. Should a prize be associated with all awards, including this Award, the Quill Award, and any others?
2. If sales of the video, “Partners in Democracy” are, and have been, historically low, would the Board consider placing this video on the IIMC website so that it is available to all members free of charge?

Respectfully submitted,

Peggy Hawker, MMC

Management's Comments:

Committee Member Helen Cospolich, Town Clerk/Municipal Services Manager, Town of Breckenridge, CO, has had her submission published in the October News Digest. Her article was on the importance of attending an IIMC Conference and applying for education scholarships. We appreciate Robert Ritsma's submission on the importance of global education.

Marketing IIMC Awards -- Currently IIMC presents plaques to individual winners, however, would the board consider offering a (complimentary conference registration, monetary, etc.) reward as well. Since the 2015 budget is pretty much finalized, this would be possible going into the 2016 conference year if approved.

Municipal Clerks Week – Since the Partners in Democracy video is not a huge seller, Management recommends uploading the video or link on the IIMC web site and provide it complimentary to members to download. The video, although a bit dated, is still useful. The membership department currently sends MCW information to Mayors and City Managers promoting MCW.

We are always looking for new ways to market and attract more attendees at the Conference. All suggestions are welcome. We created a “why should I attend an IIMC Conference” template for members to use to provide their city managers, mayors, councils that explains the importance of attending the conference.

It will be interesting to review the survey's results regarding the marketing of certification. The results could make for interesting articles regarding why it's important to pursue a CMC or MMC.

The new strategic plan incorporates aspects of this committee's goals and objectives.

IIMC PUBLIC RELATIONS AND MARKETING COMMITTEE
TELECON - JULY 25, 2014 - NOTES

Attendees:

David Bryant
Debbie Burke
Denise Tucker
Helen Cospolich
Lee Woodward
Anthony Mejia
Chris Shalby, IIMC Executive Director
Peggy Hawker

The group reviewed and discussed the 2014/2015 goals and objectives and made several assignments.

1. Submit at least one article for the News Digest in the area of best practices, management, and leadership.

David and Helen agreed to work together on this assignment. Chris mentioned that the article could be journalistic, a soft feature, focus on public relations and marketing, or something to be determined. David and Helen will try to have a draft by the next teleconference in September.

2. Develop a marketing plan for the Program Excellent in Governance Award.

Suggestions included announcing the award, along with submission information, earlier; placing a link to the information on the website; and drafting an article for the News Digest which focuses on the last two or three winners, and specifically what the award meant to them and to their cities. Peggy agreed to prepare a draft article and to talk with Rod Diridon, from Santa Clara, California, a two-time award winner. Peggy will try to have a draft by the next teleconference in September.

3. Develop existing materials and new marketing ideas for Municipal Clerk's Week.

Suggestions included expansion of the database of e-mail addresses of mayors and city managers to allow for greater dissemination of the existing press release; a video update at some point in the future which might incorporate the information contained in the two existing videos - Democracy in Action and the IIMC informational videos; get the information to state presidents possibly utilizing the region directors; sending the press release to state municipal leagues, ICMA, and the NLC; and developing new posters. Anthony reported that he has an intern who might be able to design two new posters - one more contemporary and one more traditional - and have the drafts available by the next teleconference in September.

4. Develop new marketing ideas around promoting attendance at the IIMC Conference.

Chris noted that currently this information is distributed through e-briefings, the News Digest, and region directors. Helen suggested focusing on the educational component of the conference as this is what the newer clerks are looking for. It was also suggested that “teasers” from some of the presenters could be included on the website. It was also suggested that a feature article be written for the News Digest that focuses on a newly-certified clerk and how important the educational component of the conference was in obtaining certification. It was also suggested that sending the conference information to mayors and city managers might be helpful in that it would allow them to see the important educational opportunities that IIMC provides at its annual conference. David mentioned that a brochure template had been developed for state association use. He will provide a copy of the brochure template for discussion at the next teleconference in September.

5. Develop new marketing ideas to promote the value of IIMC’s certifications.

Christ mentioned that currently the value of certifications is promoted through the Institute’s and directors. Suggestions included a question and answer session at the conference with certified clerks; a feature article on someone who has received a certification and whether it resulted in a salary increase or???: an IIMC survey (short – maybe five questions) related to how the certification correlates to a pay increase and whether communities require a certification for the position. Lee and Denise agreed to draft a short survey for review at the next teleconference in September.

6. Review the Strategic Plan in relation to public relations and marketing.

A copy of the strategic plan outline was e-mailed to Committee members earlier. Chris suggested that, at some point, this Committee might be charged with developing a Communications Crisis Plan, but for now, we will hold on this goal until advised by Chris to proceed.

8. Work with the Postal Service on a Municipal Clerk’s Week Stamp.

This was mentioned during the meeting, but after the meeting, I had a chance to chat with Anthony. He indicated that and David have been working on this concept. He stated that it is a long-term process that involves submitting the idea (in a compelling way) to the Postal Service. He mentioned that this process could take up to five years, but agreed to continue work on this. He also noted that if approved by the Postal Service, the USPS would design the stamp. Our charge is to convince them to do it.

We tossed around a few potential dates for the next telecom, but agreed that Peggy will send a few suggestions and we’ll go with the date that works best for the majority of members.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Dyanne Reese, MMC
Chair, Constitution Task Force
Date: October 1, 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 2014 Annual Board meeting in Milwaukee, WI, 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. Immediately after the May meeting, the Constitution was sent to IIMC's attorney to vet. Attached is the revised Constitution with the attorney's comments, recommendations and changes in bold.

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

Rosa Cumare, Attorney at Law

Recommendation: The Constitution Task Force recommends that the Board approve the Constitution with the attorney's suggested recommendations. **NOTE:** On page 11 of 13, Article XII, Section I, the attorney is asking the Board to clarify the first sentence.

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 January *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).

The corporate name is International Institute of Municipal Clerks (IIMC).

Section 2. Incorporation. Corporate Status

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.

IIMC is a tax-exempt corporation in accordance with Section 501(c)(6) of the Internal Revenue 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 laws and regulations**, including the requirement that no part of its net earnings may inure to the benefit of any private individual **or group**.

Section 7. Dissolution

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

Should IIMC dissolve its operations, the assets will be either dedicated or transferred only in accordance with the corporation's purpose. **[NOTE: THIS SHOULD MATCH THE ARTICLES OF INCORPORATION]**

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-thirds vote is required for approval.
- C. Regional boundary changes shall not disqualify a serving Officer or Director.

ARTICLE IV

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 V Officers

Section 1. Officers

The officers of IIMC are a President, a President Elect, a Vice President, and the Immediate Past President. **The IIMC Executive Director serves as Treasurer/Secretary.**

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 VI

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 VII

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 (NOW IS ARTICLE IV)~~

~~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, **which shall include terms as President-Elect, President and Past President**
- 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, (**NOTE: OR IF THE PRESIDENT IS TO BE EXCUSED, APPROVED BY THE REMAINING OFFICERS?**) 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 (Code of Ethics)

IIMC members are required to carry out their duties **as government administrators [or as IIMC members?] to the best of their abilities**, impartially and objectively **so as** to reinforce confidence in their integrity and their dedication. **Furthermore, by their membership in IIMC they commit themselves** 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.

Complaints against a member for a violation of the Code of Ethics may be submitted by IIMC members only.

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 ~~any there is a degree of~~ censure to be applied against the person(s) in the alleged complaint. **Given the need to protect members' right to their good name and reputation, complaints that are determined to be frivolous or without factual basis may also incur censure.**

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.



To: IIMC Budget & Planning Committee

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

Date: October 1, 2014 (Originally submitted July 25, 2014)

Subject: 2014 Projected Year-End Budget Notes

The 2014 Year End Projected Budget is anticipated to end with a projected profit of \$191,306, approximately a \$187,950 increase from what was originally projected. Overall, there are several key areas that have helped keep this budget positive: 1) a vacant Director of Education position and converting that area to the Education Resource Group; 2) a decrease in fees for strategic planning for the 2013 mid year and 2014 annual Board meetings; 3) a slight increase in income in Education; 4) a slight increase in Membership revenue; 5) 2014 successful Milwaukee Conference; and overall diligence in oversight and internal controls. Our restricted reserves are approximately \$410,000 of which \$23,000 is allocated to the building reserve. The following are general comments and highlights:

STAFF

All Departments are functioning well. We hired an Education Assistant, Malinda Henry, in July; Ashley DiBlasi was promoted to Certification Manager; we are employing former Communications Coordinator, Emily Maggard, as a freelancer to work on the News Digest.

COMMITTEES

Executive Committee

We are projecting that EC travel budget will be approximately right on target of \$26,800 if not slightly under budget. We added approximately \$4,000 to the 2013 original EC travel budget (from \$22,000 to \$26,800), realizing that we may be including an additional Region XI visit (Symposium and ADSO). All in all, this figure has remained steady since 2008, cementing the Executive Committee's commitment to maintain a strategic travel plan, and using our American Express points as much as possible. Great efforts with the EC continue to keep Region XI travels to only those associations with which IIMC has a strong presence or working toward an Institute. This trend with board policy will continue.

Major trips scheduled for the remainder of 2014 include Region XI Director, Jaap Paans, will be representing IIMC at the ADSO conference in the UK in November, providing IIMC a presence while simultaneously saving costs. All airline tickets will be through AMEX points, if possible, with the UK providing complimentary hotel accommodations and meals when possible. These trips are already accounted for in the EC budget.

Board of Directors – General

We reduced our board development costs. This budget will come in approximately \$10,000 less than what was projected.

2014 Conference – Milwaukee, WI

The 2014 Conference in Milwaukee was projected at 650 delegates and a net profit of \$75,360. Overall numbers were 660 delegates with 630 fully paid. With reduction in expenses by year-end 2014, we will realize a profit of \$70,780, approximately \$5,000 less than what was initially projected. However, Milwaukee was a successful conference, making it two consecutive years that IIMC has maintained its projections. Thanks to restructuring the hotel contracts two years ago, IIMC was able to negotiate a favorable return on rebates providing it met at least 75% of its room block. Reductions in expenses from Audio Visual to speaker fees, elimination of attrition, and rebates totaling \$52,560, helped provide for an excellent conference, both in revenue and events.

Education

The Department is working with Captus press regarding additional on-line courses. The IIMC Education Resource Group continues to assist with education programs and issues on an as needed basis. We continue to search for other distance education companies to create on-line programs for the membership such as the “ed2go” on-line courses. The CMC and MMC programs are hitting stride and we’ve not realized a decrease in those applicants.

Marketing

It's been six years since the News Digest has functioned as an on-line E-zine. IIMC has realized more than \$700,000 in savings these past years by not printing and mailing a monthly edition.

Being an on-line magazine allows IIMC expediency in member delivery, and does not rely on advertising to help pay for costs toward printing hard issues. Due to their own financial struggles, however, many of our advertisers have either pulled their ads or reduced the rate of publishing. After these years, we don't expect to see a return in advertisers. There are still a few paying advertisers, but the bulk of the advertisers are awarded complimentary ads through their sponsorship and/or their vendor participation. However, those who continue to advertise are given more flexibility to negotiate costs amenable to their budgets and business.

Membership

In 2014, IIMC launched a new Membership Campaign (small municipalities) with the results being at 122 new members in the past six months. The campaign is built on the same marketing platform that the previous membership campaign used. That campaign (large municipalities) continues to bring in new members.

IIMC has become a successful association and has proven that it can operate a major membership recruitment project with little difficulty and strong residuals and return on investment.

To: IIMC Budget & Planning Committee

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

Date: July 25, 2014

Subject: 2015 Management's Notes



The 2015 budget is projected to end the year with a profit of \$11,263.

IIMC continues to follow established procedures, to maintain a watchful eye on finances and to try to anticipate and resolve potential problems while providing the Organization with excellent resources. All departments are fully staffed and operating well.

Management's Comments

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

In the past few years, IIMC has been able to build its restricted reserves from nothing to the \$410,000 it currently has through the following: realizing the salary of a vacant Director of Education position (since 2009); consecutive successful conferences; successful membership campaigns; eliminating the cost of publishing a monthly magazine and creating an online one; cost cutting measures in operations (renegotiated equipment leases, etc.,); refinancing headquarters' building; fully leased office rentals; and overall diligence by staff, the Executive Committee and Board. However, with the imminent possibility of hiring a Director of Professional Development, a major portion of this cash revenue will no longer be available. Therefore, the goal of reaching \$500,000 in restricted reserves by year-end 2016 will need to come from bottom-line revenue sources and outside of membership dues. Primarily, the two salient areas to create new revenue streams will derive from growing sponsorship revenue (IIMC just added a new sponsor for 2015, bringing the current total to 7), expanding the exhibit program and producing income-generating conferences.

ADMINISTRATION

This Spring's resignation of our Communications Coordinator and the Associate Director of Education allowed us to restructure and promote Ashley DiBlasi from Verification Specialist to Certification Manager. Maria Miranda has taken on additional responsibilities in accounting and that has alleviated some of the daily tasks from Janet Pantaleon in this area. Janet's partial and lateral transition to Membership (handling Conference registrations and the 2014 Symposium), aiding with customer service calls and daily tasks, has allowed Janis Daudt and Tammy Schultz more time to concentrate on growing and maintaining membership.

BUILDING

As of this report, both offices were fully leased through 2016 and 2018. As of September 2014, both offices are now empty. As of this writing, our broker is searching for new tenants. Since we restructured our loan two years ago and were able to reduce our monthly mortgage from approximately \$7,265 to \$4,853, the burden will be less but still one hundred percent ours until we bring in new tenants.

This fall, we had the building painted (it's been 20 years since the building has received that type of improvement) and made some additional improvements throughout.

CONFERENCE

2015 Conference – Hartford, CT

We are projecting 660 Delegates/50 guests for the 2015 Conference. The 2015 Conference will realize a profit of \$3,512. Here are some key areas where the 2015 conference will be affected:

1. Miscellaneous Conference Revenue is \$45,317 - \$7,000 less than 2014
2. We will be utilizing the entire \$30,000 budget for the General Session speakers;
3. Food and beverage is \$25,000 more for 2015 than what we spent in 2014;
4. Audio visual is \$13,000 more for 2015 than what we spent in 2014.

Based on the number of attendees in the past two years, we will be utilizing one host hotel – the Marriott – along with a convention center adjacent to the hotel. We have also signed a contract with the Hilton (a few blocks away) for 200 rooms but with not attrition. Hartford has a number of other Hotels such as the Radisson that are within walking distance of the Center and offer rooms at comparable to lower costs. Rather than contract with these properties and risk attrition, we felt it best to stick with two contracted hotels (475 rooms) and allow members the opportunity to choose to stay where they like for the cost. We believe the room costs at the Marriott and the Hilton are reasonable and Regions I and II have approximately 1,400 IIMC members within easy reach of Hartford.

Conference Delegate/Guest Registration Fees - 2015

The current fees are \$575 early bird for Delegates and \$265 for Guests. In 2013, registration fees for Delegates and Guests were increased by \$15. Although this is a four-day conference, IIMC is eliminating one general session, while increasing session time for the remaining two but keeping the budget for this area the same as past years. Food and beverage minimums are \$130,000, similar to if not more than past conferences. We are not proposing a fee increase or decrease for the 2015 Conference.

Hotel Costs – IIMC Contract:

Marriott -- \$155.00/per night with 15% sales tax
Hilton -- \$149.00/per night with 15% sales tax

Rebates/Commissions

The Marriott and the Hilton are offering a \$5 per room per night rebates/ and a 10% commission of which IIMC will keep 7% with the 3% going to our event management company. The rebates/commissions are reflected in the 2015 Conference budget as Miscellaneous Conference Revenue.

A few years ago, the Budget Committee and Board accepted our recommendations to reduce expenses for two IIMC events beginning with the 2012 conference.

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

The savings of \$20,000 and paying on a per-person rate has helped keep IIMC's bottom line healthy in these areas. Also, a per-person rate allows us to pay only for those in attendance and not a blanket, general number. **Please note that food and beverage costs are not always in our favor, especially a per person rate. Therefore, we do have the option of utilizing the entire budget if needed, as opposed to a per person rate.**

Areas to note for Hartford include:

- Cities are still reluctant to pay for conference travel; thus, reducing the number of attendees;
^a We've contracted with two hotels, the Marriott and Hilton and we are confident we will sell out the block of 475 rooms per night.
- Working with local Institute Directors and local speakers will help considerably with the education program and speaker costs, perhaps, reducing those line items.

Recommended Discounts and Savings

The past few conferences included several discount programs that Management recommends continuing in 2015. These are:

- Reduce each Academy session from \$195 to \$179 and offer a \$50 discount for each additional Academy session after paying the \$179 fee for the first Academy. We had 51 Delegates take advantage of this offer in Milwaukee. We will offset the reductions by utilizing more Institute Directors and IIMC members (MMCs) to conduct sessions and also reduce the speaker fee from \$2,000 to \$1,500.
- Print the Conference program as an 8.5" x 11" brochure – a savings of approximately \$2,500;
- Extend the discount program to cover all of Regions 1 and 2 (IIMC's population in these regions is approximately 1,400 members). The past two conferences (2013 and 2014), we've extended the discount program to the host region and other nearby regions that we deemed to be within close (driving/train/bus) proximity of the host city;
- Offer an incentive for any city that sends two or more Clerks to the conference a discounted flat rate of \$485.00 per delegate (**No other discounts - first timer or Region - would apply to the delegates paying \$485.00**). However, the first member from this group paying the full price would be able to take advantage of the first timer and Region discounts if applicable.
- Offer Clerks who have never been IIMC members a one-year's complimentary membership if they attended the Conference. Milwaukee had 9 and AC had 22 Clerks take advantage of this opportunity.

We also discontinued the Delegate Package, saving us approximately more than \$1,500. In an informal survey, we've found that no one reviews the inserts. We will continue to print a couple of copies to post on a bulletin board near registration and the information is in the program.

- All other standard discounts regarding first timers and Regions would still apply.

New Proposals for 2015 Conference

Increase the Athenian Dialogues from 2 to 4, 2 each on Saturday and 2 each on Sunday. These are bottom line revenue generators since IIMC utilizes its members to facilitate them. The cost of facilitating these dialogues is either a reduction in registration fees or a complimentary room night.

Eliminate the Conference CD Rom

It seems that the majority of conference attendees are now downloading the sessions from the web site; therefore, eliminating the need to produce the CD Rom. **This will be a cost savings of approximately \$2,500.**

EDUCATION

Management recommends continuing with the Education Resource Group (ERG) in addition to finding the salary to hire a Director of Professional Development.

MARKETING

Our News Digest advertising dollars continue to slip away as many of our long time advertisers have lost business. However, we continue to sell advertising, looking to increase these dollars in 2015. Advertising dollars for a magazine that is totally on-line results in bottom-line revenue.

Publishing an on-line Digest allows us the flexibility to negotiate advertising costs since IIMC does not incur any significant costs to produce (\$250/month for design).

MEMBERSHIP

The 2015 projected budget in membership revenue is \$1,200,000. The concerns for 2015 continue to be budget reductions in local government, especially when a position is eliminated, thus reducing the amount of members in a municipality from two or more to one. Membership continues to be pivotal in the Organization's financial health. Our 2012-2013 membership campaign has yielded a 8.5% return on investment, exceeding industry standards of 1%.

The department has taken measures to ensure continuity of IIMC's 10,000 membership base, primarily by concentrating on contacting those members who are close to losing their membership, utilizing the Institutes to recruit new members, and continuous promotion to recruit new members. We are acutely aware of budget constraints and we're utilizing our monthly E-briefings to promote IIMC services and features. We're also employing the Board in recruiting efforts as well as the Membership committee.

2014-2015 Membership Campaigns

Although the Large Municipality campaign was created for 2012, it concluded in October 2013. In 2014, we created the small municipality membership campaign and we will continue with it through 2015, utilizing the balance of the budget that was allocated from 2014. Our marketing methods will be similar to the ones we used in 2012. In December of 2013, we changed our criteria to focus more on members from a municipality of 2,100 or less population. We propose continuing with the campaign for the remainder of 2014 and through 2015.

2015 Membership Dues – Increase Recommended for 2015

NOTE: The Board approved a \$10 increase for 2015.

MANAGEMENT'S RECOMMENDATIONS/PROPOSALS – 2015 WISH LIST

Staff Increases – included in all departments. The costs are in the 2015 budget.

Director of Professional Development - The costs are in the 2015 budget

Committees - Board of Directors - General

Region XI Consultant

- We recommend continuing this arrangement through 2015 with an annual stipend of \$7,000 (\$6,000 toward salary/\$1,000 for travel/incidentals).

Committees - Board of Directors – Mid Year & Conference

- **IRC** – \$1,500 toward the Study Abroad Program. IRC is also asking for a discount to the 2015 conference for all Study Abroad participants

- **International Exchange Program** – Management recommends eliminating this program and moving the funds into the Study Abroad line item or as future funding for a Region XI Symposium. The program was started in 2008, a time when IIMC's Region XI membership and affiliations needed a jump-start. Now, with the growing interest of the study abroad programs, the recent success of the Symposium and the continued relationships IIMC has forged with its affiliates, perhaps the \$3,000 allocated to this program could be used toward future Region XI Study Abroad programs or Symposiums.

Education Resource Group

- We are recommending reducing this group from four to three and continuing with the ERG for 2015 for an annual stipend of \$9,000 split evenly among three Institute Directors.

IIMC Financials
2015 Budget Worksheet
SUMMARY TOTALS

	2014	2011	2012	2013	2014	2015
Department	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projection	Budget
INCOME:						
Administration	500	21,626	21,571	776	850	800
Building	41,550	63,208	59,011	53,472	41,100	55,300
Conference	549,529	572,013	471,768	502,131	505,948	522,517
Education	92,225	129,671	122,874	113,742	101,080	96,220
Marketing	39,000	39,936	32,609	26,473	24,900	27,450
Membership	1,103,600	1,054,843	1,071,410	1,106,985	1,163,400	1,243,000
Other Income						
Total Income	1,826,404	1,881,297	1,779,243	1,803,579	1,837,278	1,945,287
EXPENSES:						
Administration	549,010	499,314	545,980	514,275	530,400	570,525
Building	130,256	129,078	138,909	125,723	129,156	126,496
Committee - Board of Directors	105,400	90,991	77,782	94,718	95,323	97,775
Committee - Executive	26,800	20,354	11,838	27,490	26,300	27,800
Committees - Other	25,100	17,196	12,218	8,841	12,850	12,700
Conference	474,169	606,082	461,492	410,826	435,168	519,005
Education	194,025	189,171	175,725	165,128	126,875	273,473
Marketing	112,495	90,492	117,430	108,795	89,850	83,000
Membership	205,800	144,372	172,101	187,874	200,050	223,250
Total Expenses	1,823,055	1,787,050	1,713,475	1,643,670	1,645,972	1,934,024
PROFIT/(LOSS)						
Administration	(548,510)	(477,688)	(524,410)	(513,499)	(529,550)	(569,725)
Building	(88,706)	(65,870)	(79,898)	(72,251)	(88,056)	(71,196)
Committee - Board of Directors	(105,400)	(90,991)	(77,782)	(94,718)	(95,323)	(97,775)
Committee - Executive	(26,800)	(20,354)	(11,838)	(27,490)	(26,300)	(27,800)
Committees - Other	(25,100)	(17,196)	(12,218)	(8,841)	(12,850)	(12,700)
Conference	75,360	(34,069)	10,276	91,305	70,780	3,512
Education	(101,800)	(59,500)	(52,851)	(51,386)	(25,795)	(177,253)
Marketing	(73,495)	(50,556)	(84,821)	(82,322)	(64,950)	(55,550)
Membership	897,800	910,471	899,309	919,111	963,350	1,019,750
Net Profit/(Loss)	3,349	94,248	65,769	159,909	191,306	11,263

IIMC Financials
2015 Budget Worksheet
Administrative

	2014	2011	2012	2013	2014	2015
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projection	Budget
INCOME						
Interest	500	626	541	776	850	800
Misc Admin Revenue	-	-	30	-	-	-
MCEF Development Contract	-	21,000	21,000	-	-	-
Total Income	500	21,626	21,571	776	850	800
OVERHEAD EXPENSES						
Salary/Wages	271,300	246,997	275,591	259,912	271,300	284,300
Contract Labor	60,000	61,876	60,000	60,000	63,000	65,400
Temporary Help					200	
Salary Benefits	44,400	49,606	44,997	42,757	44,400	46,950
Payroll Taxes-Employer	18,200	22,058	19,386	18,579	18,000	20,050
Workers Comp Insurance	3,060	1,809	1,405	2,179	3,000	3,125
Computer/Software Purchase	4,100	741	2,078	1,190	2,100	3,300
Computer/Software Support	38,000	30,164	35,139	35,186	32,500	40,400
Depreciation Furn/Amortization Exp	7,900	7,427	6,833	7,172	7,100	8,300
Office Equipment Lease	6,600	3,941	3,720	5,962	6,600	6,600
Office Equipment Maint	300	2,321	2,403	255	750	450
Office Equipment Purchase	750	-	997	349	750	1,000
Office Supplies	4,600	4,913	4,677	5,035	4,900	5,200
Telephone	10,800	9,891	10,591	10,245	10,000	10,300
Web Site	3,950	3,380	3,319	3,432	3,600	4,200
Auditor Fees	14,000	12,000	14,000	14,010	14,000	14,000
Auto Mileage-Staff	100	67	-	111	100	100
Copier	6,100	8,022	6,397	6,089	6,000	6,100
Fraudulent Activity - CC Fees/Exp			3,029	-		
Credit Card Fees	1,400	1,936	1,567	827	1,600	1,600
Bank Analysis Fees	2,000	6,662	8,683	2,442	2,000	2,000
Insurance-Retiree (*)	15,400	12,016	13,307	13,583	13,000	13,100
Legal Fees	750	-	636	3,312	750	750
Memberships	800	691	741	771	800	1,200
Payroll Processing	5,000	2,008	4,583	4,830	5,100	5,100
Postage/Courier/Mailing	1,800	2,279	1,611	1,880	1,600	1,900
Printing	2,500	1,304	1,482	445	2,500	1,500
Professional Develop/Training	3,000	237	267	2,271	1,500	1,100
Shipping	550	244	552	417	400	500
Subscriptions/Publications	300	-	23	-	300	300
Taxes Business	5,000	35	10,042	2,794	2,500	5,000
Admin Accommodations	3,300	780	754	2,252	2,500	2,500
Admin Airfare	6,200	3,459	3,957	2,635	2,500	6,900
Admin Ground	1,450	514	493	449	750	1,300
Admin Meals	2,200	801	856	1,109	1,100	2,200
Admin Other	200	125	44	-	200	200
Other	3,000	1,010	1,820	1,795	3,000	3,600
Total Expenses	549,010	499,314	545,980	514,275	530,400	570,525
Net Profit/(Loss)	(548,510)	(477,688)	(524,410)	(513,499)	(529,550)	(569,725)

IIMC Financials
2015 Budget Worksheet
Building

	2014	2011	2012	2013	2014	2015
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
INCOME						
Rental Income	41,550	63,208	59,011	53,472	41,100	55,300
Total Income	41,550	63,208	59,011	53,472	41,100	55,300
DIRECT EXPENSE						
Amortize Loan Costs	250	1,606	6,845	250	250	250
Association Fees	2,706	2,735	2,460	2,460	2,706	2,706
Depreciation Building	32,600	31,287	31,763	31,938	32,600	28,000
Insurance Fire/Property	4,500	3,965	3,884	5,042	4,200	4,500
Landscaping	4,100	3,603	3,482	3,400	3,500	4,300
Mortgage Interest	35,000	50,491	43,153	35,719	35,000	34,000
Office Cleaning - IIMC	3,100	3,180	3,060	3,120	3,100	3,100
Property Tax	14,500	14,307	14,302	14,888	14,800	15,000
Repair/Maint Building	14,300	3,541	10,040	5,231	14,000	15,500
Repair/Maint Grounds	1,900	40	1,449	40	1,900	2,000
Supplies	600	-	-	-	600	-
Utilities	14,040	12,988	13,627	13,469	13,500	13,200
Utilities - Suite 300	-	-	-	-		840
Allocation to Bldg Reserve	1,000	1,000	1,000	1,013	1,000	1,000
Office Cleaning - Tenants	960	2,012	1,844	1,772	2,000	2,100
Commissions	700	(1,677)	2,000	7,381	-	-
Total Expenses	130,256	129,078	138,909	125,723	129,156	126,496
Net Profit/(Loss)	(88,706)	(65,870)	(79,898)	(72,251)	(88,056)	(71,196)

IIMC Financials
2015 Budget Worksheet
Committees

Description	2014	2011	2012	2013	2014	2015
	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
EXECUTIVE COMMITTEE:						
Telephone	500	186	122	74		500
Travel Accommodations	7,000	2,892	2,768	4,828	7,000	7,000
Travel Airfare	13,500	13,876	6,098	15,576	13,500	14,500
Travel Ground	2,000	1,166	1,070	3,472	2,000	2,000
Travel Meals	2,500	2,195	1,688	3,015	2,500	2,500
Travel Other	1,000	19	92	134	1,000	1,000
Other	300	20	-	391	300	300
Total Expenses	26,800	20,354	11,838	27,490	26,300	27,800
BOARD OF DIRECTORS:						
General						
Election Expense	100	666	-	-	-	100
Region XI Consultant	9,500	-	-	8,217	8,250	7,000
Region XI Symposium	2,500	-	-	-	-	-
Insurance Officers & Directors	7,000	6,904	6,679	6,929	7,400	7,400
Legal Fees	1,000	1,260	1,330	420	500	1,000
Meeting Expenses	-	1,972	-	-	-	-
Strategic Planning/Board Development	10,000	11,134	6,105	3,903	5,000	5,000
Postage	100	75	71	159	100	100
Shipping	100	-	58	55	200	100
Telephone	1,500	604	398	242	300	750
Memorials	500	400	250	400	500	500
Other Expenses	500	-	1,991	89	500	500
General	32,800	23,015	16,882	20,414	22,750	22,450
Mid-Year						
Travel Accommodations	11,400	12,416	15,288	14,772	13,100	14,000
Travel Airfare	15,000	14,199	13,935	20,149	15,000	17,000
Travel Ground	1,000	1,767	1,550	3,655	3,000	2,500
Travel Meals	12,500	14,719	12,879	12,911	15,500	13,500
Travel Other	500	108	42	12	500	500
Travel Region Directors	-	-	-	558	-	-
Parliamentarian Expense	3,600	-	-	600	3,600	3,600
Meeting Expenses	1,000	500	500	4,188	525	525
Mid Year	45,000	43,709	44,194	56,845	51,225	51,625
Conference						
Travel Accommodations	7,000	10,831	7,203	7,816	9,630	9,600
Travel Airfare	1,000	-	398	1,437	-	1,000
Travel Ground	1,000	75	111	438	171	500
Travel Meals	2,000	803	698	918	1,182	1,500
Board Meeting Expense	8,000	8,703	6,633	4,774	4,635	5,000
Board Meeting A/V	4,000	3,855	1,663	2,076	1,950	2,000
Parliamentarian Expense	3,600	-	-	-	3,405	3,600
Travel Other	1,000	-	-	-	375	500
Conference	27,600	24,267	16,706	17,459	21,348	23,700
Total Expenses	105,400	90,991	77,782	94,718	95,323	97,775

IIMC Financials
2015 Budget Worksheet
Committees

Description	2014	2011	2012	2013	2014	2015
	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
BUDGET AND PLANNING:						
Meeting Expenses	-		-	-		-
Travel Accommodations	2,000	2,252	2,258	2,303	2,000	2,000
Travel Airfare	4,000	3,109	3,105	3,206	4,000	4,000
Travel Ground	500	361	289	190	500	500
Travel Meals	1,400	1,403	1,509	1,209	1,400	1,400
Travel Other	200	-	-	12	200	200
Telephone	-	-	23	-	-	-
Total Expenses	8,100	7,125	7,184	6,920	8,100	8,100
CONFERENCE POLICY:						
Meeting Expenses	200	-	-	32	100	200
Total Expenses	200	-	-	32	100	200
EDUCATION / PERSONAL GROWTH:						
Meeting Expenses	200	173	54	8	100	200
Total Expenses	200	173	54	8	100	200
ELECTION:						
Meeting Expenses	100	-	-	-	50	100
Total Expenses	100	-	-	-	50	100
ETHICS:						
Telephone	100	-	-	-	50	100
Total Expenses	100	-	-	-	50	100
INTERNATIONAL RELATIONS:						
Exchange Program	3,000	88	2,216	2	3,000	-
Study Abroad	700	8,358	-	-	350	1,500
Meeting Expenses	200	1,092	1,222	423	150	200
Total Expenses	3,900	9,538	3,438	425	3,500	1,700
POLICY REVIEW						
Meeting Expenses	200	146	70	200	250	200
Total Expenses	200	146	70	200	250	200
MEMBERSHIP:						
Meeting Expenses	100	13	-	-	50	100
Total Expenses	100	13	-	-	-	100
MENTORING:						
Meeting Expenses	100	-	12	41	50	100
Promotion	300	135	-	-	-	300
Total Expenses	400	135	12	41	50	400

IIMC Financials
2015 Budget Worksheet
Committees

Description	2014	2011	2012	2013	2014	2015
	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
PROGRAM REVIEW:						
Meeting Expenses	400	19	-	77	200	200
Total Expenses	400	19	-	77	200	200
PUBLIC RELATIONS:						
Meeting Expenses	200	-	26	56	100	200
Other	1,000					500
Total Expenses	1,200	-	26	56	100	700
Legislative						
Meeting Expenses	-	-	45	36	-	-
Total Expenses	-	-	45	36	-	-
RECORDS MANAGEMENT:						
Publications - writing/editing/design	2,500	-	1,050	850	-	-
IIMC/NAGARA Workshops	7,000				-	-
Meeting Expenses	100	-	-	-	50	100
Total Expenses	9,600	-	1,050	850	50	100
RESEARCH:						
Meeting Expenses	200	-	-	-	100	200
Total Expenses	200	-	-	-	100	200
RESOURCE & INFORMATION:						
Meeting Expenses	200	-	-	-	100	200
Total Expenses	200	-	-	-	100	200
TASK FORCE(S): Legislative Committee						
Telephone	200	47	339	196	100	200
Total Expenses	200	47	339	196	100	200
Executive Committee	26,800	20,354	11,838	27,490	26,300	27,800
Board of Directors	105,400	90,991	77,782	94,718	95,323	97,775
Other Committees	25,100	17,196	12,218	8,841	12,850	12,700
Total Expenses	157,300	128,541	101,838	131,049	134,473	138,275
Net Profit/(Loss)	(157,300)	(128,541)	(101,838)	(131,049)	(134,473)	(138,275)

IIMC Financials
2015 Budget Worksheet
Conference

		Nashville	Portland	Atlantic City	Milwaukee	Hartford
	2014	2011	2012	2013	2014	2015
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
INCOME						
Registration Members-Full	428,353	394,398	368,410	418,208	388,215	387,850
- Comp - Full Registration	(33,000)	(20,430)	(33,260)	(33,803)	(30,170)	(26,700)
- Discount - First Timer	(11,000)	(9,150)	(7,400)	(11,150)	(7,150)	(8,800)
- Discount - Multi-Attendees	(4,300)		(6,100)	(4,300)	(4,900)	(4,000)
- Discount - Conference Region	(11,400)	(14,500)	(11,850)	(11,400)	(10,850)	(7,500)
- Discount - Region X	(2,000)	(850)	(2,400)	(2,070)	(1,955)	(3,450)
- Discount - Region XI	(3,800)		(3,465)	(3,780)	(1,440)	(4,500)
- Discount - Speakers			(560)	-		
Registration Guest	13,250	28,100	12,300	16,945	11,523	13,250
Donations & Sponsorships	46,500	45,350	45,350	43,600	45,975	50,250
Exhibitor Program	42,000	33,400	22,100	31,400	27,300	42,000
Cancellation Fee	2,500	2,686	1,875	2,765	4,620	2,500
Misc Conference Revenue	54,446	81,414	41,188	29,766	52,561	45,317
Academy Workshop	21,480	26,715	38,740	19,145	24,824	25,000
Athenian Leadership Society	4,000	4,555	5,425	5,065	6,210	8,800
Boutique Sales	2,500	325	1,415	1,740	1,185	2,500
Total Income	549,529	572,013	471,768	502,131	505,948	522,517
Conference Full - Attending		680	631		666	
Conference Full - Comp		36	49		69	
Conference Full - Paying (*)	650	644	582	630	630	660
Conference Retired	25	31	25	32	36	25
Conference Guest	50	112	49	63	43	50
DIRECT EXPENSES						
Planner - Contract Labor	60,000	55,008	55,008	55,008	60,000	60,000
Planner Travel Accomm.	1,500	2,576	2,005	1,537	2,155	2,500
Planner Airfare	1,000	1,272	2,048	1,032	-	1,000
Planner Ground Travel	300	248	540	343	346	350
Planner Travel Meals	1,500	1,995	773	716	618	700
Planner Travel Other	300	83	250	333	52	300
Planner	64,600	61,182	60,624	58,969	63,171	64,850
Academy Speaker Fees	14,000	12,000	11,350	11,315	8,800	12,000
Academy Speaker Accommodations	1,464	3,068	1,092	2,203	732	1,440
Academy Speaker Meals	800	423	132	434	355	800
Academy Speaker Travel	7,204	3,053	1,156	1,955	4,149	5,000
Academy Materials/Supplies	1,000	-	-	220	-	1,000
Academy Speakers	24,468	18,544	13,730	16,127	14,036	20,240
Genl/Plenary Speaker Fees	30,000	22,000	21,000	17,500	15,500	30,000
Genl/Plenary Speaker Accommodations	549	877	554	625	549	720
Genl/Plenary Speaker Meals	150	114	185	613	186	100
Genl/Plenary Speaker Travel	2,447	251	667	4,351	4,308	1,635
Genl/Plenary Speaker	33,146	23,242	22,406	23,089	20,543	32,455
Speakers Accommodations	7,686	4,051	2,261	3,487	5,538	7,560
Speakers Fees	20,000	17,250	9,850	16,750	11,800	12,000
Speakers Meals	2,100	921	523	307	532	1,000
Speakers Travel	8,000	4,989	4,243	2,828	5,252	6,000
Speakers	37,786	27,211	16,877	23,372	23,122	26,560

IIMC Financials
2015 Budget Worksheet
Conference

		Nashville	Portland	Atlantic City	Milwaukee	Hartford
	2014	2011	2012	2013	2014	2015
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
Staff Travel Accomm.	10,520	14,852	10,406	9,115	9,441	12,000
Conf. Travel Airfare Staff	6,000	1,293	4,466	6,161	4,780	7,000
Conf. Travel Ground - Staff	600	361	328	2,256	954	500
Conf. Travel Meals - Staff	4,500	4,520	3,848	4,108	5,437	6,400
Conf. Travel Other - Staff	100	162	230	59	35	100
Travel Accomm. - MCEF Raffle/Auction	-	-	-	-	1,197	1,500
Staff	21,720	21,188	19,278	21,699	21,844	27,500
Conf. Transportation - VIP	1,000	1,000	1,335	545	854	1,000
Travel Accommodations VIP	10,000	9,447	6,683	5,979	3,501	9,000
VIP	11,000	10,447	8,018	6,524	4,355	10,000
Opening Reception	25,000	16,000	14,581	15,561	24,074	25,000
All Conference Event	40,000	40,350	24,448	29,968	30,543	40,000
Opening Ceremony	500	453	350	2,022	350	500
Events	65,500	56,803	39,379	47,551	54,967	65,500
Food & Beverage	40,000	146,005	63,161	71,084	83,022	94,000
Meeting Space/Labor	-	-	3,699	-	-	-
Colloquim Food & Beverage	500	-	912	877	1,192	1,500
Annual Banquet	40,600	53,890	23,506	28,855	31,044	42,700
Private Receptions	10,000	7,555	9,126	10,435	8,480	10,400
Meeting Expense - MCEF	500	-	943	-	110	-
Food & Beverage	91,600	207,450	101,347	111,251	123,848	148,600
Credit Card Fees	8,000	9,070	10,098	7,054	9,239	9,500
Hotel Room - Attrition	-	63,016	72,332	-	-	-
Athenian Leadership Society	1,350	870	-	1,047	1,000	2,500
Telephone/Internet	2,000	2,035	1,966	1,734	3,297	3,500
Awards & Gifts	2,500	2,317	2,666	4,845	2,876	3,000
Special Services - Labor	-	-	-	-	12,000	11,400
Office Supplies	200	161	258	175	303	200
Shipping	3,000	2,949	2,557	4,533	3,242	3,200
Lanyards/Bags	2,500	2,337	2,902	2,851	3,414	2,500
Conference Security	2,000	2,555	397	409	2,000	2,000
Colloquium Institute Director	4,400	2,692	2,189	1,613	350	1,000
Postage/Courier/Mailing	500	112	26	326	332	500
Conf. Transportation	5,000	5,750	3,462	650	2,809	3,000
Audio/Visual	50,000	47,725	46,735	35,584	26,734	40,000
Copier	-	15	-	-	-	-
Exhibit Hall	10,000	4,569	4,535	6,759	3,849	6,000
Design Work (non conference)	1,199	-	85	-	320	500
Photographer	2,500	3,359	3,168	2,500	2,860	3,000
Conference Printing/Design Work	18,500	21,953	17,085	17,356	18,074	18,000
Merchandise	1,500	210	999	2,984	2,262	1,500
Conference Scanners Expense	7,500	6,581	5,773	8,062	11,500	11,500
Other	500	1,739	738	1,386	277	500
Conference CD Handout	1,200	-	1,862	2,376	2,545	-
Subtotal Operating Expenses	124,349	180,015	179,833	102,244	109,282	123,300
Total Expenses	474,169	606,082	461,492	410,826	435,168	519,005
Net Profit/(Loss)	75,360	(34,069)	10,276	91,305	70,780	3,512

IIMC Financials
2015 Budget Worksheet
Education

Description	2014	2011	2012	2013	2014	2015
	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
INCOME:						
MCEF Contribution/Policy 8	35,000	44,227	35,415	41,467	35,000	35,000
- Grants - Conference/Reg Ed Mtg/Stdy Abroad	(5,000)	(13,660)	(4,958)	(6,160)	(5,000)	(5,000)
- Scholarship - MCEF	(10,000)	(6,192)	(13,660)	(11,000)	(10,000)	(10,000)
- Symposium Program						(3,000)
Fees CMC	30,000	38,850	37,200	37,615	35,000	36,000
Fees CMC Recertification	-	(200)	(250)	(250)	(120)	-
Fees MMC	28,000	46,605	45,210	36,770	35,000	32,000
Pin CMC	100	180	840	30	150	100
Pin MMC	100	60	90	60	250	100
Plaques CMC/MMC	4,025	7,115	7,135	7,830	9,500	9,520
Distance Ed Registration	10,000	11,486	14,930	7,380	1,000	1,500
Conference CD Rom	-	1,200	-	-	-	-
Misc Education Income	-	-	892	-	300	-
Total Income	92,225	129,671	122,874	113,742	101,080	96,220
DIRECT EXPENSES:						
Salary/Wages	110,000	132,698	112,863	106,531	71,000	94,448
Contract Labor- Program Developemnet Director						115,000
Salary Benefits	20,000	20,283	18,130	19,248	13,000	16,000
Payroll Taxes - Employer	9,750	11,351	10,607	9,024	8,200	8,800
Workers Comp Insurance	1,000	1,524	1,113	604	900	950
Computer/Software	1,000	1,305	3,408	471	500	1,000
Credit Card Fee	1,500	1,850	1,519	1,363	1,700	1,500
Distance Ed	10,000	9,090	10,350	4,075	500	5,000
Memberships	375	100	250	375	375	375
Pins MMC	2,000	905	2,015	1,796	1,600	2,000
Plaques	3,000	2,680	2,983	2,877	2,600	3,000
Postage/Courier/Mailing	1,200	1,003	1,177	930	1,000	1,200
Printing	500	767	5,456	-	500	500
Shipping	4,000	4,532	5,043	4,172	3,800	4,000
Professional Develop/Training	1,500	1,074	239	1,013	750	1,500
Program Development	10,000	-	-	12,000	5,000	5,000
Education Consultant	12,000				12,000	9,000
Subscriptions/Publications	500	-	-	-	500	500
Telephone	200	9	93	53	200	200
Staff Travel Accommodations	2,000	-	151	-	1,000	1,000
Staff Airfare	2,000	-	215	349	1,000	1,000
Staff Travel Ground	500	-	58	194	250	500
Staff Travel Meals	500	-	55	50	250	500
Staff Travel Other	500	-	-	3	250	500
Total Expenses	194,025	189,171	175,725	165,128	126,875	273,473
Net Profit/(Loss)	(101,800)	(59,500)	(52,851)	(51,386)	(25,795)	(177,253)

IIMC Financials

2015 Budget Worksheet

Marketing

	2014	2011	2012	2013	2014	2015
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
INCOME						
Advertising	11,000	10,700	7,800	4,800	7,200	6,500
Advertising/Sponsor	16,500	15,903	15,400	13,650	13,500	15,000
Advertising Website	2,000	2,197	2,033	2,323	1,600	-
Royalty - MBNA MasterCard	-	2,482	1,748	932	-	-
Royalty - Robert's Rule of Order	1,000	624	21	317	200	500
Royalty - E.Mina	500	801	460	829	400	200
Mailing Lists	500	-	863	-	500	500
Merchandise	2,500	-	105	47	100	250
Publications	4,000	6,477	3,880	3,053	1,000	3,500
Publications - Book 8 NAP	1,000	752	300	522	400	1,000
Total Income	39,000	39,936	32,609	26,473	24,900	27,450
DIRECT EXPENSES						
Contract Labor- Communication	-	-	-	-	9,000	12,000
Salary/Wages	80,100	81,900	85,384	78,560	53,000	49,000
Salary Benefits	12,650	-	12,509	11,825	8,600	6,400
Payroll Taxes - Employer	5,575	-	5,786	5,418	6,000	2,700
Workers Comp Insurance	820	600	623	588	700	550
Credit Card Fee	100	101	67	54	100	100
Awards & Gifts	1,000	-	2,111	-	1,100	1,000
Design Work (non conference)	500	30	-	75	500	500
Merchandise	1,000	703	954	576	100	500
Shipping	100	31	68	-	100	100
Staff Travel Accommodations	600	-	-	-	600	600
Staff Airfare	500	-	-	174	500	500
Travel Exhibit	3,000	-	4,352	4,884	3,000	3,500
Staff Travel Ground	250	-	-	27	250	250
Staff Travel Meals	500	-	220	25	500	500
Staff Travel Other	200	-	-	-	200	200
News Digest/Print/Mail/Design	3,000	4,435	3,774	4,635	3,000	3,000
Printing - Book 8	600	605	248	479	600	600
Printing /Publications	2,000	2,087	1,334	1,475	2,000	1,000
Total Expenses	112,495	90,492	117,430	108,795	89,850	83,000
Net Profit/(Loss)	(73,495)	(50,556)	(84,821)	(82,322)	(64,950)	(55,550)

IIMC Financials
2015 Budget Worksheet
Membership

	2014	2011	2012	2013	2014	2015
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
INCOME						
Membership Dues	1,100,000	1,049,544	1,066,830	1,103,355	1,160,000	1,240,000
Membership Late Fee	3,600	5,299	4,580	3,630	3,400	3,000
Total Income	1,103,600	1,054,843	1,071,410	1,106,985	1,163,400	1,243,000
Salary/Wages	124,000	93,698	97,084	118,552	124,000	136,200
Salary Benefits	28,000	20,254	20,669	25,741	28,000	28,875
Payroll Taxes-Employer	11,000	8,574	8,616	10,092	11,000	11,975
Workers Comp Insurance	1,000	672	670	706	1,000	1,250
Awards				-	-	3,600
Auto Mileage	100	-	-	-	50	100
Computer/Software Support	3,300	2,465	2,744	4,241	3,300	5,200
Credit Card	8,500	6,179	7,229	6,841	7,700	8,000
Dues Mailing	9,500	7,995	8,665	8,840	10,000	9,500
Membership	400	285	540	624	400	350
Office Equipment	-	44	32	-	-	
Postage/Courier/Mailing	3,700	3,314	1,812	2,290	3,000	4,000
Membership Drive Expense	12,000	(131)	23,087	8,855	9,000	10,000
Professional Develop/Training	1,100	110	91	89	550	900
Promotional	500	536	537	573	500	500
Research Salary Survey Services	400	300	300	300	400	350
Staff Travel Accommodations	1,000	77	-	-	500	1,000
Telephone Expense				5	-	
Staff Airfare	1,000	-	-	-	500	1,200
Staff Travel Ground	100	-	25	121	50	100
Staff Travel Meals	100	-	-	4	50	100
Staff Travel Other	100	-	-	-	50	50
Total Expenses	205,800	144,372	172,101	187,874	200,050	223,250
Net Profit/(Loss)	897,800	910,471	899,309	919,111	963,350	1,019,750

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Chris Shalby
Executive Director

Date: October 1, 2014

Subject: 2014 Communications Department Mid-Year Report



The Communications Department continues to operate in this fashion: ED Shalby oversees the department and works collaboratively to produce marketing and collateral materials for the Conference, Study Abroad Programs, Symposium, etc. Freelance writer, former Communications Coordinator Emilly Maggard, produces the monthly online Digest.

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.

E-briefings:

This summer, we moved in-house the informational IIMC E-briefings. They are now produced and distributed by the Membership Department either weekly or bi-weekly depending on content and relevancy. We've redesigned the layout, made it simpler to read and streamlined the information. The E-Briefings have an average open rate between 26% and 30%, a considerable increase in this area. Links embedded in the E-briefings are opened at an average of 21% to 34% of the time. Approximately one quarter of the Membership views the E-briefings on a mobile device.

Technology used to view E-briefings

(in %)

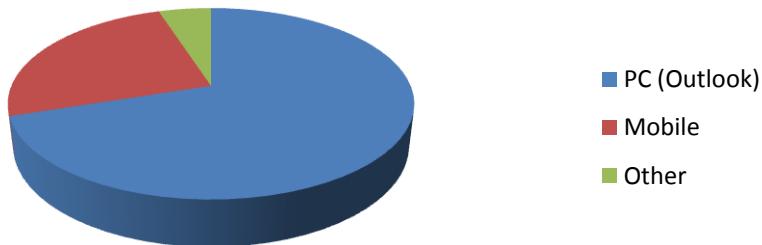
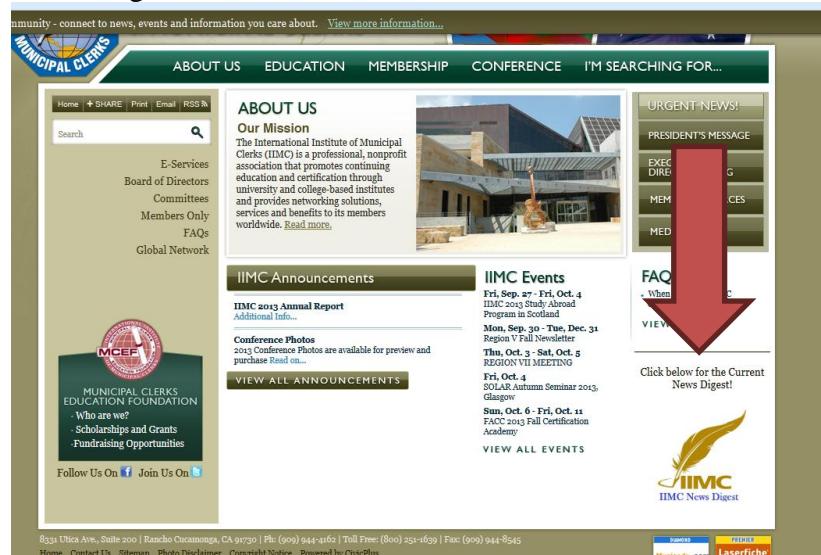


Figure 1: Devices used to view E-briefing

News Digest:

The News Digest is produced monthly. We're focusing on providing a broader perspective in each issue, making certain to reach all of our members. The new feature, "Ask the Clerk," featuring a Municipal Clerk chosen from the Membership, highlights a Clerk from different areas of the world, in order to give a glimpse of the diversity of the IIMC membership and various functions of the Municipal Clerk. This feature has had a wonderful response, from both those being interviewed as well as the readership, and will continue.

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 approximately 30%.

Facebook:

As of 10/1/2014 IIMC has 1,025 "likes" on Facebook (www.facebook.com/itsmyiimc) an increase of nearly 200 new viewers. The IIMC page has a weekly reach (the number of people who saw any activity from your page including posts, posts by other people, page like ads, mentions, and check-ins) of approximately 650.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Janis Daudt, Director of Member Services
Date: September 30, 2014
Subject: Member Services Mid-Year Report 2014 - 2015



Member Services is in the midst of the 2013-2014 Small Municipality Member Drive. We are pleased with the results to date – 122 New Members. This drive is being sent to municipality populations of 1 to 2,100. Total revenue generated from this member drive -dues, education and conference, has brought in \$19,894.00 to date. We will be sending out the 4th mailing in October 2014. We will continue this member drive through June 2015 at which time we will create another municipality member drive. We continue to receive applications from our 2012-2013 Member Drive. We have received 11 in 2014.

We have personal contact with our membership daily, making certain we catch those members whose dues are about to expire, answer questions about the conference, dues renewals, membership and job definitions. Tammy Schultz inputs new membership applications daily and follows up with email and phone calls promptly. Janet Pantaleon has assumed the conference registration responsibilities and when she is not doing financial work, she is being cross-trained in many of the Member Service everyday tasks.

Tammy sends the Month End Report to the Board, along with excel reports which make it easy for the Region Directors to send out “Congratulations” and “Welcome to IIMC” letters.

Member Services has been proactive in communicating with our Institute Directors by sending IIMC Member Brochures, IIMC Mentor Program Brochures and IIMC Member Applications. All Institute Directors are also included in the email blast of our IIMC E-Briefing which Member Services is now creating weekly and bi-weekly. We have included dates of State/Provincial Association Meetings, Region Meetings and Institute Training Sessions. This has been very popular and has increased the viewing percentages of the IIMC E-Briefings.

Member Services will be taking full advantage of Task Manager with 25 year certificates, Mentor/Mentee letters, new member six month letters, conference ribbon report and dues renewals. The Task Manager is programed to create automated letters, conference confirmations, print certificates and create address labels. This affords the Member Services Department valuable time to devote to other areas of our work day.

Our Region Director Challenge has brought in 8 new members – We hope this number will grow as we get closer to February and March 2015. There are two free 2015 conference registrations going to the Region Director that brings in the most new members.

Respectfully submitted for your information.