



**International Institute of Municipal Clerks
Board of Directors
Annual Meeting Agenda
May 15-16, 2015**

**Connecticut Convention Center
Hartford, Connecticut**

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: lanaib@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
3400 East Howard Avenue
St. Francis, WI 53235
Phone: (414) 316-4305
Fax: (414) 481-6483
Email: anne.uecker@stfranwi.org

Denise R. 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) 586-5250
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**

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

Term ends: May 25, 2016

Joann Lynn Tilton, MMC**Region IX Director**

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

Term ends: May 20, 2015

Karla D. Graham, MMC**Region X Director**

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

Term ends: May 25, 2016

Debi A. Wilcox**Region X Director**

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

Term ends: May 24, 2017

Jaap Paans, MMC**Region XI Director**

Raadsgriffler
City of Rotterdam
Coolsingel 40
Rotterdam 3011 AD
THE NETHERLANDS
Phone: 0031 10 267 3371
Fax:
Email: j.paans@griffie.rotterdam.nl

Term ends: May 20, 2015

Bruce Poole, MMC**Region XI Director**

Parish Clerk
Bleadon Parish Council
Rooftops - 10 South Street
Burnham-on-Sea
Somerset TA8 1BS
ENGLAND
Phone: 0788-7802
Fax: 01823-253681
Email: bruce.poole2@btopenworld.com

Term ends: May 24, 2017

**International Institute of Municipal Clerks
Board of Directors ~ Annual Meeting Agenda
May 15 – 16, 2015
Connecticut Convention Center – Hartford, Connecticut**

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12. Staff Reports	
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13. Annual Conference Updates	
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b. 2017 – Montreal, Canada – Shalby – Verbal	
c. 2018 – Norfolk, VA – Shalby -- Verbal	
d. 2019 – Birmingham, AL – Shalby – Verbal	
14. Report From Directors	
a. NAGARA update – Region II Director, Kim Rau – Verbal	
15. Other Business and Announcements	
16. Adjournment	

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

Board Meeting began at 8:30 a.m.

The following were in attendance:

President Brenda Kay Young, MMC

President Elect Monica Martinez Simmons, MMC

Vice President Vincent Buttiglieri, MMC

Immediate Past President Marc Lemoine, MMC

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

Region II Director: Andrew J. Pavlica, MMC

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

Region IV Directors: Pattie B. 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 Director: Renee Cantin, CMC

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

Region X Director: Debi A. Wilcox

Region XI Director: Jaap Paans, MMC

Board Members Absent:

Region II Director Kimberly A. Rau, MMC

Region VIII Director Nancy A. Vincent, MMC

Region X Director Karla D. Graham, MMC

The following staff members were in attendance:

Executive Director Chris Shalby

Office Manager Denice Cox

Director of Member Services Janis Daudt

Member Services Representative Tammy Schultz

Director of Professional Development Jane Long

Certification Manager Ashley DiBlasi
Education Assistant Malinda Henry
Finance Specialist Janet Pantaleon
Financial Consultant Pilar Archer

Guests present:

MCEF President Dale Barstow
Past President Mary Lynne Stratta
Past President Colleen Nicol
Past President Dyanne Reese
Institute Director Maureen Kane
Past Board Member Mary Kayser
MCEF Business Council Member Cristina Loverde

Others present:

Parliamentarian Connie M. Deford
IIMC Staff, Minute Taker Maria E. Miranda

MCEF Report

MCEF President Dale Barstow introduced the current MCEF Board that was in attendance: Mary Lynne Stratta, Colleen Nicol, Cristina Loverde and Dyanne Reese. He discussed MCEF scholarship funds and the lack of applications for these scholarships. He encouraged IIMC Board members to reach out to state associations to spread the word in order to bring in more scholarship applicants. President Barstow also expressed concern that the membership donations have dropped considerably; stating that we need to build the basis in order to have these funds available for the members and for scholarships. He stated some great ideas to raise funds are:

- Explore Hartford fundraiser at the upcoming IIMC Conference
- Asking/encouraging members to bring silent auction items
- Getting the word out on Social Media

Director Paans asked if we have ever considered including the \$25 contribution in the membership dues. ED Shalby stated that IIMC has discussed this with attorneys and though the practice is not illegal, the reporting guidelines are complex and difficult to implement.

President Young indicated that Board members need to promote the MCEF donation issue and that all Directors need to become well versed in regards to the Foundation and how to promote it to the membership. She also said that although we've decided to do away with the live auction during the annual banquet, the Board will be discussing other ideas to replace those revenues from the live auction.

Executive Director Update

Staff: Executive Director Shalby reported that staff assessments salary increases were presented to the Budget committee. The salary increases are included in the 2015-projected budget.

Building Update: IIMC has two offices that it leases. In September, both tenants terminated their leases and vacated the premises. Tenant #1 (Springleaf Financial) has paid rent through the end of 2014 and for January and February 2015. Tenant #2 (Baron Services) vacated owing IIMC rent and an electrical bill totaling \$10,915. IIMC has contacted an attorney regarding 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. ED Shalby stated that he has sent Baron several emails and left several voice mails asking if he would like to work out an arrangement but as of today, he has not responded. ED Shalby also stated that the vacant offices have been showing and, hopefully, we'll get renters soon. We are not anticipating using any money from restricted reserves to offset monthly mortgage payments.

Director Cullinane agreed with ED Shalby with regards to the Attorney costs in trying to collect back rent from Baron and asked who is responsible for collecting rent. ED Shalby responded that the first tenant paid automatically; as for the second tenant, we relied on them to submit payments. Director Cullinane stated that this issue needs to be addressed internally so that it doesn't happen again; ED Shalby assured everyone that the issue has been addressed internally and that there is now a process in place.

2014 Conference: It is anticipated that a net of \$60,000 will be realized from this conference by year-end 2014.

2015 Conference: The preliminary program and registration form are posted on the IIMC website. Hartford is a great city, with everything being in walking distance of the hotels and convention center. The host hotel, Marriott, has 275 rooms and 75% attrition; the Hilton is the second hotel with 200 rooms and no attrition. We are anticipating selling out both hotels. Hartford has the Dash, a city bus that offers complimentary door-to-door pick up and drop off at convention center, hotels and/or other places in Hartford.

Education: ED Shalby stated that Dr. Jane Long will start officially as IIMC's Director of Professional Development in January 2015. Also, Gordon McIntosh submitted the strategic plan; however, the plan needs to be modified. ED Shalby will ask McIntosh to review the plan and flesh it out since it is a bit convoluted. He asked if the board can approve the presented plan in theory and revisit it in May 2015. **Director Kowal moved to submit the plan as presented in theory. Motion adopted.**

ERG: ED Shalby reported that IIMC advertised the vacancies with Institute Directors and received three resumes which were reviewed by the Task Force comprised of Directors Shawn Cullinane, Alice Attwood, and Terri Kowal. The applicants were: Gayle Martin, Kansas; Kathie Novak, Colorado; and Robert-Jan Ritsema, the Netherlands. The Task Force selected Kathie Novak. **Novak was approved as the additional ERG member.**

ED Shalby reported that after two years as IIMC's International Consultant, Nick Randle retired. An RFP was distributed to all members in Region XI, bringing in five resumes which were reviewed by the task force comprised of Past President Lemoine, Vice President Buttiglieri and Director McPherson. The Task Force selected Tom Van der Hoven, UK, as the new Region XI Consultant. **Tom Van der Hoven was approved as the new Region XI Consultant.**

EDUCATION DEPARTMENT REPORT

Certification Manager DiBlasi presented the report and encouraged everyone to download the conference smart phone application which will contain the introduction to Hartford, a local map with points of interest, a Hartford Convention Center map with meeting room locations, photos and bios of each speaker as well as a daily schedule and contact information for Sponsors and Exhibitors. DiBlasi stated she and Director Long will be looking into online courses to provide additional learning opportunities. She also stated that two IIMC Online Courses were launched in September 2014 through Captus Press. So far the courses have been well received and we

expect approximately \$3,334.00 in revenue. ED Shalby stated that Captus Press has a three-year contract but Ed2go has no contract.

DiBlasi also reported that the CMC applications are being reviewed by Education Assistant Malinda Henry and that review time is currently 2-3 weeks for both CMCs and MMCs.

COMMITTEE REPORTS

Without objection, reports from the following committees that did not require action were received: Conference, Education and Professional Development, Elections, International Relations, Legislative, Membership, Mentoring, Records Management, and Research and Resource.

Director Paans asked President Young if this would be the time to discuss a letter from the VvG regarding International Corporate Learning Strategies. He asked for the Board's perspective regarding this issue. He stated that everyone was excited to have the IIMC President attend the symposium in Brussels in Belgium this past June.

ED Shalby confirmed there will be a symposium in Brussels in 2016.

President Young reported on her attendance at the symposium and stated we should take the opportunity to participate in international conferences, symposiums, and meetings to take advantage of building international relationships. Without objection, discussion regarding the Strategies was postponed until after lunch so that the report could be distributed to the entire Board for review.

RECESS

The Meeting recessed at 10:04 a.m. and reconvened at 10:25 a.m.

BUDGET AND PLANNING COMMITTEE

Vice President Buttiglieri reported that the committee met at headquarters in August and accepted the balanced budgets for 2014 year-end and the 2015 projected budget.

POLICY REVIEW COMMITTEE

Past President Lemoine reported on the work of the committee regarding IIMC Policy.

Chapter 5 – Education

Past President Lemoine moved approval of the amendments to Chapter 5 – Education.

Director Paans moved to insert the word “certified” in Chapter 5.30.030 B before “member.”

Motion adopted

Chapter 5 – Education amendments were approved as amended.

Chapter 7 – Annual Conference

Director Cullinane moved to approve the amendments to Chapter 7 – Annual Conference

Motion adopted

Chapter 2.100 – President Participation in Board Meetings

Past President Lemoine moved to approve the new policy Chapter 2.100 President Participation in Board Meetings. Motion adopted.

Chapter 2.45 – Expenses and Chapter 2.50 Board Travel

Director Cullinane moved to approve the amendment to Chapter 2.45 – Expenses and amendment to Chapter 2.50 Board Travel. Motion adopted.

New Policy – International Relations Consultant

On behalf of the Policy Review Committee, a new Policy – International Relations Consultant, was recommended for approval.

After debate, Director Cullinane moved to amend the second sentence in the Recruitment and Appointment paragraph to read: “The President selects three current Board members to review all applicants’ resumes with the Executive Director’s recommendation.” **Motion adopted.**

Without objection, Director Paans amendment to insert “and retain” between “grow” and “membership” in the first bullet point of Scope of Work, was approved.

The New Policy – International Relations Consultant was approved as amended.

New Policy Chapter 5.65 – Education Resource Group

On behalf of the Policy Review Committee, a new Chapter 5.65 – Education Resource Group was recommended for approval.

Director Cullinane moved to amend the second sentence to read: “The President selects three current Board members to review all applicants’ resumes with the Executive Director’s recommendation.” **Motion adopted.**

The new Policy Chapter 5.65 – Education Resource Group was approved as amended.

Referrals to Policy Committee

Director Cullinane moved to refer the policy for the Parliamentarian to the Policy Review Committee to make changes in conformance with adopted policies for other consultants. Motion adopted.

Without objection, the following were also referred to the Policy Review Committee:

- Surveys using IIMC members
- Dissemination of information to members
- Study Abroad
- Fund Raising
- Conference Discounts

PROGRAM REVIEW & CERTIFICATION

Director Tilton presented the report and submitted the following recommendations to the Board on behalf of the committee:

1. South Carolina Institute Application – The committee recommends 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 an 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.

ED Shalby agreed with the committee's recommendations. **Without objection, the committee's recommendations were approved as presented.**

PUBLIC RELATIONS & MARKETING

Director McPherson reported that committee goals are being met. She commented on the following committee goals:

- Would IIMC consider adding a prize to the Excellence in Governance Award, Quill Award, or any others? ED Shalby stated that the 2015 budget is set but perhaps the Board would like to discuss adding a free conference registration to add to the award. **Vice President Buttiglieri moved to allow the ED in 2016 to provide some recommendations to come forward. Motion adopted.**
- Director McPherson also asked if the Board would consider placing the “Partners in Democracy” video on the IIMC website so that it is available to all members free of charge. **Director McPherson moved to have the video placed on the website. Motion adopted.**

RECESS

The meeting recessed at 11:55 a.m. and reconvened at 1:00 p.m.

CONSTITUTION TASK FORCE

ED Shalby discussed the report stating the task force recommends that the Board approve the Constitution with the attorney's suggested recommendations.

ARTICLE V – OFFICERS

Section 7 – Vacancy in Office, Item B

Director Bergeron moved to reword as follows:

Immediate Past President: A vacancy in the office of the Immediate Past President remains vacant until the next Annual Conference at which time the outgoing President assumes the office.

Motion adopted.

ARTICLE IX – BOARD OF DIRECTOR MEETINGS

Section 4 – Attendance at Board Meetings

Director Kowal moved to insert the following before the last sentence: The Board of Directors will excuse the absence of the President.

Motion adopted.

ARTICLE XII – ETHICAL STANDARDS

Section 1 – Code of Ethics Statement of Intent and Principles of Conduct for Members (Code of Ethics)

Director Cullinane moved to approve as presented. **Motion was defeated.**

Director Paans moved to strike out “as government administrators”; **Motion adopted.**

ARTICLE XIV – AMENDMENT

Section 2 – Membership Notice and Consideration, Item B

Director Kowal moved to reword as follows:

The proposed amendments will be presented at the Annual Business Meeting.

Motion adopted.

Director Dupuis to present to the membership as amended. **Motion adopted.**

RECESS

The meeting recessed at 1:40 p.m. and reconvened at 1:50 p.m.

Director Kowal was excused at this time.

2014 and 2015 Financials and Notes

Finance Manager Archer discussed budget reports for 2014 and budget notes for 2015.

Director Cantin moved to adopt 2014-2015 budget; **Motion Adopted.**

Letter from Robert-Jan Ritsema

President Young readdressed the letter from Robert-Jan Ritsema regarding what IIMC can do to support its members worldwide and asked Director Paans to summarize the points in the letter and the recommendations.

Director Long discussed the letter and agreed with the recommendations stating that this is the way to stay connected internationally and to improve the communication level with the entire organization.

ED Shalby agreed with Director Long’s comments and suggested drafting something before Hartford that can be incorporated into the Strategic Plan.

Director Cullinane stated the Board needs to think of what will make the membership buy into the program; we need to have an incentive for Region XI members to join IIMC.

Director Lovette agreed that we should incorporate into the Strategic Plan the report that Dr. Long will present to the Board in May, pending the Board's approval.

ED Shalby will draft a letter to Ritsema to let him know we've discussed his letter and what action will be taken.

STAFF REPORTS:

Director Shalby stated he will be turning his attention to recruiting additional sponsors.

MEMBERSHIP:

Janis Daudt gave an overview of report and stated the following:

- Small Municipality Member drive has brought in over \$20,000
- Tammy and Janet are overseeing new members applications
- Janet continues to work on conference registrations
- ADSO has contacted IIMC regarding the Region XI bulk membership scheme
- Janet is currently working on a website form to allow members to pay dues online
- Janet is also working on a website form that will allow members to make changes/updates to their membership status online

CONFERENCE UPDATES – ED Shalby

2015 Hartford, CT

The biggest concern in Hartford is there is a cost for everything in the Convention Center; he's working on getting the cost of A/V and labor reduced.

2016 Omaha, NE

- Omaha is a clean city and should work well for the conference
- Airport is less than 10 minutes away

2017 Montreal, Canada

- The host hotel is the Hilton with a room block of 350
- There will be no host committee

2018 Norfolk, VA

- Host hotel is the Marriott where IIMC has negotiated 50% attrition
- The overflow hotel is the Sheraton which will also have 50% attrition

2019 ANNUAL CONFERENCE SITE SELECTION

Handouts were distributed and ED Shalby presented the overview of the five bidding cities. After the presentation, the Board voted; the vote results were as follows:

- A – 1 (Wichita, KS)
- B – 0 (Anchorage, AK)
- C – 19 (Birmingham, AL) – Sheraton is Host Hotel/Connected to Convention Center
- D – 1 (St. Louis, MO)
- E – 0 (Cincinnati, OH)

Birmingham, AL, won the majority of votes and was awarded the 2019 IIMC Conference.

2015 STUDY ABROAD UPDATE

ED Shalby stated the 2015 Study Abroad Program will be held from May 12-17th and will end in Hartford, CT and added the following:

- Program is set for 30 people with a minimum of 15
- Participants will receive 11 Education points
- Marketing Tools are on the website
- \$9,500-subsidy from MCEF will be used toward reducing the cost of the program. The total amount that each attendee receives depends on the total number of participants. The member will pay the full cost of the program and get the rebate after the trip.

REPORT FROM DIRECTORS

Each Region Director reported on activities in their region and announced upcoming meetings and events.

ADOURNMENT

Meeting adjourned at 4:40 p.m.

Minutes Submitted by:

Maria E. Miranda, Minute Taker

**SUMMARY MINUTES
IIMC Executive Committee Meeting
Friday, February 27, 2015**

President Brenda Young called the Executive Committee meeting to order at 9:00 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.

Mary Kayser, incoming IIMC Vice President, was also present at this meeting.

Annual Board Meeting **Hartford, CT** **May 15-16, 2015**

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

Dr. Gordon McIntosh will lead the discussion on strategic planning. It will be a follow-up to our Board Development session held in Milwaukee (May 2014) and will help clarify the expectations of where IIMC is headed and the timeline(s) in which the goals and objectives should be achieved.

Part II Saturday, May 16 10:00 am – 3pm

- MCEF Board Meeting will be held on Saturday, May 16th. The IIMC Executive Committee and ED Shalby will attend from 7:00 am – 9:00 am. This will be followed by a joint IIMC/MCEF breakfast from 9:00 am – 9:45 am.
- The IIMC Board/International VIP Dinner will be held at the State House commencing at 7:00 pm.
- Maria Miranda will again be taking the minutes for all meetings and IIMC Parliamentarian Connie Deford will be present.
- Discussion was held with regard to bestowing an honorary membership for IIMC Past President Brenda Cirtin. A 2/3rds affirmative vote of the Board is required. ED Shalby will reach out to the Board for a vote.
- *Constitutional Amendments*
All proposed amendments have appeared in the February News Digest, and will also appear in the March, April and May Digests. Dyanne Reese, Task Force Chair and Parliamentarian

Deford will be on the dais to answer any questions. Shari Moore, Elections Committee Chair, will present the amendments at the Annual Business Meeting.

Should any issue be raised from the floor, it will be referred back to the Board of Directors and then back to the task force, if so directed.

Staff Reports/Updates

IIMC Annual Conference and Building Update

ED Shalby and Denice Cox

Conference Catering and VIP's:

Denice is still finalizing the VIP aspect of the conference. Denice did mention that IMASA (South Africa) will have someone present as will the VVG (The Netherlands) President be in attendance. Most of the VIPs will be staying at the Marriott, however, should some decide to attend once that hotel is booked, those attendees will be placed at the Hilton.

Denice discussed the catering aspect of the Annual Conference, as well as some of her decorating ideas for the All-Conference Event. Some items mentioned included showing old movies and placing board games in and around the mezzanine for attendees to play. Discussion occurred concerning the funds available to enhance the aesthetics of the facility – the Marque 960.

Building Update:

Denice reported that one of the offices has been rented and the tenant appears to be content.

IIMC is also in the process of hiring a new gardener and having the locks changed on the bathroom facilities.

Membership

Janis Daudt and Tammy Schultz

Janis announced that membership is current at 9,533 paid with a total membership of 9,909 (376 currently unpaid). Revenue from membership dues will again see an increase by approximately \$50,000.00.

IIMC is still waiting for the bulk membership from the Society of Local Council Clerks (SLCC), however, even without the bulk membership, region XI currently has over 500 members

Discussion occurred about possibly offering a bulk membership option to other affiliates.

Discussion also occurred concerning member retention in Regions I through IX versus Regions X and XI.

Janis also announced that the Small Market Membership drive has raised over \$23,000.00.

The Region Directors Challenge has brought in 20 additional members.

With regard to new members, in 2014, IIMC averaged 65 New Member packets per month while in 2015 it has averaged 75 per month. Also member reinstatements have increased in 2015.

Tammy discussed the new lanyards that will be used at the Annual Conference

It was also mentioned that Janis and Tammy continually add email addresses for the Mayor's and Administrators/Managers of our members in order to send notifications regarding many things including certifications and Municipal Clerks Week.

The 2015 Conference currently has 250 attendees, 7 guests, 15 Institute Directors, and 13 Exhibitors registered, of which 51 are attending their very first IIMC conference. Of the 250 registered as of February 25th, 49 attendees are from Regions 1 and 2.

Communications

ED Shalby

Janis Daudt has taken over the responsibility for IIMC's Facebook page and weekly E-Briefings. Currently, we have over 1,000 likes and it continues to grow.

ED Shalby also noted that Emily Maggard, who is a contract employee and continues to handle the News Digest, is somewhat limited in her sources for information. ED Shalby is looking to bring the News Digest back in-house with each staff member being responsible for obtaining information within each of those regions. ED Shalby will proceed with this transfer.

Administration/Finance Update

ED Shalby and Janet Panteleon

Finance:

ED Shalby noted that recently hired Financial Consultant Connie Parker, CPA, has been great. She is a great teacher and been giving Janet Panteleon much more responsibility.

Janet has been able to do more of the month-end work and is really picking it up quite quickly. Janet stated that she now feels that she has an understanding of the process rather than just plugging numbers in without any understanding.

With regard to Year End 2014, the following was noted:

- IIMC will make a profit of approximately \$200,000.00.
- We will be writing off approximately \$10,000.00 from the building line item due to the uncollectable rent.
- IRS fine of \$12,000.00 has been eliminated. IIMC has implemented some additional controls to ensure that tax returns are filed timely
- 2014 IIMC Conference will meet the projected budget of \$75,360
- It is anticipated that IIMC will again increase the Reserve accounts bringing the Restricted Reserve to \$500,000.00. Also an additional \$46,000.00 will be put in the Building Reserve and the Building Emergency reserve accounts, respectively.

Immediate Past President Lemoine inquired if there was a different type of account that the funds could be deposited that would yield a higher rate of return, while still maintaining a conservative approach to investing these funds. ED Shalby will look into this matter and will even discuss this with MCEF to see if that would be a proper way to maximize its earning potential.

ED Shalby stated that the 2014 year-end audit should be received shortly and he anticipates it to be clean of any material deficiencies.

Administration:

ED Shalby started off by saying how much the staff appreciated the salary adjustments that the Board approved at the Mid-Year meeting.

ED Shalby also reported that each staff member will begin the process of creating manuals concerning their specific job responsibilities which will certainly assist with the cross-training of the staff.

Ashley DiBlasi conducted certification training for Dr. Long and Kellie Carroll, IIMC's new Education Assistant. It is anticipated that more of this type of training will occur in-house.

Dr. Long has been working with the Institute Directors and has been building a great partnership and Chris sees great things on the horizon in this area.

Dr. Long has been invited to do a session in Chicago, which she will be doing and she has also been invited to the Idaho conference. It will be determined at a later date whether Dr. Long will attend.

ED Shalby also discussed the Incoming Board Orientation that he does each March and possible revisions to same. One idea that was discussed was to create a task for each incoming Board member or possibly doing a question and answer teleconference call after their first full Board meeting.

President-Elect Simmons will ask each Board member to discuss their respective region, anything special that may be occurring or what their region is focusing on at that particular time, which will be included in an issue of the News Digest.

ED Shalby will continue to look in to this matter.

Education Update

Dr. Long, Ashley DiBlasi and Kellie Carroll

Ashley gave the following update on the education component of the conference:

- They are still finalizing three sessions but the education component should be completed shortly.
- One Academy session and one Athenian dialogue have low enrollment to date. The other sessions will be closed shortly to any additional attendees, which should increase enrollment in the two mentioned.
- The Conference APP has 103 downloads available and will continually be updated.
- IIMC received 59 conference grant submissions to date. All winners and non-winners have been notified. It was discussed whether or not the criteria needs to be revised. IIMC will look in to this matter.
- IIMC received 35 Scholarship Grant applications.
- Scanners are still needed for the conference.
- The Region X and XI offsite education session is still being formulated. This may be the year that there isn't such a session or, perhaps, the session will consist of a panel of international attendees.

With regard to Certification: the turn-around time is 2-3 weeks. Kellie is working on the CMCs and Ashley is working on the MMC applications. It is anticipated that Kellie will soon be doing both.

It was reported that CAPTUS PRESS, IIMC's online provider, has 3 courses available worth 2.5 education points for both CMC and MMC. There have been 450 total registrants and IIMC received rebates of \$3,000.00 - \$5,000.00.

It was announced that all but 6 Institutes have submitted their 2014 Annual Report. The staff will be reaching out to those missing Institutes as well as the State President.

An update was given concerning the Institute Directors Colloquium being held on Sunday, May 17th. There will be some great topics discussed and promises to be a great day of learning and networking.

Dr. Long discussed the Education Survey that was distributed that week to the membership. There are 13 questions and as of 12 noon on February 27th, IIMC has received 1143 responses. The Education Resource Group had vetted the survey and then it was sent to the Research and Resource Committee for their input. Dr. Long stated that she will be working with a statistician in order to be able to extrapolate the necessary information from the survey.

Update on 2015 Conference – Hartford, CT

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	SOLD OUT
Hilton Hotel – 200 rooms	SOLD OUT
Radisson Hotel – 50 rooms	

WiFi – there will not be WiFi at the convention center due to the excessive cost.

EVENTS:

- **Presidents Welcome Reception** Friday, May 15
- **President's Region X/XI and Board Dinner** Saturday, May 16 CT State House
- **First-Timers Orientation** Sunday, May 17

Immediate Past President Lemoine and Janis Daudt, Director of Member Services, will facilitate.

- **Committee Leadership Meeting** Sunday, May 17

President-Elect Simmons and Vice President Buttiglieri will facilitate. All Chairs, Vice Chairs and Committee members present will be invited to attend.

Committee Chairs input will be solicited in terms of any specific goals that they believe their committee(s) should focus on in the upcoming year.

- **Presidents Welcome Reception** Sunday, May 17 Exhibit Hall

Will consist of various deserts and a Mark Twain look-alike
- **Opening Ceremony** (7:30 am-9:30 am) Monday, May 18 Convention Center

Grab and Go Breakfast	6:30 am – 7:30 am
Festivities Commence	7:30 am SHARP
Master of Ceremony	Dennis Sharp
Comedian	

The Opening Ceremony will be followed by:

- Region Meetings
- Refreshment Break
- General session
- Lunch
- Breakout Sessions will be held after lunch

- **Region Dinners** Monday, May 18
- **Golden Gavel Lunch** Tuesday, May 19 (location TBD)
- **All Conference Event** Tuesday, May 19 Marque 960

Roaring '20s theme – old movies, board games, etc.
- **Annual Business Meeting** Wednesday, May 20 Convention Center

Budget Presentation	Sharon Cassler, Chair
Constitutional Amendments	Dyanne Reese, Task Force Chair
	Connie Deford, IIMC Parliamentarian
	Shari Moore, Elections Chair
- **Incoming Board Meeting** (possible luncheon) Wednesday, May 20 (location TBD)
- **Annual Banquet** Wednesday, May 20 Convention Center

Sharon Cassler to serve as Master of Ceremony
 There will not be a “live” auction.
 All Board Members will be introduced
 Will continue with MCEF donation envelopes (collection box at doors)

Future Travels

- Region 1 Conference – President Young
- Kansas Association Conference – President Young
- California Clerks Institute – Long, DiBlasi/Carroll

- Washington State Clerks Conference – President-Elect Simmons
- SOLAR Annual Conference – Director Paans
- Alberta Conference – President Young & Director Graham
- New Jersey Annual Conference – President Young

Possible International travel was discussed but dates still need to be finalized.

Mid-Year Board of Directors Meeting – end of October or Mid November

Miscellaneous:

Future Conference Updates

2016 *Omaha, NE*
 Hilton Hotel – 500 rooms set aside (no attrition)
 Skywalk to Convention Center

2017 *Montreal, CA*
 Hilton Bonaventure 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
 Working with the Convention & Visitors Bureau

2018 *Norfolk, VA*
 Marriott Hotel (host hotel) – need to meet 50% of room block to eliminate any attrition
 Sheraton Hotel

2019 *Birmingham, AL*
 \$25,000.00 in-kind donation
 \$25,000.00 cash donation

2020 Request for Proposals are available

Additional Items Discussed:

- Region XI Consultant Tom Van der Hoven will be present at the Annual Conference in Hartford.
- Discussion occurred concerning a bulk membership for those members of ADSO (Association of Democratic Service Officers – England). ED Shalby will further investigate and report back at a later date.
- Robert Ritsema had applied to serve on the ERG but was not selected in favor of Kathy Novak. Mr. Ritsema has stated that he would be willing to sit on that group to lend an international perspective.

Discussion took place about utilizing Mr. Ritsema to assist in developing a global perspective towards education

- Paul Bergeron, Region I Director, will be retiring creating a vacancy on the Board. ED Shalby will proceed accordingly to fill said vacancy.
- As Hartford will be the first 4-day conference, IIMC will have a survey to determine the attendees' views on same. The results will be discussed at the August 2015 EC/Budget meeting.
- Discussion about the roles of each Region Director took place. Some of the ways to better highlight their activities were possibly to have the Directors provide information about the activities going on in their region for publication in the News Digest. This matter will be further discussed during the Board Development day at the conference.
- Study Abroad Program – Is it still a viable Program?

IIMC discontinued the International Exchange Program and re-allocated funds from that program to the Symposium. As of this meeting, IIMC had 20 people who have signed up to participate in this year's Study Abroad, which will lead into the Hartford Conference. However, only 10 participants will be attending the actual conference causing some concern.

The question becomes:

1. Should IIMC utilize its resources in a better manner based on its current set of priorities?
2. Should IIMC revise the Study Abroad Program?
3. Should funds from MCEF continue being allocated to said program when so few of the members participate?

This matter will be further investigated prior to any decision being made.

With no additional item to be discussed, the meeting adjourned at 5:15 p.m.

Respectfully submitted,

Vincent Buttiglieri
Vice President



IIMC Region XI Management Board

Teleconference Thursday 12th February 2015

Minutes

Present

Jaap Paans	Region XI Director and VvG
Tom van der Hoven	Region XI Development Consultant
Sue Keogh	ADSO
Jonathan Bourne	SLCC
Fraser Bell	SOLAR
Eelco Groenenboom	VvG

Apologies

Chris Shalby	IIMC Executive Director
Bruce Poole	Incoming Region XI Director
Nick Randle	Past Region XI Director
John Austin	ADSO
Gill Littov	IAM
Howard Midworth	SLCC
Ronny Frederickx	ECG and Udite
Neville Dundas	SOLAR

1. Confirmation of Chairman

As is custom and practice the meeting agreed for Region XI Director Jaap Paans to chair the meeting. Jaap welcomed everyone to the meeting and the meeting agreed the agenda for discussion.

2. Minutes of the Board meeting held on 8th October 2014

Resolved:

That the minutes of the meeting held on 8th October 2015 be confirmed as correct.

3. Next Symposium

The Board considered when and where the next Symposium should be held. There was unanimous agreement that it should be held early February 2016 in Brussels – the exact dates would be dependent on the availability of the various venues. This will have to be discussed with Simon Pascoe of Udite.

The Board agreed that a Steering Committee be established with one representative from each of the associations, the two Region Directors and

the Development Consultant. The Development Consultant will contact all associations for their nomination to the Steering Committee.

The Board also agreed to establish a Programme Committee to develop the symposium programme. Associations will be requested to nominate a representative to serve on the Committee and that the VvG will be the lead. The Chairman indicated that IIMC's Institute Director would be happy to contribute to the work of the Committee. The Chairman undertook to liaise with Eelco Groenenboom regarding the representatives of VvG and to nominate a coordinator for the Committee.

The Chairman commented on the ADSO conference which he had attended at which he participated in their 'roundtable facilitated discussions'. It was an interesting experience and gave attendees to actively participate and share experiences with their colleagues. The Board agreed that one or two such sessions be included in the programme. One advantage will be that it will reduce the number of speakers required. Sue Keogh offered to lead on this as she arranged it for ADSO.

As the previous symposium was such a resounding success, the Board agreed to follow a similar format for the 2016 symposium. It also agreed to allocate the same responsibilities to the various associations which are:

- ADSO: communications and facilitated discussions logistics.
- ECG: event supporters and logistics in Brussels and connections with UDITE
- VvG: Program coordination and planning (includes participating clerks from the various countries)
- SLCC: hotel and banquet arrangements plus event support
- AIM: coordination of facilitators at all sessions
- IMASA: delivery of at least one keynote speaker
- SOLAR: sponsorship search
- Development Consultant:
 - budget planning
 - coordination of sponsorship search
 - event coordination

Jonathan Bourne undertook to liaise with Howard Midworth about Helen Quick's involvement which might be limited due to their Practitioner Conference in 2016. No date has yet been set but it was held in the first week of March 2015. Tom van der Hoven pointed out that as we will be following a similar format as previously, that it should require less involvement.

The Board unanimous agreed that a dinner be held on the Thursday evening and that a similar format be followed e.g a drinks reception beforehand and speeches at the dinner by representatives of each of the associations. The Board was also happy to use the same hotel accommodation if favourable rates could be negotiated.

The Development Consultant was requested to draw up a provisional budget.

The Board agreed to set itself a goal of 150 attendees at the symposium but recognised that final numbers will be limited by venue capacity.

A further teleconference of the Board will be held in March/April to consider progress.

Resolved:

1. That the next Symposium be held in Brussels in early February 2016.
2. That it be held on a Thursday and Friday on dates to be agreed with Udite.
3. That a similar format as the 2014 symposium be followed.

4. Review of Region XI Action Plan

The Board noted the updated Action Plan of which a copy is attached.

The Development Consultant explained that the newsletter was issued in accordance with the Management Board's decision in October 2014.

The Chairman undertook to work with IIMC HQ to review the information on the Global Network and to establish links with the websites of the affiliate associations.

Resolved:

That the updated Action Plan be noted.

5. Region XI Development Consultant update

An update will be submitted to the next meeting.

6. Affiliations & Bulk Membership Scheme

The Chairman explained the aim of the proposed revised scheme. It should be based on inclusivity – if you are a member of your local association then you should automatically become a member of IIMC. The matter will be discussed with IIMC's Executive Director and a proposal submitted to the IIMC Board in May 2015.

7. Region XI Newsletter

The Board was happy with the format and content of the newsletters. The next issue is due to be published in June/July 2015. The Development Consultant will liaise with the associations to identify contributions at an early stage.

It was suggested that if an article is very long that it be summarised and a link provided to the full article.

8. Region XI activities in the future

The main focus for this year will be the symposium in February 2016 and the introduction of a revised bulk membership scheme. This should lead to a further dramatic increase in Region XI membership.

The 2015 Study Abroad Program will be held in the United States beginning in Boston, Massachusetts on Tuesday, May 12th and will end Sunday, May 17th in Hartford, Connecticut in time for the IIMC Conference.

The Study Abroad Program has 18 registrants as of today. IIMC will continue to accept participants until March 10, 2015. The maximum number of participants is 30.

9. Increasing the number of attendees at annual conference

Associations were requested to promote attendance at the 2015 IIMC annual conference. It was noted that some had to balance attendance between the IIMC annual conference and attendance at the symposium.

The Board suggested that the Chairman and Development Consultant investigate hosting a Region XI dinner again. There was a request to make provision for drinks with US colleagues afterwards.

10. Marketing and further growth of Region XI

To be considered at the next Board meeting

11. Matters raised by members

Fraser Bell informed the meeting that Karen Wiles would represent SOLAR on the Board.

12. Next meeting

Resolved:

1. That the next meeting of the Management Board be held in the last week of March or first week in April.
2. That the Development Consultant liaise with representatives to decide a suitable date.

Attachments

- *Action Plan*

IMC Region XI Action Plan

Key Reasons for IMC Membership:

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

Key Actions as arising from the survey of Region XI members and from RMB meetings are listed below.

Recommendation	Named individual responsible	Timescales for Implementation	Updates
Communication	<i>Region XI Consultant/ Region XI Directors</i>	Ongoing	<p><i>January newsletter 2015 was sent the second week of February 2015.</i></p> <p>September newsletter was well received by all. Happy for it to be shared with all association members – not limited to IMC members only.</p>
<i>Regional Directors to actively seek and provide feedback from Region XI members prior to and post IMC Meetings</i>	<i>IMC Region XI Directors</i>	<i>May and Mid Year – November</i>	ONGOING

<p><i>Content on Global Network pages to be reviewed and kept regularly updated</i></p>	<p><i>Each Association to appoint a contact who will be responsible</i></p>	<p><i>Immediately/Ongoing</i></p>	<p><i>Region XI Director and Consultant to take action. Articles to be added from Association newsletters and minutes. More use could be made of List Serve</i></p>
<p><i>Recommendation</i></p>	<p><i>Named individual responsible</i></p>	<p><i>Timescales for Implementation</i></p>	<p><i>Updates</i></p>
<p><i>Region XI Directors Roles and accountability to be clarified once Region XI Consultant is in place in January 2013</i></p>	<p><i>Region XI Directors & Region XI Consultant</i></p>	<p><i>February 2013</i></p>	<p><i>COMPLETE Executive Director to investigate whether it has been posted on IIMC website.</i></p>
<p><i>Reports from all IIMC Committees (where relevant) to be précised and provided to Region XI members particularly on results of survey and resultant actions presented to IIMC in May 2012</i></p>	<p><i>Region XI Members who are appointed to committees</i></p>	<p><i>May 2013</i></p>	<p><i>Members were expected to be e-mailed in January 2015 to put forward their names to serve on the various committees in 2015-2016.</i></p> <p><i>Region XI members interested in serving on committees to identify themselves to President Elect.</i></p>

		<i>Action taken in and after May 2014 Milwaukee meeting. Nearly all committees manned!</i>
	<i>Region XI Management Board</i>	<i>Region XI Symposium to be developed for June 26th and 27th 2014</i>
<i>Investigate possibility of Region XI based training / more localised networking opportunities</i>	<i>Named individual responsible</i>	<i>Timescales for Implementation</i>
<i>Proposals for Region XI Conference, to be held in Europe to be fully investigated and costed.</i>	<i>Region XI Management Board</i>	<i>Region XI Symposium to be developed for 2014</i> <i>Completed. Discrepancy between two invoices for catering was being investigated. Small negative turn out because of an admitted number of non paying VIP's</i>

<p>Review the feasibility of the current Region XI geographical area and consider representations regarding smaller designated sub-regions.</p>	<p>IIMC Board of Directors</p>	<p>Not in current strategic plan</p>	<p>Not required. Region functions perfectly well as is. Skip this action</p>
<p><i>Regular Review of Action Plan</i></p>	<p><i>Region XI Management Board</i></p>	<p><i>Each Region XI Management Board and Region XI meeting</i></p>	<p><i>Ongoing</i></p>
<p><i>Bulk Membership</i></p>	<p><i>Region XI Consultant</i></p>	<p><i>December 2013</i></p>	<p><i>461 Dutch VvG members as of January 2014 member of IIMC</i></p>
			<p><i>267 SLC Institute members as of January 2015 supposed member of IIMC.</i></p>
<p><i>Targeted Marketing Leaflets</i></p> <p>a) National Bodies b) Individual Region XI Members</p>	<p><i>Region XI Consultant & Region XI Board Members</i></p>	<p><i>March 2014</i></p>	<p><i>Consultant to work with Executive Director. Original leaflet still available and could be used with minor changes.</i></p>
<p><i>Recommendation</i></p>	<p><i>Named individual responsible</i></p>	<p><i>Timescales for Implementation</i></p>	<p><i>Updates</i></p>

<p><i>Expanding Region XI possible relations with: Brazil. Saint Martin(French: Saint-Martin; Dutch: Sint Maarten) has become a member to IIMC.</i></p> <p><i>There are Dutch relations with Cape Verde, Finland and Denmark. AIM has connections with France, Spain and China.</i></p>	<p><i>Region XI Consultant & Region XI Board Members & presidents of affiliated associations</i></p>	<p><i>Not in current strategic plan</i></p> <p><i>Language is a barrier. First priority to focus on English speaking countries starting with India.</i></p>
<p><i>Next region XI meeting, Brussels symposium of Bristol</i></p>	<p><i>RD Paans</i></p>	<p><i>Should take place annually in May at conference and October/November at a venue dependent upon where the President attends the association conference that year</i></p>
<p><i>International consultant</i></p> <p><i>The RFP text of the position 'regional consultant' will be spread amongst region XI members.</i></p>	<p><i>RD Paans/ED Shalby</i></p>	<p><i>Completed.</i></p> <p><i>Out of 4 Candidates Tom van der Hoven was appointed by the ED after the Board was consulted.</i></p>



IIMC Region XI Management Board
Teleconference Monday 13th April 2015
Minutes

Present

Jaap Paans	Region XI Director and VvG	P
Bruce Poole	Incoming Region XI Director	A
Chris Shalby	IIMC Executive Director	P
Tom van der Hoven	Region XI Development Consultant and past Region Director	P
Nick Randle	Past Region Director	-
Sam Shippens	Past Region Director	P
John Austin	ADSO	P
Sue Keogh	ADSO	P
Ronny Frederickx	ECG and UDITE and past Region Director	P
Jeff Wouters	ECG	-
Gill Littov	IAM	-
Jurie Vorster	IMASA	-
Jonathan Bourne	SLCC	P
Howard Midworth	SLCC	-
Helen Quick	SLCC	P
Karen Wiles	SOLAR	P
Eelco Groenenboom	VvG	P

1. Confirmation of Chairman

The meeting noted that Bruce Poole was unable to attend and wished him a speedy recovery. As is custom and practice the meeting agreed for Region XI Director Jaap Paans to chair the meeting instead. Jaap welcomed everyone to the meeting and the meeting agreed the agenda for discussion.

2. Minutes of the Board meeting held on 12th February 2015

Region XI Action Plan: To be discussed at the next Board meeting in Hartford.

Region XI Development Consultant update: A report has been submitted to the IIMC Board and will be reported to the next Board meeting.

Affiliations & Bulk Membership Scheme: Details of a revised scheme is being drafted and will be presented to this Board for discussion.

Region XI Newsletter: The next issue is due to be published in June/July 2015.

Region XI activities in the future: The main focus for this year is the symposium in February 2016.

The 2015 Study Abroad Program will be held in the United States beginning in Boston, Massachusetts on Tuesday, May 12th and will end Sunday, May 17th in Hartford, Connecticut in time for the IIMC Conference.

Increasing the number of attendees at annual conference:

So far 21 participants from Region XI have registered for the Annual Conference in Hartford and 20 from Canada. The Executive Director confirmed that Region XI participation has been steady at this level for the last 3 years.

The Development Consultant reported that arrangements have been made for a Region XI dinner in Hartford. Details will be e-mailed to those members attending the conference.

Marketing and further growth of Region XI: To be considered at the next Board meeting.

Resolved:

That the minutes of the meeting held on 12th February 2015 be confirmed as correct.

3. European Symposium 2016

Ronny Frederickx, President of UDITE reported on his discussions with his Presidential Team. It was decided that:

- In principle UDITE wanted to cooperate again with IIMC to organise the second Symposium.
- The Symposium can take place in the premises of the Committee of the Regions. Unfortunately, the calendar of meetings of the Committee has not yet been determined;
- UDITE can take care of the logistics and IIMC of the program of the Symposium.(UDITE booked the meeting rooms – all other arrangements, including catering, were done by IIMC team).
- It is recommended that a formal agreement be entered into between IIMC and UDITE.

Although a date cannot yet be determined, this means that preparations can start, and UDITE can start the procedure to use the meeting rooms in the Belliard Building of the Committee of the Regions (CoR).

The Board noted the update and thanked UDITE for their willingness to work with IIMC again on this important project.

As a date cannot yet be determined it will not be possible to make final arrangements for hotel accommodation. Helen Quick informed the Board of her discussions with the Royal Windsor Hotel. She has provisionally arranged for rooms to be made available for Wednesday 3 and Thursday 4 February 2016 as well as Wednesday 10 and Thursday 11 February 2016. The rate for both weeks are €165 compared to €125 in 2014. The hotel had indicated that the rate would be lower for a Thursday and Friday booking. As far as this was concerned the Chairman pointed out that the CoR buildings were not available on a Saturday which would mean an alternative venue to be found for the Symposium on the Saturday. Due to practical issues this is not a preferred option.

The Board felt that the rates were quite high and requested Helen to look into alternative and less expensive venues. Karen Wiles pointed out that the second week coincided with Valentine's Day and which could have an impact on availability and price.

In response to a question as to why it was planned for a February date instead of June as previously, the Chairman explained that it was primarily due to take the pressure off IIMC staff due to its proximity to the IIMC Annual Conference in May.

Ronny Frederickx undertook to request Simon Pascoe of UDITE to expedite finalisation of the CoR programme of meetings so that a date can be fixed. He expected an answer by June. The Board noted that if a February date proved difficult that we may need to consider alternative dates. The Executive Director suggested that if possible, it be linked to a study abroad tour which would broaden participation.

The Board noted the draft budget. The Executive Director of IIMC confirmed that an IIMC contribution of \$7,000 would be available. The Board expressed its appreciation to IIMC.

Due to problems experienced in 2014 with attendance at the dinner, it was agreed that the cost for the dinner be included in the price instead of it being an optional item. It was suggested to aim for an all-inclusive registration fee of €199. The Development Consultant undertook to discuss the options with those involved in 2014 and to bring back proposals to the next Board meeting.

The Board also noted the proposal to include an early bird registration fee for the first 110 participants.

The availability and cost of translators depends on a number of factors and can be considered at a later stage when more detail around speakers and participants are available.

Simon Pascoe will again be the contact person at UDITE and the Chairman asked Ronny Frederickx to convey the Board's appreciation to him.

The Board noted the response from the Associations in respect of the tasks allocated to each as well as their representation on the Board, Steering and Programme Committees. A copy is attached as an annex to these minutes.

Jonathan Bourne pointed out that due to their own programme that Helen Quick would not be able to assist in Brussels during the Symposium as she did in 2014. Alternative arrangements will be considered.

Karen Wiles asked those involved in 2014 with sponsorship to provide her with contact details. The Board requested each association to also encourage their own sponsors to participate or provide sponsorship.

Resolved:

1. That the various reports be noted.
2. That we continue to aim for the Symposium to be held on 4th and 5th February or alternatively 11th and 12th February 2016.
3. That those individuals and associations allocated specific tasks continue to progress them.
4. That alternative hotel accommodation and at a cheaper rate be investigated by Helen Quick.
5. That a revised budget be presented to the next Board meeting to include an all-inclusive registration fee and an early bird option.
6. That all Associations be requested to encourage their sponsors to participate or provide sponsorship.

4. Next meeting

Resolved:

That the next meeting of the Management Board be held on Monday 18th May 2015 in Hartford.

RESPONSE FROM ASSOCIATIONS

	Acceptance of allocated task	Management Board	Symposium Steering Committee	Representative Programme Committee
ADSO	Yes Communications and facilitated discussions logistics.	John Austin	John Austin	Sue Keogh
ECG	Yes Event supporters and logistics in Brussels and connections with UDITE	Ronny Frederickx	Ronny Frederickx	Ronny Frederickx
IMASA	Yes Delivery of at least one keynote speaker	Jurie Vorster	Jurie Vorster/Cherel van Rensburg	Cherel van Rensburg
IAM	Yes Coordination of facilitators at all sessions	Gil Litov	Gil Litov	Gil Litov
SLCC	Yes Hotel and banquet arrangements – unfortunately not event support due to own event	Jonathan Bourne	Howard Midworth/Helen Quick	Jonathan Bourne
SOLAR	Sponsorship search	Karen Wiles	Karen Wiles	Karen Wiles
VvG	Yes Program coordination and planning (includes participating clerks from the various countries)	Eelco Groenenboom	Eelco Groenenboom	Eelco Groenenboom

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Chris Shalby
Executive Director

Date: April 15, 2015

Subject: Executive Director's Update



OVERVIEW

The following overview depicts each area at Headquarters, what improvements we've made, what we're tackling for future needs and personnel updates. At the end of this report, we have two recommendations regarding Policy matters that will need the Board's approval.

PERSONNEL

We are fully staffed in all departments except for Communications. With the hiring of Dr. Jane Long in January as our Director of Professional Development and Kellie Carroll as our Education Assistant, IIMC is now operating with a cohesive and professional staff

ADMINISTRATION

As a whole, IIMC's staff continues to operate efficiently and productively and persists in finding new and creative methods to improve the Organization in every aspect. We are currently at eight full time employees, and every single staff member assists where needed in helping to pick up the slack.

As always, Denice Cox, Maria Miranda and Janet Pantaleon, are extremely proficient and capable in meeting their daily responsibilities.

MARKETING/COMMUNICATIONS

The News Digest continues to be produced externally by freelance writer Emily Maggard and internally with staff. We will most likely continue to employ Maggard in this position until the end of 2015. One year ago, we recommend to the Board going this route for several reasons: 1) As former IIMC staff and now freelancer, Emily is familiar with the publication, its deadlines and submissions; 2) allows IIMC to bank at least 50% of her salary and benefits going into 2015 and, maybe, through 2016. Depending on the upcoming budget cycle, this is the last position that IIMC needs to fill. However, if the budget doesn't allow the additional hiring of a Communications Coordinator, we will either continue using Maggard or bring the Digest in-house full time and share the responsibility with staff. Last August, the Membership Department took over the creation and distribution of the E-Briefings, providing us with more content control and immediacy with members.

Statistics

IIMC is averaging a 27% open rate on email announcements such as E-Briefings and News Updates. The industry association average is 18%. Our click rate is 23% (members clicking on links within the announcements) and our bounce rate is 5% (emails that bounce back to IIMC). We have 10,038 active contacts. Since we changed delivery day from Thursday to Wednesday, we've noticed a higher percentage of openings.

EDUCATION

Our Education Department, which consists of Dr. Long, Ashley DiBlasi and Kellie Carroll, are expeditious in their responses to members' education questions, and also provide excellent customer service through the certification processes. The Department's full report is in this Agenda. The Education Department Survey results and white paper are also in this Agenda.

Education Group

This Group began work in January 2013 and has been instrumental in helping with the Colloquium and the Conference and handling education requests. The Group consists of three Institute Directors: Cassie Van Remortel, University of Wisconsin, Green Bay; Jeff Hendry, Florida State University; and Kathie Novak, Colorado. Their report is in this Agenda.

MEMBERSHIP

In 2014 and through June 2015, the Department embarked on a new membership campaign, one that dealt with 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 172 new members. These members have paid their dues, and also have made contributions to MCEF, attended Annual Conferences in 2014 and 2015, and enrolled in CMC and MMC Education programs. Total revenue from this group is \$31,084.00. We have exceeded the budget allocation through the campaign's term.

This is the second extensive membership campaign that IIMC has embarked on in the last three 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 \$46,890 and more than 370 new members.

Janis Daudt and Tammy Schultz tackle the majority of this department's work and Janet Pantaleon offers help here in between her financial responsibilities. This an excellent team who truly enjoys dealing with IIMC members and coming up with creative ways to recruit and maintain membership. Their efforts helped make the 2014 year-end membership figures exceeded the \$1 million mark for the seventh consecutive year.

FINANCE

Our existing policies and processes continue to steer us in a positive direction. We're diligent about administering the Organization's finances. 2014 was the eight consecutive year (2014 year-end review is part of this Agenda) that IIMC placed in the positive. We also were able to move funds into our restricted reserves account, now totaling \$503,000, of which \$46,000 is allocated to the building reserve account and the mortgage escrow account. A few years ago, we discussed a goal to reach the \$500,000 mark by 2016-2017. We're a couple of years ahead of schedule and we will continue to build on this account. IIMC's financial accomplishments are a strong indication of an Organization's collective efforts and willingness to adhere to a set budget, while continuing to broaden its horizons and provide members with valuable services.

Improvement to Budget Process -- FYI

With the hiring of Connie Parker, CPA, as our new financial consultant, we will be exploring new ways of improving on the current budget, helping to streamline and simplify its contents. These ideas will be discussed at the Budget and Planning committee's summer meeting. With Connie's help, Janet Pantaleon has taken on additional responsibilities in accounting.

CONFERENCE – HARTFORD

This is our first 4-day annual conference. We projected 650 Delegates and 50 guests. As of April 20, we have 592 Delegates and 35 guests for a total of 627 participants. With exhibitors, speakers, etc., our total number of attendees is approximately 752. Regions 1 and 2 have registered more than 137 delegates. Our hotels are the Marriott, Hilton and the Radisson.

In 2012, after the Portland Conference, when we noticed our attendance was not as high as in past years, we contacted future conference cities and renegotiated the hotel and convention center contracts. In Hartford, we rethought reserving several hotels and focused on one – the Marriott – as the host hotel. The Marriott offered us 300 rooms, a number that we would meet and, eventually, exceed. When the Marriott sold out in early February, we signed a contract with the Hilton for 200 rooms. Again, a number that we can meet; thus, keeping us out of attrition. As of today, we have three sold out hotels – the Host Marriott Hotel, the Hilton and the Radisson. IIMC negotiated hotel rebates and commissions to help offset costs: The Marriott, Hilton and Radisson are providing us with \$10/per room night commission. We are not bound to attrition regarding any Hotel.

It's been an effort working with the Convention Center, but we've made progress. There is a state subsidy of \$20,000 that will help defray rental costs, leaving IIMC with approximately \$11,000 to pay for use of the Center.

Exhibit Program/Sponsors

IIMC has sold 39 exhibitor booths. We have two new sponsors in 2015 – ARMA and Prime Government Solutions -- to give us a total of eight sponsors.

Steps To Minimize Loss

- Our food and beverage minimum in the Connecticut Center is \$130,000, which we will meet. We were able to negotiate 2011 food and beverage prices, which help with our orders and costs.
- We used a New Jersey printing house – Mimeo -- to print the Conference program to save on printing and shipping – approximate savings of \$500 plus.
- We offered discount programs for Academies, Regions 1 and 2, first timers. We have an incentive for any city that sends two or more Clerks to the conference to receive a discounted flat rate of \$460 per delegate. These measures were meant to increase attendance. Also, we've provided one year's complimentary membership for any Connecticut Clerk (never been an IIMC member) who attends the conference. As of this writing, we have six new members from the state that will be in attendance.
- We eliminated the printing of the conference handouts and delegate envelopes, and DVD, a savings of approximately \$3,500. **This is NEW**

The Committee and Board accepted our recommendations in 2011 to reduce expenses for two IIMC events beginning with the 2012 conference. The reduction in expenses in these two events continues in 2015.

- Opening Reception –budget reduced from \$35,000 \$25,000

- All Conference Event – reduce budget from \$50,000 to \$40,000

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

Headquarter Building

We have rented one office (Bruga Legal Services at 900/square feet). We continue to search for our second tenant. As of this writing, the building is in good shape, and was painted in November 2014. We monitor the building in regards to maintenance.

Management's Recommendation – Quill Award

We would appreciate the Board directing the Policy committee to review the Quill Award criteria and deadline. The past few years, each Quill Award Selection Committee has raised points about clarity and definition in how the winners are scored, categorized and chosen. The current criteria was developed a few years ago and, all in all, it's fine; however, there are certain areas that need to be better defined.

Management's Recommendation – Use of IIMC's Logo

We would appreciate the Board directing the Public Relations/Marketing and the Policy Committee to create a policy that specifies in detail who can or cannot use IIMC's logo and in what context. Occasionally, we receive requests for the logo from members who want to print it on shirts, business cards, etc. IIMC's logo is not copyrighted, but it's use of the last 60 years gives IIMC proprietary rights as a trademark or service mark. Therefore, use and benefits of the logo need IIMC's permission.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Chris Shalby
Executive Director
Date: April 15, 2015
Subject: Region XI Bulk Membership Scheme



Two years ago, IIMC and its Region XI consultant at that time, Nick Randle, created, with the Board's approval, a Region XI bulk membership scheme to help recruit Region XI Clerks. The plan was to approach all IIMC Region XI affiliates (SLCC, IMASA, ADSO, SOLAR, VvG and IAM) and propose that each affiliate incorporate a small fee into their existing membership dues to pay for IIMC membership. The fee was equivalent to \$15US. To qualify, the Associations needed to bring in a minimum of 100 new members to receive the \$15US per member fee. Otherwise, a Region XI member wanting to join IIMC would pay \$26US.

To date, we have two Region XI Associations that employ the scheme: SLCC with 269 members and the VvG with 456 members.

In reviewing the scheme and some of IIMC's other Region XI affiliations, there is a disparity in whether or not the \$15US is affordable with other affiliations, for example ADSO and IMASA to name a few. The Region XI Management Board is interested in maintaining and growing the bulk membership scheme; however, a reduction in or a flat cost may make it more attractive and palpable. Currently, Region XI affiliations pay \$15US per member/per bulk scheme of 100 members. The Region XI Board would like to either reduce the cost to a flat rate for all Region XI affiliations or attach a small, fixed percentage to their own dues, making it affordable for all Region XI affiliates.

The Region XI membership is at 815 as of March 31, 2015 membership figures. Both SLCC and the VvG have paid their \$15US fee for the next 12 months.

IIMC will ensure that members recruited through this scheme receive website access, the monthly online News Digest magazine, weekly E-Briefings, E-membership packet, the Region XI newsletter and all other available IIMC benefits. Plus, certification programs would be available.

Management's Recommendation

Bringing in new members outside North America is not about monetary gain for IIMC, but about inclusivity and the opportunity for new members to engage in education and global certification programs. The small revenue that IIMC would reap from the Membership Scheme pales in comparison to enrolling approximately 1% to 3% of new Region XI members in the CMC program. In keeping with IIMC's mission of serving Municipal Clerks worldwide, Management recommends that the Board direct staff to work with the Region XI Management Board to revise the current scheme, making it favorable for all Region XI associations to become IIMC members. By doing so, IIMC will be able to establish a new protocol in costs and recruiting outcome for Region XI members. It will also level the playing field in terms of costs, since some Region XI associations are better equipped to handle higher fees than others. If the Associations approve the new scheme, and the IIMC Board agreed, the new bulk membership scheme would have a launch date of January 2016.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board
From: Chris Shalby, Executive Director
Date: April 10, 2015
Subject: MCEF Policy 8 Funds Report



Background:

MCEF Policy 8 funds are unrestricted dollars that MCEF provides annually to IIMC to use toward education programs from conference speakers, region meeting education sessions/speakers, conference grants and the Region XI symposium as well as other future education endeavors. MCEF funds are given at year-end for the upcoming year. This report details the last two years of Policy 8 unrestricted funds and where the funds have been spent.

2014

Year-end 2013, MCEF provided IIMC \$41,466 from Policy 8 funds to use toward 2014 education programs. The following is the breakdown of where those funds were allocated and spent

Activity	Funds Allocated (\$41,466)	Funds Used
Region Meeting Stipend (\$1,000/region)	\$11,000	\$ 4,500
IIMC Conference Grants (2/region)	\$ 6,160	\$ 4,200
Education	\$24,306	
Conference speakers		\$24,300 (Acad./Gen./Concurrent)
Program Development	\$10,000	\$ 3,625
Distance Education programs	\$10,000	\$ 1,498
2014 Region XI Symposium		\$ 6,000 toward education program
TOTAL		\$44,123

2015

Year-end 2014, MCEF provided IIMC \$38,858 as Policy 8 funds to use toward 2015 education programs. The following is the breakdown of where those funds were allocated and spent

Activity	Funds Allocated (\$38,858)	Funds Used/
Region Meeting Stipend (\$1,000/region)	\$11,000	\$ 4,000 – as of 4/10/15
IIMC Conference Grants (2/region)	\$ 6,160	\$ 6,160 – as of 4/10/15
Education	\$21,698	
Conference speakers	\$54,000	*\$54,000 (Acad./Gen./Concurrent)
Program Development	\$5,000	*\$ 5,000
Distance Education programs	\$5,000	*\$ 5,000
2016 Region XI Symposium		*\$ 3,000 (allocated for 2016)
TOTAL		\$77,160

*These are dollars that we have budgeted toward the annual conference, education department, and Symposium yet have not spent as of date. Conference concurrent session speakers (\$12,000), academies (\$12,000) most likely will not be expensed to the full amount. The general sessions speakers (\$30,000/\$15K per speaker) will be expensed to the full amount after the conference. The Education Department has not used any of the funds from the Program Development or Distance Education Programs yet. The 2016 Region XI Symposium dollars will be used in 2016.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors

From: Dr. Jane Anne Long, Director of Professional Development
Ashley DiBlasi, Certification Manager
Kellie Carroll, Education Assistant

Date: April 7, 2015

Subject: 2015 Education Department Report



The Education Department has focused on rebuilding itself to be stronger and more cohesive since the May of 2014 Board Meeting. We are proud to say that a strong team has been created consisting of individuals who genuinely have IIMC's best interest in mind, making service to our members the number one priority. We are energized about the future and continuing to grow and strengthen our department and program offerings. Below please find highlights of our progress since May of 2014.

- **2015 Annual Conference Education Program** – With the assistance of the Conference Committee and many Institute Directors and local Clerks we were able to develop and well-rounded program built around the new 4-day conference schedule. The education schedule was posted to the website via the new **Annual Conference Smartphone Application** (complete with a desktop version) on Wednesday, March 18, 2015. We are confident that all the delegates will enjoy the program and find that their program evaluation comments were heard and taken into account
- **8 Academy Sessions** – Topics range from Communication, Meeting Facilitation, Human Resources, Leadership, Employee Discipline and Political/Administrative Interface
- **General Session topics** – “Everyday Leadership” – with Drew Dudley and “The Power of Perception” – with Warren Macdonald
- **Concurrent Sessions** – We will offer 35 concurrent education sessions on various Municipal Clerk related topics.
- **Athenian Dialogues** – The department has doubled the number of Athenian Dialogues available at the conference this year! Mrs. Lincoln's Dressmaker by Jennifer Chiaverini will be facilitated by Kerry Bush; Endurance by Alfred Lansing will be facilitated by Kathie Novak; Unbroken by Laura Hillenbrand will be facilitated by Mary Lynne Stratta; and When Character Was King by Peggy Noonan will be facilitated by Chuck Tokar.
- **Region X and XI offsite education session** – This session entitled “An Exploration of a Local Community Works Project” will include a tour and history

of the Billings Forge Community Works in Frog Hollow, which is about a mile from the Hartford convention center. The community includes housing, employment assistance and job training, restaurants, a community garden and many other family focused activities to strengthen the health and well-being of community members.

- **Conference Handout CD ROM** – The CD-ROM has been eliminated saving IIMC approx. \$2,000.
- **Smartphone Application** – The Department is so proud of this newly added feature and feel that this App really brings the IIMC Annual Conference into the technology age. This program will enhance each delegate's conference experience and literally put everything one could need in the palm of their hand. For those that do not have a smartphone, we have created a desktop version (www.iimcannualconference.com) which can be accessed on any computer with an internet connection. The education session handouts will be built directly in to the App (and desktop version) and are available for download with a single click. We look forward to receiving feedback in the Annual Conference evaluations.
- **Crucial Conversation Sessions (roundtables)** – The Education Department was delighted to see the overwhelming approval of this module again in the conference evaluations last year. The 4 day schedule allowed the opportunity to re-evaluate the entire program but especially this module. We have reinvented the session to be more intriguing and will focus on topics that you wouldn't normally find in a typical education program. “Been There, Avoided That!” is the theme for the Crucial Conversations this year. This module will be held on Wednesday, May 20th.
 - Topic options this year are as follows:
 - Workplace Bullying
 - When Are You Going To Stop Being A “Clerk”?
 - Fraud Finds You
 - The Dark Side of Technology
 - The Adversarial Citizen
 - Lack of Leadership
 - Smile! You’re on Candid Camera
- **Breaks** – 15 minute breaks have been incorporated into the all sessions again this year, with the exception of the Crucial Conversations, in order to accommodate the presenter and Delegate needs. This seemed to work very well last year and all parties involved appreciated the gesture. This also eliminated many scanning issues or missed class time affecting delegate transcripts and points earned. Since the session time slots have all been increased to accommodate the new 4 day schedule format, these breaks are crucial.
- **Membership Wide Professional Development Survey** – The Education Department conducted a 15 question Professional Development survey that was sent to 9275

members. The survey generated 2637 responses which is a 28.4% response rate. A detailed analysis of the survey will be provided in Dr. Long's white paper.

- **Athenian Program** – This program continues to spread like wild fire! We have seen an increase in Dialogues and recently approved several new Athenian Fellows. We currently have 38 Facilitators and 65 Fellows.
- **2015 Study Abroad**- The 2015 Study Abroad was collaboratively reviewed by the Education Department and the Program Review and Certification Committee. The program will consist of 23 hours of education earning 11.5 CMC Education or 11.5 MMC Advanced Education points with completed learning assessment. The learning assessment will consist of a 250 word essay for each session attended.
- **Committee Work**
 - **Conference Committee** - The Department worked with the Conference Committee to recommend sessions for the 2015 Conference Education program in addition to providing valuable insights into the 4 day conference schedule.
 - **Education and Professional Development Committee** – The Department worked with the committee to develop the membership wide professional development survey. This committee also assisted with the review of professional development courses offered by the University of Phoenix.
 - **Program Review and Certification Committee** – The Department worked with the committee to review the Education Guidelines in regards to the MMC Professional and Social Contributions. The changes that came out of the 2014 Mid-Year Meeting have been well received and continue to streamline the application process and MMC program in general. This committee has also assisted with reviewing the new California MMC program proposal which was approved in December of 2014, and the professional development courses offered by the University of Phoenix.
- **Education Resource Group** –The ERG continues to be a very valuable asset to IIMC in general and the Education Department. The biggest accomplishments to date have been the planning of the 2015 Institute Directors Colloquium as well as the additions to the membership wide professional development survey. A wonderful colloquium agenda has been developed in which the Institute Directors will participate in the theme of “21st Century Municipal Clerk’s Institutes – Best Practices Today....Opportunities of Tomorrow.” Marche’ Fleming-Randle from the University of Wichita, Kansas will serve as the facilitator for this program, leading discussions on how to create a strong institute as well as grow and sustain it through the years. In addition, Institute Directors will be discussing their best practices and participating in roundtable discussions about “hot” topics they are currently facing with their Institutes. The outcomes of this session will be carried over into the Monday Institute Director’s meeting.

- **Institute Update**
 - **2014 Institute Annual Reports** - Out of 47 IIMC-approved Institute programs, the Education Department has received 33 Annual Reports.
 - **Reports Not Received:**
As of the date of this report, the department has not received 14 Annual Reports. A handful of these Institutes have requested alternate deadline dates due to program scheduling and others have had a change in Institute Directors. We will continue to work with these Institutes in order to receive their reports.
 - **Institute Changes** – As we saw in 2013 and 2014, many of the IIMC-approved Institutes are in the process of changing universities. Illinois, Colorado and Arkansas are currently engaged in the process. As of the date of this report, no actual proposals have been received, however we expect new proposals from Colorado and Illinois by the end of 2015.
 - **New Jersey** – At the end of 2014, the Institute Director in New Jersey transitioned. Laura Flagg has proven to be a great addition in this state and has been wonderful to work with. The Registered Municipal Clerk program which is required in New Jersey has fallen under the Institute Director's jurisdiction and is now considered an IIMC-approved Institute program. This will benefit the members in the state of New Jersey greatly as they will now have more educational opportunities available to assist with the CMC point requirements.
 - **South Africa** - The Department has touched base with Jurie Vorster, President of IMASA, with regard to a possible Institute in South Africa. The Association is currently developing a Certified Municipal Administrator program which they hope to have approved as a CMC Institute in the future. IIMC has worked with IMASA in the past regarding the creation of a new Institute, but this is the first time we have a tangible and clear direction. As of the date of this report, a date is being established for a telcon in late April as well as a meeting at the 2015 Annual Conference in order to move this process forward. The Department is hopeful that a new Institute proposal for South Africa will come to fruition in 2015.
- **Online Education Programs**
 - **Captus Press**- The Department added a third class to the current online course listings at the beginning of 2015 for a total of 3 available courses. Since rolling out the courses in September of 2014, IIMC has received approximately \$6,500 in revenue from these courses.
 - **Course Review Approvals** – Course reviews continue to stream in. The Department has not encountered any issues with the process but in 2015 we are going to evaluate the requirements and determine if the process can be streamlined at all making the submission process easier for associations. Currently requests are answered within 10 days.

- o **Verification –**

- o **CMCs and MMC's** - Application review time is currently 2 weeks. Since the Mid-Year Meeting on November 15, 2014 we have awarded **118 CMC** designations and **31 MMC** designations. Both programs continue to be in line with last year and the Department does not see these numbers decreasing any time in the future.
- o **International Certification** – The Regions X and XI Transition Period expired December 31, 2014. The Department feels that the changes made allowed adequate time to bring the international membership in line with Region I-IX. The feedback we have received from the international membership has all been positive. At this time, the Department does not see an immediate need to bring the transition period back or adjust the guidelines. CMCs continue to be obtained by members in Regions X and XI without a problem.

The Education Department thanks you for your incredible support during our year of transition and is extremely excited about the future of not only our department, but the direction that IIMC is taking as a whole.

Management's Comments:

There is much optimism and anticipation in terms of where IIMC is heading toward education programs, methods of delivery and global outreach. We appreciate this department's commitment to the Organization's education endeavors and look forward to long-term visioning for our members.

The Current State of IIMC Education and Recommendation for Future Directions

A White Paper

Introduction and Purpose

When I began my position with IIMC at the beginning of January, the Executive Director asked me to “immerse myself in all things IIMC Education” and provide a report of my findings. Therefore, this paper reflects my review of the Education department – its policies, processes, procedures and offerings. Although some of the information in this paper is already well-known, it bears reiterating for purposes of providing a global picture and to frame the recommendations section of this report.

There are two sections to this report—one describing the current state of Education at IIMC and the second containing recommendations for the future.

Survey and Analysis

Introduction

In early January the Education department conducted a membership-wide short survey in order to more clearly understand the needs and expectations of our members for continued professional development. The survey consisted of a total of 15 questions and included demographic questions such as region, size of municipality served, age-based generation of each member, highest level of education, employment status, and number of years served in the clerk profession. In addition we asked for their current IIMC membership status as well as their certification status. The survey then asked whether respondents had an interest in other types of professional development beyond certification. Those who responded “Yes” to the question about other types of professional development were asked 4 additional questions regarding the types of professional development they have already completed and which types they have further interest in completing. We also asked about their preferred style of learning, whether it was online or in person. Finally, we asked if the respondents had any additional comments to share. **NOTE:** A copy of the survey questions and answer choices may be found in Appendix A at the end of this paper.

On February 26, 2015 the survey was launched and an e-mail invitation was sent to 9,275 members, with reminder e-mails sent on March 6th and March 13th. The survey closed on March 22nd with a total of 2,638 responses which is a 28.4% response rate. The respondent breakdown includes 2494 responses from Regions I thru IX, 69 responses from Region X, and 75 responses from Region XI.

Analysis

The second question in the survey provided insight into the size of the municipalities our members serve. In Regions I-IX, 80.4% of respondents indicated that they serve municipalities that have a population of less than 50,000. In Region X, 63.7% of respondents indicated serving a population of less than 50,000 and in Region XI 72% of respondents indicated the same. Therefore, it may be concluded that the majority of our clerk members are serving small cities and towns both nationally and internationally.

The third question in the survey indicated that 93.8% of respondents in Regions I thru IX belong to either Generation X (32-50 years of age) or Baby Boomers (51-69 years of age). (*See figure 1 below*) Regions X and XI showed similar results with 94.2% and 94.7% respectively.

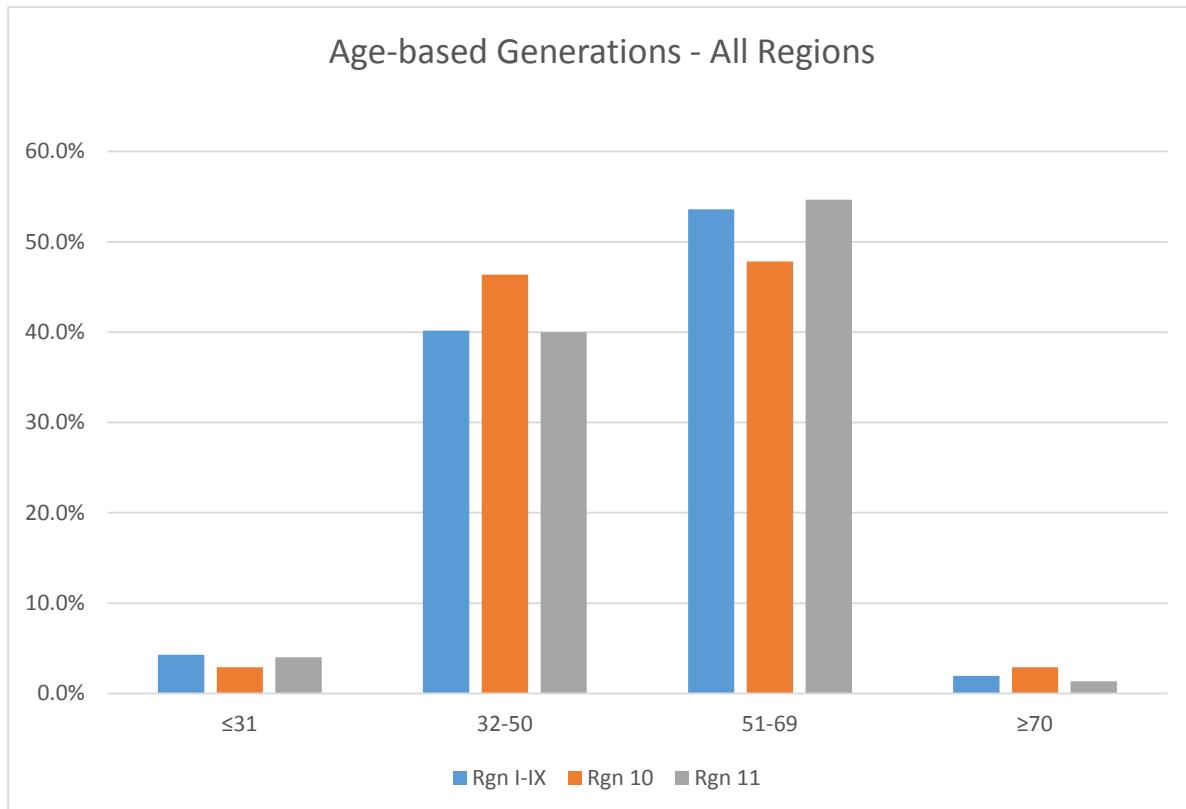


Figure 1

The fourth question in the survey revealed that 63.1% of respondents in Regions I-IX hold technical, vocational, Associates, Bachelors or advanced degrees, while 28.5% have achieved credit at a technical, vocational or Associates degree institution but did **not** achieve a degree. (*See figure 2 below*) Of the respondents in Region X, 91.3% hold the same type of degrees while 96.1% of respondents in Region XI also hold those types of degrees.

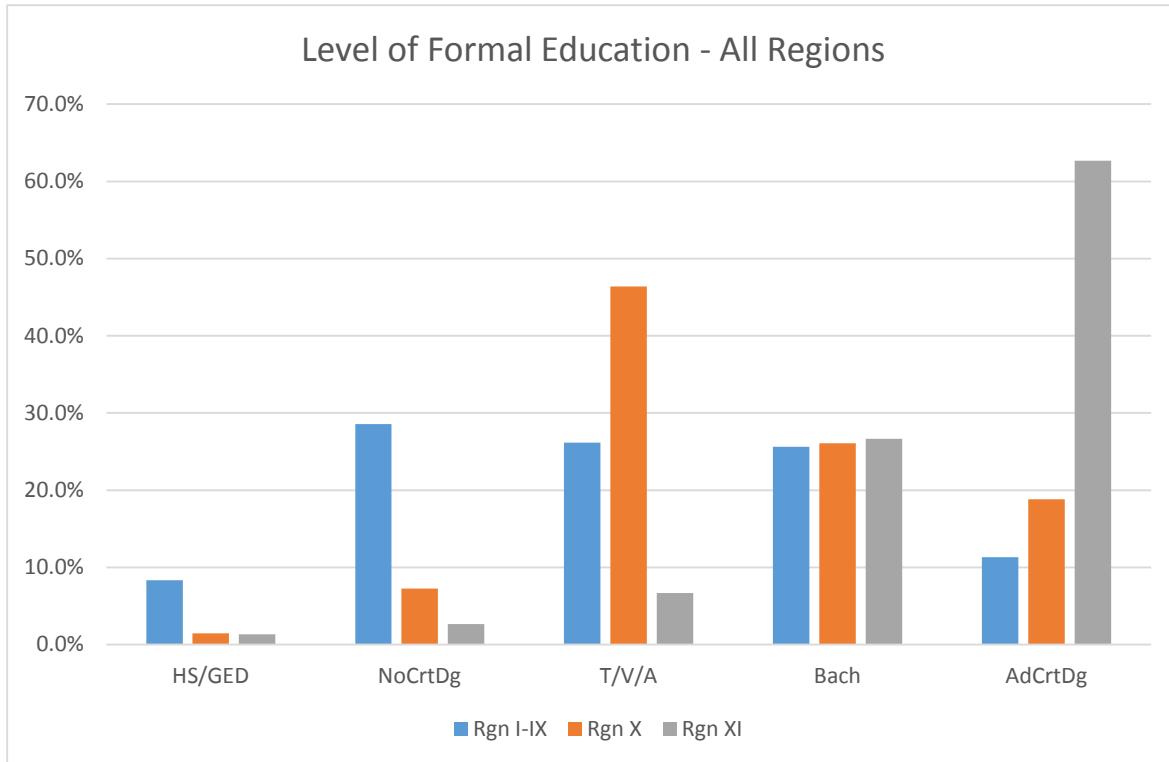


Figure 2

When analyzing level of education in relationship to IIMC Certification, it was found that the majority of respondents with CMC certifications do not possess any type of degrees or certificates. The majority of respondents with MMC certifications hold Technical, Vocational or Associate degrees.

The fifth survey question asked about employment status and overwhelmingly our respondents are all full-time employees. For Regions I- IX, 93.6% are full time employees. In Region X, 90.9% are classified as full-time status while only 78.7% are full-time workers in Region XI as they have more part-time clerk positions.

The sixth survey question requested respondents to provide years of service in the clerk profession. The majority of respondents in Regions I thru IX have worked between 0 and 29 years with 16.5 years being the mean weighted average years of service for all respondents. In Regions X and XI, the number of respondents with 30 or more years of service were twice that of those in Regions I thru IX. (*See figure 3 below*) When analyzing this data in relationship to those interested in further Professional Development/Training, it showed that those who have served between 0 and 19 years are the most interested in further learning opportunities.

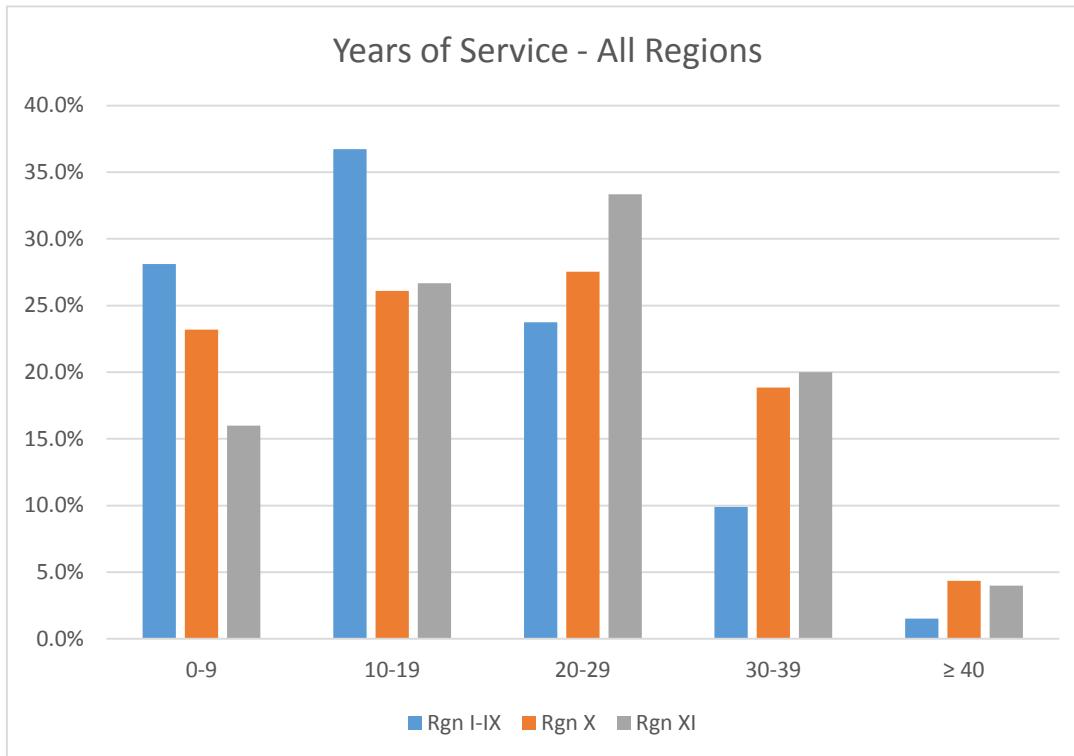


Figure 3

The seventh survey question asked about IIMC membership status and in Regions I thru IX 82.2% of respondents were Full members with only 11.9% identifying themselves as Additional Full/Deputy Members. Retired and Associate members were a little more than 5% of respondents. There was a similar percentage of Full members in Regions X and XI, however those regions had more respondents that were retired or Associate members.

The eighth survey question was significant as it asked about certification level or if respondents were currently working toward IIMC certification. If respondents answered “No, I am not currently working toward certification”, they were prompted to provide a reason as to why they were not interested in certification. The first part of this question revealed that in Regions I thru IX, 39.2% of respondents have achieved their CMC and 20.3% have achieved their MMC. In addition, 30.2% of respondents stated they are currently working toward

IIMC certification. In Region X, 31.9% of respondents have achieved their CMC and 15.9% have achieved their MMC. Additionally, 27.5% are working toward IIMC certification. In Region XI, 28% of respondents have achieved their CMC and 8% have achieved their MMC. Currently, 14.7% are working toward IIMC certification. In each region, there were respondents that stated they were **not** currently working toward IIMC certification which includes 10.3% in Regions I thru IX, 24.6% in Region X, and 49.3% in Region XI. (See figure 4 below.)

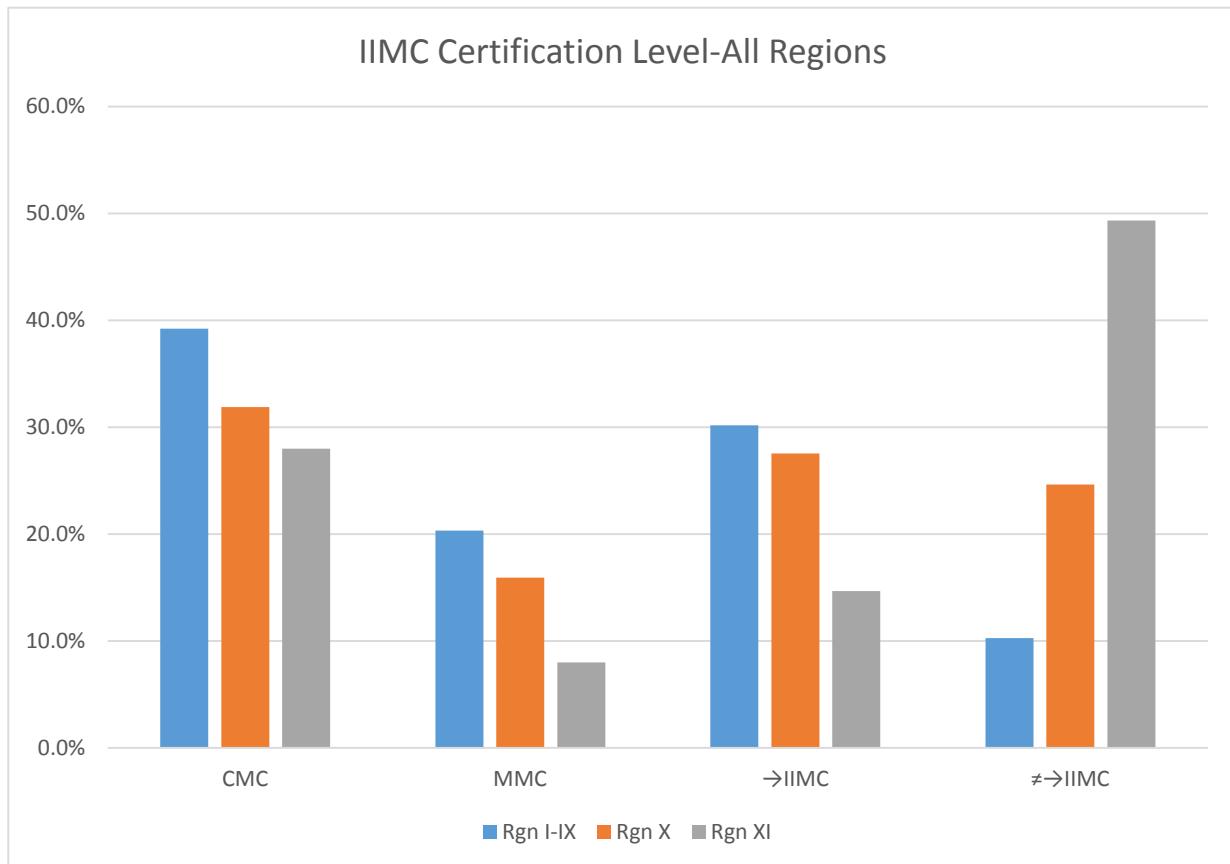


Figure 4

Those who responded that they were not currently working toward IIMC certification were asked to select from a list of reasons as to why they were not pursuing IIMC certification. The top two reasons in all Regions for not pursuing certification were “lack of time” and “lack of funding”. One interesting piece of data that stood out in the analysis of this question was that for Region XI, the top reason for not pursuing IIMC certification is because it is not necessary for their current positions. (*See figure 5 below.*)

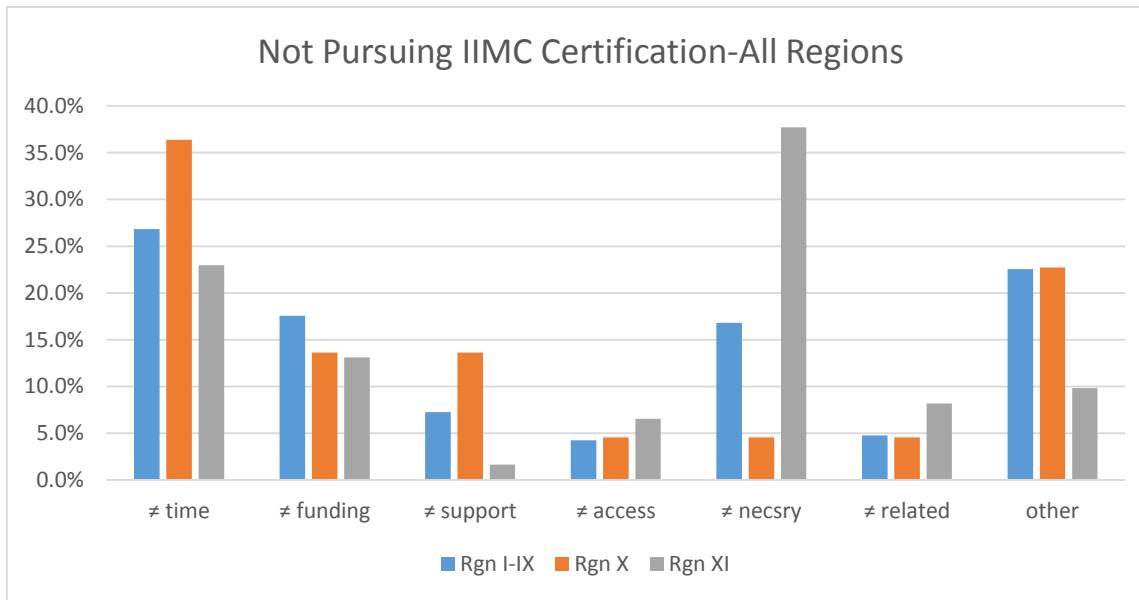


Figure 5

The ninth survey question asked respondents if they had interest in other types of professional development opportunities, beyond required certification classes. The majority of respondents in all Regions answered that they **were** interested in other types of professional development opportunities, which included 65.7% in Regions I thru IX, 73.9% in Region X and 53.3% in Region XI. When analyzing this data in terms of age-based generation, it was found that the largest numbers of respondents interested in other types of professional development belonged to the Generation X and Baby Boomer generations. Of those who responded that they were not interested in other professional development opportunities, the top two reasons once again were “lack of time” and “lack of funding”. (*See figure 6 –Next page.*) In addition, the vast majority of the comments in the “other” category stated that they were retiring which is why they no longer had an interest in professional development. Respondents who answered that they were not interested in other types of professional development, were exited from the survey after responding to the “reasons” question.

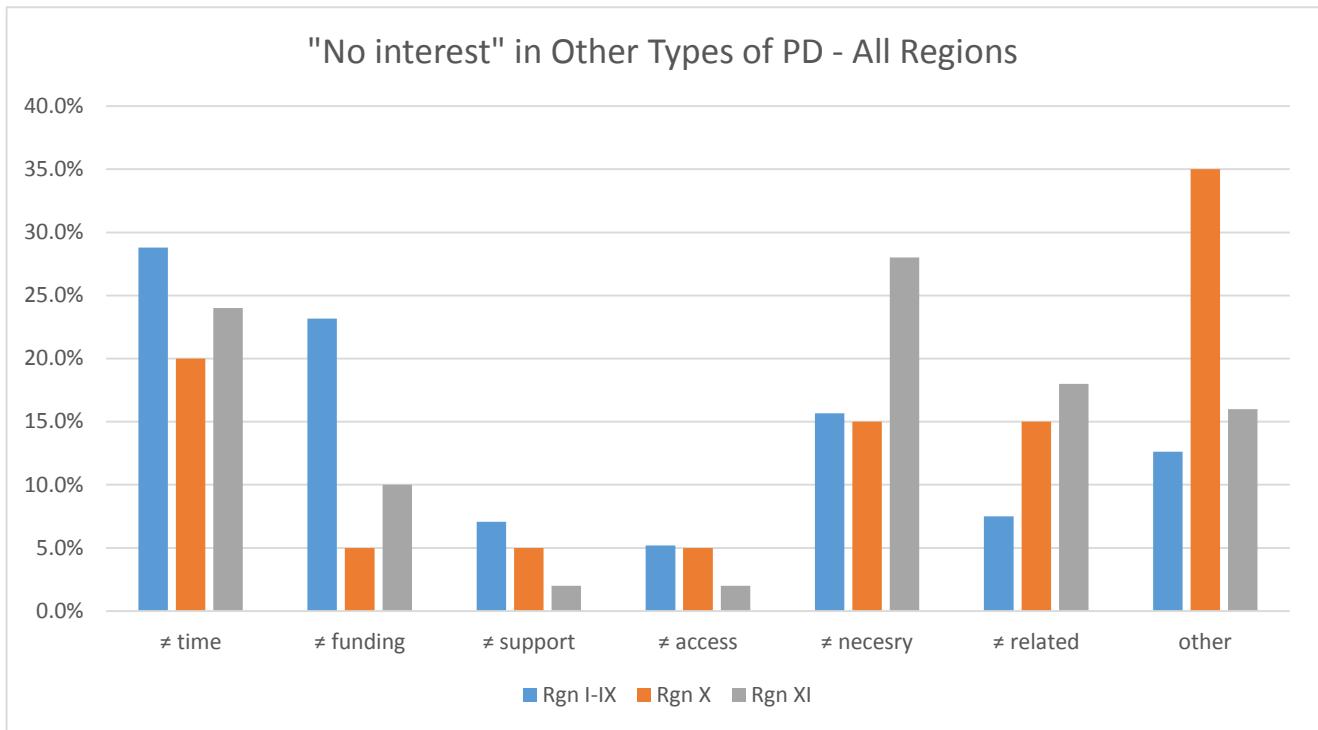


Figure 6

The next two questions in the survey explored what types of other professional development respondents have **completed** as well as those types they are requesting for **further** professional development. In all regions, the top two responses to both questions were the categories of Leadership and Management and Ethics. The third highest response was for the category of Technology training. For more detailed information, please see Figures 7 and 8 on the following page.

The relationship between IIMC certification level and interest in other types of Professional Development was analyzed and it is no surprise to report that CMC's and those working toward IIMC certification make up the majority of those interested in continuing their learning.

Categories of Other Types of PD have been COMPLETED - All Regions

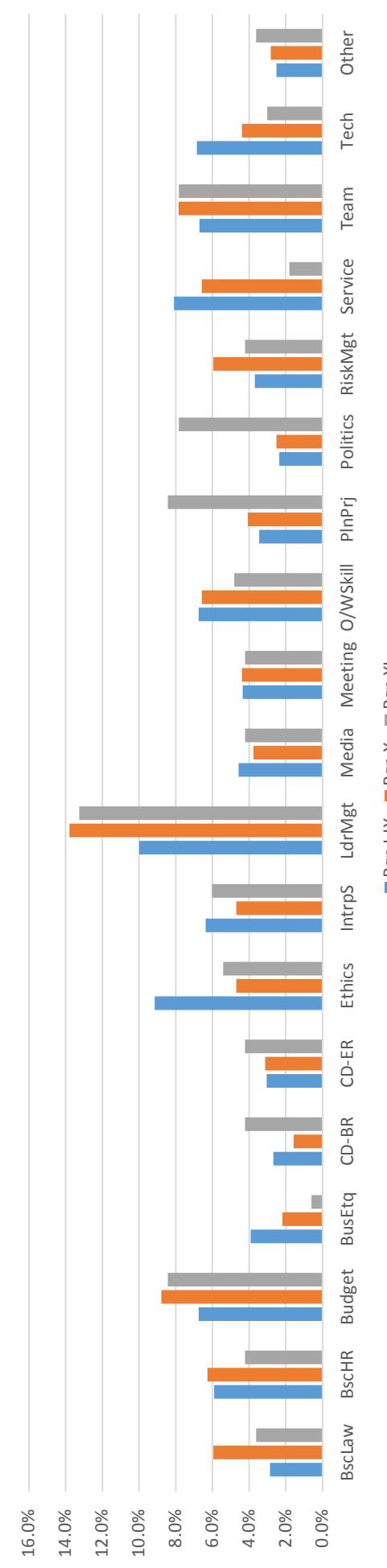


Figure 7

Categories of Interest in FURTHER Types of PD - All Regions

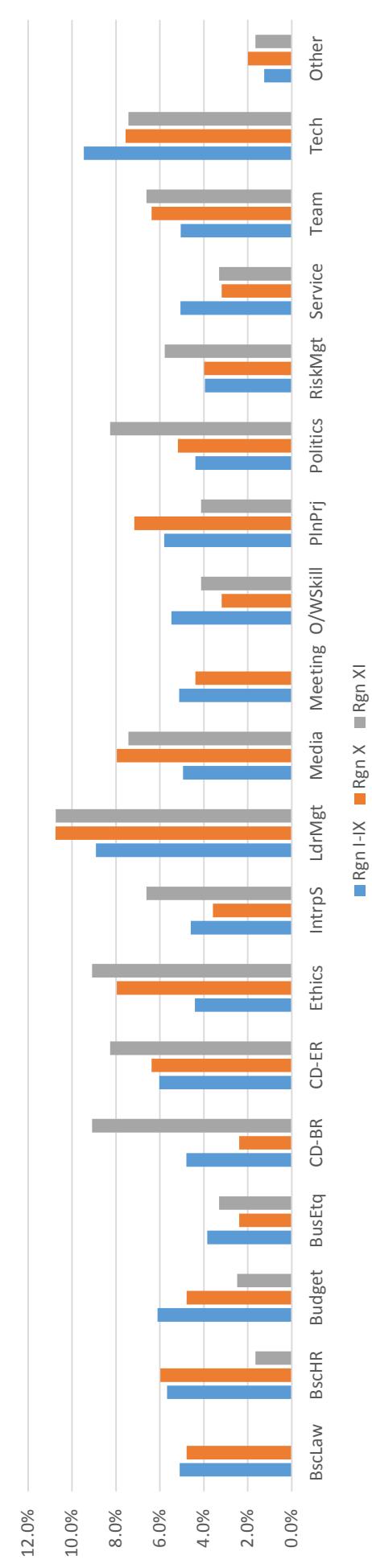


Figure 8

The twelfth question on this survey asked respondents about their preferred modes of learning. All regions responded similarly, with “Classroom based courses or seminars”, “Online courses, webinars or seminars” and “Workshops at state, regional, or IIMC conferences” being the top three choices of the majority of respondents. (See figure 9.)

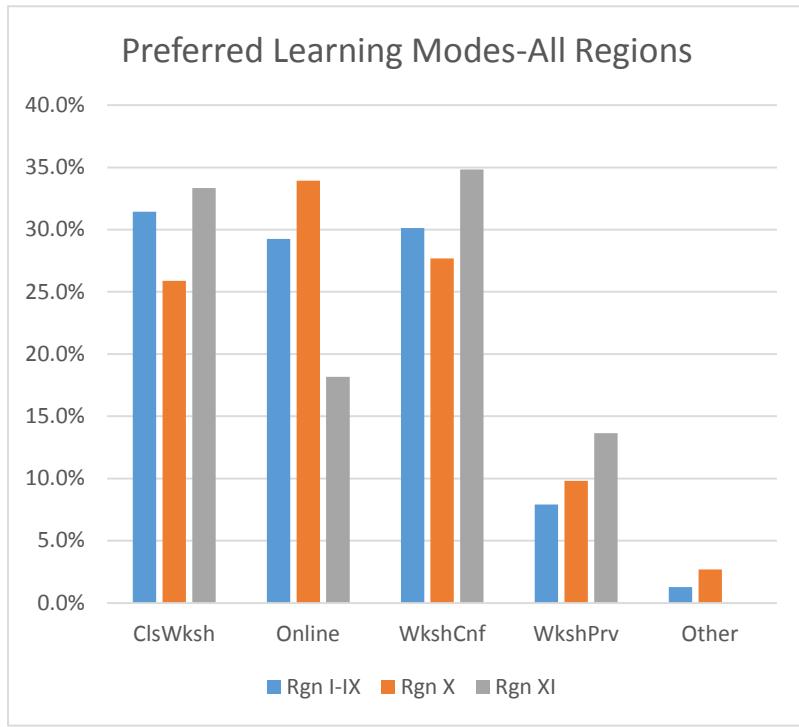


Figure 9

The final survey question asked for any other confidential comments from respondents. In reviewing the many comments, there were a few themes that emerged. These included:

- Consideration of a recertification or continuing education requirement for CMC's and MMC's
- Training on more specific “clerk related” topics
- More online training options
- Lack of funding and assistance with grants
- Making training more practical than theoretical

Summary

In summary, this survey has provided us with valuable data that will serve as a foundation for IIMC to collaboratively build educational opportunities for its membership. Of particular note are the strong interest in other professional development/training opportunities, the specific types of training in which members are requesting and the preferred learning modalities of the membership, including a very high interest in online courses. Further in this report you will see several recommendations that reflect the results and requests from this survey.

Conversations with Institute Directors

In the short amount of time I have been with IIMC, I have been working to reach out to all of the Institute Directors both via e-mail as well as by phone. I have spoken to several Institute Directors and had the privilege of visiting two Institutes in the past three months, which includes the California TTC Institute in Riverside, California and the Mountain West Municipal Clerks and Treasurers Institute in Boise, Idaho.

The Institutes I attended were both outstanding, with quality programming and excellent instruction. I had the opportunity to converse with several attendees who were grateful for the opportunity to attend the training and to network with their fellow clerks from around the state. It became apparent that the networking time and opportunities at these events were just as important as the instruction time because participants enjoy learning from one another.

My conversations with Institute Directors focused on two questions:

1. What are the current challenges you face with your Institute?
2. What could IIMC do to assist you in meeting your challenges?

The current challenges that were shared in common included keeping costs low and increasing attendance. Many discussed how difficult it is to reach the small town clerks and persuade them to attend the Institutes mainly because it is difficult for those clerks to be away from their offices. In addition, many of the small towns cannot afford to send their clerks for training. The Institute Directors also noted that it is difficult to obtain resources and speakers for their institutes. In addition, their sponsoring universities are beginning to demand a percentage of the program revenue to cover the administrative costs of hosting the institutes. This is becoming more prevalent and more costly.

The Institute Directors shared several things they would like to see IIMC champion which includes creating greater opportunities for collaboration between Institute Directors, assisting in helping Institute Directors connect and build rapport with their state associations, considering some form of recertification for CMC and MMC designees, and creating an MMC mentoring program.

The conversations with the Institute Directors were very enlightening and taken into account in the creation of the recommendations for this report. The plan is to continue reaching out to the Institute Directors until conversations have occurred with each and every one.

Review of Certification Processes

A review of both the CMC and MMC certification processes was conducted and discussed with the IIMC Certification Manager, Ashley Di Blasi. Both processes are well documented and the applications are clear; however our members still find them a bit intimidating. Ashley has done an outstanding job taking the

intimidation out of the processes and making the process more approachable. She has also created an online step-by-step video walking viewers through the process and the video may be found on our website. Ashley has also worked tirelessly to decrease the review time for certification applications. She has decreased it by more than half the time it was taking five years ago.

The Education Department will continue to invite certification applicants to call our office and speak with us regarding their applications. We find that when we can speak with applicants directly, we are able to clear up common misconceptions and get the applicants on the road to certification.

Review of Education and Institute Guidelines

A thorough review was conducted of both the Education and Institute Guidelines and they were both found to be clear and thorough. The Education Guidelines provide a straightforward explanation of the Course Review Process and Requirements and the guidelines for both CMC and MMC designations. These guidelines serve as the “go-to” reference during the review of both CMC and MMC applications for certification. The Institute Guidelines provide a solid explanation of all necessary requirements for a program to be approved as an official IIMC Institute. Again, these guidelines serve as a reference during the review of new Institute proposals and when working with states, proveniences, and countries who are interested in pursuing the establishment of an Institute.

Review of Current Professional Development Offerings

A complete review of the professional development offerings both offered by IIMC and endorsed by IIMC was conducted and remarkable work has been done to provide quality opportunities to the membership. The Annual Conference is an outstanding production with quality instruction along with excellent networking opportunities for attendees. Currently, IIMC offers three online courses through Captus Press which are easily accessible and assist members in achieving education points toward certification. The only drawback to these courses is that they are completed solely online with no student-to-instructor or student-to-student interaction. IIMC also endorses online courses offered by FEMA, Ed2Go and University of Phoenix. Again, these are courses that allow members to achieve certification points, but they are lacking in the contact between clerks. The offerings by state, provincial, and national associations are endless and provide our members with local opportunities to network, learn and gain certification points. Finally, the Institutes and Academies are all excellent programs that provide our members with comprehensive opportunities to achieve their certification goals.

This concludes my review of the current state of Education at IIMC and I must say that we have a strong, comprehensive program and a department that is poised to meet and exceed the educational needs of our membership.

Recommendations for the Future of IIMC Education

Using the research obtained in the analysis of the current state of Education at IIMC as a foundation, I would like to make the following recommendations to help establish, shape and grow the future of Education at IIMC.

1. The Education Department will be exploring the following in the coming year:

- Exploration of a Collaborative Online Learning Space

This would serve as a space for Institutes Directors to share best practices, information and conduct online discussions. Conversations with Institute Directors revealed that they would like a space for these purposes that would allow them to connect more than once a year at the Annual Conference.

In addition to serving as a collaborative space, it could also serve as a place to create a “speakers bureau” for Institutes Directors to promote both local and national speakers with whom they have had good experiences. In addition, a listing of Institute Directors who teach and are willing to travel to other Institutes could also be housed on the site, providing more resources for Institutes across the country. This “speaker’s bureau” will be open to all state, provincial and national associations.

Finally, this space may be used for IIMC to begin administering online classes for the membership. There are a few Institutes offering outstanding online courses and it would make sense for IIMC to bring those together in one place to begin offering the classes to the entire membership rather than just those contained in one state. This would be an undertaking that would require policies, processes and procedures with involvement from the Education Resource Group as well as the Education and Professional Development Committee.

Exploration of this recommendation would also include a review of options and potential costs.

- Exploration of an IIMC Online Institute

Once a collaborative learning space is in place, it will be time to begin exploring the possibility of creating an IIMC Online Institute with the support and input of Institute Directors, the Education and Professional Development Committee, and the Program Review Committee. A project of this magnitude would have to be developed in phases which are recommended below:

Phase I: Development of online courses and possibly some short online certification programs (e.g. Finance and Budgeting certificate) open to all members.

Phase II: Development of a “core” curriculum that is common for all states/provinces

Phase III: Development of an International track that contains classes relevant to various international curriculums

- Exploration, review and revision of the Institute and Education Guidelines

The review of both the Institute and Education Guidelines revealed that there are a few things that should be further explored. First, consideration should be given to revising the Institute Guidelines to include partnerships with Community Colleges in addition to four-year colleges and universities. Conversations with Institute Directors revealed that many four-year colleges and universities are reorganizing due to budget constraints and may no longer support Institute programs. Additionally, there are several states where there is a lack of four-year colleges and universities including Wyoming, Pennsylvania, and Arkansas to name a few. A list of recommendations should be formulated, discussed, and presented to the Board for consideration and adoption.

Second, some revisions to the curriculum development sections to include greater emphasis on the relationship between curriculum and the clerk's role. In addition, recommendations for creating more practical curriculum versus theoretical curriculum should be formulated, discussed and presented to the Board for consideration and adoption.

Finally, both sets of Guidelines require some updating of language and streamlining of sections. It is recommended that a list of these types of changes be created, discussed and then presented to the Board for consideration and adoption.

- Exploration of how IIMC Education Staff can increase support of state/local/provincial Associations, Institutes, Academies, and Professional Development programs.

This would require further discussion with Institute Directors as well as Region Directors and State Associations to determine how IIMC could increase collaboration with and amongst these groups. In addition, we would like to further explore how Education department staff can present at more state and local professional development events.

Management's Recommendation:

We are seeking consensus from the Board to collaboratively work with the Education and Professional Development and Program Review and Certification Committees as well as the Education Resource Group to create recommendations resulting from work completed in item 1.

In the next few months, we will be asking the President, with the Board's approval, to create an International Task Force to more clearly understand the educational needs of IIMC Region XI members and to create recommendations for the most efficient and effective ways to meet those needs.

Appendix A

Survey of Members

1. In which IIMC region are you currently serving?
 - Region I (CT, ME, MA, NH, NY, RI, VT)
 - Region II (DE, DC, MD, NJ, PA, VA, WV)
 - Region III (AL, FL, GA, NC, SC)
 - Region IV (AR, LA, MS, OK, TX)
 - Region V (IN, KY, MI, OH, TN)
 - Region VI (IA, MN, WI)
 - Region VII (IL, KS, MO)
 - Region VIII (AZ, CO, ID, MT, NE, NV, NM, ND, SD, UT, WY)
 - Region IX (AK, CA, HI, OR, WA)
 - Region X – Canada (AB, BC, MB, NB, NL, NS, NT, ON, PE, QC, SK, YT)
 - Region XI – Outside North America (Australia, Belgium, Bulgaria, England, Israel, Netherlands, New Zealand, Portugal, South Africa)
2. What is the approximate population of the municipality in which you currently serve?
 - 5,000 or less
 - 5,000 – 20,000
 - 21,000 – 50,000
 - 51,000 – 100,000
 - 101,000 – 250,000
 - 251,000 – 500,000
 - Greater than 500,000
3. In an effort to gain a clearer picture of our membership and create professional development and training opportunities that more specifically serve member's needs, please identify your age-based generation:
 - 31 years and under (Generation Y or Millennials)
 - 32-50 years (Generation X)
 - 51-69 years (Baby Boomer Generation)
 - 70 years and older (Traditional Generation)

4. What is your highest level of formal education?

- High school/GED
- Some trade, technical, vocational or college (no certificate or degree)
- Trade, technical, vocational (certificate) or Associate's degree
- Bachelor's degree
- Advanced certification or degree (e.g. master's, doctorate, JD, CPA, CPM, MD, DDS)

5. What is your current employment status?

- Full-time
- Part-time
- Seeking employment
- Retired

6. Considering your entire professional career, how many total years have you served in municipal/local government?

- 0-9 years
- 10-19 years
- 20-29 years
- 30-39 years
- 40 years and over

7. What is your current IIMC membership status?

- Full member
- Additional Full/Deputy member
- Retired member
- Associate member

8. As a municipal/local government professional, IIMC is aware that you may hold one or more required state or provincial issued certifications. We would also like to know if you hold the Certified Municipal Clerk (CMC) or Master Municipal Clerk (MMC) certification from IIMC.

- Yes, I hold the CMC
- Yes, I hold the MMC
- No, but I am currently working toward IIMC certification
- No, I am not currently working toward IIMC certification (if selected, an additional question will pop up asking)
 - 8a. Which of the following reasons best explains why you will not seek IIMC certification? (select all that apply)
 - Lack of time
 - Lack of funding
 - Lack of support
 - Lack of access – no local professional development/training opportunities
 - Not necessary for current job
 - Not related to current professional goals
 - Associate Member not eligible for IIMC certification at this time
 - Other (Please type your response in the text box below, 250 word limit)

9. Course work, conferences and workshops for certification require specific categories of professional development. Do you have an interest in other categories of professional development or training beyond certification?

- Yes (If selected will move to question #10)
- No (if selected, an additional question will pop up asking)
 - 9a. If your answer was "No", is it due to: (select all that apply)
 - Lack of time
 - Lack of funding
 - Lack of support
 - Lack of access – no local professional development/training opportunities
 - Not necessary for current job
 - Not related to current professional goals
 - Other (Please type your response in the text box below, 250 word limit)

NOTE: If respondents answer "No" to question 9 and complete question 9a, they will then be taken directly to the end of the survey and thanked for their responses. If they answer "Yes" to question 9, they will be taken directly to question 10 and prompted to complete questions 10 thru 13 before exiting the survey.

10. In which categories have you completed other types of professional development or training through state/province or IIMC sponsored activities? (select all that apply)

- Basic business law
- Basic HR functions
- Budgeting and finance
- Business etiquette
- Community development (business-related activities)
- Community engagement (event-related activities)
- Ethics
- Interpersonal skills
- Leadership and management
- Media relations
- Meeting planning and administration
- Oral and written communication skills
- Planning and project management
- Politics
- Risk management
- Serving the public/handling difficult people
- Teambuilding and group dynamics
- Technology in the clerk's office
- Other (Please type your response in the text box below, 250 word limit)

11. In which categories would you like to receive further types of professional development or training through state/province or IIMC sponsored activities? (select all that apply)

- Basic business law
- Basic HR functions
- Budgeting and finance
- Business etiquette
- Community development (business-related activities)
- Community engagement (event-related activities)
- Ethics
- Interpersonal skills
- Leadership and management
- Media relations
- Meeting planning and administration
- Oral and written communication skills
- Planning and project management
- Politics
- Risk management
- Serving the public/handling difficult people
- Teambuilding and group dynamics
- Technology in the clerk's office
- Other (Please type your response in the text box below, 250 word limit)

12. Which instructional modes of professional development or training do you prefer? (select all that apply)

- Classroom based courses or seminars provided by your state association (institute or academy) or local university
- Online courses, webinars, or seminars provided by your state association (institute or academy), IIMC or local university
- Workshops at state, regional or IIMC conferences
- Workshops conducted by private companies (Kaplan, Fred Pryor, etc.)
- Other

13. Are there any other comments you would like to share, confidentially, with IIMC regarding your needs for professional development or training?

- No, I have no further comments at this time
- Yes (Please type your response in the text box below, 250 word limit)

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: **IIMC Board**
From: **Tom van der Hoven**
Region XI Development Consultant
Date: **April 7, 2015**
Subject: **Development within IIMC Region XI in 2015**



The purpose of my report is to inform the Board of the focus of my work as Region XI Development Consultant in 2015 and to seek the Board's input and support.

Background:

In November 2008, Nick Randle and I, as Region XI Directors, submitted a discussion paper to the Board on developing IIMC into a truly International Organisation.

IIMC had valid aspirations to be an international professional body but while it had an international dimension to its membership it was at that stage a primarily North American organisation. Our paper discussed some of the issues which IIMC needed to address to achieve its aspirations and made proposals which could form a basis for moving forward.

The Board supported the proposals in principle and since then a number of those initiatives have seen the light such as international study tours, exchange visits, a bulk membership scheme, a European Symposium and the appointment of a development consultant.

I am excited about the progress that has been made so far. I would like to thank the Board for appointing me as Region XI Development Consultant and look forward to continuing the good work of my predecessor, Nick Randle. I do not seek to introduce any new initiatives at this stage but rather to build on those previously identified.

The Role

The Region XI development consultant has the following role description and it is envisaged that these focus areas will be implemented over time.

The Consultant will work closely with Region XI Directors, IIMC staff and the International Relations Committee, to increase international participation in IIMC and develop and deliver services to IIMC members particularly in the international community.

Specific objectives

- Significantly grow membership of IIMC Region XI;
- Generate regular communications between IIMC, Region XI Directors and Region XI members which supplements and complements the material provided by IIMC;
- Commission and create value added material, products and services which members will regard as a member benefit; and
- Organize meetings and events in Region XI both to support the growth and development of region XI and as an additional benefit to IIMC members in region XI and other regions.

Some Key IIMC Tasks

- Build relationships with national organizations in countries within region XI and encourage the establishment of affiliation agreements.
- Market IIMC and facilitate the uptake of IIMC membership within affiliates and among professionals at large.
- Support and encourage the creation of institutes in each country in which IIMC operates.
- Create and publish a regular region XI E-journal. This would be primarily aimed at region XI members but accessible to all IIMC members.
- Commission and create additional value added products and services for members.
- Organize periodic meetings/ teleconferences for region XI members as appropriate.
- Organize study tours and other events within region XI as appropriate
- Facilitate the participation of increasing numbers of region XI members in IIMC annual conference.
- Brief IIMC officers on developments within Region XI.
- Liaise with IIMC Headquarters and support the central evolution and development of IIMC services for all members.
- Support education staff in defining appropriate policies for Region XI certifications
- Undertake any other appropriate activities as required.

This is a significant remit for a role which is intended to be undertaken in a few hours a week, but my predecessor has shown that a focused and systematic approach will show benefits over time and build momentum in key areas.

Discussion:

Structure.

A Region XI Management Board has been established and held its first meeting in March 2013. This Board acts in the collective interests of IIMC members in Region XI and in line with the policies and guidance issued by the IIMC Board and Executive Director.

The Board consists of a representative from each national body, plus the sitting and past regional directors and the development consultant (who is also a past regional director) .The meeting is chaired alternately by the sitting regional directors and has established an action plan for moving Region XI forward. The format, action plan and minutes are published within the Executive Director's report.

Part of my role is to encourage and facilitate the Region XI Management Board's work and helping to ensure that the Board, the International Relations Committee and IIMC staff are able to work together.

The Board has met on several occasions. It met again in February 2015 to review its Action Plan and to consider whether to hold another European Symposium in 2016. More about this later in this report.

Communication

Communication has always been a priority in Region XI. It is a challenge to engender a feeling of unity in a single region amongst associations in different countries and without a common language. The regular newsletter is our vehicle to share experiences and good practice. I have responsibility for producing the quarterly Region XI newsletter as well as generating periodic email bulletins. I was asked to produce a newsletter following the very successful European Symposium in Brussels in June 2014 after Nick Randle stood down as Development Consultant. Since my appointment in January I have produced another which was published in February 2015. The next newsletter is due to be published following the Annual Conference in Hartford.

I will work closely with the various associations within Region XI to ensure that we produce a good quality newsletter which will appeal to all our members. I intend to provide articles which could be of interest not only to Region XI members, but all members of IIMC?

I also plan to increase awareness of the Global Network and work with National Associations to generate content for this. It is not being used to its full capacity in its current format.

I am keen to establish an e forum for region XI members to communicate on topics of mutual interest. This is probably one of the most valued services ADSO provides for its members and is used regularly by most of its members. I am aware that SLCC offers a similar facility to its members.

Membership

A key aspect of my role is to generate membership growth in Region XI.

The IIMC Board approved a bulk membership scheme in May 2013. The Scheme provided for existing national organizations to be able to purchase 2-year bulk memberships, for \$15 per member if they sign up 100 members. Otherwise the cost would be \$26 per member.

The Scheme has been successful in that the VvG (Vereniging van Griffiers, Netherlands) enrolled all 460 of their members. Recently SLCC (Society of Local Councils, UK) enrolled all of its Institute Council members but which only makes up a small proportion of their membership.

I have since the start expressed my concern that the current scheme would be too expensive for some associations such as ADSO and IMASA. \$15 equates to nearly 25 % of ADSO's annual membership fee.

I raised the matter again at the last Region XI Management Board meeting in October 2014 and am pleased to say that the Board agreed that discussions be held with IIMC to establish a revised scheme which would replace the existing scheme. The new scheme would enable associations to register all of its members at an affordable fee. Such a scheme will dramatically increase membership in Region XI. The UK alone would add over 4,000 additional members! More about this in the Executive Director's and Region Director's reports.

The new scheme should also be more attractive to those new associations we would like to make contact with. It should also overcome the issue for SOLAR in Scotland where their membership is based on their local authorities and not individual officers.

In his report to the IIMC Board, my predecessor, Nick Randle envisaged establishing contact with Organisations across the globe with potential to affiliate to IIMC. This included making contact with appropriate National Associations in European Countries, focusing on National Associations in Commonwealth Countries where English is either the first or the second language. I intend to continue with this work.

In July 2013, my predecessor communicated with the All India Institute of Local Self Government (AIILSG), introducing IIMC and expressing an interest in exploring the possibility of a future collaborative arrangement between AIILSG and IIMC to serve appropriate local government officers within the Indian Local Government. So far no response has been received and I will follow this up.

In order to facilitate the above actions I propose to develop, in conjunction with IIMC head office and appropriate committees, some targeted marketing material.

Region XI Events

The Board will be aware that a very successful European Symposium was held in conjunction with Udite in Brussels in June 2014. The event was organised by the IIMC Region XI Management Board and financially supported by IIMC and the MCEF. Over 100 delegates from various countries attended the event.

At a recent meeting of the Region XI Management Board, it was decided to hold the next Symposium in February 2016 – again in Brussels. It is hoped that IIMC would again provide financial support for the event. I have started working on arrangements for a venue, hotel accommodation and a budget. A Steering Committee and a Program Committee have been established and I will work closely with them to coordinate the event.

The key obstacle for staging events for region XI members is the requirement to travel, including intercontinental travel. My predecessor suggested working with others in IIMC to achieve a regular availability of webcasts, webinars and e-learning formats. I intend to move this forward.

There are many learning opportunities and examples of good practice emanating from the various conferences held within Region XI which could be shared with all IIMC colleagues. One

example of this is the use of facilitated small group discussions on topics of interest which ADSO uses to great effect at their conference. The Region XI Management Board has decided to include a similar session in the 2016 European Symposium following positive feedback from Region Director Paans who attended the ADSO conference.

CMC and MMC

I have been contacted by the President of IMASA for advice on IIMC approval of their certification programme. I have taken this up with the Executive Director and Region Director Paans. Dr. Jane Anne Long, IIMC's Director of Professional Development has been in touch with IMASA' President, Jurie Vorster and will meet up in Hartford to take this forward.

Financial:

IIMC contributed towards the cost of the 2014 European Symposium. At a recent meeting the Board decided to discontinue the international exchange programme but rather to allocate the funds towards the next European Symposium.

Recommendation:

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

Management's Comments:

We were fortunate to have a former IIMC Region XI Director Nick Randle as our previous Region XI consultant. We are equally fortunate to have Tom, also a former IIMC Region XI Director, work for IIMC in this capacity. Tom's experience and knowledge in working with several IIMC Region XI Associations benefits and supports IIMC's global vision. We believe since this position came to fruition, IIMC's overall communication and outreach with its members in this region has been excellent. The potential for growth in membership, education, certification and programs is historic, expanding and inclusive of IIMC's mission.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

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

From: Sharon K. Cassler, MMC

Date: April 7, 2015

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 were presented to the Board at your Mid-Year Meeting.

Summary: January 2015 Year To Date reflects a Net Profit of \$39,687. This is 432,463 over projected year to date budget of \$186. Comparing January 2015 with January 2014 - 2015 reflects approximately \$25,097 more in profit than 2014. All departments with the exception of Building are under budget with expenses. Staff has made one minor adjustment, they are now listing conference revenue and expenses as they receive them for that month. In the past, they waited to input them in May when the conference is held. This will give us a better picture of the conference from start to finish. These were initiated by Connie and Janet. We have also been advised by our Executive Director that they will be looking to streamline other parts of the budget this summer.

Sometime last Fall, Executive Director Shalby advised that we received a letter from the IRS saying we owed \$12,000 in fines for not filing our 2013 taxes in time. He explained that our auditors did not send us the paperwork prior to the deadline so we had no way of knowing. He continued to go back and forth with the IRS and in February, we received notification that they (IRS) was waiving the \$12,000 penalty. We owe a huge debt of thanks to Chris for his persistency!

In December of last year, Executive Director (with the blessing of this Committee), made the following changes:

Auditors

The firm of Gyl Decauwer, LLP, Ontario, CA, as IIMC's new auditors. They will begin work in January 2015.

Finance Consultant

Connie Parker, CPA, Los Angeles, CA, as IIMC's new financial consultant. Connie will begin in January.

2014 ended the year on a positive note, confirming that the EC, Staff and Board are all doing a meticulous job of monitoring the finances of IIMC. We should all take great pride of all that was accomplished this past year, especially with our first Region XI Symposium, a decent conference, reduced staff and frugal spending by our EC and Board.

Overall, it has been a fantastic year financially for IIMC. Much credit is due to our Executive Director, staff, Executive Committee and Board. It is a great feeling for this Organization to be able to do some visioning and planning to sustain our future.

I want to thank President Young for entrusting me in the position of Chair of this very hard working Committee. This group of people have been very dedicated to the financial stability of IIMC and have been very mindful of every decision made relating to our budget. Thank you to Vice Chair Phil Campbell, members Allen Sussen, Brenda Young, Monica Simmons, Vincent Buttiglieri, Marc Lemoine and Chris Shalby for your dedication and commitment to IIMC. You were great to work with. It was an honor and privilege to serve along side all of you.

Recommendation: We have no recommendations at this time.

Management's Comments:

Year in, year out, this Committee is invaluable with budget and financial development, and also acting as advisors on all things financials regarding the Organization. We look forward to our Budget and Planning meeting this August and presenting some new ideas regarding IIMC's budget, process and monthly reports.



To: Board of Directors

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

Date: April 1, 2015

Subject: 2014/2015 Year End Annual Board Meeting Report

Background

The purpose of this Committee is to review and recommend conference education topics, speakers, sessions, and general session speakers; and work with staff in 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 discussed and evaluated sessions from the 2014 conference attended by Committee Members and provide direct feedback to the Education Department. **Completed.**

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

Goal #4 – The Committee held a teleconference meeting in November to discuss and review the 2019 Conference Bid Proposals provided by the Executive Director. The Committee provided their recommendation to the Board at the Mid-Year meeting. **Completed. The Committee recommended “City C” (Birmingham, AL) for the site of the 2019 Annual Conference.**

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

Goal #6 – The Committee discussed the suitability of casino/hotels for future conference locations. **Completed – Recommendation to the Board.**

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, Certification Manager, 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.

Recommendation for Goal #6— The Committee reviewed and discussed Goal #6 related to the suitability of casino/hotels for conference venue. After discussion by the Committee, the Committee unanimously recommends to amend Chapter 7.15-Request For Proposal (RFP) of the IIMC Policy Manual by adding the following language:

“~ Preference shall be given to cities bidding with non casino/hotels over cities with casino/hotel venues when all else is equal.”

The proposed policy language was forwarded to the Policy Review Committee for their review and they unanimously recommended this language be added to Chapter 7.15-Request For Proposal (RFP) of the IIMC Policy Manual. A copy of the proposed policy amendment is attached and made part of this report.

Summary – This has been an active committee with full participation from all committee members who provided valuable feedback/suggestions. This Committee is to be commended for their hard work and support of IIMC. The Committee also received outstanding support from the Executive Director and Education Department. It has been an honor to serve as Chair and I am appreciative of the invaluable assistance provided by Vice Chair Roxanne Schneider. The Conference Committee also appreciates and thanks our Board Liaisons Anne Uecker and Brenda Young.

Management’s Comments:

The Committee reviewed the 2015 conference education program, the 4-day schedule and its marketing/promotional article and working with the Policy Committee to embellish on an existing policy regarding the suitability of casino/hotels for conference venues. This policy, which Management supports, will be discussed further during the Policy Committee’s report.

The Committee will be involved in reviewing the survey from the Delegates regarding the 4-day conference. Their recommendations and comments will be part of an overall report that staff will produce for the Board later this summer.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Executive Committee, Board of Directors

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

Date: April 1, 2015



**Subject: Education & Professional Development Committee
Final Report**

Background – This committee was given 3 goals, one of which has been tabled for this year. The remaining 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 – Through discussions with Jane Long and the Executive Committee, it was determined to use a survey that Jane developed giving all IIMC members the opportunity to respond, resulting in more usable data to meet the requirements of our goal. That survey has been sent out and we are awaiting the results in order to move forward and present recommendations.

Financial – There was no financial impact resulting from the activities of this committee.

Summary – The remaining goal of identifying education resources for existing education and professional development opportunities is an ongoing process and will be addressed in the coming year. We do what we do as an organization very well and continue to look for more and excellent sources of education for our members for certification and life-long learning.

Recommendation – We have no recommendation at this time.

Management's Comments:

This Committee is vital to IIMC's education vision. The committee also reviewed the University of Phoenix courses and recommended that they be added to our Online Learning opportunities page on the website.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Executive Committee

From: Shari Moore, MMC
Chair, Elections Committee

Date: April 1, 2015

Subject: Annual 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

The Elections Committee met early in the year to review the notice to the members for the revised Constitution that will be unveiled at the annual business meeting in May. After discussion over emails, the committee asked Executive Director Chris Shalby for another format that would show a comparison of the current constitution with the new proposed constitution. ED Shalby formatted a side by side version that the committee felt was much clearer to the voting membership.

Financial

There were no financial requirements by this committee. All business was conducted by email and teleconferencing.

Summary

The elections committee, along with volunteers, will conduct the election for the constitutional amendment at the 2015 annual business meeting. A passage by two thirds of the voting members present will result in the revised constitution being submitted to the entire voting membership for ratification.

Recommendation

No recommendation necessary.

Management's Comments:

Many thanks to the Committee for vetting the revised Constitution and suggesting changes in the delivery method to present a streamlined and readable document. The bulk of their work will come at this year's Annual Business Meeting, as IIMC unveils the revised Constitution.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

TO: Board of Directors

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

DATE: April 8, 2015

SUBJECT: Final Committee Report



BACKGROUND

The Legislative Committee has been a standing committee for three years. 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

As previously reported, 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

Work product or Activities: The Committee did develop and update 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. These will be filed under separate cover with IIMC Headquarters to be added to any previous resources. It is hoped that this will be the seeds for a minor legislative library and archive that will be of value for IIMC over time. It is expected that this will be true even as some of the contact data will change from year to year.

The committee has been delayed in producing its 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 previous issues can be found on IIMC's website. While the newsletter continues to be what it was conceived to be, owing to its delay from its preferred distribution time of January or February, this edition may proffer a survey of legislative trends and perhaps a single issue of national import, that also affects the profession either in practice or policy. It is hoped that this edition will be soon forthcoming.

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. Further, it is hoped that each successive committee will continue the exploration.

SUMMARY

While still in what can be described as its nascent period, this chair commends the Legislative Committee as a valuable and worthy standing committee of the IIMC. I believe as its patterns of work product become more established, the committee will be a valued added component of the IIMC and can potentially be a helpful resource for the membership in grappling with policy making of pith and moment developed in the local, state, provincial, national and international jurisdictions.

RECOMMENDATION

In earlier iterations, while not required, the committee enjoyed membership selected from each of the eleven or at least ten regions of the IIMC. One of the challenges to the committee's work in the current term was that not all regions were represented in the composition of the committee. The committee highly recommends that leadership

consider making appointments to the committee that have at least one member from each of the several regions of the Institute. The multiple jurisdictions under the purview of the IIMC are vast. With committee membership comprised for representatives from all IIMC regions, the work load of key legislative issues surveying and reporting will be much more manageable.

SPECIAL ENCOMIUM

As chair I want to offer my sincere appreciation for the support and patience of the entire membership of the committee. The chair is experiencing an unusual confluence of workplace challenges, and personal family health challenges that have unduly arrested the chair's ability to encourage and marshal the committee toward its goals. It is the committee members and the Vice Chair who should be lauded the production and work product rendered in the current term. Thank you so much.

I also wish to offer my sincere appreciation for Deb Mangen, who served as Vice Chair. I simply reiterate my remarks above regarding her. Whatever authority may have been committed to me as Chair, my colleague as Vice Chair shared the burden and offered counsel, encouragement and leadership as needed. She has revealed that she has not sought an additional appointment to the committee for the next term. I know the members join me in our appreciation for her steadfast service.

I thank the immediate past and founding chair of the committee for her continued participation, her encouragement and her highly valued counsel. I wish I could summon words sufficient to express my thanks.

Finally, I thank the President, for her kind hand in allowing me to continue my service on the committee and further allowing me the opportunity to serve as its chair, *primus inter pares*, which means first among equals. Thank you. Would that my unusual professional and life circumstances were such that I could have been better in my service. I thank you still for this opportunity.

CLOSING

Madam President, and Members of the Board, Board Liaisons, and Mr. Executive Director, on behalf of the Vice Chair and the members of the committee, I submit this final report for your favor and information.

International Institute of Municipal Clerks Legislative Committee 2014—2015 Term

Michael W. Griffin, MMC, Chair
Clerk-Treasurer, Town of Highland, IN

Debra A. Mangen, MMC, Vice-Chair
City Clerk, City of Edina, MN

Bobby G. Busch, MMC
Finance Director/City Clerk, City of Neodesha, KS

Lisa Cole, CMC
Town Clerk, Town of West Sahaurita, AZ

Lisa Ann Crook, CMC
Executive Assistant to Mayor, City of Laurel, MD

Carol Intlekofer-Martin, MMC
City Clerk, City of Cheyenne, WY

Randi Johl-Olson, J.D., MMC, Chair Emeritus
City Clerk, City of Temecula, CA

Sara Oglesby, MMC
City Clerk, City of Crossville, TN

Lucinda Williams, MMC
City Clerk/Clerk Services Manager, City of Fullerton, CA

Karla D. Graham, MMC, Board Liaison
City Clerk, City of North Vancouver, B.C., Canada

Terri Kowal, MMC, Board Liaison
City Clerk, City of Auburn Hills, MI

Kimberley A. Rau, MMC, Board Liaison
Clerk to City Council, City of Laurel, MD

Management's Comments:

The Committee's growing pains will continue for a few more years as it finds a way to establish itself. Two areas that are key will be building a Legislative Library as part of our online Resource Center and, of course, the *Federal Watch* newsletter that members find informative.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Bernice K. Dixon, CMC Chair

Date: April 5, 2015

Subject: Membership Committee Year End Report



Background

The committee mourned the passing of our Chairman Linda L. Spence in June. Vice Chairman Bernice K. Dixon became Chairman and Lori McWilliams became Vice-Chair. The Membership Committee held one teleconference during the year. The committee primarily works independently from their offices utilizing telephone and e-mail contact with our membership and IIMC staff.

Discussion

March 2015 membership showed 10,100 members. We continue to welcome new members to IIMC and reach out to cancelled members for reinstatement via personal phone calls and e-mails. The personal touch is proving to be successful in retaining membership or finding potential new members who have replaced those that have retired or moved to other careers.

The Committee supplied an article for the IIMC News Digest highlighting one of our own “Inspirational Heroes.” Joseph Quartiero, CMC was honored for his designation as Connecticut Town Clerk of the Year.

The Membership Services Department worked with our committee to assist us in reaching our goals. They are an integral part of the Membership Committee and much of our success is due to their guidance and hard work with us. They should be commended for their efforts. It has been a pleasure to work with the dedicated individuals of the committee and staff who know the importance of our IIMC membership. We are encouraged by the new member numbers and continue to look forward towards further growth in 2016.

Financial

The financial needs of this committee are minimal. The committee utilizes Tele-Conferences, e-mail and phone calls to communicate with our membership and staff.

Summary

This has been a challenging year for the Membership Committee. The Committee continues its success by actively reaching out to our membership. Although technology is helpful, personal contact seems to prevail.

Recommendation

The Committee supports expanding membership opportunities via our website and continuing with the proven method of human contact, as well.

Management's Comments:

We believe membership numbers will increase in the next 24 months. We will rely on this committee's efforts along with our Membership Department to find new ways of growing and serving our membership base. The article on Joseph Quartiero was published in the March News Digest. These types of articles are always welcome, celebrating our own membership and the good deeds they've done.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Mentor Committee
Date: April 6, 2015
Subject: Annual Report



Background

To bring together experienced members with less-experienced members for the benefit of both individual and the profession. At this time we have 36 Mentees and 33 Mentors. There are 89 Mentors that are waiting to be assigned. The Mentor/Mentee Brochures go out in each new member packet, is on the website and is attached to all conference confirmations.

Discussion

Financial

Refreshments for Annual Conference's First Time Orientation - Budgeted

Summary

The Mentor Committee Provides 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". IIMC will be creating a Task Manager automated letter to all Active Mentees and Mentors verifying that they are in contact with each other and all is working well. This letter will go out quarterly.

Recommendation

None

Management's Comments:

IIMC will provide the First Timers' table at the conference along with blank business cards for the Mentors to distribute to Mentees. The First Timer "meet and greet" will be on Sunday evening prior to the Opening Reception and will be facilitated by Immediate Past President, Marc Lemoine. This is the second year that we've held a "meet and greet" type of reception instead of an afternoon session.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Program Review & Certification Committee
Date: April 01, 2015
Subject: Annual Committee 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 had two (2) Conference Calls prior to Mid-Year and notes of those calls were submitted with the Mid-Year Report.

Since Mid-Year, the Committee has reviewed three (3) additional items via e-mail and recommendations were submitted to the Education Department immediately following the discussion and review of each.

Goal #1 - This year the Committee reviewed an application from South Carolina (Mid-Year) and one for the California MMC Academy.

Goal #2 - The Committee made recommendations for: 1. the Educational Points to be awarded to the 2015 Study Abroad Program and 2. the addition of new on-line courses through the University of Phoenix.

Goal #3 - Recommendations were made to the Board with the Mid-Year Report.

Financial

No Financial Requests made

Summary

The Committee requested that the Board take action on the following recommendations at Mid Year:

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.

Recommendations to Board with Annual Report:

1. The Committee is in agreement with the Education Department's recommendations of 11.5 points, with the exception of the Assessment Tool and that the attached be used instead. Board to affirm.
2. The Committee voiced support for adding courses from the University of Phoenix to the on-line options. There was some discussion about the price and a concern that IIMC makes sure participants understand that these courses are non-credit courses that could not be used toward a Degree. Board to affirm.

3. The Committee recommended approval of the new California MMC Academy Program, as submitted. Board to affirm.

ASSESSMENT TOOL

2015 Study Abroad Program

DATE: _____
SESSION: _____

In 250 words or more, please explain the knowledge/experience you acquired from this Session; ***Compare and Contrast the knowledge with the workings of your municipality/office;*** and how you might use/share that knowledge in your office/local community:

Management's Comments:

The Program Review/Certification Committee works cooperatively with the Education Department throughout the year to review courses and other items that fall under the Committee's purview. The Committee's three points posted in this report's **Recommendations to the Board** were action items that only needed the Committee's input for the Education Department to move forward. The Committee's recommendations are for the Board's information.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Officers and Board
From: Patricia Little, Chair
Date: 04/08/2015
Subject: Records Management Committee Final Report



Background

The Records Management Committee received four tasks 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 the tasks:

1. *Recommend Records Management education sessions for the Annual Conference. (Completed)*
 - 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
 - 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
2. *Prepare a minimum of two articles per year regarding Records Management for the News Digest. [No action]*
3. *Identify at least 2 issues and create content for the online Resource Center of ordinances, policies and best practices [No action]*
4. *Create new records management technical bulletin. [No action]*

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. This amount could be utilized by IIMC as a stipend for one of the conference speakers.

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. Although the Committee did not make as much progress towards the goal as was hoped; the educational sessions were viewed as the primary goal, and that goal was completed.

It has been my privilege to complete this year as the Records Management Committee Chair.

Recommendation

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

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

Management's Comments:

As for News Digest articles on Records Management, we were able to enlist the help of Robert Blatt and his colleagues to produce several articles that we published in News Digest. Blatt and his group will also be presenting at the Conference. Blatt has also volunteered his experience to produce more articles that we could archive in our Resource Center library.

Staff would appreciate help with maintaining IIMC's history. We are not certain of how to proceed with that assignment, so we'll need a discussion with the committee.

The financial request of \$1,000 was not in the budget since IIMC's conference speakers are accounted for in the Conference budget.

We will keep track of which Records Management sessions are popular at the conference to help determine direction for future conference Records Management sessions.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Tiny B. Washington, MMC

Date: April 10, 2015

Subject: Resource & Research Committee



Background: The Resource and Research Committee responds to numerous requests from the IIMC membership on various subject matters. Once the responses are received from each member of the Committee, they are then forward back to the members and/or IIMC.

Financial: No Financial Impact

Summary: There have been a total of five (5) different requests for information received from the membership of IIMC, which are outlined below.

- 1) What are the different categories of memberships the regions have, and what are the amount of membership dues for each category.
- 2) Electronic Voting for Council
- 3) Council Rules
- 4) Structure of State Associations
- 5) Surveys for MMC's

Management's Comments:

Staff continues to work with the committee on building an online resource library. The committee does an excellent job of vetting surveys prior to distributing them to the membership.

IIMC has enlisted the help of Robert Blatt and his colleagues to produce Records Management articles to publish in News Digest. Those articles will also be used to build the Resource Center online library.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

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

Date: April 6, 2015

Subject: Year End 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 were 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 was submitted to the IIMC Board with the IRC mid-year report.

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.

Plans are underway to man the IRC booth in the exhibit hall at the Hartford conference, with door prizes and information about IRC initiatives.

Goal 3: The educational program for the 2015 study abroad program was submitted to the Board with the IRC mid-year report. To date, 20 people are registered to participate in the 2015 program. Many thanks are extended to Tami Kelly and Susan Domen for their work on the educational program. IRC Vice Chair Susan Domen will serve as the on-site tour coordinator this year.

Goal 4: 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. To date, no communications of interest have been received by Chair Stratta or IIMC headquarters. Executive Director Shalby recommended that he contact our friends in Canada to ascertain interest in hosting the 2017 study abroad program in Canada in conjunction with the 2017 conference to be held in Montreal.

The IRC held a teleconference on December 2, 2014, to address our final two goals (5 and 6) below.

Goal 5: IRC Member Scott Passey chaired a subcommittee to address this goal. His subcommittee obtained the Region XI survey that was previously distributed in 2012 and used it as a starting point. The survey developed by his subcommittee and approved by the entire IRC on December 2, 2014, is attached to this report. The survey was submitted to President Young on December 2, 2014, for referral to the Research and Resource Committee for vetting before distribution to Region X members. To date, the IRC has not seen the survey responses. (A phone call placed to IIMC headquarters on April 1, 2015, indicates the survey has not as yet been distributed to Region X members.) We recommend the survey be distributed as originally planned.

Goal 6: A subcommittee worked on this goal and based upon their suggestions and the suggestions of the entire IRC, policy recommendations were developed and sent to President Young on January 28, 2015, for referral to the Policy Review Committee to be refined and placed into proper policy format. The report the IRC submitted is attached to this email. After submission to the President for referral to the Policy Review Committee, the Executive Director asked that additional components relative to the study abroad program, outside the scope of the assignment to the IRC, be examined for possible policy recommendations. President Young assigned those additional policy questions to the Policy Review Committee for inclusion in the scope of their work. To date, the IRC has not seen the Policy Review Committee's final report on these issues.

This year's international exchange has taken place. Heidi completed her trip first and then Claudia visited New Jersey to wrap up the second half of the exchange for this year's program. An article appeared in the News Digest about the exchange. This was the last exchange to take place since the funding for this program has been reallocated for other international initiatives.

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

Summary

The IRC has completed all of our assigned goals. Two of our assigned goals required additional work by other committees following the completion of our work. To date, we have not been advised as to the outcome of those two assigned goals (Region X survey and Study Abroad Program policy development).

Recommendations

Due to the tremendous success of the 2014 International Symposium, it is recommended plans proceed for another symposium in 2016. The IRC did not have an opportunity to work with the new International Development Consultant this year, but looks forward to future opportunities. It is recommended that next year's IRC have input into the site for the 2017 Study Abroad Program. It is recommended the IRC continue to host a booth in the exhibit hall at future conferences. The international bulk membership appears to be a tremendous success and it is recommended this option or a similar option be continued to grow international membership. It is also recommended the Region X member survey prepared by the IRC and submitted on December 2, 2014, be distributed to Region X members for their feedback as originally intended.

On behalf of the entire IRC, we thank President Young and the IIMC Board for the opportunity to serve. I personally thank my outstanding Vice Chair Susan Domen and all members of the IRC for their hard work and dedication.

Enclosures

Management's Comments:

Plans for a 2016 Symposium is already in the works. The 2017 Study Abroad Program and policy will be discussed during the Policy Committee's report. An IRC booth will be provided for the committee at this conference. The Region XI bulk membership scheme will be discussed in the Executive Director's report and the Region XI consultant's report. We agree that the plan is working and we are optimistic that embellishments to the existing structure will enhance the plan overall and increase membership in this region. The Region X survey can be disseminated this summer to all members in Canada.

We thank the committee for the work they've provided on the 2015 Study Abroad program.

Region X Spring Survey – 2015

Total Number of responses = _____

1. What is your main reason for being in IIMC member?

2. Do you feel your current IIMC Membership offers:

	Yes Definitely	Possibly	Unsure	No	Response Count
Value for Money					
Tailored communications from IIMC					
Good networking opportunities					
Training and Development Opportunities					
An international perspective on your role					

3. If you answered possibly/unsure to any of the above questions, please explain why.

4. What benefits do you get from your current IIMC membership?

5. Does your organization fund your membership? Please indicate the percentage amount is funded:

	Percentage
Government	
Private Organization	

Benefactors, donations, sponsors	
Self-funded	
Other _____	

7. Are you likely to attend the 2016 IIMC Conference in Omaha, Nebraska?

Yes	
No	
Unsure	

8. Are you likely to attend the 2017 IIMC Conference in Montreal, Quebec?

Yes	
No	
Unsure	

9. Do you wish to have a dedicated Region X web page?

Yes	
No	

10. If so, which social media would best interest you?

Facebook Instagram Twitter Blog Flickr LinkedIn Pinterest _____

11. What is your preferred method of communication with IIMC within Region X and more widely?

Email	
Dedicated Web pages	
Other	

12. What level of subscription would you be willing to pay for your IIMC Membership?

13. What opportunities exist within your organization to increase IIMC membership and how could these be taken forward?

14. What other benefits could IIMC offer you that you're not currently enjoying?

SUGGESTED POLICY CONSIDERATIONS
STUDY ABROAD PROGRAM
SITE CHOICE, COODINATOR DESIGNATION AND FUNDING

SITE CHOICE

Any group, association or members interested in hosting a Study Abroad Program shall indicate such in writing to the International Relations Committee (IRC). Submittal deadline for expressing interest in hosting a future Study Abroad Program shall be February of odd numbered years for hosting the program two years in the future. (For example, anyone interested in hosting the Fall 2019 Program should submit a letter of interest by February 2017.) The Study Abroad Program should be held in alternating years as the Region XI Summit. (Study Abroad Program in odd numbered years and Region XI Summit in even numbered years, or vice versa.)

The IRC will review all interested parties and make a recommendation to the Board for the Board's consideration at the May Board meeting in odd numbered years, two years prior to that Program. (For example, the Board should confirm the location of the 2019 Study Abroad Program in May 2017.)

The preliminary program shall be submitted for review and confirmation by the mid-year Board meeting prior to the Program. (For example, the preliminary program for the 2019 Study Abroad Program should be approved by the Board at the 2018 mid-year Board meeting.)

COORDINATOR CHOICE

To help ensure Study Abroad Programs are successful, a Coordinator is required to help facilitate all programs. The Coordinator shall be a member of IIMC in good standing; someone who is working on developing that year's Program; and a member of the IRC or a past participant in a Study Abroad Program.

IIMC members interested in serving as the Program Coordinator shall complete and submit a short application form to the IRC Chair, following an invitation for applications from the IRC. The IRC, with input from the IIMC Executive Director, will make a recommendation to the IIMC Board in sufficient time to name the Program Coordinator at the May Board meeting the year before the Study Abroad Program. (For example, the Coordinator for the 2019 Program would be named by the Board in May 2018.) This provides sufficient time for the Program Coordinator to have input into the preliminary program before the Board's consideration at the following mid-year meeting.

If the named Coordinator cannot perform the duties after confirmation, the IRC, IIMC Executive Director and IIMC President shall agree upon a replacement.

STATE/NATIONAL/REGIONAL/LOCAL CONFERENCES

Study Abroad Programs should always be paired with an appropriate conference in order to enhance the learning experience. In order to assist with ensuring adequate attendance and to make the Program as affordable as possible, the hosting association should strive to reduce conference registration costs through a package deal with the tour operator.

ALLOCATION OF DOLLARS

IRC shall continue to submit a budget request to the Budget and Planning Committee for travel costs for the Program Coordinator. IRC shall continue to request the allocation of MCEF educational dollars for a reduction in the Program cost as part of the preliminary program. IRC shall submit other requests for cost reductions to the Board through the Budget and Planning Committee.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC BOARD OF DIRECTORS

From: COLLEEN J. NICOL, CHAIR
POLICY REVIEW COMMITTEE

Date: APRIL 6, 2015

Subject: POLICY RECOMMENDATIONS



Background

The Policy Review Committee (PRC) met in two subcommittees, then together with all members to finalize these recommendations to the Board. All assignments referred by President Young are complete and attached.

Items of Business Introduced at Annual Business Meeting - Chapter 2.110

Parliamentarian Connie Deford was consulted in the drafting of the policy to guide handling of items of business introduced by members at the Annual Business Meeting (Attachment 1). A distinction was made between items that can be handled by providing information at the time and items involving changing policies or procedures which will be referred to the Board of Directors for consideration/investigation and report. All items of business referred to the Board of Directors require a report back to the membership within 120 days on the results of the Board's consideration.

Study Abroad Program - Chapter 2.300

President Young requested the Policy Review Committee to work with the International Relations Committee (IRC) to formalize procedures for the Study Abroad Program with respect to how cities are chosen, how the program on site coordinator is chosen, and allocation of dollars to the program. Attachment 2 is the IRC recommendations to the PRC. Subsequently, the Executive Director identified additional components advisable to be included in the written policy. President Young was consulted and concurred in the expanded scope of work. Attachment 3 is the more comprehensive policy developed by the PRC.

Decertification - Chapter 5.25

The PRC and staff recommend repeal of Chapter 5.25 (Attachment 4) that provides for decertification of members under certain circumstances. In practice, upon inquiry of those members holding a CMC or MMC designation and no longer eligible to hold such designation, those inquiring are advised that IIMC no longer recognizes the designation. A formal process to decertify is not practical and may not be legally defensible. Chapter 5.25 is never invoked and, therefore, is recommended to be repealed.

Institute Guidelines - Chapter 5.50

The title “Director of Education” has been replaced with “Director of Professional Development” throughout Chapter 5.50 and minor typos corrected (Attachment 5). No other substantive changes are recommended.

Membership Contact - Chapter 6.20

Chapter 6.20, formerly titled “Mailing List” has been expanded to address dissemination of information and surveys to the membership from government or non-profit agencies (Attachment 6). The policy provides that the information must be beneficial to all members and the relevance of any survey will be determined by the Research and Resource Committee with input by the Executive Director.

Conference Request for Proposal (RFP) - Chapter 7.15

Chapter 7.15 governs the RFP process for solicitation and award of IIMC annual conferences and mid-year Board meetings (Attachment 7). The PRC reviewed the recommendation of the Conference Committee to add a sentence providing that preference shall be given to cities bidding with non-casino/hotels over cities with casino/hotel venues when all else is equal. This preserves consideration of related expenses and potential revenue which may or may not be significant.

Conference Discount Program - Chapter 7.30

Chapter 7.30 has been updated to reflect current practices for discounts offered for conference registration and to clarify language (Attachment 8). There are no new provisions beyond current practice.

Fundraising at Conference - Chapter 7.40

The PRC recommends that the President request the PRC to work with the Conference Committee and MCEF to discuss and forward recommendations on fundraising at the annual conference to (a) define opportunities for host committees; and (b) coordinate all fundraising efforts. Communication between parties regarding fundraising efforts at the conference is limited, if at all. Use of similar events by more than one party can create confusion for conference attendees and may create competition for limited dollars. Coordination of event types and venue may enhance the success of all efforts. (Attachment 9)

Conference Grant Procedure - Chapter 7.70

Chapter 7.70 codifies the current practices for the conference registration grants administered through the Region Directors and staff (Attachment 10). No changes to current practices are recommended.

Financial

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

Recommendations

The Policy Review Committee recommends:

1. Approval of new Chapter 2.110 Items of Business Raised at Annual Business Meeting
2. Approval of new Chapter 2.300 Study Abroad Program
3. Repeal of Chapter 5.25 Decertification
4. Approval of amended Chapter 5.50 Institute Guidelines
5. Approval of amended and retitled Chapter 6.20 Membership Contact
6. Approval of amended Chapter 7.15 Request for Proposal (RFP) for annual conferences as recommended by the Conference Committee
7. Approval of amended Chapter 7.30 Discount Program for annual conference registration
8. That the President, on behalf of the Board of Directors, request the Policy Review Committee to work with the Conference Committee and MCEF to discuss and forward recommendations on fundraising at the annual conference to (a) define opportunities for host committees; and (b) coordinate all fundraising efforts for codification into Chapter 7.40.
9. Approval of new Chapter 7.70 Conference Grant Procedure

Attachment 1 - Chapter 2.110 – Items of Business Raised at annual Business Meeting

Attachment 2 - IRC Recommendations on Study Abroad Program

Attachment 3 - Chapter 2.300 – Study Abroad Program

Attachment 4 - Chapter 5.25 Decertification

Attachment 5 - Chapter 5.50 - Institute Guidelines

Attachment 6 - Chapter 6.20 - Membership Contact

Attachment 7 - Chapter 7.15 - Request for Proposal (RFP)

Attachment 8 - Chapter 7.30 - Discount Program

Attachment 9 - Chapter 7.40 – Fundraising at Conference

Attachment 10 - Chapter 7.70 - Conference Grant Procedure

Management's Recommendations:

Management concurs and recommends adoption of all policies that are presented in this report.

1. Approval of new Chapter 2.110 Items of Business Raised at Annual Business Meeting – **This policy is long overdue. IIMC has been fortunate the past several years in that no major items have come forward during the ABM. However, IIMC does need a policy that allows for members to raise items that are not on the Agenda and have a process in place as to how the Board deals with those items.**
2. Approval of new Chapter 2.300 Study Abroad Program – **The Study Abroad Program has been in operation without a policy since its inception in 2007. The policy presented by the Policy committee, initially written by the International Relations Committee, is the one that management recommends for it provides more detail into how the Program is developed, who coordinates the Program, how the Board chooses a site, contracts, etc.**
3. Repeal of Chapter 5.25 Decertification – **IIMC has never engaged in Decertifying members. Our Policy states: In order for IIMC to recognize a certified municipal clerk (CMC/MMC) designation, membership must be current (November 23, 2013).**

This was researched and discussed with several non-profit attorneys and presented to the Board in 2013.

4. Approval of amended Chapter 5.50 Institute Guidelines – **Agreed with the revisions**
5. Approval of amended and retitled Chapter 6.20 Membership Contact – **Agreed with the new policies explaining third party request.**
6. Approval of amended Chapter 7.15 Request for Proposal (RFP) for annual conferences as recommended by the Conference Committee. **Agreed with the new policy's flexibility in clarifying conference bids and casino hotels.**
7. Approval of amended Chapter 7.30 Discount Program for annual conference registration **IIMC has been adhering to the Conference Discount Program for several years, now. We are happy to have a policy in place that details all the discount programs available for the annual conference.**
8. That the President, on behalf of the Board of Directors, request the Policy Review Committee to work with the Conference Committee and MCEF to discuss and forward recommendations on fundraising at the annual conference to (a) define opportunities for host committees; and (b) coordinate all fundraising efforts for codification into Chapter 7.40. **IIMC's current policy allows for three groups to vie for delegate dollars at the conference: 1) MCEF, 2) the current host committee, and 3) the future host committee. Having three entities asking delegates for contributions presents several problems for both the groups raising funds and the attendees. We agree we need to define a better method of fundraising at the conference.**
9. Approval of new Chapter 7.70 Conference Grant Procedure – **Since we implemented the Conference Grant Procedures, IIMC was in need of a policy that details the process and eligibility requirements.**

Chapter 2.110

ITEMS OF BUSINESS INTRODUCED AT ANNUAL BUSINESS MEETING

Sections:

- 2.110.010 Purpose
- 2.110.020 Scope
- 2.110.030 Policy

2.110.010

Purpose

To establish a policy regarding the handling of an item of business introduced by a member at the Annual Business Meeting.

2.100.020

Scope

All Delegates attending the Annual Business Meeting.

2.100.030

Policy

An item of business, not on the published agenda of the Annual Business meeting, may be introduced by a member during the meeting under New Business. If a new item of business can be handled by providing specific information or recitation of existing policy, it may be answered at the Annual Business Meeting.

If the item of business deals with changing policies or procedures, the matter will be referred automatically to the Board of Directors for consideration/investigation and report. The Board of Directors will report to the membership within 120 days the results of any consideration/investigation by one of the following means:

- 1) report in the News Digest
- 2) email to the membership
- 3) report at the next Annual Business Meeting
- 4) a combination of the above.

SUGGESTED POLICY CONSIDERATIONS
STUDY ABROAD PROGRAM
SITE CHOICE, COODINATOR DESIGNATION AND FUNDING

SITE CHOICE

Any group, association or members interested in hosting a Study Abroad Program shall indicate such in writing to the International Relations Committee (IRC). Submittal deadline for expressing interest in hosting a future Study Abroad Program shall be February of odd numbered years for hosting the program two years in the future. (For example, anyone interested in hosting the Fall 2019 Program should submit a letter of interest by February 2017.) The Study Abroad Program should be held in alternating years as the Region XI Summit. (Study Abroad Program in odd numbered years and Region XI Summit in even numbered years, or vice versa.)

The IRC will review all interested parties and make a recommendation to the Board for the Board's consideration at the May Board meeting in odd numbered years, two years prior to that Program. (For example, the Board should confirm the location of the 2019 Study Abroad Program in May 2017.)

The preliminary program shall be submitted for review and confirmation by the mid-year Board meeting prior to the Program. (For example, the preliminary program for the 2019 Study Abroad Program should be approved by the Board at the 2018 mid-year Board meeting.)

COORDINATOR CHOICE

To help ensure Study Abroad Programs are successful, a Coordinator is required to help facilitate all programs. The Coordinator shall be a member of IIMC in good standing; someone who is working on developing that year's Program; and a member of the IRC or a past participant in a Study Abroad Program.

IIMC members interested in serving as the Program Coordinator shall complete and submit a short application form to the IRC Chair, following an invitation for applications from the IRC. The IRC, with input from the IIMC Executive Director, will make a recommendation to the IIMC Board in sufficient time to name the Program Coordinator at the May Board meeting the year before the Study Abroad Program. (For example, the Coordinator for the 2019 Program would be named by the Board in May 2018.) This provides sufficient time for the Program Coordinator to have input into the preliminary program before the Board's consideration at the following mid-year meeting.

If the named Coordinator cannot perform the duties after confirmation, the IRC, IIMC Executive Director and IIMC President shall agree upon a replacement.

STATE/NATIONAL/REGIONAL/LOCAL CONFERENCES

Study Abroad Programs should always be paired with an appropriate conference in order to enhance the learning experience. In order to assist with ensuring adequate attendance and to make the Program as affordable as possible, the hosting association should strive to reduce conference registration costs through a package deal with the tour operator.

ALLOCATION OF DOLLARS

IRC shall continue to submit a budget request to the Budget and Planning Committee for travel costs for the Program Coordinator. IRC shall continue to request the allocation of MCEF educational dollars for a reduction in the Program cost as part of the preliminary program. IRC shall submit other requests for cost reductions to the Board through the Budget and Planning Committee.

Chapter 2.300

STUDY ABROAD PROGRAM

Sections:

- 2.300.010 Purpose.
- 2.300.020 Scope.
- 2.300.030 Duties and Responsibilities.

2.300.010

Purpose.

To establish a policy to hold Study Abroad Programs. [May 2015].

2.300.020

Scope.

Board of Directors, IIMC members and International Relations Committee. [May 2015].

2.300.030

Policy

IIMC shall maintain a detailed Request For Proposal (RFP) regarding an IIMC Study Abroad program. The proposal will contain the following criteria: how a destination is chosen, eligibility, education program, allocation of funds, program coordinator and administration of the program.

Destination

IIMC Headquarters will announce to all prospective Study Abroad Program destinations that it intends to hold a program for IIMC members. Study abroad programs can be held domestically or internationally. IIMC vets the Proposals prior to disseminating them to the International Relations Committee (IRC). The IRC reviews the proposals or letters of interest and works with IIMC's Executive Director to determine the best option for the Program. The IRC will then submit a program report and its recommendations to the Board. Ideally, IIMC needs to market these programs 12 to 18 months ahead of the scheduled dates. In negotiating with a prospective destination, IIMC will do its best to acquire discounts, especially if IIMC Program participants are attending a country/state/provincial association conference.

Education Program

Study Abroad Programs need an education component to be eligible for possible MCEF funding and to receive CMC or MMC certification credit. IIMC's Director of Professional Development will work with the IRC to determine the education program.

Program Coordinator

The Executive Director will appoint a staff member – Membership Director or Office Manager/VIP Protocol Officer – to coordinate the Program with the tour operator. The Coordinator will travel and be on-site during the Program. If one of the staff members is not available, the Executive Director may fill-in as program coordinator. IIMC will cover the cost of the coordinator's registration, airline tickets and stipend. These costs will be part of IIMC's annual budget and approved by the Board.

Allocation of Funds

Working in concert, Staff and the Budget and Planning Committee will consider allocating funds to the Study Abroad Program each year as part of the annual budget process. Depending on whether or not funds are available, there may be years when the Program receives no funding.

If funding is available, it will be provided to each participant upon completion of the Program. Each participant will receive a portion of the allocated funds to help reduce expenses.

These costs will be part of IIMC's annual budget and approved by the Board.

Administrating the Program

IIMC will negotiate, review and sign contracts. IIMC will set the cost for the Program.
(May 2015)

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 Certified 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 5.50 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 Professional Development.

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 ½ 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. To earn an MMC designation, an enrollee must earn 60 Advanced Education points, 20 Professional/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.

To emphasize 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. The courses must fulfill the requirements of IIMC's 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 CMC courses; however, the breadth and depth of 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 biography 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 Professional Development 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 Professional Development 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 Professional Development 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 Professional Development 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 Professional Development 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 Professional Development; 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 Professional Development.

If unresolved within 30 days of the second teleconference, the Director of Professional Development 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 Professional Development 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 Professional Development in writing. Continued noncompliance may result in revocation of the Institute's approval by IIMC, at the discretion of the Director of Professional Development.

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. An appropriate university official at the level of Dean, Associate Dean or higher signs the agreement for the university or college. 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 biography 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.

Chapter 6.20
MAILING LIST
MEMBERSHIP CONTACT

Sections:

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

6.20.010

Purpose

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

6.20.020

Scope

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

6.20.030

Policy

- A. Membership mailing lists and emails are available free of charge to the following:
 - 1. Regional directors in the normal conduct of their responsibilities.
 - 2. State/provincial or national associations and recognized IIMC Institutes for the purpose of promoting enrollment in education programs.
 - 3. IIMC committees in the normal conduct of their official functions.
 - 4. Candidates for IIMC office upon filing of nomination.
 - 5. Future Conference Host Committees.
- B. Membership mailing lists may be available for sale to:
 - 1. Nonprofit groups, vendors, sponsors, advertisers or government service providers who believe in the ideals and purposes of IIMC and who have entered into an agreement with IIMC.
 - 2. Said agreement will specify the intended use of the mailing list and the number of uses permitted. Prior to sale of the list, IIMC will review and approve a sample of the material to be mailed.
 - C. Conference attendee list and emails are available to IIMC sponsors per sponsorship agreement; and conference attendee list is available to exhibitors per agreement.
 - D. The Executive Director determines the cost of a mailing list based on comparable market rates and the intended use. [May 17, 2014; October 27, 2006; December 6, 2002. Policy M-5].
 - E. IIMC may disseminate information to members via the E-briefings from government or non-profit agencies if the information would be beneficial to all members. (For example Census Bureau or FEMA)
 - F. IIMC will not send out surveys from other entities unless it is determined to be of relevance to a majority of IIMC members. Relevance will be determined by the Research & Resource Committee with input by the Executive Director.

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 award 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 RFP's 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
 - ~ Preference shall be given to cities bidding with non casino/hotels over cities with casino/hotel venues when all else is equal**

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 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 locked 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 [May 2015; November 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 7.30

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/Region/Province.
 - a. A member from the state, region or province hosting the conference.
 - b. The discount may be deducted at the time of registration.

The maximum discount available to any member from Regions I through IX is \$100.00 from the published registration rate.

3. A \$115.00 Discount off of the Conference Registration Cost for Region X delegates. No other discounts apply.

~~a. A member from Region X attending the annual conference.~~

4. A \$180.00 Discount off of the Conference Registration Cost for Region XI delegates. No other discounts apply.

B. 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~~.

C. Other discounts (i.e., Academy sessions, Multiple attendees, etc.) may be instituted annually on a case-by-case basis depending on conference location and budget and will need Board of Directors approval to be implemented.

D. Incoming and Outgoing IIMC Presidents may purchase event tickets (All Conference Event, Annual Business Meeting, Annual Banquet) at 50% of the published cost.

E. 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 7.40

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].

SUBCOMMITTEE RECOMMENDATION:

That the President, on behalf of the Board of Directors, request the Policy Review Committee to work with the Conference Committee and MCEF to discuss and forward recommendations on fundraising at the annual conference to (a) define opportunities for host committees; and (b) coordinate all fundraising efforts.

Chapter 7.70

CONFERENCE GRANT PROCEDURE

Purpose: 7.70.010

Scope: 7.70.020

Policy: 7.70.030

7.70.010 Purpose

To establish a policy regarding the awarding of Conference Grants.

7.70.020 Scope

General

7.70.030 Policy

The Conference Grant Program allows up to two IIMC members in each Region (I through XI) an opportunity to receive a Grant award covering registration expenses for the upcoming IIMC Annual Conference. IIMC will send applications to each IIMC Region Director for review after the deadline. Region Directors will confirm each applicant's eligibility, review all submissions, and submit their award nominations/selections to IIMC Headquarters for recipient notification.

If no applications are received from one (1) or more regions the deadline can be extended by the Executive Director with the consensus of the Board of Directors.

All applicants will be notified of the outcome of their application prior to the conference.

CRITERIA

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

Applications must include the following:

- Proof that time to attend the conference will be granted from your municipality.
- Proof that funds are available to pay expenses for travel, housing and meals.
- A 300 to 800 word article on a best practice, unique project or other program implemented in your municipality.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Peggy Hawker, MMC
Chair, Public Relations and Marketing Committee

Date: April 7, 2015

Subject: 2014/2015 Final Committee Report to the Board of Directors



Background

A. The members of the 2014/2015 Public Relations and Marketing Committee are: Peggy Hawker, MMC, Chair, City of Newport, Oregon; Lee Woodward, CMC, Vice Chair, City of Huntsville, Texas; David Bryant, MMC, City of Lenexa, Kansas; Debbie Burke, MMC, City of Normandy Park, Washington; Helen Cospolich, Town of Breckenridge, Colorado; Miranda Lutzow, City of Merced, California; Anthony Mejia, CMC, City of San Luis Obispo, California; Robert Ritsema, Institute Director, Dutch Institute of Municipal Clerks; Denise Tucker, CMC, City of Sioux Falls, South Dakota; Vincent Buttiglieri, MMC, Board Liaison, Township of Ocean-Monmouth County, New Jersey; Lana McPherson, MMC, Board Liaison, City of De Soto, Kansas; Chris Shalby, Staff Liaison, IIMC Executive Director.

B. Assigned goals for the 2014/2015 Committee year are:

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

Discussion

The Committee met three times, via telephone, on: 7/25/15; 9/23/14; and 2/6/15.

Goals 1 and 4 were combined, and accomplished through an article written by Helen Cospolich, and published in the October 2014 Digest. Further, Robert Ritsema reported that he has contacted several Dutch Clerks and has four to five articles available for upcoming Digests.

Goal 2. The Committee agreed that the Program Excellence in Governance Award could be discussed by the next Committee. The program was initiated in 2005 under a different Board. It was suggested that the Committee could discuss whether the program is working; whether to eliminate it; revamp it; or go in a completely different direction. Some of the discussion that ensued relative to this issue included the potential of a prize for winning the award, including: monetary award; complimentary conference registration; and a traveling trophy.

Goal 3. Suggestions included the 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; getting information to state presidents possibly utilizing the region directors to make this happen; sending the press release to state municipal leagues, ICMA, and the NLC; and developing new posters. Anthony Mejia, utilizing the services of an intern, produced two new posters – one more traditional and one more contemporary. Anthony Mejia and David Bryant have embarked on a long-term project of working with the U.S. Postal Service to develop a “Municipal Clerk’s Week” stamp. This project could take up to five years, or longer, and involves submitting the idea to the USPS in a compelling way. Work continues on this.

Goal 4. Robert Ritsema also started a promotion campaign in the Netherlands to interest Dutch Clerks in attending the annual conference in Hartford. He wrote, on February 6, 2015, that “you can count on at least twelve Dutch Clerks who will join the conference, and one Clerk will also join the Exchange Program.”

Goal 5. Lee Woodward and Denise Tucker developed a short survey that IIMC made available from October 8 – 22, 2014. It was sent to individuals who had received their CMC or MMC within the last twelve months. The goal of the survey was to determine how the certification correlates to a pay increase and whether communities require a certification for the position. Although this was not a Committee discussion, the Chair received an e-mail from Robert Ritsema: “in the Netherlands, we had the opportunity of the International Window, which gave Region XI Clerks the opportunity to bring in educational points for CMC as well as MMC. The window was open till the end of December 2014, and as a result, we have 52 Dutch Clerks who sent in their CMC application. That is almost 20% of the total group of Clerks in the Netherlands! IIMC becomes more and more known in the Netherlands, and also the value of an international acknowledgement and certification is becoming more appreciated. One of the new ideas was to let one of the certified Clerks write a column on the importance of certification, and that column was published in a well-known magazine for Clerks.”

Goal 6. It was the consensus of the Committee to postpone this goal until after May of 2015.

Financial -- None

Summary

The work of the Committee is summarized above. Thank you to the IIMC Board of Directors for supporting the goals of this Committee throughout the year.

Recommendation

Continue working toward fulfilling the goals established this year with consideration given to removing Goal 6 from the work of this Committee.

Management’s Comments:

We look forward to more articles, especially those with a Region XI bent. Management agrees that The Program in Excellence Award needs to be reviewed. Goal 6 was to review the strategic plan and that can be accomplished with the incoming PR/Marketing Committee. The stamp has been a long-term lofty goal of the Organization and demands a strong commitment.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Dyanne Reese, MMC
Chair, Constitution Task Force

Date: April 7, 2015

Subject: Constitution Task Force



Background: After nearly two years of reconstructing the IIMC Constitution, the Board of Directors, at the 2014 Mid-Year Board meeting in Riverside, CA, approved moving forward with the revised IIMC Constitution. The Task Force created a presentable working copy to distribute to the membership. Once that copy was final, it was sent and approved, with slight modifications, to the Elections Committee. According to the current Constitution, IIMC has met the requirements of presenting the Constitution to the membership.

ARTICLE XIII AMENDMENTS TO THE CONSTITUTION

- A. Proposed Amendments** to the Constitution shall be made in writing, setting forth the particular change or changes proposed and shall be filed with the Executive Director and the President.
- B. Proposed amendments** filed in accordance with the provisions in Section A above shall be submitted to the membership for consideration when filed under either of the following procedures:
 1. A copy of proposed amendments, with the name of the author, who shall be a voting member, and a statement of the reason the proposed changes are being recommended is filed in sufficient time to be published in the News Digest not later than the month immediately preceding the month of the Annual Conference; or
 2. A copy of any proposed amendments is filed in sufficient time to be posted in a prescribed place prior to the official opening of the Annual Conference. Amendments so filed shall include the proposed amendment, the existing language being changed (if any), an explanation of the urgency of the amendment, and a statement explaining the intent of the proposed amendment. The posting shall include the name of the author, who shall be a voting member, and the name of at least one other voting member who supports the change.

IIMC staff began to promote the new Constitution beginning with the weekly E-briefings, starting in February 2015. With the online February *News Digest*, the revised Constitution was officially distributed to all IIMC members, three months prior to what the Constitution states. The March, April and May issues will also carry the Constitution.

Management's Comments:

The Constitution will be presented at the ABM. Elections Committee Chair Shari Moore will present, with CTF Chair Dyanne Reese and Parliamentarian Connie Deford on hand to answer questions. The next steps in the process as prescribed by the Constitution will be (a) to post at the conference, (b) present at the ABM, and (c) if approved there, issue ballots to the entire membership for a vote.

IIMC Financials
FISCAL YEAR 2014
Statement of Financial Position
December 31, 2014

ASSETS

Current Assets

General Checking	\$ 178,223
MMA - Operating	258,865
MMA - Reserves	453,105
Accounts Receivable	13,915
Inventory	-
Prepaid Expense	27,288
Prepaid Conference	51,213
Total Current Assets	\$ 982,609

Property & Equipment

Furniture	73,943		
Accum Deprn - Furniture	(73,781)	\$ 162	
Office Equipment	18,794	(0)	
Accum Deprn - Office Equipment	(18,794)	(0)	
Building	397,448		
Accum Deprn - Building	(136,729)	260,719	
Building Improvement - No Rent	181,674		
Accum Deprn - Building Improvement	(88,535)	93,139	
Building Improvement - Rent Only	34,107		
Accum Deprn - Building Improvement	(30,966)	3,141	
Land	321,408		
Building Rental	376,400		
Accum Deprn - Bldg Rental	(129,484)	246,916	
Computer Equipment	33,645		
Accum Deprn - Computer Equipment	(27,208)	6,437	
Computer Software	81,278		
Accum Amortization - Computer Software	(80,536)	742	
Loan Cost	4,995		
Accum Amortization - Loan Costs	(521)	4,474	
Total Property and Equipment		\$ 937,138	
TOTAL ASSETS		\$ 1,919,747	

IIMC Financials
FISCAL YEAR 2014
Statement of Financial Position
December 31, 2014

LIABILITIES & EQUITY

Current Liabilities

Accounts Payables	7,259
Accrued Expense	21,913
Vacation Liability	23,140
Deferred Revenue - Dues	732,257
Deferred Revenue - Rent	6,958
Deferred Revenue - Sponsorship/Advertising	13,446
Exchange Application	-
Grants - Conference	6,160
Grants - Study Abroad	-
Grants - Regional Educational Meeting	11,000
MCEF Liability	500
Total Current Liabilities	\$ 868,533

Long Term Liabilities

Mortgage Loan	693,548
Total Long Term Liabilities	\$ 693,548

EQUITY

Equity	121,769
Property & Equip Reserves	(11,178)
Building Reserves	23,625
Operating Reserves	15,990
Net Income/(Loss)	207,460
Total Equity	\$ 357,666

TOTAL LIABILITIES & EQUITY

\$ 1,919,747

IIMC Financials

FISCAL YEAR 2014

SUMMARY TOTALS

December 31, 2014

		2014							
Department	Budget	Monthly Actual	Monthly Budget	Variance	YTD Actual	YTD Budget	Variance	YTD %	
INCOME:									
Administration	500	57	42	15	799	500	299	159.9%	
Building	41,550	(5,112)	3,463	(8,574)	43,470	41,550	1,920	104.6%	
Conference	549,529	(5,075)	-	(5,075)	504,689	549,529	(44,840)	91.8%	
Education	92,225	43,114	26,019	17,095	135,305	92,225	43,080	146.7%	
Marketing	39,000	2,496	3,250	(754)	24,480	39,000	(14,520)	62.8%	
Membership	1,103,600	96,886	91,967	4,919	1,155,045	1,103,600	51,445	104.7%	
Total Income	1,826,404	132,366	124,740	7,626	1,863,790	1,826,404	37,386	102.0%	
EXPENSES:									
Administration	549,010	39,764	50,394	(10,629)	526,167	549,010	(22,843)	95.8%	
Building	130,256	9,538	10,832	(1,294)	139,129	130,256	8,873	106.8%	
Committee - Board of Directors	105,400	3,168	1,683	1,484	89,767	105,400	(15,633)	85.2%	
Committee - Executive	26,800	1,818	2,233	(415)	26,224	26,800	(576)	97.9%	
Committees - Other	25,100	(6)	7,525	(7,531)	12,300	25,100	(12,800)	49.0%	
Conference	474,169	(3,152)	5,000	(8,152)	428,728	474,169	(45,441)	90.4%	
Education	194,025	27,853	25,583	2,270	134,627	194,025	(59,399)	69.4%	
Marketing	112,495	17,289	10,017	7,272	96,886	112,495	(15,609)	86.1%	
Membership	205,800	24,171	20,746	3,425	202,502	205,800	(3,298)	98.4%	
Total Expense	1,823,055	120,444	134,014	(13,570)	1,656,330	1,823,055	(166,725)	90.9%	
PROFIT/(LOSS)									
Administration	(548,510)	(39,707)	(50,352)	10,645	(525,368)	(548,510)	23,142	95.8%	
Building	(88,706)	(14,650)	(7,370)	(7,280)	(95,658)	(88,706)	(6,952)	107.8%	
Board of Directors	(105,400)	(3,168)	(1,683)	(1,484)	(89,767)	(105,400)	15,633	85.2%	
Committee - Executive	(26,800)	(1,818)	(2,233)	415	(26,224)	(26,800)	576	97.9%	
Committees - Other	(25,100)	6	(7,525)	7,531	(12,300)	(25,100)	12,800	49.0%	
Conference	75,360	(1,923)	(5,000)	3,077	75,961	75,360	601	100.8%	
Education	(101,800)	15,261	436	14,825	679	(101,800)	102,479	-0.7%	
Marketing	(73,495)	(14,793)	(6,767)	(8,027)	(72,406)	(73,495)	1,089	98.5%	
Membership	897,800	72,715	71,221	1,494	952,543	897,800	54,743	106.1%	
Net Profit/(Loss)	3,349	11,922	(9,274)	21,197	207,460	3,349	204,111	6194.8%	
Controls	0	0	0	0	0	0	0	0	

IIMC Financials

FISCAL YEAR 2014

Administrative

December 31, 2014

Description	2014							
	Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %
INCOME								
Interest	500	57	42	15	784	500	284	156.9%
Misc Admin Revenue	-	-	-	-	15	-	15	0.0%
Total Income	500	57	42	15	799	500	299	159.9%
OVERHEAD EXPENSES								
Salary/Wages	271,300	20,856	26,429	(5,573)	277,942	271,300	6,642	102.4%
Contract Labor	60,000	900	5,000	(4,100)	57,500	60,000	(2,500)	95.8%
Temporary Help	-	-	-	-	100	-	100	0.0%
Salary Benefits	44,400	4,142	3,748	395	44,915	44,400	515	101.2%
Payroll Taxes-Employer	18,200	1,811	1,285	526	19,492	18,200	1,292	107.1%
Workers Comp Insurance	3,060	222	255	(33)	2,233	3,060	(827)	73.0%
Computer/Software Purchase	4,100	175	342	(167)	1,394	4,100	(2,706)	34.0%
Computer/Software Support	38,000	2,581	3,167	(585)	34,617	38,000	(3,383)	91.1%
Depreciation Furn/Amortization Exp	7,900	563	658	(95)	6,679	7,900	(1,221)	84.5%
Office Equipment Lease	6,600	932	550	382	6,399	6,600	(201)	97.0%
Office Equipment Maint	300	265	38	227	708	300	408	236.1%
Office Equipment Purchase	750	-	63	(63)	505	750	(245)	67.4%
Office Supplies	4,600	226	383	(157)	4,367	4,600	(233)	94.9%
Telephone	10,800	938	900	38	10,374	10,800	(426)	96.1%
Web Site	3,950	304	329	(25)	3,604	3,950	(346)	91.2%
Auditor Fees	14,000	1,800	1,167	633	14,996	14,000	996	107.1%
Auto Mileage-Staff	100	-	8	(8)	25	100	(75)	24.7%
Copier	6,100	495	508	(14)	6,016	6,100	(84)	98.6%
Credit Card Fees	1,400	38	117	(79)	1,302	1,400	(98)	93.0%
Bank Analysis Fees	2,000	195	167	28	2,076	2,000	76	103.8%
Insurance-Retiree (*)	15,400	993	1,283	(291)	11,752	15,400	(3,648)	76.3%
Legal Fees	750	-	63	(63)	300	750	(450)	40.0%
Memberships	800	-	67	(67)	1,040	800	240	130.0%
Payroll Processing	5,000	504	577	(73)	5,086	5,000	86	101.7%
Postage/Courier/Mailing	1,800	163	150	13	2,273	1,800	473	126.3%
Printing	2,500	-	208	(208)	1,572	2,500	(928)	62.9%
Professional Develop/Training	3,000	-	250	(250)	398	3,000	(2,602)	13.3%
Shipping	550	69	46	23	293	550	(257)	53.2%
Subscriptions/Publications	300	-	25	(25)	244	300	(56)	81.2%
Taxes Business	5,000	800	1,250	(450)	(312)	5,000	(5,312)	-6.2%
Admin Accommodations	3,300	-	275	(275)	1,245	3,300	(2,055)	37.7%
Admin Airfare	6,200	-	517	(517)	2,864	6,200	(3,336)	46.2%
Admin Ground	1,450	-	121	(121)	1,162	1,450	(288)	80.2%
Admin Meals	2,200	-	183	(183)	1,301	2,200	(899)	59.1%
Admin Other	200	-	17	(17)	-	200	(200)	0.0%
Other	3,000	792	250	542	1,705	3,000	(1,295)	56.8%
Total Administrative Expenses	549,010	39,764	50,394	(10,629)	526,167	549,010	(22,843)	95.8%
Net Profit/Loss	(548,510)	(39,707)	(50,352)	10,645	(525,368)	(548,510)	23,142	95.8%

IIMC Financials

FISCAL YEAR 2014

Building

December 31, 2014

Description	2014								
	Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %	
INCOME									
Rental Income	41,550	(5,112)	3,463	(8,574)	43,470	41,550	1,920	104.6%	
Total Income	41,550	(5,112)	3,463	(8,574)	43,470	41,550	1,920	104.6%	
DIRECT EXPENSE									
Amortize Loan Costs	250	19	21	(2)	250	250	-	100.0%	
Association Fees	2,706	205	226	(21)	2,460	2,706	(246)	90.9%	
Depreciation Building	32,600	2,755	2,717	38	32,952	32,600	352	101.1%	
Insurance Fire/Property	4,500	569	375	194	4,500	4,500	-	100.0%	
Landscaping	4,100	290	342	(52)	3,591	4,100	(509)	87.6%	
Mortgage Interest	35,000	2,893	3,299	(406)	34,591	35,000	(409)	98.8%	
Office Cleaning - IIMC	3,100	240	258	(18)	3,000	3,100	(100)	96.8%	
Property Tax	14,500	1,269	1,208	61	15,093	14,500	593	104.1%	
Repair/Maint Building	14,300	-	787	(787)	25,504	14,300	11,204	178.4%	
Repair/Maint Grounds	1,900	-	158	(158)	1,519	1,900	(381)	80.0%	
Supplies	600	-	50	(50)	-	600	(600)	0.0%	
Utilities	14,040	1,298	1,170	128	14,158	14,040	118	100.8%	
Allocation to Bldg Reserve	1,000	-	83	(83)	-	1,000	(1,000)	0.0%	
Office Cleaning - Tenants	960	-	80	(80)	1,511	960	551	157.4%	
Commissions/Appraisals	700	-	58	(58)	-	700	(700)	0.0%	
Total Direct Expense	130,256	9,538	10,832	(1,294)	139,129	130,256	8,873	106.8%	
Net Profit/Loss	(88,706)	(14,650)	(7,370)	(7,280)	(95,658)	(88,706)	(6,952)	107.8%	

IIMC Financials

FISCAL YEAR 2014

Committees

December 31, 2014

		2014							
Description	Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %	
EXECUTIVE COMMITTEE:									
Telephone	500	-	42	(42)	85	500	(415)	16.9%	
Travel Accommodations	7,000	447	583	(136)	3,645	7,000	(3,355)	52.1%	
Travel Airfare	13,500	1,275	1,125	150	17,732	13,500	4,232	131.3%	
Travel Ground	2,000	22	167	(144)	2,370	2,000	370	118.5%	
Travel Meals	2,500	74	208	(134)	2,326	2,500	(174)	93.0%	
Travel Other	1,000	-	83	(83)	26	1,000	(974)	2.6%	
Shipping	-	-	-	-	40	-	40	0.0%	
Other	300	-	25	(25)	-	300	(300)	0.0%	
Total Expense	26,800	1,818	2,233	(415)	26,224	26,800	(576)	97.9%	
BOARD OF DIRECTORS:									
General									
Election Expense	100	-	-	-	-	100	(100)	0.0%	
Region XI Consultant	9,500	-	792	(792)	3,750	9,500	(5,750)	39.5%	
Region XI Symposium	2,500	149	-	149	5,148	2,500	2,648	205.9%	
Insurance Officers & Directors	7,000	1,110	583	527	6,689	7,000	(311)	95.6%	
Legal Fees	1,000	-	83	(83)	413	1,000	(588)	41.2%	
Strategic Planning/Board Development	10,000	-	-	-	3,034	10,000	(6,966)	30.3%	
Postage	100	-	8	(8)	83	100	(17)	83.4%	
Shipping	100	56	8	47	236	100	136	236.2%	
Telephone	1,500	3	125	(122)	273	1,500	(1,227)	18.2%	
Memorials	500	50	42	8	500	500	-	100.0%	
Other Expenses	500	-	42	(42)	1,500	500	1,000	300.0%	
General	32,800	1,368	1,683	(316)	22,648	32,800	(10,152)	69.0%	
Mid-Year									
Travel Accommodations	11,400	-	-	-	13,377	11,400	1,977	117.3%	
Travel Airfare	15,000	-	-	-	11,032	15,000	(3,968)	73.5%	
Travel Ground	1,000	-	-	-	3,282	1,000	2,282	328.2%	
Travel Meals	12,500	-	-	-	13,886	12,500	1,386	111.1%	
Travel Other	500	-	-	-	687	500	187	137.3%	
Parliamentarian Expense	3,600	-	-	-	1,144	3,600	(2,456)	31.8%	
Meeting Expenses	1,000	-	-	-	-	1,000	(1,000)	0.0%	
Mid-Year	45,000	-	-	-	43,407	45,000	(1,593)	96.5%	
Conference									
Travel Accommodations	7,000	-	-	-	9,630	7,000	2,630	137.6%	
Travel Airfare	1,000	-	-	-	-	1,000	(1,000)	0.0%	
Travel Ground	1,000	-	-	-	171	1,000	(829)	17.1%	
Travel Meals	2,000	-	-	-	1,182	2,000	(818)	59.1%	
Board Meeting Expense	8,000	-	-	-	5,183	8,000	(2,817)	64.8%	
Audio/Visual	4,000	-	-	-	1,950	4,000	(2,050)	48.7%	
Parliamentarian Expense	3,600	1,800	-	1,800	5,220	3,600	1,620	145.0%	
Travel Other	1,000	-	-	-	376	1,000	(624)	37.6%	
Conference	27,600	1,800	-	1,800	23,712	27,600	(3,888)	85.9%	
Total Expense	105,400	3,168	1,683	1,484	89,767	105,400	(15,633)	85.2%	
BUDGET AND PLANNING:									
Meeting Expenses	-	-	-	-	22	-	22	0.0%	
Travel Accommodations	2,000	-	-	-	2,276	2,000	276	113.8%	
Travel Airfare	4,000	-	-	-	3,911	4,000	(89)	97.8%	
Travel Ground	500	-	-	-	403	500	(97)	80.6%	
Travel Meals	1,400	-	-	-	1,950	1,400	550	139.3%	
Travel Other	200	-	-	-	-	200	(200)	0.0%	
Total Expense	8,100	0	-	0	8,563	8,100	463	105.7%	
CONFERENCE POLICY:									
Meeting/Telephone Expenses	200	-	17	(17)	17	200	(183)	8.6%	
Total Expense	200	-	17	(17)	17	200	(183)	8.6%	

IIMC Financials

FISCAL YEAR 2014

Committees

December 31, 2014

	2014							
	Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %
Description								
EDUCATION / PROFESSIONAL DEVELOPMENT:								
Meeting/Telephone Expenses	200	-	17	(17)	23	200	(177)	11.7%
Total Expense	200	-	17	(17)	23	200	(177)	11.7%
ELECTION:								
Meeting/Telephone Expenses	100	-	8	(8)	-	100	(100)	0.0%
Total Expense	100	-	8	(8)	-	100	(100)	0.0%
ETHICS:								
Meeting/Telephone Expenses	100	-	8	(8)	-	100	(100)	0.0%
Total Expense	100	-	8	(8)	-	100	(100)	0.0%
INTERNATIONAL RELATIONS:								
Exchange Program	3,000	(25)	-	(25)	2,950	3,000	(50)	98.3%
Study Abroad	700	-	-	-	100	700	(600)	14.3%
Meeting/Telephone Expenses	200	19	17	3	102	200	(98)	50.9%
Total Expense	3,900	(6)	17	(22)	3,152	3,900	(748)	80.8%
POLICY REVIEW								
Meeting/Telephone Expenses	200	-	17	(17)	231	200	31	115.3%
Total Expense	200	-	17	(17)	231	200	31	115.3%
MEMBERSHIP:								
Meeting/Telephone Expenses	100	-	8	(8)	37	100	(63)	37.5%
Total Expense	100	-	8	(8)	37	100	(63)	37.5%
MENTORING:								
Meeting/Telephone Expenses	100	-	8	(8)	16	100	(84)	16.3%
Promotion	300	-	25	(25)	-	300	(300)	0.0%
Total Expense	400	-	33	(33)	16	400	(384)	4.1%
PROGRAM REVIEW:								
Meeting/Telephone Expenses	400	-	33	(33)	109	400	(291)	27.2%
Total Expense	400	-	33	(33)	109	400	(291)	27.2%
PUBLIC RELATIONS:								
Meeting/Telephone Expenses	200	-	17	(17)	97	200	(103)	48.7%
Other	1,000	-	83	(83)	-	1,000	(1,000)	0.0%
Total Expense	1,200	-	100	(100)	97	1,200	(1,103)	8.1%
LEGISLATIVE								
Meeting/Telephone Expenses	-	-	-	-	32	-	32	0.0%
Total Expense	-	-	-	-	32	-	32	0.0%
RECORDS MANAGEMENT:								
Publications - writing/editing/design	2,500	-	208	(208)	-	2,500	(2,500)	0.0%
Meeting/Telephone Expenses	100	-	8	(8)	7	100	(93)	7.1%
IIMC/NAGARA Workshops	7,000	-	7,000	(7,000)	-	7,000	(7,000)	0.0%
Total Expense	9,600	-	7,217	(7,217)	7	9,600	(9,593)	0.1%
RESEARCH:								
Meeting/Telephone Expenses	200	-	17	(17)	-	200	(200)	0.0%
Total Expense	200	-	17	(17)	-	200	(200)	0.0%
RESOURCE & INFORMATION:								
Meeting/Telephone Expenses	200	-	17	(17)	-	200	(200)	0.0%
Total Expense	200	-	17	(17)	-	200	(200)	0.0%

IIMC Financials

FISCAL YEAR 2014

Committees

December 31, 2014

Description	2014							
	Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %
TASK FORCE(S):								
ACCREDITATION / CREDENTIALING								
Meeting/Telephone Expenses	200	-	17	(17)	16	200	(184)	7.9%
Total Expense	200	-	17	(17)	16	200	(184)	7.9%
Executive Committee	26,800	1,818	2,233	(415)	26,224	26,800	(576)	97.9%
Board of Directors	105,400	3,168	1,683	1,484	89,767	105,400	(15,633)	85.2%
Other Committees	25,100	(6)	7,525	(7,531)	12,300	25,100	(12,800)	49.0%
Total Expense	157,300	4,980	11,442	(6,462)	128,291	157,300	(29,009)	81.6%
Net Profit/Loss	(157,300)	(4,980)	(11,442)	6,462	(128,291)	(157,300)	29,009	81.6%

IIMC Financials

FISCAL YEAR 2014

Conference

December 31, 2014

Description	Budget	Monthly	Monthly Budget	Variance	2014			
					Actual YTD	YTD Budget	Variance	YTD %
INCOME								
Registration Members-Full	428,353	(5,650)	-	(5,650)	387,640	428,353	(40,713)	90.5%
- Comp - Full Registration	(33,000)	280	-	280	(28,770)	(33,000)	4,230	87.2%
- Discount - First Timer	(11,000)	50	-	50	(7,150)	(11,000)	3,850	65.0%
- Discount - Multi Attendee	(4,300)	-	-	-	(4,900)	(4,300)	(600)	114.0%
- Discount - Conference Region	(11,400)	200	-	200	(10,800)	(11,400)	600	94.7%
- Discount - Region X	(2,000)	-	-	-	(1,955)	(2,000)	45	97.8%
- Discount - Region XI	(3,800)	-	-	-	(1,440)	(3,800)	2,360	37.9%
Registration Guest	13,250	-	-	-	11,523	13,250	(1,727)	87.0%
Donations & Sponsorships	46,500	-	-	-	42,913	46,500	(3,588)	92.3%
Exhibitor Program	42,000	-	-	-	27,300	42,000	(14,700)	65.0%
Cancellation Fee	2,500	-	-	-	4,660	2,500	2,160	186.4%
Misc Conference Revenue	54,446	-	-	-	52,720	54,446	(1,726)	96.8%
Academy Workshop	21,480	-	-	-	24,824	21,480	3,344	115.6%
Athenian Leadership Society	4,000	45	-	45	6,940	4,000	2,940	173.5%
Boutique Sales	2,500	-	-	-	1,185	2,500	(1,315)	47.4%
Total Income	549,529	(5,075)	-	(5,075)	504,689	549,529	(44,840)	91.8%
- Conference Full - Attending					666			
- Conference Full - Comp					69			
- Conference Full - Paying (*)	650				597	53		
- Conference Retired	25				36	(11)		
- Conference Guest	50				43	(7)		
DIRECT EXPENSES								
Planner - Contract Labor	60,000	5,000	5,000	-	60,000	60,000	-	100.0%
Planner Travel Accom.	1,500	-	-	-	2,155	1,500	655	143.6%
Planner Airfare	1,000	-	-	-	-	1,000	(1,000)	0.0%
Planner Ground Travel	300	-	-	-	346	300	46	115.3%
Planner Travel Meals	1,500	-	-	-	618	1,500	(882)	41.2%
Planner Travel Other	300	-	-	-	52	300	(248)	17.3%
Subtotal Planner Expenses	64,600	5,000	5,000	-	63,170	64,600	(1,430)	97.8%
Academy Speaker Fees	14,000	-	-	-	8,800	14,000	(5,200)	62.9%
Academy Speaker Accommodations	1,464	-	-	-	732	1,464	(732)	50.0%
Academy Speaker Meals	800	-	-	-	355	800	(445)	44.4%
Academy Speaker Travel	7,204	-	-	-	4,149	7,204	(3,055)	57.6%
Academy Materials/Supplies	1,000	-	-	-	700	1,000	(300)	70.0%
Subtotal Academy Expenses	24,468	-	-	-	14,736	24,468	(9,732)	60.2%
Genl/Plenary Speaker Fees	30,000	-	-	-	15,500	30,000	(14,500)	51.7%
Genl/Plenary Speaker Accommodations	549	-	-	-	549	549	0	100.0%
Genl/Plenary Speaker Meals	150	-	-	-	186	150	36	123.9%
Genl/Plenary Speaker Travel	2,447	-	-	-	4,308	2,447	1,861	176.0%
Subtotal Gen/Plenary Speaker Expenses	33,146	-	-	-	20,542	33,146	(12,604)	62.0%
Speakers Fees	20,000	-	-	-	12,300	20,000	(7,700)	61.5%
Speakers Accommodations	7,686	-	-	-	5,538	7,686	(2,148)	72.1%
Speakers Meals	2,100	-	-	-	553	2,100	(1,547)	26.3%
Speakers Travel	8,000	-	-	-	5,769	8,000	(2,231)	72.1%
Subtotal Speaker Expenses	37,786	-	-	-	24,160	37,786	(13,626)	63.9%
Staff Travel Accomm.	10,520	-	-	-	9,441	10,520	(1,079)	89.7%
Conf. Travel Airfare Staff	6,000	-	-	-	4,780	6,000	(1,220)	79.7%
Conf. Travel Ground - Staff	600	-	-	-	954	600	354	159.0%
Conf. Travel Meals - Staff	4,500	-	-	-	5,437	4,500	937	120.8%
Conf. Travel Other - Staff	100	-	-	-	35	100	(65)	35.0%
Conf. Travel Accomm. - Raffle Donation	-	-	-	-	1,197	-	1,197	0.0%
Subtotal Staff Expenses	21,720	-	-	-	21,845	21,720	125	100.6%
Travel Accommodations VIP	10,000	-	-	-	3,501	10,000	(6,499)	35.0%
Conf. Transportation - VIP	1,000	-	-	-	854	1,000	(146)	85.4%
Subtotal VIP Expenses	11,000	-	-	-	4,355	11,000	(6,645)	39.6%
Opening Reception	25,000	-	-	-	24,074	25,000	(926)	96.3%
All Conference Event	40,000	-	-	-	30,543	40,000	(9,457)	76.4%
Opening Ceremony	500	-	-	-	350	500	(150)	70.0%
Subtotal Events Expenses	65,500	-	-	-	54,967	65,500	(10,533)	83.9%
Food & Beverage	40,000	460	-	460	83,482	40,000	43,482	208.7%
Meetings Space/Labor	-	(460)	-	(460)	-	-	-	0.0%
Colloquium Food & Beverage	500	-	-	-	1,192	500	692	238.3%
Annual Banquet	40,600	-	-	-	31,044	40,600	(9,556)	76.5%

IIMC Financials

FISCAL YEAR 2014

Conference

December 31, 2014

Description	2014							
	Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %
Private Receptions	10,000	-	-	-	8,480	10,000	(1,520)	84.8%
Meeting Expense - MCEF	500	-	-	-	110	500	(390)	22.0%
Subtotal F&B Expenses	91,600	-	-	-	124,307	91,600	32,707	135.7%

IIMC Financials

FISCAL YEAR 2014

Conference

December 31, 2014

Description	2014							
	Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %
Credit Card Fees	8,000	(151)	-	(151)	9,142	8,000	1,142	114.3%
Athenian Leadership Society	1,350	-	-	-	802	1,350	(548)	59.4%
Telephone/Internet	2,000	-	-	-	3,672	2,000	1,672	183.6%
Awards & Gifts	2,500	(44)	-	(44)	2,832	2,500	332	113.3%
Meeting Room	-	(500)	-	(500)	12,973	-	12,973	0.0%
Office Supplies	200	-	-	-	303	200	103	151.6%
Shipping	3,000	-	-	-	3,242	3,000	242	108.1%
Lanyards/Bags/Gifts	2,500	-	-	-	3,414	2,500	914	136.5%
Conference Security	2,000	-	-	-	526	2,000	(1,474)	26.3%
Colloquium Institute Director	4,400	-	-	-	142	4,400	(4,258)	3.2%
Postage/Courier/Mailing	500	-	-	-	345	500	(155)	68.9%
Conf. Transportation	5,000	-	-	-	2,809	5,000	(2,191)	56.2%
Audio/Visual	50,000	-	-	-	26,734	50,000	(23,266)	53.5%
Exhibit Hall	10,000	-	-	-	3,849	10,000	(6,151)	38.5%
Design Work	1,199	-	-	-	320	1,199	(879)	26.7%
Photographer	2,500	-	-	-	2,860	2,500	360	114.4%
Conference Printing/Design Work	18,500	-	-	-	18,074	18,500	(426)	97.7%
Merchandise	1,500	-	-	-	1,456	1,500	(44)	97.1%
Conference Scanning Expense	7,500	(7,456)	-	(7,456)	4,329	7,500	(3,171)	57.7%
Other	500	-	-	-	277	500	(223)	55.4%
Conference CD Handout	1,200	-	-	-	2,545	1,200	1,345	212.1%
Subtotal Operating Expenses	124,349	(8,152)	-	(8,152)	100,646	124,349	(23,703)	80.9%
Total Direct Expense	474,169	(3,152)	5,000	(8,152)	428,728	474,169	(45,441)	90.4%
Net Profit/Loss	75,360	(1,923)	(5,000)	3,077	75,961	75,360	601	100.8%

IIMC Financials

FISCAL YEAR 2014

Education

December 31, 2014

Description	2014							
	Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %
INCOME:								
MCEF Contribution/Policy 8	35,000	31,278	35,000	(3,722)	31,278	35,000	(3,722)	89.4%
- Grants - Conference/Regional Ed Mtgs	(5,000)	-	(5,000)	5,000	-	(5,000)	5,000	0.0%
- Scholarship - MCEF	(10,000)	-	(10,000)	10,000	-	(10,000)	10,000	0.0%
Fees CMC	30,000	3,450	2,500	950	38,930	30,000	8,930	129.8%
Fees CMC Recertification	-	-	-	-	(50)	-	(50)	0.0%
Fees MMC	28,000	5,265	2,333	2,932	45,360	28,000	17,360	162.0%
Pin CMC	100	-	8	(8)	65	100	(35)	65.0%
Pin MMC	100	-	8	(8)	125	100	25	125.0%
Plaques CMC/MMC	4,025	990	335	655	11,165	4,025	7,140	277.4%
Distance Ed Registration	10,000	2,131	833	1,298	7,832	10,000	(2,168)	78.3%
New Institute Application Fees	-	-	-	-	600	-	600	0.0%
Total Income	92,225	43,114	26,019	17,095	135,305	92,225	43,080	146.7%
DIRECT EXPENSES:								
Salary/Wages	110,000	12,085	12,648	(563)	81,642	110,000	(28,358)	74.2%
Salary Benefits	20,000	1,262	1,942	(680)	11,789	20,000	(8,211)	58.9%
Payroll Taxes - Employer	9,750	1,292	970	322	8,312	9,750	(1,438)	85.2%
Workers Comp Insurance	1,000	95	83	11	954	1,000	(46)	95.4%
Computer/Software Support	1,000	7,456	83	7,373	7,957	1,000	6,957	795.7%
Credit Card Fee	1,500	104	125	(21)	2,048	1,500	548	136.5%
Distance Ed	10,000	-	833	(833)	1,498	10,000	(8,502)	15.0%
Memberships	375	-	31	(31)	135	375	(240)	36.0%
Pins CMC/MMC	2,000	931	167	765	2,520	2,000	520	126.0%
Plaques	3,000	795	250	545	3,222	3,000	222	107.4%
Postage/Courier/Mailing	1,200	157	100	57	892	1,200	(308)	74.4%
Printing	500	-	42	(42)	-	500	(500)	0.0%
Shipping	4,000	420	333	87	3,732	4,000	(268)	93.3%
Professional Develop/Training	1,500	-	125	(125)	-	1,500	(1,500)	0.0%
Program Development	10,000	-	833	(833)	3,625	10,000	(6,375)	36.2%
Education Consultants	12,000	3,250	6,500	(3,250)	6,250	12,000	(5,750)	52.1%
Subscriptions/Publications	500	-	42	(42)	-	500	(500)	0.0%
Telephone	200	5	17	(11)	50	200	(150)	25.0%
Staff Travel Accommodations	2,000	-	167	(167)	-	2,000	(2,000)	0.0%
Staff Airfare	2,000	-	167	(167)	-	2,000	(2,000)	0.0%
Staff Travel Ground	500	-	42	(42)	0	500	(500)	0.1%
Staff Travel Meals	500	-	42	(42)	-	500	(500)	0.0%
Staff Travel Other	500	-	42	(42)	-	500	(500)	0.0%
Total Direct Expense	194,025	27,853	25,583	2,270	134,627	194,025	(59,399)	69.4%
Net Profit/Loss	(101,800)	15,261	436	14,825	679	(101,800)	102,479	-0.7%

IIMC Financials

FISCAL YEAR 2014

Marketing

December 31, 2014

Description	2014							
	Budget	Monthly Actual	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %
INCOME								
Advertising	11,000	600	917	(317)	6,600	11,000	(4,400)	60.0%
Advertising/Sponsor	16,500	1,617	1,375	242	13,492	16,500	(3,008)	81.8%
Advertising Website	2,000	195	167	29	2,209	2,000	209	110.4%
Royalty - Robert's Rule of Order	1,000	-	83	(83)	69	1,000	(931)	6.9%
Royalties Other - E.Mina/NAP	500	-	42	(42)	448	500	(52)	89.6%
Mailing Lists	500	-	42	(42)	225	500	(275)	45.0%
Merchandise	2,500	-	208	(208)	6	2,500	(2,494)	0.2%
Publications	4,000	84	333	(250)	1,036	4,000	(2,964)	25.9%
Publications - Book 8	1,000	-	83	(83)	396	1,000	(604)	39.6%
Total Income	39,000	2,496	3,250	(754)	24,480	39,000	(14,520)	62.8%
DIRECT EXPENSES								
Salary/Wages	80,100	4,077	7,613	(3,536)	52,839	80,100	(27,261)	66.0%
Contract Labor	-	1,000	-	1,000	9,000	-	9,000	0.0%
Salary Benefits	12,650	523	1,216	(693)	7,242	12,650	(5,408)	57.2%
Payroll Taxes	5,575	63	340	(277)	3,355	5,575	(2,220)	60.2%
Workers Comp Insurance	820	65	68	(3)	657	820	(163)	80.2%
Credit Card Fee	100	3	8	(5)	114	100	14	114.2%
Awards & Gifts	1,000	-	-	-	1,782	1,000	782	178.2%
Design Work (non conference)	500	-	42	(42)	-	500	(500)	0.0%
Merchandise	1,000	-	83	(83)	67	1,000	(933)	6.7%
Shipping	100	-	8	(8)	-	100	(100)	0.0%
Staff Travel Accommodations	600	-	50	(50)	-	600	(600)	0.0%
Staff Airfare	500	-	42	(42)	-	500	(500)	0.0%
Exhibit/Sponsorship	3,000	-	-	-	4,576	3,000	1,576	152.5%
Staff Travel Ground	250	-	21	(21)	-	250	(250)	0.0%
Staff Travel Meals	500	-	42	(42)	205	500	(295)	41.0%
Staff Travel Other	200	-	17	(17)	-	200	(200)	0.0%
News Digest/Print/Mail/Design	3,000	310	250	60	4,551	3,000	1,551	151.7%
Printing - Book 8	600	-	50	(50)	330	600	(270)	55.0%
Printing /Publications	2,000	11,247	167	11,080	12,163	2,000	10,163	608.2%
Total Direct Expense	112,495	17,289	10,017	7,272	96,886	112,495	(15,609)	86.1%
Net Profit/Loss	(73,495)	(14,793)	(6,767)	(8,027)	(72,406)	(73,495)	1,089	98.5%

IIMC Financials

FISCAL YEAR 2014

Membership

December 31, 2014

Description	2014								
	Budget	Monthly Actual	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %	
INCOME									
Membership Dues	1,100,000	96,751	91,667	5,084	1,151,755	1,100,000	51,755	104.7%	
Membership Late Fee	3,600	135	300	(165)	3,290	3,600	(310)	91.4%	
Total Income	1,103,600	96,886	91,967	4,919	1,155,045	1,103,600	51,445	104.7%	
DIRECT EXPENSES									
Salary/Wages	124,000	14,784	14,177	607	125,532	124,000	1,532	101.2%	
Salary Benefits	28,000	2,848	2,599	249	27,153	28,000	(847)	97.0%	
Payroll Taxes-Employer	11,000	1,524	1,128	396	10,988	11,000	(12)	99.9%	
Workers Comp Insurance	1,000	97	83	14	977	1,000	(23)	97.7%	
Auto Mileage	100	-	8	(8)	-	100	(100)	0.0%	
Computer/Software Support	3,300	-	275	(275)	3,316	3,300	16	100.5%	
Credit Card	8,500	563	708	(146)	8,404	8,500	(96)	98.9%	
Dues Mailing	9,500	4,141	100	4,041	13,663	9,500	4,163	143.8%	
Membership	400	20	33	(13)	575	400	175	143.6%	
Postage/Courier/Mailing	3,700	194	308	(114)	2,849	3,700	(851)	77.0%	
Membership Drive	12,000	-	1,000	(1,000)	8,476	12,000	(3,524)	70.6%	
Professional Develop/Training	1,100	-	92	(92)	-	1,100	(1,100)	0.0%	
Promotion	500	-	42	(42)	269	500	(231)	53.9%	
Research Salary Survey Services	400	-	-	-	300	400	(100)	75.0%	
Staff Travel Accommodations	1,000	-	83	(83)	-	1,000	(1,000)	0.0%	
Staff Airfare	1,000	-	83	(83)	-	1,000	(1,000)	0.0%	
Staff Travel Ground	100	-	8	(8)	-	100	(100)	0.0%	
Staff Travel Meals	100	-	8	(8)	-	100	(100)	0.0%	
Staff Travel Other	100	-	8	(8)	-	100	(100)	0.0%	
Total Direct Expense	205,800	24,171	20,746	3,425	202,502	205,800	(3,298)	98.4%	
Net Profit/Loss	897,800	72,715	71,221	1,494	952,543	897,800	54,743	106.1%	

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Budget & Planning Committee
From: Chris Shalby, Executive Director
Janet Pantaleon, Financial Specialist
Connie Parker, CPA, Finance Consultant
Date: April 15, 2015
Subject: 2014 Year-End Notes



December 2014 YTD reflects a Net Profit of \$207,460. This is \$204,111 over projected year to date budget of \$3,349. Comparing December 2014 with December 2013 – 2014 reflects approximately \$48,061 more in profit than 2013. Inventory has been removed from the Statement of Financial Position as a liability. Inventory amounts are so minimal that we will now expense all purchases rather than holding them as a liability. All departments with the exception of Building are under budget with expenses.

Reserve Balance

MMA – Operating -- \$258,865 • MMA – Restricted Reserve Account \$453,105

Administrative

- **Income** – Earned \$299 more than budgeted
- **Expenses** – Expended \$22,843 less than budgeted
 - **General Comments**
 - **Salary/Wages** – Is over budget due to staff not taking as much vacation time at the end of the year as anticipated. The overage is due directly to vacation liability accrual.
 - **Taxes Business** – IIMC received \$2,747.15 refund for 2012 from Franchise Tax Board for Business Income Tax Return Form 109 taxes in January 2014.

Building

- **Income** – Earned \$1,920 more than budgeted
- **Expenses** – Expended \$8,873 more than budgeted
 - **General Comments**
 - **Rental Income** – It was discovered in August 2014 that the rent was never received from Suite 100 tenants after initial deposit was made. Rent was not paid for the period of November 2013 through August 2014 for a total of \$9,603 in addition to two months Edison Electric \$300. Organization has made an economic decision not to pursue legally. As of December the balance has been written off as bad debt.
 - **Repair/Maintenance Building** – IIMC building was painted in September 2014 causing a budget overage within September's financials. Painting was originally budgeted as a capital expense but later determined that it should be expensed.

Committees

- **Executive Committee** – Expended \$576 less than budgeted
 - **Executive Committee Expense** – Although travel airfare is over budget by \$4,232 the department as a whole is slightly under budget at year end.
- **Board of Directors** – Expended \$15,633 less than budgeted
 - **Region XI Consultant**
 - Region XI Consultant retired from the position in June 2014 resulting in savings of \$5,750.
 - **Strategic Planning/Board Development**
 - Originally budgeted \$10,000 and only spent \$3,034. This is a savings of \$6,966.
- **Other Committee** Expended \$12,800 less than budgeted

2014 December Notes – Cont.

Conference

- Conference YTD has earned \$75,961
 - **Income** – Earned \$44,840 less than budgeted
 - **Expenses** – Expended \$45,441 less than budgeted
 - Although we earned \$44,840 less than budgeted in income, the conference still shows an increase in total revenue due to the savings in expenses.

Education

- Education YTD has earned \$679
 - **Income** – Earned \$43,080 more than budgeted
 - **Expenses** – Expended \$59,399 less than budgeted
 - **General Comments**
 - **CMC/MMC Fees** – IIMC continues to see an increased enrollment in the IIMC certification programs.
 - **Salary/Benefits/Taxes** – IIMC will continue to see a savings in such expenses due to the vacancy in the Associate Director of Education position as well as a partial savings with the short term vacancy of the Verification Specialist.
 - **Distance Education Registration** – New online distance education courses were released in September. Income earned for such courses since September are reflected within the December Financial Statement.

Marketing

- Marketing YTD had a loss of \$72,406
 - **Income** – Earned \$14,520 less than budgeted
 - **Expenses** – Expended \$15,609 less than budgeted
 - **General Comment**
 - **Marketing Income** – IIMC continues to see a decrease in advertising revenue.
 - **Salary/Benefits/Taxes** – IIMC will continue to see a savings in such expenses due to the vacancy of the Communication Specialist. Such a savings has been slightly offset with the contract labor expense for outside service to assist with News Digest production.
 - **Printing and Publications** - increased due to the write off of book inventory in 2014. Publications and merchandise will continue to be sold by IIMC. The change here is that we will no longer be holding the cost of the merchandise, pins, plaques, and publications as liabilities. All costs for purchases of these items will now be expensed as purchased.

Membership

- Membership YTD has earned \$952,543
 - **Income** – Earned \$51,445 more than budgeted
 - **Expenses** – Expended \$3,298 less than budgeted
 - **General Comment**
 - **Membership Dues** - IIMC continues to see increase in Membership revenue. In comparing December 2014 YTD to December 2013 YTD – IIMC 2014 YTD has increased by approximately \$40,245.
 - **Dues Mailing** – Increased due to the write off of accrued mailing expensed in the current year. In the past dues mailing was accrued for write off in the period the dues were due. Going forward postage will be expensed as paid.

April 15, 2015

To the Board of Directors
International Institute of Municipal Clerks
Rancho Cucamonga, California

We have audited the financial statements of International Institute of Municipal Clerks for the year ended December 31, 2014, and have issued our report thereon dated April 15, 2015. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated December 4, 2014. Professional standards also require that we communicate to you with the following information related to our audit.

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by International Institute of Municipal Clerks are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during 2014. We noted no transactions entered into by the Institute during the year for which there is a lack of authoritative guidance or consensus. All transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were:

Inherent with many not-for-profit organizations is a process to allocate cost based on an overall cost allocation plan. We evaluated the key factors and assumptions used to develop the cost allocation plan and allocations in determining that it is reasonable in relation to the financial statements taken as a whole.

4120 Concours
Suite 100
Ontario, CA 91764

909.948.9990
800.644.0696
FAX 909.948.9633

gyld@gyldecauwer.com
www.gyldecauwer.com

*your
Success
is our
DESTINATION*

Management's estimate of depreciation is based on a depreciation schedule. We evaluated the key factors and assumptions used to develop the depreciation schedule in determining that it is reasonable in relation to the financial statements taken as a whole.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements. The attached schedule summarizes the corrected misstatements of the financial statements. Management has determined that their effects are material in the aggregate to the financial statements taken as a whole.

Disagreements with Management.

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated April 15, 2015.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Institute's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Institute's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other Matters

This information is intended solely for the use of the Board of Directors and Senior Management of International Institute of Municipal Clerks and is not intended to be and should not be used by anyone other than these specified parties.

MS1 Decauwer LLP

GYL DECAUWER LLP
Ontario, California

**INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS
(A Not-for-Profit Corporation)**

FINANCIAL STATEMENTS

For The Year Ended December 31, 2014
(Summarized Totals for 2013)



**INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS
(A Not-for-Profit Corporation)**

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INDEPENDENT AUDITORS' REPORT

Board of Directors
International Institute of Municipal Clerks
Rancho Cucamonga, California

We have audited the accompanying financial statements of International Institute of Municipal Clerks (a Not-for-Profit Corporation), which comprise the statement of financial position as of December 31, 2014, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

**4120 Concours
Suite 100
Ontario, CA 91764**

**909.948.9990
800.644.0696
FAX 909.948.9633**

gyldec@gyldcauwer.com
www.gyldecawer.com

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INDEPENDENT AUDITOR'S REPORT (continued)

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of International Institute of Municipal Clerks as of December 31, 2014, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Report on Summarized Comparative Information

The financial statements of International Institute of Municipal Clerks as of December 31, 2013 were audited by other auditors whose report dated April 30, 2014, expressed an unmodified opinion on those statements.

May December 2014

GYL DECAUWER LLP
Ontario, California

April 15, 2015

**INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS**
(A Not-for-Profit Corporation)

STATEMENT OF FINANCIAL POSITION

December 31, 2014

(Summarized Totals for 2013)

ASSETS	2014	2013
Current Assets		
Cash and cash equivalents	\$ 890,194	\$ 613,644
Accounts receivable	13,915	63,812
Inventory		15,693
Prepaid expenses	27,288	52,842
Conference prepaids	51,213	37,287
Total Current Assets	<u>982,610</u>	<u>783,278</u>
Property and Equipment, net	932,664	967,799
Capitalized Costs, net	<u>4,474</u>	<u>4,724</u>
Total Assets	<u><u>\$ 1,919,748</u></u>	<u><u>\$ 1,755,801</u></u>
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable	\$ 7,259	\$ 42,318
Accrued liabilities	45,554	79,131
Deferred revenue	815,721	766,951
Mortgage note payable - current portion	24,798	24,126
Total Current Liabilities	<u>893,332</u>	<u>912,526</u>
Long-Term Liabilities		
Mortgage note payable	668,750	693,069
Total Liabilities	<u>1,562,082</u>	<u>1,605,595</u>
NET ASSETS		
Unrestricted	357,666	140,752
Temporarily restricted		9,454
	<u>357,666</u>	<u>150,206</u>
Total Liabilities and Net Assets	<u><u>\$ 1,919,748</u></u>	<u><u>\$ 1,755,801</u></u>

See accompanying notes to the financial statements

**INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS**
(A Not-for-Profit Corporation)

STATEMENT OF ACTIVITIES
For The Year Ended December 31, 2014
(Summarized Totals for 2013)

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Total</u>	2013
REVENUES				
Membership dues	\$ 1,156,477	\$	\$ 1,156,477	\$ 1,106,985
Conference	529,027		529,027	502,131
Education	110,967		110,967	113,742
Marketing Development and Promotion	23,048		23,048	26,474
Building Rental	43,470		43,470	53,472
Administration	15		15	
Interest	784		784	776
Contributions				6,454
Net assets released from restrictions	9,454	(9,454)		(12,000)
Total Revenues	1,873,242	(9,454)	1,863,788	1,798,034
EXPENSES				
Program Services				
Education	148,511		148,511	181,961
Conference	406,121		406,121	423,214
Member services	233,296		233,296	199,819
Marketing development and promotion	84,859		84,859	114,434
Building	50,799		50,799	68,538
Supporting Services				
General and administration	732,742		732,742	655,201
Total Expenses	1,656,328		1,656,328	1,643,167
Changes in Net Assets	216,914	(9,454)	207,460	154,867
Net assets, beginning of year	140,752	9,454	150,206	(4,661)
Net assets, end of year	\$ 357,666	\$	\$ 357,666	\$ 150,206

See accompanying notes to the financial statements

**INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS**
(A Not-for-Profit Corporation)

STATEMENT OF CASH FLOWS
For The Year Ended December 31, 2014
(Summarized Totals for 2013)

	2014	2013
CASH FLOWS FROM OPERATING ACTIVITIES		
Changes in net assets	\$ 207,460	\$ 154,867
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation and amortization	39,881	39,360
(Increase) Decrease in operating assets		
Accounts receivable	49,897	(61,840)
Inventory	15,693	(1,893)
Prepaid expenses	25,554	(13,272)
Conference prepaids	(13,926)	
Increase (Decrease) in operating liabilities		
Accounts payable	(35,059)	21,798
Accrued liabilities	(33,577)	14,812
Deferred revenue	48,770	65,704
Net cash provided by operating activities	<u>304,693</u>	<u>219,536</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property and equipment	(4,496)	(5,332)
Net cash used in investing activities	<u>(4,496)</u>	<u>(5,332)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Principal payment on mortgage note	(23,647)	(22,518)
Net cash used in financing activities	<u>(23,647)</u>	<u>(22,518)</u>
Net increase in cash and cash equivalents	276,550	191,686
Cash and cash equivalents, beginning of year	<u>613,644</u>	<u>421,958</u>
Cash and cash equivalents, end of year	<u>\$ 890,194</u>	<u>\$ 613,644</u>

Supplemental disclosures of cash flow information:
Cash paid in 2014 for interest and taxes is \$34,591 and \$0, respectively.

See accompanying notes to the financial statements

**INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS**
(A Not-for-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
December 31, 2014

Note 1

Nature of Organization and Summary of Significant Accounting Policies

Nature of Organization – The International Institute of Municipal Clerks (“Institute”), a not-for-profit corporation, is a professional association of city, town, township, village, borough and county clerks, secretaries and recorders from all U. S. states, Canadian provinces and fifteen other countries. Founded in 1947, the Institute has more than fifty years of experience improving the professionalism of municipal clerks. The Institute has more than 10,000 members representing towns, small municipalities and large urban jurisdictions of more than several million people.

Basis of Presentation – The records of the Institute are maintained on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. Using this method, revenue is recognized when earned and expenses are recognized when incurred. Revenues on contracts are recognized once expenditures related to contract revenues are expended.

Accounting principles generally accepted in the United States of America require that the Institute present information about its financial position and activities in three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets.

- Unrestricted net assets – Net assets that are not subject to donor- imposed stipulations and that may be expendable for any purpose in performing the primary objectives of the Institute.
- Temporarily restricted net assets – Net assets subject to donor- imposed stipulations that may or will be met either by actions of the Institute and/or passage of time.
- Permanently restricted net assets – Net assets that are permanently restricted by donors for investment in perpetuity. Investment income generated from these funds is typically available for general support of the Institute’s programs and operations. There were no permanently restricted net assets as of December 31, 2014.

Cash and Cash Equivalents – For purposes of the statement of cash flows, management considers all highly liquid investments with a maturity of three months or less to be cash equivalents. The original carrying value of cash and cash equivalents approximates fair value due to the short maturities of those financial instruments.

Accounts Receivable – Accounts receivables are stated at the amount management expects to collect from outstanding balances. Balances that are still outstanding after management has used reasonable collection efforts are written off as bad debt expenses.

INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS
(A Not-for-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
December 31, 2014

Note 1 Nature of Organization and Summary of Significant Accounting (continued)

All amounts are believed to be collectible.

Inventory - Inventories, maintained on a first-in first-out basis (FIFO), consist primarily of merchandise held for resale to members, and are valued at lower of actual cost or market.

Property and Equipment – Property and equipment are reported at cost or, if donated, at the approximate fair value at the date of donation. Donations are recorded as unrestricted support unless the donor has restricted the donated asset for a specific purpose. Depreciation is computed using the straight-line method over estimated useful lives. The Institute's policy is to capitalize asset purchases in excess of \$1,000.

Deferred Revenue - This amount represents funds received in excess of earned revenues. These funds are recognized as revenue in the applicable period of service.

Membership Dues and Conference Fees - The two major sources of revenues are membership dues and annual conference fees. Members are billed annually and have no obligation to pay, thus dues that are due at December 31, 2014 are recognized as revenue when received. These amounts are recognized or deferred based on a twelve month service period. Annual conference fees are recorded when received, or deferred if received prior to the conference year, since members are not obligated to attend and fees are received prior to or during the conference. No overlap exists between years.

Restricted and Unrestricted Support - Contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted support, depending on the existence and/or nature of any donor restrictions.

Support that is restricted by the donor is reported as an increase in unrestricted net assets if the restriction expires in the reporting period in which the support is recognized. All other donor-restricted support is reported as an increase in temporarily or permanently restricted net assets, depending on the nature of the restriction. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), temporarily restricted net assets are reclassified from restrictions.

**INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS**
(A Not-for-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS

December 31, 2014

Note 1 Nature of Organization and Summary of Significant Accounting (continued)

Donated Facilities and Equipment - Donations of facilities and equipment are recorded as support at their estimated fair value at the date of donation. Such donations are reported as unrestricted support unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire property and equipment are reported as restricted support. Absent donor stipulations regarding how long those donated assets must be maintained, the Institute reports expirations of donor restrictions when the donated or acquired assets are placed in service as instructed by the donor. The Institute reclassifies temporarily restricted net assets to unrestricted net assets at that time.

Donated Services - The Institute receives donated services from a variety of unpaid volunteers assisting the Institute at its conference. No amounts have been recognized in the accompanying statement of activities because the criteria for recognition of such volunteer efforts have not been satisfied.

Expense Allocation – The costs of providing various programs and other activities have been summarized on a functional basis in the financial statements. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

Use of Estimates – The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Income Tax Status - The Institute is exempt from federal income tax under Section 501(c)(6) of the Internal Revenue Code (IRC). In addition, the Institute qualifies for the charitable contribution deduction under IRC Section 170(b)(1)(a) and has been classified as an organization that is not a private foundation under IRC Section 509(a)(2).

Since the Institute is exempt from federal and state income tax liability, no provision is made for current or deferred income taxes. The Institute uses the same accounting method for tax and financial reporting.

Generally Accepted Accounting Principles provide accounting and disclosure guidance about positions taken by an Institute in its tax returns that might be uncertain. Management has considered its tax positions and believes that all of the positions taken by the Institute in its federal and state exempt organization tax returns are more likely than not to be sustained upon examination. The Institute's returns are subject to examination by federal and state taxing authorities, generally for four years after they are filed.

**INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS**
(A Not-for-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
December 31, 2014

Note 1 Nature of Organization and Summary of Significant Accounting (continued)

Summarized Prior Year Information – The financial statements include summarized comparative information from the prior year, which is not presented by net class or include comparative footnotes, and does not include sufficient detail to conform with Generally Accepted Accounting Principles. This information should be read in conjunction with the Institute's financial statements for the year ended December 31, 2013, for which the comparative information was extracted.

Date of Management's Review - Subsequent events have been evaluated through April 15, 2015, which is the date the financial statements were available to be issued. There are no events, as of this date, requiring adjustment or disclosure to the financial statements.

Note 2 Concentration of Credit Risk

The Federal Deposit Insurance Corporation (FDIC) insures cash in checking, money market and savings accounts up to \$250,000. The Institute has not experienced any losses in such accounts and believes it is not exposed to any significant credit risk for cash and cash equivalents. The sum of balances in excess of \$250,000 at various banks at December 31, 2014 is \$217,862.

Note 3 Property and Equipment

Property and equipment consist of the following:

	Cost	Useful Lives
Land	\$ 321,408	
Building and improvements	989,629	39 years
Furniture	73,943	7 years
Office equipment	18,794	5 years
Computer equipment and software	<u>114,923</u>	5 years
	1,518,697	
Less accumulated depreciation	<u>(586,033)</u>	
 Total Property and Equipment	 \$ 932,664	

**INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS**
(A Not-for-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
December 31, 2014

Note 4 Capitalized Costs

Capitalized costs consist of the following:

	Cost	Useful Lives
Loan fees	\$ 4,995	20 years
Less accumulated amortization	<u>(521)</u>	
Total Capitalized Costs	<u>\$ 4,474</u>	

Note 5 Accumulated Vacation and Sick Leave

The Institute offers its employees compensated vacation and sick leave. Under these policies, employees may be compensated for accumulated unused vacation, but not sick leave upon termination of employment. The Institute's liability for such compensated absences is \$23,140 at December 31, 2014.

Accumulated sick leave benefits are not recognized as liabilities as payment of such benefits is not estimable. Therefore, sick leave benefits are recorded as expenditures in the period sick leave is taken.

Note 6 Mortgage Payable

Mortgage payable to California Bank & Trust, secured by land and building. The required monthly payment of principal and interest is \$4,853. The note bears interest at 4.83% and matures in November 2032.

Less current portion	(24,798)
Long-term mortgage payable	<u>\$ 668,750</u>

Maturities of long-term debt:

Year	Principal
2015	\$ 24,798
2016	26,041
2017	27,346
2018	28,717
2019	30,156
Thereafter	<u>556,490</u>
	<u>\$ 693,548</u>

**INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS**
(A Not-for-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
December 31, 2014

Note 7 Lease Commitments

The Institute has entered into lease agreements for office and postal equipment. The following is a schedule of future minimum rental payments required under these leases, which have a term in excess of one year, as of December 31, 2014.

<u>Year</u>	<u>Amount</u>
2015	\$ 5,586
2016	5,496
2017	458
	<u>\$ 11,540</u>

Note 8 Deferred Compensation Plan

The Institute offers its employees a deferred compensation plan created in accordance with Internal Revenue Code section 457 ("The Plan"). The Plan permits all eligible employees to execute an individual agreement with the Institute for amounts earned by them, to be paid at a future date when certain circumstances are met. These circumstances include termination by reason of retirement, death, disability or other events as provided for in The Plan. Employees may contribute up to 25% of eligible employee compensation into the deferred compensation plan, which is limited to the annual statutory maximum. The Institute contributed \$20,284 during 2014 to The Plan on behalf of the employees.

Note 9 Commitments and Contingencies

The Institute is obligated to pay post retirement health benefits for a former employee. Annual premiums are approximately \$11,752.

On January 6, 2014, the Institute entered into a three-year employment contract expiring December 31, 2016. Should employment terminate based on the employee not meeting the adopted performance criteria of the Institute, it is obligated to pay six (6) months remuneration. The estimated obligation pertaining to the service contracts is \$391,400 over the remaining term of the contracts.

INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS
(A Not-for-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
December 31, 2014

Note 9 Commitments and Contingencies (continued)

The following is a schedule of expected future obligations based on the term of the contract on an annual basis:

Year	Amount
2015	\$ 195,700
2016	195,700
	<hr/> <u>\$ 391,400</u>

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: **Board of Directors**
From: **Education Resource Group**
Date: **April 15, 2015**
Subject: **2014/2015 ERG Annual Board Meeting Report**



Background

The purpose of the ERG is to review course topics, provide advice on questionable annual reports, mentor new Institute Directors, assist in Conference education programs and act as a sounding board on education topics.

Committee Members

Jeff Hendry, Kathie Novak and Kassie VanRemortel

This report will outline the various activities the ERG participated in meeting the primary mission and goals of this committee. The following contributions were made in the following goals:

1. Questionable annual reports and sessions:

Throughout the year the committee reviewed and weighed in on questionable course descriptions for the education department. Our input included opinions, points of concern, questionable content that wasn't on the level of an MMC course, and other thoughtful conversations.

2. Mentor New Institute Directors and Assist Institute Directors:

Summer and fall were particularly busy advising and assisting state associations with their Institute problems. Time was spent giving ideas on structure, courses offerings and possible models.

Consultation was done with a couple of Institute Directors on how to develop courses that add value to a municipality. The idea is by offering value added classes, municipalities would want to send the clerk. The discussions centered around: how do you learn what tools they need; what cutting edge ideas should curriculum be developed; and how do you infuse this concept into the curriculum.

The development of Institute courses focusing on the use of technology in the Clerk's position is very important. Business has for years been using technology to speed up work and hold down headcount. The ideology behind technology based course offerings is not about the software, but rather how software can be the solution for more efficient time usage, performance, and fiscal savings. A document was developed explaining the method of developing such courses, IIMC's education expectations, along with a comprehensive list of course descriptions and desired learning outcomes.

RESULT: Ashley reported that the Institute reports had far less problem technology courses resulting in happy ID's and less work for IIMC.

3. Conference Education:

a. Colloquium:

- i. 2014 Milwaukee Conference the ERG worked very closely with Chris and the education department to develop the focus for the training. It was decided that an important component and consideration when developing conference programming and institute training sessions was the understanding of how adults learn and the considerations that need to be considered when developing effective pedagogy. UW-Green Bay's Adult Degree Learning Department guided by IIMC and ERG partnered to deliver the Colloquium program at no cost.
- ii. 2015 Hartford Conference the ERG recommended topics for consideration and worked closely with Jane and the IIMC education department. The ERG reviewed Jane's final plan for the day and added any input if needed.

b. IIMC Institute Directors Meeting

The ERG plans the meeting for the Institute Directors.

- i. In 2014 the focus of the Institute Directors Meeting was the "Cycle of Building an Institute." The topics included: planning, budgeting, hiring instructors, and marketing. The Directors worked in groups according to the size of their Institute. They discussed the current topic on the agenda and presented to the group the information they heard and learned.
- ii. The 2015 meeting is currently being planned by the ERG.

c. IIMC's 2014 Conference Education

UW-Green Bay worked very closely with Ashley in finding instructors for sessions in Milwaukee. UW-Green Bay gave her a very long list of possible matches for sessions along with the price paid. A large number of Wisconsin Institute instructors were hired.

4. Other Duties As Assigned:

a. Met and reviewed, discussed and made recommendations on the following:

- i. Job description for the Director of Professional Development
- ii. Survey development for the IIMC Membership for professional development and training needs.

Management's Comments"

This group does an excellent job of working with the Education Department. They are an excellent sounding board regarding education courses, Institutes and provide insightful perspective on Municipal Clerks and their education needs.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Janis Daudt, Director of Member Services
Tammy Schultz, Member Services Representative
Janet Pantaleon, Finance Specialist

Date: April 10, 2015

Subject: Member Services Year-End Report 2014-2015



Our priority is the IIMC Member. We respond to emails and phone calls to discuss questions, and concerns about their membership. We are always about the personal conversation and, if questions cannot be answered with one email, we will call the member for further clarification.

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

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

IIMC now accepts new member applications online, and our members can also pay their membership dues online. Renewing their dues online allows our members to make changes to their own membership such as title, address, email and phone numbers. Member Services receives a report with the changes and we update those changes into the database.

Membership Campaigns – Region I - XI

We have been promoting IIMC membership through our Small Municipality Member Drive that is sent to municipalities with populations of 200 to 2,100. As of this writing, we have brought in 172 new members. We will continue with this drive until June 2015. We will proposing continuing with a new member drive to municipalities and counties with more than 2,100 populations.

We recruited new members through the Region Director Challenge, which brought in 20 new members. Lana McPherson, MMC, Region VII Director brought in 11 new members and received 2 complimentary IIMC Conference registrations. Director McPherson gave her registrations to two members: one in Region VII and the other in Region XI.

We are glad to be working with Tom Van der Hoven, Region XI Consultant. IIMC's Bulk Membership Scheme saw the Vereniging van Griffiers (VvG) join in bulk last year and again this year. Their numbers are at 462. The Society of Local Council Clerks (SLCC) has also joined in bulk and their numbers are at 269. We are looking forward to having more Region XI affiliate Associations come onboard soon through this membership scheme.

Task Manager Software Program

After a new member application is received and dues are applied, the Task Manager - which is part of our association software program -- begins its work "behind the scene" by automatically distributing via email an IIMC Member Information Kit along with a Welcome Letter, Member Only ID/Password Letter and CMC Step by Step Information. At the end of each month, Tammy sends new member packets via

hard mail which include the President's Welcome Letter, IIMC Pin, Membership and Code of Ethics Certificates and the Language of Local Government book along with the Mentor Brochure and a copy of the conference preliminary program (depending on time of year). Tammy then creates the month end report that the Board receives along with the Membership Committee.

Member Services will be utilizing the Task Manager to set up monthly 25 year certificates and a quarterly Mentor/Mentee Letters that will automatically be created, allowing more time for our department to complete other tasks. We are hoping that we can also create automated information letters for our Institute Directors, perhaps sending a new member list monthly so they can reach out to advertise their programs to our new members.

Conference

Member Services oversees all conference registrations throughout the year, orders all lanyards, merchandise, ribbons and "stuffs" registration envelopes prior to the conference. We also verify our conference registrants with the hotel rooming lists to make certain that no one arrives at our conference to find out they had not registered.

Miscellaneous

This year, we distributed emails to more than 3,300 City Manager and Mayor to advertise Municipal Clerk Week. This has been a successful approach since our members asked IIMC to notify their mayors and city managers about the week. Municipal Clerk Week is always the first full week in May each year. This year it was May 3-9, 2015.

Member Services and the Membership and Resource Committees will be working together this summer to create the 2015 salary survey. It's been nearly three years since the last survey. We are aiming for a fall distribution.

Since May 2014, non-dues revenue through our IIMC Career Center has brought in \$1,660. It allows for our members to post their resumes for free and employers to post job openings for 30 days at the cost of \$200 per posting.

Member Services took over the IIMC E-Briefings in August 2014. We distribute weekly E-Briefings and IIMC News Updates. We use Constant Contact as our email host and it provides statistics with regard to percentage of opened emails, number of opens, clicks, average click rate and bounce rate.

Member Services would like to see discussion on fees for Special Districts and County Members. They pay the same dues as the Full Member from a Municipality, but the difference is that we may have 4 to 5 members within a Special District or County that are already paying the Full Member fee and we would like to see a flat rate for these members. For the most part, they are paying the highest yearly fee due to the population their District or County cover.

Management's Comments:

The personal or "concierge" touch in this Department is one aspect of added value service that is not only appreciated by members, but certainly distinguishes IIMC from other membership associations. The new membership campaign will have a budget impact and will be discussed during the budget and planning meeting this August.

ACTION REQUIRED: As for the Special District or County fees, we would like the Board to direct staff to explore a new structure regarding these fees and return with a proposal at the mid-year Board meeting.