



**International Institute of Municipal Clerks
Board of Directors
Mid- Year Meeting Agenda
November 6 - 7, 2015**

Hilton Hotel – Seattle, Washington

International Institute of Municipal Clerks

IIMC Board of Directors Roster

Monica Martinez Simmons, MMC

President Term ends: May 25, 2016
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

President Elect Term ends: May 25, 2016
Municipal Clerk
Township of Ocean
399 Monmouth Road
Oakhurst, NJ 07755-1589
Phone: (732) 531-5000 X 3321
Fax: (732) 531-6970
Email: vbuttiglieri@oceantwp.org

Mary Kayser, MMC

Vice President Term ends: May 25, 2016
City Secretary
City of Forth Worth
1000 Throckmorton Street
Fort Worth, TX 76102
Phone: (817) 392-6161
Fax: (817) 392-6196
Email: mary.kayser@fortworthtexas.gov

Brenda Kay Young, MMC

Immediate Past President Term ends: May 25, 2016
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

Carol L. Anderson, CMC

Region I Director Term ends: May 23, 2018
Assistant City Clerk
City of Torrington
140 Main Street
Torrington, CT 06790
Phone: (860) 489-2239
Fax: (860) 489-2548
Email: carol_anderson@torringtonct.org

Julie A. Coelho, CMC

Region I Director Term ends: May 25, 2016
Town Clerk
Town of Warren
514 Main St
Warren, RI 02885-4369
Phone: (401) 245-7340
Fax: (401) 245-7421
Email: jcoelho@townofwarren-ri.gov

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 X 5560
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 2121
Fax: (301) 725-6831
Email: krau@laurel.md.us

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

Lisa B. Vierling, MMC

Region III Director Term ends: May 23, 2018
City Clerk
City of High Point
P.O. Box 230
High Point, NC 27261
Phone: (336) 883-3536
Fax: (336) 822-7067
Email: lisa.vierling@highpointnc.gov

IIMC Board of Directors Roster

Mary Ann Hess, MMC

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

Lanaii Y. Benne, MMC

Region V Director Term ends: May 25, 2016
Assistant City Recorder
City of Franklin
P.O. Box 305
Franklin, TN 37064
Phone: (615) 791-3217
Fax: (615) 790-0469
Email: lanaiib@franklintn.gov

Pam DeMouth, CMC

Region VI Director Term ends: May 23, 2018
City Clerk
City of Ankeny
410 W. First Street
Ankeny, IA 50023-1557
Phone: (515) 965-6405
Fax: (515) 965-6416
Email: pdemouth@ankenyiowa.gov

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

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

Diane K. Whitbey, MMC

Region IV Director Term ends: May 23, 2018
City Clerk & Collector
City of North Little Rock
P.O. Box 5757
North Little Rock, AR 72119-5757
Phone: (501) 975-8620
Fax: (501) 975-8769
Email: DWhitbey@nlr.ar.gov

Mary J. Johnston, MMC

Region V Director Term ends: May 23, 2018
Clerk of Council/Records Manager
City of Westerville
P.O. Box 6107
Westerville, OH 43081-6107
Phone: (614) 901-6410
Fax: (614) 901-6401
Email: mary.johnston@westerville.org

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

Brian L. Ruch, MMC

Region VII Director Term ends: May 23, 2018
City Clerk/Collector
City of Beardstown
P.O. Box 467
Beardstown, IL 62618-0467
Phone: (217) 323-3110
Fax: (217) 323-4029
Email: beardstown@casscomm.com

Alice J. Attwood, MMC

Region IX Director Term ends: May 25, 2016
City Clerk/Treasurer
City of Tonasket
P.O. Box 487
Tonasket, WA 98855-0487
Phone: (509) 486-2132
Fax: (509) 486-1831
Email: tonasket@nvinet.com

IIMC Board of Directors Roster

Tracy L. Davis, MMC**Region IX Director**

Term ends: May 23, 2018

City Recorder
City of Keizer
P.O. Box 21000
Keizer, OR 97307-1000
Phone: (503) 856-3412
Fax: (503) 393-9437
Email: davist@keizer.org

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

Term ends: May 25, 2016

City Clerk
City of North Vancouver
141 W. 14th Street
North Vancouver, BC V7M 1H9
CANADA
Phone: (604) 990-4234
Fax: (604) 990-4202
Email: kgraham@cnv.org

Debi A. Wilcox**Region X Director**

Term ends: May 24, 2017

Regional Clerk/Director of Legislative Services
Regional Municipality of Durham
P.O. Box 623
Whitby, ON L1N 6A3
CANADA
Phone: (905) 668-7711 X 2012
Fax: (905) 668-9963
Email: debi.wilcox@durham.ca

Jaap Paans, MMC**Region XI Director**

Term ends: May 23, 2018

Raadsgriffier
City of Rotterdam
Coolsingel 40
Rotterdam 3011 AD
THE NETHERLANDS
Phone: 0031 10 267 3371
Fax:
Email: JGA.Paans@Alblasserdam.nl

Bruce Poole, MMC**Region XI Director**

Term ends: May 24, 2017

Town and Parish Clerk
Shepton Mallet Town Council
1 Park Road
Shepton Mallet
Somerset BA4 5BS
ENGLAND
Phone: 0044 (0)1278787687
Fax:
Email: bruce.poole2@btopenworld.com

**International Institute of Municipal Clerks
Board of Directors ~ Annual Meeting Agenda
November 6 – 7, 2015
Hilton Hotel – Seattle, Washington**

| | | |
|-----|--|----|
| 1. | Call to order | |
| 2. | Roll call | 3 |
| 3. | Swearing in of Region I Director, Julie Coelho, Rhode Island | |
| 4. | Agenda approval | 7 |
| 5. | Consent agenda approval | |
| | a. DRAFT Minutes of May 15, 2015 Board Meeting – Hartford, CT | 9 |
| | b. DRAFT Minutes of May 16, 2015 Board Meeting – Hartford, CT | 13 |
| | c. DRAFT Minutes of May 20, 2015 Board Meeting – Hartford, CT~ HANDOUT | |
| | d. DRAFT Minutes of Board Meeting Teleconference – September 22, 2015 | 21 |
| 6. | Executive Session – Executive Director 2015 Evaluation | |
| | a. Personnel discussion | |
| 7. | MCEF Report Update – Nicol/Shalby – ACTION REQUIRED | |
| | a. MCEF Scholarship report | 25 |
| 8. | Executive Director Update – Chris Shalby – ACTION REQUIRED | 27 |
| | a. Study Abroad Program with Policy | 32 |
| | b. IIMC Strategic Objectives/Outline | 35 |
| | c. IIMC/Alberta Affiliation Agreement | 37 |
| | d. Policy on Honorary Membership | 39 |
| | e. Shalby/Kawagoe Letter | 40 |
| | f. Carson Newspaper Article | 41 |
| 9. | Education Department Report — ACTION REQUIRED | 43 |
| 10. | Committee Reports – NO ACTION | |
| | a. Election | 49 |
| | b. Legislative | 51 |
| | c. Membership | 53 |
| | d. Mentor | 55 |
| | e. Records Management | 57 |
| | f. Research and Resource Committee | 59 |

| | | |
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| 11. | Committee Reports – ACTION REQUIRED | |
| a. | Budget and Planning | |
| b. | Conference | 61 |
| c. | Education/Professional Development | 65 |
| i. | Addendum A - August 19, 2015, Contact Hour Definition | 67 |
| ii. | Addendum B - September 28, 2015, Proposals - Online Learning | 69 |
| | Definitions, Institute Guidelines, and Education Guidelines | 71 |
| d. | International Relations | |
| e. | Policy | 73 |
| f. | Program Review/Certification | 77 |
| g. | Public Relations | 83 |
| h. | Constitution Task Force | 85 |
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| 12. | Financials | |
| a. | 2015 – 2016 Budget | |
| b. | 2015 Year-End Budget Notes – Shalby/Parker/Pantaleon | 101 |
| c. | 2015 September Financials – Handout | 113 |
| d. | 2016 Projected Budget Notes – Shalby/Pantaleon/Parker – ACTION REQUIRED | |
| e. | Non Lapsing Reserve Fund Policy | 116 |
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| 13. | Staff Reports | |
| a. | Communications – Shalby – NO ACTION REQUIRED | |
| b. | Membership – Janis Daudt – NO ACTION REQUIRED | 123 |
| c. | Education Resource Group – NO ACTION REQUIRED | 125 |
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| 14. | Annual Conference Updates | |
| a. | 2016 – Omaha, NE – Shalby – Verbal | |
| b. | 2017 – Montreal, Canada – Shalby – Verbal | |
| c. | 2018 – Norfolk, VA – Shalby – Verbal | |
| d. | 2019 – Birmingham, AL – Shalby – Verbal | |
| 15. | 2020 Annual Conference Site Selection – Shalby – Handout | |
| 16. | Report From Directors | |
| a. | Diversity and IIMC – Simmons/Shalby/Long – Verbal | |
| 17. | Other Business and Announcements | |
| 18. | Adjournment | |

**International Institute of Municipal Clerks
Board of Directors
May 15, 2015
Connecticut Convention Center – Hartford, Connecticut**

The board meeting was called to order at 3:08 p.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; Kimberly A. Rau, MMC
Region III Directors: Kelly J. Lovette, MMC; Lynnette Ogden, MMC
Region IV Director: 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, MMC
Region IX Directors: Alice J. Attwood, MMC; Joann Lynn Tilton, MMC
Region X Director: Karla D. Graham, MMC; Debi A. Wilcox
Region XI Director: Jaap Paans, MMC

Board Members Absent:

Region VIII Director Nancy A. Vincent, MMC

Executive Director Chris Shalby

Others present:

Region XI Director-Elect Bruce Poole, MMC
Vice President-Elect Mary Kayser, MMC
Region IV Director Diane Whitbey, MMC
Region VII Director-Elect Brian L. Ruch, MMC
IIMC Past President Sharon Cassler, MMC
IIMC Past President Colleen Nicol, MMC
MCEF President Dale Barstow
IIMC Professional Development Director, Jane Long

Parliamentarian Connie M. Deford

Agenda

Without objection, the agenda was approved as amended.

Induction of Board Member

President Young administered the oath of office to Region XI Director Bruce Poole.

Consent Agenda

On a motion by Vice President Buttiglieri, the consent agenda was adopted, which included the following minutes:

November 15, 2014 Board Meeting – Riverside, CA; approved.

February 27, 2015 Executive Committee Meeting, for information only

February 12, 2015 Region XI Board Management Teleconference, for information only

April 13, 2015 Board Management Teleconference, for information only

MCEF Report Update

MCEF President Dale Barstow stated that the fund has \$2 million, which includes restricted funds that have been set up by individuals, corporations, and associations. When these individual accounts reach \$5,000, the interest is used to help support IIMC. This past year IIMC received \$38,000 and \$60,000 was used for scholarships. Since 2008, the return on restricted funds has averaged 6.8% and 4.6% average return on unrestricted funds.

Mr. Barstow noted that contributions are down 60% or about \$60,000 per year. He encouraged everyone to continue giving at least the extra \$25 suggested on the dues notice.

For the scholarships, Region Directors reviewed and scored the applications. There were three regions that had no applications, and there was money available to award more scholarships.

IIMC Past President and MCEF Board member Colleen Nicol noted that there will be a leadership transition on the board this year. She commended Dale Barstow for his service on the board since 1992 and service as president for the past 14 years.

Executive Session

Region XI Director Paans moved to go into executive session. Motion adopted and the executive session was called to order at 3:28 p.m.

The regular board meeting reconvened at 3:32 p.m.

Board Members Excused

Executive Director Shalby noted that Region VIII Director Nancy Vincent has had two back surgeries and has had to miss the last two meetings.

After discussion, Region XI Director Paans moved to consider Nancy's absence as "one" excused absence because of the extenuating circumstances. Motion adopted.

Postponed items

Without objection, agenda items 6 (Executive Director Update), 7 (Education Department Report), and 8 (Region XI Report) were postponed until Saturday's meeting.

Committee Reports

The following committee reports were received without comment:

- a. Budget and Planning
- b. Conference
- c. Education and Professional Development
- d. Elections
- e. Legislative
- f. Membership
- g. Mentor
- j. Research and Resource

It was noted that report h from the Program Review/Certification Committee contained a recommendation that was considered by the board at its 2014 mid-year meeting.

Regarding report i from the Records Management Committee, Region I Director Bergeron asked if there was a way to keep a record of the action of the committee. Director Shalby stated that this could be created using the Resource Center on the website. On a motion by Region XI Director Paans and without objection, the matter was referred to the Policy Committee.

Without objection, the following agenda items were postponed to the Saturday meeting: Item 10 (Committee Reports requiring action), 11 (Financials), and 12 (Staff Reports).

Annual Conference Update

Executive Director Shalby reported on upcoming conferences as follows:

2016, Omaha, Nebraska: There are 550 rooms at the Hilton Hotel with no attrition. A contract will be signed in the near future with the convention center, which is adjacent to the hotel. A site visit is planned for July.

2017, Montreal, Quebec, Canada: There will only be one hotel used, and the Hilton has 350 rooms. There are other hotels in the area if needed. There is no host committee for this conference, but we will be working with AMCTO. There is an association of clerks in Quebec, and they seem excited and anxious to work with us.

2018, Norfolk, Virginia: There are two hotels, the Marriott and the Sheraton, with 300 rooms in each. We will be working with a host committee.

2019, Birmingham, Alabama: The Sheraton has 550 rooms, and the City is giving IIMC \$25,000 cash and \$25,000 of in-kind services.

2020, TBD: We will be doing some site visits of cities bidding on the conference. So far we have received bids from Minneapolis, MN, and St. Louis, MO, with additional bids due by June 1.

Reports from Directors

All Region Directors provided information on conferences, scholarships, and activities in their region.

Announcements

President Young reminded Directors that if they wish to have an IIMC staff member or executive committee member attend a local meeting, get the request in as soon as possible.

President Young invited everyone to attend a reception in her suite Friday evening.

Adjournment

The meeting adjourned at 4:43 p.m.

Connie M. Deford
IIMC Parliamentarian

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS
Board of Directors Meeting
May 16, 2015
Connecticut Convention Center -- Hartford, CT
Minutes

CALL TO ORDER

President Brenda Kay Young called the IIMC Board of Directors meeting to order at 10:10 a.m. Saturday, May 16, 2015.

Board Members Present:

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: Shawn Cullinane, MMC; Paul R. Bergeron, MMC
Region II Directors: Andrew J. Pavlica, MMC; Kimberley A. Rau, MMC
Region III Directors: Kelly J. Lovette, MMC; Lynnette Ogden, MMC
Region IV Directors: Pattie S. Dupuis, MMC; Mary Ann Hess, MMC
Region V Directors: Lanaii Y. Benne, MMC; Terri Kowal, MMC
Region VI Directors: Linda M. Rappe, MMC; Anne B. Uecker, MMC
Region VII Directors: Denise Chisum, MMC; Lana R. McPherson, MMC
Region VIII Director: Renee Cantin, MMC
Region IX Directors: Alice J. Attwood, MMC; Joann Lynn Tilton, MMC
Region X Directors: Karla D. Graham, MMC; Debi A. Wilcox
Region XI Director: Jaap Paans, MMC; Bruce Poole, MMC

Board Members Absent: (Excused)

Region VIII Director: Nancy A. Vincent, MMC

The following IIMC staff members were present:

Executive Director: Chris Shalby
Office Manager: Denice Cox
Director of Professional Development: Dr. Jane Long
Certification Manager: Ashley DiBlasi
Education Assistant: Kellie Carroll
Director of Member Services: Janis Daudt
Finance Specialist: Janet Pantaleon
Finance Consultant: Connie Parker
Administrative Coordinator/Recorder: Maria Miranda

Also present:

Past President: Sharon Cassler, MMC
Region XI Consultant: Tom van der Hoven
Institute Director: Kassie Van Remortel
Parliamentarian: Connie M. Deford

Incoming Board:

Vice President: Mary Kayser, MMC
Region III Director: Lisa Vierling, MMC
Region IV Director: Diane Whitbey, MMC
Region V Director: Mary Johnston, MMC
Region VI Director: Pam DeMouth, CMC
Region VII Director: Brian Ruch, MMC
Region IX Director: Tracy Davis, MMC

COMMITTEE REPORTS

Executive Director Update

Executive Director Shalby gave an overview of the report with the following discussion:

Past President Lemoine discussed the issue of IIMC losing money with the previous renter and inquired if a policy has been implemented to avoid this issue in the future or with current renters. Director Shalby stated measures have been taken and that the Finance Department is now producing monthly invoices to trigger a reminder for payment.

Director Shalby asked direction from the Board regarding the following:

Quill Award

Staff 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.

Director McPherson moved to refer this matter to the Policy Committee for review. **Motion adopted.**

Use of IIMC's Logo

Staff 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 its use over 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.

Vice President Buttiglieri moved to refer this matter to the Public Relations/Marketing Committee and Policy Committee regarding the use of IIMC's logo. **Motion adopted.**

Region XI Bulk Membership Scheme

Director Shalby gave an overview of the report.

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.

Past President Lemoine moved that the Bulk Membership Scheme be adopted as amended to include a 3-year review period. **Motion adopted.**

MCEF Policy 8 Funds

Director Shalby gave an overview of the report and clarified that Policy 8 funds have to be used for Education only.

Education Department

Certification Manager DiBlasi gave an overview of the report with the following comments:

- This year there were two General Sessions scheduled instead of three due to a 4-day conference
- The Smartphone Application had approximately 617 downloads
- Manager DiBlasi will work on getting speakers to provide written information to offer on the Resource Center of the IIMC Website
- Education Assistant Carroll gave an update on the certification review period and stated that since the Mid-Year Meeting on November 15, 2014, IIMC has awarded 158 CMC and 43 MMC designations with a review time of under 2 weeks. Carroll also stated that there are a number of Region XI members ready to be certified but waiting for their two-year membership requirement.

Recess

The meeting recessed at 11:30 a.m. and reconvened at 11: 40 a.m.

Education Committee Survey and White Paper Report

Director of Professional Development Dr. Jane Long presented *The Current State of IIMC Education and Recommendation for Future Directions – A White Paper*,

This White Paper reflects a review of the Education Department – its policies, processes, procedures and offerings. Also presented was a slide show of the Survey and Analysis that resulted from the membership-wide survey. Dr. Long explained that all recommendations presented are simply to “explore” and require no action at this time.

Director Paans requested to have a copy of the presentation available for the Region XI meeting. Dr. Long agreed to provide a copy and stated that the report will be disseminated to the entire membership.

Staff is 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, the President will be asked, 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.

Without objection, Vice President Buttiglieri’s request that Region X be added as well as Region XI was approved.

Director Paans moved to direct the IIMC Education Department to immediately start working on exploring Phase III of the online Institute parallel with working on Phase I, asking for proposals at least at the May 2016 Board meeting in Omaha. . **Motion adopted.**

Development within IIMC Region XI in 2015

Region XI Development Consultant Tom van der Hoven gave an overview of the report.

Budget and Planning

Committee Chair Sharon Cassler gave an overview of the report and thanked the EC, Board and IIMC Staff for being dedicated to the financial stability of IIMC.

Recess

The meeting recessed at 1:00 p.m. and reconvened at 2:05 p.m.

International Relations

Director Paans gave an overview of the report, noting that within the next couple of months, a survey will be developed regarding long term needs and specific immediate and long term steps to undertake to meet these needs.

Suggested Policy Considerations for the Study Abroad Program:

Director Shalby expressed concern regarding participants wanting to include family members on the trip and liability issues and included that this is just one more reason to explore the feasibility of the program.

Policy Review

Director Cullinane gave an overview of the report with the following discussions and recommendations:

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. 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.

Past President Lemoine moved to approve Chapter 2.110 as submitted in the report. **Motion adopted.**

Study Abroad Program – Chapter 2.300

President Young requested that the Policy Review Committee 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.

Director Kowal moved to postpone consideration of the new Policy until the Mid-Year meeting in November 2015, pending Executive Director Shalby's report. **Motion adopted.**

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.

Past President Lemoine moved to repeal Chapter 5.25 as submitted in the report. **Motion adopted.**

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. No other substantive changes are recommended.

Past President Lemoine moved to approve Chapter 5.50 as submitted in the report. **Motion adopted.**

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.

Director Cullinane moved to approve Chapter 6.20 as submitted in the report. **Motion adopted.**

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. 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.

Director Bergeron moved to approve Chapter 7.15 as submitted in the report. **Motion adopted.**

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. There are no new provisions beyond current practice.

Director Cullinane moved to approve Chapter 7.30 as submitted in report. **Motion adopted.**

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.

Without objection, Chapter 7.40 was referred to the Policy Committee.

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.

Director Cullinane moved to approve Chapter 7.70 as presented. **Motion adopted.**

Public Relations and Marketing

Vice President Buttiglieri gave an overview of the report and thanked the committee for their work.

Constitution Task Force

Director Shalby gave an overview of the report.

Recess

The meeting recessed at 3:10 p.m. and reconvened at 3:30 p.m.

Financial

Finance Consultant Parker and Finance Specialist Pantaleon presented the following:

- 2014 Year-End Budget
- 2014 Year-End notes
- 2014 Audit Summary
- 2015 March Financials

Member Services

Member Services Director Daudt gave an overview of the report with the following comments:

- The Small Municipalities Member Drive has brought in 173 new members to date
- Region Director Challenge brought in 20 new members
- The Board was asked to direct staff to explore a new structure regarding the Special District or County fees and return with a proposal at the mid-year Board meeting.

Other Business

Director Bergeron stated that Retired Clerks are looking to stay involved and talked about the possibility of having a committee of retired members who can offer mentoring to current and/or new members.

Director Tilton asked the Board if it was necessary to keep the ERG now that IIMC has Dr. Long as Director of Professional Development. Director Cullinane commented that he remembers the

Board agreeing that the ERG was an additional resource. Director Shalby stated that Management will provide an update on the ERG at the 2015 mid-year Board meeting.

Florida Association Letter (Handout)

Director Shalby discussed the letter. It was suggested that leadership meet with the Florida Clerks at some time during this conference.

[There was discussion about the proposal to amend the current Constitution.](#)

Adjournment

The Board meeting adjourned at 4:40 p.m.

Maria Miranda
Recorder

DRAFT

**International Institute of Municipal Clerks
Board of Directors
May 20, 2015
Connecticut Convention Center – Hartford, Connecticut**

The board meeting was called to order at 1:57 p.m.

The following were in attendance:

President, Monica Martinez Simmons MMC

President Elect, Vincent Buttiglieri MMC

Vice President, Mary Kayser, MMC

Immediate Past President, Brenda Kay Young MMC

Region I Directors: Carol L. Anderson, CMC; Paul R. Bergeron, MMC

Region II Director: Andrew J. Pavlica, MMC; Kimberly A. Rau, MMC

Region III Directors: Lynnette Ogden, MMC; Lisa B. Vierling, MMC

Region IV Director; Mary Ann Hess, MMC; Diana K. Whitbey, MMC

Region V Directors: Lanaii Y. Benne, MMC; Mary J. Johnston, MMC

Region VI Directors: Pam DeMouth, CMC;

Region VII Directors: Denise R/ Chisum, MMC; Brian L. Ruch, MMC

Region VIII Director: Renee Cantin, CMC

Region IX Directors: Alice J. Attwood, MMC; Tracy L. Davis, MMC

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

Region XI Director: Jaap Paans, MMC, Bruce Poole, MMC

Board Members Absent:

Region VI Director Anne B. Uecker, MMC

Region VIII Director Nancy A. Vincent, MMC

Others present:

Linda Roberts, President SLCC – Society of Local Council Clerks, England

Kathleen Montejo, MMC, Lewiston, Maine

Executive Director Chris Shalby

IIMC Office Manager Denice Cox

Parliamentarian Connie Deford

Board Members Excused

On a motion by Jaap Paans, Directors Anne Uecker and Nancy Vincent were excused.

President's Remarks

President Simmons reminded members of their role on the board of directors. She encouraged members to become familiar with the policies affecting their tenure.

Budget & Planning Committee Chair Appointment

In accordance with Policy No. 2.35.060, Vice President Kayser's appointment of Past President Marc Lemoine to the Budget & Planning Committee was approved.

Out-of-Country Travel

On a motion by Immediate Past President Young, the following travel schedule was approved:

- AMCTO Conference, Thunder Bay, Canada, June 7-10, 2015 – Buttiglieri
- SLCC Conference, United Kingdom, October 12-17, 2015 – Simmons/Shalby
- IMASA Conference, South Africa, October 21-25, 2015 – Simmons/Long
- LGMA Conference, British Columbia, Canada, October 2015 – Simmons/TBD
- Region XI Symposium Tentative, Brussels, Belgium, February 2016 – Simmons/Shalby
- ADSO Conference, United Kingdom, November 2015 – Region XI Director/TBD
- VVG Conference, The Netherlands, October 2 – Region XI Director/TBD

2016 Conference Site Visit

The President and IIMC staff will meet with the Omaha Host Committee in July. Region Directors are welcome to attend, but expenses are not paid by IIMC.

Budget & Planning Committee

The Budget & Planning Committee will meet at IIMC Headquarters August 6-8, 2015.

Mid-Year Board Meeting

The mid-year board meeting will be held November 6-7 in the home of the national president, Seattle, Washington. Travel days will be November 5 and November 8.

Executive Director Remarks

Executive Director Shalby advised that he will be visiting potential 2020 Conference sites in July, August, and September, with the board making the decision on location at the mid-year board meeting.

Unless there is a conflict, the Executive Director will attend the 2015-2016 Buffalo CVB Marketing Council meeting in August.

A weekly letter will be sent out each Friday and financial are provided monthly.

A news release from IIMC is available for any interested IIMC or MCEF board member.

Executive Director Shalby asked that board members directly contact IIMC staff responsible for any area in question.

A vacation schedule for the Executive Director is yet to be determined.

The schedule for a reception that evening was reviewed.

The Accord & Trust Agreement was distributed, and each board member was requested to sign the agreement.

Referral from Annual Business Meeting

Two items at the annual business meeting were referred to the Board of Directors:

- 1) The first was from Region I that read as follows:

That the Board of Directors form a Special Task Force to research, review, and discuss the history of electing the incoming Vice President of IIMC with consideration of possible changes to the process.

The Task Force should include a representative from each region of IIMC and be directed to provide the Board of Directors an interim report by the mid-year Board of Directors meeting and a final report prior to the 2016 annual conference.

Director Ogden moved to authorize the President to establish a task force. Motion adopted.

President Simmons advised that it will take about two weeks to establish the task force.

- 2) The second was from Region XI Director Jaap Paans as follows:

That the Constitution Task Force be asked to work on the specific task to advise the Board of Directors on the adopted Revised Constitution, Article XIV, Section B 2 to make sure all membership has the opportunity to know that amendments to the constitution are submitted and give [members] the opportunity to decide if they will participate in the annual conference to vote on it at the annual business meeting.

It was noted that the Constitution Task Force had submitted its final report and no longer exists.

Director Paans moved to authorize the President to establish a task force. Motion adopted.

Other Business

President Simmons noted that a letter from the Florida Association of Municipal Clerks regarding certification procedures was presented at the pre-conference board meeting. Without objection, it was referred to staff and to the Education and Professional Development Committee and the Program Review and Certification Committee.

A member's request that a written report be provided from the Mid-Year and Annual Board of Directors meetings to include actions taken on committee recommendations will be implemented.

On a motion by Director Wilcox, tally sheets from the election at the Annual Business Meeting will be destroyed at IIMC Headquarters.

Director Paul Bergeron, who will be retiring, was presented with a plaque recognizing his service to IIMC.

Adjournment

The meeting adjourned at 3:08 p.m.

Connie M. Deford
IIMC Parliamentarian

DRAFT

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS
Board of Directors Teleconference Meeting
September 22, 2015
Minutes

CALL TO ORDER

President Monica Martinez Simmons, MMC called the IIMC Board of Directors teleconference meeting to order at 9:05 a.m.

Board Members Present:

President Monica Martinez Simmons, MMC
President Elect Vincent Buttiglieri, MMC
Vice President Mary Kayser, MMC
Immediate Past President Brenda Kay Young, MMC
Region I Directors: Julie Coelho, CMC
Region II Directors: Andrew J. Pavlica, MMC
Region III Directors: Lynnette Ogden, MMC; Lisa Vierling, MMC
Region IV Directors: Mary Ann Hess, MMC; Diane Whitbey, MMC
Region V Directors: Lanaii Y. Benne, MMC; Mary Johnston, MMC
Region VI Directors: Pam DeMouth, CMC; Anne B. Uecker, MMC
Region VII Directors: Denise Chisum, MMC; Brian Ruch, MMC
Region VIII Director: Nancy Vincent, MMC
Region IX Directors: Alice J. Attwood, MMC; Tracy Davis, MMC
Region X Directors: Karla D. Graham, MMC; Debi A. Wilcox
Region XI Director: Jaap Paans, MMC; Bruce Poole, MMC

Board Members Absent:

Region I Director: Carol Anderson, CMC
Region II Director: Kimberly Rau, MMC

The following IIMC staff members were present:

Executive Director: Chris Shalby
Director of Professional Development: Dr. Jane Long
Certification Manager: Ashley DiBlasi
Education Assistant: Kellie Carroll
Administrative Coordinator/Recorder: Maria Miranda

ED Report – Chris Shalby

Item A – Four Day Conference

Director Shalby presented the report. After a brief discussion Director Attwood moved to keep the conference at four days and maintain the eight education points. **Motion adopted.**

Item B – Increase Conference Registration Fee by \$25

Director Shalby presented the proposed increase with the following comments:

Director Paans suggested a \$24 increase in order to keep it under \$600 and perhaps that would be better accepted by the membership. Director Shalby stated that a \$25 increase made more sense in terms of keeping the cost a nice round number and didn't think that would be an issue.

After a brief discussion Director Poole moved to accept the conference registration fee increase by \$25 to delegates only. **Motion adopted.**

Item C – Increase Athenian Dialogue Fee for Conference by \$10

Director Shalby presented the proposed Dialogue increase. The following comment was made:

Director Attwood asked if the fee has always been \$100 for Dialogues. Director Shalby confirmed it has.

After a brief discussion Director Uecker moved to accept the conference Athenian Dialogue increase by \$10. **Motion adopted.**

Item D – Budget & Planning Committee Process for Choosing a Chair

Director Shalby presented the current process for choosing a Budget & Planning Chair. The following comments were made:

Director Uecker is concerned that adding a Task Force for the selection process will only slow down the process and suggested the process stay the same.

Everyone was in agreement that the current process works fine as is and there is no need for changes. Director Shalby thanked everyone for their perspectives.

70th Anniversary Logo

Director Shalby presented the four 70th Anniversary Logo designs and vote was taken to select the logo that will be used throughout 2016. By majority vote, Logo #7 was selected.

IIMC/UDITE Partnership Agreement

Director Shalby presented the IIMC/UDITE Partnership Agreement and reiterated that the agreement applies to the Symposium only and is not an affiliation agreement. Director Buttiglieri moved to accept the partnership agreement as presented. **Motion adopted.**

Contact Hour Definition Proposal

Dr. Long presented the report asking the Board to approve the proposal to align IIMC instruction with standard higher education academic policy as a “contact hour” being defined as 50 minutes of instruction for every hour of class or workshop. Dr. Long explained the policy and the following question was presented:

Director Attwood asked if the Institutes can be more stringent with the definition. Dr. Long stated that would be left to the Institutes’ discretion.

Director Chisum moved to accept the proposed Contact Hour Definition as presented in the report.
Motion adopted.

President Martinez Simmons thanked everyone for their time and hard work.

Adjournment

The meeting adjourned at 10:00 a.m.

Maria Miranda
Recorder



To: Board of Directors
From: Chris Shalby, Executive Director
Date: September 21, 2015
Subject: MCEF Scholarship Report

BACKGROUND

At their meeting of May 16, 2015, in Hartford, CT, the MCEF Board of Directors unanimously requested:

That the IIMC Board review the current MCEF scholarship program and forward recommendations on (a) which types of educational opportunities should qualify for scholarships including, but not limited to, distance education, Athenian Dialogues, Institutes, etc.; (b) the criteria and scoring for scholarship awards; and (c) if scholarships should apply to those working on Certified Municipal Clerk status, Master Municipal Clerk status, and/or continuing education beyond the MMC.

A response is respectfully requested no later than the mid-year meeting.

The Municipal Clerks Education Foundation (MCEF) was created in 1984 to raise funds for IIMC. These funds are used to promote, train and educate Municipal Clerks to make them proficient in the services they provide for the citizens of their community. One of the many ways MCEF helps IIMC members is through education scholarships and grant programs. MCEF and IIMC offer four types of financial assistance:

- CMC/MMC Scholarships
- IIMC Annual Conference Grants
- State/Provincial/National Association Grants
- IIMC Region Stipends

CMC/MMC Scholarships

This scholarship program has been designed to assist with the costs of attending an IIMC approved Institute or Academy program for those working toward IIMC's professional designations. The scholarship program was established in 1986 for Clerks attending IIMC Institutes. Since the program's inception, more than 1,500 scholarships have been awarded.

IIMC Annual Conference Grants

The Conference Grant Program is designed to allow two IIMC members from each of IIMC's 11 regions to attend the IIMC Annual Conference each may. The Grant program's funds are from MCEF's unrestricted Policy 8 funds. IIMC allocates \$6,600 toward these grants if two members per region participated.

State/ Provincial/ National Association Grant

This Association Grant Program was designed to provide financial assistance to Clerk Associations planning their annual conferences or education programs. This grant is not for individual use. The funds must be applied to the educational program and cannot assist with meal functions, room rentals, etc. Speaker fees are a good example of a great use of the funds. MCEF provides \$500 per Grant for a total of four Grants

IIMC Region Stipend

The Region Meeting Stipend is designed to make the planning of an IIMC Region Meeting financially feasible by providing financial assistance to embellish the Region's annual education program. Each IIMC Region will decide for itself how best to use the money toward education at their meeting. The Region Stipend's funds are from MCEF's unrestricted Policy 8 funds. IIMC allocates \$1,000 per Region for a total of \$11,000 if every Region participated.

MCEF unrestricted Policy 8 funds have also been set aside to use toward the Region XI Symposium education program. This amount is currently \$6,000.

Management's Comments:

That President Simmons, with the Board's approval, create a Task Force and include IIMC's Education Department to study the MCEF scholarship process and to determine if there is a more beneficial way to distribute MCEF funds toward scholarships and education.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Chris Shalby
Executive Director

Date: October 1, 2015

Subject: Executive Director's Update



Overview

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

Administration

IIMC is fully staffed, with the exception of the Communications area. The Executive Director oversees this area. Staff assists with various marketing and communication responsibilities including the *News Digest*. Emily Maggard was overseeing the monthly Digest as a freelancer, but we've terminated her contract for the remainder of 2015 and for 2016, primarily to budget.

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

Building Update

As of this writing, we have one out of two offices leased. We have reduced the square foot costs from \$1.35 to \$.99 to make us more attractive to potential renters. We have also informed our realtor to bring all offers to us first, regardless of the offer. To date, we've had inquiries but nothing concrete. We are working with Lee and Associates, one of the largest commercial real estate brokers in Southern California. Although there is an abundance of office space in the area, IIMC is one of the older buildings in the industrial complex; however, our realtor believes our space is more conducive to renters, being on the ground floor.

IIMC's monthly mortgage is \$4,853. Our tenant pays \$1,100/mo. IIMC pays \$3,753 to meet its monthly mortgage. We are not anticipating using any funds from the restricted reserves to offset monthly mortgage payments. Restricted reserves cannot be used without the Board's approval.

Conferences

2015 Conference – Hartford, CT

The 2015 4-Day Conference in Hartford was projected at 650 delegates and a net profit of \$3,512. Overall numbers were 605 delegates, 45 shy of what was projected. Hartford will not meet projections and will realize a loss of \$24,203 by year-end 2015 (see 2015 YE budget). The major reason for the loss in Hartford was lower than expected attendance, approximately \$25,000 in revenue that we did not realize. We sold out three hotels, did not incur attrition, and rebates and commissions met projections. The following depict some of the major differences between the 2014 and 2015 conferences:

1. Miscellaneous Conference Revenue for 2015 was \$4,866 less than 2014 (5 to 4 days);
2. We utilized \$26,000 for the General Session speakers, as opposed to prior years;
3. Food and beverage was \$28,000 more for 2015 than what we spent in 2014;
4. Audio visual was \$11,000 more for 2015 than what we spent in 2014;
5. We discontinued the Delegate Package, saving us approximately \$1,500;
6. We added two Athenian Dialogues, increasing the bottom line by \$2,800;
7. We eliminated the Conference CD Rom, saving approximately \$2,000.

2016 Conference – Omaha, NE

We are projecting 625 Delegates/50 guests for the 2016 Conference and a positive bottom line of \$14,651 (this will grow with the registration and Athenian Dialogue fee increases). The total overall attendance numbers from Conferences in 2012, 2013, 2014 and 2015 average to approximately 658 delegates per conference. Here are three key areas where the 2016 conference will be attractive:

1. Host Hotel – Hilton - \$145.00/plus tax per night;
2. Self parking per day is \$7.00 with in and out privileges;
3. Hilton provides complimentary shuttles from and to the airport (less than 10 minutes);
4. Cost of doing business is amenable to IIMC, compared to other conference cities.

We have contracted 500 rooms with one host hotel, the Hilton, to house all Delegates. **IIMC will not incur attrition with the Hilton.** Should we need more hotels, we will contract with Courtyard by Marriott to handle the overflow. The Host Hotel Hilton is connected to the CenturyLink Convention Center via a skywalk. The overflow hotel is within walking distance (complimentary shuttle is also available) of the Center and offers rooms at comparable costs. We believe the room costs at the Hilton (\$145 plus tax) and parking rates are reasonable, making it attractive for those Regions (6, 7 and 8) that are within one day's driving distance.

Conference Delegate/Guest Registration Fees - 2016

The current fees are \$600 early bird for Delegates and \$265 for Guests. Although this is a four-day conference, IIMC is keeping the education, events and F&B budgets for these areas the same as past years. Food and beverage minimums are \$129,000, similar to past conferences.

Hotel Costs

Hilton -- \$145.00/per night with 17% sales tax – no attrition

Rebates/Commissions

The Hilton is offering both a \$6 per room per night rebate and a 10% commission of which IIMC will keep 7% with the 3% going to our event management company. The rebates/commissions are reflected in the 2016 Conference budget as Miscellaneous Conference Revenue.

A few years ago, the Budget Committee and Board accepted our recommendations to reduce expenses for two IIMC events beginning with the 2012 conference.

- Opening Reception – reduce budget from \$35,000 to \$25,000 or \$25/per person
- All Conference Event – reduce budget from \$50,000 to \$40,000 or \$40/per person

The savings of \$20,000 and paying on a per-person rate has helped keep IIMC's bottom line healthy in these areas. Also, a per-person rate allows us to pay only for those in attendance and not a blanket, general number. **Please note that food and beverage costs are not always in our**

favor, especially a per person rate. Therefore, we do have the option of utilizing the entire budget if needed, as opposed to a per person rate.

Areas to note for Omaha include:

- Cities are still reluctant to pay for conference travel; thus, reducing the number of attendees;
- Contracted with one hotel, the Hilton. We are confident we will sell out the block of 500 rooms per night.
- We are working with an excellent and engaged local Institute Director (part of the host committee) to acquire local speakers to help considerably with the education program and speaker costs, perhaps, reducing those line items.

Recommended Discounts and Savings

Regarding the discount program to all the regions mentioned, please note that Regions 6, 7 and 8 have a total 2,840 members. Region 8 has 1,200 members, Region 7 has 860 members and Region 6 has 781 members. At the 2015 Conference, these three Regions brought in 175 Delegates, nearly one-third of the entire delegation. In expanding the discount program, there is a possibility of bringing in an additional 5% or more, which would translate to 175 or more Delegates, a significant increase. A discount, even though it's \$50, could spur more registrants. In speaking with the Region VI and VII IIMC Region Directors, they agreed that quite a few members could drive and the offer of a discount by IIMC would be greatly appreciated. We are proposing a discount offer to all three Regions.

The past few conferences included several discount programs that Management recommends continuing in 2016. These are:

- Reduce each Academy session from \$195 to \$179 and offer a \$50 discount for each additional Academy session after paying the \$179 fee for the first Academy. We had 155 registered for the Academies of which 37 Delegates took one or more Academies in Hartford.
- Extend the discount program to cover all of Regions 8, 6 and 7 (IIMC's population in these regions is approximately 2,800 members). The past two conferences (2013 and 2014), we've extended the discount program to the host region and other nearby regions that we deemed to be within close (driving/train/bus) proximity of the host city;
- Offer an incentive for any city that sends two or more Clerks to the conference a discounted flat rate of \$485.00 per delegate (**No other discounts - first timer or Region - would apply to the delegates paying \$485.00**). However, the first member from this group paying the full price would be able to take advantage of the first timer and Region discounts if applicable. Hartford attracted 35 multiple attendees.
- Offer Clerks from Nebraska who have never been IIMC members a one-year's complimentary membership if they attended the Conference. Hartford had six Clerks take advantage of this opportunity.
- All other standard discounts regarding first timers and Regions would still apply.

Education

It's been nearly one year since we hired Dr. Jane Long as IIMC's Director of Professional Development and Kelly Siggson as our Education Assistant. Long is a full-time independent

contractor based in Chicago and spends two weeks each month at Headquarters. Siggson is a full time employee at HQ. The Department continues to find new and creative ways to help members; application reviews have accelerated in turnaround time; conference logistics, speakers, session topics and coordinating the education component of the conference is a group effort led by Ashley DiBlasi. The Education Department report has more information on its activities.

Finance

The 2015 projected year-end budget will place IIMC for the first time in eight years in the negative (\$34,511). There are three key areas for this: 1) less than expected in conference revenue; 2) loss of one renter; 3) overstated membership revenue. However, the loss is a projection and there is a possibility of it being reduced by a few thousand dollars by year end. IIMC's restricted reserves are at \$503,000.

Marketing/Communications

Staff now produces the News Digest. The Membership Department produces the weekly E-Briefings. The Department provides marketing and collateral support to all Committees and IIMC in general. The Communications/Marketing report has analytics regarding readership.

Membership

In 2014, the Department embarked on a new membership campaign targeting municipalities with populations of 2,100 or less. The budget committee allocated approximately \$13,000 toward this campaign. To date, the Department has brought in 203 plus new members. More information on this campaign is in the Membership Department report.

Board Action Required

Education Resource Group - Verbal

We have three members of the ERG, Kassie van Remortel, Wisconsin; Jeff Hendry, Florida; and Cathy Novak, Colorado, currently serving as an advisory group to IIMC's Education Department. All three are independent contractors with a 12-month term. **Management recommends that we continue with the group through 2016 and reassess the Group's viability at next year's mid year Board meeting. The stipend per person is \$3,000 (the funds are allocated in the 2016 budget).**

Region XI Consultant - Verbal

Tom van der Hoven has been IIMC's Region XI Consultant, taking over the position one year ago. With Tom's efforts toward the Region XI Symposium and the new bulk membership scheme, **Management recommends continuing employing Tom van der Hoven as an independent contractor and continue to evaluate this position annually. Tom's annual stipend is \$6,000 plus \$1,000 for additional travel expenses, which are in the 2016 budget.**

Region X Affiliate Agreement – Alberta Municipal Clerks Association (AMCA) - Attached

Attached is the Affiliate Agreement between IIMC and AMCA. This agreement is similar to the two other agreements we have with Region X associations: AMCTO in Ontario and LGMA in British Columbia, Canada. **Management recommends that the Board accept this agreement and officially formalize it at the 2016 Conference.**

Strategic Objectives/Outline - Attached

Management recommends the Board accept the Outline as presented and allow staff to create timelines and performance and process objectives to present to the Board at the 2016 May Board meeting.

Honorary Membership – IIMC Past President Helen Kawagoe, Carson, CA - Attachments

Attached are A) IIMC's Policy regarding Honorary Membership, B) ED Shalby letter about Kawagoe and a C) City of Carson Article on Kawagoe. **Management recommends that the Board of Directors vote to bestow IIMC Honorary Membership on Kawagoe.**

Board/Region XI International VIP dinner – Saturday or Monday evening - Verbal

In Hartford, we held our Board/Region XI dinner on Saturday evening. In the past, when we held a five-day conference, the dinner was on Tuesday evening, an open night for all attendees. We can continue to hold the dinner on Saturday evening, however, Saturday evenings in a conference city is not always to IIMC's advantage. Saturdays are usually busy nights with restaurants and finding accommodations and costs amenable to our budget is not always easy. In Hartford, we held the dinner in the Marriott instead of the State House, which was our original intent because the State House was unaffordable. Does the Board want to continue holding this dinner on Saturday or move it to Monday evening, which would compete with Region Dinners?

70th Anniversary in Omaha – IIMC Past Presidents - Verbal

As part of IIMC's 70th Anniversary celebration, does the Board want to offer the following:

1. Invite all IIMC Past Presidents to the International dinner;
2. Waive conference registration fees (\$195.00 retired) to only retired Past Presidents who would like to attend.

NOTE: At our Board teleconference on Tuesday, September 22, the Board approved the following:

- \$25 Delegate registration fee increase beginning with the 2016 Conference;
- \$10 Athenian Dialogue fee increase beginning with the 2016 Conference;
- 70th Anniversary Logo to be used from January 2016 through December 2016;
- UDITE Agreement with IIMC regarding the 2016 Region XI Symposium; and
- Contact Hours regarding Education sessions.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Chris Shalby
Executive Director

Date: September 25, 2015

Subject: Study Abroad Assessment/Draft Policy



At the 2015 Board of Directors meeting, the Board reviewed and discussed the International Relations Committee's proposed new policy regarding the Study Abroad Program. The Board put that policy on hold and directed staff to provide a comprehensive report for the 2015 mid year meeting regarding this Program's viability, future interest and financial implications.

Background

The Study Abroad Program has been in operation without a policy since its inception in 2006. The Program was initially created as a vehicle to improve IIMC's presence and build relationships in Region XI. Since its inception, we've held five Programs:

- 2006 - England/SLCC Conference with 19 participants
- 2009 - Wales with 14 participants
- 2011 - South Africa/IMASA Conference with 28 participants
- 2013 - Scotland with 31 participants
- 2015 – Boston, MA with 19 participants

Although the IR Committee has done an excellent job in helping to coordinate this Program and help launch interest in Region XI, the Programs have always been a risky venture in terms of liability and the amount of funds provided toward education.

Liability

In checking with our insurance company, IIMC is not covered under its general liability policy regarding tours. Most tour operators carry insurance for this type of program, and the tour operators we've dealt with carry their own liability insurance, however, that only covers their company. IIMC has two types of insurance coverage: 1) general liability and 2) Directors Omissions and Errors (D&O). Both of IIMC's policies exclude liability resulting from fraud or gross negligence and personal injury and property claim. To date, IIMC has been fortunate in that nothing physically serious has transpired with the participants. To acquire this type of insurance would cost a minimum of \$5,000.

MCEF Funding

Since 2009, IIMC has used a portion of MCEF Policy 8 Unrestricted funds to help attract attendees. The last three Programs have rebated the participants more than \$24,000 in the name of education rebates. To date, IIMC has not experienced much in terms of inquiries regarding rebates or refunds to offset the participant costs.

Education Program

The 2007 and 2009 Programs culminated in Region XI conferences with two of IIMC's Region XI affiliates – SLCC and IMASA. However, the number of education points has always seemed exaggerated in comparison to Institutes or an IIMC Annual Conference. Yet, the Program Review and Certification Committee and IIMC's Education Department have always vetted the education component of the Programs. The 2015 Study Program had eleven education points compared to IIMC's Annual Conference of eight points. Points based mostly on hours attended as per IIMC's Education Guidelines.

Management's Comments/Recommendations:

Although the intent and participation levels have always attracted a handful of members, liability issues are and will always be present. If this Program is to continue, we recommend that the Board adopt the policy below (originally submitted by the Policy Committee at the 2015 Board meeting) with Management's changes regarding Program development, Program coordinator, funding and Board involvement. At their discretion, the Board can always choose whether or not to hold a Study Abroad Program.

1. 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. [November 2015].

2.300.020

Scope

Board of Directors, IIMC members and International Relations Committee. [November 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 Board criteria: how a destination is chosen and by whom, eligibility, education program, allocation of funds, program coordinator and administration of the program.

Destination

IIMC Headquarters will seek prospective Study Abroad Program destinations via a Request for Proposal process. 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 detailed program report and its recommendations to the Board of Directors. IIMC's Board will choose the destination based on costs, the education program and interests that will make participation attractive. Ideally, IIMC needs to market these programs 18 to 24 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 IR Committee 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 or assigns another IIMC staff member to oversee these duties. IIMC will cover the cost of the coordinator's registration, airline tickets and meal allowance. These costs will be part of IIMC's annual budget and incorporated into each participant's fees. The Board approves all costs related to the Program.

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.

Administering the Program

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

IIMC Strategic Objectives/Outline 2016 - 2018

1. *Research the creation of a self-service portal for members that works in conjunction with the iMIS software. This would assist with the following IIMC goals:*
 - Organizational Excellence
 - Effective communication – listening and answering questions
 - Transparency and information sharing
 - Enhanced member services
 - Career job board
 - Social media
 - Resource center – to include
 - Library
 - Best practices/innovations
 - Collaborative space
 - Easy membership renewals and payments
 - Professional Development – enhanced communication
 - Member tracking of certification status
 - Advertisement of professional development opportunities
 - Creation of a searchable “speaker’s bureau”- available to all members
 - Access to conference transcripts
 - Online program registration
2. *Focus on the enhancement of relationships and communication with membership*
 - Building a stronger relationship with Region X
 - Continue building relationship with Region XI
 - Enhance understanding of “new generation” of clerks and build relationships and involvement of those clerks.
 - Develop a strategy for integrating social media into IIMC programs and services
 - Hire a dedicated staff person/tech specialist to handle marketing and communication to members
3. *Ensure IIMC remains fiscally strong and accountable*
 - Balanced budgets
 - Increase Restricted Reserves by \$100,000
 - Focus on revenue generation in all areas of the organization
 - Continue fiscal accountability practices with Budget Committee and Board

4. *Professional Development for ALL clerks*

GOAL: All clerks striving toward continuing education

- Expand our education offerings to those that don't have state institutes
 - Online learning
 - Traveling Institute – pilot in 2017
 - Survey those states that do not have institutes
- Create “post-MMC” certificates that are advanced education opportunities
 - First opportunity would be a “Leadership Institute” to launch in 2017
 - This would be an online-hybrid opportunity to culminate at a session during the 2017 conference.
 - This would result in a “certificate” – that signifies they completed this advanced training.
- Begin the conversation regarding options about “continuing education.”

Items for Consideration in the Development of a “Vision”

- Fiscal accountability - \$500,000 in restricted reserves
- Board of Directors visibility, transparency, and professionalism
- Diversity and inclusivity
- Responsiveness to members - including small municipalities
- Continued development of international relationships

Management's Comments/Recommendations:

Based on what we gleaned from the Board development session in Hartford last May, the above strategic objectives/outline is what we've put together regarding a three-year plan. If the Board approves the outline, Management recommends one of the following: a facilitator be identified for the Board Development meeting in Omaha in May 2016 for the purpose of establishing timelines, performance and process objectives, OR, allow staff to create the logistic and present to the Board. The latter allows the Board to spend the majority of the day in a Board development session of their choosing.



International Institute of Municipal Clerks
PROFESSIONALISM IN LOCAL GOVERNMENT THROUGH EDUCATION

Memorandum of Understanding

This agreement made this _ day of XXXXX 2015, between the International Institute of Municipal Clerks (IIMC), and the Alberta Municipal Clerks Association (AMCA).

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

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

THE PARTIES HERETO AGREE AS FOLLOWS:

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

International Institute of Municipal Clerks

Alberta Municipal Clerks Association

IIMC President

AMCA President

IIMC Executive Director

AMCA Executive Director

Chapter 6.30

HONORARY MEMBERS – STANDARDS

Policy.

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

Upon retirement or assumption of positions other than municipal clerk, IIMC past presidents shall be presented to the board of directors for consideration of honorary membership status.

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

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

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

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

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



International Institute of Municipal Clerks

Professionalism in Local Government through Education

Monday, June 3, 2013

Honorable Mayor Jim Dear
CITY OF CARSON
701 E. Carson Street
Carson, CA 90745

Honorable Mayor Dear:

In honor of Helen Kawagoe's retirement, I am writing this letter on behalf of the International Institute of Municipal Clerks, a 10,000 plus membership organization with members throughout North America and 15 other countries, and an Organization in which Helen is a Past President.

I have had the pleasure of knowing and working with Helen for nearly 20 years. I find Helen to be an incredibly vibrant, caring, honest and intelligent individual, who is passionate about her profession and those Clerks who serve their constituencies.

Helen is the type of Clerk who constantly kept her mayor and council in touch and on track with their legislative responsibilities and operations. In her city, Helen and the Clerk's Department are the gateway to city hall for their citizens and she is one of the team members the elected officials count on to make sure public meetings, public records and special projects run smoothly.

On a personal note, Helen has been a strong supporter of our Organization and its staff. The past 10 years have seen her sit on the Municipal Clerks Education Foundation's board, constantly working on raising monies to help fund Clerk education and encouraging new Clerks to become more involved in education programs.

Her presence and demeanor make her one of the most popular Presidents in IIMC's history. Her generosity is unparalleled, her devotion is unprecedented and her commitment to lifelong education is exemplary.

It is always a pleasure to visit with her at our board meetings. Her candor is always sought after and appreciated. I find her altruistic in many ways and a treasure trove of suggestions, insight and optimism.

Sincerely,

Chris

Christian Shalby
Executive Director

CC: Donesia Gause, CMC, City Clerk, City of Carson, CA

Carson's city clerk resigns after 37 years

By Kristin S. Agostoni Staff Writer

Posted: 12/27/2011 02:02:43 PM PST

Updated: 12/27/2011 07:54:48 PM PST

Helen Kawagoe, Carson City Clerk.

Helen Kawagoe, Carson's city clerk for nearly four decades, will resign this week for health reasons, city officials said Tuesday.

Kawagoe suffered a stroke about two months ago and is recovering at Sunnyside Nursing Center near Carson, Mayor Jim Dear said.

The 84-year-old Kawagoe, who first won election to the clerk's post in 1974, on Saturday will officially end her long career at City Hall, where over the years she's managed records, counted and verified signatures for initiative petitions and overseen some tumultuous City Council and recall elections.

In addition to serving as clerk, Kawagoe has held leadership posts with the Japanese American Citizens League, League of California Cities and National League of Cities, among other groups.

"To us, it is a major, major thing," Dear said. "She is a wonderful person who dedicated herself to the community as much or more than anyone I've seen in my life."

Dear said he frequently visits Kawagoe, who has been receiving speech, occupational and physical therapy since the stroke.

"She's very cognizant of what you're saying, and she can hear everything," the mayor said. "Her capacity to speak is limited due to the stroke, but she can write."

Kawagoe is believed to be the first Japanese-American woman elected to local office in the continental United States. And she is only the second person to hold the city clerk's post in Carson since its incorporation in 1968,

Kawagoe spoke of her experiences in Japanese internment camps. She'd recently been honored by the the City Council after traveling to Washington, D.C., to attend a redress ceremony for Japanese-Americans interned during World War II.

Kawagoe was interned at age 13, first in Tulare County and then near Phoenix, while her brothers served in the U.S. Army, the newspaper said.

"Those scars will remain forever with me," she said at the time. "But what those scars have done is you felt the pain and you want to protect other people from feeling the pain. That's one of the reasons I love my work with Carson."

The council has 60 days from Kawagoe's Dec. 31 resignation date to either appoint a city clerk or call a special election.

Dear said members could make a decision at their Jan. 17 meeting, or possibly at a special meeting sometime next month.

In the interim, Chief Deputy City Clerk Wanda Higaki, who has worked with Kawagoe for 31 years, will oversee the office, said a city news release.

In addition to working as the city clerk, Kawagoe also has served on Carson's Planning Commission and was president of the International Institute of Municipal Clerks.

City officials have yet to agree on proposals to honor Kawagoe by linking her name to a civic space. According to Dear, the council recently considered both his suggestion to name the council chambers after Kawagoe and Councilwoman Julie Ruiz-Raber's proposal to attach the clerk's name to Dominguez Park. He said the discussions will resume at a future meeting.

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: September 25, 2015

Subject: 2015 Midyear Education Department Report

The Education Department has been very busy in the months following the Board meeting in May, 2015. We have been working diligently on the 2016 Annual Conference, Online Learning, improving communication with Institute Directors, confirming and celebrating CMC and MMC certifications, proposing policy, working with committees and traveling to institutes, state conferences and international conferences.

- **2015 Annual Conference Education Program** – The Education Department would like to thank Ellen Freeman-Wakefield, from Nebraska, Gayle Martin from Kansas, Cindy Kendall from Iowa and Belinda Davis from Missouri for the many speaker recommendations that they have provided us with. These Institute Directors have been instrumental in helping to bring together the program that you will see below. It has been amazing to have such great local help and support for our mission.

The department would like to thank the Board for approving the “contact hour” definition on September 22, 2015. The implementation of this definition allowed for the department to save 1.75 hours of time across the Monday through Wednesday schedule. The time saved will allow for additional refreshment breaks, longer lunches, more flexible presenter guidelines and more networking time with colleagues and vendors, as noted in the feedback from the 2015 Conference Delegates. We believe that the delegates will notice the difference in the schedule and welcome this small but very meaningful change.

In 2016, the Conference Education Program will include:

- ❖ **8 Academy Sessions** – Topics featured will consist of Social Media, Strategic Planning, Conflict Resolution, Electronic Records Management, Human Resources, Communication Skills, Stress Management and Leadership.
- ❖ **2 General Sessions** – “The Struggle is Real: Staying Right Side Up When Things Are Turned Upside Down” – with Dr. Marche’ Fleming-Randle and “Stop Global Whining! Get What You Want With What You’ve Got” – with Christine Cashen, CSP
- ❖ **Concurrent Sessions** – We will offer 35 concurrent education sessions on various Municipal Clerk related topics and are excited to share these with the delegates.

- ❖ **Athenian Dialogues** – The department will once again be offering 4 Athenian Dialogues available at the conference:
 - **Lean In: Women, Work and the Will to Lead by Sheryl Sandberg** will be facilitated by Ellen Freeman-Wakefield, Institute Director in Nebraska.
 - **The Fox and The Whirlwind: General George Crook and Geronimo, a Paired Biography by Peter Aleshire** will be facilitated by Tami Kelly, MMC, Clerk of Council, Grove City, OH.
 - **Mandela's Way: Lessons on Life, Love and Courage by Richard Stengel** will be facilitated by Mary Lynne Stratta, MMC, City Secretary, Bryan, TX.
 - **An American Original: Walt Disney by Bob Thomas** will be facilitated by Chuck Tokar, MMC, Mayor/Retired Village Clerk, Chicago Ridge, IL.
- ❖ **Offsite Concurrent Education Session** – In Omaha, IIMC will be offering an offsite concurrent session focused on the redevelopment and revitalization of historic Omaha. IIMC will utilize “Ollie the Trolley” and a team of professional experts to take 75 delegates around North and South Omaha to experience the redevelopment in person. This program will require preregistration and an additional fee of \$35 per delegate. We are really looking forward to getting the delegates out into the great city of Omaha!
- ❖ **Region X and XI education session** – Based on the feedback that the department received from the international delegates, they would like to have a session geared toward learning from their U.S. based counterparts. The department has organized a program that will allow for idea sharing centered on questions that we have received from the international delegates and will be open to all members. This session will be held at the convention center and will be facilitated by our Director of Professional Development, Dr. Jane Long. We look forward to receiving feedback from these delegates regarding this new program format.
- ❖ **Smartphone Application** – The Department will be bringing back the app as well as the desktop version for 2016. In 2015, the app was downloaded well over 800 times so we firmly believe that the conference delegates found it useful and even those that didn't attend the conference gave great feedback and comments. This was a very efficient way to disseminate general conference information, handouts, and the conference evaluation. We have made some upgrades in the app and added new features for 2016. We are looking forward to using the new features, including the ability to communicate with the delegates onsite by pushing notifications directly to the delegate's phones in case of schedule changes, meeting running late, etc.
- **Athenian Program** –As of this date, we have 40 approved Facilitators and 67 Athenian Leadership Society Fellows.

- **Online Learning Programs, Policies and Collaborative Space**
 - ❖ **Captus Press**- We currently have three courses on Captus Press, which are categorized as Webinars. Since January 1, 2015 IIMC has received approximately \$5,300 in revenue from this program.
 - ❖ **Learning Management Systems** – After researching several online course platforms, the Education Department narrowed it down to two online Learning Management Systems (LMS) that could potentially meet our online learning needs. (See attached brief report).
 - **Schoology** – Although this LMS would meet our requirements and was easy to use, it was cost prohibitive. However, there is a very scaled-down version, which is free of charge, which was utilized to create a collaborative space for the Institute Directors. This collaborative space was introduced to the Institute Directors in August and to date we have 10 members that have joined the group. In the future, we plan to use this space for discussions, file sharing and idea exchange.
 - **Digital Chalk** – The Education Department viewed a demo of this LMS and agreed it is easy to use, practical in its presentation of curriculum and very cost effective. The Department will be recommending the use of this LMS as it moves forward with the development of online courses in 2016.
 - ❖ **Online Learning Policies**
 - We are currently working with the Program Review and Certification and Education and Professional Development committees to re-define, discuss and provide feedback on proposed Online Learning definitions and policies that will affect the Institute and Education Guidelines.
- **Committee Work**
 - ❖ **Conference Committee** - The Department worked with the Conference Committee to review sessions for the 2016 Conference Education including the offsite concurrent education session.
 - ❖ **Education and Professional Development Committee and Program Review and Certification Committee** - The Department requested discussion and feedback from these two Committees on the following proposed policies:
 - a) Contact Hour Definition – unanimously supported definition as originally written; Board approved original definition 9-22-15
 - b) Alternative Learning Methodologies Policy – unanimously supported developing a new guideline; Resulted in d) below.
 - c) Proposed Online Learning Definitions – unanimously supported, with the understanding “interactive” and “non-interactive” webinars will be better defined and provided to the Committee for review.
 - d) Proposed changed to Institute Guidelines (Change in Alternative Learning Methodologies Policy) – supported, with one concern for allowing surveys and interviews as part of the pre-work.
 - e) Proposed changes to Education Guidelines (Changes in number of points earned via Online Learning) – unanimously supported.

NOTE: Letters b) through e) above will be presented to the board in early 2016.

Education Resource Group (ERG) – The Education Department also requested the assistance of the ERG with the following:

a) **Questionable annual reports and sessions:**

The Education Department called on the ERG to review and weigh in on questionable course descriptions. Their input included opinions, points of concern, questionable content that wasn't on the level of an MMC course, and other thoughtful conversations.

b) **Provided feedback and evaluation on the following proposals by Dr. Long:**

- Contact Hour definition
- Proposed Online Learning Policies which include:
 - Proposed Online Learning Definitions
 - Proposed changes to Alternative Learning Methodologies Policy (10% Rule)
 - Proposed changes to Institute Guidelines
 - Proposed changes to Education Guidelines

The ERG did not suggest any modifications, therefore Dr. Long sent the finalized Proposed Online Learning Policies to all Institute Directors.

Members of the ERG summarized feedback provided by the Institute Directors. This information will be submitted with the final proposal to the Board in early 2016.

○ **Update on Institutes**

❖ **2014 Institute Annual Reports** - Out of 47 IIMC-approved Institute programs, the Education Department has received 34 Annual Reports.

- **Reports Not Received-** As of the date of this report, the department has not received five Annual Reports from Regions I through IX. All Institute Directors have been contacted and notified of their overdue reports. In Region X we have only received one report out of the seven Institutes and in Region XI we have received one of three reports that are due. We will continue to work with these Institutes to complete their 2014 Annual Reports. Notifications regarding the 2015 Annual Reports will go out to Institute Directors on October 15th

❖ **New Institute in Illinois** – The department received a new Institute Proposal from the Municipal Clerks of Illinois in September and is working with the Program Review and Certification Committee for approval so the Institute may begin offering their programs.

❖ **ID Connection-** In an effort to enhance communication and collaboration with the Institute Directors, the “ID Connection” newsletter was started in August of 2015. The first edition summarized the proposals by Dr. Long that were approved by the Board at the May 2015 Board meeting. It also encouraged the ID's to begin sharing information on Schoology by providing them with login information to access the collaborative space. The next edition of the “ID Connection” will discuss the newly approved Contact Hour definition and a brief synopsis of the proposed Online Learning Policies. Along with the newsletter, the ID's are also receiving monthly reports of new members so they may reach out to any new members in their states.

- **Website-** The department has done a lot of work to the education related pages of the website. We are working to make certification documents and tools more accessible as well as Scholarship/ Grant information. We have redone the entire “Conference” tab adding subpages relevant to conference education, the conference app, registration itself, and convener/scanner volunteer information. We believe we have created a much smoother website and made searching for information much easier.
- **Course Review Approvals** – Course reviews continue to stream in and requests are answered within 10 days.
- **Verification**
 - ❖ **CMCs and MMCs** - Application review time is currently 2 weeks. Since the Annual Board Meeting on May 16, 2015 we have awarded **99 CMC** designations and **37 MMC** designations. Both program numbers continue to be in line with past years.
 - ❖ **International Certification** – Many of the international members that applied for certification during the International Transition Period are officially being certified with the fulfillment of their two year membership requirement in 2015 and many more will come in 2016. Since the Annual Board Meeting, we have certified 7 new international members with Canada and The Netherlands making up the majority of those.
- **Departmental Travel**
 - ❖ Dr. Long attended one day of the Wisconsin Master Municipal Clerks Academy in July which was held in Green Bay, Wisconsin.
 - ❖ Dr. Long will also be attending the California Master Municipal Clerk and Clerk of the Board Academy in Pomona, California October 14th through 16th.
 - ❖ Dr. Long will be attending IMASA with President Simmons in Western Cape, South Africa October 21st through 23rd.
 - ❖ Dr. Long and Ashley DiBlasi will be attending the Kansas Master Municipal Clerks Academy in Wichita, Kansas November 5th-6th. Both will be presenting sessions at this conference.

The Education Department thanks you for your continued support as we strive to enhance our educational opportunities and streamline our certification processes.

Management Comments:

The adoption of the Contact Hour Definition policy was a great help in planning the 2016 Annual Conference and will allow for more networking time during the conference. It will also be helpful to those planning Institutes and Regional/State/Provincial Academies and conferences.

The Department continues to search for new methods of involving members in Certification programs. IIMC is certainly moving down a path where it will be positioned to take the next steps in providing new continuing education opportunities to its membership.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors

From: Amanda McCrory, CMC
Chair, Elections Committee

Date: September 15, 2015

Subject: Mid-Year Report of the Elections Committee



Background

The Election Committee is charged with conducting and supervising all elections and other necessary voting by IIMC members. This year's goals are as follows:

- Oversee Vice President and Region Director elections and procedures
- 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.
- Conduct elections for Constitutional amendments at the Annual Business Meeting, provide voting tabulation and Election Officers.
- Approve all elections results to be disseminated to the membership.
- Review and recommend updates to the Elections Manual to ensure alignment with IIMC's Constitution.

Discussion

The 2014-2015 and 2015-2016 Election Committees worked hard to aid the membership with consideration and passage of the Constitutional Amendments as outlined in our Goals. I included the 2014-2015 Election Committee because it was a collaborative effort.

The Election Committee conducted elections for Constitutional Amendments at the Annual Business Meeting in accordance with Section IV, Procedures for Voting on Proposed Constitutional Amendments during the Annual IIMC Business Meeting held May 20, 2015. During the meeting, Shari Moore, MMC, 2014-2015 Elections Committee Chair, led a presentation on the proposed Amendments to the IIMC Constitution seriatim (article by article). After debate the committee conducted a vote and the proposed amendments to the IIMC Constitution were approved as follows: a vote of 379, Yes 13 No. This resulted in the proposed amendments being forwarded to the Election Committee for distribution to the entire membership for final vote.

Executive Director Chris Shalby requested via Election Committee Chair, Amanda McCrory, CMC, the wording for the election notice be reviewed prior to distribution to the membership. IIMC Parliamentarian Connie Deford reviewed the wording prior to the Election Committee. The wording was sent to the entire Election Committee on June 15, 2015 with 100% participation from the committee on the review. The Election Committee made recommendations and Chair McCrory forwarded the final version to Executive Director Shalby on June 16, 2015. IIMC distributed the Official Voting Ballot to the membership with a deadline of August 20, 2015.

Financial

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

Summary

The Election Committee followed all requirements in conducting the Constitutional Amendment Election and participated in said Election. The Election Committee members have proven to be a solid group of volunteers and an asset to IIMC.

Recommendation

No recommendations necessary.

Management's Comments:

The Committee will be more involved in the second half of their term as they will vet election ballot for a potential Vice President Election and, possibly, a new Constitution to be discussed at the ABM in Omaha.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

TO: Board of Directors

FROM: Legislative Committee
Debra Mangen, MMC, Chair
Sally Oglesby, MMC, Vice Chair

DATE: September 24, 2015

SUBJECT: Board Meeting Report



BACKGROUND

The Legislative Committee has been a standing committee for a over four years. The Committee is re-examining its scope of work to determine how it can best serve the membership in its role as a standing committee. The Committee is working to ascertain the best method to monitor applicable federal legislation and communicate relevant information to the membership on timely basis.

DISCUSSION

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

- Legislative cycles and happenings in each region
- Newsworthy content for the next issue of *Legislative Watch*
- Methodology for tracking federal legislation through www.govtrack.us
- Congressional committees in relation to election and FOIA topics
- Federal Legislation – H.R. 653 (FOIA) and H.R. 3522, S. 1970, S.1950, S.1952 and S.192 (All Voter Registration)
- Creating a standardized legislative form by which to evaluate all federal legislation

At its meeting on September 17th, the Committee decided to discontinue the state legislative inventory due to the time consumed vs. the value added with the document. It was determined that state associations can put members in touch with state legislators more efficiently. The Committee also decided to rename its annual newsletter *Legislative Watch*, in order to embrace a wider audience including members outside of the US. The Committee will be working on ways to get information to the membership using both the *IIMC Digest* and the *IIMC E-Briefing*. Articles of regional interest will be shared via the *IIMC Digest* while the *IIMC E-Briefing* can be utilized to alert the Board of Directors and general membership about items of importance that may require timely responses to various legislators.

FINANCIAL -- Not Applicable

The Legislative Committee is a volunteer group of municipal clerks, the Committee's meetings are held via conference call, and the Committee's work is conducted via email.

SUMMARY

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

RECOMMENDATION

There are no specific recommendation for the Board other than to endorse its ongoing efforts.

Management's Comments:

We support this Committee's charge, but we will need to review and confirm its viability at its current stage. One of the most convenient and immediate ways to share the Committee's finding is via the weekly E-briefings as Committee members are encouraged to submit new and informative Legislative findings to staff for dissemination.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: Board of Directors

From: Lori McWilliams, MMC

Date: September 9, 2015

Subject: Mid-Year Committee Report – MEMBERSHIP COMMITTEE

The Membership Committee met via conference call on July 28, 2015 at 12:30 Eastern Standard time. Nine members attended and five were absent. We discussed the two goals of the committee:

1. Work with the Member Services Department, focusing on developing new methodologies and assisting with ongoing initiatives for retaining and increasing membership in all IIMC Regions.
2. Create a template to interview “IIMC Champions” for articles to be published in the IIMC News Digest.

Regarding the first goal, Janis Daudt, Director of Member Services, suggested we make “positive” introductory contacts with our new members as opposed to having the committee make contact with current members whose memberships were past due (she explained Member Services would handle the dues reminder calls). With this new process underway, the committee has contacted the new members for June and July (189). We welcomed them to IIMC, shared our personal experiences, explained the benefits of membership, discussed our educational opportunities, offered Mentoring Committee contact information (if needed), and encouraged them to reach out to the Member Services Department if they have questions about membership or need assistance. We have received a great deal of positive feedback.

Regarding the second goal, Daudt provided a template for the committee to use and we reached out to the state presidents asking for human-interest stories on clerks in their associations. We received seven nominations right away and the membership committee is following up with these leads. We hope to have at least two of these deserving clerks (IIMC Champions) featured in future IIMC News Digest.

We look forward to continuing with the positive contacts and working towards having IIMC Champions highlighted in each IIMC News Digest starting in November.

Management’s Comments:

We appreciate this committee’s enthusiastic efforts. The communication between the Committee and Member Services is ongoing and a good deal of information is always shared. We look forward to publishing the IIMC Champions articles for the *News Digest*.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Karen Goodwin, Mentor Committee Chair
Date: September 25, 2015
Subject: Mid-year Committee report



Background

We have 27 Mentors and Mentees that are matched.

We have 91 Mentors that are inactive at this time. Many of the 91 have retired.

Discussion

Member Services has set up the following automated letters to be sent to the Mentor/Mentee matches:

- Welcome Letter and Mentor/Mentee contact information. This emailed letter goes to the new Mentor and Mentee with all of their contact information and suggestions for making their match a strong one.
- Quarterly Letters sent to the Mentor/Mentee match. These emailed letters are to remind the Mentor and Mentee to contact each other and if they have not heard from each other in a while, then they need to email or call to touch base.
- End of Year Letter. This emailed letter is to ask the Mentor and Mentee how the past year has worked for them and if they want to continue their match. If the answer is yes, then they will continue receiving quarterly letters and if not, we will make sure each understands that the match is discontinued. This letter also asks how we can improve the IIMC Mentor Program.

Staff feels these automated letters are working very well. It was so hard to keep track of follow-up with each match so this has lightened the load with the committee busy work.

Financial

We do not need to request funds for refreshments for the First Time Orientation as it is already added into the budget.

Summary

With regard to the Goals and Objectives:

1. We need to speak to the First Time Delegate Orientation to work on some suggestions.
2. We will have at least 1 article in the News Digest encouraging participation in the program.
3. We will schedule a committee teleconference soon to discuss the Mentor table for the Conference in Omaha and other committee goals.

Management's Comments:

This Committee and the Membership Department work well together. The automated letters provide immediacy and a bit of assurance to new members. The Committee will be more active at the Conference with a welcome table and participating in the First Timer Orientation.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors

From: Jannette Goodall, Chair
IIMC Records Management Committee

Date: September 10, 2015

Subject: Mid-year Committee Report



Background: The IIMC Records Management Committee has had one conference call and various communications by email. The goals of the committee are:

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

Discussion: The Committee discussed topics of interest for session topics for the IIMC Annual Conference including: disaster planning and recovery, electronic records 101, destruction of digital records and an IT perspective on management of electronic records. In addition, the Committee discussed possible subject matter for a new records management technical bulletin.

Financial: Budget request of \$1,000 for assistance with bulletins and/or news articles was submitted.

Summary:

1. **Session Proposals:** Committee members have reached out to the local ARMA Chapters in the Omaha area and other possible sources of proposals to solicit proposals to be considered by the Program Committee.
2. **Articles:** We are looking for volunteers or suggested volunteers.
3. **Resource list:** a list of on-line resources has been submitted to IIMC and additional recommendations will be submitted as they are identified.
4. **RIM bulletin:** The Committee recommended the creation of a bulletin focused on issues involving cloud computing. No additional action has occurred on this item but will be discussed at a future committee meeting.

Recommendation:

1. Place a notice in the next newsletter that we are soliciting records management related articles from members.

Management's Comments:

The Committee asked for \$1,000 toward the creation of a new Technical Bulletin, however, the projected 2016 draft budget needed to make cuts and, therefore, the line item was removed. We appreciate the committee's input on conference sessions related to Records Management. We will place an announcement in future Digests requesting records management articles from members.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors
From: Gail Pomroy, Chair Research & Resource
Date: September 25, 2015
Subject: 2015 Mid-Year Report



Background

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

Discussion

2015/16 Goals & Objectives:

1. Assist in developing and disseminating surveys and questionnaires as requested by the Board of Directors, Committees, and staff; and compiling, analyzing, and reporting responses.
2. Respond to member questions submitted to the IIMC website and staff.
3. Continue to expand content and resource links for the IIMC resource library.
4. Identify at least 2 issues and create content for the online Resource Centre of ordinances, policies and best practices.

This year the committee accomplished:

- Actively responded to email requests for information from clerks around the country regarding a multitude of topics affecting municipal clerks.
- Provided feedback on the Region X survey compiled by the International Relations Committee
- Assisted with content for the Resource Centre.

Financial

None

Summary and Recommendations

The Research and Resource Committee continues to be ready should any questionnaires or surveys be needed, and to respond to all website postings. Assistance will also continue for Resource Centre content.

Management's Comments:

We appreciate the committee's work throughout the year. They are expeditious with vetting surveys and answering member questions. We are continuously building our online resource library and are always looking for new and relevant materials for our members.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors

From: Phillip J. Campbell, MMC
Chairman, Budget and Planning Committee

Date: September 21, 2015

Subject: Mid-Year Report



Background

The membership of the 2016 Budget and Planning Committee is as follows:

- Phillip J. Campbell, Chair
- Allan R. Sussen, Vice Chair
- Monica Martinez Simmons
- Vincent Buttiglieri
- Brenda K. Young
- Mary Kayser
- Marc Lemoine

The meeting was held on Friday, August 7, 2015 at IIMC headquarters in Rancho Cucamonga.

The Committee Goals were reviewed and accomplished in the affirmative by the conclusion of the meeting. The Goals were to:

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

Discussion

Audit Report – the following opinion is taken directly from the Independent Auditor's Report, prepared by GYL Decauwer LLP, for year ended December 31, 2014:

Discussion (Continued)

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 from the year then ended in accordance with accounting principles general accepted in the United States of America.

The Committee accepted the projected year-end budget for 2015.

Management submitted the proposed budget in a modified presentation format. The new format allowed for easier comprehension of past appropriations, current expenditures, continued funding, identified needs for increased funding, and greatly eased the ability to propose a final and balanced budget for 2016.

Presentations were accepted from both the Membership and Education Divisions of the organization. Information provided was extremely enlightening as it pertained to the ongoing membership drive and the income generated from education programs, both of which support the bottom line of the proposed budget.

2015 was the first year of having the annual conference reduced from a five-to a four-day conference. Discussion included the financial pros and cons of the conference length.

Under what I would classify as the ‘cost of doing business,’ discussion was conducted regarding staffing costs, medical insurance, building tenant occupancy, facility maintenance, contractual services and recent changes in contractors.

Financial

The 2015 Year End Project Budget is anticipated to end with a deficit of \$34,500 rather than the projected \$11,263. The Executive Director is prepared to present clear documentation of those several issues that helped to create the deficit as well as the matters that aided in the offset.

Everyone should be extremely pleased with the fund balances in the Restricted Reserves that, at last count, exceeds \$500,000. Recalling recent history where the Board found it necessary to seek financial assistance to meet expenditures, outstanding changes in financial monitoring and overall fiscal management has greatly improved and our thanks go out to all who worked so diligently to turn the finances around.

A proposed balanced budget will be presented through the Executive Director at the Mid-Year Board Meeting.

Summary

The financial image of the organization has vastly improved over the years. Any proposed profit or loss is predominantly associated with the annual conference. Conference registration fees are insufficient to make the conference self-sustaining and the need to subsidize the bottom line of the budget is related to many other issues. Again, the Executive Director is prepared to expand on those issues.

Recommendation

The Budget and Planning Committee unanimously recommends the adoption of the proposed 2016 budget as submitted.

Management's Comments:

We thank the committee for their diligence and recommendations to streamline the budget. Management agrees and recommends that the Board approve the 2016 balanced budget and accept the 2015 budget. We have made great strides with our finances these past eight years and IIMC's accomplishments and future plans are a direct result of a healthy financial Organization.



To: Board of Directors

From: Roxanne Schneider, MMC, Chair
Marc Lemoine, MMC, Vice Chair

Date: September 1, 2015

Subject: 2015/2016 Mid-Year Board Meeting Report

Background

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

Committee Members: Tori Barnett, MMC; Laura Bauer, MMC; Buster Brown, CMC; Daniel Buchholtz, MMC; Allan Bull, MMC; Denise Carey, MMC; Lee Frazier, MMC; Rodney Greene, MMC; Stephanie Kelly, MMC; Ruth Post, MMC; Kerry Rozman, MMC; Anna Stetson, CMC; Kassie Van Remortel, Institute Director; Melanie Westmoreland. **Board Liaisons:** Lynnette Ogden, MMC; Lisa Vierling, MMC; Brenda Young, MMC. **Staff Liaisons:** Ashley DiBlasi, Dr. Jane Long, Kellie Siggson and Chris Shalby.

The goals set for the committee this year are:

1. Evaluate and review the content and suitability of the proposed educational sessions of the Annual Conference collaborating with IIMC's Education Department to ensure that the varying levels of education, experience, and job responsibilities of all IIMC members are being met. Forward any recommendations for improvements to the Education Department.
2. Recommend Annual Conference education topics and presenters to the Education Department by July 1, 2015.
3. Work with the Executive Director to review future conference submissions and provide information to the Board of Directors.

Discussion

Goal #1: The Committee reviewed and rated the Conference Education Proposals for the 2016 annual conference in Omaha, NE. Results were forwarded to the IIMC Education Department. **Completed.**

Goal #2: The Committee provided suggestions for presenters and topics to the Education Department. **Completed.**

Goal #3 – The Committee will be receiving the future Conference Bid this fall from the Executive Director to review and provide their recommendation to the Board at the Mid-Year meeting. **Ongoing.**

Additional Discussion Items

In addition, this Committee, along with the Policy Review Committee, was asked 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. This committee held a teleconference on July 16, 2015, and recommended the following:

- o The current host committee will not be provided a booth in the exhibit hall. They will be given the option of having a table near the registration area if they wish to continue selling remaining inventory. No other fundraising activities are permitted by the current host committee.

- The incoming host committees and MCEF should communicate with one another to determine what fundraising activities each group will be conducting. This should alleviate any duplication of activities.
- The fundraising activities should be publicized to conference attendees prior to the conference and at the conference. An insert in the conference packet outlining the various fundraising opportunities is recommended.

This recommendation was forwarded onto the Policy Review Committee for their consideration.

The Committee also discussed the 4-day vs. 5-day format for the annual conference. Overall, the committee felt that the 4-day conference was preferable, but there was too much packed into those days. The committee recommendation is that IIMC remain with a 4-day conference, but reduce the number of education points to 6. If it is determined that 8 points are necessary for the success of the conference, the conference should revert to 5 days. This recommendation was forwarded to the Board for consideration prior to the Mid-year meeting.

The committee was also asked to weigh in on a proposal to offer an offsite program at the 2016 conference in Omaha, open to all delegates, as an option in the concurrent education program. Although some concern was raised that it would not fall under the duties of a municipal clerk, it was noted that in smaller communities, the municipal clerk wears many hats, and this could be a significant part of their duties. The proposal has the support of the conference committee, and the committee recommends moving forward with that option.

Summary

This Committee has been very active and engaged. All members have participated in the conversation and provided valuable feedback and suggestions. We look forward to completing our remaining goal and stand ready to assist when needed.

Recommendation

There are no additional recommendations from the Conference Committee other than those outlined under Additional Discussion Items.

Management's Comments:

We always appreciate the Committee's recommendations regarding future conference speakers and sessions. We realize this is a group effort and it is an integral component to what IIMC's Education Department is attempting to do with the upcoming conference education program. We also agree with the Committee's recommendation to limit fundraising efforts to MCEF and the incoming future conference city. This will help with considerably as Delegates will not be bombarded with various offers for fundraising. We will offer the host committee a booth or table by the registration area if they need it to "sell" off extra inventory. We will also do our best to announce ahead of time any fundraising activities that will occur at the Conference and to help coordinate activities between MCEF and the future host committee.

As for the 4-day conference, the Board, on the teleconference of September 22, already approved remaining with the current format of 4-days and 8 education points, allowing staff to build in extra time in between sessions. We will reevaluate the schedule again after the 2016 conference.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Executive Committee, Board of Directors

From: Camilla G. Pitman, MMC – Chairman
Sharon K. Cassler, MMC – Vice-Chairman

Date: September 28, 2015

Subject: Education and Professional Development Committee
Mid-Year Report



Background

The goals and objectives of the Education and Professional Development Committee are to identify education resources for existing education and professional development opportunities to be reviewed by the Education Department and to review IIMC's Educational Philosophy to ensure it continues to meet the needs of the membership and is in alignment with IIMC's mission.

Discussion

The Committee has been working with Dr. Jane Long in reviewing and providing feedback to proposals presented by Dr. Long and listed below. The Committee conducted a telephone conference call on August 11 to discuss proposals (a) and (b) and a second conference call on September 28 to discuss proposals (c), (d), and (e). The recommendations of each proposal are provided as follows:

- (a) Contact Hour Definition 50/10 – unanimously supported;
- (b) Alternative Learning Methodologies Policy – unanimously supported developing new guidelines;
- (c) Online Learning Definitions – unanimously supported, with the understanding “interactive” and “non-interactive” webinars will be better defined and provided to the Committee for review;
- (d) Institute Guidelines – supported, with one concern for allowing surveys and interviews as part of the pre-work; and
- (e) Education Guidelines – unanimously supported.

Attached to this report are memorandums dated August 19, 2015, and September 28, 2015, providing a summary of the discussions and recommendations of the Committee.

Financial

There is no financial impact resulting from the efforts of the Committee to date.

Summary

The Committee is engaged in meeting the goals and objectives as set forth above and are excited with the opportunities that are anticipated through the development and implementation of online learning.

Recommendation

Please see recommendations as provided above under Discussions and the attached memorandums.

Management's Comments:

The Board approved the contact hours definition on its 9/22/15 teleconference, agreeing with the Committee's recommendation of 10 minutes of break time per 60 minutes of class time. This is now policy.

We recommend adopting the Committee's recommendation regarding the Alternative Learning Methodologies Policy and the Online Learning Definitions and revise the Guidelines to support those two areas. **NOTE: The Program Review and Certification Committee did not approve of the Alternative Learning and Online Learning recommendations submitted by the Education Department. Please read their report for more information.**



International Institute of Municipal Clerks
Education and Professional Development Committee

TO: IIMC Board of Directors

FROM: Camilla G. Pitman, MMC, Certified PLS
Chairman, Education and Professional Development Committee

DATE: August 19, 2015

RE: Contact Hour Definition – 50 minutes instruction/10 minutes break
10% percent Policy for Alternative Learning Methodologies

Please accept this memorandum as a report on behalf of the Education and Professional Development Committee regarding the above referenced items discussed via telephone conference call on Monday, August 11, 2015. In attendance were the following committee members: Karen Barrow, Kerry Bush, Kathleen Montejo, Sandy Paul-Lyle, Kassie Van Remortel, Lori Wilcox, Mary Johnston, Debi Wilcox, and Camilla Pitman. Absent were the following committee members: Sharon Cassler, Shannon Corin, Nyota Figgs, Margaret Hawker, Gil Litov, Robert Ritsema, and Tony Russell.

Contact Hour Definition Proposal

Dr. Jane Long presented a proposal to align IIMC instruction with standard higher education academic policy as a “contact hour” being defined as 50 minutes of instruction for every hour of class or workshop. Dr. Long explained the policy is standard in higher education across the United States in calculating both contact hours and credit hours and advised if adopted, IIMC will have the ability to more effectively and efficiently schedule general and concurrent education sessions as well as provide consistency for state and provincial associations and institutes for scheduling their conferences, workshops, institute sessions and academy sessions. Committee members commented in general on the policy currently used in determining instruction time. After discussion, Committee Members in attendance voted 9-0 to support the proposal of 50 minutes of instruction with 10 minutes of break time.

Alternative Learning Methodologies Policy

Dr. Long presented the following policy for review and interpretation by the Committee: “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.”

Dr. Long referred to differing opinions involving whether online webinars and classes are included or excluded from the 10% percent and the need to prepare new policies to clarify online learning. Committee members shared concerns with the lack of classroom participation, peer interaction, and mentoring if online webinars and classes are not addressed appropriately. After discussion, Committee Members in attendance agreed with Dr. Long developing new guidelines for online learning and providing those guidelines to the Committee for review and consideration.

As additional information, I received this morning a response from Committee member Robert-Jan Ritsema agreeing with the Contact Hour Definition proposal advising it will be applicable in his country. Robert also advised he has received the proposed guidelines for online learning provided to the Institute Directors for review by Dr. Long and that he finds them to be helpful in facilitating international exchange of knowledge and experiences.

c: Chris Shalby, IIMC Executive Director
Dr. Jane Long, Director of Professional Development
Ashley DiBlasi, Certification Manager
Kellie Siggson, Education Assistant



International Institute of Municipal Clerks
Education and Professional Development Committee

TO: IIMC Board of Directors

FROM: Camilla G. Pitman, MMC, Certified PLS
Chairman, Education and Professional Development Committee

DATE: September 28, 2015

RE: Proposals - Online Learning Definitions, Institute Guidelines, and Education Guidelines

On Monday, September 28, the Education and Professional Development Committee conducted a telephone conference to review and discuss proposed online learning definitions, proposed changes to Institute Guidelines and proposed changes to Education Guidelines. In attendance were the following committee members: Karen Barrow, Sharon Cassler, Shannon Corin, Kathleen Montejo, Sandy Paul-Lyle, Robert Ritsema, Lori Wilcox, Mary Johnston, and Camilla Pitman. Absent were the following committee members: Kerry Bush, Nyota Figgs, Peggy Hawker, Gil Litov, Kassie Van Remortel, Tony Russell, and Debi Wilcox. Dr. Jane Long commented on the purpose of the proposed changes and reviewed the attached proposals which were provided to the Committee for review prior to the telephone conference.

Regarding online learning definitions, Dr. Long referred to a request from the Program Review and Certification Committee to break down the “Webinar” description further to better define interactive and non-interactive webinars. Committee members were unanimously supportive of the proposal as presented, however, the Committee anticipates receiving an update to include the additional definitions for interactive and non-interactive webinars.

Regarding Institute Guidelines, Committee members were supportive of the proposed changes. There was one concern expressed regarding alternative learning methodologies including surveys and interviews as part of the pre-work. Committee members shared support for inclusion and provided examples of how surveys and interviews have been used in their state institutions.

Regarding Education Guidelines, Committee members were unanimously supportive of the proposed changes and commented on how online learning will allow for more participation in pursuing certification in both the United States and internationally.

In summary, the Committee unanimously supports the proposed online learning definitions – with the understanding Dr. Long will be developing expanded definitions for interactive and non-interactive webinars. The Committee supports the proposed changes to the Institute Guidelines, with one concern expressed. The Committee unanimously supports the proposed changes to the Education Guidelines.

c: Chris Shalby, IIMC Executive Director
Dr. Jane Long, Director of Professional Development
Ashley DiBlasi, Certification Manager
Kellie Siggson, Education Assistant

To: IIMC Board of Directors

From: Susan M. Domen, IRC Chair
Doug Tymchyshyn, IRC Vice Chair

Date: September 24, 2015

Subject: Mid-Year Report for Board of Directors



Background

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

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.
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.

Discussion

Goal 1: Collaboration with Symposium Region XI Management Partners.

The International Symposium has a tentative date of June 2016 and is pending the Committee of the Regions deciding their 2016 programme of meetings.

Goal 2: Manage and run a booth at the IIMC Annual Conference which promotes international programs and provides a focal point for international members.

The IRC assembled, decorated, staffed and disassembled a booth at the IIMC annual conference in Hartford. The booth was well visited and there was a great deal of interest in the Study Abroad Program and the International Symposium. This goal is ongoing and plans for a booth at the Omaha conference are in the works.

Goal 3: Assist in delivering a successful Study Abroad Program in Boston in 2015.

Twenty-two Members attended the 2015 Study Abroad Tour that started in Boston, Massachusetts and travelled to Hartford, Connecticut. The feedback from the participants was overwhelmingly positive. The education sessions, networking amongst the participants and the session's hosts was greatly appreciated and considered to be valuable. The goal of the Study Abroad program has always been to build relations between IIMC Members, create greater understanding of the responsibilities of Clerk's in various regions, provide educational

opportunities and new ways of looking at similar issues in various regions, and to bring new ideas to resolve an issue in the participant's City. This year's program completed these goals.

Goal 4: Work with Region X and XI representatives and the International Development Consultant to define options for future Study Abroad Programs.

The policy submitted to the Board last year has not been approved to date. It is pending a report from Executive Director Shalby regarding the liability concerns of the program. The report is expected to be presented at the mid-year Board meeting.

The members of the Committee would like to note that many participants have participated in the five Study Abroad programs that have taken place thus far. There has been a great amount of positive feedback from the participants and their counterparts in the countries that have been visited. We believe that this is a viable program that helps further the mission of international relations amongst members and provides many educational opportunities for participants both formally and informally. It would be a great loss if this program were eliminated. The future missed opportunities would be many including building relationships between members (both nationally and internationally) and providing unique and personal educational opportunities.

The Committee is committed to undertaking this goal, should the Board approve the policy and give direction to move forward with the planning of the 2017 Study Abroad Program. Given the Committee's familiarity with the requirements and challenges of planning Study Abroad programs, we strongly recommend that planning begin immediately for 2017.

Goal 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.

The survey was approved by the Research and Development Committee and distributed to 229 Region X Members on August 20, 2015. The survey closed on September 11, 2015, and results are currently being reviewed. Recommendations will be submitted to the Board in a future report.

Financial

The IRC did not submit a budget request for the upcoming year due to the discontinuance of the exchange program.

Summary

The IRC has completed two of our five assigned goals and continues to work diligently on the remaining work assignments for this year.

Recommendations

It is recommended that the IRC host a booth at next year's conference in Omaha; be allowed to continue working on the collaboration for a 2016 International Symposium and the planning of a 2017 Study Abroad Program; and, work with IIMC staff on implementing improvements for the Region X members based on the results of the Survey. We ask to be allowed to continue our work on our assigned goals with the intent of completion by the annual conference.

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

Management's Comments:

Goal 1: Collaboration with Symposium Region XI Management Partners.

The 2016 Symposium dates and logistics are pending. Once the pieces are finalized, IIMC will begin to market it to members. Management will have a more current update at the Midyear after President Simmons and ED Shalby meet with the Region XI Management Board prior to the October 15 SLCC Conference in the UK.

Goal 2: Manage and run a booth at the IIMC Annual Conference which promotes international programs and provides a focal point for international members.

We have a booth at the 2016 Conference dedicated to the Committee promoting all things International.

Goal 3: Assist in delivering a successful Study Abroad Program in Boston in 2015.

The 2015 Study Abroad program was successful. IIMC has since sent participants their education rebates, approximately \$390 per IIMC member participant.

Goal 4: Work with Region X and XI representatives and the International Development Consultant to define options for future Study Abroad Programs.

Management's full report on the viability of this program is under the Executive Director's report.

Goal 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.

Management looks forward to receiving the synopsis of the survey and determining what actions need the Board needs to take in this Region based on the survey's results, which are a reflection of Region X members.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: President Monica Martinez-Simmons, Executive Committee, &
Board of Directors

From: Shawn Cullinane, MMC – Lindenhurst, New York
Chair, Policy Review Committee

Date: September 25, 2015

Subject: 2015/2016 Mid-Year Report



The 2015-2016 Policy Review Committee is comprised of the following members: Mary Lynne Stratta, Vice Chairperson, Edward Benevides, , Susan Jackson, Colleen Nicol, Leslie Wallace May, Pattie McCoy, Lisa Pope, Djimmer Petrusma, Board Liason Denise Chisum, Board Liaison Mary Kayser, Staff Liaison Chris Shalby and Shawn Cullinane, Chairperson.

The Committee was charged with three tasks.

1. Review the **Quill Award** criteria and deadline, in particular the awarding of points for certain categories on the award scoring form.
2. Work with the Public Relations and Marketing Committee to create a policy regarding use of the **IIMC logo**.
3. Work with the Conference Committee to discuss and forward recommendations on **fundraising at the annual conference** by the host committee, future host committees and MCEF.

The committee held a teleconference on September 14th to review these issues. The following discussion and actions were agreed to.

1 - The Quill Award.

The discussion centered on the concern that when reviewing the application of a Quill Award nominee, too many points may have been previously awarded in particular categories, while virtually none in others. The sense of the committee was that a balance needs to be established so that a Quill Award recipient would be chosen based on a ‘well rounded’ history of experience and service, not just on the extraordinary accomplishments in one or two particular categories. Based on that discussion, a subcommittee, headed by Vice Chair Stratta, with half of the Policy Committee members, was established to look at establishing minimum and maximum requirements in certain Quill Award scoring categories. As of this report, the Sub-Committee is still at work.

Summary. Once completed, the sub-committee will report back to the full committee, which will then forward its recommendation to the Board of Directors. From our initial tele-conference discussion, it does not appear that any changes to the Quill Award Policy (Policy Chapter 6.25 Awards – 6.25.50 The Quill Award) will be required. The changes, if any, will be simply to the scoring form.

Financial. The Committee does not foresee any financial implications to IIMC based on its recommendations.

2 - The IIMC Logo.

I reported to the Committee that I had contacted Public Relations/Marketing Committee Chairperson Lee Woodward on September 10th to inquire of their action on the issue to date. Public Relations/Marketing had not yet acted as of then. I recommended to the Policy Committee during our September 14th tele-conference that we wait for a report/recommendation from Public Relations/Marketing. The committee agreed. On September 21st, I received a report of the **Public Relations/Marketing Committee (see their Exhibit F below)**. This recommendation has been forwarded to the members of Policy Review. We will discuss and finalize a recommendation on our next tele-conference.

Summary. In our initial discussion, Chris Shalby had commented that this was not a concern that required immediate action. With the recommendation Public Relations/Marketing now in hand, Policy Review can review and make a recommendation as well. The Policy Review Committee will likely have to create a new Policy section for Logo Use. Once that is done, we will send it back to Public Relations/Marketing for them to review what we propose. It is expected that we will have a joint recommendation to present to the Board of Directors.

Financial. The Committee does not foresee any negative financial implications to IIMC based on its recommendations. There could potentially be a revenue source for IIMC depending on who uses the Logo and for what purpose.

Exhibit F (From Public Relations/Marketing)

IIMC Logo Use Policy

Overview

The IIMC logo is not copyrighted, but its use of the last sixty years gives IIMC proprietary rights as a trademark or service mark. Therefore, use and benefits of the logo need IIMC's permission.

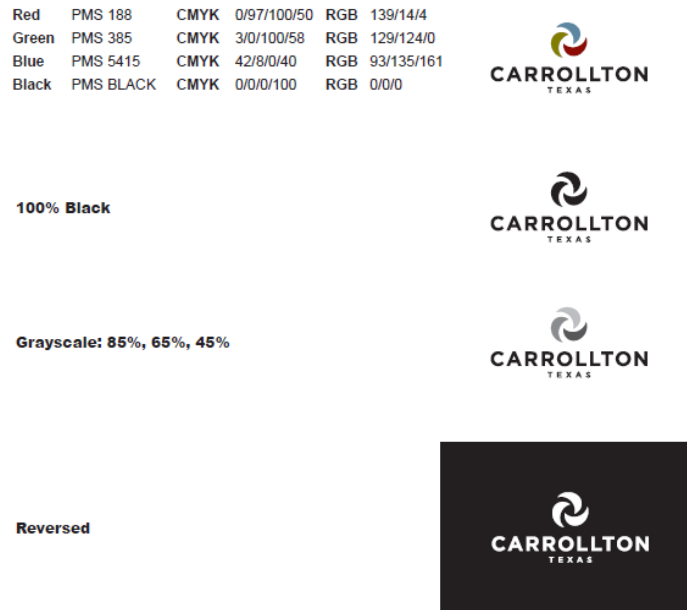
Minimum Clear Space and Size

- Minimum Clear Space – To protect the integrity and clarity of the IIMC logo, a minimum amount of clear space, equal to half of the diameter of the logo, should surround the logo when used. The logo cannot be used as part of another logo.
- Minimum Size – For good legibility, the logo should only be reproduced at 0.74” absolute height and 1” absolute width for items such as lapel pins or printed on documents. For use on larger items (posters, signs, t-shirts, etc.), the logo should appear large enough to be fully legible as appropriate for the particular use, and as large as other logos or sponsorship marks on the same or similar items. Final approval of unique sizing and placement is subject to the discretion and approval of the IIMC Executive Director, and must be received in writing before the logo may be reproduced.

Color Usage

The logo colors should never be altered from the standards specified below.

Recommend a similar layout and selection of options for the IIMC logo as in the example below – the committee does not have the materials to do this



Incorrect Usage

Altering, redrawing, or distorting the logo, changing the logo font or colors, or otherwise adapting the logo in any way is strictly prohibited except under the express written direction of the IIMC Executive Director. The logo cannot be used as part of another logo.

3 – Fundraising at the Annual Conference.

On July 16th, I was invited to take part in the Conference Committee tele-conference discussion on the issue of fundraising at the Annual Conference. The Conference Committee issued a report that is included herein.

Policy Review reviewed the Conference Committee report during its September 14th tele-conference and in general agreed with the three major points report the report offered:

- The current host committee will not be provided a booth in the exhibit hall. They will be given the option of having a table near the registration area if they want to continue selling items. No other fundraising activities are permitted.
- The incoming host committee and MCEF should communicate with one another to determine what fundraising activities each group will be conducting. This should alleviate any duplication of activities.
- The fundraising activities should be publicized to conference attendees prior to the conference and at the conference. An insert in the conference packet outlining the various fundraising opportunities was recommended.

In addition, Policy Review recommends that the Host Committee be given access to the email list of current year conference attendees to advise the attendees of fundraising activities they will encounter at the current Conference. This would help attendees be better informed in advance of exactly who is fundraising for what purposes. Allowing access to the mailing lists by a Conference Committee would require a minor change in language to Policy Chapter 6.20 Mailing List Section 6.20.030 Policy A. Policy Review will discuss and hopefully decide on a proposed amendment upon during a follow-up tele-conference.

Summary. The essence of the Conference Committee report is that greater communication between the incoming Host Committee and MCEF as to the activities each will be undertaking will help support each other's activities. Adding access to the email list to the Host Committee, as recommended by Policy Review, will provide for another communication tool to assist each of the fundraising entities.

Financial. The Committee does not foresee any financial implications to IIMC based on its recommendations.

Conference Committee Report (Note: Only part of total report that pertains to Policy Review)

Conference Committee Teleconference
Thursday, July 16, 2015

The Conference Committee was tasked with reviewing and developing recommendations related to the Fundraising Policy 7.40, related to fundraising at conferences. The Policy Review Committee was also asked to look at this policy. As such, Policy Review Committee Chair Shawn Cullinane sat in on the meeting, as did MCEF President Colleen Nicol.

Currently, MCEF, the incoming conference host committee and the current conference host committee may be fundraising at conferences, and there may be some confusion as to which group an attendee is supporting. It was noted that the current host committee generally isn't fundraising, but just selling off remaining items from previous fundraising.

After discussion of the matter, the committee consensus was as follows:

- **The current host committee will not be provided a booth in the exhibit hall. They will be given the option of having a table near the registration area if they want to continue selling items. No other fundraising activities are permitted.**
- **The incoming host committee and MCEF should communicate with one another to determine what fundraising activities each group will be conducting. This should alleviate any duplication of activities.**
- **The fundraising activities should be publicized to conference attendees prior to the conference and at the conference. An insert in the conference packet outlining the various fundraising opportunities was recommended.**

The Policy Review Committee is pleased to undertake these tasks and looks forward to continuing and completing its work. Should there be any questions, please feel free to contact me.

Shawn Cullinane, MMC
Chairperson, IIMC Policy Review Committee
Clerk-Treasurer - Village of Lindenhurst
430 South Wellwood Avenue
Lindenhurst, NY 11757
631-957-7500

Management's Comments:

All three areas of this Committee's goals and objectives will come to fruition between now and the May Board meeting. The **Quill Award** was advertised in the October News Digest. The deadline to submit an application is April 1, 2016, so there is plenty of time to revised the scoring sheet. The **IIMC Logo** and its uses is currently in discussion with the Public Relations/Marketing Committee. There is some work to be done prior to establishing a written policy. **Fundraising at the Conference** has been discussed by the Policy and Conference Committees and a consensus has been reached. The suggested policy will be implemented once the Board approves. **We recommend the Board adopt the Fundraising at the Conference Policy.**

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Kittie Kopitke, MMC
Chair, Program Review & Certification Committee

Date: September 18, 2015

Subject: Mid-Year Report



Background

The PR&C has been busy! Our goals for the year are as follows:

1. Review applications filed for new Institutes.
2. Identify education resources for existing education and professional development opportunities.
3. Assist IIMC staff in reviewing and revising the CMC application in the following areas:
 - a. Education: specifically completion of an IIMC approved state/national/provincial educational course and IIMC annual conference
 - b. Experience: specifically, administrative position in federal, state or provincial government, administrative positions in business, and attendance at IIMC conference.

Discussion

- PR&C reviewed the Colorado Institute submission where the program remained intact with a new education provider. This program received the full support and approval of PR&C as submitted.
- PR&C was asked to review a specific request for awarding/grandfathering of points toward an MMC application. After a teleconference call on June 24, 2015, this request was denied by PR&C.
- PR&C was asked by staff to address the definition of a “contact hour” relative to class time at Conference, Institutes and Academies, state-association seminars, etc. A teleconference was held on August 3, 2015 with very spirited discussion among the members with a split decision to define a contact hour to allow for 10 minutes of break time for every 90 minutes of class time.
- On this same conference call, PR&C addressed a second issue of the “10% rule” allowing Institute Directors up to 10% of their gross class time to be “alternative to in-class seat time.” After discussion, PR&C voted unanimously to keep this language as it currently exists.
- On August 20, 2015, a teleconference was held to discuss a staff request to consider eliminating the written assessment for pre-conference Academy classes. Several members unable to make the call provided written comments, and there were side discussion with IIMC staff regarding this issue. Once on the call, it became very clear this matter was not going to be approved, and IIMC staff proposed alternate suggestions regarding streamlining and standardizing an assessment template for consistency and ease of use. In addition, Dr. Long proposed, and the Committee agreed, that the assessment be incorporated into the Academy class time for completion on-site with no follow-up needed.

- On September 18, 2015, a lengthy teleconference was held to discuss IIMC Proposed Online Learning Definitions and Guidelines. Committee members expressed grave concerns regarding webinars and points being used for education credit for CMC and/or MMC. The group discussed the differences between online classes, hybrid online classes (U of Wisc.) and webinars, as well as the variances of passive versus interactive webinars (referencing Florida and Alabama state offerings). Proposed language clarifying the 10% Rule and alternative methodologies was discussed and the committee is not willing to support pre-work consisting of surveys or interviews to count for education hours. There was also discussion regarding the percentage/number of points allowable for online learning. The PR&C Committee asked that the definition of webinars be expanded/modified to clarify the passive versus interactive, and the need for assessment, with additional criteria as required. This matter will be re-visited when the additional information is developed and presented.

Financial

The PR&C Committee has no specific financial needs at this time.

Summary

It has been a joy to coordinate such an active and participatory Committee. We welcome the tasks and challenges as a municipal clerk's education is ongoing, evolving and should always be achieving the greatest outcome possible.

Recommendations

PROPOSED CONTACT HOUR DEFINITION – ALLOW UP TO 10 MINUTES OF “BREAK TIME” FOR EVERY 90 MINUTES OF CLASS TIME.

10% RULE IN INSTITUTE GUIDELINES -- THE LANGUAGE REGARDING THE “10% RULE” SHALL REMAIN AS IT CURRENTLY EXISTS. STAFF IS ASKED TO DEVELOP AND PREPARE, WITH THE INSTITUTE DIRECTORS’ INPUT, GUIDELINES REGARDING ONLINE AND WEBINAR EDUCATION OFFERINGS AND THE HOURS/POINTS TO BE AWARDED. THE PR&C COMMITTEE REQUESTS THE OPPORTUNITY TO REVIEW THESE GUIDELINES AFTER THEY ARE DEVELOPED. (Note: Additional discussion held on September 18, 2015 – a work in progress.)

ASSESSMENT ELIMINATION PROPOSAL – THE PROPOSAL AS PRESENTED WAS REJECTED BY PR&C. REQUEST IIMC STAFF TO DEVELOP A STANDARDIZED ASSESSMENT TOOL WITH THE UNDERSTANDING THAT THE INSTITUTE DIRECTORS ARE INCLUDED AND HAVE INPUT INTO THE PROCESS. THE PR&C COMMITTEE REQUESTS TO REVIEW THE PROPOSED ASSESSMENT TOOL PRIOR TO IMPLEMENTATION.

Management’s Comments:

The Board approved the contact hours definition on its 9/22/15 teleconference, agreeing with the Education and Professional Development Committee’s recommendation of 10 minutes of break time per 60 minutes of class time. This is now policy. The Committee asked the Education Department to elaborate on the 10% rule and to propose a possible new Assessment Form rather than eliminate the assessment altogether.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors

From: Lee Woodward, MMC – Huntsville, Texas
Chair, Public Relations & Marketing Committee

Date: 9/22/2015

Subject: 2015/2016 Mid-Year Report

Overview – This committee has held two teleconferences this summer, coming together to successfully move forward on its objectives and support IIMC.

1. Submit at least one article for the News Digest in the area of best practices, management, and leadership.

Background

It is appropriate to use the organization's publications to promote the professional development of its members.

Discussion

Rod Diridon provided a draft article (Exhibit A) on the Program Excellence in Governance Award, and Chris Shalby confirmed it will be in the October Digest. Anthony Mejia forwarded Toni Taber's (City Clerk of San Jose) article, suggesting he could use it to further the goal of an IIMC postage stamp, but it was also considered for this goal. Another suggestion was for an article that could be adapted about a clerk from the UK who undertook a memorial bike ride in honor of Magna Carta's 500th anniversary. Denise Tucker recommended contacting retirees for articles with their advice on leadership and their experiences and recent retiree Poonam Davis agreed to assist. (Janis Daudt at IIMC provided a retiree list after the teleconference.)

Financial -- N/a

Summary

The committee continues to come up with great ideas and has strong writers including Rod Diridon and Helen Cospolich to achieve this goal.

Recommendation

Keep this as a goal for the future; the committee will continue to provide creative submissions.

2. Develop a marketing plan for the Program Excellence in Governance Award. *(The majority of the report for this item submitted by Rod Diridon)*

Background

First granted in 2007, the IIMC Program Excellence in Governance Award (PEGA) recognizes exceptional programmatic and technical achievement in the municipal clerk profession. The award is distinct from other IIMC honors in that it recognizes programs rather than individuals who have had a long history of service and involvement with the organization. While the PEGA is the highest honor of its type in the profession, there have been few nominees over the past few years. The future of the PEGA was discussed at the IIMC Board level and referred to the Marketing Committee for further consideration.

Discussion

The Marketing Committee considered the PEGA, what it represents and its viability. In general, it was felt that the acknowledgment of technical excellence and the models that these programs provided for others to emulate was of value to the profession. Additionally, the accessibility to the award for Municipal Clerks who have not been longtime members of IIMC or had the institutional support to be involved in the organization's leadership structure was viewed as egalitarian and positive. As such, it was felt that assessing, improving and supporting the award was of value, pending future interest.

While many barriers to involvement and options for improvement were discussed, the Committee focused on three primary institutional changes and outreach efforts:

- 1) **Simplify the Application:** Currently, the application is provided in only a standard PDF format. It is also unnecessarily long and cumbersome to complete. These hurdles can be eliminated by streamlining the application and providing it to members in a fillable PDF format. (Exhibit B)
- 2) **Market the Award:** It was felt that most IIMC members either do not know of the PEGA, or do not know which types of programs would qualify. Including simple verbiage in marketing materials and examples of the types of programs that can apply would be of value. Highlighting that the application process has been simplified may generate additional interest. Finally, outlining and providing examples the benefits of winning the PEGA for the Clerk, municipality and community may entice additional applicants.
- 3) **Champion(s):** Rather than passively expect that members will engage with IIMC and apply for the PEGA, it would be wise for an identified champion or champions to proactively outreach. This would include electronic and direct communication with regional and state representatives, institute directors and vendors. Providing an electronic "nomination packet" with the documents necessary to apply and a simple outline of the PEGA would allow these representatives something to forward to folks who have implemented exceptional programs.

It should be noted that three-time PEGA winner Rod Diridon, Jr. (City Clerk and Auditor, City of Santa Clara) has volunteered to lead all three of these program elements. Mr. Diridon has also expressed a willingness to work in partnership with interested IIMC Board Members, the First or Second Vice President, and/or state presidents to champion the award, should that be of interest.

Financial

There are no significant financial implications. The committee suggested on its June 17 teleconference that a winner receive a complimentary conference registration, possibly valid for up to three years following the win.

Summary

It is felt that the PEGA is of value to the municipal clerk profession and should be continued. The program can be strengthened by 1) simplifying the application, 2) marketing the award, and 3) championing the PEGA at a state and regional level. The Marketing Committee has identified a member as the program lead and is willing to involve IIMC Board Members if interested.

Recommendation

That the IIMC Executive Board authorize the Marketing Committee to make the appropriate changes to the PEGA application process, market the award, and champion the award on a state and regional level.

3. Develop existing materials and new marketing ideas for Municipal Clerk's Week.

Background

Increased awareness and visibility for Municipal Clerk's Week is beneficial to IIMC and its members.

Discussion

Miranda Lutzow began a flyer (Exhibit C) before resigning from the committee (change in job and city) and Lanaii Benne is continuing to refine that document. The flyer was originally expected to be an infographic, so that remains an unfinished opportunity for promotion. On the June 17 teleconference, Miranda Lutzow had also brought out the idea of highlighting Clerk's Week celebrations, activities, and recognitions around the world, that idea remains an unaddressed opportunity. Anthony Mejia has talented staff who have produced engaging visuals for prior Week campaigns, and have agreed to do so again for 2016.

Financial

Minimal unless IIMC chooses to print the materials produced in large quantities.

Summary

Word of mouth and informing city officials on Municipal Clerk's Week and the work of clerks around the world is of great benefit to furthering IIMC. As with any campaign, fresh content is always necessary to reach out.

Recommendation

Continue with the annual visuals, complete the flyer, and develop an infographic.

4. Develop new marketing ideas to promote the value of IIMC's certification programs and professional resources.

Background

The need for certifications and what the requirements for and number and types of them should be has been of discussion in IIMC in the past few years.

Discussion

Denise Tucker suggested a "Certification Spotlight" in IIMC publications to highlight benefits and support, including testimonials from city officials as well as members. To meet this, a short questionnaire was developed (Exhibit D) and Chris Shalby said the articles could be handled by the office staff when the questionnaire was returned. He has confirmed that IIMC is now working on making the form an automatic distribution to any member who receives his or her designation.

Financial – N/A

Summary

This is a wonderful way to highlight the newly certified, and give them an additional reason to read and share IIMC publications, as well as encouraging others to continue their efforts.

Recommendation

Continue to send the survey and share the responses!

5. Continue efforts from prior years to have the postal service issue an IIMC postage stamp.

Background

This was a committee goal in the past, although not assigned this year. The committee is still in support of it, and it is believed there is Board and Executive Committee support as well.

Discussion

Anthony Mejia and former committee member David Bryant had drafted a letter (Exhibit E), and Anthony has offered to continue the effort.

Financial – N/A

Summary

The committee intends to continue this effort and will see what is necessary following response from USPS.

Recommendation

Support this effort.

6. Draft policy for use of IIMC logo.

Background

The Chair of this committee overlooked the email from the President asking for the following:

Request: Use of IIMC's Logo – Policy and Public Relations/Marketing Committees

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 its 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.

Discussion

The PR Committee membership has rallied and attached as Exhibit F is a draft policy for consideration by the Policy Committee. (Sincere apologies from the Committee Chair for the late submission.)

Financial – N/A

Summary

Shawn Cullinane was copied on a draft of this document so the Policy Committee will be able to commence review.

Recommendation

Await feedback from the Policy Committee as to further action or the need for revision.

Management's Comments:

This has been a productive first half for this committee. Here are Management's comments and recommendations regarding each goal:

1) Submit at least one article for the News Digest in the area of best practices, management, and leadership.

The October *News Digest* published the article on "Introduction to the City Clerk" from Toni Tabert, City Clerk, San Jose, CA, and Rod Diridon's Governance Award Article; the September *News Digest* published the article by IIMC SLCC member, Lance Allan, who cycled 800 Miles to Celebrate the Magna Carta's 800 Anniversary and Texas Institute Director Amy Holt's article on "The Top five things to know about the Municipal Clerk's Position." **Staff also has responsibility to cull stories that they believe would make interesting articles in the Digest.**

2) Develop a marketing plan for the Program Excellence in Governance Award. (*The majority of the report for this item submitted by Rod Diridon*)

We agree and support the revised marketing plan for this Program. This Award has languished in near obscurity since it was first introduced. Diridon's and the Committee's enthusiasm to give this Award a serious promotion should, at least, gather better results. **Management recommends the Board adopt the new methods of promoting this worthwhile Award. Management, at first, thought the idea of providing a complimentary conference registration may entice more members to participate; however, in further review, IIMC does not reward any of its other Award recipients (Quill, Institute, President's Award) with monetary or complimentary rewards.**

3) Develop existing materials and new marketing ideas for Municipal Clerk's Week.

IIMC has relied heavily on this committee's recommendations over the years regarding the marketing of Municipal Clerks Week. We've seen many municipalities celebrate this special occasion and IIMC also disseminates news releases on behalf of the members. In the August *News Digest*, IIMC published a list of municipalities who submitted Proclamations that their cities bestowed on them. **Management recommends adopting the new flyer, and does not recommend printing the flyer, but distributing it electronically.**

4) Develop new marketing ideas to promote the value of IIMC's certification programs and professional resources.

The Certification Spotlight was such a solid and viable idea to highlight IIMC CMCs and MMCs that we immediately took advantage and had the Education Department make it part of its CMC and MMC marketing efforts. The five-question form is automatically disseminated to every new Certificant and the responses have been published in the E-briefings and will be published in future *News Digests*. This is an excellent tool to promote those individuals who have reached their certification goals. **This is now an ongoing resource.**

5) Continue efforts from prior years to have the postal service issue an IIMC postage stamp.

This objective has been on and off the Committee's goals for nearly 20 years. We believe that we need a more systematic approach to achieving this goal: IIMC needs in-roads with someone at the Federal level that can help us move forward. Letters are an excellent introduction, but a commemorative stamp will need more of a "connection" to make it happen. Perhaps, the Board. **Management recommends that the Board approve the letter and direct the committee to put a callout to members who may know of individuals that can champion our cause.**

6) Draft policy for use of IIMC logo.

This draft policy is long overdue. We appreciate the Committee's efforts to produce a first draft. However, Management has not had a chance to fully review and comment on some of the specifications regarding the logo's use nor has the Policy committee had a chance to fully vet this. **Management recommends that the Board approve the "working" policy and provide the Committee to continue fine tuning the policy for the May 2016 Board meeting.**

An Award You Can Win – And Should!

Winning an award can mean a great deal to your professional reputation and your city's positive public perception. It matters, to your peers at city hall and residents in the community, when a respected third party recognizes your office for excellence.

The IIMC Program Excellence in Governance Award (PEGA) is the top award for programmatic or technical achievement in our profession. Let me share three reasons why **you** should take the time to apply for the PEGA in 2016:

- 1) **You Can Win It:** Most awards require a career to achieve, and are given primarily to those with a history of long-term involvement in the IIMC. In contrast, any City Clerk that demonstrates excellence has a shot at winning the PEGA. You don't have to be the best City Clerk, just really good at something that matters to your community or your peers. The categories in the award are so broad that pretty much any program will fit. It's a very inclusive and egalitarian concept that exceptional programs can be recognized, regardless of tenure as a Clerk or the ability, funding, time and institutional support to be involved in the IIMC leadership structure. Don't let that opportunity pass you by!
- 2) **Your Office:** Most people at City Hall still don't understand what City Clerks Offices really do. Just the collaborative process of writing the PEGA application gives you an excuse to highlight something you've done well to your City's management team. If you win, you'll go into your next salary negotiation as an international award-winning City Clerk. If you don't, you'll still have been successful at reminding folks that the City Clerk's Office is much more than just centralized clerical staff. Also, sharing an exceptional program will allow us, your peers, to emulate what you've done. As they say, imitation is the sincerest form of flattery.
- 3) **Community Pride:** Winning the PEGA validates for the public that you've done something exceptional with their hard-earned tax dollars. So, when you win the award, the IIMC will work with your office to contact your local paper (<http://www.santaclaraweekly.com/2015/Issue-33/more-international-recognition-for-santa-claras-citizen-engagement-programs.html>) and a presentation of the award can be arranged at a Council meeting (www.santaclaraca.gov/goodgovernmentawards). When Mayor Jamie Matthews says, "We sometimes take for granted how hard the City works to engage and empower our residents. This is a nice reminder that we're among the most progressive in the nation," it means something to me, to my team and to the residents of Santa Clara. It will mean something in your town also.

So, my challenge to you is to think about something you're doing that's great. Throw off the City Clerk's natural coat of shyness, write the application and apply. You, your City and our profession will be better for it.

For more information, please contact Rod Diridon, Jr. at rdiridon@santaclaraca.gov or IIMC Executive Director Chris Shalby at chriss@iimc.com.

Exhibit B



AWARD APPLICATION PROGRAM EXCELLENCE IN GOVERNANCE

GOVERNMENTAL ENTITY: [REDACTED]
MAILING ADDRESS (INCLUDING COUNTRY): [REDACTED]
NAME OF MEMBER OR ADDITIONAL FULL MEMBER: [REDACTED]
TITLE: [REDACTED]
CONTACT PERSON: [REDACTED] E-MAIL: [REDACTED]
BUSINESS PHONE: [REDACTED] MOBILE PHONE (Optional): [REDACTED]

ELIGIBILITY AND DEADLINE: To be eligible, the nominee must be a member or additional full member of IIMC (referred to simply as “Member” throughout this document). All relevant sections of the application form must be completed to be eligible. Applications must be received by February 1 at the IIMC headquarters at 8332 Utica Avenue, Suite 200, Rancho Cucamonga, CA 91730 or via confirmed email at XXXX.XXXXX@XXXXXXXXXX.XXX.

PROGRAM CRITERIA: This application is submitted under a program as defined by the required criteria (see attached). Please check the box of the criteria for which the program is being nominated:

- ☐ (1) Cost savings,
- ☐ (2) Innovative revenue enhancement,
- ☐ (3) Introduction of innovative customer service,
- ☐ (4) Innovative outreach to citizens,
- ☐ (5) Innovative methods to increase public safety or welfare to the community or to segments of the community’s society
- ☐ (6) Innovative ways of collaborating with other municipal departments, cities or governmental entities to deliver better service to residents, or,
- ☐ (7) Superior leadership.

PROGRAM TIMELINE:

Date the program was established: [REDACTED]
Date the program was completed or implemented: [REDACTED]

JUDGMENT CATEGORIES: There are three main judgment categories. Please complete the questions on Exhibit pages 1, 2 and 3 attached to this award application, including any additional information that may be relevant:

- 1) **Define the Program:** Define the program parameters, elements and goals. If “Leadership” is the qualifying Program Criteria, define individual traits, programs resulting from leadership abilities and provide a complete resume of the Member. (Award 1 – 10 Points)
- 2) **Role of Member:** Describe and define the role and level of involvement of the Member in the project or program. If “Leadership” is the qualifying Program Criteria, fully describe and define the level and relate it to leadership skills, community involvement and community impact. (Award 1 – 10 Points)
- 3) **Program Outcomes:** Define the specific ways this program has enhanced, benefitted or positively impacted your governmental entity, customers and the community. If “Leadership” is the qualifying Program Criteria, fully describe and define the body of work exhibited through the Member’s abilities specific to the success and outcomes of the program. (Award 1 – 15 Points: to receive 10 points and up, successes should be clearly outlined and documented)

AFFIRMATION AND SUPPORT LETTERS:

A. I hereby affirm that I have participated at the following levels in my State and/or at IIMC:

I have attended _____ State/Provincial/Regional Educational Meetings/Seminars in the previous two years;
AND/OR

I have attended the Institute/Academy Accredited by IIMC on _____ at _____.
AND/OR

I have attended the Annual Conference of IIMC at _____ on _____.

Notes: Any additional notes regarding State or IIMC meetings/seminars/conferences: _____

B. If "Leadership" is the qualifying Program Criteria, I have attached three required support letters: ☐ Yes ☐ No

AFFIDAVIT OF MEMBER:

I hereby swear & affirm I am an eligible participating member/additional full member in IIMC, that I have been a member of IIMC for two years as of the date of this application, that all required criteria have been fulfilled and are hereby submitted, and that the statements and facts as presented on this application are true and correct.

MEMBER NAME

MEMBER SIGNATURE

Date on this day, _____ 20_____

AFFIDAVIT OF GOVERNMENTAL AGENCY:

I hereby swear & affirm that I am the Legislative Head or CEO of a Member Governmental Entity, that our Governmental Entity has not won this award in the past three years, that all required criteria have been fulfilled and are hereby submitted, and that the statements and facts as presented on this application are true and correct.

MAYOR/PRESIDENT/CEO NAME

MAYOR/PRESIDENT/CEO SIGNATURE

Date on this day, _____ 20_____

FOR JUDGES ONLY:

Are statements A & B, and the Affidavit of the Member and Governmental Agency fully completed? ☐ YES ☐ NO
(If no, and if applicable, do not score the application)

Point total of application: Category 1: _____
 Category 2: _____
 Category 3: _____
 TOTAL: _____

Rev XX/X/XXXX

EXHIBIT #1

DEFINE THE PROGRAM

Define the Program: Define the program parameters, elements and goals. If “Leadership” is the qualifying Program Criteria, define individual traits, programs resulting from leadership abilities and provide a complete resume of the Member. (Award 1 – 10 Points)

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EXHIBIT #2

ROLE OF MEMBER

Role of Member: Describe and define the role and level of involvement of the Member in the project or program. If “Leadership” is the qualifying Program Criteria, fully describe and define the level and relate it to leadership skills, community involvement and community impact. (Award 1 – 10 Points)

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EXHIBIT #3

PROGRAM OUTCOMES

Program Outcomes: Define the specific ways this program has enhanced, benefitted or positively impacted your governmental entity, customers and the community. If “Leadership” is the qualifying Program Criteria, fully describe and define the body of work exhibited through the Member’s abilities specific to the success and outcomes of the program. (Award 1 – 15 Points: to receive 10 points and up, successes should be clearly outlined and documented)

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Exhibit C

How do you celebrate Municipal Clerk's Week?

The IIMC Public Relations and Marketing Committee is looking to highlight celebrations which recognize Municipal Clerks Week. If you'd like to help inspire fellow clerks with ideas to celebrate their hard work and dedication to our wonderful profession, send your stories, pictures and traditions to ____ at IIMC.



Exhibit D

Certification Questionnaire

Congratulations on recently earning your CMC or MMC designation. Please take a moment to fill out this questionnaire for possible publication in an upcoming edition of the IIMC News Digest. Also, please submit a photo to be included with the article.

Name:

Title:

City/State:

Designation achieved:

How long did you work on achieving the designation?

What inspired you to pursue the designation?

Do you feel the certification validates you?

Does your employer value you as the expert in your field since you've received your certification?

Did you receive any special recognition from your municipality for achieving this certification and if so, what?

What would you say to encourage others to pursue the CMC or MMC designation?

What type of ongoing education do you have planned for the future?

- A. I'm a CMC and will work towards my MMC.
- B. Pursuing a Bachelor's degree. Online? On a campus?
- C. Pursing a Master's degree. Online? On a campus?
- D. Athenian Leadership.
- E. Other

Anything else you would like to add?

*Would you like to be featured in an upcoming IIMC News Digest?

**Please include an email address or phone number in case there are any additional questions.

Thank you for your time and congratulations on your designation.

Exhibit E INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Citizens' Stamp Advisory Committee

From: David F. Bryant III, MMC
Anthony J. Mejia, MMC
Public Relations & Marketing Committee

Date: August 6, 2015

Subject: Issuance of Municipal Clerks Stamp

Dear Citizens Stamp Advisory Committee:

The International Institute of Municipal Clerks would consider it an honor if you would issue a stamp commemorating the Municipal Clerk profession.

The Office of the Municipal Clerk, a time honored and vital part of local government exists throughout the world and is the oldest among public servants. The Municipal Clerk serves as the information center on functions of local government and community. In 1984 and 1994, Presidents Ronald Reagan and Bill Clinton, respectively, signed a Proclamation officially declaring Municipal Clerks Week the first full week of May and recognizing the essential role Municipal Clerks play in local government.

The International Institute of Municipal Clerks (IIMC) is a professional, nonprofit association that promotes continuing education and certification through university and college-based institutes and provides networking solutions, services and benefits to its members worldwide. Founded in 1947, the International Institute of Municipal Clerks is the leading professional association serving the needs of municipal clerks, secretaries, treasurers, recorders and other allied associations from cities and towns worldwide. IIMC's 10,000-plus members represent municipalities with populations ranging from 250 people to more than 10 million people in North America and 15 other countries.

The quill is symbolic to the municipal clerk profession and is found in the IIMC logo. It is also a possible stamp design suggestion from our committee.

We are hopeful that you will consider our application and issue a stamp commemorating the Municipal Clerk profession. We look forwards to hearing from you.

Sincerely,

David F. Bryant III, Master Municipal Clerk
Anthony J. Mejia, Master Municipal Clerk
IIMC Public Relations and Marketing Committee

PROCLAMATION 5153
FEBRUARY 13, 1984

By the President of the United States of America

A Proclamation

The municipal clerk is the oldest of public servants and a critical part of efficient and responsive local government. The accurate recording, careful safeguarding, and prompt retrieval of public records are vital functions, without which effective local government could not exist.

As local government has grown in responsibility and importance through the Nation's history, so has the role of the municipal clerk. The clerk provides a direct link between past, present, and future by preserving records for posterity and implementing governmental decision. Municipal clerks also seek better and more effective ways to perform these critical responsibilities in light of rapid technological advances of today's world.

In recognition of the outstanding and vital services performed by municipal clerks and their dedication to public service, the Congress, by Senate Joint Resolution 92, has designated the week beginning May 13, 1984, as "Municipal Clerk's Week," and has authorized and requested the President issue a proclamation in observance of that week.

NOW, THEREFORE, I, RONALD REAGAN, President of the United States of America, do hereby proclaim the week beginning May 13, 1984, as Municipal Clerk's Week. I call upon the people of the United States to observe that week with appropriate ceremonies and activities.

IN WITNESS WHEREOF, I Have hereunto set my hand this 13th day of Feb., in the year of our Lord nineteen hundred and eighty-four, and of the Independence of the United States of America the two hundred and eighth.

Exhibit F

IIMC Logo Use Policy

Overview

The IIMC logo is not copyrighted, but its use of the last sixty years gives IIMC proprietary rights as a trademark or service mark. Therefore, use and benefits of the logo need IIMC's permission.

Minimum Clear Space and Size

- Minimum Clear Space – To protect the integrity and clarity of the IIMC logo, a minimum amount of clear space, equal to half of the diameter of the logo, should surround the logo when used. The logo cannot be used as part of another logo.
- Minimum Size – For good legibility, the logo should only be reproduced at 0.74" absolute height and 1" absolute width for items such as lapel pins or printed on documents. For use on larger items (posters, signs, t-shirts, etc.), the logo should appear large enough to be fully legible as appropriate for the particular use, and as large as other logos or sponsorship marks on the same or similar items. Final approval of unique sizing and placement is subject to the discretion and approval of the IIMC Executive Director, and must be received in writing before the logo may be reproduced.

Color Usage

The logo colors should never be altered from the standards specified below.

Recommend a similar layout and selection of options for the IIMC logo as in the example below – the committee does not have the materials to do this

| | | | | | |
|-------|-----------|------|-------------|-----|------------|
| Red | PMS 188 | CMYK | 0/97/100/50 | RGB | 139/14/4 |
| Green | PMS 385 | CMYK | 3/0/100/58 | RGB | 129/124/0 |
| Blue | PMS 5415 | CMYK | 42/8/0/40 | RGB | 93/135/161 |
| Black | PMS BLACK | CMYK | 0/0/0/100 | RGB | 0/0/0 |



100% Black



Grayscale: 85%, 65%, 45%



Reversed



Incorrect Usage

Altering, redrawing, or distorting the logo, changing the logo font or colors, or otherwise adapting the logo in any way is strictly prohibited except under the express written direction of the IIMC Executive Director. The logo cannot be used as part of another logo.



To: IIMC Board of Directors
From: Bernice K. Dixon, CMC
Chair, Constitution Task Force (est. June 2015)
Date: September 25, 2015
Subject: Revisions to the Constitution

Introduction

On May 20, 2015 during the Hartford, CT Conference, two separate requests relating to the IIMC Constitution were submitted to the Board of Directors for consideration. Both requests are attached for your information. They relate to the following:

- 1) The first request pertains to the election of the incoming Vice President of IIMC and consideration of possible changes to the current process addressed in Article VIII, Qualifications, Nominations and Elections of the Constitution on pages 6 & 7. This request was submitted by Region I.
- 2) The second request pertains to any proposed constitutional amendment being distributed to the entire membership prior to discussion at the Annual Meeting. This request asks that an amendment to the Constitution eliminate Section B.2. Article XIV, Amendments to the Constitution on page 10. This request was submitted by Region XI.

The Task Force was comprised of representatives from all 11 regions. The suggestions that follow below are the result of a tele-conference and e-mails in which everyone was encouraged to speak. This generated much discussion and some intriguing ideas. The Task Force referred to the current Constitution, in the discussion process, with the majority citing that it is fair and equitable. They expressed concern that changing it could be too restrictive perhaps resulting in confusion if a region rotation basis was adopted and eligible candidates were not available.

Task Force Suggestions for Board Consideration and Discussion

- 1) That Article VIII, Section 1 - be expanded to qualify state association presidents who have attended several IIMC Conferences to run for Vice President rather than restricting eligibility to candidates with 3 years of IIMC Board experience. State association presidents bring experience of having served on their state executive boards. This could possibly allow for additional 50 – 70 candidates and elections with more than one or two candidates.
- 2) Eliminating Section B.2. Article XIV would eliminate last minute changes to the Constitution. Board members would not be blindsided at the Annual Meeting. Proposed amendments would be presented to the entire membership in a more orderly fashion for consideration in a timelier fashion by the Board of Directors and the entire membership.

Management's Comments:

Management was part of the teleconference and was asked for input regarding item #1 and believes it has merit, although only half of the Task Force was able to participate in this telecom. We recommend another telecom with full participation. Item #2 also has merit and would prevent last minute amendments to which only conference attendees would be privy. Accepting Item #2 allows all IIMC members, those attending or not attending the conference, to weigh in on proposed amendments.

IIMC Financials
2016 Budget Worksheet
SUMMARY TOTALS

| Department | 2013 Year End Actual | 2014 Year End Actual | 2015 Budget | 2015 YTD May 2015 | 2015 Projected Year End | 2016 Budget |
|--------------------------------|----------------------|----------------------|------------------|-------------------|-------------------------|------------------|
| INCOME: | | | | | | |
| Administration | 776 | 799 | 800 | 261 | 800 | 800 |
| Building | 53,472 | 43,470 | 55,300 | 9,258 | 16,958 | 13,300 |
| Conference | 502,131 | 504,689 | 522,517 | 479,814 | 479,814 | 518,330 |
| Education | 130,902 | 135,305 | 114,220 | 41,939 | 114,200 | 130,200 |
| Marketing | 26,474 | 24,480 | 27,450 | 9,974 | 23,532 | 27,450 |
| Membership | 1,106,985 | 1,155,045 | 1,243,000 | 492,323 | 1,184,676 | 1,222,000 |
| Other Income | | | | | | |
| Total Income | 1,820,740 | 1,863,789 | 1,963,287 | 1,033,569 | 1,819,980 | 1,912,080 |
| EXPENSES: | | | | | | |
| Administration | 514,275 | 526,167 | 570,525 | 225,027 | 545,610 | 558,197 |
| Building | 125,723 | 139,129 | 126,496 | 49,882 | 119,797 | 116,918 |
| Committee - Board of Directors | 95,317 | 84,547 | 97,775 | 26,982 | 88,570 | 95,675 |
| Committee - Executive | 27,491 | 26,224 | 27,800 | 11,664 | 24,950 | 29,800 |
| Committees - Other | 8,842 | 12,200 | 11,200 | 682 | 9,700 | 10,900 |
| Conference | 411,327 | 428,728 | 519,005 | 468,846 | 504,017 | 488,054 |
| Education | 182,290 | 142,825 | 292,973 | 101,749 | 277,540 | 295,902 |
| Marketing | 108,803 | 96,886 | 83,000 | 35,578 | 74,314 | 74,842 |
| Membership | 187,875 | 202,502 | 223,250 | 82,325 | 209,992 | 224,659 |
| Total Expense | 1,661,943 | 1,659,208 | 1,952,024 | 1,002,735 | 1,854,491 | 1,894,947 |
| PROFIT/(LOSS) | | | | | | |
| Administration | (513,499) | (525,368) | (569,725) | (224,766) | (544,810) | (557,397) |
| Building | (72,251) | (95,658) | (71,196) | (40,624) | (102,839) | (103,618) |
| Committee - Board of Directors | (95,317) | (84,547) | (97,775) | (26,982) | (88,570) | (95,675) |
| Committee - Executive | (27,491) | (26,224) | (27,800) | (11,664) | (24,950) | (29,800) |
| Committees - Other | (8,842) | (12,200) | (11,200) | (682) | (9,700) | (10,900) |
| Conference | 90,804 | 75,961 | 3,512 | 10,968 | (24,203) | 30,276 |
| Education | (51,388) | 679 | (178,753) | (59,810) | (163,340) | (165,702) |
| Marketing | (82,329) | (72,406) | (55,550) | (25,604) | (50,782) | (47,392) |
| Membership | 919,111 | 952,543 | 1,019,750 | 409,998 | 974,684 | 997,341 |
| Net Profit/(Loss) | 158,797 | 204,581 | 11,263 | 30,834 | (34,511) | 17,133 |

IIMC Financials
2016 Budget Worksheet
Administrative

| | 2013 | 2014 | 2015 | 2015 | 2015 | 2016 |
|------------------------------------|-------------------------|-------------------------|------------------|----------------------|-------------------------------|------------------|
| Description | 2013 Year End Actual | 2014 Year End Actual | 2015 Budget | 2015 YTD May 2015 | 2015 Projected Year End | 2016 Budget |
| INCOME | | | | | | |
| Interest | 776 | 784 | 800 | 261 | 800 | 800 |
| Misc Admin Revenue | - | 15 | - | - | - | - |
| MCEF Development Contract | - | - | - | - | - | - |
| Total Income | 776 | 799 | 800 | 261 | 800 | 800 |
| OVERHEAD EXPENSES | - | - | | | | - |
| Salary/Wages | 259,912 | 277,942 | 284,300 | 120,059 | 288,792 | 285,345 |
| Contract Labor | 60,000 | 57,500 | 65,400 | 32,720 | 67,720 | 65,400 |
| Temporary Help | | 100 | - | - | - | - |
| Salary Benefits | 42,757 | 44,915 | 46,950 | 18,381 | 46,707 | 51,955 |
| Payroll Taxes-Employer | 18,579 | 19,492 | 20,050 | 10,644 | 22,209 | 23,300 |
| Workers Comp Insurance | 2,179 | 2,233 | 3,125 | 1,157 | 3,125 | 3,625 |
| Computer/Software Purchase | 1,190 | 1,394 | 3,300 | 1,862 | 3,202 | 5,440 |
| Computer/Software Support | 35,186 | 34,617 | 40,400 | 15,441 | 35,873 | 40,862 |
| Depreciation Furn/Amortization Exp | 7,172 | 6,679 | 8,300 | 1,727 | 4,117 | 2,600 |
| Office Equipment Lease | 5,962 | 6,399 | 6,600 | 2,003 | 5,000 | 4,750 |
| Office Equipment Maint | 255 | 708 | 450 | - | 450 | 500 |
| Office Equipment Purchase | 349 | 505 | 1,000 | 252 | 2,000 | 990 |
| Office Supplies | 5,035 | 4,367 | 5,200 | 2,432 | 5,200 | 4,900 |
| Telephone | 10,245 | 10,374 | 10,300 | 4,000 | 10,300 | 11,210 |
| Web Site | 3,432 | 3,604 | 4,200 | 2,369 | 4,200 | 5,820 |
| Auditor Fees | 14,010 | 14,996 | 14,000 | - | 14,000 | 14,000 |
| Auto Mileage-Staff | 111 | 25 | 100 | 42 | 100 | 100 |
| Copier | 6,089 | 6,016 | 6,100 | 2,547 | 6,100 | 6,100 |
| Credit Card Fees | 827 | 1,302 | 1,600 | 881 | 1,600 | 1,600 |
| Bank Analysis Fees | 2,442 | 2,076 | 2,000 | 795 | 2,000 | 2,200 |
| Insurance-Retiree (*) | 13,583 | 11,752 | 13,100 | 3,266 | 4,266 | 1,600 |
| Legal Fees | 3,312 | 300 | 750 | - | - | - |
| Memberships | 771 | 1,040 | 1,200 | - | 1,200 | 1,200 |
| Payroll Processing | 4,830 | 5,086 | 5,100 | 2,100 | 5,100 | 5,100 |
| Postage/Courier/Mailing | 1,880 | 2,273 | 1,900 | 681 | 1,900 | 2,800 |
| Printing | 445 | 1,572 | 1,500 | 518 | 1,500 | 1,500 |
| Professional Develop/Training | 2,271 | 398 | 1,100 | 199 | 700 | 1,600 |
| Shipping | 417 | 293 | 500 | 31 | 250 | - |
| Subscriptions/Publications | - | 244 | 300 | - | - | - |
| Taxes Business | 2,794 | (312) | 5,000 | 25 | 2,000 | 2,500 |
| Admin Accommodations | 2,252 | 1,245 | 2,500 | - | 1,500 | 2,200 |
| Admin Airfare | 2,635 | 2,864 | 6,900 | - | 1,000 | 3,500 |
| Admin Ground | 449 | 1,162 | 1,300 | - | 600 | 1,300 |
| Admin Meals | 1,109 | 1,301 | 2,200 | - | 1,200 | 1,200 |
| Admin Other | - | - | 200 | - | - | - |
| Other | 1,795 | 1,705 | 3,600 | 894 | 1,700 | 3,000 |
| Total Expenses | 514,275 | 526,167 | 570,525 | 225,027 | 545,610 | 558,197 |
| | | | | | | |
| Net Profit/(Loss) | (513,499) | (525,368) | (569,725) | (224,766) | (544,810) | (557,397) |

IIMC Financials
2016 Budget Worksheet
Building

| | 2013 | 2014 | 2015 | 2015 | 2015 | 2016 |
|----------------------------|-------------------------|-------------------------|-----------------|----------------------|-------------------------------|------------------|
| Description | 2013 Year End Actual | 2014 Year End Actual | 2015 Budget | 2015 YTD May 2015 | 2015 Projected Year End | 2016 Budget |
| INCOME | | | | | | |
| Rental Income | 53,472 | 43,470 | 55,300 | 9,258 | 16,958 | 13,300 |
| Total Income | 53,472 | 43,470 | 55,300 | 9,258 | 16,958 | 13,300 |
| DIRECT EXPENSE | | | | | | |
| Amortize Loan Costs | 250 | 250 | 250 | 104 | 250 | 250 |
| Association Fees | 2,460 | 2,460 | 2,706 | 1,025 | 2,706 | 2,706 |
| Depreciation Building | 31,938 | 32,952 | 28,000 | 11,545 | 28,000 | 25,542 |
| Insurance Fire/Property | 5,042 | 4,500 | 4,500 | 1,583 | 4,500 | 4,500 |
| Landscaping | 3,400 | 3,591 | 4,300 | 1,465 | 3,600 | 4,000 |
| Mortgage Interest | 35,719 | 34,591 | 34,000 | 13,967 | 33,500 | 32,000 |
| Office Cleaning - IIMC | 3,120 | 3,000 | 3,100 | 1,260 | 3,100 | 3,400 |
| Property Tax | 14,888 | 15,093 | 15,000 | 7,254 | 15,000 | 15,000 |
| Repair/Maint Building | 5,231 | 25,504 | 15,500 | 4,546 | 9,500 | 11,500 |
| Repair/Maint Grounds | 40 | 1,519 | 2,000 | 40 | 2,000 | 2,000 |
| Utilities | 13,469 | 14,158 | 13,200 | 5,224 | 13,200 | 13,150 |
| Utilities - Suite 300 | - | - | 840 | 67 | 130 | 130 |
| Allocation to Bldg Reserve | 1,013 | - | 1,000 | - | 1,000 | 1,000 |
| Office Cleaning - Tenants | 1,772 | 1,511 | 2,100 | 591 | 2,100 | 1,740 |
| Commissions | 7,381 | - | - | 1,211 | 1,211 | - |
| Total Expenses | 125,723 | 139,129 | 126,496 | 49,882 | 119,797 | 116,918 |
| | | | | | | |
| Net Profit/(Loss) | (72,251) | (95,658) | (71,196) | (40,624) | (102,839) | (103,618) |

IIMC Financials
2016 Budget Worksheet
Comittees

| | 2013 | 2014 | 2015 | 2015 | 2015 | 2016 |
|---|----------------------|----------------------|---------------|-------------------|-------------------------|---------------|
| Description | 2013 Year End Actual | 2014 Year End Actual | 2015 Budget | 2015 YTD May 2015 | 2015 Projected Year End | 2016 Budget |
| EXECUTIVE COMMITTEE: | | | | | | |
| Telephone | 74 | 85 | 500 | 29 | 100 | 500 |
| Travel Accommodations | 4,828 | 3,645 | 7,000 | 3,397 | 5,500 | 8,000 |
| Travel Airfare | 15,576 | 17,732 | 14,500 | 5,073 | 14,500 | 15,500 |
| Travel Ground | 3,472 | 2,370 | 2,000 | 1,014 | 2,000 | 2,000 |
| Travel Meals | 3,015 | 2,326 | 2,500 | 2,055 | 2,500 | 2,500 |
| Travel Other | 134 | 26 | 1,000 | 43 | 250 | 1,000 |
| Shipping | 392 | 40 | - | - | - | - |
| Other | - | - | 300 | 53 | 100 | 300 |
| Total Expense | 27,491 | 26,224 | 27,800 | 11,664 | 24,950 | 29,800 |
| BOARD OF DIRECTORS: | | | | | | |
| General | | | | | | |
| Election Expense | - | - | 100 | - | - | 100 |
| Region XI Consultant | 8,217 | 3,750 | 7,000 | 3,125 | 7,000 | 8,000 |
| Parliamentarian Expense - Combine as on | 600 | 6,364 | 7,200 | 3,640 | 7,200 | 7,200 |
| Region XI Symposium - move to educ | - | 5,148 | - | - | - | - |
| Insurance Officers & Directors | 6,929 | 6,689 | 7,400 | 3,927 | 7,400 | 7,400 |
| Legal Fees | 420 | 413 | 1,000 | - | - | 500 |
| Strategic Planning/Board Development | 3,903 | 3,034 | 5,000 | 1,857 | 3,000 | 4,000 |
| Postage | 159 | 83 | 100 | 1 | 100 | 100 |
| Shipping | 55 | 236 | 100 | - | 100 | 100 |
| Telephone | 242 | 273 | 750 | 37 | 200 | 750 |
| Memorials | 400 | 500 | 500 | 150 | 500 | 500 |
| Other Expenses | 89 | 1,500 | 500 | - | 100 | 500 |
| General | 21,014 | 22,648 | 29,650 | 12,737 | 25,600 | 29,150 |
| Mid-Year | | | | | | |
| Travel Accommodations | 14,772 | 13,377 | 14,000 | - | 14,000 | 14,000 |
| Travel Airfare | 20,149 | 11,032 | 17,000 | - | 17,000 | 17,000 |
| Travel Ground | 3,655 | 3,282 | 2,500 | - | 3,200 | 3,000 |
| Travel Meals | 12,911 | 13,886 | 13,500 | - | 13,500 | 13,500 |
| Travel Other | 12 | 687 | 500 | - | 500 | 500 |
| Parliamentarian Expense - Move Under B | - | - | - | - | - | - |
| Meeting Expenses | 4,188 | - | 525 | - | 525 | 525 |
| Mid-Year | 56,845 | 43,407 | 48,025 | - | 48,725 | 48,525 |
| Conference | | | | | | |
| Travel Accommodations | 7,816 | 9,630 | 9,600 | 6,410 | 6,410 | 7,500 |
| Travel Airfare | 1,437 | - | 1,000 | 765 | 765 | 1,000 |
| Travel Ground | 438 | 171 | 500 | 231 | 231 | 500 |
| Travel Meals | 918 | 1,182 | 1,500 | 293 | 293 | 1,500 |
| Board Meeting Expense | 4,774 | 5,183 | 5,000 | 6,546 | 6,546 | 5,000 |
| Audio/Visual | 2,076 | 1,950 | 2,000 | - | - | 2,000 |
| Parliamentarian Expense - Combine as on | - | - | - | - | - | - |
| Travel Other | - | 376 | 500 | - | - | 500 |
| Conference | 17,458 | 18,492 | 20,100 | 14,245 | 14,245 | 18,000 |
| Total Expense | 95,317 | 84,547 | 97,775 | 26,982 | 88,570 | 95,675 |

IIMC Financials
2016 Budget Worksheet
Comittees

| | 2013 | 2014 | 2015 | 2015 | 2015 | 2016 |
|--|----------------------|----------------------|--------------|-------------------|-------------------------|--------------|
| Description | 2013 Year End Actual | 2014 Year End Actual | 2015 Budget | 2015 YTD May 2015 | 2015 Projected Year End | 2016 Budget |
| BUDGET AND PLANNING: | | | | | | |
| Meeting Expenses | - | 22 | - | - | - | - |
| Travel Accommodations | 2,303 | 2,276 | 2,000 | - | 2,000 | 2,000 |
| Travel Airfare | 3,206 | 3,911 | 4,000 | 595 | 4,000 | 4,000 |
| Travel Ground | 190 | 403 | 500 | - | 500 | 500 |
| Travel Meals | 1,209 | 1,950 | 1,400 | - | 1,400 | 1,400 |
| Travel Other | 12 | - | 200 | - | 200 | 200 |
| Total Expense | 6,921 | 8,563 | 8,100 | 595 | 8,100 | 8,100 |
| CONFERENCE POLICY: | | | | | | |
| Meeting/Telephone Expenses | 32 | 17 | 200 | - | 100 | 200 |
| Total Expense | 32 | 17 | 200 | - | 100 | 200 |
| EDUCATION / PROFESSIONAL DEVELOPMENT: | | | | | | |
| Meeting/Telephone Expenses | 8 | 23 | 200 | | 100 | 200 |
| Total Expense | 8 | 23 | 200 | - | 100 | 200 |
| ELECTION: | | | | | | |
| Meeting/Telephone Expenses | - | - | 100 | 5 | 100 | 100 |
| Total Expense | - | - | 100 | 5 | 100 | 100 |
| ETHICS: | | | | | | |
| Meeting/Telephone Expenses | - | - | 100 | - | 100 | - |
| Total Expense | - | - | 100 | - | - | - |
| INTERNATIONAL RELATIONS: | | | | | | |
| Exchange Program | 2 | 2,950 | - | - | - | - |
| Study Abroad - moved to Education | - | | | | | - |
| Meeting/Telephone Expenses | 423 | 102 | 200 | | 100 | 200 |
| Total Expense | 425 | 3,052 | 200 | - | 100 | 200 |
| POLICY REVIEW | | | | | | |
| Meeting/Telephone Expenses | 200 | 231 | 200 | 62 | 200 | 200 |
| Total Expense | 200 | 231 | 200 | 62 | 200 | 200 |
| MEMBERSHIP: | | | | | | |
| Meeting/Telephone Expenses | - | 37 | 100 | | 100 | 100 |
| Total Expense | - | 37 | 100 | - | 100 | 100 |
| MENTORING: | | | | | | |
| Meeting/Telephone Expenses | 41 | 16 | 100 | | 100 | 100 |
| Promotion | - | - | 300 | | - | 300 |
| Total Expense | 41 | 16 | 400 | - | 100 | 400 |
| PROGRAM REVIEW: | | | | | | |
| Meeting/Telephone Expenses | 77 | 109 | 200 | | 200 | 200 |
| Total Expense | 77 | 109 | 200 | - | 200 | 200 |
| | | 105 | | | | |

IIMC Financials
2016 Budget Worksheet
Committees

| | 2013 | 2014 | 2015 | 2015 | 2015 | 2016 |
|---------------------------------------|----------------------|----------------------|------------------|-------------------|-------------------------|------------------|
| Description | 2013 Year End Actual | 2014 Year End Actual | 2015 Budget | 2015 YTD May 2015 | 2015 Projected Year End | 2016 Budget |
| PUBLIC RELATIONS: | | | | | | |
| Meeting/Telephone Expenses | 56 | 97 | 200 | 20 | 100 | 200 |
| Other | - | - | 500 | - | | 500 |
| Total Expense | 56 | 97 | 700 | 20 | 100 | 700 |
| LEGISLATIVE | | | | | | |
| Meeting/Telephone Expenses | 36 | 32 | - | - | 100 | - |
| Total Expense | 36 | 32 | - | - | 100 | - |
| RECORDS MANAGEMENT: | | | | | | |
| Publications - writing/editing/design | 850 | - | - | - | | |
| Meeting/Telephone Expenses | - | 7 | 100 | - | 100 | 100 |
| IIMC/NAGARA Workshops | - | - | - | - | | |
| Total Expense | 850 | 7 | 100 | - | 100 | 100 |
| RESEARCH: | | | | | | |
| Meeting/Telephone Expenses | - | - | 200 | - | 100 | 200 |
| Total Expense | - | - | 200 | - | 100 | 200 |
| RESOURCE & INFORMATION: | | | | | | |
| Meeting/Telephone Expenses | - | - | 200 | - | 100 | 200 |
| Total Expense | - | - | 200 | - | 100 | 200 |
| TASK FORCE(S): | | | | | | |
| ACCREDITATION / CREDENTIALING | | | | | | |
| Meeting/Telephone Expenses | 196 | 16 | 200 | | 100 | - |
| Total Expense | 196 | 16 | 200 | - | 100 | - |
| Executive Committee | 27,491 | 26,224 | 27,800 | 11,664 | 24,950 | 29,800 |
| Board of Directors | 95,317 | 84,547 | 97,775 | 26,982 | 88,570 | 95,675 |
| Other Committees | 8,842 | 12,200 | 11,200 | 682 | 9,700 | 10,900 |
| Total Expense | 131,650 | 122,971 | 136,775 | 39,328 | 123,220 | 136,375 |
| Net Profit/Loss | (131,650) | (122,971) | (136,775) | (39,328) | (123,220) | (136,375) |

IIMC Financials
2016 Budget Worksheet
Conference

| | 2013 | 2014 | 2015 | 2015 | 2015 | 2016 |
|-------------------------------------|----------------|----------------|----------------|----------------|--------------------|----------------|
| | 2013 Year | 2014 Year | | 2015 YTD | 2015 | |
| Description | End Actual | End Actual | 2015 Budget | May 2015 | Projected Year End | 2016 Budget |
| INCOME | | | | | | |
| Registration Members-Full | 418,208 | 387,640 | 387,850 | 356,723 | 356,723 | 375,000 |
| - Comp - Full Registration | (33,803) | (28,770) | (26,700) | (30,270) | (30,270) | (26,700) |
| - Discount - First Timer | (11,150) | (7,150) | (8,800) | (5,700) | (5,700) | (8,800) |
| - Discount - Multi-Attendees | (4,300) | (4,900) | (4,000) | (4,560) | (4,560) | (4,000) |
| - Discount - Conference Region | (11,400) | (10,800) | (7,500) | (6,450) | (6,450) | (12,500) |
| - Discount - Region X | (2,070) | (1,955) | (3,450) | (2,070) | (2,070) | (3,450) |
| - Discount - Region XI | (3,780) | (1,440) | (4,500) | (3,240) | (3,240) | (4,500) |
| - Discount - Speakers | - | - | - | (288) | (288) | - |
| Registration Guest | 16,945 | 11,523 | 13,250 | 9,275 | 9,275 | 10,600 |
| Donations & Sponsorships | 43,600 | 42,913 | 50,250 | 54,350 | 54,350 | 70,000 |
| Exhibitor Program | 31,400 | 27,300 | 42,000 | 25,100 | 25,100 | 42,000 |
| Cancellation Fee | 2,765 | 4,660 | 2,500 | 2,282 | 2,282 | 2,500 |
| Misc Conference Revenue | 29,766 | 52,720 | 45,317 | 47,854 | 47,854 | 37,480 |
| Academy Workshop | 19,145 | 24,824 | 25,000 | 24,511 | 24,511 | 25,000 |
| Athenian Leadership Society | 5,065 | 6,940 | 8,800 | 9,785 | 9,785 | 13,200 |
| Boutique Sales | 1,740 | 1,185 | 2,500 | 2,512 | 2,512 | 2,500 |
| Total Income | 502,131 | 504,689 | 522,517 | 479,814 | 479,814 | 518,330 |
| Conference Full - Attending | | | | | | |
| Conference Full - Comp | | | | | | |
| Conference Full - Paying (*) | 630 | 650 | 650 | 605 | 605 | 625 |
| Conference Retired | 32 | 25 | 25 | 23 | 23 | 25 |
| Conference Guest | 63 | 50 | 50 | 37 | 37 | 50 |
| DIRECT EXPENSES | | | | | | |
| Planner - Contract Labor | 55,008 | 60,000 | 60,000 | 25,000 | 60,000 | 60,000 |
| Planner Travel Accommm. | 1,537 | 2,155 | 2,500 | 2,300 | 2,300 | 2,500 |
| Planner Airfare | 1,032 | - | 1,000 | 1,552 | 1,552 | 1,000 |
| Planner Ground Travel | 343 | 346 | 350 | 470 | 470 | 350 |
| Planner Travel Meals | 716 | 618 | 700 | 575 | 575 | 700 |
| Planner Travel Other | 333 | 52 | 300 | 163 | 163 | 300 |
| Planner | 58,969 | 63,170 | 64,850 | 30,060 | 65,060 | 64,850 |
| Academy Speaker Fees | 11,315 | 8,800 | 12,000 | 8,175 | 8,175 | 12,000 |
| Academy Speaker Accommodations | 2,203 | 732 | 1,440 | 2,530 | 2,530 | 1,440 |
| Academy Speaker Meals | 434 | 355 | 800 | 1,101 | 1,101 | 800 |
| Academy Speaker Travel | 1,955 | 4,149 | 5,000 | 7,296 | 7,296 | 5,000 |
| Academy Materials/Supplies | 220 | 700 | 1,000 | 28 | 28 | 1,000 |
| Academy Transportation | | | - | - | - | - |
| Academy Speakers | 16,127 | 14,736 | 20,240 | 19,130 | 19,130 | 20,240 |
| Genl/Plenary Speaker Fees | 17,500 | 15,500 | 30,000 | 26,750 | 26,750 | 20,000 |
| Genl/Plenary Speaker Accommodations | 625 | 549 | 720 | 322 | 322 | 720 |
| Genl/Plenary Speaker Meals | 613 | 186 | 100 | - | - | 100 |
| Genl/Plenary Speaker Travel | 4,351 | 4,308 | 1,635 | 1,056 | 1,056 | 1,635 |
| Gen/Plenary Speaker | 23,089 | 20,542 | 32,455 | 28,128 | 28,128 | 22,455 |
| Speakers Accommodations | 3,487 | 5,538 | 7,560 | 14,208 | 14,208 | 7,560 |
| Speakers Fees | 16,750 | 12,300 | 12,000 | 6,796 | 6,796 | 17,000 |

IIMC Financials
2016 Budget Worksheet
Conference

| | 2013 | 2014 | 2015 | 2015 | 2015 | 2016 |
|---|-------------------------|-------------------------|----------------|----------------------|-------------------------------|----------------|
| Description | 2013 Year End Actual | 2014 Year End Actual | 2015 Budget | 2015 YTD May 2015 | 2015 Projected Year End | 2016 Budget |
| Speakers Meals | 307 | 553 | 1,000 | 571 | 571 | 1,000 |
| Speakers Travel | 2,828 | 5,769 | 6,000 | 4,160 | 4,160 | 5,769 |
| Speakers | 23,372 | 24,160 | 26,560 | 25,735 | 25,735 | 31,329 |
| Staff Travel Accommm. | 9,115 | 9,441 | 12,000 | 12,686 | 12,686 | 9,000 |
| Conf. Travel Airfare Staff | 6,161 | 4,780 | 7,000 | 7,207 | 7,207 | 7,000 |
| Conf. Travel Ground - Staff | 2,256 | 954 | 500 | 1,027 | 1,027 | 500 |
| Conf. Travel Meals - Staff | 4,108 | 5,437 | 6,400 | 4,909 | 4,909 | 6,400 |
| Conf. Travel Other - Staff | 59 | 35 | 100 | 45 | 45 | 100 |
| Conf. Travel Accommm. - Raffle Donation | - | 1,197 | 1,500 | 1,219 | 1,219 | 1,500 |
| Staff | 21,699 | 21,845 | 27,500 | 27,093 | 27,093 | 24,500 |
| Conf. Transportation - VIP | 545 | 854 | 1,000 | 1,260 | 1,260 | 1,200 |
| Travel Accommodations VIP | 5,979 | 3,501 | 9,000 | 11,604 | 11,604 | 12,500 |
| VIP | 6,524 | 4,355 | 10,000 | 12,864 | 12,864 | 13,700 |
| Opening Reception | 15,561 | 24,074 | 25,000 | 22,664 | 22,664 | 25,000 |
| All Conference Event | 29,968 | 30,543 | 40,000 | 43,441 | 43,441 | 45,000 |
| Opening Ceremony | 2,022 | 350 | 500 | 419 | 419 | 500 |
| Events | 47,551 | 54,967 | 65,500 | 66,524 | 66,524 | 70,500 |
| Food & Beverage | 71,084 | 83,482 | 94,000 | 92,539 | 92,539 | 83,000 |
| Meeting Space/Labor | - | - | - | 20,625 | 20,625 | 9,200 |
| Colloquim Food & Beverage | 877 | 1,192 | 1,500 | - | - | 1,300 |
| Annual Banquet | 28,855 | 31,044 | 42,700 | 34,690 | 34,690 | 27,000 |
| Private Receptions | 10,435 | 8,480 | 10,400 | 12,072 | 12,072 | 14,380 |
| Meeting Expense - MCEF | - | 110 | - | - | - | - |
| Food & Beverage | 111,251 | 124,307 | 148,600 | 159,926 | 159,926 | 134,880 |
| Credit Card Fees | 7,054 | 9,142 | 9,500 | 8,905 | 8,905 | 9,500 |
| Athenian Leadership Society | 1,047 | 802 | 2,500 | 1,329 | 1,500 | 1,000 |
| Telephone/Internet | 1,734 | 3,672 | 3,500 | 1,256 | 1,256 | 3,500 |
| Awards & Gifts | 4,845 | 2,832 | 3,000 | 2,924 | 2,924 | 3,800 |
| Special Services - Labor | 500 | 12,973 | 11,400 | - | - | - |
| Office Supplies | 175 | 303 | 200 | 111 | 111 | 200 |
| Shipping | 4,533 | 3,242 | 3,200 | 3,434 | 3,434 | 3,600 |
| Lanyards/Bags | 2,851 | 3,414 | 2,500 | 3,567 | 3,567 | 2,500 |
| Conference Security | 409 | 526 | 2,000 | - | - | 2,000 |
| Colloquium Institute Director | 1,613 | 142 | 1,000 | - | - | 1,000 |
| Postage/Courier/Mailing | 326 | 345 | 500 | 106 | 106 | 500 |
| Conf. Transportation | 650 | 2,809 | 3,000 | 1,480 | 1,480 | 1,000 |
| Audio/Visual | 35,584 | 26,734 | 40,000 | 37,880 | 37,880 | 40,000 |
| Copier | - | - | - | - | - | - |
| Exhibit Hall | 6,759 | 3,849 | 6,000 | 9,726 | 9,726 | 6,000 |
| Onsite Labor | - | - | - | - | - | - |
| Design Work | - | 320 | 500 | - | - | 500 |
| Photographer | 2,500 | 2,860 | 3,000 | 1,355 | 1,355 | 3,000 |
| Conference Printing/Design Work | 17,356 | 18,074 | 18,000 | 18,930 | 18,930 | 18,000 |
| Merchandise | 2,984 | 1,456 | 1,500 | 2,018 | 2,018 | 2,500 |
| Conference Scanners Expense | 8,062 | 4,329 | 11,500 | 5,955 | 5,955 | 6,000 |
| Other | 1,386 | 277 | 500 | - | - | 500 |
| Conference CD Handout/Conf App | 2,376 | 2,545 | - | 410 | 410 | 500 |

IIMC Financials
2016 Budget Worksheet
Conference

| | 2013 | 2014 | 2015 | 2015 | 2015 | 2016 |
|-----------------------------|-------------------------|-------------------------|-------------|----------------------|-------------------------------|----------------|
| Description | 2013 Year End Actual | 2014 Year End Actual | 2015 Budget | 2015 YTD May 2015 | 2015 Projected Year End | 2016 Budget |
| Subtotal Operating Expenses | 102,745 | 100,646 | 123,300 | 99,386 | 99,557 | 105,600 |
| Total Expenses | 411,327 | 428,728 | 519,005 | 468,846 | 504,017 | 488,054 |
| | | | | | | |
| Net Profit/(Loss) | 90,804 | 75,961 | 3,512 | 10,968 | (24,203) | 30,276 |

IIMC Financials
2016 Budget Worksheet
Education

| | 2013 | 2014 | 2015 | 2015 | 2015 | 2016 |
|--|-------------------------|-------------------------|------------------|----------------------|-------------------------------|------------------|
| | 2013 Year End Actual | 2014 Year End Actual | 2015 Budget | 2015 YTD May 2015 | 2015 Projected Year End | 2016 Budget |
| INCOME: | | | | | | |
| MCEF Contribution/Policy 8 | 41,467 | 31,278 | 35,000 | | 35,000 | 35,000 |
| Fees CMC | 37,615 | 38,930 | 36,000 | 16,610 | 32,000 | 37,000 |
| Fees CMC Recertification | (250) | (50) | - | - | - | - |
| Fees MMC | 36,770 | 45,360 | 32,000 | 16,485 | 32,000 | 35,000 |
| Pin CMC | 30 | 65 | 100 | 90 | 100 | 100 |
| Pin MMC | 60 | 125 | 100 | 90 | 100 | 100 |
| Plaques CMC/MMC | 7,830 | 11,165 | 9,520 | 4,895 | 10,000 | 11,000 |
| Distance Ed Registration | 7,380 | 7,832 | 1,500 | 3,769 | 5,000 | 12,000 |
| Conference CD Rom/App | - | - | - | - | - | - |
| Misc Education Income | - | 600 | - | - | - | - |
| Total Income | 130,902 | 135,305 | 114,220 | 41,939 | 114,200 | 130,200 |
| DIRECT EXPENSES: | | | | | | |
| Salary/Wages | 106,531 | 81,642 | 94,448 | 33,443 | 91,794 | 99,136 |
| Contract Labor - Professional Dev Director | - | - | 115,000 | 47,917 | 115,000 | 115,000 |
| Salary Benefits | 19,248 | 11,789 | 16,000 | 4,589 | 17,319 | 18,510 |
| Payroll Taxes - Employer | 9,024 | 8,312 | 8,800 | 3,670 | 8,204 | 8,256 |
| Workers Comp Insurance | 604 | 954 | 950 | 465 | 950 | 1,000 |
| Computer/Software | 471 | 7,957 | 1,000 | 330 | 950 | 1,000 |
| Conference CD Rom | | - | - | - | - | - |
| Credit Card Fee | 1,363 | 2,048 | 1,500 | 847 | 1,500 | 1,500 |
| Distance Ed | 4,075 | 1,498 | 5,000 | - | 1,000 | 5,000 |
| Memberships | 375 | 135 | 375 | 140 | 375 | 500 |
| Pins CMC/MMC | 1,796 | 2,520 | 2,000 | 2,261 | 2,261 | 2,000 |
| Plaques | 2,877 | 3,222 | 3,000 | 2,193 | 3,300 | 3,000 |
| Postage/Courier/Mailing | 930 | 892 | 1,200 | 678 | 1,200 | 1,200 |
| Printing- certificates | - | - | 500 | - | - | 1,800 |
| Shipping | 4,172 | 3,732 | 4,000 | 1,886 | 4,000 | 4,000 |
| Professional Develop/Training | 1,013 | - | 1,500 | - | 500 | 1,500 |
| Program Development | 12,000 | 3,625 | 5,000 | 25 | 100 | 1,000 |
| Education Consultant | | 6,250 | 9,000 | 2,500 | 9,000 | 9,000 |
| Subscriptions/Publications | - | - | 500 | - | - | 500 |
| Telephone | 53 | 50 | 200 | 48 | 200 | 200 |
| Staff Travel Accommodations | - | - | 1,000 | - | 500 | 1,000 |
| Staff Airfare | 349 | - | 1,000 | - | 500 | 1,000 |
| Staff Travel Ground | 194 | - | 500 | 213 | 213 | 500 |
| Staff Travel Meals | 50 | - | 500 | 70 | 100 | 800 |
| Staff Travel Other | 3 | 0 | 500 | - | 100 | 500 |
| Wyoming On-Line Institute | - | - | - | - | - | - |
| Exchange Program - moved from IRC | 2 | 2,950 | - | | | - |
| Study Abroad - moved from IRC | - | 100 | 1,500 | 474 | 474 | - |
| - Grants - Study Abroad/Conference | 17,160 | - | 5,000 | | 5,000 | 5,000 |
| - Scholarship - MCEF | - | - | 10,000 | | 10,000 | 10,000 |
| Region XI Symposium - move from Commi | - | 5,148 | 3,000 | - | 3,000 | 3,000 |
| Total Expenses | 182,290 | 142,825 | 292,973 | 101,749 | 277,540 | 295,902 |
| | | - | | | | |
| Net Profit/(Loss) | (51,388) | 679 | (178,753) | (59,810) | (163,340) | (165,702) |

IIMC Financials
2016 Budget Worksheet
Marketing

| | 2013 | 2014 | 2015 | 2015 | 2015 | 2016 |
|----------------------------------|-------------------------|-------------------------|-----------------|----------------------|-------------------------------|-----------------|
| Description | 2013 Year End Actual | 2014 Year End Actual | 2015 Budget | 2015 YTD May 2015 | 2015 Projected Year End | 2016 Budget |
| INCOME | | | | | - | |
| Advertising | 4,800 | 6,600 | 6,500 | 3,000 | 6,500 | 6,500 |
| Advertising/Sponsor | 13,650 | 13,492 | 15,000 | 5,385 | 15,000 | 15,000 |
| Advertising Website | 2,323 | 2,209 | - | 782 | 782 | - |
| Royalty - MBNA MasterCard | 932 | - | - | - | - | - |
| Royalty - Robert's Rule of Order | 317 | 69 | 500 | 44 | 100 | 500 |
| Royalties Other - E.Mina | 829 | 448 | 200 | 28 | 100 | 200 |
| Mailing Lists | - | 225 | 500 | - | - | 500 |
| Merchandise | 47 | 6 | 250 | - | - | 250 |
| Publications | 3,053 | 1,036 | 3,500 | 702 | 1,000 | 3,500 |
| Publications - Book 8 NAP | 522 | 396 | 1,000 | 33 | 50 | 1,000 |
| Total Income | 26,474 | 24,480 | 27,450 | 9,974 | 23,532 | 27,450 |
| DIRECT EXPENSES | | | | | | |
| Contract Labor | - | 52,839 | 12,000 | 5,000 | 9,000 | - |
| Salary/Wages | 78,560 | 9,000 | 49,000 | 20,385 | 49,000 | 49,000 |
| Salary Benefits | 11,825 | 7,242 | 6,400 | 2,618 | 5,313 | 9,080 |
| Payroll Taxes - Employer | 5,418 | 3,355 | 2,700 | 1,785 | 3,862 | 3,862 |
| Workers Comp Insurance | 588 | 657 | 550 | 310 | 310 | 550 |
| Advertising | - | - | - | - | - | - |
| Auto Mileage | - | - | - | - | - | - |
| Credit Card Fee | 54 | 114 | 100 | 166 | 200 | 100 |
| Awards & Gifts | - | 1,782 | 1,000 | 1,513 | 1,513 | 1,000 |
| Postage | - | 3 | - | - | - | - |
| Design Work (non conference) | 75 | - | 500 | 25 | 500 | 500 |
| Merchandise | 576 | 67 | 500 | | | 500 |
| Shipping | - | - | 100 | | | 100 |
| Staff Travel Accommodations | - | - | 600 | | | 600 |
| Staff Airfare | 174 | - | 500 | | | 500 |
| Exhibit/Sponsorship | 4,884 | 4,576 | 3,500 | 1,386 | 1,586 | 3,500 |
| Staff Travel Ground | 27 | - | 250 | - | | 250 |
| Staff Travel Meals | 25 | 205 | 500 | - | | 500 |
| Staff Travel Other | - | - | 200 | - | | 200 |
| News Digest/Print/Mail/Design | 4,635 | 4,551 | 3,000 | 2,360 | 3,000 | 3,000 |
| Printing - Book 8 | 479 | 330 | 600 | 30 | 30 | 600 |
| Printing /Publications | 1,475 | 12,163 | 1,000 | - | - | 1,000 |
| Total Direct Expense | 108,803 | 96,886 | 83,000 | 35,578 | 74,314 | 74,842 |
| Net Profit/Loss | (82,329) | (72,406) | (55,550) | (25,604) | (50,782) | (47,392) |

IIMC Financials
2015 Budget Worksheet
Membership

| | 2013 | 2014 | 2015 | 2015 | 2015 | 2016 |
|---------------------------------|-------------------------|-------------------------|------------------|----------------------|-------------------------------|------------------|
| Description | 2013 Year End Actual | 2014 Year End Actual | 2015 Budget | 2015 YTD May 2015 | 2015 Projected Year End | 2016 Budget |
| INCOME | | | | | | |
| Membership Dues | 1,103,355 | 1,151,755 | 1,240,000 | 490,258 | 1,181,676 | 1,219,000 |
| Membership Late Fee | 3,630 | 3,290 | 3,000 | 2,065 | 3,000 | 3,000 |
| Total Income | 1,106,985 | 1,155,045 | 1,243,000 | 492,323 | 1,184,676 | 1,222,000 |
| Salary/Wages | 118,552 | 125,532 | 136,200 | 51,720 | 135,200 | 136,375 |
| Salary Benefits | 25,741 | 27,153 | 28,875 | 11,166 | 31,840 | 33,717 |
| Payroll Taxes-Employer | 10,092 | 10,988 | 11,975 | 4,852 | 11,637 | 11,622 |
| Workers Comp Insurance | 706 | 977 | 1,250 | 516 | 1,250 | 1,250 |
| Auto Mileage | - | - | 100 | - | - | 100 |
| Awards/Gifts | - | - | 3,600 | 50 | 100 | 2,500 |
| Computer/Software Support | 4,241 | 3,316 | 5,200 | 3,589 | 5,200 | 5,200 |
| Credit Card | 6,841 | 8,404 | 8,000 | 3,993 | 8,000 | 8,000 |
| Dues Mailing | 8,840 | 13,663 | 9,500 | 2,530 | 8,500 | 9,640 |
| Membership | 624 | 575 | 350 | 485 | 625 | 350 |
| Office Equipment | - | - | - | - | - | - |
| Postage/Courier/Mailing | 2,290 | 2,849 | 4,000 | 1,114 | 4,000 | 3,975 |
| Membership Drive Expense | 8,855 | 8,476 | 10,000 | 2,310 | 2,310 | 10,000 |
| Professional Develop/Training | 89 | - | 900 | - | 100 | 900 |
| Promotional | 573 | 269 | 500 | - | - | - |
| Research Salary Survey Services | 300 | 300 | 350 | - | 780 | 780 |
| Staff Travel Accommodations | - | - | 1,000 | - | 250 | - |
| Telephone Expense | 5 | - | - | - | - | - |
| Staff Airfare | - | - | 1,200 | - | - | - |
| Staff Travel Ground | 121 | - | 100 | - | 100 | 100 |
| Staff Travel Meals | 4 | - | 100 | - | 100 | 100 |
| Staff Travel Other | - | - | 50 | - | - | 50 |
| Total Expenses | 187,875 | 202,502 | 223,250 | 82,325 | 209,992 | 224,659 |
| | | - | | | - | - |
| Net Profit/(Loss) | 919,111 | 952,543 | 1,019,750 | 409,998 | 974,684 | 997,341 |

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: IIMC Budget & Planning Committee

From: Chris Shalby, Executive Director
Janet Pantaleon, Financial Specialist
Connie Parker, CPA, Finance Manager

Date: July 17, 2015 submitted to Budget Committee
September 22, 2015 for Board Agenda

Subject: 2015 Projected Year-End Budget Notes

The 2015 Year End Projected Budget is anticipated to end with a deficit of \$34,511 instead of the projected \$11,263. Overall, there are three key areas that played a major part in the deficit: 1) Although 2015 YE membership revenue will be greater than 2014 YE by \$29,000 – 2015 membership revenue was overestimated by approximately \$58,000; 2) the 2015 Conference will end with a deficit of \$24,203 instead of the projected \$3,512; and 3) losing a tenant in late 2014 reduced income considerably. However, there were several other factors that helped keep the deficit at bay including: a decrease in the Administration Department's Retirees Insurance from \$13,100 to YE \$4,266 due to the individual now qualifying for MediCare; reduction in fees for strategic planning for the 2015 annual board meeting and 2015 midyear Board meetings; a decrease in expenses in Distance Education and Program Development; and overall diligence in oversight and internal controls. Our restricted reserves are approximately \$503,000 of which \$43,000 is allocated to the building reserve. NOTE: We will eliminate the freelance position for the News Digest beginning October, saving \$3,000 for 2015, and it is not in the budget for 2016. The following are general comments and highlights:

STAFF

All Departments are functioning well. We hired a Director of Professional Development, Dr. Jane Long, and an Education Assistant, Kellie Siggson, in January. We also hired an independent Finance Consultant, Connie Parker, CPA, to oversee our financials.

COMMITTEES

Executive Committee

We are projecting that EC travel budget will be slightly under budget of \$27,800, partly due to one less Region XI (2014 Symposium) trip. All in all, this figure has remained steady since 2008. The Executive Committee's commitment to maintain a strategic travel plan, and using our American Express points as much as possible has kept IIMC on pace regarding Regions X and XI outreach to associations with which IIMC has a strong presence or working toward an Institute.

Major trips scheduled for the remainder of 2015 include President Simmons' visit to the United Kingdom with ED Shalby to attend the SLCC Conference in Leicestershire, UK, in October. A Region XI Director will be representing IIMC at the ADSO conference in the UK in November, providing IIMC a presence while simultaneously saving costs. IIMC will pay for airline tickets and use AMEX points, if possible, with the UK providing complimentary hotel accommodations and meals when possible. We also have scheduled President Simmons and Director of Professional Development Dr. Jane Long to attend the IMASA Conference in South Africa in October. It's been 4 years since IIMC has attended an IMASA Conference. This year, IMASA will be producing education courses and programs that will be worthy of IIMC certification points. These trips are already accounted for in the EC budget.

Board of Directors – General

We reduced our Board costs, partly to a reduction in Board Development fees and we are not anticipating any legal fees for the remainder of 2015. This budget will come in approximately \$4,000 less than what was projected.

2015 Conference – Hartford, CT

The 2015 4-Day Conference in Hartford was projected at 650 delegates and a net profit of \$3,512. Overall numbers were 605 delegates, 45 shy of what was projected. Hartford will not meet projections and will realize a loss of \$24,203 by year-end 2015. IIMC's conference planner's salary is part of this budget.

The major reason for the loss in Hartford was lower than expected attendance, approximately \$25,000 in revenue that we did not realize. We sold out three hotels, did not incur attrition, and rebates and commissions met projections. The following brief statements depict some of the major differences between the 2014 and 2015 conferences:

1. Miscellaneous Conference Revenue for 2015 was \$4,866 less than 2014;
2. We utilized \$26,000 for the General Session speakers, as opposed to prior years;
3. Food and beverage is \$28,000 more for 2015 than what we spent in 2014;
4. Audio visual was \$11,000 more for 2015 than what we spent in 2014;
5. We discontinued the Delegate Package, saving us approximately \$1,500;
6. We added two Athenian Dialogues, increasing the bottom line by \$2,800;
7. We eliminated the Conference CD Rom, saving approximately \$2,000.

Education

The Department is working with Captus press regarding additional on-line courses. We currently have three courses on line with a new course developed by Dr. Long pending a launch in the next few months. We've generated approximately \$5,000 in rebates from these courses. The IIMC Education Resource Group continues to assist with education programs and issues on an as needed basis. We are working on developing our own distance education courses to create on-line programs for the membership such as the "ed2go" on-line courses. The CMC and MMC programs are hitting stride and we've not realized a decrease in those applicants.

Marketing

It's been six years since the News Digest has functioned as an on-line E-zine. IIMC has realized more than \$700,000 in savings these past years by not printing and mailing a monthly edition.

Being an on-line magazine allows IIMC expediency in member delivery, and does not rely on advertising to help pay for costs toward printing hard issues. Due to their own financial struggles, however, many of our advertisers have either pulled their ads or reduced the rate of publishing. After these years, we don't expect to see a return in advertisers. There are still a few paying advertisers, but the bulk of the advertisers are awarded complimentary ads through their sponsorship and/or their vendor participation. However, those who continue to advertise are given more flexibility to negotiate costs amenable to their budgets and business.

Membership

In 2014, IIMC launched a new Membership Campaign (small municipalities) with the results being 203 new members (as of this writing). The campaign is built on the same marketing platform that the previous membership campaign used. That campaign (large municipalities) continues to bring in new members. As of this writing, IIMC has 356 new members from the 2012 campaign that ended October 2013.

IIMC has proven that it can operate a major membership recruitment project with little difficulty and strong residuals and return on investment.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Budget & Planning Committee

From: Chris Shalby, Executive Director
Janet Pantaleon, Financial Specialist
Connie Parker, CPA, Finance Manager

Date: July 17, 2015
September 22, 2016 for Board Agenda

Subject: 2016 Management's Notes



The 2016 budget is projected to end the year with a profit of \$1,508. However, with the increase in the 2016 conference registration fees and the Athenian Dialogues, IIMC's 2016 bottom line will increase from what we projected. Those updated figures will be part of the budget presentation.

IIMC continues to follow established procedures, to maintain a watchful eye on finances and to try to anticipate and resolve potential problems while providing the Organization with excellent resources. All departments, with the exception of Communications/Marketing, are fully staffed and operating well.

Management's Comments

The following areas and departments highlight points for information and discussion:

In the past few years, IIMC has been able to build its restricted reserves from nothing to the \$503,000 it currently has through the following: realizing the salary of a vacant Director of Education position (since 2009); consecutive successful conferences in 2012, 2013 and 2014; successful membership campaigns; eliminating the cost of publishing a monthly magazine and creating an online one; cost cutting measures in operations (renegotiated equipment leases, etc.); refinancing headquarters' building; fully leased office rentals (through February 2015); and overall diligence by staff, the Executive Committee and Board.

The goal of reaching \$500,000 in restricted reserves was realized at the end of 2014, nearly two years earlier than the YE 2016 goal. Moving into the future, IIMC's additions to the restricted reserves may be in small increments as opposed to large sums that we've produced in past years. To continue to look at ways of creating new revenue streams, IIMC basically has few avenues in which to operate: growing conference sponsorship (2015 we added two new sponsors to the existing six for an additional \$11,500 in revenue); expanding the exhibit program and producing income-generating conferences.

ADMINISTRATION

Maria Miranda has taken on additional responsibilities in accounting and that has alleviated some of the daily tasks from Janet Pantaleon in this area. However, Janet has been more involved in accounting in 2015, thanks to the guidance of Connie Parker, our financial consultant. Janet's partial lateral transition to Membership two years ago, helping with customer service calls and daily tasks, has allowed Janis Daudt and Tammy Schultz more time to concentrate on growing and maintaining membership. As Office Manager, Denice Cox does an excellent job of managing the building and office, as well as overseeing key components of the Annual Conference.

BUILDING

We currently are leasing one office (900 sq. feet for \$1,100/month) and our other office has been empty since September 2014. As of this writing, our broker is searching for new tenants. The empty space has been viewed several times, but we've not heard of any interest. Since we restructured our loan two years ago and were able to reduce our monthly mortgage from approximately \$7,000 to \$4,800, the burden will be lighter until we bring in new tenants. Bringing in new tenants will certainly increase the bottom line. We continue to stay on top of maintenance issues.

COMMITTEES

Committees continue to be on target with their responsibilities and communicate primarily via telecom. We are asking for slight increases in the Executive Committee travel budget, the Region XI consultant and for the Records Management Committee.

CONFERENCE

2016 Conference – Omaha, NE

We are projecting 625 Delegates/50 guests for the 2016 Conference and a positive bottom line of \$14,651 (**however, this will grow with the increase in registration and Athenian Dialogue fees**). The total overall attendance numbers from Conferences in 2012, 2013, 2014 and 2015 averages to approximately 658 delegates per conference. Here are three key areas where the 2016 conference will be attractive:

1. Host Hotel – Hilton - \$145.00/plus tax per night;
2. Self parking per day is \$7.00 or less with in and out privileges;
3. Hilton provides complimentary shuttles from and to the airport (less than 10 minutes);
4. Cost of doing business is amenable to IIMC, compared to other conference cities.

We have contracted 500 rooms with one host hotel, the Hilton, to house all Delegates. **IIMC will not incur attrition with the Hilton.** Should we need more hotels, Omaha has two hotels, Courtyard by Marriott and the Hilton Garden Inn, that can handle the overflow. The Host Hotel Hilton is connected to the Convention Center via a skywalk. The overflow hotels are within walking distance of the Center and offer rooms at comparable costs. We believe the room costs at the Hilton (\$145 plus tax) are reasonable and include parking for under \$10 per day, making it attractive for those Regions that are within one day's driving distance. Region VIII has 1,200 members, Region VI has 780 and Region VII has 860, totaling 2,840. At the 2015 Conference, these three Regions brought in 175 Delegates, nearly one-third of the entire delegation. We are proposing a discount offer to all three Regions.

Conference Delegate/Guest Registration Fees - 2016

The current fees are \$575 early bird for Delegates and \$265 for Guests. Although this is a four-day conference, IIMC is eliminating one general session, but keeping the budget for this area the same as past years. Food and beverage minimums are \$129,000, similar to past conferences. **Per Board teleconference on 9/22/15, the Delegate and Athenian fees have increased and will have a positive impact on the bottom line.**

2016 Budget – Page 3

Hotel Costs

Hilton -- \$145.00/per night with 17% sales tax – no attrition

Rebates/Commissions

The Hilton is offering both a \$6 per room per night rebates/ and a 10% commission of which IIMC will keep 7% with the 3% going to our event management company. The rebates/commissions are reflected in the 2016 Conference budget as Miscellaneous Conference Revenue.

A few years ago, the Budget Committee and Board accepted our recommendations to reduce expenses for two IIMC events beginning with the 2012 conference.

- Opening Reception – reduce budget from \$35,000 to \$25,000 or \$25/per person
- All Conference Event – reduce budget from \$50,000 to \$40,000 or \$40/per person

The savings of \$20,000 and paying on a per-person rate has helped keep IIMC's bottom line healthy in these areas. Also, a per-person rate allows us to pay only for those in attendance and not a blanket, general number. **Please note that food and beverage costs are not always in our favor, especially a per person rate. Therefore, we do have the option of utilizing the entire budget if needed, as opposed to a per person rate.**

Areas to note for Omaha include:

- Cities are still reluctant to pay for conference travel; thus, reducing the number of attendees;
- We've contracted with one hotel, the Hilton, and we are confident that we will sell out the block of 500 rooms per night.
- We are working with an excellent and engaged local Institute Director (part of the host committee) to acquire local speakers to help considerably with the education program and speaker costs, perhaps, reducing those line items.

Recommended Discounts and Savings

Regarding the discount program to all the regions mentioned, please note that Region 8 may have eleven states, but out of a total number of members, 1200, 79 attended the conference in Hartford. Region 7 has 860 members and 50 attended Hartford, and Region 6 has 781 members and 46 attended, so the average is about 5% of the total membership. In expanding the discount, there is a possibility of bringing in another 5% or more, which would translate to 175 or more members, a significant increase. A discount, even though it's \$50, could spur more registrants. In speaking with the Region VI and VII IIMC Directors, they all agreed that quite a few members could drive and the offer of a discount by IIMC would be greatly appreciated.

The past few conferences included several discount programs that Management recommends continuing in 2016. These are:

2016 Budget – Page 4

- Reduce each Academy session from \$195 to \$179 and offer a \$50 discount for each additional Academy session after paying the \$179 fee for the first Academy. We had 155 registered for the Academies of which 37 Delegates took one or more Academies in Hartford. We will offset the reductions by utilizing more Institute Directors and IIMC members (MMCs) to conduct sessions and also reduce the speaker fee from \$2,000 to \$1,500.
- Extend the discount program to cover all of Regions 8, 6 and 7 (IIMC's population in these regions is approximately 2,800 members). The past two conferences (2013 and 2014), we've extended the discount program to the host region and other nearby regions that we deemed to be within close (driving/train/bus) proximity of the host city;
- Offer an incentive for any city that sends two or more Clerks to the conference a discounted flat rate of \$485.00 per delegate (**No other discounts - first timer or Region - would apply to the delegates paying \$485.00**). However, the first member from this group paying the full price would be able to take advantage of the first timer and Region discounts if applicable. Hartford attracted 35 multiple attendees.
- Offer Clerks from Nebraska who have never been IIMC members a one-year's complimentary membership if they attended the Conference. Hartford had 6 Clerks take advantage of this opportunity.
- All other standard discounts regarding first timers and Regions would still apply.

EDUCATION

Management recommends continuing with the Education Resource Group (ERG) for at least 2016 and reevaluate the Group beyond that. We feel that the ERG offers valuable insight and experience in Clerk education, especially as Dr. Long continues to learn about IIMC and Institute programs.

We believe the current Education Department is most likely the best that it has been in many, many years. Ashley DiBlasi not only oversees the certification programs, but has taken on the logistical duties of planning the Annual Conference education program and speakers. Kellie Siggson is adapting extremely well as the Education Assistant and soon will be able to handle both CMC and MMC applications.

Dr. Long is quickly adapting and her education background and experience have already proven she was a good decision. She is working on creating new learning management systems, online courses and oversees the Department.

MARKETING

Our News Digest advertising dollars continue to slip away as many of our long time advertisers have lost business. However, we continue to sell advertising, looking to increase these dollars in 2016. Advertising dollars for a magazine that is totally on-line results in bottom-line revenue.

Publishing an on-line Digest allows us the flexibility to negotiate advertising costs since IIMC does not incur any significant costs to produce (\$250/month for design).

Since June 2014, we've utilized former IIMC communications coordinator Emily Maggard as an independent contractor/editor for the News Digest. We eliminated this position beginning October 2015 and for 2016. The News Digest will now be produced 100 percent in-house. This will be a savings of \$12,000 for 2016.

MEMBERSHIP

The 2016 projected budget in membership revenue is \$1,219,000. The concerns for 2016 continue to be budget reductions in local government, especially when a position is eliminated, thus reducing the amount of members in a municipality from two or more to one. Membership continues to be pivotal in the Organization's financial health. Our 2015 projected YE will finish better than our YE 2013 and 2014, proving that we are consistently improving and increasing revenue in this area. Also, 2016 may bring on the advent of a Region XI bulk membership scheme, increasing the overall membership numbers, but not the income since Region XI Associations pay considerably less in dues than Regions I through X.

2015-2016 Membership Campaign – County Clerks

IIMC has successfully conducted two new member recruitment campaigns – 1) the Large Municipality campaign was created for 2012 and concluded in October 2013; 2) 2014, we created the small municipality membership campaign and it will conclude in 2015. For 2016, we are proposing a third recruitment campaign directed at County Clerks. The costs for this campaign are in the 2016 budget. The Membership Department will have a full report.

2016 Membership Dues

Policy states we propose a dues increase every two years. We increased dues in January 2015 by \$10.00 across the board. The next scheduled dues increase to present to the Board will be for January 2017.

The department has taken measures to ensure continuity of IIMC's 10,000 membership base, primarily by concentrating on contacting those members who are close to losing their membership, utilizing the Institutes to recruit new members, and continuous promotion to recruit new members. We are acutely aware of budget constraints and we're utilizing our monthly E-Briefings to promote IIMC services and features. We're also employing the Board in recruiting efforts.

Chapter 4.20**NON-LAPSING RESERVE FUND**

Sections:

4.20.010 Purpose.

4.20.020 Policy.

4.20.010**Purpose.**

To provide sufficient working capital to address emergencies, withstand local and regional economic shocks and unexpected declines in revenue without borrowing. The fund balance measures the net financial resources available to finance expenditures of future periods. Rating agencies examine fund balance when considering the overall economic health of the IIMC and the credit quality of the IIMC. [May 21, 2007. Policy A-5].

4.20.020**Policy.**

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

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

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

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

E. Funds in excess of five percent of the annual requirements of subsection (D) of this section may be retained in the non-lapsing reserve fund or may be considered to supplement "pay as you go" capital outlay expenditures, or to prepay existing IIMC debt. [May 21, 2007. Policy A-5].

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Chris Shalby
Executive Director

Date: September 25, 2015

Subject: Communications Department Mid-Year Report



The Communications Department continues to operate in this fashion: ED Shalby oversees the department and works collaboratively with staff to produce marketing and collateral materials for the online News Digest, Conference, Symposium, etc. Freelance editor Emily Maggard, who was handling the monthly online Digest, is no longer on contract with IIMC.

The Department continues to look for new ways of reaching out to IIMC stakeholders and does an excellent job of promoting education and Institute programs, and conveying general information to members. The News Digest grows with each issue as more and more diverse articles generate positive comments.

E-briefings:

One year ago, the Membership Department began to produce the weekly and informational IIMC E-briefings. We've redesigned the layout, made it simpler to read and streamlined the information. The E-Briefings have an average open rate between 26% and 30%, a considerable percentage in this area. Links embedded in the E-briefings are opened at an average of 21% to 34% of the time. Approximately 77% of the membership views the E-briefings on their PC; and 23%, nearly one quarter of the Membership, views the E-briefings on a mobile device.

IIMC has also introduced via its E-briefings Flickr and Instagram links for our members.

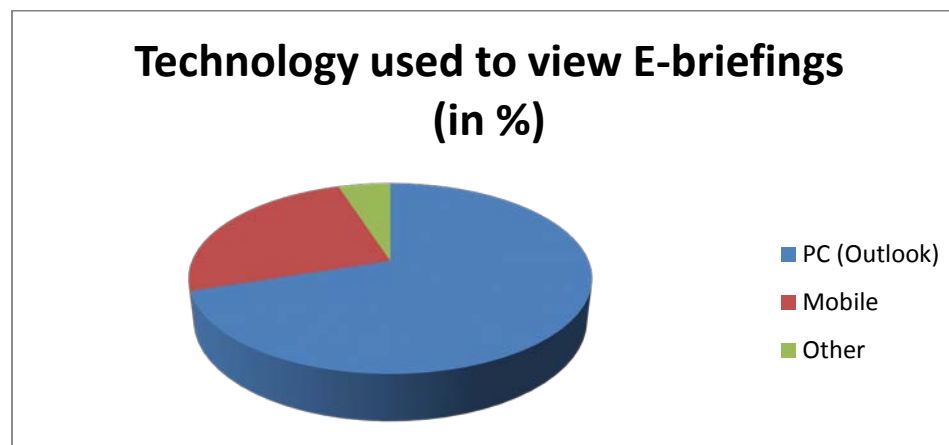


Figure 1: Devices used to view E-briefing

News Digest:

The News Digest is produced monthly. We're focusing on providing a broader perspective in each issue, making certain to reach all of our members. Working with the Public Relations/Marketing Committee and IIMC staff, we now try to feature "Celebrating Certification," articles and doing our best to spotlight member achievements, such as the October Digest article on Kim Nieman from Nebraska. We continue to search for new articles that are inclusive of our varied membership.

The News Digest has an open rate of approximately 30%. Industry standards range between 18% to 22%

Facebook:

As of 9/25/2015 IIMC has 1,189 "likes" on Facebook (www.facebook.com/itsmyiimc) an increase of nearly 200 new viewers. The IIMC page has a weekly reach (the number of people entering IIMC's Facebook page) of approximately 2000 and nearly 400 members who post comments or share or like.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Janis Daudt, Director of Member Services
Date: September 16, 2015
Subject: Member Services Mid-Year Report 2015 - 2016



Member Services has had two successful Member Drives starting in 2012 with the large municipality drive (364 new members) and in 2013 with the small municipality member drive (203 new members). The offer of 18 months of membership at the cost of one year was a winning incentive along with a marketing letter that included member testimonials. The revenue created by these two member drives proves the importance of continuing this process and how the revenue falls into so many areas of IIMC. Overall, since 2012 revenue created from the two member drives is:

| | |
|----------------------|------------------|
| Dues | \$147,420.00 |
| Late Fees | \$ 465.00 |
| MCEF | \$ 3,775.00 |
| Conference | \$ 27,397.00 |
| Education | \$ 10,160.00 |
| Merch. /Publications | \$ <u>355.45</u> |
| Grand Total | \$189,572.45 |

With this momentum, IIMC is creating a Member Drive to market to County Clerks and Special Districts in 2016. We are going to introduce the “IIMC Membership Value and Customer Service” theme to 4,000 Counties and Special Districts using member testimonials and listing membership benefits. A marketing letter and application will be sent in January 2016 to begin a year of promotion. We will then resend each quarter thereafter.

Our Region Director Challenge has brought in 20 new members – which is a 12 member increase over our numbers last year at this time. We appreciate the Region Directors participation and will watch for this number to grow as we get closer to March 2016. There are two free 2016 conference registrations going to the Region Director that brings in the most new members.

Member Services has received the approval from the Research/Resource Committee to send the 2016 Member Salary Survey. It will be sent in mid-October 2015 to all Full and Additional Full Members. We will send a couple of reminders over a two-month period to allow our members to find the time to complete the 24 question survey.

We have personal contact with our membership daily, making certain we catch those members whose dues are about to expire, answer questions about the conference, dues renewals, membership and job definitions. Tammy Schultz inputs new membership applications daily and sends new member packets monthly. We follow up with email and phone calls promptly.

Tammy also sends the Month End Report to the Board along with excel reports which make it easy for the Region Directors to send out “Congratulations” and “Welcome to IIMC” letters. The IIMC E-Briefing goes out once a week in a format that seems to please our membership. Each small block represents information about the Annual Conference, MCEF, Certification Celebration, Events, and Links to IIMC’s most viewed web pages. We have included dates with information/registration links of State/Provincial/National Association Meetings, Region Meetings and Institute Training Sessions. This has been popular and has increased the viewing percentages of the IIMC E-Briefings. We also send out News Updates for Regions announcing upcoming Athenian Dialogues, Region Newsletters and other Education opportunities.

Education and Member Services have expanded the Social Media on our IIMC web site home page and E-Briefings by allowing our members to click on the icons for Twitter, Flickr, Instagram and Facebook. It is an effective medium to communicate to our members and prospective members.

Conference registration runs smoothly due to continuity from year to year and staff collaboration prior to traveling to the conference. The Cashier’s Office and Registration work hand in hand for attendee convenience and satisfaction.

An added benefit for the IIMC Membership is the AVIS coupon that you will find on our web site under Members Only. We used to send an AVIS coupon to all of our new members in the new member packet, but this will benefit everyone.

Management’s Comments:

Year in, year out this Department stays proactive with membership’s needs and is constantly searching for new ways to improve communication and how to add value. The two membership campaigns exceeded all expectations and have positioned IIMC as a valuable and necessary Organization to anyone who is serving their communities as a Municipal Clerk.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: Board of Directors
From: Education Resource Group
Date: September 21, 2015
Subject: Fall 2015 ERG 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 Van Remortel

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. **Gave feedback and evaluation on the following topics in conference with Jane:**
 - a. Definition of Online Learning
 - b. Proposed changes to Institute Guidelines
 - c. Proposed changes in education guidelines
 - d. Jane sent the finalized proposal to the ID's and we summarized the results and send to Jane.

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.

