



**International Institute of Municipal Clerks
Board of Directors
Annual Meeting Agenda
May 21, 2016**

**CenturyLink Convention Center
Omaha, Nebraska**

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 X 4
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

RaNae M. Edwards, MMC

Region VIII Director Term ends: May 24, 2017
City Clerk
City of Grand Island
P.O. Box 1968
Grand Island, NE 68802-1968
Phone: (308) 385-5444 X 111
Fax: (308) 385-5486
Email: redwards@grand-island.com

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

Nancy A. Vincent, MMC

Region VIII Director Term ends: May 25, 2016
City Clerk
City of Thornton
9500 Civic Center Drive
Thornton, CO 80229-4326
Phone: (303) 538-7223
Fax: (303) 538-7224
Email: nancy.vincent@cityofthornton.net

IIMC Board of Directors Roster

Alice J. 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**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 2100**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
May 21, 2016
CenturyLink Convention Center – Omaha, Nebraska**

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| 1. | Call to order | |
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| 4. | Consent agenda approval | |
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| | c. DRAFT Minutes of March 2, 2016 - Board Teleconference | 23 |
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| | b. Personnel Discussion | |
| 6. | MCEF Report Update – Nicol/Shalby – Report – ACTION REQUIRED | 27 |
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| | c. Strategic Plan – ACTION REQUIRED | 51 |
| 8. | Education Department Report – Long/DiBlasi/Siggson – ACTION REQUIRED | 53 |
| | a. Wyoming 2016 Decision to not renew MOU | 59 |
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| | a. Budget and Planning | 83 |
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| | f. Public Relations and Marketing | 121 |

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| 12. | Financials | |
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| | b. 2015 Financials | 134 |
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| | d. 2015 Audit Report – Pantaleon/Parker/Shalby – Handout at meeting | |
| | e. 2016 1st Quarter Financials – Handout at meeting | |
| 13. | Staff Reports | |
| | a. Education Resource Group VanRemortel/Hendry/Novak - ACTION REQUIRED | 159 |
| | b. Membership – Janis Daudt – NO ACTION REQUIRED | 161 |
| 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 | |
| | e. 2020 – St. Louis, MO – Shalby – Verbal | |
| 15. | Report From Directors | |
| 16. | Other Business and Announcements | |
| 17. | Adjournment | |

**International Institute of Municipal Clerks
Board of Directors ~ Mid-Year Meeting
November 6, 2015
Hilton Hotel ~ Seattle, Washington**

The board meeting was called to order at 2:17 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 Anderson, CMC; Julie Coelho, CMC
Region II Directors: Andrew J. Pavlica, MMC; Kimberly Rau, 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 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 Graham, MMC; Debi Wilcox
Region XI Directors: Jaap Paans, MMC; Bruce Poole, MMC

Others present:

Colleen Nicol, MMC
Mary Lynne Stratta, MMC
Dale Barstow, MCEF
Stephanie Kelly, MMC
Roxanne Schneider, MMC
Debbie Burke, MMC
Executive Director, Chris Shalby
Office Manager, Denice Cox
Director of Member Services, Janis Daudt
Certification Manager, Ashley DiBlasi
Parliamentarian, Connie M. Deford
Administrative Coordinator/Secretary, Maria Miranda

Swearing in of Region I Director

Region I Director Julie Coelho was sworn in by President Simmons.

Agenda

Without objection, MCEF Report Update was moved to Item #6 and the Executive Session was moved to Item #7. The agenda was approved as corrected.

Consent Agenda

Director Paans moved to adopt the consent agenda, which included the following minutes:

Minutes of May 15, 2015 Board Meeting – Hartford, CT (as corrected)
Minutes of May 16, 2015 Board Meeting – Hartford, CT
Minutes of Annual Business Meeting May 20, 2015 – Hartford, CT
Minutes of Board Meeting Teleconference – September 22, 2015

MCEF Report Update

MCEF President/Past IIMC President Nicol presented the report and discussed the following:

- Existence of MCEF and the importance of contributing to the Foundation
- 2015 Expenses and Revenue
- Investing in MCEF planned giving – Legacy Program
- Ways the Marketing Committee can work to build upon the ways they fundraise
- State Associations should get involved by encouraging members at region meetings to donate to the Foundation.

Dale Barstow discussed the importance of encouraging all members to apply for scholarships. MCEF has region stipends and scholarship funds that go unused.

ED Shalby recommended that the Board 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. He also suggested that the Task Force could come back with a report for the Board and MCEF at the conference in Omaha.

Past President Young moved to create a Task Force to review the scholarship process as recommended. **Motion carried.**

Guests and staff (except ED Shalby) were excused so that the board could go into executive session at 2:50 pm.
The meeting reconvened at 3:28 p.m.

Announcements

The breakfast on Saturday will be served from 7:30 – 8 a.m. The board meeting will reconvene at 8:30 a.m.

Those signed up for the tour and dinner were asked to meet in the lobby at 4:20 p.m.

Adjournment

On a motion by Director Pavlica, the meeting adjourned at 3:30 p.m.

Submitted by
Maria Miranda, Secretary

**International Institute of Municipal Clerks
Board of Directors ~ Mid-Year Meeting
November 7, 2015
Hilton Hotel ~ Seattle, Washington**

The board meeting reconvened on Saturday, November 7 at 8:30 a.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 Anderson, CMC; Julie Coelho, CMC

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

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

Region IV Director: Mary Ann Hess, MMC; Diane Whitbey, MMC

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

Region VI Directors: Pam DeMouth, CMC; Anne 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 Director: Karla Graham, MMC; Debi Wilcox

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

Others present:

Colleen Nicol, MMC

Stephanie Kelly, MMC

Roxanne Schneider, MMC

Debbie Burke, MMC

Dyanne Reese

Executive Director, Chris Shalby

Office Manager, Denice Cox

Director of Member Services, Janis Daudt

Director of professional Development, Dr. Jane Long

Certification Manager Ashley DiBlasi

CPA, Financial Consultant, Connie Parker

Parliamentarian, Connie M. Deford

Administrative Coordinator/Secretary, Maria Miranda

Executive Director Update

ED Shalby presented the report adding the following:

Building Update: In order to attract potential renters, IIMC will (a) reduce the square foot costs from \$1.35 to \$.99; (b) look into signage to place in front of the building; and (c) update the bathrooms on the first floor.

2015 Conference: Hartford will not meet projections and will realize a loss of \$24,203 by year-end 2015 due to:

- Conference revenue was less than 2014
- Utilized more funds for General Session speakers
- Audio visual was more costly than 2014
- Less than anticipated Delegate projections

2016 Conference: The preliminary program and registration form are posted on the IIMC website. Omaha is a great city, with everything being in walking distance of the hotel. We have contracted 500 rooms with the host hotel, the Hilton. IIMC will not incur attrition with the host hotel. We are projecting 625 Delegates/50 guests. The fees are \$600 early bird for Delegates and \$265 for Guests. Nebraska has cancelled their conference and encouraging members to attend the IIMC Conference in Omaha.

Education: ED Shalby recommends that we continue with the ERG through 2016 and reassess the Group's viability at next year's mid-year Board meeting. In response to a question raised by Director Paans, ED Shalby explained that Dr. Long and DiBlasi deal with the Institute Directors on a daily basis to gain direct input. Dr. Long added that the current process is to have ERG review as an advisory group and provide feedback; then it goes to all Institute Directors to get individual feedback and responses.

Director Uecker moved to approve keeping the ERG group in 2016. **Motion carried.**

Region XI Consultant: ED Shalby recommended we continue to employ Tom van der Hoven as an independent contractor and continue to evaluate this position annually.

Director Poole moved to continue employing Tom van der Hoven as an independent contract for Region XI and to evaluate the position annually. **Motion carried.**

Region X Affiliate Agreement: ED Shalby recommended that the Board accept the Alberta Association agreement and officially formalize it at the 2016 Conference in Omaha.

Director Ogden moved to accept the Affiliate Agreement as presented. **Motion carried.**

Strategic Objectives/Outline: ED Shalby recommended the Board accept the Strategic Objectives/Outline.

Director Paans moved to approve the Strategic Objectives Outline with staff to work on timelines with Board development prior to the Omaha conference to be on the strategic objectives.

Motion Carried.

Honorary Membership: ED Shalby recommended that the Board bestow IIMC Honorary Membership to Past President Helen Kawagoe, Carson, CA.

Past President Young moved to bestow Honorary Membership to Past President Kawagoe.

Motion Carried.

Board/Region XI International VIP Dinner: ED Shalby stated the VIP dinner was held on Saturday evening in Hartford but explained that holding the dinner on Saturday 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. He asked if the Board wanted to continue holding this dinner on Saturday or move it to Monday evening, which would compete with Region Dinners? ED Shalby also suggested if the dinner is kept on Saturday, it can be held in a ballroom at the hotel or the Convention Center.

Several Directors agreed that the dinner should be held on Saturday in order to continue having the Region Dinners, which are very informative/important to the membership.

Director Graham moved to continue the VIP dinner on Saturday. **Motion Carried.**

70th Anniversary in Omaha: ED Shalby asked that because it is IIMC's 70th Anniversary would the Board consider the following:

1. Invite all IIMC Past Presidents to the International VIP dinner
2. Waive conference registration fee of \$195 to only retired Past Presidents who would like to attend. This would be a one-time invite to celebrate IIMC's Anniversary.

Director Poole moved to accept both recommendations. **Motion carried.**

Study Abroad: ED Shalby presented the report and stated that although there has always been good participation, liability issues are present. He recommends that the Board adopt the policy 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 the Study Abroad Program. ED Shalby clarified that IIMC is not covered under its general liability policy regarding tours. Most tour operators carry insurance but it only covers their company.

The report and policy were accepted as presented

EDUCATION DEPARTMENT REPORT

Certification Manager DiBlasi presented the report and stated we will be bringing back the conference app as well as the desktop version for 2016. Upgrades have been done to the app and new features have been added, such as the ability to communicate with the delegates onsite by providing notifications directly to the delegate phones in case of schedule changes, meeting running late, etc.

Learning Management Systems: Dr. Long stated that after researching several online course platforms, the Education Department narrowed it down to two online Learning Management Systems that could potentially meet our online learning needs; these are Schoology and Digital Chalk. She stated that we will most likely be going with Digital Chalk which is easier to work with and lower in cost.

2014 Institute Annual Reports: DiBlasi stated that out of 47 approved Institute programs, the Education Department has received only 34 Annual Reports. As of now, 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. DiBlasi stated that the reports are much needed

and helpful when answering questions to new members, especially regarding certification. It was requested that Region Directors be made aware of Institute Directors who are not complying with the Annual Report deadline.

Verification: DiBlasi stated that the review time is currently 2 weeks and that since the Annual Board Meeting in May 2015, we have awarded 130 CMC and 43 MMC designations. Also, since the Board Meeting in May 2015, we have certified 7 new international members from Canada and The Netherlands

The report was received with approval.

RECESS

The Meeting recessed at 10:16 a.m. and reconvened at 10:29 a.m.

COMMITTEE REPORTS

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

ELECTIONS

Report was accepted as presented by Director Hess. ED Shalby stated that 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, Constitution amendments presented at the Annual Business Meeting in Omaha.

LEGISLATIVE

Report was accepted as presented by Director Uecker.

MEMBERSHIP

Report was accepted as presented by Director Pavlica.

MENTORING

Report was accepted as presented by Director Whitbey.

RECORDS MANAGEMENT

Report was accepted as presented by Director Ruch.

RESEARCH AND RESOURCE

Report was accepted as presented by Director DeMouth. ED Shalby stated that we are continuously building our online resource library and are always looking for new and relevant materials for our members. He also stated the Resources Section on the IIMC website is being updated by Office Manager Cox.

BUDGET AND PLANNING

Without objection, Vice President Kayser's motion to postpone the report to the first item under Financials, Item 12, was approved. .

CONFERENCE

Director Ogden presented the Report. ED Shalby stated that Management agrees with the Committee's recommendation to limit fundraising efforts to MCEF and the incoming future conference city. This will help considerably as Delegates will not be bombarded with various requests for fundraising. The host committee will be offered a booth or table by the registration area if they need it to "sell" off extra inventory. ED Shalby also stated we will do our best to announce any fundraising ahead of time in order to help coordinate activities between MCEF and the future host committee.

Director Uecker moved to approve the report as presented. **Motion carried.**

EDUCATION/PROFESSIONAL DEVELOPMENT

Directors Johnston and Davis presented the Report. Director Davis stated that the Committee has been working with Dr. Long in reviewing and providing feedback to proposal presented. 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

Director Davis stated that the Committee did not approve the Alternative Learning and Online Learning recommendations submitted by the Education Department. ED Shalby recommended 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.

Director Graham moved to refer the Alternative Learning and Online Learning recommendation go back to Staff who will work with the Committees and present a report at the May 2016 Board Meeting. **Motion carried.**

INTERNATIONAL RELATIONS

Director Paans presented the Report. ED Shalby made the following comments:

- The Symposium will be held in June of 2016 with the theme of “Broadening Horizons”
- The 2015 Study Abroad was successful with 19 participants

POLICY

Director Chisum presented the Report. ED Shalby made the following comments:

- Management is working on the IIMC Logo's dos and don'ts policy
- Quill award scoring sheet is being reviewed by a subcommittee of the Policy Committee. Once that is final, the scoring sheet will be forwarded to the Board for their information and approval.

Past President Young moved to approve the Policy Report as presented. **Motion carried.**

PROGRAM REVIEW & CERTIFICATION

Director Attwood presented the report.

Director Ogden moved to accept the report as presented. **Motion carried.**

PUBLIC RELATIONS & MARKETING

Director Benne presented the Report.

Director Wilcox moved to accept the report as presented. **Motion carried.**

CONSTITUTION TASK FORCE

It was noted that President Simmons will be appointing a replacement for Stephanie Kalasz, who is now retired, on this task force. ED Shalby presented the report which included the following 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 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.

The following comments were made:

- During the discussion, it was agreed by most Board members agree that Suggestion #1 is not a realistic approach.
- ED Shalby stated that the initial issue was about the Region rotation. The task force held a teleconference but not all members participated.
- President Simmons stated she would like the task force to concentrate and address the items specifically referred.

Director Uecker moved to refer this issue back to the Constitution Task Force. **Motion carried.**

RECESS

The meeting recessed at 12:13 p.m. and reconvened at 1:37 p.m.

FINANCIALS

Vice President Kayser presented the Committee Report. She stated that the Budget Committee is comfortable with the projected numbers for 2016 and are working to mitigate and avoid a deficit in the future.

ED Shalby stated that we are looking at possible income with the addition of a renter, education programs, and conference.

The Budget for 2015 and Projected Budget for 2016 report were presented by Connie Parker, IIMC's Financial Consultant. The following comments were made:

- ED Shalby stated that Board members should have received Form 990 for review; these forms are to be filed with the IRS and State of California. He and Parker will be working together in the near future to implement new financial governance policy regarding these forms, conflict of interest, etc., and is looking forward to recommending these new policies to the Budget Committee.
- Vice President Kayser stated that these forms have always been filed, but now they should be reviewed by the Board in order to stay in compliance.

Director Uecker moved to accept the budget report as presented. **Motion carried.**

STAFF REPORTS:

Communications: The report was accepted as presented by ED Shalby.

Membership: The report was accepted as presented by Membership Director Daudt. She informed the Board that Member Services has had two successful Member Drives and stated the following:

- In 2012 the large municipality drive brought in 364 new members

- In 2013 the small municipality drive brought in 205 new members
- In 2016 IIMC will be creating a Member Drive to market to County Clerks and Special Districts and thereby introducing the “IIMC Membership Value and Customer Service” theme to 4,000 Counties and Special Districts.
- Member Services has received approval from the Research/Resource Committee to send the 2016 Salary Survey. It was sent to all Full and Additional Full Members in October.
- It was requested that Member Services provide all Region Directors with a list of Member Drive name and address list. Director Daudt agreed to provide Region Directors with the information.

CONFERENCE UPDATES – ED Shalby

2016 Omaha, NE

- Omaha is a nice city and should work well for the conference
- Airport is less than 10 minutes away
- Host hotel is the Hilton; it has complimentary shuttle to and from the airport and to the nearby Old Market Square where there are 80-100 restaurants and shops

2017 Montreal, Canada

- Montreal is a stunning city
- The host hotel is the Hilton with a room block of 350
- 2-hour train ride from Quebec

2018 Norfolk, VA

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

2019 Birmingham, AL

- Birmingham is a great city
- The host hotel is the Sheraton
- Great Host Committee

2020 ANNUAL CONFERENCE SITE SELECTION

Handouts were distributed and ED Shalby presented the overview of the three anonymous bidding cities. After the presentation, the Board voted unanimously for City A, St. Louis, MO.

REPORT FROM DIRECTORS

- Each Region Director reported on activities in their region and announced upcoming meetings and events.
- President Simmons and Dr. Long presented a slide show of the IMASA, South Africa, conference they attended in October of this year.

Diversity and IIMC: President Simmons asked if anyone had comments or questions regarding this issue.

- ED Shalby stated that “When Values Clash with Our Professional Duties” will be a session offered at the Omaha Conference.
- President Simmons stated she would like to have a Task Force to (1) identify what diversity means to IIMC; (2) what would IIMC need to address specifically; and (3) what would be IIMC’s objectives.

Without objection, President Simmons will work with staff to begin identifying a Task Force.

ADJOURNMENT

With no further business, the meeting was adjourned at 5:26 p.m.

Maria Miranda, Secretary

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS
Board of Directors Teleconference Meeting
March 2, 2016
Minutes

CALL TO ORDER

President Monica Martinez Simmons, MMC called the IIMC Board of Directors teleconference meeting to order at 9:04 a.m. Roll call was taken by Maria Miranda.

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: Carol Anderson, CMC; Julie Coelho, CMC
Region III Directors: Lynnette Ogden, MMC; Lisa Vierling, MMC
Region IV Directors: Mary Ann Hess, MMC; Diane Whitbey, MMC
Region V Directors: Lanaii Benne, MMC; Mary Johnston, MMC
Region VI Directors: Pam DeMouth, CMC; Anne Uecker, MMC
Region VII Director: Brian Ruch, MMC
Region VIII Director: Nancy Vincent, MMC
Region IX Directors: Alice Attwood, MMC; Tracy Davis, MMC
Region X Directors: Karla Graham, MMC; Debi Wilcox
Region XI Director: Bruce Poole, MMC

Board Members Absent:

Region II Directors: Andrew Pavlica, MMC; Kimberly Rau, MMC
Region VII Director: Denise Chisum, MMC
Region VIII Director: RaNae Edwards, MMC
Region XI Director: Jaap Paans, MMC

The following IIMC staff members were present:

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

Item 1 – Program Review/Certification & Education and Professional Development Committees

Director Shalby presented the report. The IIMC Education Department is recommending that effective immediately, the Program Review and Certification committee be combined with the Education and Professional Development committee, maintaining a typical committee structure with one chairperson and one vice chair.

After a brief discussion, Director Attwood moved to accept combining the two committees. **Motion adopted.**

Item 2 – Education Department Assessments

Dr. Long presented the report noting that the proposed policy has been reviewed by the Education Resource Group, as well as the Program Review and Certification, and Education and Professional Development Committees.

The IIMC Education Department is proposing that in-class assessments now be permitted in addition to more traditional assessments that take place after a class or program. IIMC has designed a customized template for an in-class assessment which will be made available to Institute Directors and State/National/Provincial Associations.

After a brief discussion, Director Benne moved to accept the proposed assessment policy as stated in the report. **Motion adopted.**

Item 3 – 2017 Study Abroad Program

Director Shalby presented the report stating that during the last teleconference held in February, the International Relations Committee recommended that IIMC hold its 2017 Study Abroad Program in Montreal, Canada, prior to the IIMC Annual Conference. If the Board approves Montreal, the International Relations Committee will begin to promote it during the 2016 Conference in Omaha during the exhibit program.

After a brief discussion Director Uecker moved to approve the Study Abroad Program be held in Montreal in 2017. **Motion adopted.**

Item 4 – Constitution Task Force

Director Shalby gave an overview of the report and stated that on Thursday, February 18, 2016, the Constitution Task Force reconvened on a teleconference to discuss two original issues that were presented at the 2015 Annual Business Meeting in Hartford, CT:

- 1) The election process for the incoming Vice President regarding the history of elections and the consideration of using a Region rotation for Vice President (Article VIII, Section 1. Qualifications of Candidates or Vice President); and
- 2) Proposed Constitutional Amendments being distributed to the entire membership prior to discussion at the Annual Business Meeting (Article XIV, Amendment).

Issue # 1: The Task Force voted that the current process of electing the incoming Vice President was fine as presented in the current Constitution and that they did not have any recommendations for a new process.

After a brief discussion Director Poole moved to accept the process regarding the incoming Vice President as stated in Article VIII. **Motion adopted.**

Issue #2: The Task Force proposed the following:

Section 1. Proposed Amendments

Proposed amendments to the Constitution shall be made in writing, setting forth the particular change or changes proposed and shall be filed with the Executive Director.

Section 2. Membership Notice and Consideration

When filed in accordance with Section 1, the proposed amendment shall be submitted to the membership when filed under the following procedures:

- A. It is determined that if the proposed amendment is adopted, it will not have a negative impact on the organization or its finances.
- B. A copy of the proposed amendment, authors' names, intent and explanation are filed by February 1 in time to be published in the *March News Digest*.
- C. The proposed amendment's merit is discussed and evaluated with the attendees at the Annual Business Meeting.

Section 3. Membership Vote

If the proposed amendment is approved by majority vote at the Annual Business Meeting, the proposed amendment will be distributed for a vote by the entire membership. Members will have sixty (60) days following the Annual Business Meeting to vote on the proposed amendment.

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

President-Elect Buttiglieri suggested adding the following verbiage to Article XIV, Section 2 – A: “as determined by the Board of Directors.”

After a brief discussion Director Buttiglieri moved to accept the proposed language with the added sentence. **Motion adopted.**

Item 5 – Board Development

President Simmons discussed meeting with Dr. Kathy Duncan during the Executive Committee meeting held at HQ, to layout the discussion of “Diversity” including ideas and concepts regarding this important issue. During Board Development in Omaha, Dr. Duncan will team up with Dr. Patricia Taylor to discuss what diversity means to IIMC and how the organization can be more inclusive to be able to move the organization forward.

President Simmons also addressed the issue of who should be in attendance at the Board Development in Omaha. Normally those in attendance are the current Board, Incoming Board and Past Presidents.

President Simmons asked if the Board would consider keeping it a closed session to include only the current and incoming Board members.

At the suggestion of President Simmons, Director Shalby will be sending out an inquiry, via email, to get everyone's thoughts on whether or not Past Presidents should be included in the Board Development in Omaha. After a brief discussion, all participants agreed to Director Shalby taking a vote by email.

President Simmons thanked everyone for their participation.

Adjournment

The meeting adjourned at 10:00 a.m. PST

Maria Miranda
Recorder

DRAFT

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Chris Shalby, Executive Director
Jane Long, Ed.D., Director Professional Development
Ashley DiBlasi, Certification Manager
Kellie Siggson, Verification Specialist

MCEF Scholarship Task Force
Kittie Kopitke, Camilla Pittman, Lee Woodward
Colleen Nicol, Dale Barstow



Date: February 8, 2016

Subject: MCEF Scholarships Task Force

The MCEF Scholarships Task Force met via telecon on Tuesday, March 22 to discuss the following report. The Report includes a brief background as to why the Task Force was created, MCEF's History with scholarship programs, the various scholarship/grant awards and how MCEF those programs are funded. At the end of each section is a Management/Task Force Recommendation (with Options) for the Board.

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.

IIMC Board of Directors Decision:

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 are more beneficial ways to distribute MCEF funds toward Clerk scholarships and education.

MCEF History

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 offers four types of financial assistance:

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

MCEF provides funds in two categories:

- **Restricted** – Interest from endowments is designated (restricted) to where and how funds are applied.
- **Policy 8** – Funds provided to IIMC to use toward (unrestricted) education programs, i.e., conference speakers and facilitators, creating online courses, conference grants and region stipends and the 2016 Symposium. These funds are used through the discretion of the IIMC Board and the only restriction is that they are used for education purposes only.

1) Region XI Symposium

MCEF unrestricted Policy 8 funds have been set aside to use toward the Region XI Symposium education program.

COSTS: The amount established for the 2016 Symposium was \$6,000. IIMC set aside \$3000 in 2015 and another \$3000 in 2016 for the education component for the Symposium.

Management/Task Force Recommendations: As long as IIMC's Board continues to support Region XI education programs, we recommend continuing setting aside dollars for future Symposiums. The funds set aside may range from year to year, depending on how much IIMC receives in Policy 8 funds and what other educational objectives are in the works.

Option #1 – Would the Board like to continue funding Region XI Symposiums and similar education seminars?

Option #2 – Would the Board like to eliminate funding these types of programs for Region XI?

Option #3 – Would the Board like to continue funding these types of programs for Region XI but with less annual funding?

2) IIMC 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.

- This program works well with the changes that were made to the application forms in November of 2015. Two grants per region seem reasonable and in the past few years we have received applications from the majority of IIMC's 11 Regions.
- Applications are advertised and accepted with the release of the Annual Conference Preliminary Program in November each year. Application period closes mid-February.
- IIMC Staff collects and organizes these applications for Region Director to review. In recent years, Staff has placed these applications in a DropBox file separated by Region and included a spreadsheet detailing each applicant and their previous grant and conference attendance history.

MCEF Task Force – Page 3

- IIMC Region Directors review these applications according to a scoring criteria and are responsible for selecting two applicants from each region to be awarded the grant. Region Directors notify Staff of their selection and Staff notifies each applicant of their status.
- Grant recipients submit the award letter with their conference registration form in order to accept their grant and register for the conference.
- 2014 was the first year that applicants were able to submit their applications electronically, rather than via USPS only, which saved the applicants postage costs and saved staff time in the office. We believe that this was also a big contributor to the number of applications we have been receiving especially from Regions X & XI.

COSTS: IIMC allocates \$600/per Grant for a total of \$13,200 if 2 members/region participate.

Management/Task Force Recommendations: We believe the Conference Grant Program is beneficial and is an incentive for first-time attendees to attend an IIMC Conference. However, it is always a bit of a struggle to get members to apply.

Option #1 -- Would the Board like to eliminate this Grant program altogether, using the funds to provide more dollars toward CMC and MMC scholarships?

Option #2 – Would the Board like to reduce the Grants to one per region, saving \$6,600 and use those savings toward more CMC and MMC scholarships?

Option #3 – Keep the Conference Grant program as is.

3) CMC/MMC Scholarships – Restricted Funds:

This CMC/MMC 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.

- Revisions were made to these applications in November of 2015 that made the application forms themselves more consistent with one another. 2014 was the first year that these applications were accepted electronically and this was well received by the applicants for the same reasons as stated above.
- These applications are updated and put up on the IIMC website around the first of the year once IIMC Staff receives approval from MCEF. Applications are accepted through March 1st.
- IIMC Staff collects these applications and organizes them for Region Directors to review. In recent years, Staff has placed these applications in a DropBox file separated by Region and included a spreadsheet detailing each applicant's submission.

- IIMC Region Directors review these applications according to a scoring criteria and are responsible for awarding each application a numerical score. Region Directors return the spreadsheet with the criteria score to IIMC Staff.
- IIMC Staff sends the DropBox link, complete with the applications, the spreadsheet and the Region Director scores to MCEF for review. MCEF completes the spreadsheet indicating the scholarship winners and the type of scholarship awarded to each returning the final spreadsheet to IIMC Staff. The number of scholarships awarded are based on the amount of MCEF funding available each year.
- IIMC Staff creates letters for each applicant outlining the status of their application and any future instructions for those that are awarded a scholarship.
- Once the scholarship recipient has attended the program and received their certificate of completion, they submit the certificate to IIMC Staff upon which Staff forwards it to the MCEF Treasurer for applicant reimbursement.

Management suggests the following regarding CMC/MMC Scholarship:

- **Increase the Scholarship Amounts** - Based on the feedback received from applicants and personal experience with the Institute details, especially costs, Staff recommends increasing the amount of money each scholarship recipient receives even if this results in less scholarships being awarded. Currently, MCEF is awarding \$400 for CMC applicants and \$100 for MMC applicants. Based on the average cost of a CMC Institute or MMC Academy program, the amount that MCEF is currently awarding does not make a large enough impact on their total costs for applicants to apply. For example: An MMC Academy program in California costs \$1,100 - \$1,300 for registration. The current \$100 MMC scholarship reimbursement does not make a dent in those costs.
- **Lengthen the Open Application Period** – As stated above, applications are typically uploaded on IIMC’s website around the first of the year and closed March 1st. If awarded a scholarship, the funds must be used between June of that year and May of the following year. Staff suggests opening up the application period to begin accepting applications for the next round of scholarships in the summer immediately following the IIMC Annual Conference. These applications would be saved until the closing deadline of the following February submission deadline.

Management/Task Force Recommendations: We recommend keeping this program; however, we are trying to find more funds to offer each scholarship recipient. We also recommend opening up the application period, allowing more members time to submit.

Option #1 – Would the Board like to increase the amount of funds provided to the applicants? If yes, then those funds would have to be derived from current programs using MCEF Policy 8 dollars, such as Region Grants, Conference Grants, etc.

Option #2 – Would the Board like to lengthen the Open Application Period to help attract more applicants and streamline the process?

Option #3 – Would the Board like to continue with the status quo, keeping the funds and application period as is?

4) State/National/Provincial Association Grants – Unrestricted Funds/Policy 8:

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.

- The Association program applications are uploaded on the IIMC website around the first of the year and accepted until February 1st.
- IIMC Staff collects these applications and forwards them to MCEF following the application deadline. MCEF then selects four Associations and awards a \$500 grant to be applied toward an education program that will take place in that calendar year.

COSTS: \$2,000 for four associations to use at \$500 each Association; however, the full allocation of four grants is not always used.

Management/Task Force Recommendations: We recommend eliminating the Association Grant Program since it only accounts for four Associations to receive these grants, and the savings of \$500 each/\$2,000 total would allow MCEF to use toward scholarships.

5) IIMC Region Stipends – Policy 8 funds

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.

- The Region Stipend program works well. This stipend awards \$1,000 to each IIMC Region to use toward a Region Meeting or splits up that \$1,000 between the states in that Region for their own individual meetings. The biggest hurdle with this program is making the membership aware of this opportunity. IIMC needs to continue to make the IIMC Board of Directors aware of what this stipend is and how it can benefit them. IIMC Staff recently revamped the Scholarship/Grant information pages of the website to further clarify the types of financial assistance available.

COSTS: IIMC allocates \$1,000/Region for a total of \$11,000 if every Region participated

Management/Task Force Suggestions:

This program is heavily marketed, yet since its inception a few years ago, the allotment of funds has yet to be used. We offer three options:

Option #1 -- Eliminate the Region Stipend program altogether, using the funds to provide additional dollars for CMC and MMC scholarships?

Option #2 – Reduce the Region Stipend program to \$500 per region, saving \$5,500 and use those savings toward offering more funds to CMC and MMC scholarships?

Option #3 – Keep the Region Stipend program as is?

Management/Task Force Other Recommendations:

- **Creation of an Online Learning Scholarship** – The Education Department has been and will continue to create new educational opportunities for those members that are unable to travel to an education program, do not have the budget to attend or do not have local opportunities. We suggest creating an Online Learning Scholarship that would be used to take an IIMC or other Online Course put on by IIMC's Education Department, IIMC Institute or Association. This would benefit many IIMC members and would continue to promote continuing education for those who would not have the means otherwise.
- **Create scholarship and grant applications for those that have already achieved the MMC designation** – IIMC Staff receives inquiries on a regular basis as to whether MMCs are eligible to apply for a Conference Grant or Scholarship. At the present time, preference is given to those that are actively pursuing and enrolled in the CMC or MMC certification program. IIMC members who have already achieved the highest MMC designation are feeling left out. IIMC/MCEF has appeared to these members as failing to uphold the IIMC mission statement by not promoting continuing education for everyone. MMCs have also told IIMC Staff that once they achieve the MMC designation, their municipal training budgets get cut significantly prohibiting them from attending future educational opportunities.

Management/Task Force Recommendations: We believe an Online Learning Scholarship can also act as an incentive for those Clerks who are interested in completing their CMC or MMC and also as a way to introduce and incentivize this new program.

Option #1 – Would the Board be interested in creating an online learning scholarships? If yes, would the Board prefer that the funds for these types of scholarships be provided from MCEF Policy 8 funds or from MCEF restricted funds?

Option #2 – Would the Board be interested in creating a post-MMC type of scholarship to provide those MMC members with opportunities for continuing education? If yes, would the Board prefer that the funds for these types of scholarships be provided from MCEF Policy 8 funds or from MCEF restricted funds?

Option #3 – Does the Board believe we're fine with the scholarship program we currently have and to suspend creating any new scholarship programs for the time being?

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Chris Shalby
Executive Director

Date: April 15, 2016

Subject: Executive Director's Update



Overview

The following overview provides a synopsis of each Department/Area at Headquarters. At the end of this report, we have three recommendations regarding the Strategic Plan, Policy and Constitution matters that will need the Board's approval.

Personnel

We have eight full time staff, and four independent contractors: 1) Professional Development Director; 2) CPA/Financial Consultant; 3) Event Management; and 4) Information Technology. Except for Communications/Marketing, IIMC is fully staffed and operates with a cohesive and professional group. These individuals are self-starters, creative, and have the utmost interest in maintaining this Organization's viability and premier status as the only professional Organization for Municipal Clerks worldwide.

Administration

IIMC's staff continues to operate efficiently and productively and persists in finding new and creative methods to improve every aspect of the Organization. Although each staff member has his or her own responsibilities, IIMC has cross-trained in many areas and, in 2015, staff created their version of their "daily tasks" booklet, respective of each individual area.

As always, Denice Cox (Office Manager), Maria Miranda (Administrative Coordinator) and Janet Pantaleon (Financial Specialist), are extremely proficient and capable in meeting their daily responsibilities as well as assisting in other areas.

Marketing/Communications

For the past year, Staff has been producing the monthly online *News Digest*. The Membership Department produces the weekly E-Briefings. The Department provides marketing and collateral support to all Committees and IIMC in general. This upcoming budget year, we will explore the possibilities of hiring another full time staff member to oversee the Marketing/Communications area. However, if the budget doesn't allow for an additional hiring of a Communications Coordinator, we will continue operating as we've been in the past year.

Statistics

IIMC is averaging a 30.9% open rate on email announcements such as E-Briefings and News Updates. The industry association average is 18%. Our click rate is 19.8% (members clicking on links within the announcements) and our bounce rate is 5% (emails that bounce back to IIMC). We have 10,033 active contacts. We distribute one E-Briefing weekly each Wednesday. Other forms of online communication are distributed on an as needed basis so as not to inundate the members with IIMC mail.

Education

Our Education Department, which consists of Dr. Jane Anne Long, Ashley DiBlasi and Kellie Carroll, are expeditious in their responses to members' education questions, and also provide excellent customer service through the certification processes. The Department oversees everything regarding education, certification, conference sessions and speakers and Institute coordination. Their report is in this Agenda.

Education Resource Group

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

Membership

In 2016, the Department embarked on a new membership campaign, one that dealt with targeting counties and special districts. The Budget committee allocated approximately \$13,000 toward this campaign. To date, the Department has brought in 15 new members.

This is the third extensive membership campaign that IIMC has embarked on in the last four years. Please see the Department's report in this agenda.

Janis Daudt and Tammy Storrie oversee this department's work. This is an excellent team who truly enjoys dealing with IIMC members and coming up with creative ways to recruit and maintain membership. Their efforts helped make the 2015 year-end membership figures exceeded the \$1 million mark for the eight consecutive year.

Finance

Our existing policies and processes continue to steer us in a positive direction. We're diligent about administering the Organization's finances. 2015 was the ninth consecutive year (2015 year-end review is part of this Agenda) that IIMC placed in the positive. We also were able to move funds into our restricted reserves account, now totaling \$529,000, of which \$46,000 is allocated to the building reserve account and the mortgage escrow account. A few years ago, we discussed a goal to reach the \$500,000 mark by 2016-2017. We're a couple of years ahead of schedule and we will continue to build on this account. IIMC's financial accomplishments are a strong indication of an Organization's collective efforts and willingness to adhere to a set budget, while continuing to broaden its horizons and provide members with valuable services.

Janet Pantaleon oversees the majority of our daily accounting tasks with help from Maria Miranda. Connie Parker, CPA, our financial consultant, has been with IIMC for approximately one and a half years and her experience and oversight has been invaluable to the department and IIMC. Beginning in 2016, we moved from a monthly to a quarterly budget report. We will be discussing the financials and auditor's report as part of the Agenda. Our budget and planning meeting will be in August at Headquarters.

Conference – Omaha, NE

This is our second 4-day annual conference. We projected 625 Delegates and 50 guests. As of April 15, we have 730 Delegates and 30 guests for a total of 760 participants. With exhibitors, speakers, etc., our total number of attendees is nearly 920. Regions 6, 7 and 8 have registered more than 385 delegates – these three Regions are part of the discount program.

After the Portland Conference in 2012, when attendance figures began to decrease, we contacted future conference cities and renegotiated the hotel and convention center contracts. In Omaha, we negotiated 525 rooms and no attrition with the host hotel, the Hilton. IIMC has not had any problems meeting a room block of approximately 500 rooms. We sold out our host hotel in early January and added a second hotel, Courtyard by Marriott, which quickly sold its 100-room block. We added a third overflow Hotel, the Hilton Garden Inn, and as of this writing, we have approximately sold 94% of our room block. IIMC negotiated hotel rebates and commissions to help offset costs. We are not bound to attrition regarding any Hotel.

Exhibit Program/Sponsors

IIMC has booked 50 exhibitor booths. We have seven sponsors – Laserfiche, Municode, American Legal, General Code, Granicus, Onbase by Hyland, and PrimeGov Solutions.

Laserfiche is sponsoring the room keys at the Host Hotel, the Hilton; Municode is sponsoring the conference mobile APP and Wi-Fi; and Onbase by Hyland is sponsoring the “best costume” contest at the All Conference Event. All three of these sponsors paid additional costs to sponsor the room keys, the APP and Wi-Fi and the best costume. We thank the **Nebraska Clerks Association** for providing their list of vendors who were interested in exhibiting with IIMC. We have six local vendors exhibiting with us this week.

Steps To Minimize Loss

- Our food and beverage minimum in the Convention Center is \$165,000, which we will meet. Holding our All Conference Event in the center helps in meeting this minimum.
- We used a Kansas printing house to print the Conference program, saving \$1,000 plus.
- We offered discount programs for Academies, Regions 6, 7 and 8, and first timers. Any City that sends two or more Clerks to the conference receives a discounted flat rate of \$460 per delegate. These measures are meant to increase attendance. We provide one year’s complimentary membership for any Nebraska Clerk (never been an IIMC member) who attends the conference. As of today, we have 12 new members from the state that will be in attendance.
- In 2015, we eliminated printing handouts and envelopes and DVD, saving \$3,500.

The Committee and Board accepted our recommendations in 2011 to reduce expenses for two IIMC events beginning with the 2012 conference. The reduction in expenses in these two events continues in 2016:

- Opening Reception –budget reduced from \$35,000 to \$25,000
- All Conference Event – reduce budget from \$50,000 to \$40,000

The above steps are meant to keep IIMC as proactive as possible to minimize loss and ensure revenue. We are optimistic that the 2016 Conference will be successful from both educational and financial perspectives.

Headquarter Building

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

NOTE: As of April 15, 2016 -- In March, our realtor showed the premises to a prospective tenant. We've reviewed their financial statements and approved their requests for office improvements. Once we have a signed lease agreement, we will begin work, but not before. As of this report, there has been no further communication with the realtor or the tenant.

Board Action Required

Policy

The Policy Manual needs a review and update. It's been two years since the last update. We especially need to rewrite the Conference Chapter 7.45 on VIP and protocol due to many changes in this Chapter. We recommend that the Board direct staff to work with the Policy Committee to make revisions where needed throughout the entire manual

Constitution

Since IIMC dealt with several elections this year, and relying on the Constitution for guidance, we have come across an ambiguity regarding Officers and Region Director vacancies, specifically, the meaning of the word Term of Office. We understand that it's implied that a term is from a Conference to another Conference; however, we are asking to make clearer the two areas in the Constitution regarding the Term of Office by adding wording (bold and underline). We feel this change removes the ambiguity and confusion but does not change context. If the Board approves that this is strictly an edit and not a rewrite that needs to be voted on by the members, then staff can accomplish this task in the next few weeks.

Article V - Officers

Section 2. Term of Office (Annual Conference to Annual Conference)

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

Article VI – Region Directors

Section 2. Term (Annual Conference to Annual Conference)

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

Strategic Objectives/Outline - Attached

At the 2015 midyear Board Meeting, the Board approved in concept the strategic plan while awaiting the implementation of deadlines. Today, Management recommends the Board accept the Strategic Plan Outline with its deadlines. If the Board approves the Plan, we will announce it at the Annual Business Meeting and disseminate it to the membership in a future E-Briefing.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Chris Shalby
Executive Director
Tom van der Hoven
IIMC Region XI Consultant



Date: April 15, 2016

Subject: Revised Region XI Bulk Membership Scheme

OVERVIEW

The Board considered the following report at its meeting held on May 16, 2015 in Hartford, Connecticut.

“Two years ago, IIMC and its Region XI consultant at that time, Nick Randle, created, with the Board’s approval, a Region XI bulk membership scheme to help recruit Region XI Clerks. The plan was to approach all IIMC Region XI affiliates (SLCC, IMASA, ADSO, SOLAR, VvG and IAM) and propose that each affiliate incorporate a small fee into their existing membership dues to pay for IIMC membership. The fee was equivalent to \$15US. To qualify, the Associations needed to bring in a minimum of 100 new members to receive the \$15US per member fee. Otherwise, a Region XI member wanting to join IIMC would pay \$26US. To date, we have two Region XI Associations that employ the scheme: SLCC with 269 members and the VvG with 456 members. In reviewing the scheme and some of IIMC’s other Region XI affiliations, there is a disparity in whether or not the \$15US is affordable with other affiliations, for example, ADSO and IMASA to name a few. The Region XI Management Board is interested in maintaining and growing the bulk membership scheme; however, a reduction in or a flat cost may make it more attractive and palpable.

Currently, Region XI affiliations pay \$15US per member/per bulk scheme of 100 members. The Region XI Board would like to either reduce the cost to a flat rate for all Region XI affiliations making it affordable for all Region XI affiliates.

The Region XI membership is at 815 as of March 31, 2015 membership figures. Both SLCC and the VvG have paid their \$15US fee for the next 12 months. IIMC will ensure that members recruited through this scheme receive website access, the monthly online News Digest magazine, weekly E-Briefings, E-membership packet, the Region XI newsletter and all other available IIMC benefits. Plus, certification programs would be available.

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 and MMC programs. In keeping with IIMC’s mission of serving Municipal Clerks worldwide, Management recommended 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 agrees, the new bulk membership scheme would have a launch date of January 2016.”

At that meeting Past President Lemoine moved that the Bulk Membership Scheme be adopted as amended to include a 3-year review period. The motion was adopted.

Update – April 2016

Staff has worked with the Region XI Consultant Tom van der Hoven and the affiliate associations in Region XI and agreed a bulk membership scheme based on a flat rate of \$2,000 per association. It is proposed that the affiliation agreements with those National Associations that are interested are amended to appoint them as membership agents for IIMC. So far the following Associations have indicated their wish to participate in the scheme: The Association of Democratic Services Officers (ADSO) in the UK with approximately 1,000 members, The Society of Local Council Clerks (SLCC) in the UK with a total membership of approximately 3,650 and the Vereniging van Griffiers (VvG) in the Netherlands with approximately 480 Members. Under the current scheme the VvG has registered 456 of their members and SLCC 269 of their Institute members – a total of 725 members. The new scheme will increase the membership from these three associations to approximately 5,000 members.

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

Management’s Recommendations:

With the Board’s approval, Management recommends that the revised scheme of a flat \$2,000US per affiliate Region XI association be implemented effective June 2, 2016 and be reviewed after three years – May 2019. The current Region XI membership base is approximately 770. We also believe that each Region XI affiliation should determine the number of members it would like to include in the scheme.

In the past five years, IIMC has certified 68 members in Region XI:

- **56 CMCs**
- **12 MMCs**

There are currently six Region XI members who have fulfilled the point requirements for the CMC and are waiting for the two-year membership requirement before IIMC makes their certification official. Depending on the members, some will fulfill that requirement in 2016, 2017 and 2018.

These numbers represent nearly 10% of the overall membership, indicating that there is strong interest in international certification programs and designations.



Florida Association of City Clerks

Founded October 26, 1972

www.floridaclerks.org

January 15, 2016

2015-2016

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Monica Martinez Simmons, MMC; President, IIMC
Board of Directors, IIMC
8331 Utica Avenue, Suite 200
Rancho Cucamonga, CA 91730

Dear President Simmons and IIMC Board Members:

We greatly appreciate the opportunity to discuss and recommend proposed changes and enhancements to the IIMC certification programs for CMC and MMC. This is the result of the collaborative effort of our executive committee, in coordination with the Florida Institute of Government. In this letter, we will address the following issues, and appreciate your consideration of the information provided:

- Reinstating a system of required continuing education to maintain the CMC and MMC credentials; and the integrity of those credentials;
- Requirement of a minimum of 15 total hours of continuing education be obtained over a two year period in order to maintain the professional CMC or MMC credential; this is an average of 7.5 hours per year (recertification);
- Decrease in the amount of points that can be used for academic degrees in pursuit of the CMC and MMC certifications and place more emphasis on in-class, practical training hours achieved through IIMC and state-sponsored academies and institutes; and,
- Reinstitute the requirement for a Letter of Sponsorship from an IIMC member in good standing for all applications for clerks seeking to pursue a CMC or MMC certification.

The FACC holds firm in its belief in the IIMC's former-primary goal of actively promoting the continuing education and professional development of municipal clerks through extensive education programs, certification, recertification, publications, networking, annual conferences and research. While IIMC has stepped away from the goal of recertification, FACC believes wholeheartedly recertification, and life-long learning, is an important component to a municipal clerk's ability to professionally and competently handle day-to-day duties and issues that arise in the clerk's office.

Upon achieving their CMC or MMC designation, each clerk signed a pledge of commitment to life-long learning. As a state association, FACC has seen a decrease in attendance at our conferences and academies; we believe due to clerks no longer participating once they receive certification. If recertification is not required to maintain a CMC or MMC designation, many clerks do not see the benefit or necessity in continuing education.

However, it is imperative for everyone in the municipal clerk profession to remain current on trends in leadership, public service, ethics, records management, election laws, technology and especially legislation and policy changes to stay abreast of the ever-changing environment. Continuing education is significant to ensuring all certified clerks are properly trained to provide the skills needed to maintain professionalism and uphold the integrity of the municipal clerk profession.

Additional benefits of continuing education include, but are not limited to: stronger leadership skills necessary as a viable member of the municipal management team; increased professionalism of the municipal clerk office/duties; improves efficiency of job performance; expanded opportunities to share knowledge and experiences with fellow municipal clerks and encouragement for clerks to continue to strive for greater achievement and success.

Many other professional associations (Florida, national and international) require recertification to maintain designations for their core positions. The following is a sample of those associations and requirements:

- Florida Governmental Finance Officers Association (FGFOA) – Each certificate holder must complete a minimum of 80 hours of continuing professional education in any given two-year reporting period after initial certification, with some specific subject-matter related requirements;
- Governmental Finance Officers Association (GFOA) – to maintain certification, each member must complete 30 hours of continuing education each year.
- Certified Government Chief Information Officer (CGCIO Florida) – to maintain certification, participants are required to complete 120 professional development units every three years after graduation; and,
- Florida Association of Code Enforcement (FACE) – In order to maintain certification, a Code Enforcement officer must attend 16 hours of continuing education classes during every two year period after their certification.
- International Economic Development Council – In order to maintain certification, members must attend at least two IEDC events every three year.

- American Planning Association – In order to maintain certification, members must complete 32 hours of continuing education within every two (2) years reporting period.

Therefore, FACC recommends IIMC once again require recertification/continuing education and require, at a minimum, 15 hours of in-class instruction via state, regional and/or IIMC conference or academy of continuing education over a two year period in order to maintain either a CMC or MMC designation. We recommend at least one-half of the required hours (15) be from the state municipal clerk association training opportunities. Our recommendations would further require members to submit to IIMC, the supporting documents from the conference or academy attended by the end of the IIMC fiscal year to meet the two year continuing education requirement.

In reviewing the fascinating history of IIMC brought to life by the document, “The First Fifty Years,” [pg. 23] it appears IIMC originally designed their certification to require three summer seminars and two special projects to obtain the national certification. We believe this commitment by a clerk to obtain certification, is reasonable to become a fully educated and functioning city clerk in both the general dynamics of the position, as well as the local and state laws, rules and regulations.

Over the past few years, we have seen a decrease in the allotted amount of time required to attain Certified Municipal Clerk (CMC) and Master Municipal Clerk (MMC) designation thus bringing devaluation to the certification status. There are many examples of clerks who have worked hard and put in many hours for 3 to 6 years or longer to achieve CMC certification. Whereas in more recent years, clerks have been able to attain their CMC certification in less than 1 to 2 years, and on a few occasions, have not attended one full IIMC-accredited academy prior to being awarded a CMC designation.

We believe this is a direct result of municipal clerks using their educational degrees (bachelor or higher), rather than practical in-class educational opportunities, to achieve their certification. Our recommendation would be to place less emphasis on degrees (currently 20 points for professional administration bachelor or higher degree and 10 points for bachelor or higher degree in unrelated field; etc.) by providing less points for educational degrees and more points for in-class state association professional education. We respectfully recommend 10 points for professional administration bachelor or higher degree and 5 points for bachelor or higher degree in unrelated field and transferring those points (10 and 5 respectively) to the in-class Institute and/or state association professional education requirement.

Page Four

In the past, a letter from a municipal clerk member of IIMC was needed to support the certification process of an individual; but that is no longer a required element by IIMC. There have been instances within Florida where a municipal clerk was not aware another person within the municipality had made application to IIMC and in some instances that person did not meet the core duty requirements for membership and/or certification. It is our recommendation that IIMC require a letter of sponsorship from a CMC or MMC-IIMC member in good standing. If it is a deputy clerk or another position within the same entity, require the city clerk of that organization issue a sponsorship letter on behalf of the applicant.

IIMC requires two years of membership in good standing before being eligible for certification. We further recommend this requirement be extended to include two years of state association membership, in addition to IIMC membership to be eligible for certification. We are recommending state association membership to insure a clerk is up-to-date on his/her respective local and state laws, rules and regulations and information that is pertinent only to his/her respective local and state.

The Florida Association of City Clerks greatly appreciates the opportunity to address the IIMC Board of Directors and we, the FACC Board, stands ready to answer any questions the IIMC Board may have. I, as well as other FACC board members and past presidents, will attend the IIMC Board meeting in May to ensure we are readily accessible to the IIMC Board and staff. Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Tracy Ackroyd Howe".

Tracy Ackroyd Howe, MMC
President, Florida Association of City Clerks
City Clerk, City of Clermont, Florida

c: Chris Shalby, Executive Director, IIMC
FACC Board of Directors
Jeff Hendry, Executive Director, Florida Institute of Government
IIMC Region III State Presidents

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Chris Shalby
Executive Director

Date: April 15, 2016

Subject: Florida Association Letter with Management's Responses



The Florida Association of City Clerks submitted the letter on the preceding pages in January 2016. At that time, we responded and informed them that their letter will be part of the Board's Agenda for the May 2016 meeting in Omaha. We appreciate the Association's concerns regarding IIMC Education. Management and the Education Department discussed the following responses thoroughly, based on past IIMC experiences, committee reports and recommendations and, most importantly, membership sentiment. What follows are Management's Comments and Recommendations regarding the Association's Concerns:

Florida Letter Bullet #1

Reinstitute a system of required continuing education to maintain the CMC and MMC credentials, and the integrity of those credentials.

Florida Letter Bullet #2

Requirement of a minimum of 15 total hours of continuing education be obtained over a two-year period in order to maintain the professional CMC or MMC credential; this is an average of 7.5 hours per year (recertification).

Management's Overview/Comments:

We view Florida's bullets #1 and #2 as the same and will detail why "recertification" was eliminated when the Education Guidelines were revised and implemented in 2010.

Initially, recertification was introduced in 2000 for those members who achieved their CMC but had no desire to continue into the MMC program. At that time, a member needed to complete a minimum 10 hours of training or self-directed study each year for four years, for a minimum total of 40 hours over the four-year period. CMC designees then applied to IIMC for recertification at the end of the fourth year. If a CMC designee did not re-certify, IIMC planned to rescind the CMC designation.

Since recertification was not initially part of IIMC's original selling point to certification, many members who already achieved their CMC became upset when IIMC imposed continuing education to maintain their CMC. Those members cited costs, time constraints, lack of support from their councils and a considerable infringement on their membership. Approximately 1,000 plus members relinquished their membership with the Organization.

During the 2009 midyear Board meeting, the Program Review and Certification Committee recommended eliminating the Recertification Program. Below are their recommendations followed by Management's recommendation.

2009 Midyear Report -- PRC Recommendations:

- **Eliminate the Recertification Program.** This suggestion came from IIMC staff as they are concerned with their ability to monitor the program and to “take away” a Clerk’s CMC designation if they failed to recertify. Coursework currently required for Recertification is already required to be at the MMC level; therefore, courses completed for the Recertification program could easily be converted to points towards the MMC designation.

If the Recertification Program is eliminated, staff will need a policy that addresses issues such as:

- A Clerk must be an active member for IIMC to recognize the CMC or MMC designation;
- That IIMC will not recognize a clerk’s CMC or MMC if the clerk does not maintain their yearly membership dues;
- If a CMC was dropped due to a lapse or break in membership, the inactive member can renew and maintain their membership with IIMC to reinstate the CMC designation;
- If the CMC was rescinded (due to not recertifying on time, or not submitting materials towards the MMC while enrolled) the member could be active and need only to request a new certificate.
- Once membership as well as CMC has been reinstated, the applicant may enter into the MMC program;
- Clerks will be notified of this change if they have already recertified;
- The \$50 entry fee can be transferred towards the MMC program if someone has already submitted an Application for Admission into the Recertification program;
- Since the criteria for Recertification requires an “Advanced” level of coursework, all Recertification points earned can and should be placed towards MMC certification; and
- If the applicant does not wish to enter into the MMC program, the applicant will need to request a new CMC certificate and maintain IIMC membership.

This Policy will need to be developed by the Program Review and Certification Committee in conjunction with IIMC staff to address these issues no later than January 1, 2010 so that it is in place at the time the Recertification Program is eliminated. Requirements for maintaining certification must be very specific and shared with the membership to avoid confusion.

Of those responding to the survey, 16 were in favor and 8 were opposed to this recommendation. The recommendation of the Committee continues to be to eliminate the Recertification Program.

Management’s Comments:

Management and the Education Department initially brought forth this recommendation due to a few issues: legal, due process, staff reinforcement and membership’s disapproval and reluctance to continue with recertification.

Certification or recertification by nonprofits should be distinguished from occupational licensing, which is performed by state governments rather than by private organizations. State licensing of individuals generally exists as a legal condition for practicing an occupation rather than as a **“voluntary measure of competence.”**

According to non-profit attorney, Jerald A. Jacobs – “An organization that takes responsibility for prescribing educational and ethical qualifications for candidates for certification, administering competitive examinations and conducting assessment visits, awards some sign of qualifications to the successful individuals. In addition, a certifying body retains jurisdiction to revoke certification from an individual who ceases to meet required minimum qualifications.”

IIMC’s certification program is based on a **“voluntary measure of competence,”** and is not a typical state licensing program that exists as a legal condition for practicing an occupation.

Due process must be accorded to all parties interested in or affected by a certification program. Due process includes the conduct of timely hearings, with prompt decision on claims respecting the denial of certification (recertification).

You can’t rescind a member’s certification based on his or her not meeting minimum points to stay in the program. If IIMC were to embark on a membership wide “rescinding program,” it would have to allow any member due process regarding rescinding his or her CMC.

NOTE: The IIMC Board created a policy that states, “In order for IIMC to recognize a certified municipal clerk (CMC) designation, membership must be current.”

Management’s Recommendation:

Eliminating Recertification in 2010 was a judicious move by the Board that was widely heralded by the members. To this date, and until this report, no one has approached IIMC about reinstituting the Recertification Program. For the legal reasons and possible ramifications listed above and for the overall interests of the membership as a whole, Management does not believe recertification should be reintroduced.

Bullet #4

Reinstitute requirements for a letter of Sponsorship from an IIMC member in good standing for all applications for Clerks seeking to pursue a CMC or MMC certification.

Bullet #4 – A – FACC letter Page 4, second paragraph, second sentence

The Association is also requesting IIMC to include a requirement to include two years of state association membership, in addition to IIMC membership to be eligible for certification.

Management's Comments:

A sponsorship letter was one of the original requirements in 1969 when the CMC program was initiated. At that time, to enter into the CMC program, you needed a fellow Clerk to sponsor you. This practice was eliminated in later years because of its potential bias and inequity in allowing any IIMC member, who meets the certification requirements, to proceed according to IIMC's mission and education philosophy.

This issue has severe potential primarily in the form of antitrust. According to non-profit attorney, Jeffrey Tennenbaum, Venable, LLP -- "Unsuccessful applicants for certification may seek to use the antitrust laws to obtain certification or to obtain damages for the failure to certify. An association could be held liable under those laws if the challenger can demonstrate (i) that certification is essential in order to effectively compete in the market, and (ii) that the program's exclusion was the result of unreasonable or invalid standards or criteria or of unfair or inappropriate procedures. In addition, certification programs that require membership in the sponsoring association as a prerequisite to obtaining certification may be challenged as an illegal "tying" arrangement, among other antitrust theories. Certification programs that are anticompetitive, discriminatory, unrelated to objective standards, or implemented without fair procedures are most likely to attract antitrust challenges.

"There is no law that says you have to be a member to be certified. Certification does not have criteria to be a member, but there is no case law that holds IIMC liable making it only certification for members.

"Certifying bodies generally have broad discretion in setting and implementing certification requirements. Courts are particularly reluctant to second-guess technical standards – such as those used as the basis for certification decisions – as long as the standards are objectively established and substantively justifiable. Courts also recognize that certification programs are generally pro-competitive in nature."

There is no definitive rule as to what due process requires but, at a minimum, it would include notice and an opportunity to respond to an adverse certification decision. In addition, fundamental fairness requires that similarly situated persons be treated the same. Certification standards should be no more stringent or rigid than necessary to ensure that minimum competency or quality levels have been attained.

A certifying Organization must ensure that participation in and use of the certification program is completely voluntary. They must widely publicize the availability of the certification program and permit application by all who choose to apply. Do not limit participation in the certification program to only members of the sponsoring association. Certification programs should be open both to association members and non-members on the same terms and conditions.

There must be no bias, partiality or inconsistency in establishing or operating the program. The certification process must be objectively and uniformly administered, without subjectivity, favoritism or discrimination.

IIMC relies on full disclosure and appropriate checks and balances as effective mechanisms for safely managing most potential conflicts of interest. ***“Generally, reduced volunteer involvement and increased association staff involvement may assist in objectivity and the absence of bias.”***

“All certification decisions should be based completely and exclusively on the record of the review and not on extraneous, anecdotal, subjective, or other outside sources of information.”

Management’s Recommendation:

Continue with the current process of allowing any IIMC member, who meets the qualifications of membership, to apply, engage and work toward acquiring his or her designation without the requirement of a third party sponsorship. Also, for the same reasons listed above, IIMC cannot “require” a member to join his or her State Association since that would be considered “tying-in” certification to membership.

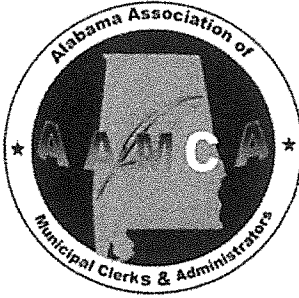
Bullet #3

Decrease in the amount of points that can be used for academic degrees in pursuit of the CMC and MMC certifications and place more emphasis on in-class, practical training hours achieved through IIMC and state-sponsored academies and institutes.

Management’s Recommendations

In 2009, the Board approved both the Program Review and Certification Committee and the Education Department’s recommendations to reduce the number of points regarding an Academic degree by nearly half. What was originally 50 points was reduced to the current 20 points. The perspective and reasoning from the Florida letter mirrors that of the Organization. If the Board agrees, it can direct the President to reintroduce this subject to the Education Professional Development Committee and work with staff to provide recommendations to reduce the number of points a degree affords. The outcome and options would be presented to the Board during the 2016 midyear meeting for their approval.

APR 01 2016



March 29, 2016

Monica Martinez Simmons, MMC; President, IIMC
Board of Directors, IIMC
8331 Utica Avenue, Suite 200
Rancho Cucamonga, CA 91730

Re: Letter from FACC dated January 15, 2016 to IIMC Board.

Dear President Simmons and IIMC Board Members,

The Alabama Association of Municipal Clerks and Administrators acknowledge receipt of the letter of recommendations submitted to IIMC Board Members by the Florida Association of City Clerks dated January 15, 2016. The letter touched upon a number of issues, including, but not limited to the following:

- *“Reinstituting a system of required continuing education to maintain the CMC and MMC Credentials; and the integrity of those credentials;*
- *Requirement of a minimum of 15 total hours of continuing education be obtained over a two year period in order to maintain the professional CMC of MMC credential; this is an average of 7.5 hours per year (recertification);*
- *Decrease in the amount of point that can be used for academic degrees in pursuit of the CMC And MMC certification and place more emphasis on in-class, practical training hours achieve through IIMC and state-sponsored academies and institutes; and*
- *Reinstitute the requirement for a Letter of Sponsorship from an IIMC member in good standing and application for clerks seeking to pursue a CMC or MMC certification.”*

The AAMCA stands behind the belief expressed by the FACC that the achievement of a CMC or MMC designation included a life-long commitment to continuing education and believe that a certain amount should be required following each certification. This also helps personnel boards and other employers to show that a Clerk has continued evolving education and a required curriculum that makes a CMC and MMC certification valuable within the employment world.

The State of Alabama requires continuing education of Magistrates within the state as does many other professional organizations. Unfortunately, the Jefferson County Personnel Board recognizes the State Magistrate Certification and doesn't recognize my CMC or my MMC certification because of the lack of required continuing education. That means that under my employment, my certification as a Magistrate is approved for premium pay but not my CMC or MMC certification which was much more difficult to obtain and is more valuable to me personally. The Officers of AAMCA agree that continuing education does need to be required by IIMC following receipt of CMC and MMC certifications. We also agree with the FACC's recommendation of having the recertification requirement to be within a 2-year limited time and not necessarily done annually. In working with our AAMCA Board, we feel the requirement for 15 hours of continuing education should be adjusted to 10 hours of education to be completed within the allotted 2-year time or 15 hours to be obtained within a 3-year period. We further believe that the IIMC should recognize the growing popularity of digital learning through the use of webinars sponsored by approved Institute. This was not address in the letter from FACC but we believe it should be explored during this opportunity. For instance, our Institute Directors at the University of Alabama began a webinar series which was originally approved by IIMC but came under scrutiny and a much stricter interpretation of utilizing only 2 hours of digital learning per year pretty much crushed the program. The AAMCA would like to see more allowances given to digital learning. Following the latest years of recession, many smaller Alabama municipalities were hit hard. Their finances were so diminished that many could no longer afford to travel to learning institutes and conference and had to use what little they had to go toward some of this digital learning. Our Board doesn't want to have a Municipal Clerk lose their certification because of a required number of travel hours that they simply cannot afford.

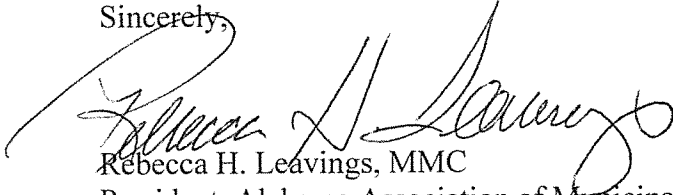
The AAMCA expresses no opinions toward the hours given for higher learning. We recognize that fact that many employers seek graduates from colleges in order to serve as Municipal Clerk but also believe they do need practical experience as well.

The AAMCA also agrees with the FACC that a letter of sponsorship should be obtained by any Clerk seeking certification. However, we do not believe that letter should be required to be obtained by the Deputy Clerk to be from the City Clerk of that particular municipality. I know we all like to think that all Municipal Clerks live within the Code of Ethics, but in this real world, they don't. I speak from personal experience. My sponsor was from a Clerk of another municipality because the City Clerk that I served wanted nothing to do with me obtaining a CMC certification; she would have never sponsored me. I waited until she retired before having enough points to obtain my CMC. While I believe that the letter should be obtained, it's not always the best thing for a Deputy Clerk to have her status known by her employer.

The AAMCA appreciates the thought and suggestions that the FACC put into their letter to you dated January 15, 2016 along with the opportunity to respond. We agree with their premises and suggest that their recommended changes be acknowledged and considered, but we do ask if consideration is given, that further consideration be given to the few points that we brought forward.

I will also attend the Board meeting in May representing the Alabama Association of Municipal Clerks and look forward to the discussion.

Sincerely,

A handwritten signature in black ink, appearing to read "Rebecca H. Leavings". The signature is fluid and cursive, with a large initial "R" and "L".

Rebecca H. Leavings, MMC
President, Alabama Association of Municipal Clerks
City Clerk, City of Vestavia Hills, Alabama

Cc: Chris Shalby, Executive Director, IIMC
Tracy Ackroyd Howe, MMC; Florida Association of City Clerks
IIMC Region III State Presidents

**IIMC Strategic Outline
Summary Performance & Process Objectives
IIMC 2016-2018**

Key Result Area 1 – Membership

Performance Objective:

- Through December 31, 2018, IIMC will maintain a membership base of at least 10,000 members,
- Through December 31, 2016, 2017 and 2018, IIMC will grow its membership by 5% annually through new members.

Process Objectives:

- **Objective 1** – Ongoing – maintain current membership while increase the base via new membership campaigns and excellent customer services.
- **Objective 2** – By March 2016 – Produce new membership campaigns directed at County Clerks and Special Districts.
- **Objective 3** – By December 31, 2017 – IIMC will have garnered 300 new members from the County Clerk and Special Districts campaign.

Responsibility -- Member Services Department

Key Result Area 2 – Finance

Performance Objective:

- By December 31, 2018, increase IIMC Restricted Reserves by \$100,000, growing from the current \$529,000 to \$600,000.
- Ongoing – maintain a financially healthy Organization

Process Objectives:

- **Objective 1** – Ongoing – continue to be vigilant with IIMC budget, working with the Budget and Planning Committee and ascertaining that the Board, Committees and staff are following established policies.

Responsibility

Executive Director, Executive Committee, Board of Directors, Staff and Budget and Planning Committee

Key Result Area 3 – Communications/Social Media

Performance Objective:

- By February 2017 -- IIMC will have a full-time public relations/marketing employee to oversee all IIMC communication. This person will also be well versed in all aspects of social media.
- By May 2017 – IIMC presents for Board approval: Social Media marketing plan.

Process Objectives:

- **Objective 1** – By August 2016 gain financial support and approval for an IIMC PR/MKTG staff member.
- **Objective 1a** – By May 2017 design and implement a state-of-the-art social media plan to support IIMC members, Region Directors, member services, and the IIMC online educational programs.

Responsibility -- Executive Director

Key Result Area 4 – Board Development

Performance Objective:

- Ongoing – The Board of Directors governs IIMC in an understandable, transparent, rational and effective way, compliant and adhering to established financial and governance policies and the Constitution.

Process Objectives:

- **Objective 1** – Ongoing -- develop director recruitment protocols that the Board believes will attract qualified candidates.
- **Objective 2** – Ongoing – provide education and training to develop the Board of Directors in the application of their roles and responsibilities.
- **Objective 3** – By December 2017 develop a plan for financial support of advanced Regional Director leadership development.

Responsibility -- Board of Directors/Executive Director

Key Result Area 5 – Education

Performance Objective:

- Ongoing -- IIMC members will indicate that they believe the educational activities and opportunities offered by IIMC meet and/or exceed the needs of the individual member, and the Municipal Clerk profession.

Process Objectives:

- **Objective 1** – Through December 31, 2016, add five (5) on-line learning opportunities to the IIMC curriculum of offerings that are identified by members as adding value to their membership.

Responsibility

Education Department and the Education/Professional Development Committee

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: IIMC Board of Directors

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

Date: April 8, 2016

Subject: 2016 Education Department Report

Below please find highlights of our progress since May of 2015.

- **2016 Annual Conference Education Program** – The Education Department would like to, once again, thank Ellen Freeman-Wakefield, from Nebraska and the numerous other Institute Directors who have contributed to this year’s education program. These Institute Directors have been instrumental in helping to bring together the program that you will see below and experience while in Omaha.

The department would like to point out that the “contact hour” definition approved on September 22, 2015 has been monumental in the planning of the education program. The speakers we have contracted really appreciate the flexibility within their scheduled times and the delegates are sure to agree. The time saved will allow for the in-class assessment tool that was approved by the Board on March 2, 2016 to be implemented into the program and hopefully return very well thought out, high quality assessments with a greater experience and outlook from the delegates.

- ❖ **8 Academy Sessions** – Topics will include 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
- ❖ **35 Concurrent Sessions** – We will offer 35 concurrent education sessions on various Municipal Clerk related topics. We would like to highlight that this year we will have many Institute Directors presenting in addition to the Omaha Police Department and the Department of Homeland Security Investigations.
- ❖ **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. This dialogue will be held offsite at the home of General George Crook.
 - **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** – IIMC will be offering an offsite concurrent session focused on the redevelopment and revitalization of historic Omaha. IIMC will utilize “Ollie the Trolley” and the City of Omaha Planning Department to take 85 delegates around North and South Omaha to experience the redevelopment in person. This program required preregistration and an additional fee of \$35 per delegate. This session completely sold out and has a waiting list!
- ❖ **Region X and XI education session** –The department has organized a program that will allow for idea sharing focused on questions that we have received from the international delegates and will be open to all members. This session will be held onsite at the convention center and will be facilitated by IIMC’s Director of Professional Development, Dr. Jane Long. We look forward to receiving feedback from these delegates regarding this new program format.
- ❖ **Smartphone Application** – The Smartphone App has proven to be an invaluable tool for the department as well as the delegates and it will be a permanent part of the IIMC conference from here on out. In 2015, the app was downloaded well over 800 times so we look forward to being able to report on current numbers at the Board Meeting. This year we will focus on using it to push more notification directly to the delegate’s phone onsite as a way to market events as well as schedule updates. New upgrades have been added in the app for 2016 including an interactive map feature to show the physical location of a session in the palm of their hand.
- ❖ **IIMC Gives Back** - IIMC is excited to announce a brand new addition to the IIMC Annual Conference - ***IIMC Gives Back!*** With over 10,000 members from 15 different countries, our membership has the capability of making a serious impact on the lives of those who reside in the cities we visit each year. In addition to the contribution opportunities available to you through MCEF, IIMC will be giving conference delegates the opportunity to give back to Omaha.

For 2016, IIMC has selected [Youth Emergency Services \(YES\)](#) as the 70th IIMC Annual Conference charity of choice. Each night, hundreds of youth in the Omaha metro area are homeless. Many of these youth have been physically, emotionally or sexually abused, making it unsafe for them to return home. Many others are facing health, mental health and substance abuse issues beyond their control. Without proper support and guidance, these vulnerable adolescents cannot

succeed independently, and will likely fall into the cycle of homelessness as adults. Youth Emergency Services exists to help these youths turn their lives around. Homeless and at-risk youth often lack positive adult interaction and are hesitant to ask for help because of this. Youth Emergency Services works to become a positive influence in each of these youths' lives and help guide them toward the road to success and self-sufficiency.

- **Athenian Leadership Society** – This program continues to spread like wild fire! We have seen an increase in Dialogues and the number of Fellows. As of this date we have 38 Facilitators and 70 official Fellows and an additional 3 that will complete their 10th dialogue in Omaha and be recognized at the Opening Ceremony.
- **Committee Work**
 - **Conference Committee** - The Department worked with the Conference Committee to recommend sessions for the 2016 Conference Education program in addition to reviewing the Offsite Concurrent Education Session. The department thanks them for their hard work. Without this committee, the education program would not be as successful as we are expecting it to be.
 - **Education and Professional Development Committee** –
 - Contact Hour Definition
 - Online Learning Policies
 - In-class assessments
 - **Program Review and Certification Committee** –
 - Contact Hour Definition
 - Online Learning Policies
 - In-class assessments
 - New Institute Proposals
- **Education Resource Group** – The Education Resource Group provided assistance by reviewing and providing feedback for all proposed policies which include:
 - Contact Hour Definition
 - Online Learning Policies
 - In-class assessments
- **Institute Update**
 - ❖ **2015 Institute Annual Reports** - Out of 47 IIMC-approved Institute programs, the Education Department received 41 Annual Reports. All reports were reviewed and personalized letters were sent to each Institute Director.
 - **Reports Not Received:**

As of the date of this report, the department has not received 6 Annual Reports which include 5 from Canada and 1 from Bulgaria.

- ❖ **ID Connection** – An electronic newsletter was created for the Institute Directors to keep them up to date on current policy/guideline changes and to share best practices from their colleagues. Positive feedback was received from this newsletter and there is a plan to send one newsletter per quarter in the coming year.
- ❖ **Illinois** – This program found a new home with a new Institute Director Eastern Illinois University and was approved in October of 2015.
- ❖ **Colorado** – This program also received a new home at Regis University but still remain under the watchful eye of their Institute Director Kathleen Novak of the Education Resource Group.
- ❖ **New York** – This program is reaching the end of their final three-year cycle with Cornell University and is currently looking for a new institution to house the education program. We will keep the Board apprised of any developments.
- ❖ **Wyoming** – The Wyoming Municipal Clerks and Treasurers Association (WAMCAT) opted not to renew their agreement with the University of Wyoming for future programs. Currently, the University of Wyoming is the only 4-year institution in the state and therefore, the Wyoming Institute will no longer be viable. WAMCAT has sent a letter that further explains their situation and asking for consideration to change the sponsorship guideline found in the Institute Guidelines to include Community Colleges. The Education Department will research this guideline and will have an update at the mid-year meeting.
- **Online Education Programs**
 - ❖ **Captus Press** - We continue to have three courses available through Captus Press, which are technically categorized as Webinars. Since the inception of these programs in 2014, IIMC has received approximately **\$14,406** in revenue from this program of which **\$6,125** has come since the last Board Meeting in May of 2015
 - ❖ **Digital Chalk** - Digital Chalk has been chosen as a Learning Management System to host IIMC online courses. This is a web-based system that is easy to navigate and allows for hosting of online content for fully online or online hybrid courses. As of the writing of this report, the content is almost completely uploaded for IIMC's first fully online course, which will be ready by May 1, 2016.
- **Course Review Approvals** – The Course Review process continues to make an impact on state level program providing attendees more flexible options when applying the programs toward certification credit. Requests are answered within 10 days.

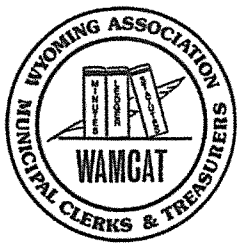
- **Verification** – Application review time continues to remain at 2-3 weeks and the applicants are satisfied with the level of response and customer service that they receive from the department. We are constantly looking for new ways to improve the applicant's experience with our department and for more educational opportunities to offer the membership in general.
- ❖ **CMCs and MMC's** - Since the Mid-Year Meeting on November 7, 2015 we have awarded **158 CMC** designations and **33 MMC** designations. Both programs continue to be in line with last year and the Department does not see these numbers decreasing any time in the near future.
- ❖ **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 2015 Mid-Year Board Meeting, we have certified 28 new international CMCs and 3 new international MMCs with The Netherlands making up the majority of those.

The Education Department thanks you for your continued support and trust as we move forward and continue to uphold the integrity of IIMC's education and certification programs. We look forward to the remainder of 2016 and beyond.

Management's Comments:

Many thanks to this Department's efforts to maintain the Organization's high standards regarding Education programs and Certification. There are two areas that Management requires Board approval:

1. We would like to provide the Budget Committee with a proposal to increase application fees regarding the CMC program only. This program has been status quo for more than a decade. The current application fee is \$100 with an additional \$40 for a plaque. We will request a nominal increase of \$15 to \$25 per application. The plaque fee will remain the same. We are not requesting any fee increases for the MMC program, which is currently at \$400 per application.
2. In light of the Wyoming letter, we recommend to the Board to allow the Department to work with the Education Professional Development committee to research and recommend alternative Institute sponsorship opportunities, including Community Colleges. Although we believe that our Institutes are still viable, we need to anticipate the future and that universities are becoming more and more concerned with revenue and the possibility that these adult-learning programs may be eliminated. We are not recommending switching from Universities, but to seek alternative methods for our members to continue with their education. We have several states that do not carry a traditional Institute; therefore, leaving those members in those states without an opportunity to seek certification.



Wyoming Association of Municipal Clerks & Treasurers

Respect

Service

Vision

Pride

JAN 25 2016

January 21, 2016

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Dr. Jane Long
Director of Professional Development
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RE: Wyoming Institute

Dear Dr. Long:

The Wyoming Association of Municipal Clerks and Treasurers (WAMCAT) recently completed a four year contract with the University of Wyoming Extension Office as sponsors of the Wyoming Municipal Institute. While we are very proud of our Institute the WAMCAT Board voted to not renew our contract with the University of Wyoming.

This decision was not easy to make since it leaves WAMCAT searching for another sponsor for our state Institute and Wyoming has only one (1) four year accredited university. We have many community colleges but they currently do not qualify as an approved sponsor.

WAMCAT entered into a Memorandum of Understanding with the University of Wyoming Extension in January 2012. Our first Institute was held in September 2012 with 73 attendees. It proved to be a tremendous amount of work for our education committee but it was new and we understood great programs take work. Our second Institute was held in September 2013 with 52 attendees. During this time our Institute Director, Juliet Daniels, was making plans to move to Colorado where her husband had just secured a job. WAMCAT sent a letter to the Associate Director of the UW Extension program requesting a new Institute Director. We were concerned with Ms Daniels not having a presence in Wyoming and had already experienced great frustration with her constant procrastination and failure to finish. WAMCAT acknowledges that we play a large role in planning the Institute but feel we have had to take on most of the Institute Director's duties to fulfill our requirements to have an Institute. Our biggest concern in 2013 was that the Institute was hard to promote since we didn't know what courses were being offered until the last minute and post-Institute items like transcripts and invoices from UW Extension were not completed for 3 to 6 months after completing the Institute.

The Education Committee has used a list of topics provided by Ms. Daniels as a guideline to create course titles, course descriptions, learning objectives, find instructors and create an assessment. This information was provided to our Institute Director to review, collect the completed assessments and submit to IIMC. The WAMCAT membership has advised the Board that they can't justify attending the Institute for classes that are just facilitated by the Community Development Outreach team. This is a major difference in our approach to planning the courses as WAMCAT seeks people with authority to present the class and the UW team favors using their staff of community development educators.

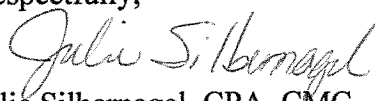
In 2015 members of our WAMCAT board met with the University of Wyoming Extension Office in Laramie on January 28th and again on June 18th to discuss the expiring Memorandum of Understanding and the division of duties between UW Extension and WAMCAT. We were told that the Extension department did not have access to professors at the University and the CDE team is all they could offer as instructors. We were also told that Ms. Daniels and her team were giving us as much time as they could to make the Institute successful and had no additional time to select courses and find instructors. UW Extension advised us that more funding from WAMCAT would not create any better results.

The September 2015 Institute was held in Lander with the WAMCAT Education Committee finding the venue, arranging the meals, selecting the courses, securing the speakers, and gathering course descriptions and objectives which was submitted to the Institute Director. Ms. Daniels was tasked with creating the assessment tool and reviewing the completed assessments. Participants in the September 2015 Institute received their transcripts from this Institute on January 8, 2016 after countless requests from the WAMCAT Board and Institute participants.

The WAMCAT Board again surveyed our membership regarding their education needs. After reviewing the Institute evaluations, membership surveys, and meetings with the University of Wyoming the WAMCAT Board decided to let the contract with UW expire and risk not having an IIMC accredited Wyoming Institute. We intend to still plan our trainings and will submit our course information to IIMC ourselves for certification points. It is unfortunate that submitting to IIMC through our Institute Director secures more points for the same classes that we will submit through WAMCAT.

The Wyoming Association of Municipal Clerks and Treasurers requests the IIMC Board of Directors change the requirements for Institute sponsors and include community colleges to serve as Institute sponsors. Wyoming's unique situation of having only one (1) four year accredited university seems to hinder the education of our municipal clerks and treasurers under the current regulations.

Respectfully,


Julie Silbernagel, CPA, CMC
WAMCAT President

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board

From: Tom van der Hoven
Region XI Development Consultant

Date: April 2, 2016

Subject: IIMC Region XI Report for 2016



The purpose of my report is to inform the Board of the focus of my work as Region XI Development Consultant in 2016 and to seek the Board's input and support.

Background:

This is my second report to the Board and follows on from the background and role explained in that first report.

The Role

I have worked closely with Region XI Directors, IIMC staff and the International Relations Committee.

My specific objectives were to:

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

Discussion:

Structure

The Region XI Management Board met on a number of occasions in 2015/16 with the main focus of discussions being the arrangements for the second IIMC/UDiTE European Symposium and a revised Bulk Membership Scheme. We were honoured to have Madam President Simmons attend one of our meetings in the UK.

Communication

Communication has always been, and will always be, a priority in Region XI. It is a challenge to engender a feeling of unity in a single region amongst associations in different countries and without a common language. The regular newsletter is our vehicle to share experiences and good practice. Newsletters were produced in June 2015 and January 2016. The next newsletter is due to be published following the Annual Conference in Omaha.

Membership

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

A separate report is on the Board's agenda in which a revised Bulk Membership Scheme is proposed. If the Board agrees to the changes it could see an enormous increase in the international membership of this organization.

Region XI Events

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

The Region XI Management Board, decided to hold the next Symposium in February 2016 – again in Brussels. The provision of translation services was seen as a key service and hence it was decided to request the Committee of the Regions (CoR) in Brussels to again make their facilities available to us.

Unfortunately, the availability of the meeting venues is determined by the COR's own requirements and could not be considered until they had finalized their own program of meetings.

It was not until November 2015 that we were allocated two dates. Unfortunately, our preferred date in February 2016 was not possible and we were allocated a choice of two dates in June 2016. This was not ideal as one of the dates fell in the same week as the Dutch VvG conference. The only alternative date was the week before that conference. As the Dutch contingency made up the bulk of our delegates in 2014 this was not ideal and we appreciated that we would have to work very hard to attract a sufficient number of delegates to make the Symposium financially viable. The choice we had was to defer the Symposium to 2017 or accept the dates of 2nd and 3rd June 2016. The Region XI Management Board felt strongly that we should not lose the momentum we gained in 2014 and decided to go ahead with the Symposium in June 2016.

I worked together with the Symposium Steering Committee and we agreed a program, speakers, refreshments, sponsors, hotel accommodation and a gala dinner. A symposium booklet was produced and marketing of the event started in January 2016. The deadline for early bird registration was Friday 25th March 2016.

In January Eelco Groenenboom who is the coordinator of the symposium program and I met with Simon Pascoe of UDiTE in Brussels for final arrangements with CoR staff, the caterers and hotel staff. We also met with one of the Directors of CoR about the program. Following this visit changes were made to the program to include speakers from CoR in place of the facilitated round table discussions.

I was travelling on my way down to the south of Spain when my daughter contacted me to tell me of the terrible events that had taken place in Brussels on 22nd March. I immediately contacted our Executive Director, our two Region XI Directors and the President of UDiTE to consider our position as colleagues had started contacting me for advice on whether the Symposium would go ahead.

As the Board will know, the unanimous decision was to postpone the Symposium until a later date. A lot of work had been put into all the arrangements and everything was in place for yet another successful Symposium. But, under the circumstances it was the right decision to postpone the Symposium.

The Region XI Management Board will meet during the Omaha conference to discuss the matter and to decide a new date.

Fortunately, the conference hotel was kind enough to refund the deposit we had paid for the gala dinner and so we did not suffer any financial loss. They also agreed to cancel and repay any room bookings that had been made by delegates.

Focus for 2016/17

The key focus for the immediate future will be to re-arrange the Symposium. We cannot allow terrorists to succeed in making free and law abiding people stop going about their lives in a normal way, with all the economic implications of that.

Should the Board agree the revised Bulk Membership Scheme, I will work with the associations in Region XI to sign them up to the scheme. It will also be an opportunity to then reach out to other English speaking countries.

As mentioned earlier in this report the next newsletter will be issued following the Omaha conference with further newsletters planned for January 2017 and as may be required to market the next Symposium.

Recommendation:

Members of the IIMC Board are invited to comment on the report.

Management's Comments:

We believe the communication, membership numbers, the success of the 2014 Symposium and future Symposiums, the bulk membership scheme and the certification interest bear that our Region XI members are responding to the Region XI consultant, the Region XI management Board, our Region XI Directors and the proactive stance that IIMC has taken to improve and solidify its relationship with its affiliates. We look forward to an imminent Symposium and another Region XI meeting in October prior to the SLCC Conference. That meeting will include Incoming President Buttiglieri and Executive Director Shalby. Staff will also play a role in helping create another Region XI newsletter and in disseminating another query letter to the India Institute of Local Government.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors

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

Date: April 1, 2016

Subject: 2016/2017 Year End Annual Board Meeting Report



Background

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

Committee Members: 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 were:

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

All of this committee's goals were completed prior to the mid-year board meeting. No additional tasks were assigned since that time. A recap of our activities is as follows:

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 held a teleconference on October to discuss and review the 2020 Conference Bid Proposals provided by the Executive Director. The Committee provided their recommendation to the Board at the Mid-year Meeting. **Completed. The Committee recommended "City A – Hotel #1" (St. Louis, MO for the site of the 2020 Annual Conference.)**

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. This committee held a teleconference on July 16, 2015, and recommended the following:

- 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 on to the Policy Review Committee for their consideration.

The Committee also discussed the 4-day vs. 5-day format for the annual conference and forwarded a recommendation 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. The proposal received the support of the conference committee.

Summary

This Committee has been very active and engaged. All members have participated in the conversation and provided valuable feedback and suggestions. We appreciate the support received from our Staff Liaisons, Chris Shalby, Dr. Jane Long, Ashley DiBlasi, and Kellie Siggson, as well as our Board Liaisons Lynnette Ogden, Lisa Vierling, and Brenda Young. It has been an honor to serve as Chair, and I appreciate the invaluable assistance provided by Vice Chair Marc Lemoine.

Management's Comments:

We're looking forward to reviewing the second 4-day conference with this Committee and determine where improvements can be made. One area they will be reviewing is the current format and its points of order, especially with the all conference event and annual banquet. The committee always plays a key participatory role in reviewing future conference site selections and helping determine the best fit for IIMC. We've informed current and future host committees about the new fundraising policy. And, IIMC is marketing as much as possible fundraising activities between MCEF and upcoming host conference cities.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Amanda McCrory, CMC
Chair, Elections Committee

Date: April 12, 2016

Subject: Year End Elections Committee Report



Background

The Elections Committee is responsible for conducting and supervising all elections. This year's goals were:

- Oversee Vice President and Region Directors elections and procedures
- Review publications and notices to Members regarding elections
- Conduct elections for Constitutional Members at the Annual Business meeting.
- Approve all election results prior to their release.
- Recommend updates to the Election Manual as needed to align to the Constitution.

Discussion

At the Annual Business meeting on May 20, 2015, the Elections Committee conducted elections for Constitutional amendments. This resulted in the Committee being responsible for distributing the wording to the entire membership.

The Committee has been busy this year with several issues. At this year's annual meeting in Omaha, elections will be conducted for Vice President, Region 2 Director, and for constitutional amendments concerning the *qualifications of candidates for Vice President and Proposed Constitutional Amendments being distributed to the entire membership prior to discussion at the Annual Meeting*. The Elections Committee vetted the notices and ballots for these elections.

The Committee's goals were met. There were no changes made to the Elections Manual as none were required or requested.

Financial

The Elections Committee did not expend any funds for 2015 – 2016.

Summary

The Elections Committee followed all constitutional requirements and rules. The Committee Members worked well together and are dedicated to IIMC. We are prepared for the elections in Omaha and are confident they will be well run.

Recommendation -- No recommendations at this time.

Management's Comments:

The Committee did quite a bit of work this term. Not only the Constitutional Amendments, but they also vetted the Vice President and Region Director ballots. They were also involved in vetting the Region VIII IIMC Director election. We thank and appreciate their input and efforts.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: IIMC Board of Directors

From: Debra Mangen, MMC, Chair
Sally Oglesby, MMC, Vice Chair

Date: 04/01/2016

Subject: Legislative Committee Annual Report

Background

The Legislative Committee has been a standing committee for a little 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 a timely basis.

Discussion

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

- Legislative cycles and happenings in each region
- Newsworthy content for the next issue of Legislative Watch
- Methodology for tracking federal legislation through www.govtrack.us; and <http://www.loc.gov/>
- 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

The Committee met in September and November and during their meetings decided to discontinue the state legislative inventory. The Committee's newsletter was renamed, Legislative Watch, to reach a larger audience including members outside of the US. Committee members Casey Carl and Lucinda Williams both provided articles that were forward to IIMC Headquarters to be shared with the membership.

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 Committee is thankful to Casey Carl and Lucinda Williams for taking the lead and sharing articles with the membership.

Recommendation

The Committee does not have a specific recommendation for the Board at this time other than to endorse its ongoing efforts.

Committee Members

Debra Mangen, Edina, MN, Chair

Sally Oglesby, Crossville, TN, Vice Chair

Casey Carl, Minneapolis, MN

Karla Graham, North Vancouver, BC, IIMC Board

Kimberly Rau, Laurel, MD, IIMC Board

Anne Uecker, St. Francis, WI, IIMC Board

Patricia Anglin, St. John's, CA

Bobby Busch, Neodesha, KS

Lisa Cole, Sahuarita, AZ

Randy John-Olson, Temecula, CA

Todd Stermer, Fresno, CA

Lucinda Williams, Fullerton, CA

Management's Comments:

IIMC published several articles in the *News Digest* this past year from Carl and Williams. We look forward to this committee being more involved in the upcoming year.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Lori McWilliams, MMC

Date: April 8, 2016

Subject: Annual Committee Report – MEMBERSHIP COMMITTEE



The Membership Committee had two goals provided to us:

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, at the recommendation of Janis Daudt, Director of Member Services, we have been making “positive” introductory contacts with our new members as to opposed 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 contacted the new members for June through December for a total of 276 contacts. Our initiative is to welcome them to IIMC, share our personal experiences, explain the benefits of membership, discuss our educational opportunities, offer Mentoring Committee contact information (if needed), and encourage them to reach out to the Member Services Department if they have questions about membership or need assistance. We received a great deal of positive feedback on this new process of focusing on the positive as opposed to the negative.

Regarding the second goal, Janis 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 did not receive any additional nominations since the mid-year reporting. I personally contacted each state association and only received the seven that were initially submitted.

We will continue to make contact with the January –March new members prior to the May annual conference.

Management’s Comments:

We appreciate this committee’s help in all things regarding membership. We believe any time a member-to-member contact is made, it can only help build the relationship with the Organization, such as the new member “outreach.” We appreciate the two IIMC Champions articles that were featured earlier this year in the News Digest, and we look for more of those types of human interest stories in future Digests.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Karen Goodwin, Mentor Committee Chair

Date: 4-15-16

Subject: Mentor Committee Report



Background

We have 22 Mentors and Mentees that are matched. There are two Mentors who have two Mentees. We have more than 90 Mentors that are waiting to be matched.

Discussion

Once an application has been received, staff searches for a match in population, municipality type, area code and form of government. After a match has been made Member Services sends the following automated letters 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

Funds are not required for refreshments for the First Timer Orientation. It is part of IIMC's Conference budget.

Summary

With regard to the Goals and Objectives:

1. We will have at least 1 article in the News Digest encouraging participation in the program.
2. The Mentor table will be staffed for the Conference in Omaha.
3. A meeting will be scheduled to discuss committee goals and ways to encourage participation in the Mentor program.

Management's Comments:

We look forward to publishing the Mentor article. The conference will have a Mentor table, and blank IIMC business cards to distribute to prospective Mentees. The First-Timer Orientation will include beverage as part of IIMC's overall F & B. The Conference will have more than 260 First Timers.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board
From: Jannette Goodall, Chair
Date: April 8, 2016
Subject: Records Management 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: Two committee members have had email discussions and submitted two proposals for records management presentations at the IIMC Annual Conference.

Financial: Nothing new from September 2015 Mid-Year Report

Summary:

1. **Session Proposals:** Both sessions involving committee members have been accepted. Jannette Goodall with co-presenter Bob Guz will be conducting a Pre-Conference Academy on electronic records management. Jannette Goodall and Lisa Johnston along with co-presenters Sherry Mashburn and Russell Haddock are on a panel discussion on Implementing electronic records management systems.
2. **Articles:** We are looking for volunteers or suggested volunteers.
3. **Resource list:** a list of on-line resources was submitted last fall 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. Work on identifying volunteers for articles for the newsletter.

Management's Comments:

We appreciate this committee's work. We also thank Chair Goodall, Bob Guz, Mashburn and MCCi's Russell Haddock's willingness to present sessions at this year's conference. We are anticipating starting a new Technical Bulletin on Cloud computing. We would like to see this accomplished in the next year.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Gail Pomroy, Chair Research & Resource

Date: **April 12, 2016**

Subject: 2015/2016 Year End 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.
- 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:

This committee meets its goals year in, year out. We appreciate the quick turnaround in answering members' questions. We would like to publish new Technical Bulletins and are optimistic that that goal can come to fruition in the next 18 months.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: IIMC Members
From: Constitution Task Force
Date: March 16, 2016
Subject: Revisions to the Constitution

Introduction

On May 20, 2015 during the Annual Business Meeting at the IIMC Conference in Hartford, CT, two separate requests relating to the IIMC Constitution were submitted to the Board of Directors for consideration. The Board appointed a Task Force comprised of representatives from IIMC's 11 Regions. The Task Force presented their initial report at the IIMC Midyear Board Meeting in November 2015 in Seattle, WA.

At the mid year Board meeting, the Constitution Task Force's recommendations regarding the two items that originated from the Annual Business Meeting in Hartford were referred back to the Task Force. Executive Director Shalby was directed to reconvene the Task Force and revisit the items below.

On Thursday, February 18, 2016, the Constitution Task Force reconvened on a teleconference to discuss the following original two issues that were presented at the 2015 Annual Business Meeting in Hartford, CT:

- The election process for the incoming Vice President regarding the history of elections and the consideration of using a Region rotation for Vice President; and
- Proposed Constitutional Amendments being distributed to the entire membership prior to discussion at the Annual Meeting.

Of eleven Regional and one at-large Task Force members, a majority (seven) were present during the teleconference. Here are the outcomes from each issue:

Proposed Changes to the Amendments Authored and Submitted by:

Sandra Pinsonault, Vermont, Region I
Douglass Barber, Maryland, Region II
Stephanie Kelly, North Carolina, Region III
Barbara Blackard, Arkansas, Region IV
Terri Kowal, Michigan, Region V
Daniel Buchholtz, Minnesota, Region VI
Lana McPherson, Kansas, Region VII
Tricia Garcia, New Mexico, Region VIII
Julie Krueger, Oregon, Region IX
Gail Pomroy, Canada, Region X
Ronnie Frederickx, Belgium, Region XI
Bernice Dixon, Connecticut, Region I – At Large
Connie Deford – IIMC Parliamentarian -- conmd@concentric.net
Chris Shalby – IIMC Executive Director [_chriss@iimc.com](mailto:chriss@iimc.com)

Management's Update

On March 2, 2016, the Board of Directors via teleconference approved the CTF report and moved to proceed with distributing the Amendments to the membership. On March 31, 2016, the Amendments were posted on IIMC's website and published in the April and the May Digests. They will be voted on during this week's Annual Business Meeting.

ARTICLE VIII

Qualifications, Nominations and Elections

Section 1. Qualification of Candidates for Vice President

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

- A. Be an IIMC member for at least three (3) years.
- B. Have served on the IIMC Board for three (3) years prior to time of election.
- C. Have served at least three years as a Municipal Clerk or other office as defined in Article II, Membership, Section 2 A.
- D. Have attended at least two Annual Conferences. Attendance may include the conference at which the candidate's term would begin.
- E. Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member during the term of office, which shall include terms as President-Elect, President and Past President.
- F. Provide written support of candidacy from the legislative governmental body they represent.

The Task Force voted against (6 to 1) employing a Region Rotation process regarding the incoming Vice President. The Task Force also voted that the current process of electing the incoming Vice-President was fine as presented in the current Constitution and that they did not have any recommendations for a new process.

Amend IIMC Constitution, Article XIV, Amendment, by substitution:

| Current Language | Proposed Language |
|--|--|
| <p>A. Proposed Amendments to the Constitution shall be made in writing, setting forth the particular change or changes proposed and shall be filed with the Executive Director and the President.</p> <p>B. Proposed amendments filed in accordance with the provisions in Section A above shall be submitted to the membership for consideration when filed under either of the following procedures:</p> <ol style="list-style-type: none"> 1. A copy of proposed amendments, with the name of the author, who shall be a voting member, and a statement of the reason the proposed changes are being recommended is filed in sufficient time to be published in the News Digest not later than the month immediately preceding the month of the Annual Conference; or 2. A copy of any proposed amendments is filed in sufficient time to be posted in a prescribed place prior to the official | <p>Section 1. Proposed amendments Proposed amendments to the Constitution shall be made in writing, setting forth the particular change or changes proposed and shall be filed with the Executive Director.</p> <p>Section 2. Membership Notice and Consideration When filed in accordance with Section 1, the proposed amendment shall be submitted to the membership when filed under the following procedures:</p> <ol style="list-style-type: none"> A. It is determined that if the proposed amendment is adopted, it will not have a negative impact on the organization or its finances as determined by the Board. B. A copy of the proposed amendment, authors' names, intent and explanation are filed by February 1 in time to be published in the March <i>News Digest</i>. C. The proposed amendment's merit is discussed and evaluated with the attendees at the Annual Business Meeting. |

| | |
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| <p>opening of the Annual Conference. Amendments so filed shall include the proposed amendment, the existing language being changed (if any), an explanation of the urgency of the amendment, and a statement explaining the intent of the proposed amendment. The posting shall include the name of the author, who shall be a voting member, and the name of at least one other voting member who supports the change.</p> <p>C. Amendments to the Constitution shall be presented to the membership at the Annual Business Meeting. Amendments presented shall require passage by two thirds of members present and shall be submitted to the membership for ratification as outlined in the following paragraph.</p> <p>Amendments approved during the Annual Business Meeting shall be mailed (or transmitted by electronic methods when feasible) to the entire membership for ratification. Members shall have 90 days from the adjournment of the Annual Business Meeting to return a ballot on the proposed amendment. The amendment shall be considered ratified if two thirds of the ballots received by 5:00 p. m. PST on the 90th day following adjournment are in favor of the proposal. The effective date of the amendment shall be the 90th day unless otherwise specified. Amendments that do not receive an affirmative vote of two thirds of the ballots returned shall not be adopted.</p> | <p>Section 3. Membership Vote</p> <p>If the proposed amendment is approved by majority vote at the Annual Business Meeting, the proposed amendment will be distributed for a vote by the entire membership. Members will have sixty (60) days following the Annual Business Meeting to vote on the proposed amendment.</p> <p>The constitutional amendment shall be adopted if two thirds of the votes cast are in favor of the proposal. The effective date of the amendment will be the 61st day following the Annual Business Meeting, unless otherwise specified.</p> |
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INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors

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

Date: April 8, 2016

Subject: Year-end Budget Report



Background

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

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

The annual Budget and Planning Committee 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 – 2015 year-end Independent Auditor's Report, prepared by GYL Decauwer LLP, will be on the Agenda for discussion. The report provides a comprehensive overview of the Organization's financial position. Also part of the Agenda's discussion will be the projected year-end 2015 financials and the first quarter 2016 report.

Financial

At our August Budget meeting and the mid-year Board meeting, we projected 2015 to end the year in a deficit of \$34,511. However, a financial turnaround helped IIMC's **December year-end 2015 to reflect a projected (pending Auditor's final report) Net Profit of \$74,894.**

There are three main reasons for the turnaround from a negative to a positive year-end budget:

1. MCEF's Policy 8 contribution, which we received in December, was increased from the original budgeted amount of \$35,000 to \$64,000. The increase of \$29,000 is the most we've ever received from MCEF;
2. We also received an unprecedented amount of membership dues in December, amounting to \$103,000. To compare, in December 2014, membership dues were approximately \$26,000. The increase of \$77,000 was not anticipated; and
3. A decrease in expenses has eliminated the projected deficit for 2015.

Everyone should be extremely pleased with the fund balances in the Restricted Reserves that, at last count, exceeds \$529,000. 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 have greatly improved and our thanks go out to all who worked so diligently to turn the finances around.

Budget and Planning Committee Oversight

Apart from this Committee's goals and objectives, it also acts to provide oversight to Management regarding unforeseen areas that affect finances. For example, this past year, Management sought out the Committee's counsel regarding the Headquarters' building: 1) the need to build two self-locking doors on the first floor to prevent future damages to the tenants' restrooms since the wide open area invites the homeless to seek shelter at night; and 2) installing building signage for our current tenant.

Since these two items were not part of the budget, but would be considered capital expenses, the Committee weighed in on Management's report and costs and made the recommendation to move forward providing the Board approved of the expenses and reasons behind the moves. The Board agreed with the Committee's recommendations and approved moving forward with the plans. That report was sent to the Board in November 2015.

Summary

The financial image of the Organization continues to improve each year. Consistent and significant communication helps with oversight, and an unwavering commitment from all maintain the Organization's financial structure and health.

Recommendation

The Budget and Planning Committee recommends the adoption of the proposed financials as submitted and the Auditor's report.

Management's Comments:

We thank the committee for their diligence and recommendations to the budget. Management agrees and recommends that the Board approve the projected 2015 budget and the Auditor's report. 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. We look forward to our Budget and Planning meeting this August.

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: April 1, 2016

Subject: Education and Professional Development Committee
Final 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. Since the Mid-Year Report, the Committee conducted telephone conference calls on February 3, 2016, to discuss proposal (a) and on March 16, 2016, to discuss proposal (b). Summary reports of the Committee's discussions are attached for your review.

(a) **Proposed Learning Assessment Policy**

A proposal to amend the Institute and Education Guidelines to allow for a learning assessment tool to be completed by program participants during class time.

(b) **Proposed Online Learning Guidelines**

A proposal to develop guidelines for Online Learning providing for three distinct types of online learning courses: fully online courses, online hybrid courses, and web-based seminars (webinars)

Financial

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

Summary

The Committee continues to be 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

The recommendations are as follows:

(a) **Proposed Learning Assessment Policy**

Approve the amendments to the Institute Guidelines and Education Guidelines and approve the In-Class Learning Assessment Tool for use by institutes and instructors.

(b) **Proposed Online Learning Guidelines**

Support the proposed Online Learning Guidelines.

Management's Comments

The department thanks this committee for the efforts and feedback on all of the above in addition to items discussed prior to the mid-year meeting. Please note that the Assessment Policy has already been approved by the Board and no further action is required at this time.

The Proposed Online Learning Guidelines will require further research and discussion before presentation to the Board for consideration. Therefore, we are requesting additional time to complete this research and discussion with the Institute Directors and new Education and Professional Development Committee. This proposed policy will be ready for presentation to the Board at the mid-year meeting in November, 2016.



International Institute of Municipal Clerks

Education and Professional Development Committee – Proposal A

TO: IIMC Board of Directors

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

DATE: February 3, 2016

RE: Proposed Learning Assessment Policy

Please accept this memorandum as a report and recommendation on behalf of the Education and Professional Development Committee regarding the above referenced matter discussed via telephone conference call today, Wednesday, February 3, 2016.

Attendance: Kerry Bush, Shannon Corin, Sandy Paul-Lyle, Kassie Van Remortel, Mary Johnston, Tony Russell, and Camilla Pitman. Absent: Karen Barrow, Sharon Cassler, Nyota Figgs, Margaret Hawker, Gil Litov, Kathleen Montejo, Robert Ritsema, Debi Wilcox, and Lori Wilcox.

Proposed Learning Assessment Policy

Dr. Jane Long presented a proposal to amend the Institute and Education Guidelines to allow for a learning assessment tool to be completed by program participants during class time. An objective for the proposal is to assist in assuring learning is taking place and participants are comprehending the information being presented to them in class. The proposal allows for the learning assessment to be completed in class, giving participants an opportunity to discuss the class information with fellow participants, and the ability to turn the assessment into the instructor upon leaving the class. It is this Committee's understanding the assessment will be optional to the Institute Director hosting the class and the hosting institution or organization will have a choice of using the assessment for individual classes or an entire program.

Committee members expressed positive comments regarding the amendments and the assessment tool and found the assessment to be helpful for the participants to jot down information, build a plan, and turn in the assessment at the end of a class. Committee members shared comments regarding use of the assessment for both shorter and longer classes, and some found the assessment to be more beneficial for longer classes, such as Advanced Sessions and Athenian Dialogue Sessions.

A recommendation was made to add language to the assessment form requesting the assessment be distributed at the beginning of the class.

In summary, the Education and Professional Development Committee recommends approval of the amendments to the Institute Guidelines and Education Guidelines and approval of the In-Class Learning Assessment Tool for use by institutes and instructors, as presented.

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



International Institute of Municipal Clerks
Education and Professional Development Committee – Proposal B

TO: IIMC Board of Directors

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

DATE: March 16, 2016

RE: Proposed Online Learning Guidelines

Please accept this memorandum as a report and recommendation on behalf of the Education and Professional Development Committee regarding the above referenced matter discussed via telephone conference call today, Wednesday, March 16, 2016.

Attendance: Karen Barrow, Sharon Cassler, Mary Johnston, Kathleen Montejo, and Camilla Pitman;
Email comments received from: Kerry Bush, Sandy Paul-Lyle, and Robert Ritsema

Absent: Shannon Corin, Kassie Van Remortel, Nyota Figgs, Margaret Hawker, Gil Litov, Tony Russell, Debi Wilcox, and Lori Wilcox.

Dr. Jane Long presented an overview of the proposed guidelines for Online Learning providing for three distinct types of online learning courses: fully online courses, online hybrid courses, and web-based seminars (webinars). Among other things, Dr. Long commented on recommendations to provide for definitions distinguishing between the webinars and other forms of online learn and clarification between the 10% percent offered as alternative methods of learning and explanations for other forms of online learn. Dr. Long referred to the “No Clerk Left Behind” mindset in developing the guidelines and stated the guidelines will help to develop and build a foundation for online programs especially for those who do not have educational opportunities available in their area or the funding to travel for those opportunities.

The Committee was provided with draft guidelines dated March 1, 2016, for review prior to the meeting. Suggestions given during the meeting included adding the language “(40% percent)” in reference to 24 points under proposed changes to the education guidelines, adding the requirement to complete a learning assessment under the Online Hybrid Course, and requiring pre-approval for webinars.

In summary, the Education and Professional Development Committee supports the proposed Online Learning Guidelines with the recommended suggestions as provided.

On behalf of the Committee, I would like to thank Dr. Long, Ashley, and Kellie for their diligent work during this process. Because of the work completed thus far, IIMC is moving towards better educational opportunities for its members. Dr. Long has kept our Committee very busy and productive during the year. It has been a pleasure serving as Chairman.

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

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.

Due to the tragedy of the Brussels bombing, in the Symposium has been put on hold. Our thoughts and prayers continue to be with our fellow colleagues and the citizens of Brussels.

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 will man a booth at the conference, promoting the 2017 Study Abroad Program and future Symposiums.

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

This item was completed and reported on in the mid-year budget.

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 approved the policy at the mid-year board meeting and Executive Director Shalby is working on the planning of the 2017 Study Abroad. The Committee recommended that the Study Abroad be held in Montreal in alignment with the 2017 conference.

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.

Attached are the results of the survey and the recommended actions by the IRC. We are committed to assisting in any manner that will create an atmosphere of greater inclusion with our colleagues in Region X.

Summary

The IRC completed its assigned goals and has enjoyed working toward building relations with our colleagues abroad.

Recommendations

It is recommended that the Board review the Region X survey results and recommendations and direct future Committees to assist in continuing these goals. On behalf of the entire IRC, we thank President Simmons and the IIMC Board for the opportunity to serve.

Management's Overall Comments:

We thank the committee for their efforts in providing their input and perspective on the Region XI Symposium. The committee has a permanent booth in the exhibit hall to promote all things in Regions X and XI. The Board approved the 2017 study abroad program for Montreal. The City of Montreal's Tourism Bureau will be exhibiting in Omaha to promote the city for next year's conference. We're also in touch with the Bureau regarding the study program and we will begin to promote the program once we finalize the details this summer. The 2015 study abroad program held in May 2015 prior to the conference in Hartford was deemed a success.

Management's Comments/Recommendations – Region X Survey:

Survey Recommendations

1. The most prevalent concern throughout the survey was the USA focused content of IIMC. Therefore we recommend holding several educational sessions specific to Canadian members.
2. A broader representation of subject matter such as Elections, Robert's Rules, Records Management, might ensure that representation on the panel is from Canada. This would allow for more audience participating from Canadian members.
3. Increase presence at provincial clerk associations as seen by IIMC's attendance at Alberta Municipal Clerks Association in 2015. This is an opportunity to profile the benefits of membership in IIMC.
4. Encourage provincial clerk associations to pursue the IIMC Course Review process so that association courses will be eligible for certification points. This would allow those who are unable to travel nationally or internationally the opportunity to receive certification points towards the CMC and MMC designations.
5. Set up a grant program to assist with those whose municipality may not be able to afford conference and travel costs.

The International Relations Committee did a nice job creating and delivering the survey's outcome. The results produced a 30% response rate from the Region's total membership. IIMC Conference sessions are not specific to any state, province or country, but provide a general overview of Clerk related subjects. This year's conference features several Records Management sessions and a parliamentary session and other topics beneficial to the entire delegation. **NOTE:** 63% (42) responded –**Yes** - to the question: Do you feel that most of the IIMC Conference content and session apply to Region X members?

In the past years, IIMC signed affiliation agreements with AMCTO (Ontario) and LGMA (British Columbia). IIMC makes a concerted effort to attend their conferences. This year, the Board approved an affiliation agreement with the Alberta Municipal Association. In 2015 and 2016, Presidents, Young and Simmons, respectively, attended Alberta's conferences. Prior to the past two years, the last IIMC visit to the Alberta Conference was in 2005. Since the agreement with AMCTO in 2012, IIMC had representation at all their subsequent conferences.

This June, President-Elect Buttiglieri and ED Shalby will attend the AMCTO conference in Ontario. Last October 2015, Vice President Kayser attended the LGMA conference in BC. As IIMC develops more affiliations with Region X associations, IIMC's presence in Region X will grow. **NOTE:** AMCTO has been attending IIMC annual conferences since 1987 in an unofficial capacity. IIMC has attended AMCTO conference since 2003.

As for the course review process, we agree with this recommendation and encourage all associations to put their conferences and training programs through the Course Review Process. Doing a pre-approval on an association program, allows IIMC staff the opportunity to approve a program for CMC Education or MMC Advanced Education points rather than CMC Experience or MMC Professional Contribution credit only, and often for a higher point value. Please note that pre-approval is not required for IIMC Approved Institute programs in Region X.

Currently, no Region X associations submit their programs for pre-approval meaning that all course approvals are done during the individual member's CMC or MMC application process. This requires the individual to submit full content of the program which is not always readily available to the participants and is usually handled by the association. This also results in an approval for CMC Experience or MMC Professional Contributions credit only. Putting a program through the Course Review Process allows the individual applicants to have more options when placing the programs on their Application for Designation and often results in a higher point value.

The Course Review Process requires a template to be completed for each individual session offered during a conference, program, etc. The most efficient way to have these templates completed and lessen the workload for the association is for the session facilitator to complete the template at the time the association hires them to present. Once all session templates have been collected, the association would submit the packet to the education department along with a sample of the learning assessment tool that will be used. The department asks associations to submit at least 10 days prior to the program, but most requests are completed with one week. Submitting early allows the education department to provide a point total for the program which can also assist the association in advertising and increasing attendance.

IIMC offers two Conference Grants per Region, and a \$1,000 Region Stipend, which in 2015, was provided to the Alberta Municipal Association to use toward an education program.

If the Board is interested in growing this Region, then it needs to task staff to generate viable options on how we can better communicate and market IIMC to Region X members. Our Education Department with Dr. Long is already at work researching how we can be better providers of Clerk education to members in Regions X and XI. Dr. Long is working with a small group of members, Institute Directors and Region Directors from both Regions to create regarding International education.

As we stated, we believe the survey was extremely positive. However, we feel we can do a better job of marketing. With Region X being one country, it is difficult for the Region Directors to cover this much territory. In the coming months, it may behoove IIMC to research the feasibility of using a Region X consultant, similar to the Region XI consultant, to work with us to help traffic communication, education and grow membership.

Survey Recommendations

1. The most prevalent concern throughout the survey was the USA focused content of IIMC. Therefore we recommend holding several educational sessions specific to Canadian members.
2. A broader representation of subject matter such as Elections, Robert's Rules, Records Management, might ensure that representation on the panel is from Canada. This would allow for more audience participating from Canadian members.
3. Increase presence at provincial clerk associations as seen by IIMC's attendance at Alberta Municipal Clerks Association in 2015. This is an opportunity to profile the benefits of membership in IIMC.
4. Encourage provincial clerk associations to pursue the IIMC Course Review process so that association courses will be eligible for certification points. This would allow those who are unable to travel nationally or internationally the opportunity to receive certification points towards the CMC and MMC designations.
5. Set up a grant program to assist with those whose municipality may not be able to afford conference and travel costs.

Survey Summary

Total Number of responses = 82

What is your main reason for being an IIMC member?

- The networking
- Having a designation in the profession
- Certification
- Network and certification
- To get and continue my CMC accreditation
- Shared interests, support, pride in position
- Resources, learning opportunities and networking
- Interested in maintaining network of municipal clerk professionals and friends
- To retain my CMC designation I also served on the Board of Directors which gave me insight to the organization so I still take personal interest in the IIMC and its activities
- To observe the way other countries run their associations and to obtain knowledge and information that I may use in my capacity as CAO
- Necessary for my job
- International perspective on the role of a Municipal Clerk
- Networking, sharing advice and experience
- To network with other City Clerks on an international level
- Professional development and networking. Having the designation is beneficial.
- I would like to begin the process order to obtain the MMC.
- Networking with others in the profession
- I'm embarrassed to say I don't take advantage of my IIMC membership. I have the idea that one day I'll attend the conference and follow up on certification but so far I haven't made the time for it.

- Professional development
- Career opportunities
- To stay in touch with trends in the profession and to maintain a networking circle
- To keep up to date on developments that affect the role of the Clerk
- Professional development
- Education, learning, networking
- Retired Municipal Clerk wishing to keep touch with the association.
- I am seeking out a professional organization that supports my personal and professional development
- Networking and belonging to an association of similar professionals
- To obtain CMC designation
- To enrich myself through education and networking opportunities via my professional association
- Information and education
- To connect with other municipal clerks on an international level
- Designation and recognition
- Membership provides an opportunity for municipal clerk accreditation
- To support my profession
- Keeping in touch – a retiree
- To maintain CMC
- Provides a great resource of information and assists in my professional development
- Professional development. Designation.
- Job
- Education
- Networking with other Municipal Clerks, information sharing and gaining experience and education
- Networking and education
- Certification
- Receiving information relating to municipal matters
- To have credentials to aid in career advancement
- I recently became a Deputy Clerk and hoped to grown my knowledge base through IIMC
- Accreditation and advancing my career
- To stay connected with clerks internationally]
- Professional development
- I liked the conferences and the CMC designation
- Was in the role of clerk
- It is a respected organization and affords me the opportunity to learn from other clerks and seek out opportunities for networking, certification, and on-going education
- To associate with fellow Clerks and learning opportunities
- Working towards accreditation for CMC and MMC
- I am interested in the training and accessing conference and other papers; also sharing information and solutions with other clerks
- Networking and having resources for research

- I serve as our City Clerk, so I have the membership to support my professional development in this field. I also have my MMC, which requires membership with IIMC.
 - Personal development
 - Networking opportunities and education.
 - To obtain and hold my CMC
to keep up on current best practices and relevant information
 - New member that is looking forward to educational type opportunities offered through IIMC
 - I feel it is important for City Clerk's to be part of a professional association.
 - Educational and networking opportunities Working towards CMC
 - Continue to learn and better my skills as a City Clerk
 - attending annual conference and networking
 - Educational opportunities, conference
 - I am retired now but I joined originally for the opportunity to meet others in the municipal government field to learn from their experiences and to be able to serve my Council better.
- Professional Development
- Learning and sharing with those in a similar profession.
 - Education, engagement, interaction
 - The opportunity to achieve my Certified Municipal Clerk designation.
 - To gain CMC status (and possibly MMC)
 - To have a designation
 - To obtain the CMC designation so that I can be kept up to date with the functions of my role in Local Government.
 - Education
 - To obtain my CMC designation which is beneficial for succession planning
 - To keep abreast of best practices and emerging issues in municipal clerk matters.
 - Professional development opportunities, education, I would like to get the CMC credential eventually
 - Access to a relevant designation
 - Networking and recognition of being a part of a group of municipal officers that strive for ethics, professional development and betterment of their community
 - Training & networking opportunities

Do you feel your current IIMC Membership offers:

| | Yes Definitely | Possibly | Unsure | No | Response Count |
|-----------------------------------|----------------|----------------|----------------|--------------|----------------|
| Value for Money | 48.15% (39) | 32.10 (26) | 16.05% (13) | 3.70% (3) | 81 |
| Tailored communications from IIMC | 34.57% (28) | 48.15% (39) | 8.64% (7) | 8.64% (7) | 81 |
| Good networking opportunities | 42.68% (35) | 40.24% (33) | 13.41% (11) | 6.10% (5) | 82 |

| | | | | | |
|---|----------------|----------------|----------------|--------------|----|
| Taring and development opportunities | 40.74% (33) | 39.51% (32) | 16.05% (13) | 4.94% (4) | 81 |
| An international perspective on your role | 58.75% (47) | 28.75% (23) | 10.00% (8) | 5.00% (4) | 80 |

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

- Some of the education is so focused on USA
- I can not afford to travel to the conferences, which seem to always be in the States (and not the Western ones) although I do have a goal to get to one soon. I need to become more involved in the IIMC to reap the benefits more.
- I just became a members last month
- I am currently in a CAO role so not getting the value for money that I might have as a Clerk. Also, I am not seeing a lot of communication relevant to Region X.
- I find that sometimes the Canadian perspective is missing.
- Being in Canada, sometimes feels a little disconnected but that may also be lack of time on my part to sink my teeth into difference areas of your association.
- I just recently became a full member, thus in the past I have not been fully involved in the IIMC when I was an 'additional member' from this Municipality. Thus I have not taken advantage of opportunities presented.
- I am new to the association. I have not experience any of those things.
- I receive your communications and don't find that they are in a format where you can easily find what you are looking for.
- I am from outside of the US and many of the IIMC's programs are tailored towards US municipalities.
- Same as my earlier comment – to date I haven't taken advantage of any opportunities afforded by my memberships.
- Conferences and Seminars are focused on Clerks issues from the United States
- I am a new member and have not had experiences with training available from the IIMC
- The cost to attend the conference and add the educational series does stretchy my training dollars and the declining Canadian dollar further erodes the training dollars.
- I do not believe we market the IIMC internationally effectively. For example, City Clerk's in Quebec not aware of the Association
- There seems to be little intercommunication, networking and other strategic partnerships between IIMC, the Newfoundland & Labrador provincial municipal clerk/administrator association (PMA NL) and IIMC members within the province. I believe with most likely such a small provincial membership base in Newfoundland & Labrador, IIMC should automatically share with members, particularly new members, the contacts for all other members within the province to help foster a better professional network.
- If you do not attend the conference, the IIMC offers not offer any networking
- In my current role I am not as active as I was previously.
- Some of the training opportunities are more US based and not applicable in Canada (Region 10).

- So far the offerings have been located so far away from where I am located that I am unable to attend.
- Little offered on the 123's of being a clerk, running meetings, elections; the core duties of being a clerk in Canada.
- The focus of IIMC is still very much USA. Effort is being made to incorporate other areas.
- Just haven't explored these options within the organization yet.
- It's not feasible to attend some of the educational opportunities provided by IIMC, and it is not always clear what opportunities that are local within our region will count toward CMC designation.
- With the large size of the membership and the broad scope of the interests of members from various regions, there will always be compromise in order to try to appeal to the largest number of members. I do believe that a lot of the education sessions offered tend to be based on an American perspective, which is often not relevant to Region X members.
- Utilize Provincial Programs for information and training in the Province of Ontario.
- I'm not terribly active within IIMC so paying the annual dues primarily helps me retain my MMC designation.
- Being in Canada, we do not have the membership of the US, nor the interests. A handful of members across this vast country does not accumulate to a lot of synergy.
- So many of the issues are specific to smaller municipalities and we have some bigger municipalities that don't get a lot of attention. We have some different processes and functions sometimes that aren't interchangeable. It is a lot of information to weed through to find relevant information for our municipality.
- Due to geography
- No longer a clerk
- I have not taken full advantage of the services offered.
- No assurance of extent of benefits
- The region I belong to is very small compared to the regions in the United States, so most of the information is not relevant to us here in Canada where the legal aspects are concerned. However, there is other information provided which does apply to Canada, so it is still useful in many ways.
- I have not found the web site easy to navigate, and just not sure what is available in terms of what I want
- Because you do not hold or participate in Canadian conferences or seminars and you do not make reasonable decisions on applications for CMC.
- There are not sufficient training opportunities for Canadian Clerks. In the USA there appear to be many more training opportunities.
- Being situated in Canada, I don't come across very many networking or educational opportunities (outside of the annual conference that generally takes place in the US)
- Am retired and do not use those services
- I answered possibly to 'tailored communication from IIMC' because the communication message is broad and as our government structure and legislation is different from that of the US, it is not expected that IIMC would tailor the communication to Region X.
- Region X doesn't get together as a region.
- I'm a new member and have yet to fully explore the benefits that IIMC has to offer

- There is little if any local events or IIMC presence (admittedly difficult to do), and the communications often feel foreign.
- There doesn't seem to be a very cohesive Canadian membership – it's a nationwide region and so without provincial chapters (local government is a little different in each province) the region is almost too large.
- I answered possibly because I am not aware of another program to compare IIMC with.
- I miss the articles that were included in the hardcopy magazine that went out – there is nothing like that in the online version
- Almost all education activities and newsletters are written from the American context.
- Not sure what I have seen that has been specific to Canada.
- Most opportunities for networking are offered outside of Canada.

What benefits do you get from your current IIMC membership?

- Connections
- As a retiree, I enjoy seeing what's going on in the Clerks field.
- I gain valuable information and resource materials if needed; and I also get to keep my CMC designation
- I appreciate the educational, certification opportunities
- As previously stated I just became a member and have yet to take advantage of any of the benefits
- As a retired member I am able to keep updated on the business of the organization and keep track of many colleagues I had to the pleasure and opportunity to work with
- I retain a designation as well as some lasting friendships as a past board member. Also like to see the progress of the association
- Networking with fellow Canadian Clerks, as opposed to those just in my province
- When I have the time I like to read the briefing to see how municipalities handle the same issues that we have
- IIMC e-Briefings, News Updates, voting rights, invitations to conferences and events
- Information sharing
- None, at the present time, which may result in my membership renewed in 2016 – I don't see enough information re: Canadian members
- Excellent networking opportunities; educational opportunities; sharing knowledge
- Same as above
- Career recognition
- Information on current issues affecting Clerks – a network of professionals to access for information – education opportunities
- Professional development, education
- Membership on the Legislative Committee
- Ability to follow the Municipal Clerk's field during retirement
- Having only attended one annual conference the quality of the speakers is very high. The networking opportunities is invaluable and the regular communication is informative.
- Networking and colleagues all doing similar work and facing similar change, challenges etc.
- Education opportunities, regular email updates, accredited municipal designations (CMC, MMC)

- Informational and education
- News and information non what's happening
- Education benefits; networking; resources; general and specific information in relation to a municipal clerk
- Keeping current on local government issues
- I hope to obtain the CMC designation in time.
- Networking, comparative information
- Certification
- Networking/training
- Sharing best practices, networking, learning
- Networking, education, information
- Conference attendance, networking opportunities
- Certification, conference, networking
- The benefit is information that I can utilize in respect to my position with the municipality.
- My MMC designation, also some interesting articles
- Accreditation.
- Chance to see how other municipalities deal with certain issues and share ideas and hear latest technologies and techniques for doing things
- Knowledge
- None
- Respect; recognition; networking; opportunities to network and share
- Learning experiences and knowledge
- It allows me to maintain my MMC designation, which is important to my role here
- Nothing as yet – I had hoped to be able to access conference papers and presentations, but they are difficult to access after a certain date
- Education and networking
- Knowledge of activities which may be of interest. Professional opportunities
- Certification and networking
- Very few benefits as I have been stalled and given unreasonable road blocks in obtaining my CMC.
- Some networking, resources, etc.
- The networking opportunities have been fabulous. The conference is value added educational opportunities to see how things can be done differently than in Canada.
- There is opportunity to network however have not taken full advantage
- Access to educational opportunities, conference
- Keeping up to date on what the IIMC is doing, reading
- Newsletters, conference, and a sense of belonging to a worldwide organization dedicated to supporting the work of Municipal Clerks.
- Professional designation.
- Still determining. I like the education program and the networking and information-sharing opportunities that come with membership
- Being part of larger community focused on similar issues.
- A designation that is recognized as having met educational and work experience requirements.

- I get the magazine with informative reading as well as the status of being a member.
- Up to date information on CMC requirements
- Access to educational opportunities, conference and networking
- Some glimpse into perspective of other jurisdictions.
- I am a relatively new member and have not taken advantage of learning opportunities as I am also in another school program
- Networking, and professional development are the two key benefits.
- Motivation and inspiration
- Hoping to eventually benefit from CMC designation. Difficult to do when all conferences are outside of Canada.

Does your organization fund your membership?

| Answer | Response |
|--------|-------------|
| Yes | 90.91% (60) |
| No | 9.09% (6) |

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

- None – the town is small and our office has only one employee.
- Our organization is small. I am the only corporate officer (clerk). I would like to provide more education to the rest of my management team and bring awareness of the IIMC
- My successor isn't as active as I have been with IIMC, but does follow the business of the organization via News Digest. The IIMC should make stronger contact with the Assoc. of Municipal Administrators of Nova Scotia to try to recruit some new members from Eastern Canada
- Currently we focus our investment of training dollars in domestic training rather than international. As a result there is no opportunity to increase IIMC membership. As well, Canadian designations carry more weight.
- More organization fund my membership and my Deputy's membership. I do not believe they would fund additional positions to be members.
- Mostly education to inform fellow Clerks
- None at his point as I don't benefit from it and they are waiting to see what benefits I receive from being a member and I really can't put my finger on anything at this time.
- Currently all staff within my municipality are registered as an IIMC member
- None at the moment. There is only municipal clerk employee.
- Few. Small Clerks staff means that others can't attend conference at same time. I also share info I learn or access
- None. We have a clerk and a deputy both of which are members.
- We are a small municipality with a limited number of staff in the Clerks Department
- Limited staff at CivicInfo BC and no other staff would qualify for membership
- The staff who can be registered as member in the IIMC in our office are already members
- few opportunities exist
- All relevant positions currently have a membership

- We are encouraged to keep ourselves education, this will become my role to encourage membership and education through the organization
- Very limited due to small compliment of municipal staff and municipal Council financial support.
- Due to the way local governments are structured in Alberta and in my current organization, I don't see opportunities for increasing IIMC membership. In BC where I worked previously there are generally more opportunities for this, in my opinion.
- With membership would lead to expectations of conference attendance. Conferences are always far away and costly in US dollars, plus we cannot have many resources away that long, it is frowned upon. We can only afford to send 1 person a year.
- Secondary membership for other Clerk staff.
- There is no other position that would be suited to membership with the IIMC in my organization. Everyone who should be a member is already a member.
- As far as I am aware, membership is currently limited to City Clerk and Deputy City Clerk
- Not possible – not of interest to others and we could not financially provide the opportunities for others.
- Very little as staffing is minimal.
- None. My organization does not care if I am a member. I have to fight for it.
- No other opportunities (both clerk and deputy clerk are members)
- I am new in this organization so for 2016 I will be adding the membership for the deputy Clerk and the Legislative Coordinator.
- Not much
- No opportunity.
- Given our restrictive internal policies, it is unlikely that there would be any increase in membership
- Currently, I'm the only municipal clerk. Our office is too small to have multiple staff in departments so I work on my own.
- Ability to take MATI and PADM courses for necessary points
- Limited at this point but may increase with succession planning
- Small organization, very limited number of interested parties.
- Succession planning and raining opportunities are strongly encouraged.
- Little opportunity as we are an extremely small organization with very limited staff, resources and budget.

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

- Local networking
- I think retired members in particular could/would be valuable resources people for presentations at conferences or committee work. It might be worth a discussion again at the Board level to revise the constitution to permit retired members to serve on the Board
- Continue to increase training opportunities relevant to Region X Clerks. Also, broader training that crosses other boundaries in municipal management.
- More Canadian content Canadian Zone X conference for organizations not as willing to fund conference attendance outside of Canada

- Would love to have the opportunity to attend an annual conference but funds are limited. However, I did notice that in 2017 you will be hosting the conference in Quebec, which is still far away but a little more achievable. Perhaps the association could consider looking at Ontario as avenue as well. Just my 2 cents.
- I need to see where Canadian members are benefiting from being members of your organization – as all I see I information re: U.S. membership and the Canadians are left to the end or as an after thought
- Additional online educational opportunities
- More Canadian content
- An online 'Career Centre' style offering. What I mean by that is offering education and resources such as resume development, marketing through social media, etc.
- Satisfied with current benefits
- The past conference was not enough days...old format was better received.
- Perhaps some on-line courses.
- More local training opportunities
- More Canadian content
- Online courses for credit toward the CMC
- More informational databases on current practice
- More online documentation on website including guidelines FAQs on being a clerk, sample legislation
- Adjustments to the CMC and MMC designations so it is easier to understand and apply if you are not in the US
- Region X Conference, Zone (sub-Region) Meetings and/or educational opportunities.
- I would like to see meetings of our Canadian membership, nothing goes on throughout the year from our membership. We hear of our delegates attending events and conferences but never communicating info or asking for info. Conference calls or emails or something would help. If you don't go to the IIMC conference you are hooped with getting any info.
- A dedicated webpage would be great.
- Conference in Canada
- I need to get going on my certification and spend more time looking at the website and online tools.
- Current level is good
- Easy access to previous conference papers, presentations and videos
- More collaboration between members of Region X. Maybe a mid-year meeting of just Region X members.
- Offer grants to allow Canadians to apply for funding and participate in American conferences.
- Further educational opportunities relevant to the Municipal clerk role.
- Perhaps dedicated mentors in the Provinces to help CMC applicants
- Perhaps a review of educational opportunities like webinars (since membership covers a very large geography) or workshops per Region
- More Canadian content in educational opportunities and some opportunities in Canada
- Network structure within Region X
- More electronic resources to foster community, like a LinkedIn Discussion group for IIMC members.

- Online training
- Clearer education goals, more mentoring, online forum or other ways of meeting without travelling.
- Conferences/seminars within Canada

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

| Answer | Response |
|--------|-------------|
| Yes | 18.18% (12) |
| No | 59.09% (39) |
| Unsure | 22.73% (15) |

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

| Answer | Response |
|--------|-------------|
| Yes | 50.00% (33) |
| No | 9.09% (6) |
| Unsure | 40.91% (27) |

If you answered No to the previous two questions, what are the reasons? (I.e. cost, time away from the office, organization will not pay for international travel, etc.)

- Cost
- Cost
- Cost – my employer pays for my travel expenses and could not afford it.
- Cost, international, lack of awareness of IIMC within the office
- Easier to justify travel in Canada than the US especially with the current exchange rate.
- My organization will not fund travel of that distance for the conference. I did get to the Anaheim and it was a battle to have that approved. My predecessor paid to attend San Antonio, New Orleans, and Rotterdam out of her own pocket. I am not willing to do that.
- Organization will not pay for international travel
- Cost and approval for international travel
- Time away from the office, location far away
- I can't substantiate the return the City will acquire from the costs for the conference
- I'm not sure my organization will fund the travel
- Costs to travel to the US
- Nebraska as a location for the conference does not interest me.
- Office will not pay for international travel
- Retired
- I will most likely be attending but suspect that some of the cost will be a personal responsibility and not all funded by my employer.
- Cost is the major reason, however limited staff plays a minor reason.
- Cost
- Retired
- My organization has 2 IIMC members and only one of us can be away from the office at a time.

- Family requirements
- Budget realities
- Cost, travel time, away from the office
- Our organization send only one individual to IIMC each year. As such, our City Clerk and Deputy Clerk alternate.
- The reasoning in financial constraints of the municipality. I haven't attended a IIMC Conference since 1989 due to family commitments, work schedule and municipal financial support.
- Organization won't generally pay for international travel.
- Cost, US dollar, time away (one week with travel time), too far. It would be nice to have something on the west coast for a change.
- International travel is not approved by Council
- No longer a clerk
- Cost, other conferences, perception of attending an international event
- Cost and distance
- I have not been able to go due to restrictions on international travel
- I would be responsible for all costs and I can't afford it.
- Cost, organization will not pay for international travel.
- The time away and cost are both factors. My organization will cover some of the expenses and looking forward to attending in 2017
- Cost
- At the present time, our municipality has restricted all learning, development and training and as a policy which makes international travel next to impossible. I suspect I would have to self-fund in order to attend in 2016.
- Other competing conference – and are limited to how many one can attend. Previous attendance was not positive.
- My organization wouldn't support international travel.
- Distance is a factor.
- Costs, but also relevance. I need more than soft skill seminars to travel a distance.
- Time away and funding. I would possibly attend if it was held on the mainland or Vancouver Island
- Travel costs as well as limited budget and capacity to attend all the events associated with my position.
- I can really only afford to attend one. Attending in Canada makes sense but I'm not opposed to going to the US for a conference.
- International travel is highly cost prohibitive.

Do you feel that most of the IIMC Conference content and session apply to Region X members?

| Answer | Response |
|--------|--------------|
| Yes | 63.64% (42) |
| No | 36.36 % (24) |

If you answered No to the previous question, please explain.

- Much of the content is USA focused, or focused on lower level of experience/education
- The sessions are for the most part relevant to Canadian Clerks. The number of members who attend a conference in any year is quite small so “Canadian Specific” topics would probably be difficult. More effort to attract new Canadians would be beneficial and Region X Directors should be dispatched to recruit potential members in areas other than BC and Ontario
- In past much of the education content was around records management and agenda setting etc. I know there have been more recent emphasis on broader management skills which is good. The role of the US Clerk and the Canadian Clerk can be somewhat different.
- I don’t know about ‘most’ but I do find that there is enough difference between the roles of the Clerks in US and Canada, especially with the elected Clerks, and differences in some of the legislative pieces, that the facilitators have been unable to answer some of the questions from the Canadian municipalities.
- It’s very hard to find any information regarding Canadians
- There is a tremendous amount of American only related content in both the conference and regular offered educational sessions.
- So very few courses dealing with specific duties of Clerk. Some on Records Management and Ordinances which were good but none on elections and none on meeting management etc. other than Eli Mina in Academy. Leadership and other courses are great but want some devoted to what Clerks do.
- Most do not directly apply. That being said I can always take something away from the presentation.
- While some content is definitely tailored to the US, we can usually find sessions that focus on leadership that applies. Sometimes conversation and sharing is high-jacked by topics that pertain only to US participants.
- They tend to be based on American legislation, job roles and functions.
- Canadian legislation is different from American.
- Need to have additional Canadian content
- The content is often based on American law and practice.

What content or sessions would you recommend be included, that are specific to Region X Members and/or members who are not in the U.S.?

- Leadership skills, different government models worldwide, legal
- Municipal reform and amalgamation of units and examples of areas using shared services agreements are a timely topic in the Canadian municipal structure
- Changes in legislation in the Canadian context. Municipal law updates that have a Canadian focus. Talent management as many Clerks manage staff and hire and fire. Performance review best practices.
- I think the session topics are universal. For me it is the presentation material or answers to questions that are not always transferable outside of US.
- Some content regarding municipal legislation in the Canadian provinces
- Canadian legislation updates, more on current Canadian municipal issues
- For those of us interested in travelling through our careers, maybe education about requirements to work in various countries. For example, I would be interested in applying for Clerks jobs in the USA, am I even eligible to do so and if so, what hoops would I have to jump through to make it

happen? Also, any Clerk requirements that may be outside the norm of what we are used to in the US/Canada and the same 'red tape' type hurdles mentioned earlier, for other international countries.

- Leadership and parliamentary procedures are always helpful skills to brush up on.
- Marketing and Communications needs to be escalated so municipalities are aware of the content of the sessions. There is an old perception that much of the sessions are geared to American legislation. Legislation changes from province to province as well as state to state. Our work is all very similar regardless of the state, province, country...we are facing similar challenges, changes etc.
- More specific sessions regarding Freedom of Information requests and our local legislation specific to our Canadian provinces
- Elections in Canada/focus on British Columbia Policy and bylaw writing for British Columbia Law for local government in British Columbia
- Topics dealing with records management and FOIPPA
- Meeting strategies, meeting legislation, procedure by-laws, election technology, election management
- More Canadian based information
- A comparative analysis of different legislative frameworks from different nations and/or province/state highlight the strengths and weakness of the various methods. This would help to better understand members from other Regions.
- Lessons learned on universal topics such as citizen engagement, technological advances, elections, etc.
- More Canadian content
- As for British Columbia, we do have sessions here that take into account our laws, so I don't think that the IIMC would need to add anything specific to Canada in its agendas. Even the various U.S. states have different legislation that applies to their local governments' operations, so there is really no way to make everything applicable to everyone.
- Government of Canada initiatives, Ex. New Wastewater Management Regulations.
- Community Charter information or information that can be applied to Canadian legislation.
- Our local institutes and organizations provide the program specific content for Provincial and Canada.
- In my Region, the Provincial Government is going through a lot of legislative reviews so it would be good to have a tailored session on discussion related to all the proposed changes from a legislative standpoint
- Ensure that Canadian content is incorporated into some sessions
- It's hard to say – our region is the whole country and we have differences at the local government level in terms of legislation that is different from province to province.
- Information Access/Privacy
- Strong links to provincial local government education providers; reading lists that include Canadian sources; direct links with Region X members; link into Federation of Canadian Municipalities and opportunities to learn about common concerns across Canadian jurisdictions. Maybe Region X should be divided up a bit. It's a big country!
- Role of weak mayor system in most of Canada and what (if any) this organizational governance model has on municipal clerk in performing their role.

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

| Answer | Response |
|--------|-------------|
| Yes | 80.30% (53) |
| No | 19.70% (13) |

If so, which social media would best interest you?

| Answer | Response |
|-----------|-------------|
| Facebook | 52.83% (28) |
| Instagram | 7.55% (4) |
| Twitter | 32.08% (17) |
| Blog | 16.98% (9) |
| Flickr | 0.00% (0) |
| LinkedIn | 64.15% (34) |
| Pinterest | 0.00% (0) |

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

| Answer | Response |
|-------------------|-------------|
| Email | 89.39% (59) |
| Dedicated webpage | 33.33% (22) |
| Other | 1.52% (1) |

Is the Region X Newsletter beneficial to you?

| Answer | Response |
|--------|-------------|
| Yes | 68.18% (45) |
| No | 31.82% (21) |

Do you find the IIMC e-News Digest useful/interesting?

| Answer | Response |
|--------|-------------|
| Yes | 86.36% (57) |
| No | 13.64% (9) |

If no, why?

- I haven't received Region X Newsletter, I receive the IIMC E-Briefing
- Doesn't really apply to Canadian members
- Would welcome Region X Newsletter emailed to me. OR to have access from a website
- Sometimes useful. Needs to be more specific.
- There has only been one newsletter (this past April) since I can remember. You are making it out to be like it is a regular occurrence. Newsletter mostly geared towards conference.

- I would like to have articles on technology, business processes. Etc.
- It goes to a general account, so I rarely see it. I'm unsure of the content.
- The content is not interesting, or presented in an interesting fashion. No sure, because the issues we deal with are very interesting!
- Miss the articles from the hardcopy version.
- It's almost exclusively focused on the annual conference.
- Time is an issue in reviewing what is included.

How often do you visit the current IIMC website and for what purpose?

- Not very often
- 3-4 times per year unless something specific requires more in depth research
- Several times per year
- Information, resources
- Weekly
- Rarely. Usually for conference information and Board minutes, ED update.
- Not very often. Usually for questions around education issues/ matters and certifications.
- Time retracts, so not very often
- Seldom
- Occasionally for information searches
- Not very often – I have visited in the past but I didn't find it very helpful or easy to navigate so it's not top of mind when I am looking for information
- A few times a month to check on updates, current news, educational opportunities
- Usually just to read the newsletter.
- Once a year to renew my membership
- 2X per month – for general information
- Once per month for the news digest. Once or twice annually for conference info.
- 1/month
- When I receive an e-mail
- Seldom
- Bimonthly
- Rely mainly on the Region Newsletter and IIMC e-News Digest
- Not often at least 4 times to see the new postings
- About once a month; content
- I don't visit the website often
- Very infrequent
- Not often.
- Issue dependent.
- 2 to 3 times a year for the conference information
- Twice to three times per year
- Rarely. Usually for details of upcoming conference.
- Very rarely. Too busy.
- Regretfully, not very often. Time is a factor.

- Monthly
- Not often and usually to look for ideas and suggestions on a particular issue.
- Several times a month
- None
- Monthly – certification info
- 2 or 3 times a month
- I have used it mainly for information on the annual conference. I access it a few times a year for this purpose.
- Very occasional usage – generally to see what is coming up at the conference
- Monthly – research
- Rarely, maybe be quarterly.
- A couple times a month or contact information and/or conference information.
- Rarely. Trying to get education application and designation information
- Not often
- Not too often – it needs updating
- Not very often actually – should do more often
- Not that often
- Monthly
- Twice or three times monthly to check in on information updates.
- Sometimes...get contact information and certification information
- Not often enough
- Infrequently.
- A few times a year – mostly to just look and see if there's anything new
- I visit the webpage occasionally for reference
- Once a month maybe
- Once or twice a month
- I go to look at the newsletter occasionally.
- I have only to get the CMC application underway
- 2-3 times a month – typically issue/matter dependent
- Probably once every couple of months – mostly to try to get that CVC process started. Then it doesn't happen.
- Not often, usually to find out where next year's conference will be held to determine if it is something I can budget for.

Is the IIMC Website helpful and/or easy to use/navigate?

| Answer | Response |
|--------|-------------|
| Yes | 77.27% (51) |
| No | 22.73% (15) |

What suggestions do you have to make it better?

- Some of the articles in recent years are a bit off topic from the more basic articles on core services carried out by Clerks. The wider topics are interesting but basic clerk issues such as elections, governance etc. are of more interest
- I often have difficulty in navigating through the website and trying to locate information/documents
- Put ALL conference education session info into an education library/resources on the site and build it on a go forward basis for future reference by all Clerks, even those that couldn't attend. Also, we all have our smaller networks that we email for info/advice. Wouldn't it be great if we had an international one through IIMC website? If anyone has a question, post it on the website and members from all over the world could provide responses. AMCTO has tried something similar with some and/or limited success so you could learn from it if that is an idea you would consider pursuing.
- It's difficult to find information without doing a significant amount of digging (clicking)
- Website could be quicker to load and not so many drill downs to locate content.
- I use the civicinfo.ca website when I am looking for information or I contact my network of clerks in my area.
- Include more guides, sample legislation, FAQ's, to make it more useful. Similar to some of the RM docs there.
- Have more Canadian content available that is relevant to our legislation, not just US based information.
- The formatting could be updated
- You have lots of info on what we do, but not how we do it.
- Photos, symbols, search functions that operates on key words and grants access to articles on point; something that allows for research on particular issues.
- Navigation could be better. I still feel like it's tailored to a US user. I also prefer to not have to do member log-in
- It could provide information to help us do our job. Ability to research information. Opportunity to ask questions. A forum that would allow city clerks to converse.
- More resources for clerks. More networking opportunities
- Visually it needs updating. Perhaps forums etc. – but that depends if you get the LinkedIn profile for Region X – which is preferred
- I'd like to see more online course offerings
- Make conference materials available to membership at some point after conference, for a small fee if necessary. Make forms dynamic. Update to move away from popup menus.

Do you follow IIMC on social media?

| Answer | Response |
|--------|-------------|
| Yes | 12.12% (8) |
| No | 87.88% (58) |

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

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

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

Date: 04/05/2016

Subject: 2015/2016 Policy Committee Final Report



The 2015-2016 IIMC Policy Review Committee is pleased to submit its final report. I would like to express my appreciation to each member of the Committee for their work and contribution. Thank you also to President Martinez-Simmons, the Executive Committee, and the Board of Directors for the opportunity to serve IIMC through this Committee. The 2015-2016 Policy Review Committee is comprised of the following members: Mary Lynne Stratta, Vice Chairperson, Edward Benevides, Susan Jackson, Leslie Wallace May, Pattie McCoy, Collen Nicol, Djimmer Petrusma, Lisa Pope, Board Liaison 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 14, 2015 to review these issues. The following discussion and actions were agreed to.

1 - The Quill Award.

The task was to review the awarding of points in certain categories for the Quill Award. The sense of the committee was that a balance needed 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. A subcommittee, headed by Vice Chair Stratta, reviewed the current scoring form and created new minimum and maximum scoring requirements in certain Quill Award categories. Their recommendation was reviewed and accepted by the entire Policy Committee, which whole heartedly recommends that the Board of Directors adopts as well. See the revised Quill Award Scoring Form attached hereto.

Summary. There are no changes required to the Quill Award Policy (Policy Chapter 6.25 Awards – 6.25.50 The Quill Award). The changes are simply to the scoring form.

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

2 – The IIMC Logo.

Policy Review was asked to work with the Public Relations/Marketing Committee on crafting a new policy on the Use of the IIMC Logo. The Policy Review Committee would like to thank Public Relations/Marketing Committee Chairperson Lee Woodward for her assistance and work on this issue.

Two drafts of a new Logo Policy were submitted to the Policy Committee for consideration. A teleconference was held on March 14, 2016 to review the drafts, out of which one proposed policy, incorporating the best of the two drafts, was forged. We believe the proposed Policy Chapter 1.15 – Use of the IIMC Logo addresses the concerns of protecting the Logo from unauthorized and mis-use, as well as provides staff with a guideline to granting use of the Logo as may be requested. The Policy Review Committee, in concurrence with the Public Relations/Marketing Committee, whole heartedly recommends adoption of this new Policy by the Board of Directors. See the proposed policy attached hereto as the Final Draft Logo Policy.

Summary. The proposed policy regarding Use of the IIMC Logo is new and will require review and subsequent adoption by the Board of Directors.

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

3 – Fundraising at the Annual Conference.

The Conference Committee held a teleconference on July 16, 2015, which I was asked to participate in, to review this issue. The Conference Committee report supported the following three major recommendations changing the guidelines relating to fundraising at the Annual Conference.

- 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.

These recommendations were supported by Policy Review. As basic guidelines, these recommendations do not require any policy changes.

Policy Review did further recommend that the Host Committee be given access to the email list of current year conference attendees to advise the attendees in advance of fundraising activities they will encounter at the current Conference. This would help attendees be better informed of exactly who is fundraising for what purposes.

Policy Review does not believe this additional recommendation requires any policy changes either. IIMC Policy Chapter 6.20 MAILING LIST Section 6.20.030 Policy A. 5 currently reads as follows: “Membership mailing lists shall be made available free of charge to the following: 5. Conference site committees.” Policy Review believes the current wording covers a Conference Host Committee and would permit them to receive a membership email list as well as an email list of current year conference attendees if they so request. The Policy Review Committee whole heartedly recommends that the Board of Directors adopts the above recommendations.

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. Granting access to all membership lists to the Host Committee will provide another communication tool to assist them in their fundraising activities.

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

The Policy Review Committee appreciates the opportunity to have served IIMC this past year and hopes the Board of Directors is pleased with the results of the Committee's work. We stand ready to be relieved of duty.

Should there be any questions, please feel free to contact me.

Shawn Cullinane, MMC
Chairperson, 2015-2016 IIMC Policy Review Committee
Clerk-Treasurer - Village of Lindenhurst
430 South Wellwood Avenue
Lindenhurst, NY 11757
631-957-7500
clerktreasurer@villageoflindenhurst.com

Management's Recommendations:

Quill Scoring – We've had minor issues with the original Quill Scoring Sheet being unclear in certain areas. We believe the revisions will provide future Quill selection committees a more concise and balanced scoring form with no ambiguity. Management recommends that the Board approve this policy.

Logo – Although IIMC has not had any issues with its use of the Logo, a policy was long overdue. This Committee and the Public Relations/Marketing Committee did an excellent job of combining their efforts to create the new Logo Policy. Management recommends that the Board approve this policy.

Fundraising at Conference – The Board approved this policy at its November 2015 midyear meeting.

These three new policies will not impact IIMC finances.

Quill Award Scoring Form

To be completed by Quill Award Committee Only

| POINTS: | # per year | Min Req'd | Max Allowed | | TOTAL |
|--|------------|-----------|-------------|--|-------|
| POSITION: | | | | | |
| City Clerk/City Secretary | 4 | 40 | | | |
| Deputy/Assistant | 1 | | | | |
| MMC | | | 50 | | |
| CMC | | | 25 | | |
| <i>Comments:</i> | | | | | |
| | | | | | |
| IIMC SERVICE | | 35 | | | |
| Region Director | 25 | | | | |
| Committee Service | 3 | | | | |
| Committee Chair Service | 5 | | | | |
| <i>Comments:</i> | | | | | |
| | | | | | |
| STATE ASSOCIATION SERVICE: | | 25 | | | |
| Board Member in State/Province Association | 20 | | 100 | | |
| Committee Chair Service | 3 | | 15 | | |
| Committee Service | 2 | | 10 | | |
| <i>Comments:</i> | | | | | |
| | | | | | |
| LOCAL CHAPTER SERVICE: | | 15 | | | |
| Officer in Local Chapter | 5 | | 25 | | |
| Committee Chair Service | 2 | | 10 | | |
| Committee Service | 1 | | 5 | | |
| <i>Comments:</i> | | | | | |
| | | | | | |
| SPECIAL PROJECTS/SERVICE | | 15 | | | |
| IIMC | 10 | | | | |
| State Association | 5 | | 10 | | |
| Local Chapter | 5 | | 10 | | |
| Community Service | 5 | | 10 | | |
| Other | 5 | | 10 | | |
| <i>Comments:</i> | | | | | |
| | | | | | |
| CREATION OF IIMC EDUCATION SESSIONS | | 25 | | | |
| | | | | | |
| CREATION OF EDUCATION SESSIONS | | | | | |
| State Association | 10 | | 50 | | |
| Local Chapter | 5 | | 25 | | |
| <i>Comments:</i> | | | | | |
| | | | | | |
| PARTICIPATION IN EDUCATION SESSIONS | | 15 | | | |
| IIMC | | | | | |
| Instructor | 15 | | | | |
| Panel Member | 10 | | | | |
| Convener/Coordinator | 3 | | | | |
| | | | | | |
| STATE/LOCAL EDUCATION SESSIONS | | | | | |
| Instructor | 10 | | 50 | | |
| Panel Member | 5 | | 25 | | |
| Convener/Coordinator | 1 | | 5 | | |
| <i>Comments:</i> | | | | | |

Specific Nomination/Scoring
Category Footnotes:

Some areas do not have local chapters; therefore no minimum is recommended here.

No more than 15 points per year for Chapter Service

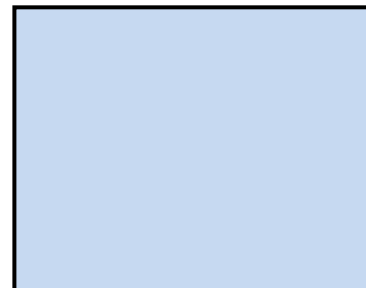
Per Session - This category is to give credit for time spent in course creation and instructional material preparation for education sessions at the IIMC, state and local levels.

Per Session
Per Session

Per Session
Per Session
Per Session

Per Session
Per Session
Per Session

| POINTS: | # per year | Min Req'd | Max Allowed | | TOTAL |
|---------------------|---------------|--------------|----------------|--|-------|
| | | | | | |
| LEADERSHIP | | | 150 | | |
| IIMC | | | 100 | | |
| Other | | | 50 | | |
| <i>Comments:</i> | | | | | |
| | | | | | |
| TOTAL POINTS | | | | | |



DRAFT POLICY FOR USE OF THE IIMC LOGO

Chapter 1.15

USE OF THE IIMC LOGO

Sections:

- 1.15.010 Purpose.
- 1.15.020 Scope.
- 1.15.030 Policy.

1.15.010 Purpose.

To establish a policy for the use of the IIMC logo (the logo).

1.15.020 Scope.

All IIMC members, affiliated organizations, private companies and individuals.

1.15.030 Policy.

A. The logo is a long established, highly unique and well recognized symbol of IIMC. For over sixty years, the logo has been a trademark or service mark of the organization. Use of the logo should be managed to protect the image of IIMC and to prevent the misrepresentation of IIMC by inappropriate use of it. Only IIMC shall be allowed to use the logo in its entirety or to use certain components of the design to produce merchandise, awards, souvenirs, apparel, accessories, custom gifts, letterhead/business cards and other materials that can be sold and/or distributed as IIMC Board gifts.

B. Except as stated herein, any and all requests to use the logo shall be submitted to the Executive Director or his/her designee, stating the purpose for which the logo will be used. A draft sample of how the logo will be used should accompany the request. The decision of the Executive Director, based on the best interests of IIMC, shall be final as to whether or not permission is granted to use the logo.

C. The Board of Directors may determine and adopt reasonable rules and regulations regarding use of the logo and forward such rules and regulations to the Executive Director for implementation.

D. The Board of Directors, in the normal course of business representing and advocating on behalf of IIMC, whether individually or as a Board, may use the logo without approval of the Executive Director.

E. IIMC's logo/trademark is not to be used in any way that discriminates or implies discrimination against any persons or groups based on age, ancestry, belief, color, disability, national origin, race, religion, sex, sexual orientation or veteran status, or in any other way that would be a violation of anti-discrimination laws.

F. Improper usage of the logo is not permitted. Other than the size of the logo, altering, redrawing, or distorting the logo, using a portion of the logo, changing the logo font or colors, or otherwise adapting the logo in any way is strictly prohibited except under the written direction of the IIMC Executive Director. Use of IIMC's logo with the following types of products and artwork will not be approved:

- Products that could be used to injure or kill;
- Alcohol, tobacco, and drug related products;
- Sexually suggestive products;
- Food and beverage products and accompanying packaging;
- Products that present an unacceptable risk of liability;
- Products and statements that are unfavorable to the mission or image of IIMC;
- Manufactured products that will be sold for profit, such as clothing, accessories, gifts and other materials.
- Under no circumstances can anyone, other than IIMC, use the logo to distribute or sell promotional items such as pens, pencils, journals, keychains, apparel and similar products.

G. Proper usage consists of using IIMC's logo on items such as letterhead, certificates, stationery or business cards produced with IIMC's input and approval.

H. IIMC's logo is a two-color logo using Pantone Matching System (PMS) 286 – Blue and Pantone Gold. IIMC's logo can also be used as one color: black, blue 286 or pantone gold. The logo colors should never be altered from these standards.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: President Monica M. Simmons
IIMC Board of Directors

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

Date: March 25, 2016

Subject: Annual Report – 2015/2016



Background

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

The Committee met by teleconference on February 2, 2016 to discuss the proposed Assessment Policy and template form. While there were some concerns, the Committee concluded that the proposed assessment policy, used judiciously by the instructors/facilitators, would provide an opportunity for quality note taking during the session that would allow the attendee to complete their assessment either within the class time allowed or post-session as required by the instructor/facilitator. The Committee did request that prior to implementation of the proposed Education guidelines, that contradictory wording be amended to clarify the guideline. Specifically, the word “conclusion” in paragraph 1, and the phrase “may be completed during class time” in paragraph 2 need to be clarified and amended accordingly.

The Committee met by teleconference on March 11, 2016 to discuss the proposed Online Learning Policies. Dr. Long reviewed the proposed policies and stated IIMC staff has faced many situations where clerks are being “left behind” by not being able to earn education credits for their CMC and/or MMC. Many of these clerks are in small communities, in states that do not have land-based institutes, and for other various reasons, cannot attend formal education programs. The expansion of online learning within the proposed guidelines would allow clerks to earn the education points needed to qualify for their designations.

The Committee discussed the need for assessments for ALL online courses if education points are being sought. Dr. Long and Ms. DiBlasi also reiterated that the courses must be approved prior to completion to receive education points. Other online learning opportunities can be used – without assessments – for experience points only.

The Committee then discussed the cap on the number of points allowed for online learning. This was a divided discussion; some members (on the call and via email) felt very strongly that the number of online learning points be limited and felt that certain aspects of the education programs are only achievable in-person interaction at land-based seminars and conferences. Other members (on the call and via email) felt the opposite and suggested that there be no cap on the points achievable with online learning as it is the future option for many unable to attend traditional land-based programs.

Financial

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

Summary

It has been a pleasure to work with 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

- *Approval of the proposed assessment policy as presented, with the suggested “goal” language and clarification of the Education guidelines.*
- *Accept the Proposed Online Learning policies with removal of the caps for maximum number of points*

Management's Comments

The department would like to thank this committee for their hard work during the 2015-2016 term. In addition to the above items, this committee was also instrumental in implementing the contact hour definition that was previously approved by the Board as well as the new Colorado and Illinois Institute Proposals that Board also approved.

Please note that the assessment policy has already been approved and no further action is required from the Board at this time.

The Proposed Online Learning Guidelines will require further research and discussion before presentation to the Board for consideration. Therefore, we are requesting additional time to complete this research and discussion with the Institute Directors and new Education and Professional Development Committee. This proposed policy will be ready for presentation to the Board at the mid-year meeting in November, 2016.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors

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

Date: 4/8/2016

Subject: 2015/2016 Public Relations/Marketing Year-End Report

Overview – This committee has held a teleconference in February and communicated via email to provide a summation of work on this year's goals.

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's article on the Program Excellence in Governance Award was published and committee members continue to work on article ideas brought forward over the year. A couple of additional drafts (Exhibit A) from Lee Woodward are attached for consideration as light pieces to be used where most suitable.

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.

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 not been many 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.

Three-time PEGA winner Rod Diridon, Jr. (City Clerk and Auditor, City of Santa Clara) volunteered to lead all three of these program elements and 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. He updated and simplified the application and championed the award in a message forwarded to state presidents and associations. Thirteen applications were received by the deadline of March 15, 2016, which Chris Shalby confirmed was the best turnout ever. The Committee is involved in reviewing the applications and selecting winners, possibly in more than one category.

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 continue to be strengthened with continued marketing (perhaps also through additional articles on the award, such as similarly to those on CMC/MMC recipients) and messaging to keep it top of mind with state presidents and associations, so they will mention it when they hear of likely winning programs and projects conducted by their members.

Recommendation

That the IIMC Executive Board authorize the Marketing Committee to continue to market the award, and review its success over the next two to three years. Clear recognition of Rod Diridon's passion and efforts in concert with the Committee in the entire reboot process and promotion across IIMC at the annual conference.

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

A flyer (Exhibit B) discussed last summer was originally expected to be an infographic, so that remains an unfinished opportunity for promotion. An idea of highlighting Clerk's Week celebrations, activities, and recognitions around the world remains an opportunity, and could perhaps be an ongoing concept (*How do you IIMC?* or by having a strong push in emails/publications each April and May to remember to celebrate, document, and send photos/proclamations/etc. to IIMC). Anthony Mejia has talented staff who have produced engaging visuals for prior Week campaigns, and did 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 and develop an infographic.

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

Background

Over the past few years, some topics of discussion in IIMC have centered on the following:

- The need for certifications
- Requirements for each
- How many and what types are appropriate and feasible.

Discussion

The Certification Spotlight in IIMC publications has taken off using the short questionnaire developed in committee. Article content is handled by the office staff when the questionnaire is returned (thank you!). Chris Shalby 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, and permit the Public Relations and Marketing Committee to continue developing new ideas (perhaps including social media material for IIMC's sites).

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

Exhibit C is the response from USPS declining IIMC's request. The Committee is looking into options such as messaging on franking machines and "personal postage" options from USPS and online companies such as Zazzle, some of which also offer webpage widgets to inset stores (purchasers select items to have logo imprint, but IIMC would not have to inventory physical stock). Also discussed were gold foil seals imprinted with the logo.

Financial -- N/A - unless IIMC intended to print and stock material for sale.

Summary

The committee intends to continue researching marketing ideas.

Recommendation

This could perhaps be moved under Goal 4, as it is less of an individual item and more general marketing now.

6. Draft policy for use of IIMC logo.

Background

The Committee was asked by President Simmons to create a policy that specifies in detail who can or cannot use IIMC's logo and in what context, which was then reviewed by the Policy Committee.

Discussion

The Policy Committee reviewed a draft policy along with a draft of their own from Shawn Cullinane. Portions of both were combined and Policy Committee Chair Cullinane will prepare a final draft for consideration by the Board.

Financial – N/A**Summary**

A number of discussion topics were addressed, in hopes of creating a policy with the least amount of additional administrative duties but with the means to protect use of the logo.

Recommendation

That the Board consider the Policy Committee's combined version and recommendations provided with it by Chair Cullinane.

Management's Comments:

Goal #1 – Both Diridon and Cospolich submitted and had articles published in the News Digest. Diridon's promotional articles on the Program Excellence in Governance Award were extremely beneficial. We will be publishing the two articles submitted by Chair Woodward in future Digest.

Goal #2 – This Award Program did not generate much interest in past years. However, in 2015/16, this committee took on the marketing task of making this Award truly vital, as it wrote and IIMC published several articles in both the News Digest and weekly E-Briefings. The result of their outstanding work manifested in the most applications ever submitted for this Award – 13 -- with three winners. The winners will receive their award at this week's Opening Ceremony. We do not recommend providing the winners with any type of financial reward since IIMC's other awards do not receive a financial gain. If this is something that the Board would like to entertain, then IIMC would have to visit all the awards and make recommendations as to each Award's remuneration.

Goal #3 – In the Member Services Department Report, it is noted that more than 4,000 emails were distributed to Mayor, City Managers, and other city officials regarding Municipal Clerks Week. Thanks to this Committee's efforts and talents, we believe IIMC is making a dent in helping to promote its members regarding this special week.

Goal #4 – We began this year to highlight newly-minted CMCs and MMCs in the News Digest and monthly E-Briefing. A brief article with photo (if possible) is enduring and not only promotes the importance of Certification, but also highlights the individuals' accomplishments. We recommend this be an ongoing project between the Committee and staff.

Goal #5 – The stamp is a difficult task, considering with whom the Organization competed. The Committee's valiant try was denied, but some positive and constructive options were proffered to the Committee. Perhaps, this would be the way to go – IIMC creating its own "Personal Postage" options. This is certainly an avenue worth exploring in terms of viability in producing these types of stamps and the costs involved.

Goal #6 – This policy is long overdue and we appreciate both this committee and the Policy committee's commitment to work together and complete a comprehensive guiding principle on IIMC's logo. Management recommends that the Board adopt this policy.

EXHIBIT A – from Goal 1

As in most things, Texas is big on parliamentary procedure. Some of the nation's best parliamentarians and leaders in both the National Association of Parliamentarians (NAP) and American Institute of Parliamentarians (AIP) live and work here. That said, we could be a lot bigger on it, and constantly strive to develop new parliamentarians and share these important skills. A primary outreach method is judging and coaching for competitive high school teams.

Organizations such as the Health Occupations Students of America (HOSA), Family, Career & Community Leaders of America (FCCLA), and Business Professionals of America (BPA) field regional and national opportunities to help young people learn about and practice using parliamentary procedure. These talents will be of use to them in the business community and their personal lives, regardless of whether they pursue it as a career. Parliamentary procedure is especially needed in all levels of government and political discourse, to allow for civil, productive, and efficiently-run meetings, assemblies, and conventions.

In January, Klein Collins (Spring, Texas area) senior Jasmine Nguyen sent out a call for help, through the Texas State Association of Parliamentarians (TSAP) website. She and fellow students had started a team to compete at HOSA Regional Leadership Conferences and were looking for a parliamentarian to observe their practice and share some tips. Lo and behold, they got me!

It's often challenging as a beginning parliamentarian to decide when to say, "I'm ready" and take on teaching a class, giving a presentation on parliamentary procedure, or accepting payment for parliamentary services. You get to a point where you have some idea of how much you don't know, and it can be scary to be presented as a professional or expert. But you have to start somewhere, so I told Jasmine I'd come.

Jasmine was away that afternoon, but I was warmly welcomed by David Li, Sneha Sannabhadti, Eshaan Patel, Justin Varias, Khang Nguyen, and Madison Troxler, along with Mrs. Mooney, their faculty sponsor, all of whom were friendly and professional. Among them, they might have had one copy of *RONR* and one or two copies of *In Brief*, but they had been teaching themselves and doing an excellent job of it. It was not their first year of competition, but most of them were going to graduate this year and wanted to improve over their prior performances.

"We joined parliamentary procedure because we wanted an event that was large enough to incorporate all of us," Jasmine told me in an email. "But as we practiced and got familiar with the rules, we began to truly appreciate the spirit of it. Some themes we learned were that every person should have an equal chance to speak and to treat each other with respect. Additionally the mixture of formality and informality helped create a group bond but still keep us focused on the task."

The students had worked hard to develop a basic script they could use to work motions into at the meet. We discussed some options for wording and demeanor tips to have the meeting flow more naturally. I did not envy them the time constraints in the HOSA rules! It was a quick afternoon, and everyone was very gracious and respectful of our time together.

The team finished in fourth place against tough competitors, but felt good about how the day had gone and had enjoyed it. Regardless of your level of experience, I encourage you to respond with an enthusiastic “YES!” when asked to work with a group. Be honest about what you know and what you don’t (after all, the most important thing you may teach is how to find answers when needed). Take pleasure in helping others find the joy of increasing one’s parliamentary knowledge.

Lee Woodward, TRMC, MMC, CPM, RP
City Secretary, Huntsville, Texas

Severe Weather Awareness Week. Safe Digging Month. Hurricane Season. As you see these proclamations march across your Council agendas over the next few months, do you ever think about what would happen to *your* office in an emergency or disaster?

Like many cities, we are fortunate to have an excellent IT Department who has planned ahead for redundancy and fiber lines. We are also lucky to live in a county that works on tabletop exercises with local entities and TDEM and runs the EOC. But what if we couldn’t work in the geographic county area at all? What if the air were poisoned or there was some other incident we couldn’t anticipate (East Coast blackout of October 2003/Ebola scare/West explosion)? It may sound like the stuff of a summer blockbuster, but nothing seems to hold off the impossible like preparation.

So, while your Emergency Operations Coordinator is thinking about where the computers, phones, food, and toilet paper will come from, I urge you to think about your position and staff. Think about the many hats you wear and how you can improve your readiness.

- **City Council** – Do you have your basic agenda and minutes templates saved to a secure folder on Dropbox or Google Drive? Have you updated the list of people it is shared with so someone could take over if something happens to you? Will your Mayor need to issue quarantine notices or apply to disaster assistance? What other drafts documents might you need (ordinances, resolutions)?
- **Records** – Talk to your IT Department about where your website is actually supported. If you have digitization software like Laserfiche, under what conditions would it be available if you were trying to access it electronically from somewhere else? Is your online Code web-based independently of your servers? If you couldn’t get to any of that, what key documents would you want in Google Drive (Charter, Rules of Procedure, purchasing policy, password cheat sheet for your websites and social media platforms, other)?
- **City reference desk** – Does your staff, City Council members, and key City staff know how to reach each other and other community leaders when nothing works but text and Twitter? Go to the Council of State Archivists site (<http://bit.ly/1WuapQt>) and customize Pocket Response Planners (PReP) for your team, and keep them up to date.
- **Communications** –
 - o Learn about Virtual Operations Support Teams (VOSTs) by viewing the explanatory slide show at <http://thinkdisaster.com/category/vost/> and learning more.
 - o Consider mutual aid agreements with surrounding or regional cities for municipal clerk and/or PIO assistance. Start a quarterly lunch group of PIOs/EOC staff in your community, so

- you get to know each other (and also usually learn lots along the way). Don't forget to include PIOs for major local industries, hospitals, DPS, etc., depending on what's where you are. Utilize Skype and other technology to build your safety net and get used to using new software and technology and to already have accounts in place. Have you and your staff completed NIMS/ICS 100/200/700/800? Any others? What other training might you benefit from (cannot recommend the FEMA/NDPTC PER 304 class enough, and it's free)?
- Set up pages (even if just in draft mode) on your website already stocked with primary information and links to sites such as Red Cross and FEMA to have initial help to offer just by activating the page or directing the public there. What major industries are in your area? Are you near the ocean or gulf? Ever have mudslides or wildfires? How about an active shooter tips page?
 - Draft press releases and canned social media messaging for likely major events in your area with blanks for what you would need to fill in on the fly
 - **Build the go kit** – Make it fit in a box you can pick up & carry when full, and keep it in your car if you can. Customize it for your job (if you do more PIO work, you may need a camera, if you do video, more battery packs and chargers, etc.). The point is not to have a full office, but to get to the incident site or EOC and be able to start working right away.
 - Office supplies – not everything on your desk, but small-sized stapler, tape, clipboards (I like at least one legal length and 1-2 that have a hinged storage area underneath, paper clips, rubber bands, binder clips, sticky notes, notepads, pens, highlighters, markers, extra ID badges for you and your staff, an extra copy or two of that updated Pocket Response Planner mentioned above, password cheat sheet for your websites and social media platforms
 - Personal comfort – mints/gum, deodorant, toothpaste, lip balm, personal hygiene items, hairbrush/hairclips, prescriptions, medication, spare glasses/contacts/solution
 - Other – flashlight, recorder, batteries, chargers, safety vest, snacks

Think about all of these kinds of things now, because there will be plenty else to focus on as a situation unfolds. Additionally, this is part of portraying your professionalism and helping you stay calm and address the things you can't do in advance. If anyone has to step in for you or assist, they won't be starting from scratch. And everyone in the EOC will love you when they need a spare pen, sheet of paper, piece of gum...

Lee Woodward, TRMC, MMC, CPM, RP
City Secretary, City of Huntsville
lwoodward@huntsvilletx.gov

Exhibit B – from Goal 3

How do you celebrate Municipal Clerks Week?

The IIMC Public Relations and Marketing Committee is looking for input that highlights celebrations that recognize Municipal Clerks Week.

If you're interested in helping to 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 C – from Goal 5

STAMP SERVICES

NOV 07 2015



November 4, 2015

Mr. David F. Bryant III, Master Municipal Clerk
Mr. Anthony J. Mejia, Master Municipal Clerk
International Institute of Municipal Clerks
8331 Utica Avenue, Suite 200
Rancho Cucamonga, CA 91730-7600

Dear Stamp Petitioners:

Thank you for your letter to the Citizens' Stamp Advisory Committee expressing support for the issuance of a stamp commemorating the Municipal Clerk profession.

The U.S. Postal Service and the Citizens' Stamp Advisory Committee have set certain basic criteria in determining the eligibility of subjects for commemoration on U.S. stamps and stationery. One of these criteria states that *Due to the limitations placed on annual postal programs and the vast number of such locales, organizations, and institutions in existence, it would be difficult to single out any one for commemoration: government agencies, localities, non-profit organizations, associations, and similar entities.* As a result, we are unable to honor your request.

I would like to suggest the Postal Service's pictorial cancellation service as another means to commemorate the IIMC. An application may be made with your local Postmaster for a pictorial or souvenir cancellation. Enclosed is Publication 186, *Celebrating with Pictorial Postmarks*, which explains our program and provides several examples of actual pictorial cancellation designs. Local postal managers would be pleased to assist in submitting the application and answer any questions concerning the use of pictorial cancellations.

Another option may be personalized postage. Information may be obtained from any of these private vendors at their websites:

PhotoStamps.com
PictureItPostage.com

PitneyBowes.com
Zazzle.com

We appreciate your interest in our stamp program.

Sincerely,

A handwritten signature in dark ink, appearing to read "William J. Gicker, Jr.".

William J. Gicker, Jr.
Manager
Stamp Development

Enclosure

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: IIMC Board of Directors

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

Date: February 23, 2016

Subject: 2015 December Year-End Notes

December year-end 2015 reflects a Net Profit of \$74,894.

At our August Budget meeting and the mid-year Board meeting, we projected 2015 to end the year in a deficit of \$34,511.

There are three main reasons for the turnaround from a negative to a positive year-end budget:

1. MCEF's Policy 8 contribution, which we received in December, was increased from the original budgeted amount of \$35,000 to \$64,000. The increase of \$29,000 is the most we've ever received from MCEF;
2. We also received an unprecedented amount of membership dues in December, amounting to \$103,000. To compare, in December 2014, membership dues were approximately \$26,000. The increase of \$77,000 was not anticipated; and
3. A decrease in expenses has eliminated the projected deficit for 2015.

Comparing December 2015 with December 2014 – 2015 reflects approximately \$133,649 less in net profit than 2014. The reason December 2015 will net less in revenue than December 2014 is due to the following: contracting for a Director of Professional Development; loss of rental income; lower attendance at the 2015 conference; and overstating projected membership budgeted dues have impacted the bottom line.

Reserve Balance

MMA – Operating \$209,179 • MMA – Restricted Reserves \$529,323

- December 2015 \$25,000 was moved to the Restricted Reserves
- December 2015 \$1, 000 was moved to Building Reserves
- Out of the \$529,000 in restricted reserves, \$24,000 is slotted for Building Reserves

Administrative

- **Income** – Earned \$253 less than budgeted
- **Expenses** – Expended \$34,407 less than budgeted
 - **General Comments**
 - Contract Labor is over budget by \$2,320. This is due to the additional work of completing the financial statements for November and December of 2014 and preparation for the annual

audit performed by our new CPA January through March of 2015. This line item is over budget due to an overlap in switching financial consultants.

- Auditor's Fee – The budget for this line item is over budget \$1,475 due to an increase in the audit fee for 2015.
- Postage – The budget for this line item is over budget \$1,176 due to an increase in UPS service charge fees and increased postage rates.

Note: Air Conditioning Units were replaced in October 2015. The Units cost \$9,000 each. Although this will reduce our operating cash it will only affect the budget an estimated \$1,000 for depreciation as it is a Capital Expense.

Building

Rental Income – Rent was originally budgeted for \$55,300 with the building fully occupied (two suites). However, since the budget was approved, the tenant in the larger suite terminated the lease as of February 28, 2015. In February 2015, we leased the smaller suite to a new tenant.

- **Income** – Earned \$37,992 less than budgeted
- **Expenses** – Expended \$11,966 less than budgeted

Committees

- **Executive Committee** – Expended \$4,713 less than budgeted
 - Although Travel Ground and Travel Meals are over budget by \$1,227 the department as a whole is under budget.
- **Board of Directors** – Expended \$9,597 less than budgeted
 - Mid Yr. Meeting - Meeting as a whole is under budget \$2,695.
 - Travel Meals – This line item is over budget \$1,107 largely due to higher than normal cost of business due to location.
 - Meeting Expense – This line item is over budget due to unanticipated board development A/V costs and higher than normal cost of business due to location.
 - Conference – Conference Board Meeting as a whole is under budget \$4,446.
 - Travel Airfare is over budget \$1,102
 - Board Meeting Expense is over budget \$1,546
- **Other Committee** - Expended \$938 more than budgeted
 - Budget & Planning -
 - Accommodations are over budget \$1,244 due to timing in flights. It was decided that it was best to incur a little more in accommodations to save on the difference in airfare fees.
 - International Relations Committee –
 - Study Abroad increased due to a timing difference in the recording of the revenue for this expense. The revenue that was received for this expense was recognized in 2014 when it was received but the

expenses did not occur until 2015, creating an increase in the expense for this line item in excess of the budget.

Conference

- Conference has a deficit of (\$26,007)
 - **Income** – Earned \$38,227 less than budgeted
 - **Expenses** – Expended \$12,220 less than budgeted

Education

Education has a deficit of (\$86,126)

The original budget planned for Education was a deficit of \$177,253 for the year. Due to the increase in participation in the CMC and MMC programs, along with Distance Education, and a decrease in expenses, Education has reduced the deficit by approximately 50%.

- **Income** – Earned \$77,943 more than budgeted
- **Expenses** – Expended \$13,184 less than budgeted
 - Policy 8 – Thanks to a generous contribution from MCEF the Policy 8 funds, which were budgeted to be \$35,000, was increased to \$64,228. We were also able to record additional revenue of \$5,000 from the previous years unused region grants.
 - CMC/MMC Fees has seen a steady increase in revenue. The department was able to collect an additional \$16,905 over their budgeted amount.
 - CMC/MMC Plaques – Revenue is over budget \$2,515 due to the higher enrollment in the program.
 - Distance Education – Revenue is over budget \$5,655 due to increased enrollment in online courses like Captus Press. Captus Press has brought in \$12,998 in additional revenue since its inception in October 2014.
 - Credit card Fees – over budget \$1,106 due to higher online payments.
 - Pins CMC/MMC – This expense is over budget \$2,730 due to higher number of members receiving their designation and reordering costs.

Marketing

- Marketing has a deficit of (\$54,569)
 - **Income** – Earned \$1,944 less than budgeted
 - **Expenses** – Expended \$2,924 less than budgeted
 - Awards & Gifts – Over budget due to the increase in cost of new Presidents gifts.
 - News Digest – over budget \$2,695 due to an increase in fees for e-briefings because of higher member count and addition of Region XI newsletter design fees.

Membership

- Membership has earned \$994,779
 - **Income** – Earned \$37,999 less than budgeted
 - **Expenses** – Expended \$13,028 less than budgeted
 - Credit card Fees – Over budget \$2,537 due to higher volume of online payments.

IIMC Financials
FISCAL YEAR 2015
Statement of Financial Position
December 31, 2015

ASSETS

Current Assets

| | | | |
|------------------------|-----------------------------|-----------|------------------|
| General Checking | | \$ | 290,127 |
| MMA - Operating | | | 209,179 |
| MMA - Reserve Accounts | | | 529,323 |
| Accounts Receivable | | | 562 |
| Prepaid Expense | | | 17,183 |
| Prepaid Conference | | | 42,489 |
| | Total Current Assets | \$ | 1,088,863 |

Property & Equipment

| | | | |
|--|-------------------------------------|-----------|----------------|
| Furniture | 75,053 | | |
| Accum Deprn - Furniture | | (73,942) | \$ 1,111 |
| Office Equipment | 19,876 | | |
| Accum Deprn - Office Equipment | | (18,902) | 974 |
| Building | 397,448 | | |
| Accum Deprn - Building | | (146,920) | 250,528 |
| Building Improvement - No Rent | 210,853 | | |
| Accum Deprn - Building Improvement | | (96,578) | 114,276 |
| Building Improvement - Rent Only | 34,107 | | |
| Accum Deprn - Building Improvement | | (31,795) | 2,312 |
| Land | 321,408 | | 321,408 |
| Building Rental | 376,400 | | |
| Accum Deprn - Bldg Rental | | (139,135) | 237,265 |
| Computer Equipment | 39,080 | | |
| Accum Deprn - Computer Equipment | | (30,804) | 8,277 |
| Computer Software | 81,279 | | |
| Accum Amortization - Computer Software | | (81,279) | - |
| Loan Cost | 4,995 | | |
| Accum Amortization - Loan Costs | | (771) | 4,224 |
| | Total Property and Equipment | \$ | 940,374 |

TOTAL ASSETS

\$ 2,029,237

IIMC Financials
FISCAL YEAR 2015
Statement of Financial Position
December 31, 2015

LIABILITIES & EQUITY

Current Liabilities

| | |
|--|-------------------|
| Accounts Payables | 24,303 |
| Accrued Expense | 22,772 |
| Vacation Liability | 24,100 |
| Deferred Revenue - Dues | 775,636 |
| Deferred Revenue - Rent | 0 |
| Deferred Revenue - Conference | 74,864 |
| Study Abroad Liability | - |
| Deferred Revenue - Sponsorship/Advertising | 5,133 |
| Sales Tax Payable | - |
| Grants - Conference | - |
| Grants - Study Abroad | - |
| Grants - Regional Educational Meeting | - |
| MCEF Liability | - |
| Total Current Liabilities | \$ 926,809 |

Long Term Liabilities

| | |
|------------------------------------|-------------------|
| Tenant - Security Deposit | 1,150 |
| Mortgage Loan | 668,718 |
| Total Long Term Liabilities | \$ 669,868 |

EQUITY

| | |
|---------------------|-------------------|
| Equity | 357,666 |
| Net Income/(Loss) | 74,894 |
| Total Equity | \$ 432,560 |

| | |
|---------------------------------------|---------------------|
| TOTAL LIABILITIES & EQUITY | \$ 2,029,237 |
|---------------------------------------|---------------------|

IIMC Financials

FISCAL YEAR 2015
SUMMARY TOTALS
December 31, 2015

| | 2015 | | | | | | | |
|--------------------------------|------------------|----------------|----------------|---------------|------------------|------------------|------------------|---------------|
| Department | Budget | Monthly Actual | Monthly Budget | Variance | YTD Actual | YTD Budget | Variance | YTD % |
| INCOME: | | | | | | | | |
| Administration | 800 | 39 | 67 | (27) | 547 | 800 | (253) | 68.4% |
| Building | 55,300 | 1,150 | 4,608 | (3,458) | 17,308 | 55,300 | (37,992) | 31.3% |
| Conference | 522,517 | 100 | - | 100 | 484,290 | 522,517 | (38,227) | 92.7% |
| Education | 96,220 | 76,709 | 8,018 | 68,690 | 174,163 | 96,220 | 77,943 | 181.0% |
| Marketing | 27,450 | 1,974 | 2,287 | (313) | 25,506 | 27,450 | (1,944) | 92.9% |
| Membership | 1,243,000 | 103,503 | 103,583 | (80) | 1,205,001 | 1,243,000 | (37,999) | 96.9% |
| Other Income | | | | | | | | |
| Total Income | 1,945,287 | 183,475 | 118,564 | 64,911 | 1,906,816 | 1,945,287 | (38,471) | 98.0% |
| EXPENSES: | | | | | | | | |
| Administration | 570,525 | 55,085 | 47,544 | 7,541 | 536,118 | 570,525 | (34,407) | 94.0% |
| Building | 126,496 | 15,941 | 10,541 | 5,400 | 114,530 | 126,496 | (11,966) | 90.5% |
| Committee - Board of Directors | 97,775 | 1,021 | 8,148 | (7,127) | 87,178 | 97,775 | (10,597) | 89.2% |
| Committee - Executive | 27,800 | - | 2,317 | (2,317) | 23,087 | 27,800 | (4,713) | 83.0% |
| Committees - Other | 12,700 | (341) | 1,058 | (1,400) | 13,638 | 12,700 | 938 | 107.4% |
| Conference | 519,005 | 4,858 | 5,000 | (142) | 506,785 | 519,005 | (12,220) | 97.6% |
| Education | 273,473 | 28,148 | 22,789 | 5,359 | 260,289 | 273,473 | (13,184) | 95.2% |
| Marketing | 83,000 | 4,843 | 6,917 | (2,074) | 80,076 | 83,000 | (2,924) | 96.5% |
| Membership | 223,250 | 23,897 | 18,604 | 5,293 | 210,222 | 223,250 | (13,028) | 94.2% |
| Total Expense | 1,934,024 | 133,451 | 122,918 | 10,533 | 1,831,922 | 1,934,024 | (102,102) | 94.7% |
| PROFIT/(LOSS) | | | | | | | | |
| Administration | (569,725) | (55,045) | (47,477) | (7,568) | (535,571) | (569,725) | 34,154 | 94.0% |
| Building | (71,196) | (14,791) | (5,933) | (8,858) | (97,221) | (71,196) | (26,025) | 136.6% |
| Board of Directors | (97,775) | (1,021) | (8,148) | 7,127 | (87,178) | (97,775) | 10,597 | 89.2% |
| Committee - Executive | (27,800) | - | (2,317) | 2,317 | (23,087) | (27,800) | 4,713 | 83.0% |
| Committees - Other | (12,700) | 341 | (1,058) | 1,400 | (13,638) | (12,700) | (938) | 107.4% |
| Conference | 3,512 | (4,758) | (5,000) | 242 | (22,495) | 3,512 | (26,007) | -640.5% |
| Education | (177,253) | 48,561 | (14,771) | 63,332 | (86,126) | (177,253) | 91,127 | 48.6% |
| Marketing | (55,550) | (2,869) | (4,629) | 1,761 | (54,569) | (55,550) | 981 | 98.2% |
| Membership | 1,019,750 | 79,606 | 84,979 | (5,373) | 994,779 | 1,019,750 | (24,971) | 97.6% |
| Net Profit/(Loss) | 11,263 | 50,024 | (4,354) | 54,378 | 74,894 | 11,263 | 63,631 | 665.0% |
| Controls | 0 | 0 | (0) | 0 | (0) | 0 | 0 | |

IIMC Financials

FISCAL YEAR 2015

Administrative

December 31, 2015

| | 2015 | | | | | | | |
|--------------------------------------|------------------|-----------------|-----------------|----------------|------------------|------------------|-----------------|--------------|
| Description | Budget | Monthly | Monthly Budget | Variance | Actual YTD | YTD Budget | Variance | YTD % |
| INCOME | | | | | | | | |
| Interest | 800 | 39 | 67 | (27) | 547 | 800 | (253) | 68.4% |
| Misc Admin Revenue | - | - | - | - | - | - | - | 0.0% |
| Total Income | 800 | 39 | 67 | (27) | 547 | 800 | (253) | 68.4% |
| OVERHEAD EXPENSES | | | | | | | | |
| Salary/Wages | 284,300 | 20,354 | 23,692 | (3,338) | 284,583 | 284,300 | 283 | 100.1% |
| Contract Labor | 65,400 | 5,000 | 5,450 | (450) | 67,720 | 65,400 | 2,320 | 103.5% |
| Temporary Help | - | - | - | - | - | - | - | 0.0% |
| Salary Benefits | 46,950 | 4,369 | 3,913 | 457 | 46,482 | 46,950 | (468) | 99.0% |
| Payroll Taxes-Employer | 20,050 | 1,729 | 1,671 | 58 | 20,231 | 20,050 | 181 | 100.9% |
| Workers Comp Insurance | 3,125 | - | 260 | (260) | 2,220 | 3,125 | (905) | 71.0% |
| Computer/Software Purchase | 3,300 | 175 | 275 | (100) | 3,271 | 3,300 | (29) | 99.1% |
| Computer/Software Support | 40,400 | 3,361 | 3,367 | (6) | 36,320 | 40,400 | (4,080) | 89.9% |
| Depreciation Furn/Amortization Exp | 8,300 | 545 | 692 | (147) | 4,608 | 8,300 | (3,692) | 55.5% |
| Office Equipment Lease | 6,600 | 81 | 550 | (469) | 4,550 | 6,600 | (2,050) | 68.9% |
| Office Equipment Maint | 450 | 93 | 38 | 55 | 420 | 450 | (30) | 93.3% |
| Office Equipment Purchase | 1,000 | - | 83 | (83) | 496 | 1,000 | (504) | 49.6% |
| Office Supplies | 5,200 | 579 | 433 | 146 | 5,409 | 5,200 | 209 | 104.0% |
| Telephone | 10,300 | 905 | 858 | 47 | 10,654 | 10,300 | 354 | 103.4% |
| Web Site | 4,200 | - | 350 | (350) | 4,784 | 4,200 | 584 | 113.9% |
| Auditor Fees | 14,000 | 15,475 | 1,167 | 14,308 | 15,475 | 14,000 | 1,475 | 110.5% |
| Auto Mileage-Staff | 100 | - | 8 | (8) | 88 | 100 | (12) | 88.0% |
| Copier | 6,100 | 422 | 508 | (87) | 6,017 | 6,100 | (83) | 98.6% |
| Credit Card Fees | 1,600 | 164 | 133 | 31 | 1,036 | 1,600 | (565) | 64.7% |
| Bank Analysis Fees | 2,000 | 217 | 167 | 50 | 2,057 | 2,000 | 56 | 102.8% |
| Insurance-Retiree (*) | 13,100 | 19 | 1,092 | (1,072) | 3,453 | 13,100 | (9,647) | 26.4% |
| Legal Fees | 750 | - | 63 | (63) | - | 750 | (750) | 0.0% |
| Memberships | 1,200 | - | 100 | (100) | 721 | 1,200 | (479) | 60.1% |
| Payroll Processing | 5,100 | 414 | 425 | (11) | 5,060 | 5,100 | (40) | 99.2% |
| Postage/Courier/Mailing | 1,900 | 704 | 158 | 546 | 3,076 | 1,900 | 1,176 | 161.9% |
| Printing | 1,500 | - | 125 | (125) | 2,009 | 1,500 | 509 | 133.9% |
| Professional Develop/Training | 1,100 | - | 92 | (92) | 355 | 1,100 | (745) | 32.3% |
| Shipping | 500 | 23 | 42 | (18) | 388 | 500 | (112) | 77.7% |
| Subscriptions/Publications | 300 | - | 25 | (25) | - | 300 | (300) | 0.0% |
| Taxes Business | 5,000 | - | 417 | (417) | 35 | 5,000 | (4,965) | 0.0% |
| Admin Accommodations | 2,500 | - | 208 | (208) | 199 | 2,500 | (2,301) | 8.0% |
| Admin Airfare | 6,900 | - | 575 | (575) | 1,183 | 6,900 | (5,717) | 17.1% |
| Admin Ground | 1,300 | - | 108 | (108) | 991 | 1,300 | (309) | 76.2% |
| Admin Meals | 2,200 | - | 183 | (183) | 678 | 2,200 | (1,522) | 30.8% |
| Admin Other | 200 | - | 17 | (17) | - | 200 | (200) | 0.0% |
| Other | 3,600 | 455 | 300 | 155 | 1,553 | 3,600 | (2,047) | 43.1% |
| Total Administrative Expenses | 570,525 | 55,085 | 47,544 | 7,541 | 536,118 | 570,525 | (34,407) | 94.0% |
| Net Profit/Loss | (569,725) | (55,045) | (47,477) | (7,568) | (535,571) | (569,725) | 34,154 | 94.0% |

IIMC Financials

FISCAL YEAR 2015

Building

December 31, 2015

| | 2015 | | | | | | | |
|-----------------------------|-----------------|-----------------|----------------|----------------|-----------------|-----------------|-----------------|---------------|
| Description | Budget | Monthly | Monthly Budget | Variance | Actual YTD | YTD Budget | Variance | YTD % |
| INCOME | | | | | | | | |
| Rental Income | 55,300 | 1,150 | 4,608 | (3,458) | 17,308 | 55,300 | (37,992) | 31.3% |
| Total Income | 55,300 | 1,150 | 4,608 | (3,458) | 17,308 | 55,300 | (37,992) | 31.3% |
| DIRECT EXPENSE | | | | | | | | |
| Amortize Loan Costs | 250 | 21 | 21 | 0 | 250 | 250 | - | 100.0% |
| Association Fees | 2,706 | 205 | 226 | (21) | 2,460 | 2,706 | (246) | 90.9% |
| Depreciation Building | 28,000 | 3,110 | 2,333 | 777 | 28,714 | 28,000 | 714 | 102.5% |
| Insurance Fire/Property | 4,500 | - | 375 | (375) | 3,637 | 4,500 | (863) | 80.8% |
| Landscaping | 4,300 | 293 | 358 | (65) | 3,516 | 4,300 | (784) | 81.8% |
| Mortgage Interest | 34,000 | 2,790 | 2,833 | (43) | 33,407 | 34,000 | (593) | 98.3% |
| Office Cleaning - IIMC | 3,100 | 240 | 258 | (18) | 3,060 | 3,100 | (40) | 98.7% |
| Property Tax | 15,000 | 7,474 | 1,250 | 6,224 | 15,079 | 15,000 | 79 | 100.5% |
| Repair/Maint Building | 15,500 | 502 | 1,292 | (789) | 7,839 | 15,500 | (7,661) | 50.6% |
| Repair/Maint Grounds | 2,000 | - | 167 | (167) | 313 | 2,000 | (1,687) | 15.6% |
| Supplies | - | - | - | - | - | - | - | 0.0% |
| Utilities | 13,200 | 986 | 1,100 | (114) | 13,686 | 13,200 | 486 | 103.7% |
| Utilities - Tenant | 840 | - | 70 | (70) | 67 | 840 | (773) | 7.9% |
| Allocation to Bldg Reserve | 1,000 | - | 83 | (83) | - | 1,000 | (1,000) | 0.0% |
| Office Cleaning - Tenants | 2,100 | 320 | 175 | 145 | 1,291 | 2,100 | (809) | 61.5% |
| Commissions/Appraisals | - | - | - | - | 1,211 | - | 1,211 | 0.0% |
| Total Direct Expense | 126,496 | 15,941 | 10,541 | 5,400 | 114,530 | 126,496 | (11,966) | 90.5% |
| | | | | | | | | |
| Net Profit/Loss | (71,196) | (14,791) | (5,933) | (8,858) | (97,221) | (71,196) | (26,025) | 136.6% |

IIMC Financials

FISCAL YEAR 2015

Committees

December 31, 2015

| | 2015 | | | | | | | |
|--------------------------------------|---------------|----------------|----------------|----------------|---------------|---------------|-----------------|---------------|
| Description | Budget | Monthly | Monthly Budget | Variance | Actual YTD | YTD Budget | Variance | YTD % |
| EXECUTIVE COMMITTEE: | | | | | | | | |
| Telephone | 500 | - | 42 | (42) | 147 | 500 | (353) | 29.4% |
| Travel Accommodations | 7,000 | - | 583 | (583) | 4,490 | 7,000 | (2,510) | 64.1% |
| Travel Airfare | 14,500 | - | 1,208 | (1,208) | 12,528 | 14,500 | (1,972) | 86.4% |
| Travel Ground | 2,000 | - | 167 | (167) | 2,657 | 2,000 | 657 | 132.9% |
| Travel Meals | 2,500 | - | 208 | (208) | 3,070 | 2,500 | 570 | 122.8% |
| Travel Other | 1,000 | - | 83 | (83) | 105 | 1,000 | (895) | 10.5% |
| Shipping | - | - | - | - | - | - | - | 0.0% |
| Other | 300 | - | 25 | (25) | 89 | 300 | (211) | 29.6% |
| Total Expense | 27,800 | - | 2,317 | (2,317) | 23,087 | 27,800 | (4,713) | 83.0% |
| BOARD OF DIRECTORS: | | | | | | | | |
| General | | | | | | | | |
| Election Expense | 100 | - | 8 | (8) | - | 100 | (100) | 0.0% |
| Region XI Consultant | 7,000 | 625 | 583 | 42 | 7,608 | 7,000 | 608 | 108.7% |
| Region XI Symposium | - | - | - | - | - | - | - | 0.0% |
| Insurance Officers & Directors | 7,400 | - | 617 | (617) | 6,625 | 7,400 | (775) | 89.5% |
| Legal Fees | 1,000 | 10 | 83 | (73) | 10 | 1,000 | (990) | 1.0% |
| Strategic Planning/Board Development | 5,000 | - | 417 | (417) | 3,733 | 5,000 | (1,267) | 74.7% |
| Postage | 100 | - | 8 | (8) | 1 | 100 | (99) | 1.1% |
| Shipping | 100 | - | 8 | (8) | 43 | 100 | (57) | 43.1% |
| Telephone | 750 | 36 | 63 | (27) | 294 | 750 | (456) | 39.2% |
| Memorials | 500 | 50 | 42 | 8 | 500 | 500 | - | 100.0% |
| Other Expenses | 500 | - | 42 | (42) | 179 | 500 | (321) | 35.9% |
| General | 22,450 | 721 | 1,871 | (1,150) | 18,994 | 22,450 | (3,456) | 84.6% |
| Mid-Year | | | | | | | | |
| Travel Accommodations | 14,000 | - | 1,167 | (1,167) | 14,329 | 14,000 | 329 | 102.4% |
| Travel Airfare | 17,000 | - | 1,417 | (1,417) | 12,279 | 17,000 | (4,721) | 72.2% |
| Travel Ground | 2,500 | - | 208 | (208) | 2,643 | 2,500 | 143 | 105.7% |
| Travel Meals | 13,500 | - | 1,125 | (1,125) | 14,607 | 13,500 | 1,107 | 108.2% |
| Travel Other | 500 | - | 42 | (42) | 528 | 500 | 28 | 105.5% |
| Parliamentarian Expense | 3,600 | 2,679 | 300 | 2,379 | 2,679 | 3,600 | (921) | 74.4% |
| Meeting Expenses | 525 | - | 44 | (44) | 1,864 | 525 | 1,339 | 355.1% |
| Mid-Year | 51,625 | 2,679 | 4,302 | (1,623) | 48,930 | 51,625 | (2,695) | 94.8% |
| Conference | | | | | | | | |
| Travel Accommodations | 9,600 | - | 800 | (800) | 6,559 | 9,600 | (3,041) | 68.3% |
| Travel Airfare | 1,000 | - | 83 | (83) | 2,102 | 1,000 | 1,102 | 210.1% |
| Travel Ground | 500 | - | 42 | (42) | 231 | 500 | (269) | 46.2% |
| Travel Meals | 1,500 | - | 125 | (125) | 313 | 1,500 | (1,187) | 20.9% |
| Board Meeting Expense | 5,000 | - | 417 | (417) | 6,546 | 5,000 | 1,546 | 130.9% |
| Audio/Visual | 2,000 | - | 167 | (167) | - | 2,000 | (2,000) | 0.0% |
| Parliamentarian Expense | 3,600 | (2,379) | 300 | (2,679) | 3,503 | 3,600 | (97) | 97.3% |
| Travel Other | 500 | - | 42 | (42) | - | 500 | (500) | 0.0% |
| Conference | 23,700 | (2,379) | 1,975 | (4,354) | 19,254 | 23,700 | (4,446) | 81.2% |
| Total Expense | 97,775 | 1,021 | 8,148 | (7,127) | 87,178 | 97,775 | (10,597) | 89.2% |
| BUDGET AND PLANNING: | | | | | | | | |
| Meeting Expenses | - | - | - | - | - | - | - | 0.0% |
| Travel Accommodations | 2,000 | - | 167 | (167) | 3,244 | 2,000 | 1,244 | 162.2% |
| Travel Airfare | 4,000 | - | 333 | (333) | 4,305 | 4,000 | 305 | 107.6% |
| Travel Ground | 500 | - | 42 | (42) | 314 | 500 | (186) | 62.7% |
| Travel Meals | 1,400 | - | 117 | (117) | 1,904 | 1,400 | 504 | 136.0% |
| Travel Other | 200 | - | 17 | (17) | - | 200 | (200) | 0.0% |
| Total Expense | 8,100 | 0 | 675 | (675) | 9,767 | 8,100 | 1,667 | 120.6% |
| CONFERENCE POLICY: | | | | | | | | |
| Meeting/Telephone Expenses | 200 | - | 17 | (17) | 93 | 200 | (107) | 46.3% |
| Total Expense | 200 | - | 17 | (17) | 93 | 200 | (107) | 46.3% |

IIMC Financials

FISCAL YEAR 2015

Committees

December 31, 2015

| | 2015 | | | | | | | |
|--|--------------|--------------|----------------|--------------|--------------|--------------|--------------|------------------|
| Description | Budget | Monthly | Monthly Budget | Variance | Actual YTD | YTD Budget | Variance | YTD % |
| EDUCATION / PROFESSIONAL DEVELOPMENT: | | | | | | | | |
| Meeting/Telephone Expenses | 200 | - | 17 | (17) | 54 | 200 | (146) | 27.2% |
| Total Expense | 200 | - | 17 | (17) | 54 | 200 | (146) | 27.2% |
| ELECTION: | | | | | | | | |
| Meeting/Telephone Expenses | 100 | - | 8 | (8) | 5 | 100 | (95) | 5.0% |
| Total Expense | 100 | - | 8 | (8) | 5 | 100 | (95) | 5.0% |
| ETHICS: | | | | | | | | |
| Meeting/Telephone Expenses | 100 | - | 8 | (8) | - | 100 | (100) | 0.0% |
| Total Expense | 100 | - | 8 | (8) | - | 100 | (100) | 0.0% |
| INTERNATIONAL RELATIONS: | | | | | | | | |
| Exchange Program | - | - | - | - | - | - | - | 0.0% |
| Study Abroad | 1,500 | (344) | 125 | (469) | 3,235 | 1,500 | 1,735 | 215.7% |
| Meeting/Telephone Expenses | 200 | - | 17 | (17) | 13 | 200 | (187) | 6.7% |
| Total Expense | 1,700 | (344) | 142 | (485) | 3,249 | 1,700 | 1,549 | 191.1% |
| POLICY REVIEW | | | | | | | | |
| Meeting/Telephone Expenses | 200 | - | 17 | (17) | 89 | 200 | (111) | 44.7% |
| Total Expense | 200 | - | 17 | (17) | 89 | 200 | (111) | 44.7% |
| MEMBERSHIP: | | | | | | | | |
| Meeting/Telephone Expenses | 100 | - | 8 | (8) | 13 | 100 | (87) | 13.4% |
| Total Expense | 100 | - | 8 | (8) | 13 | 100 | (87) | 13.4% |
| MENTORING: | | | | | | | | |
| Meeting/Telephone Expenses | 100 | - | 8 | (8) | - | 100 | (100) | 0.0% |
| Promotion | 300 | - | 25 | (25) | - | 300 | (300) | 0.0% |
| Total Expense | 400 | - | 33 | (33) | - | 400 | (400) | 0.0% |
| PROGRAM REVIEW: | | | | | | | | |
| Meeting/Telephone Expenses | 200 | - | 17 | (17) | 199 | 200 | (1) | 99.3% |
| Total Expense | 200 | - | 17 | (17) | 199 | 200 | (1) | 99.3% |
| PUBLIC RELATIONS: | | | | | | | | |
| Meeting/Telephone Expenses | 200 | 2 | 17 | (14) | 74 | 200 | (126) | 37.1% |
| Other | 500 | - | 42 | (42) | - | 500 | (500) | 0.0% |
| Total Expense | 700 | 2 | 58 | (56) | 74 | 700 | (626) | 10.6% |
| LEGISLATIVE | | | | | | | | |
| Meeting/Telephone Expenses | - | - | - | - | 51 | - | 51 | 514200.0% |
| Total Expense | - | - | - | - | 51 | - | 51 | 514200.0% |
| RECORDS MANAGEMENT: | | | | | | | | |
| Publications - writing/editing/design | - | - | - | - | - | - | - | 0.0% |
| Meeting/Telephone Expenses | 100 | - | 8 | (8) | 10 | 100 | (90) | 10.3% |
| IIMC/NAGARA Workshops | - | - | - | - | - | - | - | 0.0% |
| Total Expense | 100 | - | 8 | (8) | 10 | 100 | (90) | 10.3% |
| RESEARCH: | | | | | | | | |
| Meeting/Telephone Expenses | 200 | - | 17 | (17) | - | 200 | (200) | 0.0% |
| Total Expense | 200 | - | 17 | (17) | - | 200 | (200) | 0.0% |
| RESOURCE & INFORMATION: | | | | | | | | |
| Meeting/Telephone Expenses | 200 | - | 17 | (17) | - | 200 | (200) | 0.0% |
| Total Expense | 200 | - | 17 | (17) | - | 200 | (200) | 0.0% |

IIMC Financials

FISCAL YEAR 2015

Committees

December 31, 2015

| | 2015 | | | | | | | |
|-------------------------------|------------------|--------------|-----------------|-----------------|------------------|------------------|-----------------|--------------|
| Description | Budget | Monthly | Monthly Budget | Variance | Actual YTD | YTD Budget | Variance | YTD % |
| TASK FORCE(S): | | | | | | | | |
| ACCREDITATION / CREDENTIALING | | | | | | | | |
| Meeting/Telephone Expenses | 200 | - | 17 | (17) | 33 | 200 | (167) | 16.5% |
| Total Expense | 200 | - | 17 | (17) | 33 | 200 | (167) | 16.5% |
| Executive Committee | 27,800 | - | 2,317 | (2,317) | 23,087 | 27,800 | (4,713) | 83.0% |
| Board of Directors | 97,775 | 1,021 | 8,148 | (7,127) | 87,178 | 97,775 | (10,597) | 89.2% |
| Other Committees | 12,700 | (341) | 1,058 | (1,400) | 13,638 | 12,700 | 938 | 107.4% |
| Total Expense | 138,275 | 679 | 11,523 | (10,843) | 123,902 | 138,275 | (14,373) | 89.6% |
| Net Profit/Loss | (138,275) | (679) | (11,523) | 10,843 | (123,902) | (138,275) | 14,373 | 89.6% |

IIMC Financials

FISCAL YEAR 2015

Conference

December 31, 2015

| | 2015 | | | | | | | |
|--|----------------|--------------|----------------|------------|----------------|----------------|-----------------|---------------|
| Description | Budget | Monthly | Monthly Budget | Variance | Actual YTD | YTD Budget | Variance | YTD % |
| INCOME | | | | | | | | |
| Registration Members-Full | 387,850 | - | - | - | 356,723 | 387,850 | (31,128) | 92.0% |
| - Comp - Full Registration | (26,700) | - | - | - | (30,270) | (26,700) | (3,570) | 113.4% |
| - Discount - First Timer | (8,800) | 50 | - | 50 | (5,650) | (8,800) | 3,150 | 64.2% |
| - Discount - Multi Attendee | (4,000) | - | - | - | (4,560) | (4,000) | (560) | 114.0% |
| - Discount - Conference Region | (7,500) | 50 | - | 50 | (6,400) | (7,500) | 1,100 | 85.3% |
| - Discount - Region X | (3,450) | - | - | - | (2,070) | (3,450) | 1,380 | 60.0% |
| - Discount - Region XI | (4,500) | - | - | - | (3,240) | (4,500) | 1,260 | 72.0% |
| - Discount - Speakers | - | - | - | - | (288) | - | (288) | 0.0% |
| Registration Guest | 13,250 | - | - | - | 9,275 | 13,250 | (3,975) | 70.0% |
| Donations & Sponsorships | 50,250 | - | - | - | 54,350 | 50,250 | 4,100 | 108.2% |
| Exhibitor Program | 42,000 | - | - | - | 25,100 | 42,000 | (16,900) | 59.8% |
| Cancellation Fee | 2,500 | - | - | - | 2,282 | 2,500 | (218) | 91.3% |
| Misc Conference Revenue | 45,317 | - | - | - | 52,095 | 45,317 | 6,778 | 115.0% |
| Academy Workshop | 25,000 | - | - | - | 24,511 | 25,000 | (489) | 98.0% |
| Athenian Leadership Society | 8,800 | - | - | - | 9,920 | 8,800 | 1,120 | 112.7% |
| Boutique Sales | 2,500 | - | - | - | 2,512 | 2,500 | 12 | 100.5% |
| Total Income | 522,517 | 100 | - | 100 | 484,290 | 522,517 | (38,227) | 92.7% |
| DIRECT EXPENSES | | | | | | | | |
| Planner - Contract Labor | 60,000 | 5,000 | 5,000 | - | 60,000 | 60,000 | - | 100.0% |
| Planner Travel Accommm. | 2,500 | - | - | - | 2,300 | 2,500 | (200) | 92.0% |
| Planner Airfare | 1,000 | - | - | - | 1,552 | 1,000 | 552 | 155.2% |
| Planner Ground Travel | 350 | - | - | - | 470 | 350 | 120 | 134.3% |
| Planner Travel Meals | 700 | - | - | - | 575 | 700 | (125) | 82.2% |
| PlannerTravel Other | 300 | - | - | - | 163 | 300 | (137) | 54.3% |
| Subtotal Planner Expenses | 64,850 | 5,000 | 5,000 | - | 65,060 | 64,850 | 210 | 100.3% |
| Academy Speaker Fees | 12,000 | - | - | - | 8,175 | 12,000 | (3,825) | 68.1% |
| Academy Speaker Accommodations | 1,440 | - | - | - | 2,530 | 1,440 | 1,090 | 175.7% |
| Academy Speaker Meals | 800 | - | - | - | 1,101 | 800 | 301 | 137.7% |
| Academy Speaker Travel | 5,000 | - | - | - | 7,296 | 5,000 | 2,296 | 145.9% |
| Academy Materials/Supplies | 1,000 | - | - | - | 28 | 1,000 | (972) | 2.8% |
| Subtotal Academy Expenses | 20,240 | - | - | - | 19,130 | 20,240 | (1,110) | 94.5% |
| Genl/Plenary Speaker Fees | 30,000 | - | - | - | 26,750 | 30,000 | (3,250) | 89.2% |
| Genl/Plenary Speaker Accommodations | 720 | - | - | - | 322 | 720 | (398) | 44.7% |
| Genl/Plenary Speaker Meals | 100 | - | - | - | - | 100 | (100) | 0.0% |
| Genl/Plenary Speaker Travel | 1,635 | - | - | - | 1,056 | 1,635 | (579) | 64.6% |
| Subtotal Gen/Plenary Speaker Expenses | 32,455 | - | - | - | 28,128 | 32,455 | (4,327) | 86.7% |
| Speakers Fees | 12,000 | - | - | - | 14,208 | 12,000 | 2,208 | 118.4% |
| Speakers Accommodations | 7,560 | - | - | - | 6,796 | 7,560 | (764) | 89.9% |
| Speakers Meals | 1,000 | - | - | - | 571 | 1,000 | (429) | 57.1% |
| Speakers Travel | 6,000 | - | - | - | 4,160 | 6,000 | (1,840) | 69.3% |
| Subtotal Speaker Expenses | 26,560 | - | - | - | 25,736 | 26,560 | (824) | 96.9% |
| Staff Travel Accommm. | 12,000 | - | - | - | 12,686 | 12,000 | 686 | 105.7% |
| Conf. Travel Airfare Staff | 7,000 | - | - | - | 7,207 | 7,000 | 207 | 102.9% |
| Conf. Travel Ground - Staff | 500 | - | - | - | 1,027 | 500 | 527 | 205.3% |
| Conf. Travel Meals - Staff | 6,400 | - | - | - | 4,909 | 6,400 | (1,491) | 76.7% |
| Conf. Travel Other - Staff | 100 | - | - | - | 45 | 100 | (55) | 45.0% |
| Conf. Travel Accommm. - Raffle Donation | 1,500 | - | - | - | 1,219 | 1,500 | (281) | 0.0% |
| Subtotal Staff Expenses | 27,500 | - | - | - | 27,093 | 27,500 | (407) | 98.5% |
| Travel Accommodations VIP | 9,000 | - | - | - | 11,604 | 9,000 | 2,604 | 128.9% |
| Conf. Transportation - VIP | 1,000 | - | - | - | 1,260 | 1,000 | 260 | 126.0% |
| Subtotal VIP Expenses | 10,000 | - | - | - | 12,864 | 10,000 | 2,864 | 128.6% |
| Opening Reception | 25,000 | - | - | - | 22,664 | 25,000 | (2,336) | 90.7% |
| All Conference Event | 40,000 | - | - | - | 43,141 | 40,000 | 3,141 | 107.9% |
| Opening Ceremony | 500 | - | - | - | 419 | 500 | (81) | 83.7% |
| Subtotal Events Expenses | 65,500 | - | - | - | 66,224 | 65,500 | 724 | 101.1% |
| Food & Beverage | 94,000 | - | - | - | 94,945 | 94,000 | 945 | 101.0% |
| Meetings Space/Labor | - | - | - | - | - | - | - | 0.0% |
| Colloquim Food & Beverage | 1,500 | - | - | - | 785 | 1,500 | (715) | 52.4% |
| Annual Banquet | 42,700 | - | - | - | 34,690 | 42,700 | (8,010) | 81.2% |
| Private Receptions | 10,400 | - | - | - | 12,072 | 10,400 | 1,672 | 116.1% |
| Meeting Expense - MCEF | - | - | - | - | - | - | - | 0.0% |
| Subtotal F&B Expenses | 148,600 | - | - | - | 142,491 | 148,600 | (6,109) | 95.9% |

IIMC Financials

FISCAL YEAR 2015

Conference

December 31, 2015

| | 2015 | | | | | | | |
|------------------------------------|----------------|----------------|----------------|--------------|-----------------|----------------|-----------------|----------------|
| Description | Budget | Monthly | Monthly Budget | Variance | Actual YTD | YTD Budget | Variance | YTD % |
| Credit Card Fees | 9,500 | - | - | - | 8,897 | 9,500 | (603) | 93.7% |
| Athenian Leadership Society | 2,500 | - | - | - | 1,329 | 2,500 | (1,171) | 53.2% |
| Telephone/Internet | 3,500 | - | - | - | 1,275 | 3,500 | (2,225) | 36.4% |
| Awards & Gifts | 3,000 | - | - | - | 2,924 | 3,000 | (76) | 97.5% |
| Meeting Room | 11,400 | - | - | - | 20,625 | 11,400 | 9,225 | 0.0% |
| Office Supplies | 200 | - | - | - | 111 | 200 | (89) | 55.5% |
| Shipping | 3,200 | - | - | - | 3,434 | 3,200 | 234 | 107.3% |
| Lanyards/Bags/Gifts | 2,500 | - | - | - | 3,567 | 2,500 | 1,067 | 142.7% |
| Conference Security | 2,000 | - | - | - | - | 2,000 | (2,000) | 0.0% |
| Colloquium Institute Director | 1,000 | (142) | - | (142) | (142) | 1,000 | (1,142) | -14.2% |
| Postage/Courier/Mailing | 500 | - | - | - | 106 | 500 | (394) | 21.1% |
| Conf. Transportation | 3,000 | - | - | - | 1,480 | 3,000 | (1,520) | 49.3% |
| Audio/Visual | 40,000 | - | - | - | 37,880 | 40,000 | (2,120) | 94.7% |
| Exhibit Hall | 6,000 | - | - | - | 9,726 | 6,000 | 3,726 | 162.1% |
| Design Work | 500 | - | - | - | - | 500 | (500) | 0.0% |
| Photographer | 3,000 | - | - | - | 1,355 | 3,000 | (1,645) | 45.2% |
| Conference Printing/Design Work | 18,000 | - | - | - | 18,930 | 18,000 | 930 | 105.2% |
| Merchandise | 1,500 | - | - | - | 2,018 | 1,500 | 518 | 134.5% |
| Conference Scanning Expense | 11,500 | - | - | - | 5,873 | 11,500 | (5,628) | 51.1% |
| Other | 500 | - | - | - | 250 | 500 | (250) | 50.0% |
| Conference CD Handout | - | - | - | - | 421 | - | 421 | 0.0% |
| Subtotal Operating Expenses | 123,300 | (142) | - | (142) | 120,059 | 123,300 | (3,241) | 97.4% |
| | | | | | | | | |
| Total Direct Expense | 519,005 | 4,858 | 5,000 | (142) | 506,785 | 519,005 | (12,220) | 97.6% |
| | | | | | | | | |
| Net Profit/Loss | 3,512 | (4,758) | (5,000) | 242 | (22,495) | 3,512 | (26,007) | -640.5% |

IIMC Financials

FISCAL YEAR 2015

Education

December 31, 2015

| | 2015 | | | | | | | |
|--|------------------|---------------|-----------------|---------------|-----------------|------------------|-----------------|----------------|
| Description | Budget | Monthly | Monthly Budget | Variance | Actual YTD | YTD Budget | Variance | YTD % |
| INCOME: | | | | | | | | |
| MCEF Contribution/Policy 8 | 35,000 | 69,229 | 2,917 | 66,312 | 69,229 | 35,000 | 34,229 | 197.8% |
| - Grants - Conference/Regional Ed Mtgs | (5,000) | - | (417) | 417 | - | (5,000) | 5,000 | 0.0% |
| - Scholarship - MCEF | (10,000) | - | (833) | 833 | - | (10,000) | 10,000 | 0.0% |
| Symposium Program | (3,000) | - | (250) | 250 | - | (3,000) | 3,000 | 0.0% |
| Fees CMC | 36,000 | 3,450 | 3,000 | 450 | 41,365 | 36,000 | 5,365 | 114.9% |
| Fees MMC | 32,000 | 3,150 | 2,667 | 483 | 43,540 | 32,000 | 11,540 | 136.1% |
| Pin CMC | 100 | - | 8 | (8) | 120 | 100 | 20 | 120.0% |
| Pin MMC | 100 | - | 8 | (8) | 90 | 100 | (10) | 90.0% |
| Plaques CMC/MMC | 9,520 | 880 | 793 | 87 | 12,035 | 9,520 | 2,515 | 126.4% |
| Distance Ed Registration | 1,500 | - | 125 | (125) | 7,155 | 1,500 | 5,655 | 477.0% |
| New Institute Application Fees | - | - | - | - | 600 | - | 600 | 0.0% |
| Total Income | 96,220 | 76,709 | 8,018 | 68,690 | 174,163 | 96,220 | 77,943 | 181.0% |
| DIRECT EXPENSES: | | | | | | | | |
| Salary/Wages | 94,448 | 11,048 | 7,871 | 3,178 | 93,514 | 94,448 | (934) | 99.0% |
| Contract Labor - Professional Dev Director | 115,000 | 9,583 | 9,583 | (0) | 115,000 | 115,000 | (0) | 100.0% |
| Salary Benefits | 16,000 | 1,220 | 1,333 | (113) | 12,604 | 16,000 | (3,396) | 78.8% |
| Payroll Taxes - Employer | 8,800 | 1,028 | 733 | 295 | 8,482 | 8,800 | (318) | 96.4% |
| Workers Comp Insurance | 950 | - | 79 | (79) | 918 | 950 | (32) | 96.6% |
| Computer/Software Support | 1,000 | - | 83 | (83) | 784 | 1,000 | (216) | 78.4% |
| Conference CD Rom | - | - | - | - | - | - | - | 0.0% |
| Credit Card Fee | 1,500 | 229 | 125 | 104 | 2,606 | 1,500 | 1,106 | 173.8% |
| Distance Ed | 5,000 | - | 417 | (417) | 135 | 5,000 | (4,865) | 2.7% |
| Memberships | 375 | - | 31 | (31) | 140 | 375 | (235) | 37.3% |
| Pins CMC | - | - | - | - | - | - | - | 0.0% |
| Pins CMC/MMC | 2,000 | - | 167 | (167) | 4,730 | 2,000 | 2,730 | 236.5% |
| Plaques | 3,000 | - | 250 | (250) | 3,288 | 3,000 | 288 | 109.6% |
| Postage/Courier/Mailing | 1,200 | 126 | 100 | 26 | 1,269 | 1,200 | 69 | 105.7% |
| Printing | 500 | - | 42 | (42) | - | 500 | (500) | 0.0% |
| Shipping | 4,000 | 301 | 333 | (32) | 5,917 | 4,000 | 1,917 | 147.9% |
| Professional Develop/Training | 1,500 | - | 125 | (125) | - | 1,500 | (1,500) | 0.0% |
| Program Development | 5,000 | 1,099 | 417 | 682 | 1,124 | 5,000 | (3,876) | 22.5% |
| Education Consultants | 9,000 | 3,500 | 750 | 2,750 | 9,000 | 9,000 | - | 100.0% |
| Subscriptions/Publications | 500 | - | 42 | (42) | - | 500 | (500) | 0.0% |
| Telephone | 200 | 12 | 17 | (5) | 95 | 200 | (105) | 47.6% |
| Staff Travel Accommodations | 1,000 | - | 83 | (83) | - | 1,000 | (1,000) | 0.0% |
| Staff Airfare | 1,000 | - | 83 | (83) | 60 | 1,000 | (940) | 6.0% |
| Staff Travel Ground | 500 | - | 42 | (42) | 501 | 500 | 1 | 100.2% |
| Staff Travel Meals | 500 | - | 42 | (42) | 125 | 500 | (375) | 24.9% |
| Staff Travel Other | 500 | - | 42 | (42) | - | 500 | (500) | 0.0% |
| Wyoming On-Line Institute | - | - | - | - | - | - | - | 0.0% |
| Total Direct Expense | 273,473 | 28,148 | 22,789 | 5,359 | 260,289 | 273,473 | (13,184) | 1663.8% |
| | | | | | | | | |
| Net Profit/Loss | (177,253) | 48,561 | (14,771) | 63,332 | (86,126) | (177,253) | 91,127 | 48.6% |

IIMC Financials

FISCAL YEAR 2015

Marketing

December 31, 2015

| | 2015 | | | | | | | |
|----------------------------------|-----------------|----------------|----------------|----------------|-----------------|-----------------|----------------|--------------|
| Description | Budget | Monthly Actual | Monthly Budget | Variance | Actual YTD | YTD Budget | Variance | YTD % |
| INCOME | | | | | | | | |
| Advertising | 6,500 | 600 | 542 | 58 | 6,600 | 6,500 | 100 | 101.5% |
| Advertising/Sponsor | 15,000 | 1,283 | 1,250 | 33 | 14,712 | 15,000 | (288) | 98.1% |
| Advertising Website | - | - | - | - | 2,499 | - | 2,499 | 0.0% |
| Royalty - Robert's Rule of Order | 500 | - | 42 | (42) | 81 | 500 | (420) | 16.1% |
| Royalties Other - E.Mina/NAP | 200 | - | 17 | (17) | 129 | 200 | (71) | 64.5% |
| Mailing Lists | 500 | - | 42 | (42) | - | 500 | (500) | 0.0% |
| Merchandise | 250 | - | 21 | (21) | 27 | 250 | (224) | 10.6% |
| Publications | 3,500 | 91 | 292 | (201) | 1,294 | 3,500 | (2,206) | 37.0% |
| Publications - Book 8 | 1,000 | - | 83 | (83) | 165 | 1,000 | (835) | 16.5% |
| Total Income | 27,450 | 1,974 | 2,287 | (313) | 25,506 | 27,450 | (1,944) | 92.9% |
| DIRECT EXPENSES | | | | | | | | |
| Salary/Wages | 49,000 | 4,077 | 4,083 | (6) | 48,925 | 49,000 | (75) | 99.8% |
| Contract Labor | 12,000 | - | 1,000 | (1,000) | 9,000 | 12,000 | (3,000) | 0.0% |
| Salary Benefits | 6,400 | 544 | 533 | 10 | 6,531 | 6,400 | 131 | 102.0% |
| Payroll Taxes | 2,700 | 110 | 225 | (115) | 2,760 | 2,700 | 60 | 102.2% |
| Workers Comp Insurance | 550 | - | 46 | (46) | 623 | 550 | 73 | 113.3% |
| Credit Card Fee | 100 | 2 | 8 | (6) | 205 | 100 | 105 | 205.3% |
| Awards & Gifts | 1,000 | - | 83 | (83) | 1,513 | 1,000 | 513 | 151.3% |
| Design Work (non conference) | 500 | - | 42 | (42) | 25 | 500 | (475) | 5.0% |
| Merchandise | 500 | - | 42 | (42) | - | 500 | (500) | 0.0% |
| Shipping | 100 | - | 8 | (8) | - | 100 | (100) | 0.0% |
| Staff Travel Accommodations | 600 | - | 50 | (50) | - | 600 | (600) | 0.0% |
| Staff Airfare | 500 | - | 42 | (42) | - | 500 | (500) | 0.0% |
| Exhibit/Sponsorship | 3,500 | - | 292 | (292) | 796 | 3,500 | (2,704) | 22.7% |
| Staff Travel Ground | 250 | - | 21 | (21) | - | 250 | (250) | 0.0% |
| Staff Travel Meals | 500 | - | 42 | (42) | - | 500 | (500) | 0.0% |
| Staff Travel Other | 200 | - | 17 | (17) | - | 200 | (200) | 0.0% |
| News Digest/Print/Mail/Design | 3,000 | 110 | 250 | (140) | 5,695 | 3,000 | 2,695 | 189.8% |
| Printing - Book 8 | 600 | - | 50 | (50) | 147 | 600 | (453) | 24.5% |
| Printing /Publications | 1,000 | - | 83 | (83) | 3,856 | 1,000 | 2,856 | 385.5% |
| Total Direct Expense | 83,000 | 4,843 | 6,917 | (2,074) | 80,076 | 83,000 | (2,924) | 96.5% |
| Net Profit/Loss | (55,550) | (2,869) | (4,629) | 1,761 | (54,569) | (55,550) | 981 | 98.2% |

IIMC Financials

FISCAL YEAR 2015

Membership

December 31, 2015

| | 2015 | | | | | | | |
|---------------------------------|------------------|----------------|----------------|----------------|------------------|------------------|-----------------|--------------|
| Description | Budget | Monthly Actual | Monthly Budget | Variance | Actual YTD | YTD Budget | Variance | YTD % |
| INCOME | | | | | | | | |
| Membership Dues | 1,240,000 | 103,438 | 103,333 | 105 | 1,200,501 | 1,240,000 | (39,499) | 96.8% |
| Membership Late Fee | 3,000 | 65 | 250 | (185) | 4,500 | 3,000 | 1,500 | 150.0% |
| Total Income | 1,243,000 | 103,503 | 103,583 | (80) | 1,205,001 | 1,243,000 | (37,999) | 96.9% |
| DIRECT EXPENSES | | | | | | | | |
| Salary/Wages | 136,200 | 16,326 | 11,350 | 4,976 | 135,725 | 136,200 | (475) | 99.7% |
| Salary Benefits | 28,875 | 2,896 | 2,406 | 490 | 28,650 | 28,875 | (225) | 99.2% |
| Payroll Taxes-Employer | 11,975 | 1,482 | 998 | 484 | 11,640 | 11,975 | (335) | 97.2% |
| Workers Comp Insurance | 1,250 | - | 104 | (104) | 981 | 1,250 | (269) | 78.5% |
| Auto Mileage | 100 | - | 8 | (8) | - | 100 | (100) | 0.0% |
| Awards/Gifts | 3,600 | - | 300 | (300) | 50 | 3,600 | (3,550) | 1.4% |
| Computer/Software Support | 5,200 | - | 433 | (433) | 5,404 | 5,200 | 204 | 103.9% |
| Credit Card | 8,000 | 974 | 667 | 307 | 10,537 | 8,000 | 2,537 | 131.7% |
| Dues Mailing | 9,500 | 2,178 | 792 | 1,387 | 10,419 | 9,500 | 919 | 109.7% |
| Membership | 350 | 20 | 29 | (9) | 604 | 350 | 254 | 172.7% |
| Postage/Courier/Mailing | 4,000 | 21 | 333 | (312) | 1,696 | 4,000 | (2,304) | 42.4% |
| Membership Drive | 10,000 | - | 833 | (833) | 3,562 | 10,000 | (6,438) | 35.6% |
| Professional Develop/Training | 900 | - | 75 | (75) | 138 | 900 | (762) | 15.3% |
| Promotion | 500 | - | 42 | (42) | - | 500 | (500) | 0.0% |
| Research Salary Survey Services | 350 | - | 29 | (29) | 780 | 350 | 430 | 222.9% |
| Staff Travel Accommodations | 1,000 | - | 83 | (83) | - | 1,000 | (1,000) | 0.0% |
| Subscriptions/Publications | - | - | - | - | - | - | - | 0.0% |
| Staff Airfare | 1,200 | - | 100 | (100) | - | 1,200 | (1,200) | 0.0% |
| Staff Travel Ground | 100 | - | 8 | (8) | 35 | 100 | (65) | 35.1% |
| Staff Travel Meals | 100 | - | 8 | (8) | - | 100 | (100) | 0.0% |
| Staff Travel Other | 50 | - | 4 | (4) | - | 50 | (50) | 0.0% |
| Total Direct Expense | 223,250 | 23,897 | 18,604 | 5,293 | 210,222 | 223,250 | (13,028) | 94.2% |
| | | | | | | | | |
| Net Profit/Loss | 1,019,750 | 79,606 | 84,979 | (5,373) | 994,779 | 1,019,750 | (24,971) | 97.6% |

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 |
| | | 151 | | | | |

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 | 2014 Year | 2015 | 2015 YTD | 2015 | 2016 |
| Description | End Actual | End Actual | Budget | May 2015 | Projected Year End | 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: Board of Directors
From: Education Resource Group (ERG)
Date: April 8, 2016



Subject: 2015/2016 ERG Year End Summary of Activities

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 change policies as proposed from the Director of Professional Development.

Committee Members

Jeff Hendry, Kathie Novak and Kassie VanRemortel

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

1. **Questionable annual reports and sessions:**

Throughout the year the ERG Committee reviewed and weighed in on questionable course descriptions for the Education Department and Director of Professional Development. Our input included opinions, points of concern, questionable content that was not on the level of an MMC courses, and other thoughtful conversations.

2. **August: ID feedback on “IIMC’s Proposed Online Learning Definitions and Guidelines:**

The ERG committee was asked by the Director of Professional Development to facilitate the data collection and summary of the feedback from Institute Directors on proposed online learning definitions and guideline changes. An executive summary report was created by the ERG and sent to the Director of Professional Development.

3. **Mentor New Institute Directors and Assist Institute Directors:**

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

4. **Pre-Institute Orientation and Activities:**

One of the newer ID’s asked the Director of Professional Development for assistance on pre-institute orientation and activities. Upon request to Kassie and Gayle, they submitted their models. One of the key elements for a successful Institute and retention is to set the tone immediately upon arrival for new attendees. First impressions are lasting and they

set the atmosphere for the week. It is of utmost importance for attendees to meet their classmates and establish a comfort level which translates into a positive learning environment and a high retention rate for the following year.

5. Conference Education:

- a. Colloquium:
 - i. 2015 Hartford IIMC Conference the ERG worked very closely with Director of Professional Development and Education Department to develop the focus for the Colloquium training. ERG recommended topics for consideration. The ERG reviewed Director of Professional Development's final plan and added input. Although a facilitator was hired for the day, bad weather and a no show called for quick action to formulate a new approach that the Director of Education facilitated.
- b. IIMC Institute Directors Monday Meeting
The ERG plans the meeting for the Institute Directors.
 - i. The 2016 meeting is currently being planned. Topics have been solicited from ID's and an agenda is underway. There is group work and sessions on cutting edge ideas planned. Some examples are:
 - 1. Methods of evaluation to determine the relevance of topics
 - 2. New methods of learning
 - 3. Assessment
 - 4. Strengths and weakness of individual Institute programs. This will include brainstorming and help from fellow ID's solving Institute problems.

6. New Proposed Policy Changes

Much time was spent reviewing the proposed guideline changes and providing feedback to the Director of Professional Development. After our review, the Director of Professional Development considered the ERG's feedback and forwarded the final recommendation to the Education and Professional Development and Program Review and Certification committees. The ERG examined the following policies:

- a. Assessment Policy Proposal
- b. Community College Policy
- c. On-line Learning Policies

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.

At the 2015 mid-year meeting, the Board agreed to keep the ERG intact through 2016 and reassess its viability at this year's mid-year Board meeting. We discussed that now that IIMC has a Director of Professional Development, it might be best to create a voluntary advisory group of five Institute Directors to assist when needed. If the Board agrees, we will proceed in that direction.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Janis Daudt, Director of Member Services
Tammy Storrie, Member Services Representative

Date: April 8, 2016

Subject: Member Services Year-End Report 2015 - 2016



On March 4, 2016, IIMC created and distributed two new Member Drives to market to County Clerks and Special Districts. We are introducing the “IIMC Membership Value and Customer Service” theme to 4,500 Counties and Special Districts. We are offering 18 months of membership for the cost of one year. We recruited two County Clerks and two Special District Clerks to give their testimonials about their own experience with IIMC and the education and benefits they have received since their membership began. We will send out the marketing letter and IIMC member application each quarter to those still on the list of County and Special District Clerks. To date, we have brought in 6 new County Clerks and 6 new Special District Clerks.

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 has been an appealing 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. IIMC’s Board approved \$26,000 for marketing efforts for the 2012 Drive; and \$13,000 for the 2013 Drive, totaling \$39,000. Overall, since 2012, both member drives have more than quadrupled their initial investment, bringing in more than \$189,000 in revenue. Here is the breakdown:

| | |
|----------------------|------------------|
| 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 |

Our Region Director Challenge brought in 28 new members. We appreciate the Region Directors participation, but it was Region X Director Karla Graham, MMC who brought in 12 new members. She has received two free Omaha conference registrations.

Member Services emailed and closed the 2016 Member Salary Survey. It was sent in mid-October 2015 and closed to responses in February 2016. It will be announced on the IIMC E-Briefing when it is online in the member only section of our website.

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 is distributed weekly in an easy to read format that our members enjoy. 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 have added a “NEW” button on each section of the E-Briefing that is being posted for the first time or if any changes have been made to previous postings. We also release News Updates for Regions announcing upcoming Athenian Dialogues, Region Newsletters and other Education opportunities.

Member Services continues an effective progression of notifying the membership as to when their dues are ready to be paid. We mail out dues renewals for each quarter and, when necessary, a reminder is mailed, a past due notice is mailed and the final notice is emailed to the member. Phone calls are made to each member in the final notice group. It has been a successful process in that more dues have been paid before a member is cancelled. Our Membership count at the end of March 2016 was 10,026.

Education and Member Services have expanded the Social Media on our IIMC website 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.

Region XI Bulk Membership lists have been received from the Society of Local Council Clerks (SLCC) and the Vereniging van Griffiers (VvG). We are so pleased to be working side by side with these organizations and we have weekly communication with our contacts.

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. At the time of this report, IIMC is seeing the best numbers for conference attendance since April 2006 for Anaheim. Anaheim holds the record for overall attendance. Our delegate count as of April 8, 2016 is 723.

We have had a busy season of elections with Region VIII, Region II and IIMC Vice President. We use SurveyMonkey for all IIMC surveys and ballots. The only glitch we might get are for those members that have opted out of receiving surveys, but do not realize that they will not receive any voting ballots in the future. They certainly can opt in and it is a simple procedure. We contact each individual with a problem to discover if their computer system has deleted the emailed ballot/survey due to a firewall or it they just didn’t see it in their list of emails.

The 47th Annual Municipal Clerks Week – May 1-7, 2016 was advertised to over 4,284 Mayors, Administrators, Councils and Human Resources. We delight in sending this email out as it expounds on the great individual(s) they have in their Clerk's office. We ask them to "Celebrate their Clerk" during this week and provide posters, a proclamation and a list of ideas how to make this a special week for their Clerk.

Management's Comments:

We are all pleased with the way this department oversees IIMC membership. From the personal one-on-one contact to the membership campaigns, to the weekly communication via E-Briefings, the utmost attention is always paid to keeping our members updated, engaged with IIMC and realizing the benefits of IIMC membership. The County and Special District campaigns are off to a good start in uncharted territory. We're anticipating another successful member drive.

