



**International Institute of Municipal Clerks
Board of Directors
Mid- Year Meeting Agenda
November 11-12, 2016**

Westin Hotel – Alexandria, Virginia

International Institute of Municipal Clerks

IIMC Board of Directors Roster

Vincent Buttiglieri, MMC

President Term ends: May 24, 2017
Municipal Clerk
Township of Ocean
399 Monmouth Road
Oakhurst, NJ 07755-1589
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Email: vbuttiglieri@oceantwp.org

Mary Kayser, MMC

President Elect Term ends: May 24, 2017
City Secretary
City of Fort Worth
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Fort Worth, TX 76102
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Fax: (817) 392-6196
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Stephanie Carouthers Kelly, MMC

Vice President Term ends: May 24, 2017
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City of Charlotte
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Monica Martinez Simmons, MMC

Immediate Past President Term ends: May 24, 2017
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Email: monica.simmons@seattle.gov

Carol L. Anderson, CMC

Region I Director Term ends: May 23, 2018
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Torrington, CT 06790
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Email: carol_anderson@torringtonct.org

Julie A. Coelho, CMC

Region I Director Term ends: May 22, 2019
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Town of Warren
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Douglass A. Barber, CMC

Region II Director Term ends: May 22, 2019
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New Carrollton, MD 20784
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Fax: (301) 459-8172
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Andrew J. Pavlica, MMC

Region II Director Term ends: May 24, 2017
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Garfield, NJ 07026-2694
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Pamela Smith, MMC

Region III Director Term ends: May 22, 2019
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City of Sanibel
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Sanibel, FL 33957
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Email: pamela.smith@mysanibel.com

Lisa B. Vierling, MMC

Region III Director Term ends: May 23, 2018
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City of High Point
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IIMC Board of Directors Roster

Mary Ann Hess, MMC

Region IV Director Term ends: May 24, 2017
City Clerk/Finance Director
City of Laurel
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Laurel, MS 39441-0647
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Fax: (601) 428-6415
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Diane K. Whitbey, MMC

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

Robbie Hume, CMC

Region V Director Term ends: May 22, 2019
City Clerk/Administrator
City of Lawrenceburg
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Lawrenceburg, KY 40342
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Fax: (502) 839-5106
Email: rhume@lawrenceburgky.org

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

Pam DeMouth, CMC

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

Anne B. Uecker, MMC

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

Denise R. Chisum, MMC

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

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
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Fax: (217) 323-4029
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Elizabeth Burke, MMC

Region VIII Director Term ends: May 22, 2019
City Clerk
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RaNae M. Edwards, MMC

Region VIII Director Term ends: May 24, 2017
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IIMC Board of Directors Roster

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

City Recorder
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Term ends: May 23, 2018

Sheri L. Pierce, MMC**Region IX Director**

City Clerk
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Valdez, AK 99686-0307
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Term ends: May 22, 2019

Aleta Neufeld, CMC**Region X Director**

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Lethbridge, AB T1J 0P6
CANADA
Phone: (403) 315-9440
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Term ends: May 22, 2019

Debi A. Wilcox**Region X Director**

Regional Clerk/Dir.of Legislative Svcs.
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

Term ends: May 24, 2017

Djimmer Petrusma, MMC**Region XI Director**

Clerk
City of Dronten
Postbus 100
Dronten 8250 AC
THE NETHERLANDS
Phone: 0321-388282
Fax:
Email: d.petrusma@dronten.nl

Term ends: May 23, 2018

Bruce Poole, MMC**Region XI Director**

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

Term ends: May 24, 2017

**International Institute of Municipal Clerks
Board of Directors ~ Annual Meeting Agenda
November 11 – 12, 2016
Westin Hotel – Alexandria, Virginia**

| | | |
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| 1. | Call to order | |
| 2. | Roll call | 3 |
| 3. | Swearing in of Region XI Director | |
| 4. | Agenda approval | 7 |
| 5. | Consent agenda approval | |
| | a. DRAFT Minutes of May 21, 2016 Board Meeting – Omaha, NE | 9 |
| | b. DRAFT Minutes of May 25, 2016 Board Meeting – Omaha, NE | 22 |
| | c. DRAFT Minutes of Board Meeting Teleconference – September 15, 2016 | 25 |
| 6. | Executive Session | |
| | a. Personnel discussion | |
| 7. | Foundation Report Update – Nicol/Shalby – Handout | |
| 8. | Executive Director Update – Chris Shalby – ACTION REQUIRED | 29 |
| 9. | Education Department Report — NO ACTION REQUIRED | 35 |
| 10. | Committee Reports – NO ACTION REQUIRED | |
| | a. Conference | 41 |
| | b. Election | 45 |
| | c. International Relations | 47 |
| | d. Legislative | 49 |
| | e. Membership | 51 |
| | f. Mentoring | 53 |
| | g. Records Management | 55 |
| | h. Research and Resource | 57 |
| 11. | Committee Reports – ACTION REQUIRED | |
| | a. Budget and Planning | 59 |
| | b. Education/Professional Development | 63 |
| | c. Policy w/ attachments | 67 |
| | i. Policy suggestion relative to “ownership” of Membership | 71 |
| | ii. Policy 4.05.010 Revenue and Expenditures-Budget Process | 72 |
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| | iv. Policy 4.20.010 Non-Lapsing Reserve Fund | 75 |
| | v. Policy 7.45.010 VIP Protocol | 76 |
| | vi. Policy 6.25.050 The Quill Award | 79 |
| | d. Public Relations | 97 |
| | i. Request for Proclamation – Congressman Chaffetz | 99 |
| | ii. Request for Proclamation – President | 101 |
| | iii. Request for Proclamation – Congressman Smith | 103 |
| 12. | Financials – ACTION REQUIRED | |
| | a. 2016 Projected Year-End Budget Notes – Shalby/Parker/Pantaleon | 105 |
| | b. 2016 Third Quarter financials – Handout | |
| | c. 2017 Projected Budget – Shalby/Pantaleon/Parker | 109 |
| | d. 2017 Management’s Notes | 120 |
| | e. Five-Year Capital Expenses – Shalby/Pantaleon/Parker | 126 |

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| 13. | Staff Reports – NO ACTION REQUIRED | |
| a. | Communications – Shalby | 127 |
| b. | Membership – Janis Daudt | 129 |
| c. | Region XI – Tom van der Hoven | 131 |
| d. | Education Resource Group | 135 |
| 14. | Annual Conference Updates | |
| a. | 2017 – Montreal, Canada – Shalby – Verbal | |
| b. | 2018 – Norfolk, Virginia – Shalby – Verbal | |
| c. | 2019 – Birmingham, Alabama – Shalby – Verbal | |
| d. | 2020 – St. Louis, Missouri – Shalby – Verbal | |
| 15. | 2021 Annual Conference Site Selection – Shalby – Handout | |
| 16. | Report From Directors | |
| 17. | Other Business and Announcements | |
| a. | Diversity/Inclusivity Task Force Update and Composition – Buttiglieri/Simmons | |
| b. | Update on Newfoundland/Labrador Professional Management Association - Buttiglieri | |
| c. | Education Points between Institutes and Associations - Coelho | |
| 18. | Adjournment | |

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS
Board of Directors Meeting
May 21, 2016
CenturyLink Convention Center – Omaha, Nebraska
Minutes

CALL TO ORDER

President Monica Martinez Simmons called the IIMC Board of Directors meeting to order at 8:10 a.m. Saturday, May 21, 2016.

Region VIII Director RaNae Edwards was sworn in by President Simmons.

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 L. Anderson, CMC; Julie A. Coelho, CMC
Region II Directors: Andrew J. Pavlica, MMC; Kimberley A. Rau, MMC
Region III Directors: Lynnette Ogden, MMC; Lisa B. Vierling, MMC
Region IV Directors: Mary Ann Hess, MMC; Diane K. Whitbey, MMC
Region V Directors: Lanaii Y. Benne, MMC; Mary J. Johnston, MMC
Region VI Directors: Pam DeMouth, CMC; Anne B. Uecker, MMC
Region VII Directors: Denise Chisum, MMC; Brian L. Ruch, MMC
Region VIII Director: RaNae M. Edwards, MMC; Nancy A. Vincent, MMC
Region IX Directors: Alice J. Attwood, MMC; Tracy L. Davis, MMC
Region X Directors: Karla D. Graham, MMC; Debi A. Wilcox
Region XI Director: Jaap Paans, MMC; Bruce Poole, MMC

The following IIMC staff members were present:

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

Also present:

Region XI Consultant: Tom van der Hoven
Past President: Colleen Nicol, MMC
Past President: Sharon Cassler, MMC

Past President: Mary Lynne Stratta, MMC
Institute Director: Jeff Hendry
Florida Education Chair: Linda Bridges
Florida State Association President: Tracy Ackroyd, MMC
MCEF: Dale Barstow
MCEF: Marian Karr, MMC
Stephanie Moon Reynolds, MMC
Parliamentarian: Connie M. Deford, CMC

Incoming Board:

Vice President Elect: Stephanie Kelly, MMC
Region III Director: Pamela Smith, MMC
Region V Director: Robbie Hume, CMC
Region IX Director: Sherry Pierce, MMC
Region X Director: Aleta Neufeld, CMC

AGENDA APPROVAL

Director Attwood moved to approve the Agenda. **Motion adopted.**

Guests, except incoming board members and staff, except ED Shalby, were excused so that the board could go into executive session at 8:15 a.m.

The meeting reconvened at 8:40 a.m.

MCEF SCHOLARSHIP TASK FORCE

Foundation President Nicol gave an overview of the report and stated that the MCEF Foundation is now the "IIMC Foundation." Nicol also stated that MCEF provides funds in two categories: 1) Restricted funds generated from interest earned from endowments and designated as to where and how these funds are applied; and 2) Unrestricted Policy 8 funds provided to IIMC to use toward education programs such as conference speakers and facilitators, creating online courses, conference grants and region stipends and the 2016 Symposium.

Director Shalby gave an overview on the report and discussed as follows:

- 1) **Region XI Symposium** - MCEF unrestricted Policy 8 funds have been set aside to use toward Region XI Symposium education program.

COSTS: The amount established for the 2016 Symposium was \$6,000. IIMC set aside \$3,000 in 2015 and another \$3,000 in 2016 for the education component for the Symposium.

Director Shalby presented the following 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 education objectives are planned.

Option #1 – Would the Board like to continue funding these types of programs for Region XI?

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?

After discussion, Director Uecker moved to accept Option #1 to continue funding these types of programs for Region XI. **Motion adopted.**

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.

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

Director Shalby presented the following 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 \$6,000 and use those savings toward more CMC and MMC scholarships?

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

After discussion, Director Rau moved to accept Option #3 to keep the Conference Grant program as is, adding that Region Directors can and should do a better job at marketing the Grant program. **Motion adopted.**

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.

Director Shalby presented the following 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's 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?

After discussion, Vice President Kayser moved to increase the MMC scholarship funds from \$100 to \$400, leave the CMC at \$400 and lengthen the application period. **Motion adopted.**

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 the funds.

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

Director Shalby presented the following 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 the funds toward scholarships.

After discussion, Director Ruch moved to eliminate the Association Grant Program. **Motion adopted.**

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 Stipends funds are from MCEF's unrestricted Policy 8 funds.

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

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?

After discussion, Director Uecker moved to accept Option #3 to keep the Region Stipend program as is. **Motion adopted.**

Management/Task Force Other Recommendations:

- Creation of an Online Learning Scholarship
- Create scholarship and grant applications for those that have already achieved the MMC designation

Director Shalby presented the following Management/Task Force Recommendations:

We believe an Online Learning Scholarship can also act as an incentive for those Clerks who are interested in completing the 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 scholarship? 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?

After discussion, Option #2 wording was amended as follows:

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 IIMC Foundation funds?

Director Attwood moved to accept Option #2 as amended. **Motion adopted.**

Meeting recessed at 9:54 and reconvened at 10:09 a.m.

COMMITTEE REPORTS

Executive Director Update

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

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.

Director Vincent moved that the Board direct staff to work with the Policy Committee to make revisions where needed throughout the entire manual. **Motion adopted.**

Constitution

IIMC has 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 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.

Article V – Officers

Section 2. Term (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.

After discussion, Director Attwood moved to accept the amended Articles V and VI as presented.

Motion adopted.

Strategic Objectives/Outline

Director Shalby Presented the IIMC Strategic Outline and after a brief discussion Immediate Past President Young moved to accept the outline as presented and allow staff to implement another key area for diversity. **Motion adopted.**

Revised Region XI Bulk Membership Scheme

Director Shalby gave an overview of the report and presented the following 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.

After discussion, Director Uecker moved to accept Management recommendations as presented in the report. **Motion adopted.**

Florida Association Letter with Management's Comments:

Director Shalby presented the letter From the Florida Association of City Clerks dated January 15, 2016 regarding reinstating continuing education to maintain CMC and MMC credentials and the integrity of those credentials. A letter of support was also received from the Alabama Association. ED Shalby stated that Management and the Education Department initially brought forth the recommendation to eliminate recertification due to a few issues: legal, due process, staff reinforcement and membership's disapproval and reluctance to continue with recertification.

After discussion, it was agreed to maintain the current policy. President Simmons requested that Director Shalby follow up in writing with the Florida State Association and the Alabama Association to inform them of the outcome of the discussion.

The Board approved Management's recommendation to have the Education and Professional Development Committee with IIMC's Education Department review the number of points a college degree is afforded toward certification.

Education Department Report

Certification Manager DiBlasi gave an overview of the report adding the following:

- Captus Press will be adding a new course sometime in June or July 2016
- Since the 2015 Midyear Meeting we have awarded 200 CMC and 50 MMC designations.
- Since the 2015 Midyear Meeting, we have certified 28 new international CMCs and 3 new MMCs with The Netherlands making up the majority of those certifications.

Director Paans moved to have staff look into this further. **Motion adopted.**

Director Shalby presented the following Management Comments:

He offered thanks to this Department for their efforts to maintain the organization's high standards regarding Education programs and Certification. There are two areas that require 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 increase for the MMC program, which is currently at \$400 per application.

After discussion, Director Uecker moved to increase the CMC application fee to \$125. **Motion adopted.**

- 2) In light of the Wyoming letter, we recommend to the Board to allow the Department to work with the Education and 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 have a traditional Institute; therefore, leaving members in those states without an opportunity to seek certification.

After discussion, Director Hess moved to allow the department to work with the Professional Development Committee to research and recommend alternative institute sponsorship opportunities, including community colleges, and present recommendations at the 2016 Midyear Meeting. **Motion adopted.**

Meeting recessed at 12:10 and reconvened at 1:12 p.m.

IIMC Region XI

Consultant van der Hoven presented the report and stated the following:

- Due to unfortunate events in Brussels this year, the Symposium had to be postponed until a later date, perhaps in early 2017
- Will work with associations in Region XI to recruit members for the bulk membership program

President Simmons thanked Consultant van der Hoven for his hard work, and the report was received as presented.

Conference Committee

Director Ogden gave an overview of the report.

President Simmons thanked the committee for their work, and the report was received as presented.

Elections Committee

Director Hess gave an overview of the report.

President Simmons thanked the committee for their hard work, this year and the report was received as presented.

Legislative Committee

Director Uecker gave an overview of the report.

Director Shalby thanked the committee for their work and for the submittal of articles that were published in the *News Digest* this past year.

President Simmons thanked the committee, and the report was received as presented.

Membership Committee

Director Pavlica gave an overview of the report.

Director Shalby thanked the committee for their help in all things regarding membership and for the IIMC Champions articles that were featured earlier this year in the *News Digest*.

President Simmons thanked the committee for their work, and the report was received as presented.

Mentor Committee

Director Whitbey gave an overview of the report.

President Simmons thanked the committee for their work, and accepted the report as presented.

Records Management Committee

Director Ruch gave an overview of the report.

President Simmons thanked the committee for their work, and the report was received as presented.

Research and Resource Committee

Director Vincent gave an overview of the report.

President Simmons thanked the committee for their work, and the report was received as presented.

Constitution Task Force

Director Shalby gave an overview of the report and presented the following 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 Amendment was posted on IIMC's website and published in the April and May News Digests. It will be voted on during this week's Annual Business Meeting.

President Simmons thanked the Task Force for their work, and the report was received as presented.

Budget and Planning

Vice President Kayser gave an overview of the report and stated the committee recommends the adoption of the proposed financials and the Auditor's report as submitted.

President Simmons thanked the committee, and the report was received as presented.

Education and Professional Development

Director Johnston gave an overview of the report and discussed the following recommendations:

(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.

Director Shalby Presented 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 Board has approved the Assessment Policy 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.

After discussion, Director Anderson moved to allow additional time to complete this research and present at the mid-year meeting in November 2016. **Motion adopted.**

International Relations

Director Paans gave an overview of the report.

Director Shalby thanked the committee for their efforts in providing their input and perspective on the Region XI Symposium and added the following comments:

- The IRC 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 Tourisme Bureau will be exhibiting in Omaha to promote the city for next year's conference.

President Simmons thanked the committee, and the report was received as presented.

Policy

Vice President Kayser gave an overview of the report stating the following recommendations for Quill Award scoring process:

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 the form as well.

Vice President Kayser also stated that there are no changes required to the Quill Award Policy. The changes are simply to the scoring form.

Director Shalby presented the following Management's Recommendation:

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.

After discussion, Director Attwood moved to accept the recommendations to accept the revision to the scoring form and the logo policy. **Motion adopted.**

Program Review & Certification

Director Davis gave an overview of the report stating that the Proposed Online Learning policies require further discussion.

President Simmons thanked the committee, and the report was received as presented.

Public Relations & Marketing

Director Benne gave an overview of the report.

President Simmons thanked the committee, and the report was received as presented.

Meeting recessed at 2:10 and reconvened at 2:25 p.m.

Financials

IIMC Finance Specialist Pantaleon and CPA Parker provided an overview of the report.

President Simmons thanked Pantaleon and Parker for their diligent work, and the report was received as presented.

The audit report was accepted as presented.

STAFF REPORTS:

Education Resource Group

Director Shalby gave an overview of the report with the following Management's Comments:

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.

After discussion, Director Attwood moved to create a voluntary advisory group of five Institute Directors. **Motion adopted.**

Member Services

Member Services Director Daudt gave an overview of the report and stated that the membership lists have been received from SLCC and the VvG. IIMC is pleased to be working side by side with these organizations.

President Simmons thanked Staff for their hard work, and the report was received as presented.

Annual Conference Updates (Verbal by Director Shalby)

2016 – Omaha, NE

- Great Host Committee
- High volume of attendees

2017 – Montreal, CANADA

- We will not have a traditional Host Committee
- Host Hotel will be the Bonaventure
- Shalby, Buttiglieri, Ozimek and DiBlasi will be going on the site visit in July

2018 – Norfolk, VA

- Just completed Conference theme
- IIMC is currently working on the Logo
- There will be two Host Hotels: Marriott and Sheraton
- Hotels will have looping transportation

2019 – Birmingham, AL

- Lee Frazier is the Host Clerk
- Host hotel is the Sheraton
- Convention Center is linked to Host Hotel
- Will be working on the Conference logo
- Will have support from the CVB and Committee

2020 – St. Louis, MO

- Conference logo has been approved
- Will have a great Host Committee
- Karen Goodwin, MMC is the Host Clerk
- Host hotel is the Hyatt

Director Shalby also stated that for the past few years all conference locations have been chosen anonymously and this has worked quite well. He also stated that RFPs for 2021 have been received from: Grand Rapids, Michigan; Little Rock, Arkansas; Frisco, Texas; Spokane, Washington; Reno, Nevada; Denver, Colorado; and Ontario, California.

Directors Reports

All Directors verbally presented reports from their regions. The following comments were made:

- Directors Ogden and Vierling recommended Speaker Denise Ryan for future conferences
- Director Paans will be stepping down as Region XI Director within a few weeks
- Vice President Kayser thanked all the Directors that are stepping down for all their hard work and dedication to IIMC and congratulated newly elected Vice President Kelly and President Buttiglieri.

Other Business

President Simmons thanked the Board for all their work and contributions to the organization.

Adjournment

The Board meeting adjourned at 4:33 p.m.

Maria Miranda
Recorder

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS
Board of Directors Meeting
May 25, 2016
CenturyLink Convention Center – Omaha, Nebraska
Minutes

CALL TO ORDER

President Vincent Buttiglieri called the IIMC Board of Directors meeting to order at 12:57 p.m. Wednesday, May 25, 2016.

Board Members Present:

President Vincent Buttiglieri, MMC
President Elect Mary Kayser, MMC
Vice President, Stephanie Carouthers Kelly, MMC
Immediate Past President, Monica Martinez Simmons, MMC
Region I Directors: Carol L. Anderson, CMC; Julie A. Coelho, CMC
Region II Directors: Douglass A. Barber, CMC; Andrew J. Pavlica, MMC
Region III Directors: Pamela Smith, MMC; Lisa B. Vierling, MMC
Region IV Directors: Mary Ann Hess, MMC; Diane K. Whitbey, MMC
Region V Directors: Robbie Hume, CMC; Mary J. Johnston, MMC
Region VI Directors: Pam DeMouth, CMC; Anne B. Uecker, MMC
Region VII Directors: Denise Chisum, MMC; Brian L. Ruch, MMC
Region VIII Director: Elizabeth Burke, MMC; RaNae M. Edwards, MMC
Region IX Directors: Tracy L. Davis, MMC; Sheri L. Pierce, MMC
Region XI Director: Bruce Poole, MMC

The following IIMC staff members were present:

Executive Director: Chris Shalby
Director of Professional Development: Dr. Jane Long
Office Manager: Denice Cox

Also present:

Parliamentarian/Recorder: Connie M. Deford, CMC

Director Johnston moved to excuse the absence of Region X Director Wilcox and Region XI Director Paans.

Role of Board Members

President Buttiglieri reviewed IIMC Policy 2.3 dealing with the role of board members.

Budget & Planning Committee Appointment

Vice President Kelly recommended Bernie White, retired clerk from Canada, to serve as Budget & Planning Committee Chairman. The appointment was approved.

President, Executive Committee, and Executive Director Travels

Executive Director Shalby reviewed the travel plans for the President, executive committee members, and Executive Director for the upcoming year. Director Pavlica moved approval of the travel plans as presented. Motion adopted.

Montreal Site Visit

President Buttiglieri and Executive Director Shalby will visit Montreal in July. It was noted that there is no host association. There is a local clerk's association in Quebec, and hopefully their representative will come to the site visit.

Budget & Planning Committee Meeting

The Budget and Planning Committee will meet August 18-20 at IIMC Headquarters. The Executive Committee will meet on August 20th.

Mid-Year Board Meeting

Director Shalby announced that the mid-year meeting will be in Alexandria, Virginia, at the Westin Hotel November 10-13, 2016.

Letter of Resignation

A letter of resignation, effective July 1, 2016, was submitted by Region XI Director Jaap Paans. Director Uecker moved to receive the resignation with regret.

Executive Director Shalby stated that a letter will go out to Region XI members. If there is more than one member interested, an election will be conducted.

Region X Director Neufeld joined the meeting at 1:20 p.m.

Executive Director Remarks

Executive Director Shalby stated that the deadline for proposals for the 2021 Conference is June 6th. Site visits to the various locations will be scheduled during the summer months.

He will continue to send out the weekly Friday letter, and financial reports are sent out quarterly. If incoming Board and Executive Committee members wish to have a press release issued by IIMC, they are to contact Executive Director Shalby.

Members were encouraged to contact staff directly with questions or concerns.

The Executive Director will possibly take a week vacation in July, but the bulk of the vacation time will be taken in December.

Details about arrangements, time, and location for this evening's reception were provided.

Adjournment

With no further business, the meeting adjourned at 1:30 p.m.

Connie Deford
Parliamentarian/Recorder

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS
Board of Directors Teleconference Meeting
September 15, 2016
Minutes

CALL TO ORDER

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

Board Members Present:

President Vincent Buttiglieri, MMC
President Elect Mary Kayser, MMC
Vice President Stephanie Kelly, MMC
Immediate Past President Monica Martinez Simmons, MMC
Region I Director: Carol Anderson, CMC
Region II Director: Andrew J. Pavlica, MMC
Region III Directors: Pamela Smith, MMC; Lisa Vierling, MMC
Region IV Director: Mary Ann Hess, MMC
Region V Directors: Robbie Hume, CMC; Mary Johnston, MMC
Region VI Directors: Pam DeMouth, CMC; Anne B. Uecker, MMC
Region VII Directors: Denise Chisum, MMC; Brian Ruch, MMC
Region VIII Director: Elizabeth Burke, MMC; RaNae Edwards, MMC
Region IX Director: Tracy Davis, MMC
Region X Directors: Aleta Neufeld, CMC; Debi A. Wilcox
Region XI Director: Bruce Poole, MMC

Board Members Absent:

Region I Director: Julie Coelho, CMC
Region II Director: Douglass Barber, CMC
Region IV Director: Diane Whitbey, MMC
Region IX Director: Sheri Pierce, MMC

The following IIMC staff members were present:

Executive Director: Chris Shalby
Administrative Coordinator/Recorder: Maria Miranda

Other Participants:

Connie Deford, CMC/Parliamentarian

President Buttiglieri welcomed everyone and asked ED Shalby to present a brief introduction into Item 1 on the Agenda:

Item 1: Board Development - Midyear

Session Part 1:

ED Shalby explained that since this session involves education, Part 1 of the midyear Board Development will be facilitated by Dr. Jane Long. Dr. Long will provide the pros and cons and an overview of IIMC's history with regard to recertification. This discussion will be solely for the purpose of looking for Board discussion and agreement.

Session Part 2:

ED Shalby stated that James Banks will be facilitating with Dr. Long Part 2 of the Board Development at midyear. Prior to midyear meeting, the Board will need to complete an assignment for discussion. The assignment will be coordinated by Dr. Long and will be forwarded to Board members via email.

Item 2: Budget Approval

a. 2017 Dues increase

ED Shalby stated that IIMC is requesting an increase in yearly membership dues of \$5 to all regions, excluding Region XI and Retired members.

A roll call vote was taken to implement the \$5 dues increase to all regions, excluding Region XI and Retired members. The majority of participants voted in favor of implementing the \$5 increase beginning with the next quarter billing on October 1, 2016. **Motion adopted.**

b. 2017 Montreal Conference budget/update

ED Shalby stated we will keep the 250 rooms being offered at Host Hotel, the Bonaventure, and will use the Marriott and Sheraton for overflow with each hotel offering 125 rooms. He feels this conference might attract more attendees due to the location of conference, but for now would like to keep the projection low at approximately 500 attendees.

ED Shalby also stated the Budget Committee approved 20K for IIMC's use toward conference events in Montreal.

c. 2017 Study Abroad Program

ED Shalby stated the following:

- Study Abroad Program will be a three-day program and will take place three to four days before the IIMC Conference in Montreal. The hub will be out of Montreal with one day in Quebec and half a day in Ottawa
- Education Department is currently working on the education component of the program and will assign points value
- Once the education component is finalized, IIMC will begin promoting the program within 30 days

d. Diversity Task Force Update

President Buttiglieri explained that IIMC is currently working on putting together a Task Force to look at how we can be proactive when it comes to diversity in order to help the organization. He stated that we currently have 82 volunteers which includes members from all regions. The deadline for volunteers is October 15, 2016; at that time Buttiglieri, Simmons and Shalby will review the list of final volunteers and disperse to all Board members at midyear.

Teleconference was called into Executive Session at 9:40 a.m. Staff member Maria Miranda was excused.

After the conclusion of the executive session, the meeting adjourned 10:10 a.m.

Maria Miranda
Recorder

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Chris Shalby, Executive Director
Date: October 1, 2016
Subject: 2016 Mid-Year Executive Director Update



Overview

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

Administration

IIMC is fully staffed, with the exception of the Communications area. The Executive Director oversees this area. Staff assists with various marketing and communication responsibilities including the online E-zine *News Digest*. I believe current staff's longevity, appreciation and conviction for IIMC's mission, and an affinity toward the membership are important intangibles not always found with new hires. They are self-starters, experienced, motivated and have done much over the years. They are individuals who embrace the team concept and the Organization, and truly enjoy working with and delivering personalized service to our members.

Building Update

We now are leasing all three offices. We've had one tenant with us since February 2015 (Burga Law). The other two tenants – **Exact Staff and Studio Pink** - joined in July and August of 2016, respectively. The new tenants have long-served in their capacities and both signed five-year leases. Their income will reduce IIMC's monthly mortgage liability from approximately \$3,800 to \$500. The building revenue is reflected in the budget. The monthly liability is cash flow. We monitor maintenance issues as best as possible. All future building repairs and improvements are listed in the Capital budget.

Conferences – 2016 Omaha, NE

The 2016 4-Day Conference in Omaha was projected at 625 delegates and a net profit of \$25,276. Overall Delegate numbers were 754 full paying delegates, 129 more than what was projected. Omaha will exceed projections and will realize an estimated profit of \$138,593 by year-end.

The major reason for the profit in Omaha was: higher than expected attendance; sold out three hotels (no attrition); rebates and commissions exceeded projections; high number in exhibitors. The following brief comments highlight the success of the 2016 conference:

1. Miscellaneous Conference Revenue for 2016 was higher than projected;
2. We utilized \$22,313 for the General Session speakers;
3. Food and beverage remained close to projections;
4. Audio visual was \$33,000 (projected \$40,000);
5. We discontinued the Delegate Package, saving us approximately more than \$1,500;
6. Eight Academies generated a net profit of \$26,871;
7. All four Athenian Dialogues met projections, with little expense;
8. We eliminated the Conference CD Rom, saving approximately \$2,500; and
9. We printed the program in the Midwest, costing \$900, a savings of \$2,500.

2017 Conference – Montreal, Canada

We are projecting a conservative 500 Delegates/60 guests for the 2017 Conference and a deficit of \$72,814. The total overall attendance numbers from Conferences in 2012, 2013, 2014, 2015 and 2016 averages to approximately 658 delegates per US conference.

NOTE: The 1999 Ottawa (joint conference with AMCTO) and 2004 Whistler Conferences attracted 963 (100 from Region X) and 853 (80 from Region X), respectively. So, we could project a higher attendance in Montreal, but can't be certain that we will reach those numbers. I believe there is an excellent chance that it could draw 600 Delegates if not a bit more. Overall attendance could reach 700 to 750. Here are key areas where the 2017 conference will be attractive:

1. Montreal is an exquisite, cosmopolitan, beautiful, safe city with plenty to see and do;
2. US dollar compared to the Canadian dollar – US dollar is currently strong as compared to the Canadian dollar which works to the advantage of our delegates/attendees;
3. Host Hotel – Bonaventure – rate is \$179CAN - \$140/US (approx.) plus tax per night;
4. International destination for everyone including Regions X and XI. Montreal also fulfills IIMC's policy and vision of being an international Organization and doing its best to hold an international conference;
5. The opportunity of adding vacation to a conference may attract more delegates.

Hotel Room Block/Costs

Hotel Bonaventure -- \$140.00/US per night with 18% sales tax – 80% attrition, but we should have no problems meeting our room block even if we add rooms.

We have contracted 250 rooms (We asked to increase the total block to 350 rooms; but could not do it without incurring a three-tiered rate cost) with one host hotel, the Bonaventure, to house approximately 300 plus Delegates (Hotel only has 350 rooms in total). **IIMC should not incur attrition with the Bonaventure.** Our first overflow hotel is the Marriott - a two-minute walk from the Bonaventure and we can contract 100 or more rooms on peak with 75% attrition. Our second overflow hotel will be the Sheraton, which we have a signed contract. No attrition with the Sheraton. The Sheraton is a 10-minute walk from the Bonaventure. Therefore, we have room to grow. The caveat is at what point do we add rooms and at what point do we release rooms before we incur attrition? It will be difficult to get a "soft hold" in May 2017, since Montreal will be celebrating its 375th anniversary. This will be a popular time with the hotels and, currently, it is a seller's market.

**All education, general sessions, exhibit hall, opening ceremony, ACE, board meetings, ABM and banquet will be in the Bonaventure.

Conference Delegate/Guest Registration Fees - 2017

The current fees are \$600 early bird for Delegates and \$265 for Guests. We are not recommending an increase since we had one for 2016. Although this is a four-day conference, IIMC's budget remains the same in all areas, the same as past years. Food and beverage minimums for Montreal are less than \$100,000. To add local flavor to the conference, we requested \$10,000 for the Opening Ceremony and \$10,000 for the Banquet. Those figures are reflected in the 2017 conference budget.

Early Bird Package/Marketing

We would like to revise the Early Bird. In past years, we've always used early April as the date to save \$50US on registration. Since we have no recent data on conferences in Canada, and no room block pattern to follow, we are pushing the Early Bird to March 1, 2017:

- Early Bird – March 1, 2017 – cost will be \$600US
- After Early Bird – March 2, 2017 – cost will be \$650.00US

Moving the date to March will provide us with an additional month to help us narrow registration numbers, allowing us enough time to make adjustments with the hotels.

We also want to reduce the number of preliminary programs to mail. Currently, we have mailed prelims to any Delegate that has attended a conference within the last five years, plus to the Region, Institute Directors, Regions X and XI. By reducing the number of conference goers from five to three and keeping all the other mailings the same, IIMC could realize approximately \$4,000 in savings.

Rebates/Commissions

The Bonaventure is not offering IIMC any rebates or commissions. In negotiating the 2017 conference, IIMC used a third party – HelmsBriscoe – to negotiate hotel contracts. Thus, rebates are returned to HB. However, Montreal Tourisme is offering IIMC \$13,250CAN maximum if we meet our agreed upon commitment with the Bonaventure, and \$10,000CAN to use toward events for a total of \$23,250CAN or \$16,270US (as of today). We should also receive approximately \$10,000US in VAT rebates. These figures are projected in the miscellaneous revenue of the Conference budget.

Beginning with the 2012 Conference, the Budget Committee and Board accepted our recommendations to reduce expenses for two IIMC events.

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

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

Areas of concern to note for Montreal include:

- Cities are reluctant to pay for conference travel, especially out of the US; thus, having an impact on overall attendance.
- We've contracted with one hotel, the Bonaventure, and the contract includes attrition, but we are confident that we will sell out the block of 250 rooms per night.
- We do not have a host committee nor an Institute to work with; however, we do have several Region X affiliates that can help (AMCTO in Toronto, LGMA in British Columbia, and AMCA in Alberta). Montreal Tourisme will also be able to assist in certain areas.
- General concerns about any travel outside of the US, based on recent world events.
- Shipping and handling of IIMC's office will be a bigger cost than prior years.
- Renting/purchasing office equipment (copier, paper, laptops, etc.). This is usually donated.

Recommended Discounts and Savings

We will offer discounts to Region I (Regions X and XI already receive a discounted conference rate of \$460US and \$395US, respectively). We have found the Region discount programs work well. In 2016, we had nearly 400 members from the discounted regions attend Omaha.

Please note that Region X has approximately 200 members, although we are not expecting more than 60 to attend. Region XI may have 30 to 40 attend. However, Region I with approximately 800 members is within an 8-hour or less drive of Montreal and that can bring in approximately 50 to 80 Delegates, based on past Conferences.

Past conferences included discount programs that we recommends continuing in 2017. They are:

- Each Academy session is \$179 and we offer a \$50 discount for each additional Academy session after paying the \$179 fee for the first Academy. We had 263 registered for the Academies of which 30 plus Delegates took one or more Academies in Omaha. We are reducing our Academies in Montreal to six instead of eight to reflect lower attendance. We are also reducing the Athenian Dialogues from four to two to reflect lower attendance. The reduction of classes will also reduce speaker fees.
- Extend the discount program to cover all of Region 1 (IIMC's population in this region is approximately 800 members). The past two conferences (2015 and 2016), we've extended the discount program to the host region and other nearby regions that we deemed to be within close (driving/train/bus) proximity of the host city.
- Offer an incentive for any city that sends two or more Clerks to the conference a discounted flat rate of \$485.00 per delegate (**No other discounts - first timer or Region - would apply to the delegates paying \$485.00**). However, the first member from this group paying the full price would be able to take advantage of the first timer and Region discounts if applicable. Omaha attracted 67 multiple attendees.
- Offer Clerks from Canada who have never been IIMC members a one-year's complimentary membership if they attended the Conference. Omaha had 13 Clerks take advantage of this opportunity.
- All other standard discounts regarding first timers would still apply.

Education

Per the Board's recommendation, we will discontinue the Education Resource Group (ERG) beginning in 2017 and use a volunteer based Education Resource Council. With Dr. Long and the Department becoming more experienced in education matters, the Council will now be used on an as needed basis. Improved communication with the Institute Directors these past few years has also led to a more open form of give and take.

Ashley DiBlasi oversees the certification programs, and has taken on the logistical duties of planning the Annual Conference education program and speakers. She and Dr. Long are coordinating the 2017 Study Abroad Program's education component. Kellie Siggson is adapting extremely well as the Education Assistant and is transitioning to handle both CMC and MMC applications. **Per the Board's approval at the May Board meeting, we have added \$25.00 to the CMC application fee, increasing it from the current \$100.00 to \$125.00 beginning in January 2017. The increase is reflected in the 2017 Budget.**

Dr. Long is working on creating new learning management systems, online courses, coordinating communication with the Institute Directors and general education oversight. Plus, having her travel to Institutes and State Association conferences provides IIMC education exposure. In August, Dr. Long's online session was uploaded to Captus Press online courses. By the end of 2016, we will have another two courses for Captus Press, providing our members with six total online courses from which to choose.

Finance

The projected 2016 year-end budget will make it nine consecutive years that IIMC ended the year in the positive. The finance report and budget in this Agenda provide a detailed account of IIMC's finances. Third quarter financials will be a handout at the midyear.

Marketing/Communications

Our News Digest advertising dollars have declined over the years. However, we continue to sell advertising, looking to increase these dollars in 2017. Advertising dollars for a magazine that is totally on-line results in bottom-line revenue.

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

Since October 2015, IIMC has operated without a Communications Coordinator. Staff shares those duties. The Board has asked us to look into the hiring of a full-time Coordinator (per Strategic Plan). We do recommend hiring this position for 2017 – primarily costs and an overhaul of the position.

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

Membership

In 2016, the Department embarked on a new membership campaign targeting County and Special Districts. The budget committee allocated approximately \$13,000 toward this campaign. To date, the Department has brought in 27 new members. More information on this and future campaigns is in the Membership Department report.

Board Action Required

Independent Contractors

IIMC has four independent contractors that we recommend renewing their contracts: Dr. Jane Long, Director of Professional Development; IIMC Region XI Consultant, Tom van der Hoven; Event Management, Sharon Ozimek; and IIMC Financial Manager, Connie Parker.

All four individuals provide expertise and skill in key areas, are diligent in their efforts and have proven to add value to the Organization's overall operations.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors

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

Date: September 9, 2016

Subject: 2016 Midyear Education Department Report



Since the 2016 Annual Board of Directors Meeting in May, the Education Department has continued to work diligently to improve membership access to educational resources in addition to planning the 2017 Annual Conference education program. Below you will find the highlights of this effort.

- **2017 Annual Conference Education Program** – In 2017, the Conference Education Program will include:
 - ❖ **6 Academy Sessions** – Topics featured will include The Power of Failure, Leadership, Decision Making, Boardroom Problems, Nonverbal Communication and Workplace Culture
 - ❖ **2 General Sessions** – “Uncrapify Your Life!” – with Jeff Havens and “The Authenticity Advantage: How to Fly Your Freak Flag” – with Joe Gerstandt.
 - ❖ **Concurrent Sessions** – In 2017, we will offer 42 concurrent education sessions. Based on feedback from the Conference Committee, we will be making the sessions shorter, but maintaining the 8 education points we currently award. In order to do so, we had to increase the number of sessions that we offered. In 2017 we will be offering 1.5 - 2.0 hour sessions and attempting to offer repeat sessions to meet the high demand for popular topics. We will be running 7 sets of 6 sessions rather than 5 sets of 7 sessions, which has been our past practice. This is due to the shorter sessions and the allocated space at the Bonaventure.
 - ❖ **Athenian Dialogues** – The department will be offering 2 Athenian Dialogues available at the conference:
 - ❖ **The Sound of Wings: The Life of Amelia Earhart** by Mary S. Lovell will be facilitated by Mary Lynne Stratta, MMC, City Secretary, Bryan, TX.
 - ❖ **An American Original: Walt Disney** by Bob Thomas will be facilitated by Chuck Tokar, MMC, Mayor/Retired Village Clerk, Chicago Ridge, IL.
 - ❖ **Offsite Concurrent Education Session** – In 2017, we will be attempting to work with General Code (IIMC Emerald Level Sponsor) who has expressed interest in sponsoring an offsite concurrent session. As of the date of this report, this program is still in the exploration stages to determine its viability.

- ❖ **Smartphone Application** – During the 70th IIMC Annual Conference in Omaha, the app was opened and used well over 20,000 times onsite proving that the delegates find it useful and adds tremendous value to the conference experience. All session handouts and materials were delivered to the delegates through the app, which proved to be an extremely efficient and easily accessible way to interact with the delegates. We will continue to use this delivery method in 2017.
- ❖ **In-Class Assessments** – The Department implemented in-class assessments at the 2016 Annual Conference and were met with mixed emotions from the attendees. The majority of the Academy attendees loved the in-class option and we received mixed reviews from the Athenian participants. We will be revisiting the tool for the 2017 conference and will make improvements to the tool itself as well as the actual communication process with the attendees.
- **Athenian Program** –As of this date, we have 42 approved Facilitators and 87 Athenian Leadership Society Fellows. Dr. Long is currently working with Chuck Tokar and Mary Lynne Stratta to develop an Athenian Dialogue Facilitator Training program to ensure that our facilitators are delivering high quality programs and meeting the needs of the members. This training is expected to be released and put into effect before the end of 2016.
- **Online Learning**
 - ❖ **Captus Press**- Since our last meeting, we have released one additional course facilitated by Dr. Long bringing our total online program number to 4 courses. These sessions continue to be very well received. Since January 1, 2016, IIMC has received approximately \$10,800 in revenue from these programs. We have two additional courses in the works which will be facilitated by Brenda Viola and Paul Greufe, both of whom facilitated sessions for IIMC in Omaha and were very well received. We are aiming to have these courses released by the end of 2016.
 - ❖ **Laserfiche Webinar** – On August 17th IIMC partnered with Laserfiche to offer a webinar version of their Technology Change Management session that they offered at the Annual Conference in Omaha. This webinar was part of their conference sponsorship agreement for 2016. They ended up with 410 registrants and 258 actual attendees, which continues to show the high demand for online education.
- ❖ **Learning Management Systems –**
 - **Digital Chalk** – Dr. Long is creating a pilot peer-to-peer interactive course entitled “Managing Change and Transitions” which is scheduled to be released on Digital Chalk by September 30th. This course will contain presentations that include verbal instructor commentary, a discussion forum for peer-to-peer communication and a final assessment. The pilot will be assessed after the first three-week run to determine the viability of these types of courses versus those that are less interactive.
 - **FEMA** – Dr. Long has reviewed and revised the FEMA approvals that IIMC has listed on our website. The previous list was outdated so the current list only includes active courses being offered through FEMA.

❖ **Online Learning Policies**

- Currently, the Education and Professional Development Committee has the topic of Online Learning Guidelines as a goal for the 2016-2017 year. This policy has been reviewed and discussed by the committee and their recommendation has been included in this report.

• **Committee Work**

❖ **Conference Committee** - The Department worked with the Conference Committee to review the feedback received in the 2016 Conference Evaluation and discuss possible improvements/enhancements. We have also worked with this committee to finalize the 2017 Annual Conference Daily Schedule, which will result in shorter sessions but a higher number of sessions overall. The department would like to thank this committee for their thorough review and feedback regarding 2017 Conference Speaker Proposals received.

❖ **Education and Professional Development Committee** – The Education and Professional Development committee has been working hard since May. They are reviewing the following proposed changes to the Education and Institute Guidelines:

- Proposed Online Learning Guidelines – **Recommendation**
- Proposed Institute Sponsorship Guidelines - **Recommendation**
- Proposal to review points assigned to college degrees in the certification process. – **In Discussion**

This committee will likely see a new Institute proposal for the State of New York by the end of 2016. We would like to thank this committee for its hard work the past several months and dedication to ensuring access to education for all clerks.

❖ **Education Resource Group (ERG)** – The Education Department also requested the assistance of the ERG in the review of the following proposed changes to the guidelines:

- Proposed Online Learning Guidelines
- Proposed Institute Sponsorship Guidelines

• **Update on Institutes**

❖ **2015 Institute Annual Reports** – All have been received

❖ **2015 Annual Reports Not Received** - Bulgaria and three in Canada

❖ **2016 Annual Reports** – The Department has already begun to receive 2016 Annual Reports

❖ **ID Connection** - *The ID Connection* is currently being distributed on a quarterly basis to all Institute Directors. This newsletter includes updates on policy proposals being reviewed by committees and also attempts to create a stronger network between Institute Directors for sharing resources and ideas.

- **Course Review Approvals** – Course reviews continue to stream in and requests are answered within 10 days. Education Assistant, Kellie Siggson, is being cross-trained in this area to expand her knowledge of the department's day to day operations and responsibilities.
- **Verification** - Both the CMC and MMC certification processes continue to run like well-oiled machines. Applicants continue to express their satisfaction with the submission process itself and the quick turnaround time, which remains at approximately two weeks.
 - ❖ **CMCs and MMCs** - Since the Annual Board Meeting on May 21, 2016 we have awarded **104 CMC** designations and **28 MMC** designations. Both program numbers continue to be in line with past years.
 - ❖ **International Certification** – The number of applications that we receive from members in Regions X and XI has slowed down. The Netherlands and Canada continue to be the only countries that contact us and send us their applications. We hope that the new bulk membership scheme will result in an increase in those numbers. Potentially, having the 2017 conference in Montréal will bring awareness to the area and allow us to reach more members in Regions X and XI.
 - ❖ **Calendly** – The Department has introduced an addition to our emails that allows members to schedule an appointment at their convenience to discuss their reviews, conference, dialogues, etc. This allows them to feel like they have the control over their time and can have us call them at their convenience rather than ours. This also helps when one of our team members is out of the office, as we will continue to have access to their schedule even though they are out.
- **Departmental Travel** – Dr. Long has traveled to and is scheduled to present at several state Institutes and Academies including Michigan, Tennessee, Florida, and Illinois. This has been an extremely beneficial experience and a wonderful opportunity to learn more about the outstanding educational programming for clerks in these states.

The Education Department thanks you for your continued support as we strive to enhance our educational opportunities and customer service delivered to the IIMC Membership.

Management's Comments:

The Department is continually tackling and solving education issues while venturing into new education challenges and endeavors. From the quick turnaround time of reviewing the application process to creating online courses, the team is constantly offering new avenues for members to reach their education potential. We look forward to the education sessions in Montreal and the addition of two new Captus Press courses and the revenue they will generate.

As far as International interest in certification, we need to develop a campaign of how best to promote the necessity of a CMC and MMC to those members in Regions X and XI. As of now, we have focused strictly on recruiting new members, but will need to run our attention to making certification a priority.

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INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: **Board of Directors**

From: **Marc Lemoine, MMC, Chair**
Lynnette Ogden, MMC, Vice Chair

Date: **September 9, 2016**

Subject: **2016/2017 Mid-Year Report -- Conference**



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:

Alice Attwood, MMC; Laura Bauer, MMC; Daniel Buchholtz, MMC; Allan Bull, MMC; Lee Frazier, MMC; Karla Graham, MMC; Andy Koopmans; Heather Mailander, MMC; Sadie Main, CMC; Shari Moore, MMC; Travis Morris, CMC; Ruth Post, MMC; Kerry Rozman, MMC; Anna Stetson, CMC; Nancy Taylor; Kassie Van Remortel; Melanie Westmoreland, CMC.

Board Liaisons: Carol Anderson, CMC; Stephanie Kelly, MMC; Lisa Vierling, MMC.

Staff Liaisons: Ashley DiBlasi, Jane Long, Kellie Siggson and Chris Shalby.

Goals:

The goals set for the committee for 2016 / 2017 are:

1. Evaluate and review the content and suitability of the proposed educational sessions of the Annual Conference collaborating with IIMC's Education Department to ensure that the varying levels of education, experience, and job responsibilities of all IIMC members are being met. Forward any recommendations for improvements to the Education Department.
2. Recommend Annual Conference education topics and presenters to the Education Department by July 1, 2016.
3. Work with the Executive Director to review future conference submissions and provide information to the Board of Directors.
4. Review interchanging the day of the Banquet is held with the day of the All Conference Event.

Discussion:

Goal #1: The Committee reviewed / rated the Conference Education Proposals for the 2017 conference in Montreal, QC. A spreadsheet listing out links to proposals was provided to the committee by IIMC's Education Department. This spreadsheet was distributed to all committee members and ratings / comments from members forwarded back to IIMC. **Goal Completed.**

Goal #2: The Committee provided other suggestions for presenters and topics at the 2017 conference to the Education Department. **Goal Completed.**

Goal #3 – The Committee will be receiving the future Conference Bids this fall from the Executive Director to review. The Committee will provide their recommendation as the Conference Bid selection to the Board of Directors for their consideration. **Goal Ongoing.**

Goal #4 – The Committee received the 2016 Conference Evaluations from IIMC's Education Department. In addition, the committee received a request to review the following 4 specific issues related to future conferences:

- We have tried the 4-day format two years in a row. How does the committee feel that we should proceed for the 2017 conference? Are we comfortable staying with a 4-day format or should we revert back to the original 5-day format?
- We would also like feedback from the committee on possibly flipping the schedules for Tuesday / Wednesday, with the Business Meeting / Banquet taking place on Tuesday and All-Conference Event taking place on the final evening of the conference.
- Suggestions for improving the President's Opening Reception on Sunday night
- Suggestions for improving the formal Banquet

A teleconference was held on July 27, 2016 to provide feedback on 2016 Conference Evaluations and to discuss the 4 points above. 15 of 23 committee members were able to participate along with 3 IIMC staff liaisons. 4 members also provided written feedback to the chair. A robust discussion took place. Minutes of the teleconference summarizing the discussion are attached to this report.

As a result of the teleconference, the IIMC Education Department forwarded a new draft daily conference schedule to the committee for feedback. The Education Department noted 4 features on the new schedule:

- The Opening Ceremony will be starting later, as will the Tuesday morning General Session
- Region Meetings have been moved from Monday morning to Tuesday afternoon
- Concurrent Education Session will be 1.5-2.0 hours long; no more 2.5-2.75 hour timeslots
- 42 Concurrent Sessions will be offered rather than the 35 that were offered in Omaha. These will be in 7 modules of 6 sessions each. We will attempt to repeat the sessions that will appear to be popular, but cannot make any guarantees until each facilitator is consulted with.

15 committee members provided feedback on the draft schedule, which were provided to IIMC. In general, committee members were in favour of the new schedule, especially the reduction in length of some of the longer education sessions. **Goal ongoing.**

Summary:

The 2016 – 2017 Conference Committee has been very active to date. The committee is quite large at 23 members and 3 staff liaisons. The committee is also quite diverse, with both active and retired City Clerk's represented, as well as an institute director and executive directors from 2 of IIMC's international affiliates participating as committee members. Committee members have been very engaged to date, despite the heavy level of commitment requested of them thus far. The Committee looks forward to completing our remaining goals and stands ready to assist as further questions arise regarding the 2017 and future conferences.

Recommendation:

That this report be received by the Board of Directors for information.

Management's Comments:

As our conferences evolve from year to year, the Committee's value increases also. They're an excellent sounding board with a variety of opinions that come together to improve the overall conference environment. The 2017 Conference will have some slight changes as noted above by the Chair. We believe those changes will have a positive effect on the attendees. Between reducing class time and increasing concurrent sessions, to starting the Opening Ceremony later and switching Region meetings from Monday to Tuesday, may seem minor changes; however, they are necessary to ensure that everything fits in the time frame provided to the members, without eliminating any sessions, meetings and events.

We also appreciate discussing the process of future conference bids, and the Committee's input and recommendations are always helpful to the Board and staff.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Terri Kowal, MMC
Chair, Elections Committee
Date: August 29, 2016
Subject: Mid-Year Elections Committee Report



Background

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

- Oversee elections and procedures
- Review publications and notices to Members regarding elections
- Conduct elections for constitutional amendments or Region Directors as required.
- Approve all election results prior to their release.
- Recommend updates to the Election Manual as needed to align to the Constitution.

Discussion

A task force was appointed to research and discuss the issue of making constitutional changes to the method in which the Vice President is elected, as requested by Region I at the May 2015 annual business meeting. The task force met by phone and determined that the requested change, in which a rotation of Region vice presidential candidate take place, was not in the best interest of the membership and, therefore, the Elections Committee did not take action on the item.

The second item assigned to the task force was a request to only consider those items given to the membership in advance of the annual meetings. This item was recommended for introduction, and was voted on at the May 2016 annual meeting. As a result of that vote, the Committee vetted the ballot language as prepared by staff, and reviewed the results when the polling was completed.

We vetted the ballot and the results for the Region XI election, which occurred as a result of the resignation of Region XI Director Jaap Paans. The ballots were counted and a Director was elected at the beginning of October.

Financial -- The Elections Committee has not spent any funds nor earned any funds for 2016-2017. All business has been conducted by email or telephone.

Summary

The Elections Committee followed all constitutional requirements and rules. The Committee Members work well together and are dedicated to IIMC. We are prepared for the elections, including any Director vacancies or contested races this term.

Recommendation -- No recommendations at this time.

Management's Comments:

We thank and appreciate this committee's work throughout the years, especially in the oversight involved in vetting election ballots and processes. As an improvement to the election process, IIMC will now include a line in each ballot asking members to list their state, province or country, allowing IIMC to provide an audit trail in case of a contested election.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Douglas Tymchyshyn, IRC Chair
Brenda Young, IRC Vice Chair

Date: September 8, 2016

Subject: Mid-Year Report International Relations



Background

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

1. Collaboration with Symposium Region XI Management Partners on future Symposiums.
2. Manage and run a booth at the IIMC Annual Conference which promotes international programs and provides a focal point for international members.
3. Work with Region X and XI representatives and the International Development Consultant to define options for future Study Abroad Programs.
4. Develop communication vehicles for Region X and XI members to determine short and long needs of these regions.
5. Review Region XI membership schemes.
6. Market Regions X and XI to members in Regions I to IX.

Discussion

Goal 1: Collaboration with Symposium Region XI Management Partners on future Symposiums.

The International Symposium event will be held in Brussels as a demonstration of support to our Belgium colleagues. This event was tentatively scheduled for January 2017; however, these arrangements were put on hold due to the costs involved in using a hotel Brussels instead of the Committee of Regions venue. A request has been made to the Committee of the Regions for a date in September 2017 and we are awaiting confirmation of this date from them. This event will require contributions of \$9,000 from IIMC and \$2,000 from the Foundation. The Region XI Management Board will be meeting on October 12, 2016 to discuss further Symposium dates.

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

The International Relations Committee assembled, decorated, manned and disassembled a booth at the IIMC annual conference in Omaha. The booth was well visited and there was a great deal of interest in the Study Abroad Program and the International Symposium. The Committee is presently undertaking preparations to operate an International Relations Committee booth at the IIMC annual conference in Montreal.

Goal 3: Work with Region X and XI representatives and the International Development Consultant to define options for future Study Abroad Programs.

The Committee is moving forward with the planning of the 2017 Study Abroad Program in Montreal. The Committee has reviewed a proposal from VDM Global DMC to deliver this program. The proposed program appears to encompass the expected international flavor and seems reasonably priced; however, the Committee is further discussing the educational component of the proposal with the vendor to ensure the educational component is sufficient to obtain program funding from the Foundation and have participants receive education points. The

Committee looks forward to supporting the 2017 Study Abroad Program through the marketing of it to all IIMC members.

Goal 4: Develop communications vehicles for Region X and XI members to determine short and long term needs in these regions.

The Committee is committed to undertaking this goal and expect to submit our report for Board consideration by year end.

Goal 5: Review Region XI membership schemes.

The IIMC Board approved a revised membership scheme for Region XI associations. The Association of Democratic Services Officers (ADSO) and the Society of Local Council Clerks (SLCC) in the UK have confirmed their participation in the membership scheme which will bring in over 4,000 new IIMC members. Additionally it is expected that the VvG in the Netherlands is expected to renew the membership of all their members which will make Region XI the largest of all IIMC regions with over 5,000 members. Lastly, contact has been made with the Director of the All India Institute of Self-Government who appear keen to explore ways to collaborate with the IIMC.

Goal 6: Market Region X and XI to members in Regions I to IX.

The Committee is committed to undertaking this goal and expect to submit our report for Board consideration by year end.

Financial

The IRC did not submit a budget request for the upcoming year, as no funding is needed this year. The Committee will be requesting Symposium funding in the next budget cycle.

Summary

The International Relations Committee continues to work diligently on the remaining work assignments for this year.

Recommendations

It is recommended that the International Relations Committee host a booth at next year's conference in Montreal; be allowed to continue working on the planning for a 2017 International Symposium; complete the planning of the 2017 Study Abroad Program; and provide recommendations for developing communication vehicles for Regions X and XI and marketing Regions X and XI to members in Regions I to IX. We ask to be allowed to continue our work on our assigned goals with the intent of completion by the annual conference.

On behalf of the entire International Relations Committee, we thank President Buttiglieri and the IIMC Board for the opportunity to serve.

Management's Comments:

Once the 2017 Study Abroad education program in Montreal is finalized, we will share with committee for their final input. Once we have a finalized update for the 2017 Symposium, we will share with the committee for their input. The Symposium funds are allocated by IIMC and not the foundation. We always have a booth for this committee at all annual conferences so they can promote IIMC and its international programs.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Sally Oglesby, Legislative Committee Chair
Date: August 24, 2016
Subject: Legislative Committee



Background

The 2016-17 Goals and Objectives for the Legislative Committee are:

1. Submit communications to the membership through the Executive Director on legislative issues of significant importance to Municipal Clerks for publication through the News Digest, E-Blasts, Twitter, or other means.
2. Make recommendations to the Board of Directors on emerging issues where IIMC can benefit from legislative lobbying.
- 3.

Discussion

The Legislative Committee held a teleconference on July 12, 2016 and, upon review of the 2016-17 Goals and Objectives, the following issues were named and discussed:

- Elections
- Early Voting
- Voting Rights Act issues concerning violations and notices to cure
- Police Body cams and discussion on whether they are public or private
- Red light/Speeding cameras
- FOIA requesters that are using the free or very inexpensive information for commercial gain. There is legislation in California and Rhode Island regarding commercial use of records. Examples cited were Garmin, check registers, purchase orders, vendors, outstanding checks, etc.
- Drones around airports, as well as general privacy concerns and regulations

Another teleconference will be held in September or October.

Financial

There are no financial requests.

Summary

Articles are being written for the *Federal Watch*, an IIMC publication regarding body cams and best practices on FOIA requests. Other articles or other information on the legislative issues that were discussed may also be submitted for publication.

Recommendation

There are no recommendations for action by the Board of Directors at this time.

Management's Comments:

Past Legislative Committees have produced informative and pertinent articles for *Federal Watch*. We anticipate this Committee to do likewise in the coming year. The list of potential topics would make excellent articles for our members.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Lana R. McPherson, MMC, Chair
Date: August 31, 2016
Subject: Mid-Year Report – MEMBERSHIP



The Membership Committee's 2016-17 goal is: *"Work with the Member Services Department, focusing on contacting new members each month to welcome them to IIMC and suggest to them how to get the most out of their IIMC membership. Direct them to IIMC Staff with questions. Be prepared to provide the new member with IIMC's phone and fax."*

The Committee would like to thank Jan Daudt, Tammy Storrie, Ashley DiBlasi, and Kellie Siggson for their help working with our new members. The Committee has directed several new IIMC members to Staff for further assistance in answering questions about IIMC membership benefits. Our Committee has made contact with 239 new members during the months of June, July and August. IIMC membership remains above 10,000.

We have continued to follow the email and/or telephone call personal contact with the Committee members contacting the new members in each respective region. When there is overlap, someone steps up to help with the contacts. We have had an excellent response to our outreach and will continue to build upon cementing relationships with new members in our respective regions.

At this time, the Committee isn't requesting any budget funding as IIMC handles all mailings and teleconferencing for the Committee.

In summary, it is my pleasure to serve as the chair of this committee. I thank Marita Rhude, Vice Chair, and our outstanding Membership Committee for their dedication in stepping up to serve. We have made some very positive contacts with our new members and will continue to use our IIMC contact letter and information when we talk with new IIMC members. By reaching out to the new Clerks in our respective regions, we have been able to help answer the questions which more closely pertain to the state(s) we serve in. As always, our IIMC staff is supporting and encouraging our new members and the Committee, and we appreciate them.

The Membership Committee will continue to contact new members during the 2016-17 year and will provide our annual report prior to the May, 2017 conference.

Management's Comments:

The consistent outreach from this committee and staff is one of many reasons why our members appreciate the personal contact and maintain their membership. For this group of volunteers to contact 239 members in a three-month period is high energy and a committed group.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Jeremy Gillis, MMC - Mentor Committee Chair
(Completed by Janis Daudt, Staff Liaison)

Date: September 14, 2016

Subject: Mid-Year Mentor Committee Report



Background

We have 32 Mentors and Mentees that are matched.

We have 87 Mentors that are inactive at this time just waiting for a Mentee to be matched with.

Discussion

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

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

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

Financial

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

Summary

With regard to the Goals and Objectives:

1. We need to discuss the organization of the Mentor table in Montreal.
2. The Mentor Model Plan must be looked at as procedures have changed since 2002.

Management's Comments:

We will provide a table for the mentors in Montreal. We will work with the committee to review the current process and model and recommend new procedures to the Board at the 2017 meeting in Montreal.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To: Vincent Buttiglieri, MMC, IIMC President
IIMC Board of Directors**

From: Lisa Johnston, Chair IIMC Records Management Committee

Date: September 9, 2016

Subject: Mid-year Committee Report



Background: The IIMC Records Management Committee has had 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. Work with Research and Resource Committee on developing a Technical Bulletin on Benchmarking.

Financial: No financial assistance was requested.

Summary:

1. **Session Proposals:** Committee members have suggested a few topics, however the conference location is proving challenging the Committee will continue to recommend topics/speakers.
2. **Articles:** Stephen French has submitted two articles for the News Digest.
3. **Resource list:** a list of on-line resources was submitted during the 2015-16 committee year. Additional recommendations will be submitted as they are identified.
4. **RIM bulletin:** We will reach out to the Research and Resource Committee regarding this joint assignment.

Recommendation:

1. Place a notice in the next newsletter that we are soliciting records management related articles from members.
2. Place a notice in the next newsletter that we are looking for success stories in records management to share with other members.

Management's Comments:

We are happy to oblige with the committee's request to highlight best practices, success stories and records management related articles for future News Digests. We will also promote in the weekly E-briefings. In the next year or in 2018, we would like to develop new Technical Bulletins, similar to the 15 we now have on our website.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: LaVette E. Hennigan, MMC, Chair
Date: Friday, September 2, 2016
Subject: 2016 Mid-Year Report – Research & Resource



Background

“To assist with surveying the membership on various issues as necessary; and to ensure the members are provided with quick and accurate answers to inquiries through membership network and resource library.”

Discussion

2016-2017 Goals & Objectives presented to the Committee:

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 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, polices and best practices.
5. Work with the Records Management Committee on developing a Technical Bulletin on Benchmarking.

Thus far, the committee has responded to the following requests:

- I. Sample Council Orientations
- II. Sample Regular Council and Committee Meeting Minutes
- III. Digital Recordings – Who do you use
- IV. Liquor Licenses Permitting Process and Fees
- V. Vet Region VIII Rotating State Ballot Language

Financial -- None

Summary

This chair has not polled the committee for suggestions of material to add to the IIMC Resource Library. If the Board of Directors has suggestions, please forward them for our consideration. Otherwise the committee continues to timely respond to inquiries.

Recommendation

Post that requests for recommended materials to be placed in the IIMC Resource Library be sent to this Chair.

Management's Comments:

This committee does respond quickly and timely regarding members' requests. We are building an online library and continue to ask for Best Practices. Staff member Tammy Storrie has started the practice of uploading past conference education sessions (2016) into this library.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: **Board of Directors**
From: **Allan R. Suseñ MMC**
Chairman, Budget and Planning Committee
Date: **October 3, 2016**
Subject: **Mid-Year Report**



Background

The membership of the 2016/2017 Budget and Planning Committee is as follows:

- Allan R. Suseñ, MMC, Chair
- Marc Lemoine, MMC, Vice Chair
- Vincent Buttiglieri, MMC
- Stephanie Carouthers Kelly, MMC
- Mary Kayser, MMC
- Monica Martinez Simmons, MMC
- Bernie White, MMC

The meeting was held on Friday, August 19, 2016 at IIMC headquarters in Rancho Cucamonga.

The Committee Goals were reviewed, discussed and reached by the conclusion of the meeting.

The Goals as in previous years 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

As part of our initial discussion and understanding of our Committee role, a review of the Policies and Procedures was conducted. The following sections were discussed:

4.05.030A – the section specifically mentions the month of August for the Committee to review the following year's budget. It was suggested to change this to read August/September to allow for sufficient time for Staff to review budget requests following the Annual Conference and formulate a proposed budget.

4.05.030B – a longer time period than July 31st may be needed for Staff to sufficiently prepare an estimate of revenues and expenditures.

4.05.030G – indicates the Executive Director will submit to the Board of Directors a Balance Sheet and Profit and Loss Statement monthly. Since this is now done quarterly a change to this section is required.

4.15.030 – discusses when revenue is recognized. If cash is recognized when received and not monthly, a change is needed to this section

4.20.020C – this section establishes a ceiling of 10% of revenues for the reserve fund. Since we have exceeded that amount, it is suggested that the 10% limitation be removed. The Committee felt a healthy reserve fund would benefit the organization

The Committee provides the above as recommendations and forwards them to the Board of Directors for further discussion.

Audit Report – the following opinion is taken directly from the Independent Auditor's Report, prepared by GYL Decauwer LLP, for year ended December 31, 2015:

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of International Institute of Municipal Clerks as of December 31, 2015, and the changes in its net assets and its cash flows from the year then ended in accordance with accounting principles general accepted in the United States of America.

The Audit was reviewed and accepted by the Committee.

Budget:

2016 Year-end Projections

The Committee reviewed 2016 Year-end Budget Notes provided by Chris Shalby, Connie Parker and Janet Pantaleon.

Key points and projections from the report:

- The 2016 Budget is anticipated to end with a profit of \$190,232
- The Omaha Conference exceeded all expectations and should realize a profit of \$163,780 by year-end 2016
- Omaha was projected to have 625 delegates and a net profit of \$25,276. With attendance soaring to 754 delegates we were able to realize the sizable profit mentioned above.
- Sponsorship revenue increased by \$15,000
- Restricted reserves are now at \$529,000 - \$43,000 of which is allocated to the building reserve
- Charges to the Director of Education salary line have been drastically reduced with Dr. Jane Long now working part time.

2017 Proposed Budget

Chris Shalby, Executive Director; Connie Parker, CPA Finance Manager; and Janet Pantaleon, Financial Specialist submitted the proposed budget in a easily understood format; which provided the Budget and Planning Committee with past appropriations, current expenditures, continued funding, identified needs for increased funding, and greatly eased the ability to propose a final and balanced budget for 2017. A proposed balanced budget will be presented through the Executive Director and Finance Consultant at the Mid-Year Board Meeting.

Chris Shalby, Connie Parker and Janet Pantaleon submitted a Management Note report with the proposed 2017 Budget.

- Following the September 15th Board telecom, the 2017 Budget is projected to end the year with a \$25,540 profit
- A small dues increase of \$5 was recommended
- \$10,000 was requested to be used toward the 2017 Opening Ceremony entertainment
- \$10,000 was requested to be used toward the 2017 Annual Banquet entertainment
- All three offices in IIMC's building are now leased
- A conservative projection of 500 delegates and 60 guests is anticipated for the Montreal Conference. With the above \$20,000 request, the Conference is projected to have \$72,000 deficit. There is concern that a Conference outside the United States may not draw the delegate counts we have seen the past few years. Keeping our projected delegate count low will make it easier to improve the bottom line if attendance exceeds projections.

Capital Budget

A review of Capital Budget items for maintenance of IIMC's Building and equipment needs for Administrative staff were discussed. A detailed five-year plan was distributed and approved by the Committee. Key elements of each year from 2016 to 2021 include:

- Phasing out and purchase of two desktop computers each year
- IT equipment and software updates
- Rental office upgrades
- Maintenance including air conditioning, plumbing, and regular building maintenance

Projected Capital Budget total expenditures:

- 2016 - \$41,684.00
- 2017 - \$29,100.00
- 2018 - \$46,000.00
- 2019 - \$ 6,600.00
- 2020 - \$ 6,600.00
- 2021 - \$ 8,000.00

As a commentary, the importance of reviewing the Five-year Plan annually cannot be downplayed nor underestimated. It is extremely important that future Boards and Budget Committees make a commitment to review maintenance and equipment needs annually to avoid unexpected and unplanned expense.

Staff Reports

Presentations were accepted from the Membership and Education Departments. The information provided was informative and shed light on the ongoing membership drive and the income generated from education programs, both of which support the bottom line.

Summary

IIMC's finances continue to improve each year. This is a testament to the dedication of our Executive Director and our highly qualified staff. In addition, the commitment of our Executive Board and Board of Directors to learn from past events and to put Policies and Procedures in place to prevent those events from repeating themselves.

It is extremely gratifying to see the restricted reserves at a level that will ensure the future health of our organization.

With the much improved financial position, the Budget and Planning Committee requested our mortgage lender be contacted regarding the pros and cons of making additional principal payments toward the mortgage balance. IIMC Management did in fact contact the Bank of the West and it was determined that additional payments would incur a penalty of 1% until November of 2022. In light of this, there is no benefit to making additional principal payments.

In a memo dated September 27, 2016 to the Budget and Planning Committee it was suggested to continue building upon the restricted reserves, have our tenants pay the bulk of the monthly mortgage payment and revisit this topic in five years. The Committee agreed.

Recommendation

The Budget and Planning Committee unanimously recommends adoption of the proposed 2017 budget as submitted.

**A Board telecon took place on September 15, 2016. At this meeting the Board of Directors approved the following items to be included in the 2017 Budget:

- \$5.00 increase in membership dues
- Executive Director contract
- Staff Salary increase
- \$20,000 to be applied toward Montreal Conference events

Each of these items was discussed during our Budget meeting and are reflected in the proposed 2017 Budget; which reflects a net profit of \$25,540

Management's Comments:

The Policy Committee has reviewed the financial policies that were recommended by the Budget Committee, and management recommends adopting them as new policies. Certainly, giving us the option of setting the budget meeting date to September will be extremely helpful. We always appreciate the oversight and checks and balances that this Committee provides. We concur and recommend that the Board adopt the projected 2017 budget.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: **Vincent Buttiglieri**
IIMC President

From: **Sharon K. Cassler, MMC**
Education and Professional Development Committee Chair

Date: **September 6, 2016**

Subject: **Mid-Year Report - Education and Professional Development**



Background: The Education and Professional Development Committee received their list of Goals and Objectives for the 2016-2017 program year as follows:

1. Identify education resources for existing education and professional development opportunities to be reviewed by the Education Department.
2. Review IIMC's Educational Philosophy to ensure it continues to meet the needs of the membership and is in alignment with IIMC's mission.
3. Review applications filed for new Institutes.
4. Review, discuss and provide feedback on Education and Institute Guidelines as necessary for the forward momentum of IIMC's Education programs.
5. As needed, work with the Education Department to ensure all aspects and development of current and new Municipal Clerk education programs, courses, etc., are consistent with IIMC's education guidelines.

As background information regarding Online Learning, staff provided the following information.

IIMC Online Learning Guidelines (Draft 03-01-16)

There are three distinct types of online learning courses: fully online courses, online hybrid courses, and web-based seminars (webinars).

Fully Online Courses: The Online Learning Consortium (2014) classifies a course as fully online when learning is provided 100% using the Web, giving students the opportunity to interact frequently with fellow students, instructor(s), and content. These courses include an in-depth exploration of the topic and a reasonable amount of outside work. To be eligible for CMC Education or MMC Advanced Education points, fully online courses must include a learning assessment approved by the Institute Director or sponsoring organization. Fully online courses that do not contain a learning assessment will only be eligible for CMC Experience or MMC Professional Contribution points. Fully online courses must meet a minimum of hours.

Online Hybrid Courses: The Online Learning Consortium (2014) classifies a course as online hybrid(or blended) when learning contains three key components:

1. Web-based learning activities are used which supplant and/or complement "in-class" seat time.
2. "In-class" seat time is reduced by no more than 70%.
3. The web-based and in-class components of the course are designed to interact, supporting one another and taking advantage of the best of both learning methodologies.

To be eligible for CMC Education or MMC Advanced Education points, Online hybrid courses must include a learning assessment approved by the Institute Director or sponsoring organization. Online hybrid courses that do not contain a learning assessment will only be eligible for CMC Experience or MMC Professional Contribution points. Online hybrid courses must meet a minimum of four hours.

Webinars: Techopedia classifies a web-based seminar, known as webinar, as a workshop or conference that is hosted in real-time or recorded (webcast) for later viewing or distribution. There are two types of webinars:

1. Interactive webinars – These are real-time webinars in which participants interact with a facilitator, other participants, and content. Participants may ask questions and participate in discussions. To be given credit by IIMC, these webinars must include a learning assessment approved by the Institute Director or sponsoring organization.
2. Non-Interactive webinars – These are recorded webinars (webcasts) where participants view or read content at their own pace, without any real-time interaction with an instructor or other participants. To be given credit by IIMC, these webinars must include a learning assessment approved by the Institute Director or sponsoring organization.

As adopted by the IIMC Education Department (2010), webinars will be accepted toward certification provided they meet current Education Guidelines criteria. If the webinar is conducted by a State, Provincial or National Association, a course review form must be completed and submitted to IIMC for pre-approval.

Consistent with the IIMC Education Guidelines adopted in 2010, points for in-class courses, fully online courses, online hybrid courses, and webinars will be allocated as follows:

1. Completion of a professionally-related webinar or course through an IIMC-approved Institute/Academy will earn 1 point for 2 class hours (1/2 point for a minimum of 1 class hour).
2. Completion of a professionally-related webinar or course through a State, Provincial or National Association will earn 1 point for 4 class hours (1/2 point for a minimum of 2 class hours).
3. Professionally-related webinars in clerk-related topics will earn 1 point for 6 class hours (1/2 point for a minimum of 3 class hours).

The Committee found this document very beneficial as we worked through discussing our first recommendation below. Any information provided to the Committee from staff prior to our conversations make for a much better meeting. We thank them for their time to provide such concise information.

Discussion: The Committee was divided into two (2) sub-committees in an attempt to streamline the discussion.

Financial: There are no financial requests at this time.

Summary: The sub-committees held several telecons and the committee as a whole conducted two telecons. A majority of the Committee members have been fully engaged and actively participating on the calls.

Recommendation: The committee would like to forward the following recommendations to the IIMC Board of Directors for passage:

1) PROPOSED CHANGES TO INSTITUTE GUIDELINES

Current Institute Guidelines:

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

Proposed Change to Institute Guidelines:

The IIMC Education Department will consider for approval other learning opportunities which do not include in-class courses and online learning courses. Institutes may offer 10% of each Institute/Academy program using approved other learning opportunities. Examples of other learning opportunities include, but are not limited to, educational work prior to an institute (e.g. research/data collection; readings; self-assessments; off-site tour(s) related to course work; or CD/DVD, video, streaming media or webcast viewing containing content related to course work). The methodology used to deliver other learning opportunities is left to the discretion of the Institute Director. However, the content must still follow the Board-approved Institute and Education Guidelines.

This motion was passed unanimously by the members on the call, 11-0

2) PROPOSED CHANGES TO EDUCATION GUIDELINES

CMC - Regions 1 thru 11

1. **New policy stating:** Of the 60 CMC Education points required for CMC certification, points may be earned through online learning (includes offerings by Institutes, Academies, pre-approved State, Provincial, or National Association programs, and IIMC programs).

MMC - Regions 1 thru 11

2. **New policy stating:** Of the 60 Advanced Education points required for MMC certification, points may be earned through online learning (includes offerings by Institutes, Academies, pre-approved State, Provincial, or National Association of programs, IIMC programs, and programs from other outside entities (i.e. Fred Pryor seminars, Career Track, National Seminar Training, Ed2Go and FEMA).

This motion was passed 7-4.

3) PROPOSED CHANGE TO INSTITUTE GUIDELINES FOR SPONSORING INSTITUTION

Current Statements in Institute Guidelines

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

As of January 1, 2004, all Institutes must be sponsored by an accredited college or university.

Proposed Change to Institute Guidelines

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

As of January 1, 2004, all Institutes must be sponsored by an accredited college or university. In the event where State/Provincial/National Associations have exhausted all opportunities and options to partner with an accredited 4-year college or university or partner with other approved IIMC State Institutes, accredited community colleges may be approached as potential partners. This option of partnering with a community college will be an alternative ONLY for those Associations who are currently NOT in partnership with an institute of higher learning and who are unable to gain sponsorship from a 4-year college or university. Other approved IIMC State/Provincial/National Institutes must be in close proximity and offer convenient travel options to the Clerks in the State/Province/Nation without an Institute.

State/Provincial/National Associations will be required to provide IIMC's Director of Professional Development the following information for review and consideration:

- A document which chronologically details the steps taken to partner with other approved IIMC State/Provincial/National Institutes and justification as to why this is not a viable option.
- A letter stating the details of the journey to obtain sponsorship and justification for partnering with a community college.
- Documentation of unsuccessful partnership attempts with multiple 4-year colleges or universities within their State or province, if more than one 4-year college or university exists. Examples of this documentation may include but is not limited to dissolution of existing sponsorship agreement and/or letters or e-mails of denial, and rejected RFP's.
- A letter from the potential sponsoring community college detailing the terms of sponsorship, which may include financial and administrative support as well as potential revenue expectations.

All materials will be reviewed and a final decision on sponsorship will be made by IIMC. A review of the partnership will be reviewed no more than five years after the approval by IIMC.

This motion was passed by a vote of 12-2.

Thank you for your consideration on the recommendations of the Education and Professional Development Committee.

Respectfully submitted.

Management's Comments:

Management and the Education Department are in total agreement with the Committee's recommendations to the Board. We believe these changes will afford more opportunities for our members to work on their certifications. Allowing states to use accredited community colleges, after exhausting all possibilities with 4-year universities, as Institutes has the potential of augmenting certification programs for those members who do not have access to a 4-year college or university; thus, solidifying IIMC's mission of providing education to all members.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Mary Lynne Stratta, Chair
Policy Review Committee

Date: September 14, 2016

Subject: Mid-Year Report – Policy Review



Background

Listed below are the goals and objectives assigned to the Policy Review Committee (PRC) in May:

1. Review current Policy Manual and recommend revisions to ensure policies reflect current Board practices.
2. Develop new policies as requested by the Board of Directors.
3. Review policy proposals submitted by other Committees and the Board of Directors.
4. Perform annual review of the minutes of the Board of Directors meeting to ensure policy changes are codified.
5. Provide policy articles of interest for inclusion in the News Digest.

Since that time, the PRC was provided additional assignments as follows:

1. Review membership “ownership” issue for policy preparation.
2. Review and recommend additional criteria for the Quill Award nomination process. (Needs to be more clear, less vague and subjective; how many times can one person nominate a candidate in a single year.)
3. Review policies approved by the Budget Committee and Conference Committee.
4. Review the elections chapter of the Policy Manual, and address specifically the issue of how many emails a candidate can distribute to the membership.
5. Conduct a complete review of the Elections Handbook.
6. Review the Conference Chapter for needed revisions.

The PRC held a teleconference on July 28, 2016, and has since communicated via many emails and subcommittee phone calls.

Discussion

Goal 1: A subcommittee of PRC is hard at work reviewing the entire policy manual (except for election related policies). As you can imagine, this is a tremendous task involving a great deal of time and attention to detail. The recommendations coming forth from this group (as approved by the entire PRC) will be presented in the report to the Board for the annual Board meeting in May.

Goal 2: President Buttiglieri provided additional assignments as reflected above. See attached communication from Executive Director Shalby. The PRC reviewed the language that has been used relative to “ownership” of membership. The current practice is as follows:

“Membership belongs to the member, and not the City where the member works. If a

member moves from city to city, the membership is retained with the member.”

Upon review, it was the consensus of the PRC to endorse this continued practice and, upon approval by the Board of Directors at its mid-year meeting, the PRC will place this practice into policy format. I will note, however, that there was some confusion among PRC members, as some felt they had been advised the opposite in the past. Having this practice clarified in policy is recommended.

Goal 3: Mr. Shalby passed along policies with revisions recommended by the Budget and Planning Committee as well as one policy revision regarding VIP protocol that is part of the conference policy. The recommended changes are designated in upper case and bold with strikethrough or highlighted in yellow. See attached. These policies were provided to the entire PRC. Some email discussion followed, questions were clarified, and after consideration, the PRC felt the revisions as proposed in the attached four policies were valid and reasonable, and, therefore, we recommend approval.

Goal 4: The minutes of the May 21, 2016, annual meeting of the IIMC Board of Directors were provided to all members of the PRC for review. After review, we found no instance where the PRC needed to formulate policies based on Board action at this time.

Goal 5: To date, the PRC has not determined there is substance for an article in the News Digest, but we feel this could be beneficial following the review of the entire policy manual. However, if the PRC recommendations relative to the Quill award nomination procedure are adopted by the Board, this may merit communication to the membership prior to the call for nominations.

Additional assignments not specifically addressed above:

Quill Award: Last year, the PRC submitted proposed changes to the Quill award scoring process and criteria, placing a greater emphasis on IIMC service and contributions while streamlining the process. The Board approved these changes. This year, the PRC was asked to specifically address other issues relative to the Quill award process, especially as it relates to how many members one person can nominate for the award in one year. Following discussion and consideration, it was the will of the PRC to submit the following recommendations to the Board for consideration:

One person should be allowed to nominate one member only per year.

Region Directors' written endorsement should be a required part of the nomination process.

State/provincial/national associations and IIMC Regions should not be limited as to number of nominees per year from their area.

These recommendations have been placed into policy format (attached) for the Board's consideration. Also, the IIMC Quill Award Nomination Form and Instructions have been changed to reflect the above recommendations. The Quill Award Scoring Form as approved by the Board is also enclosed for information. Denise Chisum led the subcommittee relative to the Quill. Her work was stellar and she will, of course, be present to answer any questions posed by

the Board. The PRC recommends adoption of the policy amendment as presented, with appropriate revisions to all related forms.

Complete review of Elections Policy Chapter and Elections Handbook, and Address Specifically How many Emails a Candidate for Office Can Send the Membership: Due to some changes in PRC member contact information, we got a little bit of a late start on this assignment. However, a subcommittee is hard at work relative to this assignment. If the PRC cannot submit a recommendation on the email issue prior to deadline for the mid-year packet, we still submit our recommendation and hope the Board will consider email or teleconference consideration as this seems to be the most time sensitive issue at hand. The PRC subcommittee chair has been in contact with the Elections Committee chair for input.

Review the Conference Chapter for Needed Revisions: This assignment will be covered under Goal 1 above. The subcommittee composed of half of the PRC members will review the Conference Chapter as part of their review of the entire policy manual (sans the election chapter). This report will be provided in the PRC final report for the May Board meeting.

Financial

Other than teleconference expense, the PRC will not incur any expenses. We also do not believe any of our recommendations will have a direct financial impact on IIMC.

Summary

The PRC is composed of very dedicated, hard working members. I'm blessed to have them serving on this committee. We have included in this report the completion of some of our assigned goals and additional tasks, while the remainder are currently being addressed by the PRC.

Recommendation

Based upon the narrative above, the PRC recommends:

The PRC recommends approval of the membership ownership language as has been the practice. If approved, the PRC will place this into policy format.

The PRC recommends approval of the policy changes submitted by the Budget and Planning Committee and the change in the VIP protocol policy.

The PRC recommends approval of the Quill Award criteria changes and the adoption of the attached policy, with associated forms/instruction changes.

The remainder of our work to address our goals and assignments is ongoing. We hope to submit a recommendation relative to the email campaign issue as soon as possible.

Thank you for the opportunity to serve as Chair of PRC and I extend thanks to the hard working PRC.

Attachments

Management's Comments/Recommendations:

It is always a proactive move on IIMC's part to have its policies reviewed consistently every few years. We agree with the Committee's recommendations regarding the following:

- Membership language – we've been operating under this assumption since 2004 without an issue; however, we needed policy for referral and guidance. We recommend the attached language.
- Budget and Planning changes to verbiage, especially the meeting dates to include September, to reflect that we now produce quarterly and not monthly financials, how conference revenue is now recorded and changes to the non-lapsing revenue fund.
- Conference Protocol Policy – This area needed revisions since we have been operating in this format for some time now. No major changes other than updates.
- Quill Award – revised criteria and other changes should help future selection committees deciding who is best qualified to win the award. NOTE: One revision in the Nomination Instruction Policy – Selection Criteria – It should read the “Selection” committee not “Executive” Committee shall use the Quill … Also, it’s been the practice of the Executive Director to notify all nominees on behalf of the President.



International Institute of Municipal Clerks

Professionalism in Local Government

Vince,

We have come across a discrepancy in membership transfers. Specifically, since 2004, IIMC has been operating under the philosophy that a member's membership with IIMC remains with that member if the member transfers to another municipality.

Background

In 2004, at the Whistler Conference in BC, Canada, the membership approved a Constitution Amendment (or so we thought) that basically stated: IIMC membership goes with the member if the member leaves his or her municipality (see attached News Digest article, page two with asterisk).

Unfortunately, that amendment never made it to the Constitution.

Our Membership Department has been operating under this assumption all these years without anyone questioning the policy or process. Until now ... we recently had a member, whose city paid her dues only to fire her several days later. The city asked for a refund of those dues, but was told about IIMC's Policy regarding membership transfers. To date, we have had no issues or follow up from that city. Unfortunately, we don't have a Board policy supporting this if this goes further.

Since we've been operating under this system for some time now, it seems that there is an implied precedent, which makes it working Policy. However, we would like to make this official. We don't see the need for this type of membership statement to be in the Constitution; however, we do believe it belongs in Policy.

If it's policy, we can have the Policy committee introduce it in their midyear report and have the Board approve it.

Suggested Policy

"Membership belongs to the member, and not the City where the member works. If a member moves from city to city, the membership is retained with the member."

As I've mentioned, we've not had anyone inquire or complain, but we would feel better having something in policy and approved by the Board.

As to why it never made the constitution is a mystery to us. And, we've never picked up on it until recently.

Thank you.

Chris

Chapter 4.05

REVENUES AND EXPENDITURES – THE BUDGET PROCESS

Sections:

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

4.05.010

Purpose.

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

4.05.020

Scope.

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

4.05.030

Policy.

A. The budget and planning committee will provide direction for staff to prepare an estimate of revenues and expenditures for an annual budget for the organization. These guidelines, once established, will be reviewed each August/SEPTEMBER in conjunction with the review of the following year's budget.

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

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

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

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

F. The Executive Director shall provide to each Department Manager a delegation of authority for expenditure commensurate with the allocation of expenditure within that staff member's portfolio of activity. The hierarchy for approval of expenditures is as follows:

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

G. The executive director and staff are charged with monitoring expenditures to ensure that budget estimates of expenditures are not exceeded and that revenues are achieved. Each ~~month~~
QUARTER, the Executive Director submits to the Board of Directors a Balance Sheet and Profit and Loss Statement A profit and loss statement that are compared to the actual budget.

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

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

J. The Executive Director will prepare and submit a report to the Budget and Planning Committee and the Board for any project requiring more than a \$10,000 commitment and is not in the current budget.

K. Revisions to budget estimates, following the annual budget review, shall be presented to the Board at the mid-year board meeting.

L. Revisions to the budget estimates, following the mid-year board meeting, shall be presented to the Budget and Planning Committee and conveyed to the Board of Directors. [May 17, 2014; November 8, 2008; October 27, 2006; November 22, 2003. Policy A-4].

Chapter 4.15**SIGNIFICANT ACCOUNTING POLICIES****Sections:**

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

4.15.010**Purpose.**

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

4.15.020**Basis of accounting.**

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

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

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

4.15.030**Revenue recognition.**

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

Annual Conference fees are **RECORDED AT THE BEGINNING OF THE YEAR OF THE CONFERENCE** accrued when registration and/or sponsorship is processed. Income is deferred until the month the annual conference is held at which time all deferred income is recognized. [May 17, 2014; October 27, 2006. Policy A-3].

4.15.040**Expense allocation.**

The costs of providing the various programs and other activities will be summarized on a functional basis in a statement of activities. Accordingly, certain costs will be allocated to the programs and supporting services benefited. [October 27, 2006. Policy A-3].

Chapter 4.20**NON-LAPSING RESERVE FUND****Sections:**

4.20.010 Purpose.
4.20.020 Policy.

4.20.010**Purpose.**

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

4.20.020**Policy.**

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

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

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

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

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

Title 7

ANNUAL CONFERENCE

Chapter 7.45

VIP PROTOCOL

Sections:

- 7.45.010 Purpose.
- 7.45.020 Scope.
- 7.45.030 Overview.
- 7.45.040 Guidelines.
- 7.45.050 Definitions.
- 7.45.060 Annual Conference.
- 7.45.070 Visiting VIPs.
- 7.45.080 VIP speakers.
- 7.45.090 Flags and anthems.

7.45.010

Purpose

To establish a protocol for VIPs attending the Annual Conference or visiting IIMC headquarters. [May 2009; October 27, 2006; December 6, 2002. Policy B-10].

7.45.020

Scope

General. [May 2009; October 27, 2006; December 6, 2002. Policy B-10].

7.45.030

Overview

The purpose and philosophy of the VIP protocol is to be politically and culturally sensitive in order to act with propriety when engaging dignitaries and officers from other organizations and countries.

The Executive Director shall appoint a Protocol Officer who will assist and advise IIMC officers in providing VIPs and speakers appropriate attention and symbolism normally granted to persons representing important positions and other cultures. The Protocol Officer or designee shall also be responsible to ensure that flag and national anthem protocol is also PROPERLY AND RESPECTFULLY observed and carried out in a manner of respect. [May 2009; October 27, 2006; December 6, 2002. Policy B-10].

7.45.040

Guidelines

The following are some guidelines for IIMC including officers and VIPs attending formal Annual Conferences and meetings. [May 2009; October 27, 2006; December 6, 2002. Policy B-10].

7.45.050

Definitions

“VIP” means presidents of associations outside of the United States and Canada, their guests, and other VIP as designated by the IIMC president. [May 2009; October 27, 2006; December 6, 2002. Policy B-10].

7.45.060

Annual Conference

The Protocol Officer is to prepare a list of possible VIP invitees for approval by the Executive Director and President. Once approved, the Protocol Officer is to ensure that invitations are sent along with appropriate information. A copy of the approved VIP list is to be ~~provided to the conference planner, PROVIDED TO THE EXECUTIVE DIRECTOR, IIMC PRESIDENT, communication manager, and member services representative, and Directors of the regions represented.~~

The Protocol Officer is to ensure that complimentary hotel accommodations and ~~complimentary~~ registration are provided where appropriate and approved to all attending VIPs for the duration of their stay.

The Protocol Officer is to arrange for an IIMC representative to meet and greet invited VIPs at the airport, provide transportation to and from the conference hotel and assist with their hotel and conference registration check-in. Any other delegates from outside the United States ~~and Canada~~ who are coming to IIMC's Conference for the first time or whose party does not have an English speaker will also be a candidate for pick-up and check-in.

The Protocol Officer makes arrangements to ensure a nominal gift (i.e., fruit basket, etc.) is in the hotel room.

The Protocol Officer is to ensure that the IIMC president in his/her remarks at the opening ceremony and other formal venues recognizes the VIPs in attendance.

The Protocol Officer is to develop and/or review any "schedule of events" for VIPs and their guests and to ensure that they have received a proper invitation (if necessary) and up-to-date information on time and location of the event. Where necessary, provide transportation to the event if there is no conference-provided transportation.

The Protocol Officer will also be responsible for making sure appropriate gifts are on hand for exchange with VIPs and others as needed.

Where practicable, the Protocol Officer shall be responsible for assigning a volunteer or a translator if necessary to accompany VIPs to conference registration, the opening ceremony, and other conference events on or off site as appropriate. This could include any personalized cultural city tours depending upon conference arrangements and feasibility. [May 2009; October 27, 2006; December 6, 2002. Policy B-10].

7.45.070

Visiting VIPs

The Protocol Officer shall exercise all of the above functions where appropriate for any visiting VIP to IIMC headquarters or other meeting. [May 2009; October 27, 2006; December 6, 2002. Policy B-10].

7.45.080

VIP speakers (CONFERENCE EDUCATION)

"VIP speakers" means those speakers who hold high public office or visibility or who are plenary or general session speakers.

A. Conference. The Protocol Officer or their designee is to:

1. Ensure that a one-night complimentary hotel reservation is provided to all VIP speakers.
2. Arrange to meet the VIP speaker at a prearranged location (~~hotel room, hotel restaurant, speaking venue~~) prior to their speaking engagement.
3. Familiarize the VIP speaker with IIMC and the nature of the audience.
4. Introduce VIP speaker to session convener and ensure that convener has a current copy of the VIP speaker's biography.

5. Ensure that an IIMC member has been designated and is present to officially thank the VIP speaker at the conclusion of the session. Protocol officer is to ensure that a gift is on hand for presentation to the speaker if appropriate.

Following the speaking engagement, the Protocol Officer shall privately thank the VIP speaker and see to any needs they may have.

B. IIMC/MCEF FOUNDATION Board, IIMC Past Presidents, State/Provincial/National Association Presidents. The Protocol Officer or their designee shall ensure that reserved seating is available for all VIPs, IIMC/MCEF FOUNDATION Board members, IIMC past presidents, state/provincial/national association presidents and host city committee members at the opening ceremony.

The Protocol Officer or their designee shall:

1. Ensure that sufficient volunteers are on hand to assist with seating of the above.
2. Ensure that the president OR EMCEE has included in their opening remarks recognition of these individuals either in groups or individually as time and circumstances permit. [May 2009; October 27, 2006; December 6, 2002. Policy B-10].

7.45.090

Flags and Anthems

A. The Protocol Officer or designee in conjunction with the opening ceremony producer will oversee the placement of flags and the playing of national anthems at the opening ceremony. The following flags will be displayed:

1. State/provincial flags in alphabetical order by country.
2. Flags of nations with delegates or VIPs in attendance in alphabetical order.
3. Flags of international associations with delegates or VIPs in attendance in alphabetical order.

National anthems of participating countries will be played during the opening ceremony. The Protocol Officer will ensure that the locally accepted version of a country's national anthem is on hand and shall ensure that the correct flag is honored with the appropriate anthem.

Anthems will be played in alphabetical order with the host nation's flag being honored last.

B. National flags of participating countries will be displayed (where practicable) at the following events:

1. The opening ceremony.
2. General sessions.
3. The Annual banquet. [May 2009; October 27, 2006; December 6, 2002. Policy B-10].

CHAPTER 6.25.050

THE QUILL AWARD

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

- A. The quill award is open to all members of IIMC, deceased members, retired clerks or a clerk who has changed positions.
- B. Nominations shall be solicited annually from the membership.
 - 1. A member of IIMC may submit no more than one nomination per year.
 - 2. Each such nomination shall require endorsement from the two region directors
 - 3. There shall be no limit to the number of nominations per region.
- C. The following documentation shall be submitted to headquarters no later than April 1st:
 - 1. Resume of nominee and reason for nomination;
 - 2. A written endorsement from the state/provincial or national association;
 - 3. A written endorsement from the IIMC region directors.
- D. Those receiving the award shall represent all of the following criteria:
 - 1. At least 10 years of service as a municipal clerk;
 - 2. At least 10 years of IIMC membership;
 - 3. Strong and extensive participation in IIMC;
 - 4. Service in teaching fellow municipal clerks;
 - 5. Involvement with the initiation or administration of an IIMC-approved training institute or program or any other activity that enhances the professionalism of IIMC members;
 - 6. Leadership in state/provincial/national municipal clerk profession organizations;
 - 7. Significant and exemplary contribution to their community;
 - 8. Significant and exemplary contribution to their state/province/country;
 - 9. Significant and exemplary contribution to IIMC;
 - 10. Significant and exemplary contribution to peers; and
 - 11. Attainment of the CMC designation.
- E. The IIMC president shall appoint three past recipients of the quill award to review the nominations and select the recipient(s).
- F. No more than three awards shall be granted in any one year.
- G. The award and lapel pin shall be presented at an appropriate ceremony during the annual conference.
- H. Serving members of the board of directors or present officers of IIMC shall not be eligible for this award as that such service in itself is the membership's highest recognition, validation of worth, and statement of value to the organization. Past presidents will be eligible for the quill award four years after completing service on the executive committee.
- I. The names of quill award winners shall be published in the conference program and a ribbon shall be provided to all past recipients in attendance at the conference denoting them as award winners.
[November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1]

International Institute of Municipal Clerks Quill Award Nomination Instructions

The International Institute of Municipal Clerks (IIMC) organization ~~takes pride in~~ is proud of our membership and welcomes the opportunity to recognize members for their accomplishments. Each year, IIMC will recognize up to three (3) individuals who have made a significant and exemplary contribution to their community, their state or province, and in particular to IIMC and their peers.

The Quill Award is open to all members of IIMC, deceased members, retired clerks or a clerk who has changed positions. Below are the guidelines for this nomination including the Quill Award Policy, instructions for the nominator and the nominee.

Quill Award Policy

Nominations

1. The Quill Award is open to all members of IIMC, deceased members, retired clerks or a clerk who has changed positions.
2. Nominations shall be solicited annually from the membership.
 - a. **A member of IIMC may submit no more than one nomination per year.**
 - b. **Each such nomination shall require endorsement from the two region directors**
 - c. **There shall be no limit to the number of nominations per region.**
 - d. Serving members of the Board of Directors or present officers of IIMC shall not be eligible for this award as that such service in itself is the membership's highest recognition, validation of worth, and statement of value to the organization.
3. The attached nomination form shall be submitted to IIMC Headquarters no later than April 1st.

Eligibility Requirements

A nominee for the Quill Award must meet the following requirements:

- At least ten years of service as a Municipal Clerk
- Active membership in IIMC for at least ten years
- Attainment of the CMC Designation
- Strong and extensive participation in IIMC

Selection Criteria

The Executive Committee shall use the IIMC Quill Award Scoring Form for determining ~~who the~~ successful nominees ~~are~~ for the year. The President shall notify the recipient(s), the recipient's mayor and city manager, and confirm attendance at the annual IIMC, Inc. awards event.

Instructions for Nominator

1. The completed nomination form and summary must be submitted to IIMC Headquarters by April 1st.
2. A State/Provincial/Region/National organization, associated with IIMC, shall not be limited as to the number of nominations per year. If the nomination comes from a Chapter or group, one person should be designated to submit the nomination form and summary.
3. The individual submitting the Each nomination should briefly summarize the reasons the nominee should be considered as for the Quill Award. This should be done on the form provided or a separate sheet of paper. and submitted This form and all required documentation must be submitted with the completed nomination form.
4. The nominator shall ensure that the following are included with the nomination form:
 - Resume of Nominee and reason for nomination;
 - A written endorsement from the State/Provincial or National Association;
 - A written endorsement from the IIMC Region Directors.
 - a. A written endorsement from the State/Provincial or National Association;
 - b. A written endorsement from the nominee's IIMC Region Directors
5. The nomination form should have complete and accurate information. Additional information that is not specified on the nomination form should not be included as it will not be considered for scoring.
6. Only past and current service should be included on the nomination form. Future service (e.g. nominee is appointed to a committee beginning at a future date; potential future recertification-date is future date, etc.) cannot be counted and will not be scored.
7. Points will not be awarded for being a scholarship or award recipient, nor for attendance at classes or conferences, etc. This information should not be included on the nomination form.

Instructions for Nominee

- The nominee must sign the certification statement on the nomination form attesting that all facts are true and correct and that they will make plans to be present at the award ceremony barring unforeseen circumstances.

IIMC Quill Award Nomination Form

**NOTE: Nomination Form ~~should~~shall be submitted to IIMC Headquarters by April 1st.
A member of IIMC may submit no more than one nomination per year.**

Nominee's Contact Information

Nominee's Full Name _____

Current Municipality _____ Appointment Date _____

Other information if not currently employed as a Municipal Clerk

Business Phone _____ Email Address _____

Mailing Address _____

Years of Service

Number of Years as Municipal Clerk: _____ yrs. From _____ to _____
(Include all municipalities) (Month/Year) (Month/Year)

Number of Years as Deputy/Assistant Clerk: _____ yrs. From _____ to _____
(Include all municipalities) (Month/Year) (Month/Year)

IIMC Membership/Certification

Number of Years a Member of IIMC _____ yrs. From _____ to _____
(Minimum of 10 years to qualify) (Month/Year) (Month/Year)

Date of CMC _____ Date of MMC _____
(CMC required for nomination)

State, Provincial or National (S/P/N) Association Membership/Certification

Name of State, Provincial Province or National al Association _____

Number of Years a Member of State S/P/N
Organization yrs. From _____ to _____
(Month/Year) (Month/Year)

Date of Certification _____ Date(s) of Recertification _____ / _____ / _____ / _____

(If applicable)

IIMC Service

Region Director

From _____ to _____
(Month/Year) (Month/Year)
From _____ to _____
(Month/Year) (Month/Year)

IIMC Committee Service

Committee _____ From _____ to _____
(Month/Year) (Month/Year)

IIMC Committee Chair Service¹

Committee _____ From _____ to _____
(Month/Year) (Month/Year)

State, Provincial or National (S/P/N) Association Service

Board Member _____ From _____ to _____
(Position) (Month/Year) (Month/Year)
Board Member _____ From _____ to _____
(Position) (Month/Year) (Month/Year)
Board Member _____ From _____ to _____
(Position) (Month/Year) (Month/Year)
Board Member _____ From _____ to _____
(Position) (Month/Year) (Month/Year)
Board Member _____ From _____ to _____
(Position) (Month/Year) (Month/Year)
Board Member _____ From _____ to _____
(Position) (Month/Year) (Month/Year)
Board Member _____ From _____ to _____
(Position) (Month/Year) (Month/Year)

S/P/N State, Provincial or National Association Committee Service

Committee _____ From _____ to _____
(Month/Year) (Month/Year)
Committee _____ From _____ to _____
(Month/Year) (Month/Year)

S/P/N State, Provincial or National Association Committee Chair Service¹

Committee _____ From _____ to _____
(Month/Year) (Month/Year)
Committee _____ From _____ to _____
(Month/Year) (Month/Year)
Committee _____ From _____ to _____
(Month/Year) (Month/Year)

Local Chapter Service

Officer _____ From _____ to _____
(Position) (Month/Year) (Month/Year)

Officer _____ From _____ to _____
(Position) (Month/Year) (Month/Year)

Officer _____ From _____ to _____
(Position) (Month/Year) (Month/Year)

Officer _____ From _____ to _____
(Position) (Month/Year) (Month/Year)

Officer _____ From _____ to _____
(Position) (Month/Year) (Month/Year)

Local Chapter Committee Chair Service¹

Committee _____ From _____ to _____
(Month/Year) (Month/Year)

Committee _____ From _____ to _____
(Month/Year) (Month/Year)

Local Chapter Committee Service

Committee _____ From _____ to _____
(Month/Year) (Month/Year)

Special Projects/Service²

IIMC

| |
|------------|
| Year _____ |

S/P/N State, Provincial or National Association

| |
|------------|
| Year _____ |

Local Chapter

| |
|------------|
| Year _____ |

Community Service

| |
|------------|
| Year _____ |

Other (e.g. State Municipal League or other service specifically related to the Municipal Clerk profession)

| |
|------------|
| Year _____ |
| Year _____ |
| Year _____ |
| Year _____ |

¹Committee Chairs – If an individual is the chair of a committee, he/she will be credited with the assigned points for committee chair and will not receive points for both committee service and chair service.

²Special Projects – This could include the following:

Professional articles published in the State, Provincial or National Association Newsletter, State Municipal League Magazine, IIMC Newsletter, authorship in a handbook for Clerks. (This does not include articles that are required as a result of a position that is currently held since points for that service are calculated as a part of holding that position.)

Planning and coordinating local chapter seminars, IIMC conferences, service on State/[Province/](#)
[Nation](#) Municipal League [\(or other organizations](#)
[specifically related to the Municipal Clerk profession\)](#), committees etc.

Creation of Education Sessions

IIMC

| | |
|-------|------|
| Class | Year |

S/P/N

| | |
|-------|------|
| Class | Year |

Local Chapter

| | |
|-------|------|
| Class | Year |

Participation in IIMC/State, Provincial or National Association/Local Chapter Education Sessions

Creator

Class _____ Year _____

Class _____ Year _____

Class _____ Year _____

Class _____ Year _____

IIMC Instructor

Class _____ Year _____

Class _____ Year _____

Class _____ Year _____

Class _____ Year _____

IIMC Panel Member

Class _____ Year _____

Class _____ Year _____

Class _____ Year _____

Class _____ Year _____

IIMC Convener/Coordinator (IIMC Sessions, State, Provincial or National Association Seminars/Institutes, Chapter Seminars,)

Class _____ Year _____

Class _____ Year _____

Class _____ Year _____

Class _____ Year _____

S/P/N or Local Chapter Instructor

| | |
|--------------|-------------|
| <u>Class</u> | <u>Year</u> |

S/P/N or Local Chapter Panel Member

| | |
|--------------|-------------|
| <u>Class</u> | <u>Year</u> |

S/P/N or Local Chapter Convener/Coordinator (State, Provincial or National Association Seminars/Institutes, Chapter Seminars,)

| | |
|--------------|-------------|
| <u>Class</u> | <u>Year</u> |

Leadership

IIMC:

Other:

Nominator Contact Information

Individual or Regional Organization Submitting Nomination _____

Nominator _____ (*Designated Individual Nominating*)

Signature _____ Date _____

Address _____

Phone Number _____ Email_____

Nominator: (1) In the space below or on a separate piece of paper, please briefly summarize the reasons why you/organization believe your nominee should be selected as the Quill Award winner for _____ (insert year). (2) Ensure that written endorsements from the State/Provincial or National Association and written endorsement from the nominee's IIMC Region Directors are attached.

Nominee: In your own words describe how your activities during past years exemplify leadership in the Municipal Clerk profession, your community and your current job. Include certifications received that are not included elsewhere on the nomination form (state certifications, elections certifications, Certified Records Manager etc.)

I attest that all facts are in this form are true and correct and give my permission for the facts to be used for publication. With agreement to accept the Quill Award, I understand that, barring extreme circumstances, a nominee must be present at the Award Ceremony on the scheduled date.

Signature of Nominee _____ Date _____

Please forward the completed form and the summary from the nominator by **April 1st** to:

IMC Headquarters
Quill Award Nomination
8331 Utica Avenue, Suite 200
Rancho Cucamonga, CA 91730

Quill Award Scoring Form
To be completed by Quill Award Committee Only

| POSITION: | POINTS: | # per year | Min Req'd | Max Allowed | TOTAL |
|---------------------------|---------|------------|-----------|-------------|-------|
| 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> | | | | | |
| | | | | | |

| | | | | | |
|---|--|----|--|-----|--|
| STATE¹ S/P/N ASSOCIATION SERVICE: | | 25 | | | |
| Board Member in <u>S/P/N State/Province</u> 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 | | | |
| <u>S/P/N State</u> 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 | | | | | |
| <u>S/P/N State</u> 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/LOCALS/P/N EDUCATION SESSIONS | | | | | |
| Instructor | | 10 | | 50 | |
| Panel Member | | 5 | | 25 | |

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

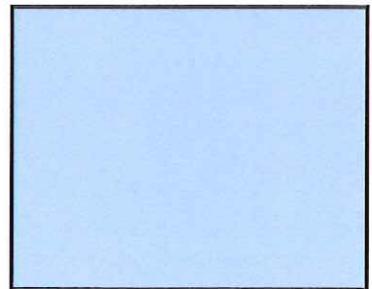
Per Session - This category is to give credit for time spent in course creation and instructional material preparation for education sessions at the IIMC, state and local levels.

Per Session
Per Session

Per Session
Per Session
Per Session

Per Session
Per Session
Per Session

| Convener/Coordinator | 1 | 5 | | |
|----------------------|------------|-----------|-------------|-------|
| <i>Comments:</i> | | | | |
| POINTS: | # per year | Min Req'd | Max Allowed | TOTAL |
| LEADERSHIP | | | 150 | |
| IIMC | | | 100 | |
| Other | | | 50 | |
| <i>Comments:</i> | | | | |
| TOTAL POINTS | | | | |



¹ S/P/N: State/Provincial/Nationale/Nation

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: President Buttiglieri & Board of Directors

From: Debbie Burke, MMC, City of Normandy Park, WA
Chair, Public Relations & Marketing Committee

Date: September 7, 2016

Subject: 2016-2017 Mid-Year Report – Public Relations/Marketing



Overview: The committee met as a whole via teleconference on Friday, June 24th to discuss the goals and assign subcommittees to individual tasks. There are no financial decisions for this committee and we are seeking support for all of the efforts to accomplish this year's goals.

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

Committee Members Anthony Mejia and Denise Tucker developed and distributed a template interview questionnaire to selected AD participants, facilitators, and fellows regarding their experiences with the program. The committee members will develop News Digest articles, as appropriate. (1st article anticipated by December 2016)

Goal #2 - Develop marketing plan for Program Excellence in Governance Award, recognizing innovation and best practices.

2a. Committee Members Helen Cospolich and Rod Diridon will develop a template questionnaire that can be used to interview past award recipients. The interviews will be posted on YouTube and linked to the IIMC Website. Last year, the PRM Committee received a record number of 12 applications and recommended three for the award.

2b. Committee Member Debbie Burke will prepare a message to be sent out by IIMC Regional Directors to encourage State Association's newsletters to include an article regarding the award application period.

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

3a. Committee Member Anthony Mejia will update existing Municipal Clerk's Week posters and provide to IIMC for posting online in December 2016.

3b. Committee Members Anthony Mejia and Shannon Corin will survey cities that have previously adopted a resolution or proclamation and develop an article for the News Digest regarding the importance of recognizing Municipal Clerks Week and suggesting recognition activities such as hosting an open house, school field trips, etc. (Article anticipated by March 2017)

3c. Committee Members Anthony Mejia and Tiwanna Crawford drafted a letter requesting that the next U.S. President issue a proclamation in recognition of Municipal Clerk's Week. Additional letters were addressed to appropriate Congressional representatives requesting sponsorship of a resolution in support of a Presidential Proclamation. This task is completed and the letters are attached.

Goal #4 - Develop new marketing ideas to promote the value of IIMC's Certification programs and professional resources.

4a. On an ongoing basis, IIMC Education Department staff write and publish articles to spotlight new CMC and MMC recipients and educational programs.

4b. Dr. Jane Long is working on articles for the News Digest regarding certifications.

4c. Articles produced as part of Goal #1 further supports this Goal.

Management's Comments/Recommendations

It's been a busy year for this committee with the anticipation that articles and promotional materials will be forthcoming in late 2016 and beginning of 2017. The 2016 Program Excellence in Governance Award was historic with 12 applicants and three winners in Omaha. We expect continued interest in this program.

The Municipal Clerks Week promotion and designs are well received. We recommend that all three letters be distributed to Congressional representatives in early 2017 (see attached).

Dr. Long is working on the importance of certification articles and we will publish them as soon as they're available.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



Month XX, 2016

The Honorable Jason Chaffetz
Chair of the House Committee on
Oversight and Government Reform
51 South University Avenue
Provo, Utah 84601

RE: Request for Proclamation for Municipal Clerk's Week

Dear Chairman Chaffetz:

On behalf of the International Institute of Municipal Clerks, I would consider it an honor if you would sponsor a Joint Resolution for the issuance of a Proclamation for Municipal Clerk's Week. In 1984 and 1994, Presidents Ronald Reagan and Bill Clinton, respectively, issued Proclamations officially declaring Municipal Clerk's Week the first full week of May and recognizing the essential role Municipal Clerks play in local government.

The Office of the Municipal Clerk, a time-honored and vital part of local government, exists throughout the world and is the oldest among public servants. The Municipal Clerk serves as the information center for functions of local government and community and provides a direct link between past, present and the future by preserving records for posterity and implementing government decisions.

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

We are hopeful that you will consider our request and sponsor a Joint Resolution for the issuance of a Proclamation for Municipal Clerk's Week. We look forward to hearing from you.

Sincerely,

Vincent Buttiglieri, IIMC President
Master Municipal Clerk

cc: Chris Smith, U.S. Representative, New Jersey 4th District

PROCLAMATION 5153
FEBRUARY 13, 1984

By the President of the United States of America

A Proclamation

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

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

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

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

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

RONALD REAGAN

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



January 20, 2017

The Honorable _____
President of the United States
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500

RE: Request for Presidential Proclamation for Municipal Clerk's Week

Dear President _____:

The International Institute of Municipal Clerks would consider it an honor if you would issue a Presidential Proclamation for Municipal Clerk's Week. In 1984 and 1994, Presidents Ronald Reagan and Bill Clinton, respectively, issued Proclamations officially declaring Municipal Clerk's Week the first full week of May and recognizing the essential role Municipal Clerks play in local government.

The Office of the Municipal Clerk, a time-honored and vital part of local government, exists throughout the world and is the oldest among public servants. The Municipal Clerk serves as the information center for functions of local government and community and provides a direct link between past, present and the future by preserving records for posterity and implementing government decisions.

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

We are hopeful that you will consider our request and issue a Presidential Proclamation for Municipal Clerk's Week. We look forward to hearing from you.

Sincerely,

Debbie M. Burke, Chair
Master Municipal Clerk

Anthony J. Mejia, Vice Chair
Master Municipal Clerk

On behalf of the IIMC Public Relations and Marketing Committee

PROCLAMATION 5153
FEBRUARY 13, 1984

By the President of the United States of America

A Proclamation

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

RONALD REAGAN

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



Month XX, 2016

The Honorable Christopher H. Smith
House of Representatives
112 Village Center Drive, Second Floor
Freehold, New Jersey 07728

RE: Request for Proclamation for Municipal Clerk's Week

Dear Representative Smith:

As a constituent and public servant of New Jersey's 4th District, on behalf of the International Institute of Municipal Clerks, I would consider it an honor if you would sponsor a Joint Resolution for the issuance of a Proclamation for Municipal Clerk's Week. In 1984 and 1994, Presidents Ronald Reagan and Bill Clinton, respectively, issued Proclamations officially declaring Municipal Clerk's Week the first full week of May and recognizing the essential role Municipal Clerks play in local government.

The Office of the Municipal Clerk, a time-honored and vital part of local government, exists throughout the world and is the oldest among public servants. The Municipal Clerk serves as the information center for functions of local government and community and provides a direct link between past, present and the future by preserving records for posterity and implementing government decisions.

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

We are hopeful that you will consider our request and sponsor a Joint Resolution for the issuance of a Proclamation for Municipal Clerk's Week. We look forward to hearing from you.

Sincerely,

Vincent Buttiglieri, Municipal Clerk
Township of Ocean, New Jersey
IIMC President

cc: Jason Chaffetz, U.S. Representative, Utah 3rd District

PROCLAMATION 5153
FEBRUARY 13, 1984

By the President of the United States of America

A Proclamation

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

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

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

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

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

RONALD REAGAN

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Budget & Planning Committee

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

Date: August 2, 2016
(Resubmitted to Board October 1, 2016)

Subject: 2016 Projected Year-End Budget Notes



The 2016 Year End Projected Budget is anticipated to end with a profit of \$190,232. Overall, there are four key areas that will contribute to producing a positive bottom line: 1) the 2016 Conference in Omaha surpassed projected attendance figures, bringing in additional funds from attendance, exhibit hall, and various miscellaneous income from three sold out hotels. Also, we were able to increase overall sponsorship revenue from three existing sponsors (Municode, Onbase and Laserfiche) by \$14,000 total. Overall 2016 Conference sponsorship revenue was split between the Foundation, which receives 10% of sponsorship dollars from IIMC, and a portion into Marketing for Digest advertising. 2) Membership is expected to meet its projected revenue. 3) Our online Captus Press courses are expected to end the year with \$9,500 in revenue, an increase from 2015 by \$2,000. 4) We have had one tenant throughout 2016 with two additional tenants arriving in July and Augusts. Our expenses continue to play a key role in the bottom line as we are diligent in controlling costs.

Our restricted reserves are approximately \$529,000 of which \$43,000 is allocated to the building reserves. **NOTE:** We have converted the Director of Education's position from full time to part-time beginning June 2016, thus reducing the 2016 salary line item by \$29,167. We anticipate that this move, provided the Board agrees with Management, will continue into 2017 thus freeing up some needed income.

STAFF

All Departments are functioning well. By year-end, we will have operated efficiently in every department. We employ a coordinated group effort in maintaining the Communications Department and that has kept us from hiring a full-time individual.

COMMITTEES

Executive Committee

We are projecting that EC travel budget will be \$29,420. We reduced the travel airfare partly due to the cancellation of the Region XI Symposium, originally scheduled for June 2016. However, we've increased our projections on travel ground and travel meals. All in all, this figure has remained consistent since 2008. The Executive Committee's commitment to maintaining a strategic travel plan, and using our American Express points as much as possible has kept IIMC on pace regarding Regions X and XI outreach to associations with which IIMC has a strong presence or working toward an Institute.

2016 Projected YE Notes – Page 2

Major trips scheduled for the remainder of 2016 include President Buttiglieri's visit to the United Kingdom with ED Shalby to attend the SLCC Conference in Leicestershire, UK, in October. A Region XI Director will be representing IIMC at the ADSO conference in the UK in November, providing IIMC a presence while simultaneously saving costs. IIMC will pay for airline tickets and use AMEX points, if possible, with the UK providing complimentary hotel accommodations and meals when possible. We have not scheduled EC trips to Israel or IMASA Conferences, since we are not certain of their dates. However, Past President Simmons and Dr. Long visited IMASA in 2015. Israel may be next on the rotating schedule. Funds are allocated for one of these trips, depending on schedules.

Board of Directors – General

This area will be slightly over budget primarily due to Board Development. IIMC hired two facilitators to handle the diversity session in Omaha. This budget will come in approximately \$6,000 more than what was budgeted.

2016 Conference – Omaha, NE

The 2016 4-Day Conference in Omaha was projected at 625 delegates and a net profit of \$25,276. Overall Delegate numbers were 754 full paying delegates, 129 more than what was projected. Omaha will exceed projections and will realize an approximate profit of \$163,780 by year-end 2016.

The major reason for the profit in Omaha was: higher than expected attendance; sold out three hotels (no attrition); rebates and commissions exceeded projections; high number in exhibitors. The following brief comments highlight the success of the 2016 conferences:

1. Miscellaneous Conference Revenue for 2016 was \$88,665 (project \$37,480);
2. We utilized \$22,313 for the General Session speakers;
3. Food and beverage remained close to projections;
4. Audio visual was \$33,000 (projected \$40,000);
5. We discontinued the Delegate Package, saving us approximately more than \$1,500;
6. Eight Academies generated bottom line of \$39,000 (projected \$25,000);
7. All four Athenian Dialogues met projections, with little expense;
8. We eliminated the Conference CD Rom, saving approximately \$2,500; and
9. We printed the program in the Midwest, costing \$900, a savings of \$2,500.

Education

The Department continues to work with Captus press regarding additional on-line courses. We currently have four courses on line with two new courses being developed by 2016 Conference speakers. We anticipate launching these new courses by year-end 2016. We've generated approximately more than \$6,950 in rebates from these courses to date. The IIMC Education Resource Group will cease to exist as a "paid" consulting group at the end of 2016, saving \$9,000. The Board would like us to create a "voluntary" Education Resource Council to assist with education programs and issues on an as needed basis. The CMC and MMC programs are hitting stride and we've not realized a decrease in those applicants.

Marketing

It's been eight years since the News Digest has functioned as an on-line E-zine. IIMC has realized more than \$900,000 in savings these past years by not printing and mailing a monthly edition.

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

Membership

In 2016, IIMC launched a new Membership Campaign (special and county districts) with the results being approximately 27 new members (as of this writing). The campaign is built on the same marketing platform that the previous membership campaigns used. However, this campaign will cease in 2017 as the Membership Department will tackle another campaign initiative, focusing mostly on past cancelled memberships.

IIMC's first two membership campaigns – large and small municipalities, respectively -- garnered nearly 500 new members and increased revenue.

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

IIMC Financials

2017 Budget

SUMMARY TOTALS

| | 2014 | 2015 | 2016 | 2016 | 2016 | 2017 |
|--------------------------------|------------------|------------------|------------------|----------------------------|--------------------|------------------|
| Description | Actual Year End | Actual Year End | Budget | Actual YTD as of June 2016 | Projected Year End | Budget |
| INCOME: | | | | | | |
| Administration | 799 | 547 | 800 | 265 | 800 | 800 |
| Building | 43,470 | 17,308 | 13,300 | 9,481 | 23,990 | 53,581 |
| Conference | 504,689 | 484,290 | 513,330 | 631,424 | 631,424 | 419,475 |
| Education | 135,305 | 174,163 | 130,200 | 52,555 | 134,320 | 147,700 |
| Marketing | 24,480 | 25,506 | 27,450 | 12,695 | 25,750 | 31,700 |
| Membership | 1,155,045 | 1,205,001 | 1,222,000 | 609,837 | 1,222,000 | 1,265,055 |
| Total Income | 1,863,790 | 1,906,816 | 1,907,080 | 1,316,258 | 2,038,284 | 1,918,311 |
| EXPENSES: | | | | | | |
| Administration | 526,167 | 536,118 | 558,197 | 265,502 | 551,198 | 570,809 |
| Building | 139,129 | 114,530 | 116,918 | 68,719 | 136,081 | 140,200 |
| Committee - Board of Directors | 89,767 | 87,178 | 95,675 | 36,992 | 97,572 | 95,675 |
| Committee - Executive | 26,224 | 23,087 | 29,800 | 13,884 | 29,420 | 29,800 |
| Committees - Other | 12,300 | 13,638 | 10,900 | 807 | 10,108 | 10,800 |
| Conference | 428,728 | 506,785 | 488,054 | 437,572 | 467,644 | 492,289 |
| Education | 134,627 | 260,289 | 290,902 | 120,476 | 256,935 | 249,909 |
| Marketing | 96,886 | 80,076 | 74,842 | 35,034 | 73,749 | 72,471 |
| Membership | 202,502 | 210,222 | 224,659 | 112,622 | 225,345 | 230,817 |
| Total Expense | 1,656,330 | 1,831,922 | 1,889,947 | 1,091,609 | 1,848,052 | 1,892,771 |
| PROFIT/(LOSS) | | | | | | |
| Administration | (525,368) | (535,571) | (557,397) | (265,237) | (550,398) | (570,009) |
| Building | (95,658) | (97,221) | (103,618) | (59,238) | (112,091) | (86,620) |
| Board of Directors | (89,767) | (87,178) | (95,675) | (36,992) | (97,572) | (95,675) |
| Committee - Executive | (26,224) | (23,087) | (29,800) | (13,884) | (29,420) | (29,800) |
| Committees - Other | (12,300) | (13,638) | (10,900) | (807) | (10,108) | (10,800) |
| Conference | 75,961 | (22,495) | 25,276 | 193,852 | 163,780 | (72,814) |
| Education | 679 | (86,126) | (160,702) | (67,921) | (122,615) | (102,209) |
| Marketing | (72,406) | (54,569) | (47,392) | (22,338) | (47,999) | (40,771) |
| Membership | 952,543 | 994,779 | 997,341 | 497,215 | 996,655 | 1,034,238 |
| Net Profit/(Loss) | 207,460 | 74,894 | 17,133 | 224,649 | 190,232 | 25,540 |

IIMC Financials
2017 Budget Worksheet
Administration

| | 2014 | 2015 | 2016 | 2016 | 2016 | 2017 |
|--------------------------------------|------------------|------------------|------------------|----------------------------|--------------------|------------------|
| Description | Actual Year End | Actual Year End | Budget | Actual YTD as of June 2016 | Projected Year End | Budget |
| INCOME | | | | | | |
| Interest | 784 | 547 | 800 | 265 | 800 | 800 |
| Misc Admin Revenue | 15 | | | | | |
| Total Income | 799 | 547 | 800 | 265 | 800 | 800 |
| OVERHEAD EXPENSES | | | | | | |
| Salary/Wages | 277,942 | 284,583 | 285,345 | 148,925 | 285,345 | 295,760 |
| Contract Labor | 57,500 | 67,720 | 65,400 | 30,000 | 60,000 | 60,000 |
| Temporary Help | 100 | - | - | | | - |
| Salary Benefits | 44,915 | 46,482 | 51,955 | 24,789 | 51,955 | 51,779 |
| Payroll Taxes-Employer | 19,492 | 20,231 | 23,300 | 13,041 | 23,300 | 21,512 |
| Workers Comp Insurance | 2,233 | 2,220 | 3,625 | 567 | 3,625 | 2,575 |
| Computer/Software Purchase | 1,394 | 3,271 | 5,440 | 2,850 | 5,440 | 4,100 |
| Computer/Software Support | 34,617 | 36,320 | 40,862 | 18,192 | 40,862 | 43,490 |
| Depreciation Furn/Amortization Exp | 6,679 | 4,608 | 2,600 | 1,752 | 3,505 | 7,375 |
| Office Equipment Lease | 6,399 | 4,550 | 4,750 | 1,182 | 4,750 | 2,167 |
| Office Equipment Maint | 708 | 420 | 500 | 381 | 500 | 700 |
| Office Equipment Purchase | 505 | 496 | 990 | - | 990 | 990 |
| Office Supplies | 4,367 | 5,409 | 4,900 | 2,696 | 4,900 | 5,700 |
| Telephone | 10,374 | 10,654 | 11,210 | 5,445 | 11,210 | 11,445 |
| Web Site | 3,604 | 4,784 | 5,820 | 2,660 | 5,820 | 5,624 |
| Auditor Fees | 14,996 | 15,475 | 14,000 | | 15,500 | 16,000 |
| Auto Mileage-Staff | 25 | 88 | 100 | 26 | 75 | 100 |
| Copier | 6,016 | 6,017 | 6,100 | 3,118 | 6,100 | 6,230 |
| Credit Card Fees | 1,302 | 1,036 | 1,600 | 911 | 1,600 | 1,600 |
| Bank Analysis Fees | 2,076 | 2,057 | 2,200 | 1,167 | 2,200 | 2,400 |
| Insurance-Retiree (*) | 11,752 | 3,453 | 1,600 | 1,376 | 1,600 | 1,600 |
| Legal Fees | 300 | - | - | | - | - |
| Memberships | 1,040 | 721 | 1,200 | | 721 | 1,040 |
| Payroll Processing | 5,086 | 5,060 | 5,100 | 2,591 | 5,100 | 5,100 |
| Postage/Courier/Mailing | 2,273 | 3,076 | 2,800 | 962 | 2,800 | 3,502 |
| Printing | 1,572 | 2,009 | 1,500 | 311 | 1,000 | 1,500 |
| Professional Develop/Training | 398 | 355 | 1,600 | 398 | 1,000 | 1,100 |
| Shipping | 293 | 388 | - | 190 | 300 | 300 |
| Subscriptions/Publications | 244 | - | - | | - | - |
| Taxes Business | (312) | 35 | 2,500 | | 100 | - |
| Admin Accommodations | 1,245 | 199 | 2,200 | | 2,200 | 4,760 |
| Admin Airfare | 2,864 | 1,183 | 3,500 | 583 | 3,500 | 4,500 |
| Admin Ground | 1,162 | 991 | 1,300 | 85 | 1,000 | 1,000 |
| Admin Meals | 1,301 | 678 | 1,200 | 97 | 1,200 | 1,960 |
| Admin Other | - | - | - | | | 200 |
| Other | 1,705 | 1,553 | 3,000 | 1,207 | 3,000 | 4,700 |
| Total Administrative Expenses | 526,167 | 536,118 | 558,197 | 265,502 | 551,198 | 570,809 |
| Net Profit/Loss | (525,368) | (535,571) | (557,397) | (265,237) | (550,398) | (570,009) |

IIMC Financials
2017 Budget Worksheet
Building

| | 2014 | 2015 | 2016 | 2016 | 2016 | 2017 |
|-----------------------------|-----------------|-----------------|------------------|----------------------------|--------------------|-----------------|
| Description | Actual Year End | Actual Year End | Budget | Actual YTD as of June 2016 | Projected Year End | Budget |
| INCOME | | | | | | |
| Rental Income | 43,470 | 17,308 | 13,300 | 9,481 | 23,990 | 53,581 |
| Total Income | 43,470 | 17,308 | 13,300 | 9,481 | 23,990 | 53,581 |
| DIRECT EXPENSE | | | | | | |
| Amortize Loan Costs | 250 | 250 | 250 | 125 | 250 | 250 |
| Association Fees | 2,460 | 2,460 | 2,706 | 1,230 | 2,706 | 2,706 |
| Depreciation Building | 32,952 | 28,714 | 25,542 | 16,179 | 34,954 | 37,947 |
| Insurance Fire/Property | 4,500 | 3,637 | 4,500 | 2,890 | 4,500 | 5,200 |
| Landscaping | 3,591 | 3,516 | 4,000 | 1,758 | 4,000 | 4,580 |
| Mortgage Interest | 34,591 | 33,407 | 32,000 | 16,199 | 32,000 | 34,591 |
| Office Cleaning - IIMC | 3,000 | 3,060 | 3,400 | 1,500 | 3,400 | 3,640 |
| Property Tax | 15,093 | 15,079 | 15,000 | 7,474 | 15,000 | 15,400 |
| Repair/Maint Building | 25,504 | 7,839 | 11,500 | 5,241 | 11,500 | 14,864 |
| Repair/Maint Grounds | 1,519 | 313 | 2,000 | 307 | 2,000 | 2,300 |
| Supplies | - | - | - | 706 | 706 | - |
| Utilities | 14,158 | 13,686 | 13,280 | 6,045 | 13,280 | 14,373 |
| Allocation to Bldg Reserve | - | - | 1,000 | | 1,000 | 1,000 |
| Office Cleaning - Tenants | 1,511 | 1,291 | 1,740 | 19 | 1,740 | 3,350 |
| Commissions/Appraisals | - | 1,211 | - | 9,045 | 9,045 | - |
| Total Direct Expense | 139,129 | 114,530 | 116,918 | 68,719 | 136,081 | 140,200 |
| Net Profit/Loss | (95,658) | (97,222) | (103,618) | (59,238) | (112,091) | (86,620) |

IIMC Financials
2017 Budget Worksheet
Committees

| | 2014 | 2015 | 2016 | 2016 | 2016 | 2017 |
|---|-----------------|-----------------|---------------|----------------------------|--------------------|---------------|
| Description | Actual Year End | Actual Year End | Budget | Actual YTD as of June 2016 | Projected Year End | Budget |
| EXECUTIVE COMMITTEE: | | | | | | |
| Telephone | 85 | 147 | 500 | - | 500 | 500 |
| Travel Accommodations | 3,645 | 4,490 | 8,000 | 3,219 | 8,000 | 8,000 |
| Travel Airfare | 17,732 | 12,528 | 15,500 | 6,047 | 13,000 | 15,500 |
| Travel Ground | 2,370 | 2,657 | 2,000 | 2,001 | 3,000 | 2,000 |
| Travel Meals | 2,326 | 3,070 | 2,500 | 2,617 | 3,620 | 2,500 |
| Travel Other | 26 | 105 | 1,000 | - | 1,000 | 1,000 |
| Shipping | 40 | - | - | - | - | - |
| Other | - | 90 | 300 | - | 300 | 300 |
| Total Expense | 26,224 | 23,087 | 29,800 | 13,884 | 29,420 | 29,800 |
| BOARD OF DIRECTORS: | | | | | | |
| General | | | | | | |
| Election Expense | - | - | 100 | - | 100 | 100 |
| Region XI Consultant | 3,750 | 7,609 | 8,000 | 4,881 | 8,000 | 8,000 |
| Parliamentarian Expense | - | - | 7,200 | 3,369 | 7,200 | 7,200 |
| Region XI Symposium moved to Educ | 5,148 | - | - | - | - | - |
| Insurance Officers & Directors | 6,689 | 6,625 | 7,400 | 5,486 | 7,400 | 7,400 |
| Legal Fees | 413 | 10 | 500 | - | 500 | 500 |
| Strategic Planning/Board Development | 3,034 | 3,733 | 4,000 | 8,191 | 10,000 | 4,000 |
| Postage | 83 | 1 | 100 | - | 100 | 100 |
| Shipping | 236 | 43 | 100 | 32 | 100 | 100 |
| Telephone | 273 | 294 | 750 | 258 | 750 | 750 |
| Memorials | 500 | 500 | 500 | 250 | 500 | 500 |
| Other Expenses | 1,500 | 179 | 500 | - | 500 | 500 |
| General | 21,626 | 18,994 | 29,150 | 22,465 | 35,150 | 29,150 |
| Mid-Year | | | | | | |
| Travel Accommodations | 13,377 | 14,329 | 14,000 | 376 | 14,000 | 14,000 |
| Travel Airfare | 11,032 | 12,279 | 17,000 | 198 | 17,000 | 17,000 |
| Travel Ground | 3,282 | 2,643 | 3,000 | 25 | 3,000 | 3,000 |
| Travel Meals | 13,886 | 14,607 | 13,500 | 30 | 13,500 | 13,500 |
| Travel Other | 687 | 528 | 500 | - | 500 | 500 |
| Parliamentarian Expense | 1,144 | 2,680 | - | - | - | - |
| Meeting Expenses | - | 1,864 | 525 | - | 525 | 525 |
| Mid-Year | 43,408 | 48,930 | 48,525 | 629 | 48,525 | 48,525 |
| Conference | | | | | | |
| Travel Accommodations | 9,630 | 6,559 | 7,500 | 5,925 | 5,925 | 7,500 |
| Travel Airfare | - | 2,102 | 1,000 | 1,433 | 1,433 | 1,000 |
| Travel Ground | 171 | 231 | 500 | 145 | 145 | 500 |
| Travel Meals | 1,182 | 313 | 1,500 | 1,244 | 1,244 | 1,500 |
| Board Meeting Expense | 5,183 | 6,546 | 5,000 | 3,802 | 3,802 | 5,000 |
| Audio/Visual | 1,950 | - | 2,000 | 1,348 | 1,348 | 2,000 |
| Parliamentarian Expense - moved under B | 5,220 | 3,503 | - | - | - | - |
| Travel Other | 376 | - | 500 | - | - | 500 |
| Conference | 23,712 | 19,254 | 18,000 | 13,898 | 13,897 | 18,000 |
| Total Expense | 88,746 | 87,178 | 95,675 | 36,992 | 97,572 | 95,675 |

IIMC Financials
2017 Budget Worksheet
Committees

| | 2014 | 2015 | 2016 | 2016 | 2016 | 2017 |
|--|-----------------|-----------------|--------------|----------------------------|--------------------|--------------|
| Description | Actual Year End | Actual Year End | Budget | Actual YTD as of June 2016 | Projected Year End | Budget |
| BUDGET AND PLANNING: | | | | | | |
| Meeting Expenses | 22 | - | - | | | - |
| Travel Accommodations | 2,276 | 3,244 | 2,000 | | 2,000 | 2,000 |
| Travel Airfare | 3,911 | 4,305 | 4,000 | 376 | 4,000 | 4,000 |
| Travel Ground | 403 | 314 | 500 | | 500 | 500 |
| Travel Meals | 1,950 | 1,904 | 1,400 | | 1,400 | 1,400 |
| Travel Other | - | - | 200 | | 200 | 200 |
| Total Expense | 8,562 | 9,767 | 8,100 | 376 | 8,100 | 8,100 |
| CONFERENCE POLICY: | | | | | | |
| Meeting/Telephone Expenses | 17 | 93 | 200 | | 100 | 200 |
| Total Expense | 17 | 93 | 200 | - | 100 | 200 |
| EDUCATION / PROFESSIONAL DEVELOPMENT: | | | | | | |
| Meeting/Telephone Expenses | 23 | 54 | 200 | 158 | 300 | 200 |
| Total Expense | 23 | 54 | 200 | 158 | 300 | 200 |
| ELECTION: | | | | | | |
| Meeting/Telephone Expenses | - | 5 | 100 | | 100 | 100 |
| Total Expense | - | 5 | 100 | - | 100 | 100 |
| ETHICS: | | | | | | |
| Meeting/Telephone Expenses | - | - | - | | - | - |
| Total Expense | - | - | - | - | - | - |
| INTERNATIONAL RELATIONS: | | | | | | |
| Exchange Program | 2,950 | - | - | | | |
| Study Abroad | 100 | 3,235 | - | | | |
| Meeting/Telephone Expenses | 102 | 14 | 200 | 11 | 100 | 200 |
| Total Expense | 3,152 | 3,249 | 200 | 11 | 100 | 200 |
| POLICY REVIEW | | | | | | |
| Meeting/Telephone Expenses | 231 | 89 | 200 | 53 | 200 | 200 |
| Total Expense | 231 | 89 | 200 | 53 | 200 | 200 |
| MEMBERSHIP: | | | | | | |
| Meeting/Telephone Expenses | 37 | 13 | 100 | 11 | 100 | 100 |
| Total Expense | 37 | 13 | 100 | 11 | 100 | 100 |
| MENTORING: | | | | | | |
| Meeting/Telephone Expenses | 16 | - | 100 | | 100 | 100 |
| Promotion | - | - | 300 | | - | - |
| Total Expense | 16 | - | 400 | - | 100 | 100 |
| PROGRAM REVIEW: | | | | | | |
| Meeting/Telephone Expenses | 109 | 199 | 200 | 57 | 200 | 200 |
| Total Expense | 109 | 199 | 200 | 57 | 200 | 200 |

IIMC Financials
2017 Budget Worksheet
Committees

| | 2014 | 2015 | 2016 | 2016 | 2016 | 2017 |
|---------------------------------------|------------------|------------------|------------------|----------------------------|--------------------|------------------|
| Description | Actual Year End | Actual Year End | Budget | Actual YTD as of June 2016 | Projected Year End | Budget |
| PUBLIC RELATIONS: | | | | | | |
| Meeting/Telephone Expenses | 97 | 74 | 200 | 33 | 200 | 200 |
| Other | - | - | 500 | | - | 500 |
| Total Expense | 97 | 74 | 700 | 33 | 200 | 700 |
| LEGISLATIVE | | | | | | |
| Meeting/Telephone Expenses | 32 | 51 | - | | 100 | - |
| Total Expense | 32 | 51 | - | - | 100 | - |
| RECORDS MANAGEMENT: | | | | | | |
| Publications - writing/editing/design | - | - | - | | - | - |
| Meeting/Telephone Expenses | 7 | 10 | 100 | | 100 | 100 |
| IIMC/NAGARA Workshops | - | - | - | | - | - |
| Total Expense | 7 | 10 | 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): | | | | | | |
| Meeting/Telephone Expenses | 16 | 33 | - | 108 | 208 | 200 |
| Total Expense | 16 | 33 | - | 108 | 208 | 200 |
| Executive Committee | 26,224 | 23,087 | 29,800 | 13,884 | 29,420 | 29,800 |
| Board of Directors | 88,746 | 87,178 | 95,675 | 36,992 | 97,572 | 95,675 |
| Other Committees | 12,299 | 13,638 | 10,900 | 807 | 10,108 | 10,800 |
| Total Expense | 127,269 | 123,902 | 136,375 | 51,683 | 137,100 | 136,275 |
| Net Profit/Loss | (127,269) | (123,902) | (136,375) | (51,683) | (137,100) | (136,275) |

IIMC Financials
2017 Budget Worksheet
Conference

| | 2014 | 2015 | 2016 | 2,016 | 2016 | 2017 |
|--|-----------------|-----------------|----------------|----------------------------|--------------------|----------------|
| Description | Actual Year End | Actual Year End | Budget | Actual YTD as of June 2016 | Projected Year End | Budget |
| INCOME | | | | | | |
| Registration Members-Full | 387,640 | 356,723 | 375,000 | 473,876 | 473,876 | 300,000 |
| - Comp - Full Registration | (28,770) | (30,270) | (26,700) | (38,570) | (38,570) | (26,700) |
| - Discount - First Timer | (7,150) | (5,650) | (8,800) | (7,850) | (7,850) | (4,000) |
| - Discount - Multi Attendee | (4,900) | (4,560) | (4,000) | (7,640) | (7,640) | (4,025) |
| - Discount - Conference Region | (10,800) | (6,400) | (12,500) | (17,900) | (17,900) | (2,500) |
| - Discount - Region X | (1,955) | (2,070) | (3,450) | (4,770) | (4,770) | (7,600) |
| - Discount - Region XI | (1,440) | (3,240) | (4,500) | (3,630) | (3,630) | (8,200) |
| - Discount - Speakers | - | (288) | - | (900) | (900) | (900) |
| - Discount - MCEF Scholarships | | | (5,000) | (7,660) | (7,660) | (6,600) |
| Registration Guest | 11,523 | 9,275 | 10,600 | 9,110 | 9,110 | 15,900 |
| Donations & Sponsorships | 42,913 | 54,350 | 70,000 | 59,275 | 59,275 | 68,050 |
| Exhibitor Program | 27,300 | 25,100 | 42,000 | 34,400 | 34,400 | 35,000 |
| Cancellation Fee | 4,660 | 2,282 | 2,500 | 1,677 | 1,677 | 2,500 |
| Misc Conference Revenue | 52,720 | 52,095 | 37,480 | 88,665 | 88,665 | 26,450 |
| Academy Workshop | 24,824 | 24,511 | 25,000 | 39,261 | 39,261 | 25,000 |
| Athenian Leadership Society | 6,940 | 9,920 | 13,200 | 12,535 | 12,535 | 6,600 |
| Boutique Sales | 1,185 | 2,512 | 2,500 | 1,545 | 1,545 | 500 |
| Total Income | 504,689 | 484,290 | 513,330 | 631,424 | 631,424 | 419,475 |
| - Conference Full - Attending | | | | | 0 | |
| - Conference Full - Comp | | | | | 0 | |
| - Conference Full - Paying (*) | 650 | 650 | 625 | | 666 | 500 |
| - Conference Retired | 25 | 25 | 25 | | 0 | 25 |
| - Conference Guest | 50 | 50 | 50 | | 0 | 60 |
| DIRECT EXPENSES | | | | | | |
| Planner - Contract Labor | 60,000 | 60,000 | 60,000 | 30,000 | 60,000 | 63,000 |
| Planner Travel Accom. | 2,155 | 2,300 | 2,500 | 2,151 | 2,151 | 1,920 |
| Planner Airfare | - | 1,552 | 1,000 | 1,199 | 1,199 | 1,500 |
| Planner Ground Travel | 346 | 470 | 350 | 285 | 285 | 500 |
| Planner Travel Meals | 618 | 575 | 700 | 436 | 436 | 600 |
| Planner Travel Other | 52 | 163 | 300 | 162 | 162 | 200 |
| Subtotal Planner Expenses | 63,170 | 65,060 | 64,850 | 34,233 | 64,233 | 67,720 |
| Academy Speaker Fees | 8,800 | 8,175 | 12,000 | 7,250 | 7,250 | 10,000 |
| Academy Speaker Accommodations | 732 | 2,530 | 1,440 | 2,975 | 2,975 | 3,000 |
| Academy Speaker Meals | 355 | 1,101 | 800 | 251 | 251 | 800 |
| Academy Speaker Travel | 4,149 | 7,296 | 5,000 | 1,836 | 1,836 | 5,000 |
| Academy Materials/Supplies | 700 | 28 | 1,000 | 79 | 79 | 1,000 |
| Academy Transportation | - | - | - | - | - | - |
| Subtotal Academy Expenses | 14,736 | 19,130 | 20,240 | 12,391 | 12,391 | 19,800 |
| Genl/Plenary Speaker Fees | 15,500 | 26,750 | 20,000 | 21,500 | 21,500 | 25,000 |
| Genl/Plenary Speaker Accommodations | 549 | 322 | 720 | 458 | 458 | 500 |
| Genl/Plenary Speaker Meals | 186 | - | 100 | | | 100 |
| Genl/Plenary Speaker Travel | 4,308 | 1,056 | 1,635 | 355 | 355 | 3,000 |
| Subtotal Gen/Plenary Speaker Expenses | 20,542 | 28,128 | 22,455 | 22,313 | 22,313 | 28,600 |
| Speakers Fees | 5,538 | 14,208 | 17,000 | 15,235 | 15,235 | 20,000 |
| Speakers Accommodations | 12,300 | 6,796 | 7,560 | 4,352 | 4,352 | 5,000 |
| Speakers/Convener Gifts | | | | 325 | 325 | 325 |
| Speakers Meals | 553 | 571 | 1,000 | 182 | 182 | 200 |
| Speakers Travel | 5,769 | 4,160 | 5,769 | 2,271 | 2,271 | 6,000 |
| Subtotal Speaker Expenses | 24,160 | 25,736 | 31,329 | 22,365 | 22,365 | 31,525 |

IIMC Financials
2017 Budget Worksheet
Conference

| | 2014 | 2015 | 2016 | | 2,016 | 2016 | 2017 |
|--|-----------------|-----------------|----------------|----------------------------|--------------------|-----------------|------|
| Description | Actual Year End | Actual Year End | Budget | Actual YTD as of June 2016 | Projected Year End | Budget | |
| Staff Travel Accomm. | 9,441 | 12,686 | 9,000 | 9,223 | 9,223 | 11,680 | |
| Conf. Travel Airfare Staff | 4,780 | 7,207 | 7,000 | 5,600 | 5,600 | 9,900 | |
| Conf. Travel Ground - Staff | 954 | 1,027 | 500 | 554 | 554 | 1,906 | |
| Conf. Travel Meals - Staff | 5,437 | 4,909 | 6,400 | 3,496 | 3,496 | 6,500 | |
| Conf. Travel Other - Staff | 35 | 45 | 100 | - | - | 100 | |
| Conf. Travel Accomm. - Raffle Donation | 1,197 | 1,219 | 1,500 | 685 | 685 | 1,500 | |
| Subtotal Staff Expenses | 21,845 | 27,093 | 24,500 | 19,559 | 19,559 | 31,586 | |
| Travel Accommodations VIP | 854 | 11,604 | 12,500 | 8,738 | 8,738 | 12,000 | |
| Conf. Transportation - VIP | 3,501 | 1,260 | 1,200 | - | - | 1,300 | |
| Subtotal VIP Expenses | 4,355 | 12,864 | 13,700 | 8,738 | 8,738 | 13,300 | |
| Opening Reception | 24,074 | 22,664 | 25,000 | 33,946 | 33,946 | 25,000 | |
| All Conference Event | 30,543 | 43,141 | 45,000 | 35,129 | 35,129 | 40,000 | |
| Opening Ceremony | 350 | 419 | 500 | 500 | 500 | 10,500 | |
| Subtotal Events Expenses | 54,967 | 66,224 | 70,500 | 69,575 | 69,575 | 75,500 | |
| Food & Beverage | 83,482 | 94,945 | 83,000 | 100,952 | 100,952 | 64,915 | |
| Meetings Space/Labor | - | - | 9,200 | 362 | 362 | 2,800 | |
| Colloquium Food & Beverage | 1,192 | 785 | 1,300 | - | - | 1,300 | |
| Annual Banquet | 31,044 | 34,690 | 27,000 | 26,114 | 26,114 | 37,500 | |
| Private Receptions | 8,480 | 12,072 | 14,380 | 7,586 | 7,586 | 8,975 | |
| Meeting Expense - MCEF | 110 | - | - | 2,611 | 2,611 | 2,200 | |
| Subtotal F&B Expenses | 124,307 | 142,491 | 134,880 | 137,625 | 137,625 | 117,690 | |
| Credit Card Fees | 9,142 | 8,897 | 9,500 | 12,547 | 12,547 | 9,000 | |
| Athenian Leadership Society | 802 | 1,329 | 1,000 | 930 | 1,000 | 3,000 | |
| Telephone/Internet | 3,672 | 1,275 | 3,500 | 4,422 | 4,422 | 1,200 | |
| Awards & Gifts | 2,832 | 2,924 | 3,800 | 6,156 | 6,156 | 3,698 | |
| Meeting Room | 12,973 | 20,625 | - | - | - | - | |
| Office Supplies | 303 | 111 | 200 | 415 | 415 | 200 | |
| Shipping | 3,242 | 3,434 | 3,600 | 3,714 | 3,714 | 5,000 | |
| Lanyards/Bags/Gifts | 3,414 | 3,567 | 2,500 | 2,487 | 2,487 | 2,500 | |
| Conference Security | 526 | - | 2,000 | 283 | 283 | 400 | |
| Colloquium Institute Director | 142 | (142) | 1,000 | - | - | 1,000 | |
| Postage/Courier/Mailing | 345 | 106 | 500 | 244 | 244 | 200 | |
| Conf. Transportation | 2,809 | 1,480 | 1,000 | 944 | 944 | 1,000 | |
| Audio/Visual | 26,734 | 37,880 | 40,000 | 32,838 | 32,838 | 40,000 | |
| Copier | - | - | - | - | - | 1,500 | |
| Exhibit Hall | 3,849 | 9,726 | 6,000 | 14,536 | 14,536 | 6,000 | |
| Onsite Labor | - | - | - | - | - | - | |
| Design Work | 320 | - | 500 | - | - | 500 | |
| Photographer | 2,860 | 1,355 | 3,000 | 2,000 | 2,000 | 3,370 | |
| Signage | - | - | - | 1,668 | 1,668 | 1,000 | |
| Conference Printing/Design Work | 18,074 | 18,930 | 18,000 | 19,957 | 19,957 | 16,000 | |
| Merchandise | 1,456 | 2,018 | 2,500 | 2,693 | 2,693 | 2,500 | |
| Conference Scanning Expense | 4,329 | 5,873 | 6,000 | 4,298 | 4,298 | 7,000 | |
| Other | 277 | 250 | 500 | 45 | 45 | 500 | |
| Conference CD Handout - App | 2,545 | 421 | 500 | 598 | 598 | 1,000 | |
| Subtotal Operating Expenses | 100,646 | 120,059 | 105,600 | 110,774 | 110,845 | 106,568 | |
| Total Direct Expense | 428,728 | 506,785 | 488,054 | 437,572 | 467,644 | 492,289 | |
| Net Profit/Loss | 75,961 | (22,495) | 25,276 | 193,852 | 163,780 | (72,814) | |

IIMC Financials
2017 Budget Worksheet
Education

| | 2014 | 2015 | 2016 | 2016 | 2016 | 2017 |
|--|-----------------|-----------------|------------------|----------------------------|--------------------|------------------|
| Description | Actual Year End | Actual Year End | Budget | Actual YTD as of June 2016 | Projected Year End | Budget |
| INCOME: | | | | | | |
| MCEF Contribution/Policy 8 | 31,278 | 69,229 | 35,000 | - | 35,000 | 35,000 |
| Symposium Program | - | - | - | - | - | - |
| Fees CMC | 38,930 | 41,365 | 37,000 | 21,565 | 43,750 | 49,000 |
| Fees MMC | 45,360 | 43,540 | 35,000 | 18,100 | 35,600 | 38,000 |
| Pin CMC | 65 | 120 | 100 | 90 | 90 | 100 |
| Pin MMC | 125 | 90 | 100 | 60 | 60 | 100 |
| Plaques CMC/MMC | 11,165 | 12,035 | 11,000 | 5,790 | 10,320 | 10,500 |
| Distance Ed Registration | 7,832 | 7,155 | 12,000 | 6,950 | 9,500 | 15,000 |
| New Institute Application Fees | 600 | 600 | - | - | - | - |
| Total Income | 135,305 | 174,163 | 130,200 | 52,555 | 134,320 | 147,700 |
| DIRECT EXPENSES: | | | | | | |
| Salary/Wages | 81,642 | 93,514 | 99,136 | 46,775 | 99,136 | 105,214 |
| Contract Labor - Professional Dev Director | - | 115,000 | 115,000 | 53,333 | 85,833 | 65,000 |
| Salary Benefits | 11,789 | 12,604 | 18,510 | 7,633 | 18,510 | 17,973 |
| Payroll Taxes - Employer | 8,312 | 8,482 | 8,256 | 4,920 | 8,256 | 9,757 |
| Workers Comp Insurance | 954 | 918 | 1,000 | 587 | 1,000 | 965 |
| Computer/Software Support | 7,957 | 784 | 1,000 | 1,444 | 1,500 | 1,500 |
| Credit Card Fee | 2,048 | 2,606 | 1,500 | 1,083 | 2,000 | 2,000 |
| Distance Ed | 1,498 | 135 | 5,000 | - | 2,000 | 5,000 |
| Memberships | 135 | 140 | 500 | - | 500 | 500 |
| Pins CMC/MMC | 2,520 | 4,730 | 2,000 | - | 2,000 | 2,000 |
| Plaques | 3,222 | 3,288 | 3,000 | 1,145 | 3,500 | 3,000 |
| Postage/Courier/Mailing | 892 | 1,269 | 1,200 | 559 | 1,600 | 1,600 |
| Printing | - | - | 1,800 | - | 1,800 | 1,800 |
| Shipping | 3,732 | 5,917 | 4,000 | 2,461 | 5,000 | 5,000 |
| Professional Develop/Training | - | - | 1,500 | 149 | 300 | 1,500 |
| Program Development | 3,625 | 1,124 | 1,000 | - | 1,000 | 1,000 |
| Education Consultants | 6,250 | 9,000 | 9,000 | 3,000 | 9,000 | 1,000 |
| Subscriptions/Publications | - | - | 500 | - | 100 | 500 |
| Telephone | 51 | 95 | 200 | 61 | 200 | 200 |
| Staff Travel Accommodations | - | - | 1,000 | 522 | 1,000 | 1,000 |
| Staff Airfare | - | 60 | 1,000 | - | 1,000 | 2,000 |
| Staff Travel Ground | - | 501 | 500 | 27 | 500 | 100 |
| Staff Travel Meals | - | 125 | 800 | - | 200 | 800 |
| Staff Travel Other | - | - | 500 | - | - | 500 |
| - MCEF - Scholarship | - | - | - | - | - | - |
| - MCEF - Region Stipends | - | - | 10,000 | 2,250 | 11,000 | 11,000 |
| Region XI Symposium | - | - | 3,000 | (5,472) | - | 9,000 |
| Total Direct Expense | 134,627 | 260,289 | 290,902 | 120,476 | 256,935 | 249,909 |
| Net Profit/Loss | 679 | (86,126) | (160,702) | (67,921) | (122,615) | (102,209) |

IIMC Financials
2017 Budget Worksheet
Marketing

| | 2014 | 2015 | 2016 | 2016 | 2016 | 2017 |
|--|-----------------|-----------------|-----------------|----------------------------|--------------------|-----------------|
| Description | Actual Year End | Actual Year End | Budget | Actual YTD as of June 2016 | Projected Year End | Budget |
| INCOME | | | | | | |
| Advertising | 6,600 | 6,600 | 6,500 | 3,000 | 6,500 | 6,500 |
| Advertising/Sponsor | 13,492 | 14,712 | 15,000 | 7,929 | 15,000 | 19,250 |
| Advertising Website | 2,209 | 2,499 | - | 1,349 | 2,500 | 2,500 |
| Royalty - Robert's Rule of Order | 69 | 81 | 500 | - | 100 | 500 |
| Royalties Other - E.Mina/NAP | 448 | 129 | 200 | 140 | 200 | 200 |
| Mailing Lists | 225 | - | 500 | - | 500 | 500 |
| Merchandise | 6 | 27 | 250 | - | 250 | 250 |
| Publications | 1,036 | 1,294 | 3,500 | 211 | 500 | 1,000 |
| Publications - Book 8 | 396 | 165 | 1,000 | 66 | 200 | 1,000 |
| Total Income | 24,480 | 25,506 | 27,450 | 12,695 | 25,750 | 31,700 |
| DIRECT EXPENSES | | | | | | |
| Salary/Wages | 52,839 | 48,925 | 49,000 | 24,463 | 49,000 | 50,393 |
| Contract Labor | 9,000 | 9,000 | - | - | - | - |
| Salary Benefits | 7,242 | 6,531 | 9,080 | 3,627 | 9,080 | 6,547 |
| Payroll Taxes | 3,355 | 2,760 | 3,862 | 2,111 | 3,862 | 2,773 |
| Workers Comp Insurance | 657 | 623 | 550 | 205 | 550 | 408 |
| Advertising | - | - | - | - | - | - |
| Auto Mileage | - | - | - | - | - | - |
| Credit Card Fee | 114 | 205 | 100 | 10 | 100 | 100 |
| Awards & Gifts | 1,782 | 1,513 | 1,000 | 1,628 | 1,628 | 1,000 |
| Design Work (non conference) Region XI New | - | 25 | 500 | 150 | 300 | 500 |
| Merchandise | 67 | - | 500 | 429 | 429 | 500 |
| Shipping | - | - | 100 | - | 100 | 100 |
| Staff Travel Accommodations | - | - | 600 | - | 600 | 600 |
| Staff Airfare | - | - | 500 | - | 500 | 500 |
| Exhibit/Sponsorship | 4,576 | 796 | 3,500 | - | 3,500 | 3,500 |
| Staff Travel Ground | - | - | 250 | - | 250 | 250 |
| Staff Travel Meals | 205 | - | 500 | - | 500 | 500 |
| Staff Travel Other | - | - | 200 | - | 200 | 200 |
| News Digest/Print/Mail/Design | 4,551 | 5,695 | 3,000 | 2,355 | 3,000 | 3,000 |
| Printing - Book 8 | 330 | 147 | 600 | 55 | 150 | 600 |
| Printing /Publications | 12,163 | 3,856 | 1,000 | - | - | 1,000 |
| Total Direct Expense | 96,886 | 80,076 | 74,842 | 35,034 | 73,749 | 72,471 |
| Net Profit/Loss | (72,406) | (54,569) | (47,392) | (22,338) | (47,999) | (40,771) |

IIMC Financials
2017 Budget Worksheet
Membership

| | 2014 | 2015 | 2016 | 2016 | 2016 | 2017 |
|---------------------------------|------------------|------------------|------------------|----------------------------|--------------------|------------------|
| Description | Actual Year End | Actual Year End | Budget | Actual YTD as of June 2016 | Projected Year End | Budget |
| INCOME | | | | | | |
| Membership Dues | 1,151,755 | 1,200,501 | 1,219,000 | 608,708 | 1,219,000 | 1,262,055 |
| Membership Late Fee | 3,290 | 4,500 | 3,000 | 1,130 | 3,000 | 3,000 |
| Total Income | 1,155,045 | 1,205,001 | 1,222,000 | 609,837 | 1,222,000 | 1,265,055 |
| DIRECT EXPENSES | | | | | | |
| Salary/Wages | 125,532 | 135,725 | 136,375 | 66,690 | 136,375 | 143,619 |
| Salary Benefits | 27,153 | 28,650 | 33,717 | 15,534 | 33,717 | 34,067 |
| Payroll Taxes-Employer | 10,988 | 11,640 | 11,622 | 6,308 | 11,622 | 13,119 |
| Workers Comp Insurance | 977 | 981 | 1,250 | 649 | 1,250 | 1,343 |
| Auto Mileage | - | - | 100 | | 100 | 100 |
| Awards/Gifts | - | 50 | 2,500 | 3,186 | 3,186 | 100 |
| Computer/Software Support | 3,316 | 5,404 | 5,200 | 2,764 | 5,200 | 5,579 |
| Credit Card | 8,404 | 10,537 | 8,000 | 4,988 | 8,000 | 3,316 |
| Dues Mailing | 13,663 | 10,419 | 9,640 | 7,805 | 9,640 | 10,246 |
| Membership | 575 | 604 | 350 | 120 | 350 | 420 |
| Office Equipment | - | - | - | | - | 800 |
| Postage/Courier/Mailing | 2,849 | 1,696 | 3,975 | 1,270 | 3,975 | 2,190 |
| Membership Drive | 8,476 | 3,562 | 10,000 | 2,529 | 10,000 | 12,000 |
| Professional Develop/Training | - | 138 | 900 | | 900 | 1,188 |
| Promotion | 269 | - | - | | - | 1,200 |
| Research Salary Survey Services | 300 | 780 | 780 | 780 | 780 | 780 |
| Staff Travel Accommodations | - | - | - | | | - |
| Subscriptions/Publications | - | - | - | | | - |
| Staff Airfare | - | - | - | | | 500 |
| Staff Travel Ground | - | 35 | 100 | | 100 | 100 |
| Staff Travel Meals | - | - | 100 | | 100 | 100 |
| Staff Travel Other | - | - | 50 | | 50 | 50 |
| Total Direct Expense | 202,502 | 210,222 | 224,659 | 112,622 | 225,345 | 230,817 |
| Net Profit/Loss | 952,543 | 994,779 | 997,341 | 497,215 | 996,655 | 1,034,238 |

To: IIMC Budget & Planning Committee

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

Date: August 2, 2016
(October 1, 2016 for Board Agenda)

Subject: 2017 Management's Notes



The 2017 budget is projected to end the year with a profit of \$25,540. **NOTE: We have restructured the Director of Professional Development's contract from a full-time independent contract to a part-time. We also have eliminated the Education Resource Group, saving additional funds. Both of those areas are reflected in the Education Department's budget.**

IIMC continues to follow established procedures, to maintain a watchful eye on finances and to try to anticipate and resolve potential problems while providing the Organization with excellent resources. All departments, with the exception of Communications, are fully staffed and operating well. **NOTE: We included Board approved salary increases for staff and that is reflected in the projected 2017 budget. We did not have salary increases in 2016.**

We added \$3,000 to the Conference Planner's contract, beginning in 2017. Her contract will be renewed for an additional three years. Her increase is already in the 2017 budget.

Management's Comments

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

In the past few years, IIMC has been able to build its restricted reserves from nothing to the \$529,000 it currently has through the following: realizing the salary of a vacant Director of Education position (since 2009 - 2015); consecutive successful conferences in 2012, 2013, 2014 and again in 2016; successful membership campaigns (2012 – 2015); eliminating the cost of publishing a monthly magazine (since 2009) and creating an online one; cost cutting measures in operations (renegotiated equipment leases, etc.,); refinancing headquarters' building; three fully leased office rentals (2016); and overall diligence by staff, the Executive Committee and Board.

The goal of reaching \$500,000 in restricted reserves was realized at the end of 2014, nearly two years earlier than the YE 2016 goal. Moving into the future, IIMC's additions to the restricted reserves may be in small increments as opposed to large sums that we've produced in past years. However, the 2016 Conference may make it easier to add a larger amount to the restricted reserves this year. To continue to look at ways of creating new revenue streams, IIMC basically has few avenues in which to operate: growing conference sponsorship (2016 we increased three existing sponsors' levels of giving: Municode paid an extra \$7,500 for the conference APP; Laserfiche paid an extra \$6,500 for the Host Hotel room keys; and Onbase by Hyland paid an extra \$1,000 for the opportunity to sponsor the best costume contest, bringing in an additional \$15,000); expanding the exhibit program and producing income-generating conferences.

The Education Department continues to also lend a hand in revenue via on-line courses that are wholly owned by IIMC and the growth in CMC and MMC applications.

ADMINISTRATION

Maria Miranda continues providing exceptional service in a variety of areas including accounting on top of her administrative duties. She also doubles as the Board minute taker. Janet Pantaleon is becoming more and more involved in the daily accounting process and seems to be devoted full time in that area. Connie Parker has been a major asset to IIMC regarding our financial oversight and compliance. As Office Manager, Denice Cox does an excellent job of managing the building and office, as well as overseeing key components of the Annual Conference. She diligently worked with contractors these past five months quickly trying to get the office space in quality shape for two new tenants to move in. She's coordinated all the work with the contractors, painters and various other workers to help facilitate these moves.

BUILDING

We now are leasing all three offices. We've had one tenant with us since February 2015 (Burga Law). The other two tenants – **Exact Staff and Studio Pink** - joined in July and August of 2016, respectively. The new tenants have long-served in their capacities and both signed five-year leases. Their income will reduce IIMC's monthly mortgage liability from approximately \$3,800 to \$500. The building revenue is reflected in the budget.

Last fall, the building was painted. We monitor maintenance issues as best as possible. All future building repairs and improvements are listed in the Capital budget.

COMMITTEES

Committees continue to be on target with their responsibilities and communicate primarily via teleconferences. There were no financial requests from Committees for 2017. The Executive Committee's budget remains intact and includes costs for the Region XI Symposium, now scheduled for September 2017.

CONFERENCE

2017 Conference – Montreal, Canada

We are projecting a conservative 500 Delegates/60 guests for the 2017 Conference and a deficit of \$72,814. The total overall attendance numbers from Conferences in 2012, 2013, 2014, 2015 and 2016 averages to approximately 658 delegates per US conference.

NOTE: The 1999 Ottawa (joint conference with AMCTO) and 2004 Whistler Conferences attracted 963 (100 from Region X) and 853 (80 from Region X), respectively. So, we could project a higher attendance in Montreal, but can't be certain that we will reach those numbers. I believe there is an excellent chance that it could draw 600 Delegates if not a bit more. Overall attendance could reach 700 to 750. Here are key areas where the 2017 conference will be attractive:

1. Montreal is an exquisite, cosmopolitan, beautiful, safe city with plenty to see and do;
2. US dollar compared to the Canadian dollar – US dollar is currently strong as compared to the Canadian dollar which works to the advantage of our delegates/attendees;
3. Host Hotel – Bonaventure – rate is \$179.00CAN - \$140.00/US plus tax per night;
4. International destination for everyone including Regions X and XI. Montreal also fulfills IIMC's policy and vision of being an international Organization and doing its best to hold an international conference;
5. The opportunity of adding vacation to a conference may attract more delegates.

2017 Budget – Page 3

Hotel Room Block/Costs

Hotel Bonaventure -- \$140.00/US per night with 18% sales tax – 80% attrition, but we should have no problems meeting our room block even if we add rooms.

We have contracted 250 (looking to increase to 335 to 350 rooms) rooms with one host hotel, the Bonaventure, to house approximately 300 plus Delegates (Hotel only has 350 rooms in total).

IIMC should not incur attrition with the Bonaventure. Should we need more hotels, the Marriott is a two-minute walk from the Bonaventure and we can contract 100 rooms on peak with attrition. If we need an additional third hotel, we have the Sheraton, a 10-minute walk from the Bonaventure. Therefore, we have room to grow. The caveat is at what point to we add hotels and at what point do we release rooms before we incur attrition? It will be difficult to get a “soft hold” in May 2017, since Montreal will be celebrating its 375th anniversary. This will be a popular time with the hotels and, currently, it is a seller’s market.

**All education, general sessions, exhibit hall, opening ceremony, board meetings, ACE, ABM and banquet will be in the Bonaventure.

Conference Delegate/Guest Registration Fees - 2017

The current fees are \$600 early bird for Delegates and \$265 for Guests. Although this is a four-day conference, IIMC’s budget remains the same in all areas, the same as past years. Food and beverage minimums for Montreal are less than \$100,000. To add local flavor to the conference, we requested \$10,000 for the Opening Ceremony and \$10,000 for the Banquet. **Those figures are in the 2017 conference projected budget.**

Early Bird Package/Marketing

We would like to revise the Early Bird. In past years, we’ve always used early April as the date to save \$50US on registration. Since we have no recent data on conferences in Canada, and no room block pattern to follow, we are pushing the Early Bird to March 1, 2017:

- Early Bird – March 1, 2017 – cost will be \$600US
- After Early Bird – March 2, 2017 – cost will be \$650.00US

Moving the date to March will provide us with an additional month to help us narrow registration numbers, allowing us enough time to make adjustments with the hotels.

We also reduced the number of preliminary programs to mail. Currently, we have mailed prelims to any Delegate that has attended a conference within the last five years, plus to the Region, Institute Directors, Region X and XI. By reducing the number of conference goers from five to three and keeping all the other mailings the same, IIMC could realize approximately \$3,000 in savings. **That figure is reflected in the Conference printing budget.**

Rebates/Commissions

The Bonaventure is not offering IIMC any rebates or commissions. In negotiating the 2017 conference, IIMC used a third party – HelmsBriscoe – to negotiate hotel contracts. Thus, rebates are returned to HB. However, Montreal Tourisme is offering IIMC \$13,250CAN maximum if we meet our agreed upon commitment with the Bonaventure, and \$10,000CAN to use toward events for a total of \$23,250CAN or \$16,270US (as of today). We should also receive **2017**

Budget – Page 4

approximately \$10,000US in VAT rebates. These figures are projected in the miscellaneous revenue of the Conference budget.

Beginning with the 2012 Conference, the Budget Committee and Board accepted our recommendations to reduce expenses for two IIMC events.

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

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

Areas of concern to note for Montreal include:

- Cities are reluctant to pay for conference travel, especially out of the US; thus, having an impact on overall attendance.
a We've contracted with one hotel, the Bonaventure, and the contract includes attrition, but we are confident that we will sell out the block of 250 rooms per night.
- We do not have a host committee nor an Institute to work with; however, we do have several Region X affiliates that can help (AMCTO in Toronto, LGMA in British Columbia, and AMCA in Alberta). Montreal Tourisme will also be able to assist in certain areas.
- General concerns about any travel outside of the US, based on recent world events.
- Shipping and handling of IIMC's office will be a bigger cost than prior years.
- Renting/purchasing office equipment (copier, paper, laptops, etc.). This is usually donated.

Recommended Discounts and Savings

We will offer discounts to Region I (Regions X and XI already receive a discounted conference rate of \$460US and \$395US, respectively). We have found the Region discount programs work well. In 2016, we had nearly 400 members from the discounted regions attend Omaha.

Please note that Region X has approximately 200 members, so we are not expecting more than 60 to attend. Region XI may have 30 to 40 attend. However, Region I with approximately 800 members is within an 8-hour or less drive of Montreal and that can bring in approximately 50 to 80 Delegates, based on past Conferences.

The past few conferences included several discount programs that Management recommends continuing in 2017. These are:

- Reduce each Academy session from \$195 to \$179 and offer a \$50 discount for each additional Academy session after paying the \$179 fee for the first Academy. We had 263 registered for the Academies of which 30 plus Delegates took one or more Academies in Omaha. We are reducing our Academies in Montreal to six instead of eight to reflect lower attendance. We are also reducing the Athenian Dialogues from four to two to reflect lower attendance. The reduction of classes will also reduce speaker fees. We will utilize more Institute Directors and IIMC members (MMCs) to conduct sessions and also reduce the speaker fees.

2017 Budget – Page 5

- Extend the discount program to cover all of Region 1 (IIMC's population in this region is approximately 800 members). The past two conferences (2015 and 2016), we've extended the discount program to the host region and other nearby regions that we deemed to be within close (driving/train/bus) proximity of the host city.
- Offer an incentive for any city that sends two or more Clerks to the conference a discounted flat rate of \$485.00 per delegate (**No other discounts - first timer or Region - would apply to the delegates paying \$485.00**). However, the first member from this group paying the full price would be able to take advantage of the first timer and Region discounts if applicable. Omaha attracted 67 multiple attendees.
- Offer Clerks from Canada who have never been IIMC members a one-year's complimentary membership if they attended the Conference. Omaha had 13 Clerks take advantage of this opportunity.
- All other standard discounts regarding first timers would still apply.

EDUCATION

Per the Board's recommendation, we will discontinue the Education Resource Group (ERG) beginning in 2017 and use a volunteer based Education Resource Council. With Dr. Long and the Department becoming more experienced in education matters, the Council will now be used on an as needed basis. Improved communication with the Institute Directors these past few years has also led to a more open form of give and take.

We believe the current Education Department is most likely the best that it has been in many, many years. Ashley DiBlasi not only oversees the certification programs, but has taken on the logistical duties of planning the Annual Conference education program and speakers. Kellie Siggson is adapting extremely well as the Education Assistant and has seamlessly transitioned to handle both CMC and MMC applications. **Per the Board's approval at the May Board meeting, we have added \$25.00 to the CMC application fee, increasing it from the current \$100.00 to \$125.00 beginning in January 2017. The increase is reflected in the 2017 Budget.**

Dr. Long is quickly adapting and her education background and experience has already proven she was a good decision. She is working on creating new learning management systems, online courses, coordinating communication with the Institute Directors and general education oversight.

MARKETING

Our News Digest advertising dollars continue to slip away as many of our long time advertisers have lost business. However, we continue to sell advertising, looking to increase these dollars in 2017. Advertising dollars for a magazine that is totally on-line results in bottom-line revenue.

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

Since October 2015, IIMC has operated without a Communications Coordinator. Staff shares those duties. The Board has asked us to look into the hiring of a full-time Coordinator (per Strategic Plan). At this time, we do not recommend this hire for 2017.

MEMBERSHIP

The 2017 projected budget in membership revenue is \$1,262,055. This figure includes a Board approved \$5 membership dues increase. The concerns for 2017 continue to be budget reductions in local government, especially when a position is eliminated, thus reducing the amount of members in a municipality from two or more to one. Membership continues to be pivotal in the Organization's financial health. Our 2016 projected YE will finish better than our YE 2014 and 2015, proving that we are consistently improving and increasing revenue in this area. Also, 2017 may bring on the advent of a Region XI bulk membership scheme, increasing the overall membership numbers, and a small portion of the income since Region XI Associations pay considerably less in dues than Regions I through X. However, we can anticipate a surge in certification revenue as many Region XI members are interested in international designation.

2017 Membership Campaign – County Clerks

IIMC has successfully conducted two new member recruitment campaigns – 1) the Large Municipality campaign was created for 2012 and concluded in October 2013; 2) 2014, we created the small municipality membership campaign and it concluded in 2015. In 2016, we conducted a third recruitment campaign directed at County Clerks and Special Districts. That campaign will conclude in YE 2016. In 2017 the Membership Department will embark on another membership campaign, reaching out to those members who have inactive memberships. The costs for this campaign are in the 2017 Membership Department budget.

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

CAPITAL EXPENDITURES

Five Year Plan

Below is a brief outline of a five year capital expenditures plan. The expenditures are listed for 2016 through 2021.

2016 Capital Expenditures

| | |
|-------------------------------|---------------|
| 2 Dell Computers @ \$1300 ea. | 2,600 |
| 1 Tablet/Laptop | 1,000 |
| Circuit Breaker for A/C Units | 1,896 |
| Plumbing | 1,745 |
| A/C unit - Suite 130 | 9,000 |
| Rental Unit Renovations | 10,775 |
| Carpet - Rental Suites | 7,468 |
| Security Gates | 5,200 |
| Pebble Coating Stairs | 2,000 |
| TOTAL \$ | 41,684 |

2017 Capital Expenditures

| | |
|------------------------------------|---------------|
| 2 Dell Computers @ \$1300 ea. | 2,600 |
| Records Storage System | 4,500 |
| One Apple Computer | 3,500 |
| Office Package | 500 |
| 1 Tablet/Laptop - Conf Reg Desk | 1,000 |
| A/C unit - Suite 150 | 11,000 |
| Asphalt Coating (2-3 Yrs) | 2,000 |
| Pebble Coating Stairs - Both Floor | 4,000 |
| TOTAL \$ | 29,100 |

2018 Capital Expenditures

| | |
|-------------------------------|---------------|
| 2 Dell Computers @ \$1300 ea. | 2,600 |
| Ipad for ED | 1,000 |
| Cell Phone for ED | 400 |
| Pebble Coating Stairs | 2,000 |
| iMIS 20-300 EMS | 40,000 |
| TOTAL \$ | 46,000 |

2019 Capital Expenditures

| | |
|------------------------------------|--------------|
| 2 Dell Computers @ \$1300 ea. | 2,600 |
| Pebble Coating Stairs - Both Floor | 4,000 |
| TOTAL \$ | 6,600 |

2020 Capital Expenditures

| | |
|-------------------------------|--------------|
| 2 Dell Computers @ \$1300 ea. | 2,600 |
| Asphalt Coating (2-3 Yrs) | 2,000 |
| Pebble Coating Stairs | 2,000 |
| TOTAL \$ | 6,600 |

2021 Capital Expenditures

| | |
|------------------------------------|--------------|
| 2 Dell Computers @ \$1300 ea. | 2,600 |
| Ipad for ED | 1,000 |
| Cell Phone for ED | 400 |
| Pebble Coating Stairs - Both Floor | 4,000 |
| TOTAL \$ | 8,000 |

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Chris Shalby
Executive Director

Date: October 1, 2016

Subject: Communications Mid-Year Report



The Communications Department continues to operate in this fashion: ED Shalby oversees the department and works collaboratively with staff to produce marketing and collateral materials for the online News Digest, Conference, Symposium, etc. Staff helps produce the News Digest by procuring articles from various government publications.

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

E-briefings:

A few years ago, the Membership Department began producing the weekly and informational IIMC E-briefings. The layout is simpler to read and streamlines the information. The E-Briefings have an average open rate of approximately 27%, a considerable percentage in this area. IIMC's open rates definitely increase, between 29% and 65%, when the message is specific to the members such as Region or Conference news. Links embedded in the E-briefings are opened at an average of 21% to 34% of the time. Approximately 77% of the membership views the E-briefings on their PC; and 23%, nearly one quarter of the Membership, views the E-briefings on a mobile device.

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

Technology used to view E-briefings (in %)

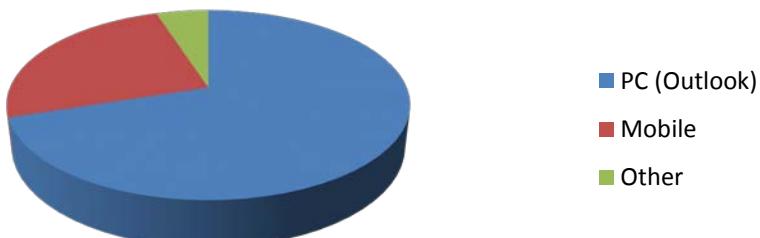


Figure 1: Devices used to view E-briefing

News Digest:

The News Digest is produced monthly. We're focusing on providing a broader perspective in each issue, making certain to reach all of our members. Working with the Public Relations/Marketing Committee and IIMC staff, we now feature "Celebrating Certification," articles and beginning with this year's August issue, we are running a "Spotlight on Success," feature that was created by President Buttiglieri. To date, we've published two of these articles per issue. It is our way of highlighting member achievements, We continue to search for new articles that are inclusive of our varied membership.

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

Facebook:

As of 9/25/2016 IIMC has 1,390 "likes" on Facebook (www.facebook.com/itsmyiimc) an increase of nearly 201 new viewers. The IIMC page has a weekly reach (the number of people entering IIMC's Facebook page) of approximately 2000 and nearly 400 members who post comments or share or like.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

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

Date: September 9, 2016

Subject: Member Services Mid-Year Report 2016 - 2017



IIMC created a Member Drive to market to County Clerks and Special Districts in 2016. We introduced the "IIMC Membership Value and Customer Service" theme to 4,400 Counties and Special Districts using member testimonials and listing membership benefits. A marketing letter and application was sent in February and June. We will send two more mailings by the end of 2016. At this time, we have 13 new County and 12 new Special District Members showing revenue of \$4,775.00 to date.

Our 2017 Member Drive will be marketing to inactive municipalities from our database that have not rejoined IIMC. After comparing the Inactive records (municipalities) with the active records (municipalities) we are looking at a member drive of approximately 4,200 municipalities. We will follow the same marketing process of the past three member drives.

Our Region Director Challenge has brought in 5 new members – which is a decrease of 15 members from last year at this time. We appreciate the Region Directors participation and will watch for this number to grow as we get closer to March 2017. There are two complimentary Montreal registrations going to the Region Director that brings in the most new members.

Member Services announced the online 2016 Member Salary Survey in May. It was created in an Excel format instead of the pdf format from prior years. The member is now able to scroll through the information with the top header locked in place.

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 Storrie 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.

Members have the ability to pay their member dues online and update contact information at the same time. It is very convenient and we have shared this information on the IIMC E-Briefing.

The IIMC E-Briefing is distributed weekly in a format that seems to please our membership. Each small block represents information about the Annual Conference, IIMC Foundation, Certification Celebration, Events, and Links to IIMC's most viewed web pages. We have added "New, Updated and Reminder" icons to the blocks so our members know that there is new or updated information in that particular block and the reminder makes it easier to note deadline dates. We have included dates with information/registration links of State/Provincial/National Association Meetings, Region Meetings and Institute Training Sessions. This has been popular and has increased the viewing percentages of the IIMC E-Briefings. We also send out News Updates for Regions announcing upcoming Athenian Dialogues, Region Newsletters and other Education opportunities.

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

We have created a “proactive” Retired Member Letter that is being sent to our 15 year or more members making them aware that IIMC has a membership waiting for them when they leave their profession. The letter provides answers to questions they might have when and if they plan to retire soon or years out such as the cost, home contact information needed and their retired benefits.

Our Montreal registration database is up and ready for our members to register via mail, email and online.

We don’t want our members to forget that IIMC Members have an added benefit through AVIS and its year round coupon that they will find on our web site under Members Only. We used to send an AVIS coupon to all of our new members in the new member packet, but this will benefit everyone throughout the year.

Tammy is the staff liaison to the Resource/Research Committee and Membership Committee. Tammy has been uploading the 2015 conference education session handouts to the Resource page on the IIMC web site. These materials are filled with educational information: for example the Pilger, Nebraska session in Omaha, where City Clerk/Speaker Kimberly Neiman, MMC, provided survival lists, templates and checklists for tornado disaster plans. We will announce to the membership when it is completed.

I am the staff liaison to the Membership Committee and Mentor Committee. In reviewing the Model Mentoring Program that was approved by the Board in 2002, I did not see answers to questions I have run across in dealing with active and inactive members that are mentors and mentees and see that overall changes need to be made. We will be working on the Model Program to bring it current and present it to the Board in May 2017.

As of the date of this report, IIMC Membership count is 10,012.

Management’s Comments:

Regardless of any promotion that touts IIMC programs, we are in the customer service business first and foremost – and the Membership Department thrives on that personal communication with members. The past two years have also seen this Department rise to the occasion regarding the use of social media and weekly communication to maintain the constant contact with our group. The Department’s new membership campaign looks promising and we continue to anticipate new and innovative ways of recruiting new members.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board
From: Tom van der Hoven
Region XI Development Consultant
Date: August 29, 2016
Subject: Development within IIMC Region XI in 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 third report to the Board and follows on from the background and role explained in my previous two reports.

The Role

To work closely with Region XI Directors, IIMC staff and the International Relations Committee.

My specific objectives are 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 in Omaha with the main focus of discussions being the arrangements for the second IIMC/UDiTE European Symposium and a revised Bulk Membership Scheme.

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. The latest newsletter was produced in June/July following the Annual Conference in Omaha.

Membership

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

The Board agreed to a revised Bulk Membership Scheme for Region XI associations at the recent Board meeting in Omaha. ADSO (Association of Democratic Service Officers) in the UK has just agreed to the new scheme. SLCC in the UK (Society of Local Council Clerks) and the VVG (the Netherlands), have both agreed in principal to join the Region XI bulk membership scheme, pending a few minor formalities. The addition of these three associations will grow IIMC's total Region XI membership to approximately 4,000 to 5,000!

I have also written to the President of the All India Institute of Local Self-Government. We originally sent a similar letter a few years ago, but never received a response. We reintroduced ourselves in the hope of starting a dialogue. ILGI is similar to IIMC in terms of membership, education and certification.

I am pleased to report to the Board that we have had a very positive response from Capt. Modi, Director General of the All India Institute, expressing their support to working with IIMC on collaborative arrangements beneficial to both organisations.

Region XI Events

The Board will be aware of the very successful European Symposium that was held in conjunction with Udit in Brussels in June 2014 and the proposed second Symposium scheduled for June 2016 which, unfortunately, had to be cancelled due to the terrible events in Brussels in March 2016.

The Region XI Symposium Steering Committee met in Omaha prior to the conference and unanimously decided to reschedule the Symposium in Brussels in January 2017. Previously we had made use of meeting rooms provided free of charge by the Committee of the Regions. Their facilities are excellent and make provision for translation services, which are essential in our region due to its diversity. As the Committee of the Regions would only finalize their own programme of meetings in October 2016 before being able to allocate a date and meeting rooms to us, this did not fit in with our schedule and hence it was resolved to host the event in a hotel in Brussels instead. Although this would increase our costs the Steering Committee was anxious to reschedule the event as soon as possible in order not to lose momentum.

Negotiations followed with hotels in Brussels and the event was provisionally allocated to the Pullman who offered us very favorable rates. The program and speakers were also finalized.

The Board may be aware of the Referendum held in the UK in June 2016 regarding future involvement with the European Union. The outcome to withdraw was very controversial and had the potential to impact on attendance of the Symposium by our UK colleagues. At the same time our biggest sponsor withdrew due to other commitments more financially favorable to them. Due to the higher costs, which was mainly due to buying in translation services, it left the Steering Committee with no choice but to yet again postpone the Symposium in order to negotiate a date and accommodation with the Committee of the Regions. We have applied for a date in September 2017 and am waiting for confirmation from them.

WE are confident that the Symposium will go ahead in 2017 despite the various setbacks that we had experienced and which were totally outside of our control.

Focus for 2016/17

The key focus for the immediate future will be to re-arrange the Symposium and to incorporate and work with the large number of new members in Region XI.

The next newsletter will be issued following the Board's mid-year meeting with a primary focus to market the next Symposium.

Recommendation:

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

Management's Comments:

As you can read from Tom's report, there is much activity in this Region. We're excited to continue with the next Symposium, the bulk membership scheme and are optimistic that something may develop with the Local Government Institute of India. The activity and expectations in this Region are at an all time high and it's exciting to see what will come to fruition in the next few years. We very much appreciate Tom's insight and efforts ("labor of love") in helping the Region grow – both in numbers and in education.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: Board of Directors
From: Education Resource Group
Date: September 15, 2016
Subject: Fall 2016 ERG Board Meeting Report

Background

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

Committee Members

Jeff Hendry, Cathie Novak and Kassie Van Remortel

Monday, May 23, 2016 at the IIMC Conference in Omaha

Workshop for Institute Directors:

Instructor and Developer: Kassie VanRemortel

“Become a Value Added Institute”

What does value added institute mean?

A value added Institute is a provider of education that contributes to the success of local government. The education bolsters the attendee's skill sets, problem solving abilities, critical thinking skills, and capacity to generate ideas. The result not only benefits the attendee with skills to make compelling job changes, but aids in the clerk making a name for themselves. Local government is a huge benefactor. They gain up-to- date job skills and efficiencies, new ideas, and a network of clerks to support their clerk.

When an Institute is truly a VALUE ADDED INSTITUTE, the curriculum revolves around hands-on learning and applied tool applications which gives the attendees the chance to try their new learned skills, resulting in immediate application upon return to their job. The easiest success measure as a VALUE ADDED INSTITUTE is when City Administrators require their new hires to come to the Institute as a job requirement or have the Institute graduating credential.

How do you “Become a Value Added Institute?”

1. Are you known as a Clerk School or a Conference?

What is your image? There is a big difference between being known as conference venue verses a clerk school.

2. Use of Institute attendee advisory boards

- a. Curriculum development
- b. Instructors
- c. Structure

Result will be a must attend Clerk School and Growth.

Management's Comments:

The ERG will be disbanded at the end of this year. In January 2017, a call for volunteers will be announced for IDs who are interested in serving as volunteers for the ERG Council. We thank and appreciate all of the work that this group has done over the past few years.

