



Annual Report



A Report Card

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



IIMC President's Year in Review

Vincent Buttiglieri, MMC

IIMC President – 2016 - 2017

As I was getting ready to assume the Presidency of the International Institute of Municipal Clerks in May 2016, I looked over IIMC's history to see how far we've come since our inception in 1947, and how we continue to enhance our mission of providing quality education and promoting our members and all the great things each of us do in our respective communities.

Legendary football coach, and New Jersey native, Vince Lombardi once stated that: "Individual commitment to a group effort – that is what makes a team work, a company work, a society work, a civilization work." I would like to embellish that quote by adding that I believe that it is also what makes the International Institute of Municipal Clerks work! That has certainly been the case over the past year. The exchange of ideas, best practices and collaboration has proven invaluable and much has been accomplished. It has been an exciting time for IIMC. Here are just a few of the highlights:

EDUCATION

The diligence and oversight of our Education Department continues to help move IIMC forward with Clerk education. Over the past months, we saw the advent of such things as the ID Connection and the Education Advisory Group. The ID Connection is an electronic newsletter created for our partners in education – the Institute Directors. It was initiated to disseminate information and gather feedback from those on the ground floor of providing Clerk education. The feedback from all parties is that the newsletter is a welcomed enhancement to this partnership, and I look forward to this continuing in the future.

The past year also saw the advent of the Education Advisory Group. This group, which is comprised of seven Institute Directors representing seven of the 11 IIMC regions, assists our staff in finding new and innovative ways to provide Clerk education as well as serving as a sounding board for all things education. I could not be more pleased with this enhancement and the furthering of this partnership.

Traditionally, education had been face-to-face, with predominately in-class learning. As with many other aspects in today's society – education is changing and IIMC needs to change to keep up with the times. I'm certainly happy to report that we currently have increased our on-line education library to five non-interactive, on-demand webinars available through Captus Press, with a commitment to add additional courses in the very near future.

The end result of all the great enhancements being made in Clerk education is that our Clerks are pursuing, and receiving, their certifications. From May 2016 through May 2017, 299 Certified Municipal Clerk and 81 Master Municipal Clerk designations have been awarded. This is another indication that IIMC is fulfilling its mission of providing quality educational opportunities to our membership. Congratulations to all recipients.

MEMBERSHIP

I can remember hearing numerous times what a monumental accomplishment it would be if we could just get more than 10,000 members. Well, since this time last year, our membership has soared to a whopping 14,539 members. All of our 11 regions should be proud of the work they have done promoting IIMC and that has had a direct result in this increase in membership. This is also a result of the new Region XI Bulk Membership scheme that brought in an additional 4,493 members from that region.

Over the past 12 months, IIMC has embarked on two different membership drives – one directed at County Clerks and Special Districts and as of March 1, 2017, a new member drive geared towards those members who are "inactive." These two membership drives have proven very fruitful as we have brought in 20 new County Clerks, 16 new Special District Clerks and, to date, our Inactive Drive has brought in 51 new members.

I'm so proud to be able to tell you that in May, IIMC signed its 12th affiliation agreement with the Professional Municipal Administrators of New Foundland and

IIMC President's Year in Review

Labrador, Canada. I anticipate that as the IIMC brand continues to grow around the world, more organizations will be lining up to partner with us.

FINANCE

IIMC finances are looking **oh so good**. For the 10th consecutive year, IIMC has ended the year in the positive. Our Restrictive Reserves continue to increase, which will enable IIMC to weather any downturn in the economy. IIMC Headquarters, which also contains three rental units, is currently fully rented which significantly reduces our monthly mortgage payment and enables IIMC to devote more resources toward the other aspects of our Organization.

DIVERSITY/INCLUSIVITY TASK FORCE

Over the past twelve months, IIMC has been able to establish the first-ever Diversity/Inclusivity Task Force. Their mission is to examine all aspects of our Organization to ensure that IIMC is truly a diverse and inclusionary organization for all members. It was decided that this issue warrants professional leadership, so we decided to engage the services of Dr. Kathy Duncan, a professor renowned in this area from the University of LaVerne in California to lead this discussion. I am pleased to report that 20 members have been selected to serve on this task force. They are hard at work and I look forward to their findings and recommendations in the future.

SPOTLIGHT ON SUCCESS

The Spotlight on Success recognition was a new initiative this year and was implemented to highlight the many extraordinary deeds done by our Clerks in and around their respective communities. The response to this initiative was terrific. Over the past 12 months, we recognized 10 colleagues from around the globe whose deeds truly exemplified strength, courage, commitment and compassion. Thank you to all of the recipients for sharing their story.

TOMB OF THE UNKNOWN SOLDIER

Perhaps one of the biggest highlights of this past year occurred in November. After our annual Mid-Year Board of Directors meeting in Alexandria, VA, IIMC was granted the great honor of placing a wreath at the Tomb of the Unknown Soldier at Arlington National Cemetery. At 9:00 a.m. on November 14, 2016 approximately 50 IIMC and IIMC Foundation Board members, family and friends gathered together on that beautiful sunny November morning as I, along with my fellow Executive



Committee members, proceeded down the marble steps toward the tomb. We were met by uniformed officers and we presented IIMC's red, white and blue wreath with the gold ribbon inscribed with International Institute of Municipal Clerks on it and proceeded to place it at the tomb while they played a rendition of TAPS. I want to extend a special IIMC thank you to United States Congressman William Pascrell and Region II Director Drew Pavlica, MMC, New Jersey for facilitating this tremendous honor.

The year ended with the gathering of 888 colleagues at our 71st Annual IIMC Conference held in the beautiful and historic city of Montreal, Canada. This proved to be a fitting way to conclude a historic year in IIMC's annals as this was the first conference held outside the continental United States since 2004. The education sessions were first-rate and gave all in attendance many best practices to bring back to their respective communities. The networking events were a great way to meet, talk, exchange ideas and just plain have fun with colleagues from around the globe.

IIMC has had a monumental year. We have made enhancements to our education, our finances and our membership. We have laid a wreath at the Tomb of the Unknown Soldier and initiated IIMC's first-ever Diversity and Inclusivity Task Force. These accomplishments did not happen by accident or as a result of action by one person. Each and every success we've had has been because of the collaborative efforts of so many. That is what makes IIMC the premier Organization in local government and that is what will continue to propel our beloved IIMC to greater heights in the future.

Thank you so much.



Annual Reports – A Report Card

Chris Shalby

IIMC Executive Director

IIMC's annual report is a report card that documents and validates the Organization's accomplishments. As a report card is meant to do, it extols an individual or, in this case, the Organization's good points while providing constructive comments on areas for improvement. It provides a grade – LETTER, PASS/FAIL and NEEDS IMPROVEMENT.

Like most good Organizations, IIMC is habitually working to improve, and listing each accomplishment over the year would ostensibly fill up numerous pages in this report. However, IIMC should never be satisfied with just a passing grade. I guess you could say, for an Organization such as IIMC, a grade that says -- Needs Improvement -- is not a detriment. It just means that we strive to progress and not rest on our laurels.

Needs Improvement is why every new Board, President, Executive Committee and IIMC Committees view the status quo as a positive challenge and look for diverse approaches to enhance the Organization.

This year is no different. We've passed many tests – the restricted reserves continue to increase, the creation of a Diversity Task Force, growing Region XI membership to historic numbers – are just a few noticeable highlights. However, the desire to improve in other areas remains robust.

As a non-profit professional Association dedicated to Municipal Clerks, IIMC exists to serve and support its members. The Organization is dedicated to personalized customer service, and that commitment is reflected in our education programs, annual conferences and membership activities.

Overall, IIMC receives a passing grade in all of its areas: Board of Directors; Membership; Administration; Conference; Finance; and Education. Coincidentally, all of these areas also require an enduring discipline for improvement.

Board of Directors

The IIMC Board of Directors is in the middle of their three-year strategic plan, having met some of its goals earlier than expected: financial reserves, augmented education programs and membership growth.

The Board also had the vision to create a Diversity Task force that will be meeting at IIMC Headquarters in September. The Task Force, comprised of 20 IIMC members and represents each IIMC Region has one major assignment – how to make IIMC a more inclusive Organization. It takes a courageous Board to look inward and admit we need changes.

The 2016 year-end budget marked the tenth consecutive year the Organization's Board of Directors has produced a balanced budget. A financially conservative outreach policy, help from Associations and general fiscal responsibility have shaped where IIMC is today regarding its finances.

IIMC Personnel

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

IIMC's staff persists in finding new and creative methods to improve every aspect of the Organization. Although each staff member has his or her own responsibilities, IIMC, being a small nonprofit, continues to cross-train in all areas. Staff is extremely proficient and capable in meeting their daily responsibilities as well as assisting in other capacities.

Executive Director's Report

Administration Building - Headquarters

All three offices at Headquarters are leased. Having tenants has reduced IIMC's monthly mortgage liability from approximately \$3,800 to \$500. The building revenue is reflected in the budget.

Finance

Our existing policies and processes continue to steer us in a positive direction. We're diligent about administering the Organization's finances. 2016 was the tenth consecutive year (2016 year-end financials are on page 9) that IIMC's bottom line placed in the positive. We also were able to move funds into our restricted reserves account, now totaling \$603,000, of which \$46,000 is allocated to the building reserve account and the mortgage escrow account. A few years ago, we discussed a goal to reach the \$500,000 mark by 2016. We're ahead of the Strategic Plan in this area, and we will continue to build on this account toward the \$1 million mark. At some point, a Board directive will be required to develop a game plan or options regarding the reserves. IIMC's financial accomplishments are a strong indication of an Organization's collective efforts and willingness to adhere to a set budget, while continuing to broaden its horizons and provide members with valuable services.

Beginning in 2016, we moved from a monthly to a quarterly budget report.

Membership

In 2016, the Department embarked on a new membership campaign, one that dealt with targeting counties and special districts. The Budget committee allocated approximately \$13,000 toward this campaign. That campaign did not produce the expected results. In 2017, the Department began a new campaign Inactive 2 Active. And, based on the initial results, it seems to be doing quite well. As of this writing, the campaign has produced 57 new members.

This is the fourth extensive membership campaign that IIMC has embarked on in the last five years, with the first two reaping outstanding results. We anticipate the Inactive 2 Active campaign to follow suit.

The Department is customer relations oriented and enjoys dealing with IIMC members and creating new ways to recruit and maintain membership. Their efforts helped make the 2016 year-end membership figures exceed the \$1 million mark for the ninth consecutive year.

Marketing/Communications

For the past several years, Staff has been producing the monthly online *News Digest*. The Membership Department produces the weekly E-Briefings. The Department provides marketing and collateral support to all Committees and IIMC in general.

IIMC is averaging nearly a 30% open rate on email announcements such as the weekly E-Briefings and News Updates. The industry association average is 18%. Our click rate is 23% (members clicking on links within the announcements) and our bounce rate is less than 5% (emails that bounce back to IIMC). We have 9,950 active contacts. These numbers depict a membership that is engaged with their Organization and receptive to receiving weekly and monthly communiqués.

IIMC E-Briefings also allow our members to click on its website Twitter, Flickr, Instagram and Facebook icons for easy access. It is an effective medium to communicate to our members and prospective members.

Education

The Department continues to improve in its search for new online programs, to make certification attractive and a facile application process, continue to built rapport with the Institutes and oversee all education programs and activities. The following are the Department's highlights:

Athenian Leadership Society – IIMC currently has 46 Facilitators, an increase of eight from this time last year and 96 official Fellows.

Institutes – IIMC approved a new Institute in New York – State University of New York and is currently working with the Indiana Clerks Association on approving their new Institute at Ball State University.

Institute Annual Reports – Out of 46 IIMC-approved Institute programs, the Education Department received 40 Annual Reports for 2016, exemplifying the strong relationship and trust with the Institute Directors. These reports help keep IIMC current with Institute education programs and courses.

ID Connection Newsletter – The Department created an electronic quarterly newsletter for the Institute Directors to communicate with each other, provide feedback on education and to keep the IDs current of IIMC events.

Education Resource Group/Education Advisory Group – The Education Resource Group (ERG) was disbanded at the end of 2016. At the request of the Board, the Educa-

Executive Director's Report

tion Advisory Group (EAG) was created and consists of seven volunteer Institute Directors who work with the Department as needed regarding education programs, the conference Colloquium and other miscellaneous education projects.

Education Outreach – The department continues to travel to Institutes throughout all 11 Regions as it provides the opportunity to see the wonderful education programs first-hand and build relationships with clerks and Institute Directors. The following is a list of outreach travels in 2016:

- Michigan Association of Municipal Clerks Summer Conference
- Tennessee Association of Municipal Clerks and Recorders Fall Conference
- Florida Association of City Clerks Fall Academy
- Municipal Clerks of Illinois – Fall Seminar
- Region II IIMC Meeting in West Virginia
- Indiana League of Municipal Clerks and Treasurers Institute
- Ohio Municipal Clerk's Association Annual Institute
- University of Wisconsin at Green Bay Municipal Clerks Institute
- Texas Municipal Clerks Certification Program – Graduate Institute

Online Education Programs – IIMC has five non-interactive, on demand webinars available through Captus Press. Since these programs began in 2014, IIMC has had more than 500 online registrations and has generated more than \$30,000 in revenue.

Future of Online Learning at IIMC – We will be working with several IIMC conference facilitators and other professionals to continue to develop online programs to better serve the IIMC membership. We will also be exploring partnerships with our International Institutes to possibly develop online programs that would be available to members in all regions.

Certification/Verification – Both the CMC and MMC certification processes continue to run smoothly and staff is always looking for ways to clarify and make the process more enjoyable for the applicants. Applicants continue to express their satisfaction with the submission process and the quick turnaround time which remains at approximately two weeks.

CMCs and MMCs – In the past 12 months, we have awarded 299 CMC designations and 81 MMC designations.

International Certification – In the last six months, we have seen an increase in interest from first time applicants in Region X (Canada). We firmly believe that this is a direct result of IIMC coming to Montreal in 2017 and the presence that IIMC is building in that Region.

We are also looking forward to additional interest from the Professional Municipal Administrators (PMA) Association in Newfoundland and Labrador. They expressed interest in having the department attend a future conference to discuss first-hand the benefits of IIMC certification.

United Kingdom – No new certifications have been awarded from the UK. We anticipate that the bulk membership scheme will generate interest in IIMC certification.

Netherlands – 24 CMCs in 2016 and two in 2017 as of this date. Three MMCs in 2016.

Streamlined apps – At the end of 2016 the department revised the CMC and MMC Application forms to include tips and hints that provide applicants a better grasp of completing the application form.

The 2017 conference offered offsite concurrent education sessions, introducing the delegates to unique sites in Montreal, the Smartphone Application is now used by 90 percent of conference attendees, helping us push notifications, delivering the conference program, speaker handouts and events and reminders. It also brings in sponsorship revenue. We have also created icons to assist with delegate travel, language barriers, transportation and meal options.

Conference

The 2017 Conference in Montreal, Canada was IIMC's third 4-day annual conference and the first conference outside of the US since 2004. Five years ago when the IIMC Board decided to hold a conference in Canada, it was anticipated at that time that travel for the majority of our attendees might be denied, restricted or not reimbursed. As such, the initial hotel commitment was reduced accordingly, taking a conservative approach to the numbers for the 2017 conference so as not to incur penalties or added costs for under performance. The projections for 2017 were based on the business climate, delegate, conference attendee and Board feedback, all in 2012. In addition, the data collected in the subsequent years leading up to 2017 was also factored in. Since Montreal had no host committee, we had to employ various strategies to minimize potential loss in revenue and attendance.

Executive Director's Report

We conducted a membership wide survey to gauge attendance, helping us determine hotel capacity. Our marketing campaign started earlier than past years and we moved the early bird cut-off for registration in an attempt to better forecast the conference attendee projections sooner in advance. These steps helped with our hotels and overall numbers.

Within weeks of distributing the 2017 preliminary program, the host hotel and subsequent overflow hotel sold out. We added another overflow property to accommodate the attendees. Total attendance was nearly 900, a good 400 more than what was originally projected. The 2017 conference was hailed highly successful in its education sessions, events and attendance.

National Highlights – Regions X and XI

This past year, IIMC recognized a few historical firsts -- Membership numbers in Region XI (outside North America) grew to an all time high with more than 5,300 members with the United Kingdom leading the way with 4,800 members. Due to the tragic incident in Brussels in April 2016, IIMC's second scheduled Region XI Symposium was rescheduled for September 2017 in Brussels.

IIMC now has four solid affiliations with our Region X (Canada) associations – AMCTO (Ontario); LGMA (British Columbia); AMCA (Alberta); and PMA (Newfoundland/Labrador).

Our Region XI consultant works closely to grow membership, generate regular communication between IIMC, Region XI directors and Region XI members, supplementing and complementing materials provided by IIMC. We produce twice annually a Region XI Update, a newsletter that highlights the associations in that region.

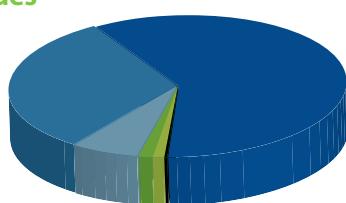
Together with IIMC staff we will be working with the associations and members in Region XI to establish what products and services will suit them and how best for them to access it.

The key focus for the future will be to ensure a successful Symposium and to work with the large number of new members in Region XI to provide the products and services they will want to access.

IIMC's efforts in Region XI are coming to fruition, especially in terms of overall membership numbers. It is obvious that this is one region, due to proximity, that requires more communication and consensus from a variety of parties since all Region XI affiliates have varied education and membership needs. Also, the 2017 Region XI IIMC Director vacancy attracted three candidates, making this a first in IIMC's history for this Region. We continue to look forward to growing the membership and, more importantly, promoting IIMC education.

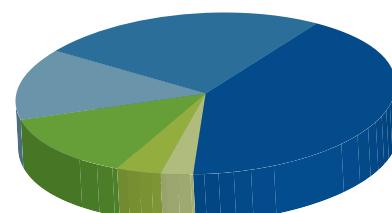
On behalf of staff, it's an honor and a pleasure serving as your Executive Director.

Revenues

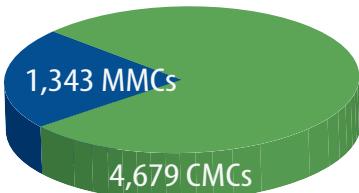


Membership dues	\$ 1,213,141
Conference	637,490
Education	136,805
Marketing development and promotion	26,319
Building rental	27,820
Interest	538
Total Revenues	2,042,113

Expenses



General and Administration	\$ 742,367
Conference	444,166
Education	255,570
Member Services	242,467
Marketing development and promotion	70,861
Building	49,068
Total Expenses	1,804,499



Certification and Master Municipal Clerk Academy Figures

The Certified Municipal Clerk program began in 1971.

As of June 30, 2017, there were 4,679 CMCs and 1,343 MMCs active worldwide.

2016 Auditors Report

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

We have audited the accompanying financial statements of the International Institute of Municipal Clerks (a Not For Profit Corporation) which comprise the statement of financial position as of December 31, 2016, and the related statements of activities and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the International Institute of Municipal Clerks as of December 31, 2016, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Report on Summarized Comparative Information

We have previously audited the International Institute of Municipal Clerks' 2015 financial statements, and we expressed an unmodified opinion on those audited financial statements in our report dated May 2, 2016. In our opinion, the summarized comparative information presented herein as of and for the year end December 31, 2015, is consisted, in all material respects, with the audited financial statements from which it has been derived.

GYL DECAUWER LLP
Ontario, California

April 14, 2017

INTERNATIONAL INSTITUTE OF

MUNICIPAL CLERKS

(A Not-for-Profit Corporation)

STATEMENT OF FINANCIAL POSITION

December 31, 2016
(Summarized Totals for 2015)

ASSETS	2016	2015
Current Assets		
Cash and cash equivalents	\$1,305,374	\$1,028,629
Accounts receivable	52,192	562
Prepaid expenses	18,176	18,067
Conference prepaids	36,143	41,605
Total Current Assets	<u>1,411,885</u>	<u>1,088,863</u>
Property and Equipment, net	938,180	936,150
Total Assets	<u>\$2,350,065</u>	<u>\$2,025,013</u>
LIABILITIES-AND NET ASSETS		
Current Liabilities		
Accounts payable	\$75,473	\$ 24,303
Accrued liabilities	51,009	46,872
Deferred revenue	910,287	855,634
Tenant security deposit	4,358	1,150
Mortgage note payable - current portion	27,347	26,041
Total Current Liabilities	<u>1,068,474</u>	<u>954,000</u>
Long-Term Liabilities		
Mortgage note payable	611,417	638,453
Total Liabilities	<u>1,679,891</u>	<u>1,592,453</u>
NET ASSETS		
Unrestricted	670,174	432,560
Total Liabilities and Net Assets	<u><u>\$2,350,065</u></u>	<u><u>\$ 2,025,013</u></u>

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

STATEMENT OF FINANCIAL POSITION

December 31, 2016
(Summarized Totals for 2015)

	Unrestricted	Temporarily Restricted	Total	2015
REVENUES				
Membership dues	\$1,213,141	\$	\$1,213,141	\$ 1,206,460
Conference	637,490		637,490	543,599
Education	136,805		136,805	114,855
Marketing development and promotion	26,319		26,319	24,047
Building rental	27,820		27,820	17,308
Interest	538		538	547
Total Revenues	<u>2,042,113</u>		<u>2,042,113</u>	<u>1,906,816</u>
EXPENSES				
Program Services				
Education	255,570		255,570	275,575
Conference	444,166		444,166	474,507
Member services	242,467		242,467	232,619
Marketing development and promotion	70,861		70,861	74,998
Building	49,068		49,068	31,375
Supporting Services				
General and administration	742,367		742,367	742,848
Total Expenses	<u>1,804,499</u>		<u>1,804,499</u>	<u>1,831,922</u>
Changes in net assets	237,614		237,614	74,894
Net assets, beginning of year	432,560		432,560	357,666
Net assets, end of year	<u>\$670,174</u>		<u>\$670,174</u>	<u>\$ 432,560</u>

Committees— Valuable Vehicles That Drive The Organization

Committees are important systems used to accomplish much for IIMC. They are the entity that take on specific and detailed work when the task is too complex and time consuming to handle in Board meetings. What's more, IIMC committees provide opportunities for the Organization to foster and develop talent to keep the leadership pipeline full. Involving more people, allowing volunteers to use their specialized skills or interests, and addressing work in groups make IIMC Committees a necessary and essential asset for the Organization.

Regardless if it's a standing or ad hoc committee, a task force or advisory council, IIMC's Board accomplishes its work through a variety of these groups.

IIMC regularly evaluates its existing committee structure and adjusts it based on the Organization's changing governance needs. In the past, the Board removed the Program Review Committee and created the Education Professional Development Committee. This year, the Board approved combining two separate committees – Membership and Mentoring – into one committee since there is an overlap in duties and responsibilities.

IIMC has operated with the same committee structure from year to year and always questions as to whether or not the structure is still relevant.

IIMC members who volunteer to serve on Committees reap great rewards as volunteers, realizing their service and commitment are learning and growing experiences. As with every association, volunteers are key to any association's growth and success. Without volunteers, associations stagnate.

During the course of 2016 and 2017, standing committees and one Task Force worked toward common goals and objectives, providing input on direction and were instrumental in bringing new ideas or programs to fruition. All Committees are required to file mid-year and year-end reports, whether or not they recommend action.

The following Committees submitted reports REQUIRING NO ACTION:

- Conference
- Education and Professional Development
- Elections
- Legislative
- Membership
- Mentoring
- Public Relations and Marketing
- Records Management
- Research and Resource
- Diversity/Inclusivity Task Force

The following Committees submitted year-end reports with ACTION REQUIRED:

- Budget and Planning
- International Relations
- Policy Review

The following are reports for each Committee with IIMC's Management Recommendation, when applicable. In a nutshell, all reports with action were accepted with minor adjustments, proving that effective and constant communication between the Board, staff and committees are crucial and imperative to a healthy Organization.

NOTE: IIMC gratefully acknowledges and thanks each committee Chair, Vice Chair and members for their insight and collaborative efforts in meeting their goals and objectives.

Committees–Action

BUDGET and PLANNING

Allan Susen, MMC, Chair
Marc Lemoine, MMC, Vice Chair

Background

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

- Allan R. Susen, 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. 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 generally accepted in the United States of America.

The 2015 Audit was reviewed and accepted by the Committee.

Audit Report – 2016 year-end Independent Auditor's Report will be on the Board Agenda for discussion. The report provides a comprehensive overview of the Organization's financial position. Projected year-end 2016 financials and the first quarter 2017 report should be provided.

Committees–Action

Financial

2016 Year-end Projections

AS REPORTED AT THE MID-YEAR MEETING:

The Budget and Planning Committee at our August 2016 meeting 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 reduced by one quarter in 2016. Beginning 2017, that line item will realize a reduction of half the annual salary with Dr. Long now working part time.

AT THE TIME OF THIS ANNUAL MEETING REPORT:

- The 2016 Budget is projected to reflect a net profit of \$238,277. This substantial profit is due to the overwhelming success of the Omaha Conference; which saw a projected profit of \$143,450. Increased attendance, sponsorships, and lower than anticipated expenses drove this profit. Kudos to all.

Budget and Planning Committee Oversight – the following items were requested to be reviewed by our Committee.

- **Appointment process to the Budget and Planning Committee** – President Buttiglieri requested the Budget and Planning Committee as well as the Policy Review Committee look at the process currently used to appoint members to the Budget and Planning Committee. His request is below:

1. **That the Chair of the Budget Committee can only serve in that capacity for one year. Should there not be a qualified person to serve in any one year, someone who has served previously may serve again, if selected by the Incoming Vice President.**

2. **Those interested in serving would submit their name to IIMC who would in turn compile a list of potential members. This list would be presented to the incoming VP who would work with the IIMC Executive Director to select their Chair.**

After reviewing the current policy and President Buttiglieri's request, the following represents a compilation of our findings:

1. It is preferred that Budget and Planning Committee members shall be former IIMC Board members. The incoming Vice President shall appoint one member to the Committee to serve a three year term.
2. Upon leaving office, IIMC Board members shall be asked if they have a desire to serve on the Budget Committee. If so, they shall complete an application prepared by the Executive Director. Said application shall reflect knowledge and work experience in preparing a budget
3. Although preference will be given to former Board members; IIMC members that have not served on the IIMC Board of Directors shall be eligible to serve on the Committee based on their knowledge and work experience and shall also complete the application mentioned above.
4. Completed applications shall be kept on file at IIMC Headquarters for review by incoming Vice Presidents
5. Incoming Vice Presidents shall have the option of selecting someone from the applications or a former Board member or IIMC member of their choosing who has knowledge and work experience in preparing a budget.
6. The incoming Vice President is encouraged to consult with the Executive Director regarding selection of the Budget Committee member
7. Committee members shall serve a three year term, progressing from Committee member to Vice Chair to Chair.
8. A member is eligible to serve more than one three year term IF those who have expressed a desire to serve are unable.

There was dissention on #3. To the extent that the IIMC Budget document is unique to this organization it was believed former Board of Directors would better understand the IIMC Budget process.

There was also dissention on #8. Because the application process should open up the number of potential Committee members it was believed that #8 was not necessary.

Committees–Action

- **Diversity and Inclusivity** – the Committee at the time of this report was reviewing a request made by the Diversity and Inclusivity Task Force to meet as a whole at IIMC Headquarters. The results of this review will be included in Executive Director Shalby's report.
- **Property Management** - the Committee at the time of this report was reviewing a request made by Chris Shalby to hire an outside contractor to manage the tenants at IIMC Headquarters Building. The results of this review will be included in Executive Director Shalby's report.

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.

Recommendation

The Budget and Planning Committee has reviewed the 2016 4th quarter financials and recommends their approval.

Management's Comments:

As always, we appreciate this Committee's work and its use as a sounding board regarding all things financial. We agree with all the Policy requests and changes, believing they are positive and provide an ongoing snapshot of progress. Having the flexibility of moving the Budget meeting from August to September is a huge plus for staff, giving us more time to review and revise the budget process prior to finalizing it with the Committee.

We agree with the Committee's proposals and suggest that the Board accept their recommendations.

INTERNATIONAL RELATIONS

Douglas Tymchyshyn, IRC Chair
Brenda Young, IRC Vice Chair

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 Symposia.
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 Symposia.

The Region XI Symposium will be held in Brussels, Belgium on September 7th and 8th, 2017. The Symposium Program "Broadening your Horizons – a European Perspective" will provide an opportunity to meet with and learn from inspiring international speakers and colleagues around the world about democracy in action with a specific focus on Europe. This event will require contributions of \$9,000 from IIMC and \$3,000 from the Foundation.

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

The IRC will not operate a booth at the IIMC 2017 Annual Conference in Montreal, as the Exhibit Hall was completely sold out. The IRC will have a pop-up near the IIMC Registration area and at the Region XI Symposium in Brussels, Belgium.

The IRC looks forward to operating a booth at the IIMC 2018 Annual Conference in Norfolk, Virginia.

Committees–Action

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

The 2017 Study Abroad Program will be held from May 17th to 19th in Montreal, Quebec, Canada. The program will explore the Canadian cities of Montreal, Quebec City, and Ottawa, allowing participants to submerge themselves into each culture. The Ottawa portion of the program, provides the opportunity to discover historical and charming facets of the Capital City, along with the history, functions and art of Canada's Parliament with a guided tour of Centre Block. The Montreal tour introduces participants to landmarks, new developments, and historic parts of the City, along with a chance to experience the cultural diversity of Montreal. Quebec City participants will receive information on the history and workings of Quebec's parliamentary institutions, and visit many of the City's historic sites. The 2017 Study Abroad Program will be well attended as the accommodation program registrations sold out with program only registrations remaining.

The IRC looks forward to participating in the planning of future Study Abroad Programs.

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

The IRC recommends using the typical twelve step process for developing communication campaigns. The twelve step communication campaign process involves:

1. Manage the Project

- Develop a plan to organize the campaign development process including time, money, other resources, data gathering and interpretation and decision-making.

2. Revisit your Promotion Strategy

- Define and/or confirm the purpose of your communication campaign, including the development of measurable campaign objectives.

3. Analyze your Audience

- Collect information about the demographic, behavioural and psychographic (e.g., values and beliefs) of your chosen audience to create an audience profile. Also examine the characteristics of your audience to determine whether or not they can be divided or segmented into smaller, more homogeneous groups (audience segmentation).

4. Develop an Inventory of Communication Resources

- The list should include existing communication resources (e.g., media outlets, community spokespersons) in your community or organization and the assessment of the strengths, weaknesses and possibilities of getting our message delivered through these resources.

5. Select Communication Objectives

- Identify the 'bottom-line' changes (e.g., increasing knowledge about steps people can take to join IIMC) that you hope to accomplish as a result of your communication activities.

6. Select Communication Channels and Vehicles

- Identify the communication channels and vehicles in which the message is sent (e.g., radio, television, the Internet, newspapers, interpersonal communication).

7. Combine and Sequence Communication Activities

- Combine and sequence the channels and vehicles chosen in the last step across the communication timeline.

8. Develop the Message

- The key message, or messages, communicated need to be carefully chosen.

9. Develop a Project Identity

- Create an identity that will clearly communicate your image and your intended relationship with your audience (i.e., the purpose of your communications campaign and why it's important).

10. Develop Materials (Production)

- Develop specifications for each desired communication vehicle, the selection of suppliers and the management of the production process.

11. Implement your Campaign

- Program materials must be available in sufficient quantities. Plans must be in place, and gatekeepers representing different channels must be briefed.

12. Evaluate your Campaign

- Collect and interpret information on the planning, implementation and results of the campaign in order to identify effective aspects of the campaign and areas where improvement is required.

The 2017/18 IRC would start with Step 1 and develop the project plan that establishes the framework for that and future IRC's to implement and revise the communication campaigns as needed.

Committees–Action

Also, the IRC recommends the immediate use of personally addressed mail when you want to communicate information to members internationally (i.e. Annual Conference, Study Abroad Program, Region XI Symposium, etc.). The IRC believes personally addressed mail will increase the “warm feeling” people have from receiving this mail and strengthen the chance that people become involved instead of ignoring the information.

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, and VvG in the Netherlands have confirmed their participation in the membership scheme which will make Region XI the largest of all IIMC regions with over 5,300 members. Contact was made with the All India Institute of Local Self-Government (AIILSG), and we initially had a very positive response from Capt. Modi, Director General of the All India Institute. Capt. Modi expressed their support to working with IIMC on collaborative arrangements beneficial to both organizations, but the area of partnership they wanted to explore was an exchange program of Mayors. We explained IIMC membership is comprised of Municipal Clerks and not Mayors, but that we would still like to engage with AIILSG where our demographics fit. To date we have not had a response but will continue our efforts to them and similar organizations worldwide.

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

The Committee identified several ways to market IIMC to the members of Regions I through IX. These marketing initiatives include distributing the IIMC message, making improvements to the IIMC website and social media presence, updating the IIMC brand and creating consistent messaging, and creating promotional and informational video.

The IRC recommends the following marketing initiatives be implemented:

1. Distributing the Message

a. Conference Name Badges

- Include badge ribbons that identify the region the attendee is from

b. Social Media Spotlights

- Produce spotlights on members/cities/ countries in the regions

c. Conference Slides, Photos and Brochures

- Show slides/photos from the regions – during the morning videos
- Make brochures available at the IRC table
- Use the Conference app to push out information to attendees. Three possibilities include: reminders to attendees to welcome clerks from other regions, facilitate a scavenger hunt activity for attendees who identify a member from each region and introduce themselves, or give International Members a prize when they check in and a name of a Region I – IX member, if that member comes up to them and introduces themselves they get the prize.

2. Website and Social Media Improvements

Identify Improvements

- Use analytics to assign an intern to identify website and social media improvements

3. IIMC Branding Updates

Global Branding

- Change website/logo/tagline to be more global oriented, less national with global members

4. Promotional/Informational Videos

Social Media/Website/Conference

- Create a series of videos about what the International means to members and how it has enriched/changed their lives (put a personal spin on it)
- utilize member experiences from all regions
- Create a 3 minute video regarding diversity/ Global Organization

5. Social Media Presence

Enhanced Leadership Presence

- Encourage IIMC Leadership to actively interact with members using social media

6. Branding Message

Informative Messages

- Create 3 to 5 key points using informative messages that are recognizable in all forms

Committees–Action

Financial

In 2017/18 the IRC will require contributions of \$9,000 from IIMC and \$3,000 from the Foundation for the Region XI Symposium and will require funding to implement accepted marketing initiatives in Goals #4 and #6.

Summary

The IRC is pleased to have completed Goals #1, #2, #3, #5, and #6, and continues to work diligently on completing Goal #4. The IRC looks forward to having the opportunity to complete the work on Goal #4 in 2017/18.

On behalf of the IRC, I want to thank President Buttiglieri and the IIMC Board for offering all of us this opportunity to serve the IIMC.

Recommendation

The IRC recommends 2017 Region XI Symposium receive requested funding, an IRC booth be hosted at the 2018 Conference in Norfolk, Virginia, planning begin to host a future Study Abroad Program, the twelve step communication campaign process be used to establish Region X and XI communication campaigns, personally addressed mail be used to communicate information to members internationally, and the marketing initiatives, along with associated funding, be undertaken to market Regions X and XI to members in Regions I to IX. Also, we recommend that the IRC be permitted to continue our work on completing Goal #4 in 2017/18.

Management's Comments:

The Region XI Symposium has already been allocated \$12,000 toward its education program. As of this writing, the Symposium has 35 registered attendees with the promise of more. IIMC has started to promote the Symposium more prominently in recent E-Briefings.

Since the 2017 exhibit hall is tight on space, we did not offer the IRC the traditional booth in the hall. We do have a Symposium poster by registration to promote the Symposium. In 2018, we will return to offering the Committee a traditional booth in the exhibit hall.

The 2017 Study Abroad Program will conclude the week of the Conference. Registrations are closed and we have 21 participants with Denice Cox acting as staff liaison per IIMC policy. IIMC hired VDM, a Montreal-based tour group to work with IIMC's Education Department to provide education worthy sessions and trips. The members visited Ottawa, Quebec and Montreal. We look forward to suggestions regarding the 2019 Study Program.

The Region XI membership scheme began in 2016 and continues as IIMC witnessed an additional 3,500 new members in this Region.

NOTE: As for the Committee's proposal to the Board to adopt goals #4 and #6 – the 12-step communication campaign process and marketing Regions X and XI to Regions I – IX -- We respectfully ask the Board to have the Committee revisit these two goals since the goals do not flow with previous IIMC marketing campaigns. There are several major budget implications that we've not discussed with the Committee and, speaking as IIMC's Marketing Director, I would certainly like to be involved in future conversations from the beginning regarding the feasibility of plans of this nature. The plans may be plausible, as far-reaching as they are depicted, but we don't believe there was much discussion regarding costs, acquiring demographic information, branding, global outreach, implementation and return on investment.

POLICY REVIEW

Mary Lynne Stratta, MMC, Chair
Lee Woodward, MMC, Vice Chair

Background

The Policy Review Committee (PRC) completed several of its assigned goals and objectives for the Board's consideration at the mid-year meeting. President Buttiglieri assigned the PRC several more tasks following the mid-year meeting. All have been addressed and are listed below, along with recommendations.

Discussion

How many emails a candidate can send to the membership? Following full PRC consideration and a recommendation from the Election Committee, the PRC recommends no change in the policy.

Both the Election Committee and the PRC read the mid-year Board report to mean that the committees were to take a look at Policy 2.20.060 as revised by the Board at mid-year. After speaking with the President by phone, he asked that we examine the policy as revised and offer recommendations. Both the PRC and Election Committee felt the wording of item B needed review and recommendations. As a reminder, below is the language as approved by the Board at mid-year:

Committees–Action

Revised Policy - 2.20.060

Campaigning Guidelines

- A. Candidates are allowed unlimited emails to discuss their candidacy.
- B. IIMC staff SHALL review all election materials FROM CANDIDATES OR ANYONE ACTING ON BEHALF OF THE CANDIDATES BEFORE DISTRIBUTION TO IIMC MEMBERS. MATERIALS INCLUDE BUT ARE NOT LIMITED TO candidate brochures, biographies, LETTERS AND EMAILS OF SUPPORT, NEWS RELEASES, PHOTOGRAPHS, WEBSITES, etc. If there is perceived impropriety with the information provided, the Executive Director will submit the information to the Election Committee for their final recommendation.
- C. The Executive Committee members, BY GROUP OR INDIVIDUALLY, can neither endorse nor provide assistance to any candidate, and SHALL NOT BE MENTIONED IN ANY ELECTION MATERIALS. PHOTOGRAPHS OF PRESENTATIONS BY AN EXECUTIVE COMMITTEE MEMBER ARE AN EXCEPTION AND WILL NEED TO BE PRE-APPROVED PRIOR TO DISTRIBUTION.

Some of the concerns and questions expressed about Section B by members of the PRC included, but were not limited to:

How can IIMC have the authority or ability to prevent one member of IIMC from emailing a friend (another member of IIMC) to discuss a candidate? It is the belief of the PRC that this is overreach at best, and probably a violation of freedom of speech. We do not believe it is IIMC's place to regulate and monitor communications between friends and individual IIMC members.

How can IIMC tell a state/provincial/national association that it cannot adopt a resolution of support for a candidate and then inform its own membership of such action by its own Board of Directors, such as in their own newsletter? We believe that we can trust our state/national/provisional associations to exercise good taste and discretion in such resolutions by speaking only about the candidate they wish to endorse and not mentioning the opponent(s). Should a problem present itself in this regard, then it is the PRC **recommendation** that the endorsed candidate would be responsible for seeing that inappropriate language is removed from resolutions, website posts, etc.

After speaking with the PRC and the Executive Director, it was explained that the concern was directed toward "mass distributions" from IIMC provided contact lists.

Therefore, the PRC **recommends** that certain wording be deleted from item B and instead read as below:

- B. IIMC staff SHALL review all election materials FOR MASS DISTRIBUTION, BASED UPON A DISTRIBUTION LIST PROVIDED BY IIMC, from candidates or anyone acting on behalf of candidates before distribution to IIMC members. Materials requiring staff approval before distribution include candidate brochures, biographies, news releases, photographs, websites and MASS DISTRIBUTION OF EMAILS OR OTHER TYPES OF MASS COMMUNICATIONS. If there is any perceived impropriety with the information provided, the Executive Director SHALL submit the information to the Election Committee for their final recommendation. SHOULD SUCH AN IMPROPRIETY OCCUR, IT WILL BE THE RESPONSIBILITY OF THE ENDORSED CANDIDATE TO CORRECT THE IMPROPRIETY. CANDIDATES ARE RESPONSIBLE FOR INFORMING THEIR SUPPORTERS OF THESE GUIDELINES.

The PRC had no problem with Sections A and C as approved at mid-year. It is the PRC **recommendation** that should the Board approve this policy change, the policy manual and campaign guidelines be updated to reflect this change, as well as the Constitutional amendments approved in 2016.

Parliamentarian

The PRC was asked to study Policy Manual Section 2.95.040, relative to the IIMC Parliamentarian. The suggested policy language the PRC was asked to review is:

Appointment Process, Term and Payment

The Parliamentarian shall serve a three-year term with the ability of reapplying CONTINUING IN the position WITH A RENEWED CONTRACT. IIMC will provide an annual stipend for services plus payment of expenses for travel, accommodations and meals to attend the mid-year and annual board meetings.

After discussion, the PRC **recommends** the section read as follows:

The Parliamentarian shall serve a three-year term with the ability TO RENEW FOR ONE ADDITIONAL THREE-YEAR TERM BEFORE AN RFP PROCESS IS REQUIRED. IIMC will provide an annual stipend for services plus payment of expenses for travel, accommodations and meals to attend the mid-year and annual board meetings.

Committees–Action

The next paragraph in the policy makes it clear the appointment is made with the approval of the Board of Directors.

International Relations Consultant

The PRC was also asked to review the below proposed change to this policy, as follows:

Appointment Process, Term and Payment

The International Relations Consultant shall serve a three-year term with the ability of reapplying CONTINUING IN the position WITH A RENEWED CONTRACT. IIMC will provide an annual stipend for services, and pay certain expenses for travel related to his or her specific duties.

After study, the PRC recommends this policy be changed to reflect the wording provided as for the Parliamentarian policy:

The International Relations Consultant shall serve a three-year term with the ability TO RENEW FOR ONE ADDITIONAL THREE-YEAR TERM BEFORE AN RFP PROCESS IS REQUIRED. IIMC will provide an annual stipend for services, and pay certain expenses for travel related to his or her specific duties.

The second paragraph of this section also makes it clear the appointment will require the approval of the Board.

Independent Consultants/Contractors

The PRC was asked to study proposed new Chapter 2.500 of the Policy Manual relative to independent consultants and contractors. After a lengthy discussion, the PRC agreed to **recommend** the following language for the Board's consideration (PRC suggested changes are shown in caps and strike throughs):

Independent Consultants/Contractors:

FOR PURPOSES OF THIS POLICY, INDEPENDENT CONSULTANTS/CONTRACTORS ARE DEFINED AS individuals hired by IIMC to provide either on-going or one-time services in their respective fields. These individuals work with the Executive Director and IIMC staff to carry out specific IIMC responsibilities that are not assigned to IIMC staff. These responsibilities entail and are not limited to education, international relations, conference, finances, marketing and communications.

Appointment Process, Term and Payment:

The Executive Director will provide the Board with a

report for the need to hire an individual consultant/contractor. The report will include the costs/stipends/travel associated for ~~these individuals~~ THE INDEPENDENT CONSULTANT/CONTRACTOR services AND the overall consultant's responsibilities. Depending on the nature of the task, the consultant's term and continuation of work shall be left up to AT THE DISCRETION OF the Executive Director.

Recruitment:

With the Board's support, the Executive Director is responsible for RECRUITING AND hiring independent consultants/contractors.

Scope of Work:

Depending on the position and the area of the ~~consultant's~~ expertise, specific objectives will be created BY THE EXECUTIVE DIRECTOR for each required area.

Please note the PRC is recommending the removal of the reference to the international relations consultant in this policy since that position is already addressed in Policy Manual Chapter 2.200.

Budget and Planning Committee

President Buttiglieri asked the PRC to examine the current policy regarding the composition of the Budget and Planning Committee, and specifically the lack of a formal process on how the incoming Vice President selects their Budget Chair, who may be eligible, and the length of time the Chair may serve in that capacity.

As to item 1 – That the Chair of the Budget and Planning Committee can only serve in that capacity for one year. Should there not be a qualified person to serve in any one year, someone who has served previously may serve again, if selected by the incoming Vice President. The PRC felt this language was moot and not necessary. It is a logical assumption so therefore the PRC **recommends** removal of this language.

As to item 2 – Those interested in serving would submit their name to IIMC who would in turn compile a list of potential members. This list would be presented to the incoming Vice President who would work with the IIMC Executive Director to select their Chair.

The PRC discussed this at length and **recommends** the following policy language as follows relative to item 2 above:

QUALIFIED, FORMER IIMC BOARD MEMBERS SHALL BE NOTIFIED ANNUALLY OF THE UPCOMING APPOINTMENT

Committees–Action

BY THE VICE PRESIDENT AND AN APPLICATION FORM PROVIDED TO THEM. INTERESTED PERSONS MUST RETURN THE APPLICATION FORM TO BE CONSIDERED FOR APPOINTMENT. THE APPLICATION FORM SHALL REQUIRE THE APPLICANT TO INCLUDE AN EXPLANATION OF THEIR EXPERIENCE WITH THE IIMC BUDGET PROCESS, AND ALSO REQUIRE AN ACKNOWLEDGEMENT OF THE TIME COMMITMENT AND TRAVEL REQUIRED OF COMMITTEE MEMBERS, INCLUDING THE COMMITTEE'S ANNUAL MEETING TO DEVELOP THE BUDGET, AND THE CHAIR'S TRAVEL TO THE ANNUAL CONFERENCE TO PRESENT THE BUDGET REPORT AT THE ANNUAL BUSINESS MEETING. THE INCOMING VICE PRESIDENT IS ENCOURAGED TO CONSULT WITH THE EXECUTIVE DIRECTOR REGARDING HIS/HER APPOINTMENT TO THE BUDGET AND PLANNING COMMITTEE. THE INCOMING VICE PRESIDENT'S APPOINTEE SHALL SERVE A THREE-YEAR TERM ON THE COMMITTEE, AND AUTOMATICALLY PROGRESS THROUGH THE POSITIONS OF COMMITTEE MEMBER, VICE CHAIR AND CHAIR.

The PRC was also asked to study all policies in the policy manual for any needed "clean up". Attached you will find policies with comments highlighted in yellow. Most of these recommendations involve formatting, grammar, punctuation, the insertion of previously approved practices, etc. **Recommended** policy content changes are included in the report above.

Financial

The PRC knows of no significant financial impact from the above recommendations.

Summary

With the submission of this report, the PRC has completed all assignments for the year. Any changes in policies approved by the Board should be referred to next year's Policy Review Committee to place in policy format before codification.

Recommendation

The PRC respectfully recommends the adoption of policies or policy revisions as outlined above, as well as the slight modifications to existing policies as highlighted in the attached.

It has been a very busy year for the PRC and as Chair, I would like to thank Vice Chair Woodward and all members of the PRC for their hard work and dedication. Thank you for the honor to serve.

Management's Comments:

We definitely appreciate all the work the Policy committee tackles annually. Its purpose from day one has improved and maintained IIMC's governance. Management's comments are below

Policy B – Elections and Campaigning

Management does not agree with the Committee's proposed new policy. Management recommends keeping the original policy that the Board approved in November 2016. In that regard, it left open the approval process to IIMC and the respective candidates and their supporters. The proposed new policy only allows IIMC to vet campaign materials to which IIMC has provided its list.

Management also recommends that the Board create a policy that allows "a candidate to begin campaigning and to distribute campaign materials after the individual's nomination forms have been vetted by IIMC." Currently, there is no policy. IIMC's initial announcement regarding Board vacancies appears in the online October *News Digest* with a January deadline.

*****Parliamentarian –**

Management does not agree with the Committee's recommendation that the Parliamentarian can RENEW FOR ONE ADDITIONAL THREE-YEAR TERM BEFORE AN RFP PROCESS IS REQUIRED.

Management recommends the policy of CONTINUING IN THE POSITION WITH A RENEWED CONTRACT. We are not certain of why the committee feels this change is necessary. This may be due process in municipalities (which was brought up on the teleconference), however, as a non-profit, IIMC is not bound by those types of laws. We believe if the individual is doing a good job, why replace them? We think continuity and bringing a historical perspective and experience to this position is key.

*****International Relations Consultant**

Management does not agree with the Committee's recommendation that the International Consultant can RENEW FOR ONE ADDITIONAL THREE-YEAR TERM BEFORE AN RFP PROCESS IS REQUIRED.

Management recommends the policy of CONTINUING IN

Committees–Action

THE POSITION WITH A RENEWED CONTRACT. We are not certain of why the committee feels this change is necessary. This may be due process in municipalities (which was brought up on the teleconference), however, as a non-profit, IIMC is not bound by those types of laws. We believe if the individual is doing a good job, why replace them? We think continuity and bringing a historical perspective and experience to this position is key.

*****Both of these policies were approved at the November 2016 mid year Board meeting the way Management presented them.**

Independent Consultants/Contractors

We recommend the Board approve the policy submitted by PRC.

Incoming Budget Chair

Management recommends that we approach this committee's application process similar to other committees

with these exceptions: 1) only past IIMC Board members can apply for this position; 2) in addition to the application, the interested candidate must outline his or her financial experiences; 3) acknowledge the travel commitments; and 4) the list of potential applicants be supplied to the Incoming Vice President for review and selection. The Board of Directors must approve the appointment at the Incoming Board meeting at the Annual Conference.

Policy Manual Content Revisions

We will make the content revisions to the rest of the Policy Manual and have an updated Manual on our website early summer.



Committees-No Action

CONFERENCE

Marc Lemoine, MMC, Chair

Lynnette Ogden, MMC, Vice Chair

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; Karen F. Goodwin, MMC; Karla Graham, MMC; Andy Koopmans; Heather Mailander, MMC; Sadie Main, CMC; Lynnette Ogden, MMC; 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 with the day of the All Conference Event.

Discussion

Goals #1, #2 and #4 were completed as outlined in the mid-year report; summaries regarding these three goals are provided below.

Goal #1: The Committee reviewed / rated 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 #4 – The Committee reviewed and provided suggestions regarding 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. **Goal Completed.**

Since submission of the committees' mid-year report, the committee met via teleconference to undertake Goal #3. A summary of this goal is provided below.

Goal #3 – The Committee received Conference Bids regarding the 2021 conference and undertook a teleconference to consider such. The committee reached a unanimous decision and provided feedback for the Executive Director and Board to review. **Goal Completed.**

The Conference Committee was asked to undertake an additional goal. The committee reviewed / provided feedback to IIMC and the Board regarding alternative scanning procedures for the upcoming Montreal conference. The committee was once again unanimous in regards to its feedback, which was in support of the new

Committees–No Action

processes proposed. The committee praised IIMC staff for being pro-active in coming up with workable, effective solutions to meet the ongoing needs of conference attendees and IIMC. **Goal Completed.**

Summary

The 2016 – 2017 Conference Committee has been very active. The committee is quite large at 20 members / 3 staff liaisons, and quite diverse, with both active and retired City Clerk's represented, as well as institute director and executive directors from 2 of IIMC's international affiliates. Committee members were very engaged, despite the heavy level of commitment; participation rates of between 90 and 100% were common. The Committee appreciates the cooperation and assistance provided by Staff Liaisons, Chris Shalby, Dr. Jane Long, Ashley DiBlasi, and Kellie Siggson, as well as our Board Liaisons Carol Anderson, Stephanie Kelly and Lisa Vierling. It has been an honor to serve as Chair, and I appreciate the invaluable assistance provided by Vice Chair Lynnette Ogden.

Recommendation

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

Management's Comments:

We thank this Committee for its work on the 2017 Conference, the 2021 Conference selection and all their efforts throughout the year regarding all things in conference education and scanning.

EDUCATION AND PROFESSIONAL DEVELOPMENT

Sharon Cassler, MMC, Chair

Colleen Nicol, MMC, Vice Chair

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.

Summary: Goal #3 - Review applications filed for new Institutes.

In late November of 2016, the Professional Development Committee received the final proposal that was submitted by the Nelson A. Rockefeller Institute of Government at the State University of New York to become the sponsoring institution for the New York Clerks Institute.

On January 5, 2017, the Committee convened via telecom to discuss the proposal. We were informed by IIMC Staff that this proposal was a product of the partnership between the New York State Association of City and Village Clerks, the New York State Town Clerks Association and the Nelson A. Rockefeller Institute of Government.

Dr. Jane Long informed the Committee that in many conversations with Dr. Hattery of the Rockefeller Institute, she feels very confident that they will abide by all of the IIMC guidelines, both Institute as well as Education. She noted that they plan to launch the program in July of 2017 with a 3 day CMC session in Albany. The staff has worked very closely with this group and also feel that this is a very strong proposal and they are in full support of it.

The Professional Development Committee reviewed all of the documentation, and had opportunity to address any concerns or questions during the telecom. All members felt that this was a strong proposal and expressed their excitement for the New York Clerks to get their certification program under way.

Recommendation: A motion was made to approve the proposal as presented and carried unanimously. No further action is required of the Board of Directors.

Summary: Conference Scanning

On March 9, 2017, the Committee received the following proposal from Staff:

Staff is proposing the following as a replacement for actual badge scanning for the 2017 conference **only**:

- All delegates will receive a document containing all possible session names and a place to initial or check off the session that they attended upon check in at registration.
- This document will contain a line on which the delegate will sign their name attesting to their attendance at the marked sessions.

Committees—No Action

- The forms will be turned into a box at the registration desk prior to leaving the conference (or emailed to staff should they forget).
- The Education Department will collect all submitted forms and generate a transcript for each participant based on the sessions they signed off on attending.
- Assessments will still be required for pre-conference Academy and Athenian Dialogue sessions.

Eliminating the scanning policy regulations for **this year only** will lower the overall stress level of the delegates should they get caught up in lines or find themselves delayed due to large group numbers or other events outside of their control.

Staff believes this will result in a better traffic flow throughout the small venue, as the lines outside of the session rooms will not be as prominent as in past years while waiting to scan each individual delegate.

Staff is confident that we can make this process work for 2017. The original scanning process and policies will be brought back with the 2018 conference in Norfolk, VA.

The following questions were raised by Committee members: a) Is the second party verification required of s/p/n associations? Do any of them use self-attendance methods? If not, there is a concern that we would be accused of a double-standard. b) If a s/p/n association had the same logistical challenges, would this accommodation be offered to them? We have heard the “double-standard” accusation in the past and we need to avoid that opposition if possible.

Dr. Jane Long provided the following explanation to the above questions:

Yes, this method is used by some of our State Institutes and s/n/p associations. The idea for the form and process actually came from South Carolina. The only difference between our proposal and how this is being used by the States is that the States also require an assessment along with the attendance sheet. IIMC does not require an assessment for Monday through Wednesday of the IIMC Conference. So, I don't believe this could be pointed to at all as a double standard. In addition, this is a **one time only occurrence** as we will return to scanning at the 2018 conference in Norfolk.

Recommendation: The Committee voted 16-1 (4 members did not participate in the e-mail dialogue and did not vote) to support Staff's recommendation to suspend scanning for the 2017 Montreal Conference and resume in 2018 in Norfolk, VA.

Summary: Additional Goal submitted by President Buttiglieri:

Revisit the number of points allocated to a college degree, determining if the points currently awarded are fine as is or need to be reduced. The Florida Association of City Clerks Association presented this topic to the IIMC Board at its May 2016 meeting. The board asked the education and professional development committee and IIMC's education department to revisit this issue.

The Education and Professional Development Committee held a telecom on February 16, 2017 to discuss this matter. Each member of the Committee reviewed all of the documentation that was presented (copies attached). Dr. Long explained that the staff's concern with regards to the number of points that are given for degrees for points for the CMC as outlined in the attached chart, including full degrees and individual courses. She noted that staff felt this needed to be looked at by the Committee. Each member on the call provided input and the majority of those present stated that they are not hearing concerns from the membership and feel that it should remain as is, with no changes to the Guidelines. Each member also expressed their thanks to staff for bringing this forward to the Committee and felt it was a good conversation.

Recommendation: A motion was made that there be no changes made to the Education Guidelines and that they remain as is. The motion carried with 11 members voting yes and 3 members voting no.

I would like to thank President Buttiglieri for the opportunity to serve as Chair of this Committee. The majority of the members were fully engaged and provided very valuable input to all of the issues addressed during this year. Their passion and commitment for IIMC to offer the highest quality of education is very evident and remains a top priority for all of us. We thank the Board for supporting the recommendations of the Committee.

Management's Comments:

Education and Professional Development committee is not only a sounding board for IIMC's Education Department, but provides experience and insight into long standing education policies. We believe all of their goals have been met and that the Board already approved the scanning revisions for this conference only during the Board's March teleconference.

Committees—No Action

We believe the college degree conversation needs to be revisited at some point in the future, perhaps, as next year's goals and objectives are created. It is a complex topic and needs to be delineated as such.

ELECTIONS

Terri Kowal, MMC, Chair

Awilda Hernandez, MMC, Vice Chair

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

The Elections Committee was kept busy this year with an interesting assortment of issues. Most recently, we reviewed for comment the eligibility of a candidate for Region XI. While the Constitution states that a candidate "Must provide written support of candidacy from their state, provincial, or national association within the Region in which they are running", this individual candidate does not have a state, provincial or national association to support them. After review, the majority of the Election Committee members felt we should allow the candidate to run.

We are preparing for three elections in April:

1. Vice President — Two candidates. Ballots to be distributed to all IIMC voting members worldwide
2. Region II – Two candidates. Ballots to be distributed to all IIMC voting members in Region II
3. Region XI -- Three candidates. Ballots to be distributed to all IIMC voting members in Region XI

The Elections Committee vetted the ballots prior to their distribution, and will confirm and announce the results at the annual meeting in Montreal. IIMC will inform the winners when the election process is completed.

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 candidates take place, was not in the best interest of the membership and therefore the Elections Committee did not recommend adopting the change.

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.

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 the VP and Region Directors. I was honored to Chair this committee of dedicated volunteers who responded quickly and thoughtfully as needed. The members include: Claudene Anthony (Co-Chair), Amanda McCrory, Awilda Hernandez, Deborah Rainone, LaTeia Lott, Marita Rhude, Tammy Legacy, and IIMC Board Members Bruce Poole and Mary Ann Hess. We all appreciated the assistance of staff members Denice Cox and Maria Miranda.

Recommendation

No recommendations at this time.

Management's Comments:

We thank this committee for their work this year on vetting three elections and participating in several policy discussions regarding campaigns. Per IIMC Policy, Elections Committee Chair Terri Kowal announced the election results for Vice President and Regions II and XI Director at Annual Business Meeting in May in Montreal, Canada.

Committees—No Action

LEGISLATIVE

Sally Oglesby, MMC, Chair
Kimberley Rau, MMC, Vice Chair

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.

Discussion

The Legislative Committee held teleconferences on July 12, 2016; October 19, 2016; and March 8, 2017 and, upon review of the 2016-17 Goals and Objectives, the following issues were named and discussed:

- Elections – With all the news surrounding the November elections, an e-Blast was sent out to IIMC members prior to the election to assist in answering questions about potential voting fraud. Following the election, an e-Blast was sent out to get post-election comments. Very few comments were received as no significant issues were reported.
- Early Voting – While no significant issues were reported from the November elections, some state officials are identifying processes that can be improved.
- Voting Rights Act issues concerning violations and notices to cure. Information from California was submitted to the committee regarding a legislative package to address violations and notices to cure.
- Police Body cams and discussion on whether they are public or private – An article on body cameras was submitted to the *News Digest*.
- Red light/Speeding cameras – No new legislation was provided; however, many states have implemented laws regulating them and cities are removing them due to public perception they were only revenue sources and not improving safety. Some statistics, however, dispute that and find them to be effective.
- FOIA requestors 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. Legislation is being contemplated in several states to open more records, make them easier to access, and shortening the time allowed to produce records.

- Drones around airports, as well as general privacy concerns and regulations – FAA is putting out new rules regarding them. As they become more prevalent and sophisticated in their uses, more rules/concerns may need to be considered by cities
- Electronic meetings – Legislation from New Brunswick, Minnesota, Arizona, and California was reviewed regarding members ability to remote into meetings. It appears that this is an emerging trend that other states might want to discuss with their legislators.

Financial

There are no financial requests.

Summary

The Legislative Committee spent important time on issues that are relevant and current. The November election cycle was a primary example of that and the committee's desire to provide support to fellow clerks who are involved in the election process and feared getting mired down in some of the antagonistic rhetoric. It was important to this committee that the clerk profession be shown as professional, not partisan, and working very hard to conduct clean elections.

The participation of this committee in the meetings was outstanding with members freely sharing information and providing issues of concern.

Recommendation

It is recommended that the 2017-18 Legislative Committee continue to monitor:

- FOIA issues
- Electronic meetings
- Elections/Voting Rights Act
- Drone legislation and rules

Committees—No Action

Management's Comments:

This Committee put forth quite an effort this past year with the election, distributing an E-briefing regarding election ethics and protocol, and trying to provide members with legislation information. It seems that Federal Legislation is too timely an issue for the committee to be proactive. This coming year, the Committee's focus will be more on the state level and to gauge its true intent and relevance.

MEMBERSHIP

Lana R. McPherson, MMC, Chair
Marita Rhude, MMC, Vice Chair

The Membership Committee was comprised of the following members this year: Marita Rhude, Vice-Chair, Region 6; Liz Gaynor of Region 1; Doug Barber, Region 2 and Board Liaison; Dixie Gaultieri and Lori McWilliams of Region 3; Janice Bates of Region 5; Roxanne Schneider of Region 6; RaNae Edwards of Region 8 and Board Liaison; Janis Daudt and Tammy Storrie are our IIMC Staff Liaisons. The Committee would like to also thank Ashley DiBlasi and Kellie Siggson for their help working with our new members who requested more information about IIMC and the certification process.

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 Membership Committee has made contact with 812 new members during the past months of June, 2016, through February, 2017. IIMC membership remains around 14,000. The Committee has had an excellent response to our personal contacts. We have referred several new members back to IIMC staff to answer their questions regarding education and certification.

Since my time on the Membership Committee, I have found the outreach works much better for a clerk in the same region to contact the new members in that region. As clerks, we have different requirements depending on the state we are in. It would be my suggestion, for the 2017-18 year, the Executive Committee consider increasing the members of the Membership Committee to include one member from each region to better answer any questions a new clerk may have upon the initial

welcome contact. That Membership Committee member can then also refer the new member to IIMC to request a mentor from that region, or further answer questions.

This year the Committee hasn't requested any budget funding as IIMC handles all mailings and teleconferencing for the Committee.

In summary, it has been a real joy 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. I know the Membership Committee will continue to be a strong influence in making our new clerks feel welcome in the IIMC family.

Management's Comments:

We appreciate this Committee's outreach efforts on behalf of new members. Their work with IIMC's Member Services Department is always a coordinated effort with positive results.

MENTOR

Jeremy Gillis, MMC, Chair
Ricca Charlon, CMC, Vice Chair

Background

We have 25 Mentors and Mentees that are matched. We have 97 Mentors that are waiting to be matched.

Discussion

Once an application has been received, Member Services searches for a match in the following areas: proximity, population, municipality type, area code and form of government. After a match has been made Member Services sends the following automated letters to the Mentor/Mentee matches:

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

Committees—No Action

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.

The Mentor Committee always hosts the First Time Delegate to the Mentor table at the conference. Barbara Blackard, MMC has agreed to assist in setting this up and working with volunteers who will be helping in Montreal!

We are always looking for pins to place at the Mentor table to encourage pin exchange for the first time delegate.

Management's Comments:

This past March, the Board approved merging this committee with the Membership committee, forming one committee to oversee and streamline all activities regarding new members and mentees. Former IIMC Region IV Director Barbara Blackard coordinated the Mentor table at the Conference.

PUBLIC RELATIONS/MARKETING

Debbie Burke, MMC, Chair

Anthony Mejia, MMC, Vice Chair

Overview: The following Goals have been completed or are near completion. There are no financial decisions for this committee.

Goal #1 - Submit at least one 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. They developed *News Digest* articles that were published in January and March 2017 issues.

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

2a. Committee Members Helen Cospolich and Rod Diridon developed a template questionnaire that can be used to interview past award recipients. Cospolich received contact email addresses in March 2017 and will be sending the questions out to past award recipients.

2b. PEGA recipient 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.

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

3a. Committee Member Anthony Mejia updated existing Municipal Clerk's Week posters and provided them to IIMC for posting online in December 2016.

3b. Committee Members Anthony Mejia and Shannon Corin are surveying cities that have previously adopted a resolution or proclamation and will develop an article for the *News Digest* regarding the importance of recognizing Municipal Clerks Week to include sample recognition activities such as hosting an open house, school field trips, etc.

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.

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

4a. On an ongoing basis, the 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.

Other accomplishments:

The committee received a letter from Executive Director Chris Shalby that was written by IIMC Past President Dyanne Reese titled 'Reflections on History' with a request to review and make a recommendation on publication for an interesting feature in the online *News Digest*. As IIMC's Task Force on Diversity/Inclusivity begins the process of exploring IIMC and inclusivity, the PRMC recommended publication.

Two applications were received and reviewed for the 2017 PEGA. Following a small amount of debate in email, the majority of the Committee recommended IIMC to award the following applications:

Committees–No Action

1. Margaret Carey, City of Countryside, IL
PEGA Category 5 – Innovation to community welfare
2. Kristi Morrow, City of Frisco, TX
PEGA Category 3 – Innovation to customer service

Management's Comments:

The *News Digest* article on the Athenian Dialogue interviews was published in the magazine early this year. The PEGA program produced two winners for 2017, and both will be in attendance to receive their awards this week. Municipal Clerks Week graphics and marketing ideas have been used this year and in past years. Committee member Mejia does a nice job with designing graphics for this event. We are waiting on Committee Members Mejia and Crawford's letter requesting the U.S. President issuing a proclamation in recognition of Municipal Clerks Week. Additional letters were addressed to appropriate Congressional representatives requesting sponsorship of a resolution in support of a Presidential Proclamation. IIMC certification and education program articles are in the hopper and Dr. Long will be writing one on the importance of Certification. Lastly, we look forward to this Committee's new charge of creating a simple and effective Communication Crisis Plan for the Organization.

RECORDS MANAGEMENT

Lisa Johnston, MMC, Chair

Sandra McKinley, MMC, Vice Chair

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 proved challenging. We were able to reach out to the Clerks office for the City of Montreal and made a connection that was forwarded to IIMC. This also resulted in a session regarding moving 400 years of records.
2. **Articles:** Stephen French 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 were unable to make progress on this item this year.

Recommendation:

1. Continue to poll members for Records best practices to add to the Resource Center.
2. Evaluate what additional technical guides are needed and develop a plan for getting them produced.

I have enjoyed working with the 2016-17 committee. My only regret is that we are so busy in our regular lives, that we don't have the time to have a committee round table and share our stories.

Perhaps, another year.

Management's Comments:

This Committee also vetted the IIMC/NAGARA agreement and has always been a contributor toward Records Management type classes at our conferences. We are in dire need of updating some of our Technical Bulletins, no easy task since we have many outdated bulletins. The Committee continues to look for best practices to add to IIMC's Resource Center.

Committees—No Action

RESEARCH AND RESOURCE

LaVette E. Hennigan, MMC, Chair
Lanaii Y. Benne, MMC, Vice Chair

Background

Our committee's purpose is, *"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."*

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.

Discussion: Our committee has satisfied its Purpose, Goal Nos. 1 and 2, and is working on one very large "Comparison Chart" Project (see entry VI. below), that will address Goal No. 4. Committee members were asked to provide comments for inclusion in this report. I have valued committee member's input, assistance, timely responses and encouragements. Special recognition is given to committee member Kathy Montejo for suggesting the "Comparison Chart" Project, to Niki Muller for immediately offering to spearhead the project; to Dixie Gualtieri and Paula Geletei for offering their direct assistance; Vice Chair Lanaii Benne for suggesting to us IIMC's involvement; and IIMC Director Chris Shalby for putting his stamp of approval for permitting the Project to move forward and offering valued guidance. I know Kathy and Niki are working diligently and will have something for the committee's review very soon. The Project will then be submitted to IIMC and State Presidents for review and comment, back to the committee to make adjustments, and then the IIMC for submission to the membership.

Financial: There were no financial needs during 2016-2017.

Summary: The following six (6) requests were submitted to the committee and received their feedback:

- I. How are election workers recruited?
- II. Sample Evaluation / Performance forms?
- III. When the public speaks at meetings do they have to give their name and address to be permitted to speak?
- IV. What is the industry standard for how long it should take to transcribe meeting minutes?
- V. "What is the requirement of being recognized as a Municipal Clerk in each State"?
- VI. "Comparison Chart" Project: This will be a grid style chart showing the standard duties of a municipal clerk in each state.

Recommendation

I have made it known I'm unable to Chair or be a member of the committee in the coming year. However, I would like to see the "Comparison Chart" Project through to submission of the final draft to IIMC for submission to the membership. Is this possible? If I'm unable to do so I ask that IIMC permit Niki and Kathy to remain an integral part of the Project to see it to its completion.

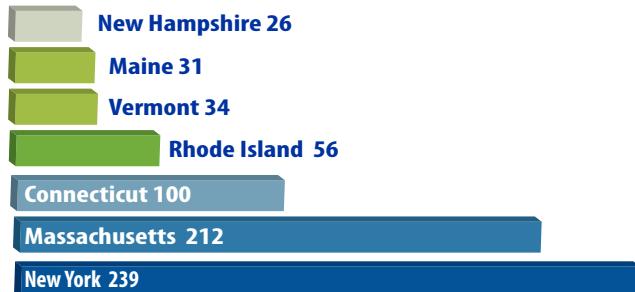
Management's Comments:

The Committee does an excellent job of fielding and answering questions and requests from members throughout the year, as well as vet any survey being distributed to the membership. Regarding their Comparison Chart project, we've already agreed to have committee members Niki and Kathy continue working on this project through fruition. This was an idea created by the committee and viewed as a helpful tool for members. Staff liaison Tammy Storrie is helping coordinate the effort.

State/Regional/National Memberships

The following chart represents IIMC membership in each state, province and country. As of June 30, 2017, California leads all states in membership with 985. Region XI (Outside North America) leads all Regions in total membership with 5,319. British Columbia leads all members in Canada with 115. England leads all countries in Region XI with 4,795 members, followed by the the Netherlands with 494. IIMC's total membership is 14,642, an increase of 4,683 members in 2017.

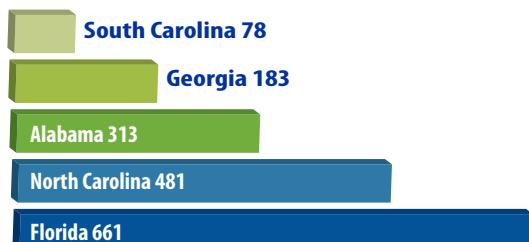
REGION I - 698



REGION II - 606



REGION III - 1,716



REGION IV - 621



REGION V - 1,068



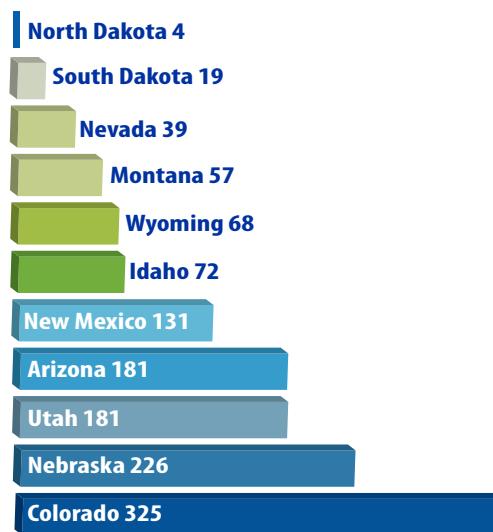
REGION VI - 677



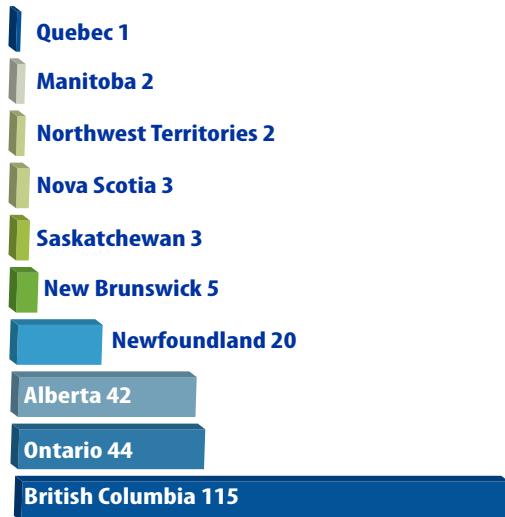
REGION VII - 834



REGION VIII - 1,303



State/Regional/National Memberships

REGION IX- 1,563**REGION X- 237****REGION XI- 5,319**

TOTAL MEMBERSHIP: 14,642

IIMC Board of Directors



PRESIDENT

Vincent Buttiglieri, MMC
Municipal Clerk,
Ocean-Monmouth County, NJ



PRESIDENT ELECT

Mary Kayser, MMC
City Secretary
Fort Worth, TX



VICE PRESIDENT

Stephanie C. Kelly, MMC
City Clerk
Charlotte, NC



IMMEDIATE PAST PRESIDENT

**Monica Martinez
Simmons, MMC**
City Clerk, Seattle, WA

DIRECTORS – 2017 EXPIRATION

Andrew Pavlica, MMC
City Clerk/Deputy City Manager
Garfield, NJ
Region II

Mary Ann Hess, MMC
City Clerk/Finance Director
Laurel, MS
Region IV

Anne B. Uecker, MMC
City Clerk/Treasurer
St. Francis, WI
Region VI

Denise R. Chisum, MMC
City Clerk
Lee's Summit, MO
Region VII

Debi A. Wilcox
Town Clerk
Whitby, Ontario, Canada
Region X

Bruce Poole, MMC
Parish Clerk
Somerset, United Kingdom
Region XI

DIRECTORS – 2018 EXPIRATION

Carol L. Anderson, CMC
Assistant City Clerk
Torrington, CT
Region I

Lisa B. Vierling, MMC
City Clerk
High Point, NC
Region III

Diane Whitbey, MMC
City Clerk/Treasurer
North Little Rock, AR
Region IV

Mary Johnston, MMC
Clerk of Council/Records Manager
Westerville, OH
Region V

Pam DeMouth, CMC
City Clerk
Ankeny, IA
Region VI

Brian "Petie" Ruch, MMC
City Clerk/Collector
Beardstown, IL
Region VII

Tracy L. Davis, MMC
City Recorder
Keizer, OR
Region IX

Djimmer Petrusma, MMC
Griffier
Dronten, The Netherlands
Region XI

DIRECTORS – 2019 EXPIRATION

Julie Coelho, CMC
Town Clerk
Warren, RI
Region I

Douglass A. Barber, CMC
City Clerk
New Carrollton, MD
Region II

Pamela Smith, MMC
City Clerk
Sanibel, FL
Region III

Robbie Hume, CMC
City Clerk/Administrator
Lawrenceburg, KY
Region V

Elizabeth A. Burke, MMC
City Clerk
Flagstaff, AZ
Region VIII

Sheri Pierce, MMC
City Clerk
Valdez, AK
Region IX

Aleta F. Neufeld, CMC
City Clerk
Lethbridge, Alberta, Canada
Region X

