



**International Institute of Municipal Clerks
Board of Directors
Mid- Year Meeting Agenda
November 17-18, 2017**

Mission Inn – Riverside, CA

International Institute of Municipal Clerks

IIMC Board of Directors Roster

Mary Kayser, MMC

President Term ends: May 23, 2018
City Secretary
City of Fort Worth
200 Texas Street
Fort Worth, TX 76102
Phone: (817) 392-6161
Fax: (817) 392-6196
Email: mary.kayser@fortworthtexas.gov

Lana R. McPherson, MMC

Vice President Term ends: May 23, 2018
City Clerk/HR Director
City of De Soto
P.O. Box C
De Soto, KS 66018-0001
Phone: (913) 586-5250
Fax: (913) 583-3123
Email: lmcpherson@desotoks.us

Carol L. Anderson, MMC

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

Douglass A. Barber, CMC

Region II Director Term ends: May 22, 2019
City Clerk
City of New Carrollton
6016 Princess Garden Parkway
New Carrollton, MD 20784
Phone: (301) 459-6100
Fax: (301) 459-8172
Email: dbarber@newcarrolltonmd.gov

Pamela Smith, MMC

Region III Director Term ends: May 22, 2019
City Clerk
City of Sanibel
800 Dunlop Road
Sanibel, FL 33957
Phone: (239) 472-3700
Fax: (239) 472-3065
Email: pamela.smith@mysanibel.com

Stephanie Carouthers Kelly, MMC

President Elect Term ends: May 23, 2018
City Clerk
City of Charlotte
600 East Fourth Street 7th Floor
Charlotte, NC 28202-2857
Phone: (704) 336-4515
Fax: (704) 336-7588
Email: sckelly@charlottenc.gov

Vincent Buttiglieri, MMC

Immediate Past President Term ends: May 23, 2018
Municipal Clerk
Township of Ocean
399 Monmouth Road
Oakhurst, NJ 07755-1589
Phone: (732) 531-5000 X 3321
Fax: (732) 531-6970
Email: vbuttiglieri@oceantwp.org

Joseph F. Powers, MMC

Region I Director Term ends: May 22, 2019
Town Clerk
Town of Wellfleet
300 Main Street
Wellfleet, MA 02667-7471
Phone: (508) 349-0301
Fax: (508) 349-0317
Email: joseph.powers@wellfleet-ma.gov

Heidi R. Brunt, MMC

Region II Director Term ends: May 20, 2020
Township Clerk
Township of Middletown
1 Kings Highway
Middletown, NJ 07748-2594
Phone: (732) 615-2016
Fax: (732) 957-9090
Email: hbrunt@middletownnj.org

Lisa B. Vierling, MMC

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

IIMC Board of Directors Roster

Janice Almy, MMC

Region IV Director Term ends: May 20, 2020
City Clerk
City of Sand Springs
P.O. Box 338
Sand Springs, OK 74063-0338
Phone: (918) 246-2503
Fax: (918) 246-2503
Email: jlalmy@sandspringsok.org

Robbie Hume, CMC

Region V Director Term ends: May 22, 2019
City Clerk/Administrator
City of Lawrenceburg
100 N. Main St.
Lawrenceburg, KY 40342
Phone: (502) 839-5372
Fax: (502) 839-5106
Email: rhume@lawrenceburgky.org

Daniel Buchholtz, MMC

Region VI Director Term ends: May 20, 2020
Administrator, Clerk/Treasurer
City of Spring Lake Park
1301 81st Avenue N.E.
Spring Lake Park, MN 55432
Phone: (763) 792-7211
Fax: (763) 792-7257
Email: dbuchholtz@slpmn.org

Bobby G. Busch, MMC

Region VII Director Term ends: May 20, 2020
Finance Director/City Clerk
City of Neodesha
P.O. Box 336
Neodesha, KS 66757
Phone: (620) 325-4996
Fax: (620) 325-2481
Email: bbusch@ci.neodesha.ks.us

Elizabeth Burke, MMC

Region VIII Director Term ends: May 22, 2019
City Clerk
City of Flagstaff
211 West Aspen Ave.
Flagstaff, AZ 86001
Phone: (928) 213-2076
Fax: (928) 213-2059
Email: EBurke@flagstaffaz.gov

Diane K. Whitbey, MMC

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

Mary J. Johnston, MMC

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

Pam DeMouth, CMC

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

Brian L. Ruch, MMC

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

RaNae M. Edwards, MMC

Region VIII Director Term ends: May 20, 2020
City Clerk
City of Grand Island
P.O. Box 1968
Grand Island, NE 68802-1968
Phone: (308) 385-5444 X 111
Fax: (308) 385-5486
Email: redwards@grand-island.com

IIMC Board of Directors Roster

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

Term ends: May 23, 2018

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

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

Term ends: May 22, 2019

City Clerk
City of Valdez
P.O. Box 307
Valdez, AK 99686-0307
Phone: (907) 831-0702
Fax: (907) 835-2992
Email: spierce@ci.valdez.ak.us

Bonnie Hilford, CMC**Region X Director**

Term ends: May 20, 2020

Manager, Legislative Services
City of Calgary
P.O. Box 2100, Station M
Calgary, AB T2P 2M5
CANADA
Phone: (403) 268-5878
Fax: (403) 268-2362
Email: bonnie.hilford@calgary.ca

Aleta Neufeld, CMC**Region X Director**

Term ends: May 22, 2019

City Clerk
City of Lethbridge
910-4 Avenue South
Lethbridge, AB T1J 0P6
CANADA
Phone: (403) 315-9440
Fax: (403) 320-7575
Email: aleta.neufeld@lethbridge.ca

Djimmer Petrusma, MMC**Region XI Director**

Term ends: May 23, 2018

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

Kathryn Richmond**Region XI Director**

Term ends: May 20, 2020

Council Clerk
Waltham Abbey Town Council
12 Eagle Close
Waltham Abbey
Essex EN9 3NA
ENGLAND
Phone: 011-44-1992-714949
Fax: 01823-253681
Email: kathryn.richmond@walthamabbey-tc.gov.uk

**International Institute of Municipal Clerks
Board of Directors ~ Annual Meeting Agenda
November 17 – 18, 2017
Mission Inn – Riverside, California**

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INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS
Board of Directors Meeting
May 20, 2017
Hotel Bonaventure – Montreal, Canada
Minutes

CALL TO ORDER

President Vincent Buttiglieri called the IIMC Board of Directors meeting to order at 8:10 a.m. Saturday, May 20, 2017.

Region I Director Julie Coelho was excused from the Board meeting.

Region X Director Bonnie Hilford was sworn in by President Buttiglieri.

Board Members Present:

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

The following IIMC staff members were present:

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

Also present:

Region XI Consultant: Tom van der Hoven
Past President: Colleen Nicol, MMC
SLCC President: Alan Blakely
Parliamentarian: Connie M. Deford, CMC

Incoming Board:

Incoming Region II Director: Heidi Brunt, CMC
Incoming Region VI Director: Dan Buchholtz, MMC
Incoming Region XI Director: Kathryn Richmond

AGENDA APPROVAL

Without objection, the agenda was approved as distributed.

CONSENT AGENDA

Director Edwards moved to approve the Consent Agenda consisting of minutes of the board meetings held November 11, 2016, November 12, 2016 and March 21, 2107. **Motion adopted.**

FOUNDATION REPORT

Foundation President Nicol gave an overview of the report.

- She thanked the Northern California Association of City Clerks for their one-time donation of \$20,000 to an existing California endowment.
- She thanked IIMC members for their financial support, with Foundation revenue of \$140,924 during 2016.

In the coming year, the Foundation will develop a new marketing plan, which includes social media/networks and e-blasts to encourage members to contribute. Watch for easier and direct on-line giving opportunities at www.iimc.com.

Director Whitbey moved to go into executive session. **Motion adopted.**

Guests, except ED Shalby and Parliamentarian Deford, were excused so that the board could go into executive session at 8:20 a.m. The regular meeting reconvened at 9:00 a.m.

COMMITTEE REPORTS

Executive Director Update

Executive Director Shalby gave an overview of the report adding the following:

- Montreal conference has 888 total attendees; this number includes delegates, guests, exhibitors and speakers.
- Both overflow hotels, the Marriott and Sheraton, are offering 10% commissions. This will help add revenue to the bottom line.
- The Board accepted our recommendations in 2011 to reduce expenses for two IIMC events beginning with the 2012 conference. The reduction in expenses in the Opening Ceremony and All Conference Event will have to be revisited.

2018 Conference, Norfolk, VA – All Conference Event:

Management recommends that the Board approve moving the All Conference Event from Tuesday to Monday to accommodate the Host Committee.

Director Uecker moved to hold the All Conference Event on Monday night. **Motion adopted.**

Diversity/Inclusivity Task Force:

The Task Force met via telecom in February to discuss the goals and objectives regarding its Board directed mission. Also discussed was the possibility for the Task Force to meet at headquarters early this summer to continue the conversation. The committee members agreed that they would be happy to pay their airfare if IIMC would provide two nights' lodging and meals.

The total amount requested for this meeting is as follows:

Hotel @ \$105/night x 23 people for two nights = \$4,830

Meals @ \$55/day x 23 people for three days = \$3,795 (Travel days before/after meeting)

Total = \$8,625

Management recommends that the Board approve funding for a Task Force meeting at headquarters in order to have total engagement of all committee members and be able to move forward.

Director Petrusma moved to approve funding for the Diversity/Inclusivity Task Force visit to headquarters. **Motion adopted.**

Hiring Property Management Firm:

The Budget committee has approved the budget proposal regarding the hiring of a property management firm to handle headquarters' property, tenant issues, and oversee the needs of the building. IIMC currently does not have a building management firm line item; this will have to be created. The following is where our expenses lie and the effect on the bottom line:

- 2017 approximate costs beginning in June through December - \$3,450

Our 2017 projected year-end is \$25,540. With the property management firm, revised 2017 projected budget year-end will be \$22,090.

ED Shalby recommends that the Board approve the funding for this hire and stated that the term of the contract will be for one year with the option to terminate the contract with 30-day notice.

Director Uecker moved to approve the funding for the hire of a property management firm. **Motion adopted.**

IIMC Foundation – Agreement and Sponsorship Split:

At the Foundation's midyear board meeting in November 2016, the Foundation board asked if IIMC could review its sponsorship split and increase it an additional 10% for an 80/20 split.

Management is proposing that IIMC increase its sponsorship percentage by 10% on a case-by-case basis, annually. IIMC would determine by the November Board midyear meeting where the conference and projected year-end budget would finish. At that time, management would recommend to the Board for their approval whether or not it would be financially viable to allocate an additional 10% from sponsorship dollars to the Foundation.

- Management recommends that the Board adopt this 10% increase from sponsorship funds on a "situational" basis, annually.
- Management recommends an increase for exhibitors, from \$1,400 to \$1,500 beginning in 2018 and take the additional \$100 and give it to the Foundation.

Director Smith moved to approve these two recommendations. **Motion adopted.**

Education Department Report

Certification Manager DiBlasi gave an overview of the report. Dr. Long added the following:

- She has been invited to attend the American Transportation/Public Association meeting in Chicago on July 24.
- Will be looking into online courses working with Mind-Edge. They offer more innovative learning opportunities and will also give back to IIMC. More information will be presented to the Board at the midyear meeting.
- Still waiting on Institute Annual Reports, four from Canada and one from Bulgaria.
- First New York Institute will be held July 2017.

The Education Department asked the Board to approve the following Life Long Learning Policy Statement and add to the Education Guidelines:

IIMC strongly believes in life-long learning and focuses on providing continuing professional development for the Municipal Clerk Profession. Our education programs are focused toward attainment of certification, resulting in Certified Municipal and Master Municipal Clerk designations. Once attained, certified professionals continue their development by participating in programs offered at the local, state, provincial, and national levels, enabling them to meet the duties of their public office and remain effective in their communities.

Director Edwards moved to approve the Life Long Learning Policy Statement. **Motion adopted.**

Region XI Report

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

- The key focus for the immediate future will be to ensure a successful Symposium
- IIMC needs to promote how Region XI members can benefit from joining IIMC

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

Conference Committee

Director Vierling gave an overview of the report.

Education & Professional Development

Director Davis gave an overview of the report.

Elections Committee

Director Hess gave an overview of the report.

Legislative Committee

Director Pierce gave an overview of the report.

Membership Committee

Director Edwards gave an overview of the report.

Mentoring Committee

Director Whitbey gave an overview of the report.

Public Relations & Marketing

Director Pavlica gave an overview of the report.

Records Management Committee

Director Johnston gave an overview of the report adding the following:

- This committee was unable to make progress in regards to the RIM bulletin goal, but is hopeful that the incoming committee will make progress.

Research and Resource Committee

Directors DeMouth and Hume gave an overview of the report.

President Buttiglieri thanked the committees for their work, and all reports were received as presented.

RECESS

Without objection, the meeting recessed at 12:07 p.m. for lunch and reconvened at 1:20 p.m.

International Relations

Director Smith gave an overview of the report and stated the committee will continue work on the following goals:

- Goal #4: Develop communications vehicles for Region X and XI members to determine short and long term needs in these regions
- Goal #6: Market Regions X and XI to members in Region I to IX

ED Shalby recommended that the committee revisit Items 4 and 6. He also requested to be included in future discussions regarding these items.

Vice President Kelly moved to refer items 4 and 6 back to the committee and include ED Shalby in future discussions. **Motion adopted.**

By unanimous vote, the committee's recommendation regarding Items 1, 2, 3 and 5 were postponed indefinitely.

Policy

Director Chisum gave an overview of the report. After discussion, the following motions were made:

Director Uecker moved to approve management's recommendations on Section 2.20.060 – Campaigning Guidelines, as presented in the report. **Motion adopted.**

Director Whitbey moved to accept both recommendations from management as presented in the report regarding appointment process, term and payment for the Parliamentary and International Relations Consultant. **Motion adopted.**

Director Hess moved to accept management's recommendation as presented in the report regarding Section 2.500.030 - Independent Consultants/Contractors. **Motion adopted.**

President Elect Kayser moved to refer entire section on the selection of Budget and Planning Committee and Budget Chair to ED Shalby for rewording. **Motion adopted.**

RECESS

The meeting recessed at 2:40 p.m. and reconvened at 2:45 p.m.

Vice President Kelly moved that when a candidate's application has been vetted and meets the nomination criteria, the candidate may begin campaigning as of July 1. **Motion adopted.**

Vice President Kelly moved to delete Section 5.60.50 since the ERG has been disbanded and replaced by a voluntary ERG Council. **Motion adopted.**

Director Uecker moved to allow the committee to make necessary non-substantial changes in the Policy Manual. **Motion adopted.**

Budget and Planning

This report will be presented during the Annual Business Meeting held on Wednesday, May 24 by Chair Allan Susen.

Financials

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

Director Uecker moved to accept the audit report as presented. **Motion adopted.**

Finance Specialist Pantaleon presented the quarterly financial report for the period ending March 31, 2017.

STAFF REPORTS:

Communications

The report was received as presented by ED Shalby.

Member Services

Member Services Director Daudt gave an overview of the report and added the following:

- As of the end of April, the total number of members is at 14,539
- The Inactive 2 Active membership campaign began with encouraging results

President Buttiglieri thanked staff for their hard work, and staff reports were received as presented.

Diversity/Inclusivity Task Force Update

ED Shalby presented the report adding that an update will be presented to the Board at the midyear meeting outlining the outcome of the discussion scheduled for this summer at headquarters.

The report was received as presented.

Annual Conference Updates (Verbal by ED Shalby)

2017 – Montreal, Canada

- No Host Committee
- Will be a good conference with more attendees than projected

2018 – Norfolk, VA

- There will be two Host Hotels: Marriott and Sheraton
- Hotels will have looping transportation
- Site visit is scheduled for August

2019 – Birmingham, AL

- Lee Frazier is the Host Clerk
- Host Hotel is the Sheraton
- Convention Center is linked to Host Hotel

- Will be working on the Conference logo
- Will have support from the CVB and Committee

2020 – St. Louis, MO

- Karen Goodwin, MMC is the Host Clerk
- Host Hotel is the Hyatt
- All events will be held at the hotel

2021 – Grand Rapids, MI

- Host hotel is the Amway
- Convention Center is linked to the hotel

ED Shalby stated that RFPs for 2022 are currently being submitted.

Directors Reports

All Directors verbally presented reports from their regions.

Other Business

President Buttiglieri thanked the Board, especially the outgoing Board members, for all their work and contributions to the organization.

Adjournment

The Board meeting adjourned at 5:05 p.m.

Maria Miranda, Recorder

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS
Board of Directors Meeting
May 24, 2017
Hotel Bonaventure, Montreal, Canada
Minutes

CALL TO ORDER

President Mary Kayser called the IIMC Board of Directors meeting to order at 12:15 p.m. Wednesday, May 24, 2017.

Board Members Present:

President Mary Kayser, MMC
President Elect Stephanie Carouthers Kelly, MMC
Vice President Lana McPherson, MMC
Immediate Past President Vincent Buttiglieri, MMC
Region I Director: Carol L. Anderson, MMC
Region II Directors: Douglass A. Barber, CMC; Heidi Brunt, MMC
Region III Directors: Pamela Smith, MMC; Lisa B. Vierling, MMC
Region IV Directors: Janice Almy, MMC; Diane K. Whitbey, MMC
Region V Directors: Robbie Hume, CMC; Mary J. Johnston, MMC
Region VI Directors: Daniel Buchholtz, MMC; Pam DeMouth, CMC
Region VII Directors: Bobby G. Busch, MMC; Brian L. Ruch, MMC
Region VIII Director: Elizabeth Burke, MMC; RaNae M. Edwards, MMC
Region IX Directors: Tracy L. Davis, MMC; Sheri L. Pierce, MMC
Region X Director: Bonnie Hilford, CMC
Region XI Director: Djimmer Petrusma, MMC

The following IIMC staff members were present:

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

Also present:

Parliamentarian/Recorder: Connie M. Deford, CMC

Without objection, Region II Director Julie Coelho, and Region XI Director Kathryn Richmond were excused.

Absent: Region X Director Aleta Neufeld. CMC

Role of Board Members

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

Budget & Planning Committee Appointment

Vice President McPherson moved to appoint Andrew Pavlica, New Jersey, to serve on the Budget & Planning Committee. The appointment was approved.

President, Executive Committee, and Executive Director Travels

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

Norfolk Site Visit

President Kayser, Executive Director Shalby, and Ashley DiBlasi will visit Norfolk in August.

Budget & Planning Committee Meeting

The Budget and Planning Committee will meet September 21-24, 2017 at IIMC Headquarters. The Executive Committee will meet on September 23rd.

Mid-Year Board Meeting

Director Shalby announced that the mid-year meeting will be in Riverside, California at the Mission Inn November 16-19, 2017.

Executive Director Remarks

Executive Director Shalby stated that the deadline for proposals for the 2022 Conference is in June. Site visits to the various locations will be scheduled during the summer months.

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

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

The Executive Director will take the bulk of his vacation time in December.

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

Other Business

President Kayser noted that the Policy Committee was to have considered the election manual as well as the Policy Manual. Nancy Vincent chaired that committee, and they need to finish their work. Director Whitbey moved to refer the election and policy manuals back to the 2017-2018 committee to complete their work. Motion adopted.

Adjournment

With no further business, the meeting adjourned at 12:30 p.m.

Connie Deford
Parliamentarian/Recorder

DRAFT

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

Annual Business Meeting
Hotel Bonaventure – Montreal, Canada
Wednesday, May 24, 2017

Call to order

President Vincent Buttiglieri called to order the Annual Business Meeting at the 71st Annual Conference of the International Institute of Municipal Clerks at 8:16 a.m. on Wednesday, May 24, 2017.

Invocation

The invocation was provided by Awilda Hernandez, MMC, Bowie, Maryland.

Introductions and welcome

President Buttiglieri welcomed all delegates and thanked them for attending the conference.

Agenda

The agenda was approved as distributed.

Minutes

Minutes of the May 21, 2016 Annual Business Meeting were distributed as approved by the Board of Directors. There were no corrections to the adopted minutes.

It was noted that minutes of this year's annual meeting will be referred to the Board of Directors for approval at the mid-year meeting in November.

IIMC Year in Review

President Buttiglieri reviewed the strides that IIMC has made in the past year, noting there are 890 in attendance at this year's conference, and total IIMC membership is in excess of 14,000. The President noted that 117 members served on 12 standing committees during the past year, and he reviewed the process for selecting the 20 members of the new Diversity Task Force.

Financial Report

Budget Committee Chair, Allen Susen, MMC, Haledon, New Jersey, provided the 2016-2017 budget review, noting that net income for the year was \$238,279.

Staff Updates

Janis Daudt, Member Services Director, reported that there are 139 first-timers at this conference. As of April 30, membership stands at 14,552.

Ashley DiBlasi, Verification Manager, stated there are over 80 online learning opportunities available on the IIMC website, with more scheduled for later this year. There are 4,670 CMC and 1,330 MMC members.

Foundation Update

Foundation President Colleen Nicol, MMC, Riverside, California, reported that the Foundation income for the past year was \$140,000, and \$50,00 was provided to IIMC for educational objectives. This year the Foundation will surpass \$1 million in giving to IIMC. A new website will be launched soon, making it easier to donate to the IIMC Foundation.

2017 Conference Resolutions

The following resolutions were presented:

- 1) Resolution recognizing the City of Montreal, Canada for the 71st Annual Conference of the International Institute of Municipal Clerks.
- 2) Resolution recognizing Tourisme Montreal for the 71st Annual Conference of the International Institute of Municipal Clerks.

President's Awards of Merit

President Buttiglieri presented this special award to Andrew Pavlica, MMC, City of Garfield, New Jersey.

Certificates of Appreciation – Outgoing IIMC Committee Chairs

President Buttiglieri presented Certificates of Appreciation to Outgoing IIMC 2016-2017 Committee Chairs:

Budget & Planning, Allan Susen, MMC

Conference, Marc Lemoine, MMC

Education & Professional Development, Sharon Cassler, MMC

Elections, Terri Kowal, CMC

International Relations, Doug Tymchyshyn, CMC

Membership, Lana McPherson, MMC

Mentoring, Jeremy Gillis, MMC

Policy Review, Mary Lynne Stratta, MMC

Public Relations/Marketing, Debbie Burke, MMC

Records Management, Lisa Johnston, MMC
Research & Resource, LaVette Hennigan, MMC

Certificate of Appreciation – Outgoing Region Directors

President Buttiglieri presented Certificates of Appreciation to the Outgoing IIMC Region Directors:

Region II Director Andrew Pavlica, MMC
Region IV Director Mary Ann Hess, MMC
Region VI Director Anne B. Uecker, MMC
Region VII Director Denise Chisum, MMC
Region VIII Director RaNae Edwards, MMC
Region X Director Debi A. Wilcox
Region XI Director Bruce Poole, MMC
Region XI Director Jaap Paans, MMC

Certificate of Appreciation – Outgoing Past President

President Buttiglieri presented a certificate of appreciation to Past President Monica Martinez Simmons, MMC.

Election Results

Election Committee Chair Teri Kowal, MMC, reported that for the office of IIMC Vice President, Lana McPherson received 61% of the votes cast and Anne Uecker had received 39%. Lana McPherson was elected.

Region II Director, Heidi Brunt received 68% of the votes cast and Stephanie Reynolds received 32%. Heidi Brunt elected.

Region XI Director, Kathryn Richmond received 75% and Edward Benevides, Hamilton, Bermuda, received 25%. Kathryn Richmond elected.

Oath of Office – Incoming Directors

President Buttiglieri administered the oath of office to the following incoming IIMC Region Directors:

Region II Director Heidi Brunt, MMC, Township of Middletown, New Jersey
Region IV Director Janice Almay, MMC, Sand Springs, Oklahoma
Region VI Director Daniel Buchholtz, MMC, Spring Lake Park, Minnesota
Region VII Director Bobby Busch, MMC, Neodesha, Kansas
Region VIII Director RaNae Edwards, MMC, Grand Island, Nebraska
Region X Director Bonnie Hilford, Alberta, Canada

Oath of Office – Incoming Executive Committee

The oath of office was administered to the following executive committee members:

Immediate Past President, Vincent Buttiglieri, MMC

Vice President, Lana McPherson, MMC

President Elect, Stephanie Carouthers Kelly, MMC

President, Mary J. Kayser, MMC

President's Comments

Incoming President Mary Kayser challenged members to identify what they would like to be their legacy.

Invitation to 2017 IIMC Conference

Alan Bull, MMC, Chief Deputy City Clerk of Norfolk, Virginia, invited members to the 2018 Annual IIMC Conference to be held May 20-23, 2018 in Norfolk, Virginia.

Adjournment

With no further business, the meeting adjourned at 9:42 a.m.

Connie M. Deford

Recorder and Parliamentarian

PURCHASE OF SERVICES AGREEMENT

This Purchase of Services agreement ("Agreement") is made effective January 1, 2018 by and between the International Institute of Municipal Clerks (Company) and the IIMC Foundation (Foundation).

WHEREAS the Company is a non-profit professional organization located in Rancho Cucamonga, CA;

AND WHEREAS the Foundation is a non-profit fund raising organization incorporated in Illinois, with contracted office in Rancho Cucamonga, CA.

Now, therefore, the Company and the Foundation agree as follows:

1. Staffing & Expenses

The Company hereby agrees to provide staffing support to the Foundation to provide the following services:

- Implement the Foundation's approved Development Plan.
 - Coordinate and provide support services to the Foundation Board of Directors. Provide the appropriate reports:
 - Annual Conference fundraising events
 - Foundation payments made with IIMC dues - individual
 - Foundation payments made with IIMC dues - City
 - Credit card pledges/payments*
 - Payroll deductions
 - Memorials
 - Society contributions*
 - Individual checks made out to IIMC intended for MCEF*
- And as required in Subsection 5 of this agreement
- * Restricted and Unrestricted; Credit card pledges/payments will be deducted according to pledge card request. Society contributions pledged, if other than by credit card, will be sent to the Foundation Treasurer and invoiced according to pledge request.

The Company will cover the cost of staff support. Staff support includes wages, benefits, building and office equipment overhead (including credit card fees); and all travel expenses related to the IIMC annual conference and mid-year meeting. The Company will also cover the cost of sundry postage, office supplies, and provide a secured area/office with phone line and credit card machine for auction items (pick up) at the annual conference. The Company also agrees to accommodate staffing requirements for the Planned Giving Plan, On-Line Auction and Development Plan. The Company will waive the booth fee for the Foundation silent auction, provide for the number of tables needed for the silent auction, provide complimentary breakfast and lunch at Foundation Board meetings during the annual conference and the mid year meeting, and food for the donor reception. The Company must first agree prior to implementation for any significant changes to approved programs.

The Foundation will cover the cost of specific items such as letterhead, business cards, and specialty printing (brochures and annual report). Any expenses regarding meeting rooms, food and beverage, other than stated above, or audio visual that is incurred by the Company on behalf of the Foundation will be invoiced to the Foundation within 90 days of when the cost was incurred.

2. Term

The Company provides the above services to the Foundation pursuant to this Agreement for a term commencing on January 1, 2018 and will be automatically renewed from year-to-year. Either party may terminate this agreement by providing the other party with six (6) months advance written notice.

3. Contract Amendments

If either party wishes to amend the contract, both parties must receive written notice of the amendment 60 days prior to the mid-year meeting.

4. Payment

The Company agrees to perform its duties without payment and considers its services as a contribution to the Foundation.

5. Disposition of Funds

It is agreed that all present and future sources of revenue, currently in the control of the Foundation, will continue to accrue to the Foundation. This includes:

- Voluntary Giving Campaign
- Conference Fundraising Events
- On Line Auction
- Planned Giving Program
- Annual Conference Silent Auction
- Interest on Investments
- All Society Member Contributions
- All dedicated memorial contributions and planned giving
- All new endowed scholarship funds with the exception of any scholarship endowments emanating from conference surplus
- Special endowment funds created by IIMC Members, Retired Members, Non-Members, Corporations, etc.

6. Conference Sponsorships/Exhibit Booth and Revenue Allocation

It is agreed that all new sponsorship revenue generated by the Foundation will be shared between the Company and the Foundation on a minimum **60% Foundation -- 40% Company** basis.

It is further agreed that, all “new” revenue generated by the Company will be shared between the Company and the Foundation on a **90% Company -- 10% Foundation** basis. The Company, at its mid-year Board meeting, will have the option of adding another 10% from sponsorship revenue if the Company deems that adding additional dollars will not be detrimental to the Company’s overall annual budget.

Exhibit Booth – The Company will provide the Foundation \$100 from the sale of each exhibit booth from its Annual Conference exhibit program. This revenue applies only to new booth sales and not from the sale of sponsor booths, complimentary booths or IIMC related giveaway booths.

New revenue shall include but not be limited to:

- a) Web-site Advertising -- This includes all revenue derived from selling advertising space on the IIMC/Foundation web site
- b) E-Briefing advertising
- c) News Digest Advertising - This includes all new advertising, i.e., a company that has never advertised with IIMC in the past.
- d) New Advertising Affinity programs -- This includes all new advertising affinity programs currently in development or as yet unplanned. This does not apply to IIMC online education programs or any education course in which IIMC receives a rebate.
- e) Any other programs, services or ventures that raise revenue for IIMC but shall not include donations in-kind or goodwill.

The Company will provide the Foundation with monthly financial reports indicating the amount of revenue collected to date and the Foundations approximate share. The Company shall pay to the Foundation, its share of the eligible revenue on a monthly basis to be received no later than the end of the following month. A final accounting of revenue will be carried out prior to year-end and, subject to adjustments, a final payment shall be made to the Foundation of their share of the revenue.

The Foundation retains responsibility for maintenance of their financial records, investment of Foundation funds and year-end audit.

7. Disputes

Any disputes over eligible revenue or the sharing thereof shall be referred to the Board of Directors of the respective parties for resolution.

7. Controlling Law

This Agreement is governed by and construed in accordance with the laws of the State of California.

8. Headings

The headings in this Agreement are inserted for convenience only and will not be used to define, limit or describe the scope of this Agreement or any of the obligations herein.

9. Final Agreement

This Agreement constitutes the final understanding and agreement between the parties with respect to the subject matter hereof and supersedes all prior negotiations, understandings and agreements between the parties, whether written or oral. This Agreement may be amended, supplemented or changed only by an agreement in writing signed by both of the parties.

10. Notices

Any notice required to be given or otherwise given pursuant to this Agreement must be in writing and hand delivered, mailed by certified mail, return receipt requested or sent by recognized overnight courier service as follows:

To Foundation:

IIMC Foundation
President
8331 Utica Avenue, Suite 200
Rancho Cucamonga, CA 91730

To Company:

International Institute of Municipal Clerks
Executive Director
8331 Utica Avenue, Suite 200
Rancho Cucamonga, CA 91730

11. Severability

If a court of competent jurisdiction holds any term of this Agreement to be invalid or unenforceable, then this Agreement, including all of the remaining terms, will remain in full force and effect as if such invalid or unenforceable term had never been included.

IN WITNESS WHEREOF, this Agreement has been executed by the parties as of the date first above written.

The International Institute of Municipal Clerks

President

Executive Director

The IIMC Foundation

President

Secretary

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Chris Shalby, Executive Director
Date: October 10, 2017
Subject: 2017 Mid-Year Executive Director Update



Overview

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

Administration

IIMC is fully staffed, with the exception of the Communications area. The Executive Director oversees this area. Staff assists with various marketing and communication responsibilities including the online E-zine *News Digest*. I believe current staff's experience, with five staff members having been with the Organization for more than 10 years, longevity, a strong belief in IIMC's mission, and an affinity toward the membership are important intangibles for IIMC employees. They are self-starters, motivated with skill sets that mesh with the Organization's objectives. They are a team and they truly enjoy working with and delivering personalized service to our members.

In 2018, we will also be researching and negotiating with a new member affinity program for associations -- **GetWindfall** -- which, if it's viable, will allow IIMC to provide members with benefits regarding loyalty shopping programs, car rental discounts, and more, while providing IIMC with rebates. With more than 15,000 members, this could be an additional and fruitful revenue stream and add value to IIMC membership.

Building Update

We now are leasing all three offices. We've had one tenant with us since February 2015 (Burga Law). The other two tenants -- **Exact Staff and Studio Pink** - joined in July and August of 2016, respectively. The new tenants have reduced IIMC's monthly mortgage liability from approximately \$4,800 to \$500. The building revenue is reflected in the budget. We monitor maintenance issues as best as possible. In July 2017, we hired CityCom property management firm. They now oversee the tenants' requests for maintenance and the overall building and lot. Denice Cox still maintains oversight of IIMC's HQ office. Future future building repairs and improvements are listed in the Capital budget.

Conferences -- 2017 Conference -- Montreal, Canada

The 2017 Conference in Montreal was projected conservatively at 500 Delegates/50 guests and a deficit of \$72,814. However, final delegate count was 652, an increase by 152 and 74 guests, an increase of 24. The major reasons for the profit in Montreal were: a surge in attendance; sold out three hotels (no attrition); rebates and commissions on two overflow hotels (the main hotel did not provide IIMC with commissions or rebates since IIMC used a third party to negotiate with the host hotel); one new sponsor. The following brief comments highlight the success of the 2017 conferences:

1. Miscellaneous Conference Revenue for 2017 was \$44,205 (projected \$26,450);
2. We reduced expenses for Academy Sessions;
3. Food and beverage remained close to projections;

4. Audio visual was \$28,483 (projected \$40,000);
5. We suspended scanning for this conference, saving us \$6,670
6. Athenian Dialogues exceeded projections by \$3,000, with little expense;
7. Over the past few years, we've eliminated the CD Rom and the Delegate Packet, saving approximately \$5,000 toward conference.

CONFERENCE

2018 Conference – Norfolk, Virginia

We are projecting 670 Delegates/35 guests for the 2018 Conference and projected revenue of \$13,137. The average attendance numbers from Conferences in 2015, 2016, and 2017 is approximately 670 delegates.

NOTE: Norfolk is a beautiful city, located on the Elizabeth River and offers plenty for Delegates and guests. The Waterside area is replete with various establishments and downtown is also full of restaurants, shops and places for tourists to visit. Airlift is easy from anywhere in the world. Here are areas that we believe will make Norfolk an attractive conference:

1. Host Hotel and overflow hotel rates are the same – \$149.00 - plus tax per night;
2. Norfolk is three hours from Washington DC and one hour from Virginia Beach, making it an attractive destination for any member;
3. Cost of doing business is amenable to IIMC, compared to past conference cities;
4. The opportunity of adding vacation to a conference may attract more delegates;
5. Typical expenditures for delegates in Norfolk is affordable compared to past conferences;
6. There are complimentary attractions available to delegates that we will promote.

Hotel Room Block/Costs

The Host Hotel is the Marriott and the Second Hotel is the Sheraton – Both hotels offer \$149/night with 14% sales tax plus \$2 resort fee – 60% attrition.

Both hotels are within a seven-minute walk of each other, passing through safe and secure areas of the city. We have contracted 300 rooms each on peak nights for both hotels. We should have no problem meeting our room block. There is also another hotel across the street from the Host Hotel that can accommodate IIMC if we sell out both hotels and the need arises. However, that Hotel's costs may be much higher than the hotels presented.

****All education, general sessions, exhibit hall, lunches, refreshment breaks, opening ceremony, board meetings, ABM and banquet will be in the Marriott Hotel/Convention Center. The All Conference Event will be offsite at The Peter G. Decker Half Moone Center - a 10-minute walk from the Marriott. Here are key areas for making Norfolk an attractive Conference:**

Conference Delegate/Guest Registration Fees - 2018

The current fees are \$600 early bird for Delegates and \$265 for Guests.

Early Bird Package/Marketing

The Early Bird will be March 30, 2018 to save \$50.00 on registration. If the past two conferences are any indication of members booking early, we will need this date to help us negotiate another hotel if the need arises.

- Early Bird rate offered through March 30, 2018 – cost will be \$600.00
- After Early Bird beginning March 31, 2018 – cost will be \$650.00

In 2017, we reduced the number of preliminary programs mailed to conference goers that have attended five to three years and keeping all the other mailings the same, IIMC will realize approximately \$4,000 in savings. That figure is reflected in the Conference printing budget.

Rebates/Commissions Maximum

The Marriott is offering IIMC a 10% commission that will be divided between IIMC and YES (7% IIMC and 3% YES). The Sheraton is also offering a 10% commission to be divided between IIMC and YES. In addition to their commission, the Sheraton is providing IIMC with a \$10 per room rebate. The Sheraton's original room cost was \$139.00; however, knowing this may attract members to the Sheraton first, the hotel agreed to match the Marriott per room night cost, and pass on the additional \$10 to IIMC. We will have a letter with us at the conference explaining the additional \$10 increase and the rebate to IIMC should any member ask.

VisitNorfolk -- IIMC will also receive \$3,600 to go toward IIMC expenses and \$5,000 deducted from the master account (presumably at the Marriott).

Total Rebates/Commissions per occupied room blocks (miscellaneous conference revenue):

- Marriott -- \$14,675 IIMC's commission
- Sheraton -- \$11,967 IIMC's commission
- Sheraton -- \$11,800 IIMC's rebate

Total \$38,442

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

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

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

Areas to note for Norfolk include:

- Cities are reluctant to pay for conference travel; thus, having an impact on overall attendance.
- We are working with an excellent host committee and Visit Norfolk CVB is helpful, also.

Recommended Discounts and Savings

We will offer \$50.00 discounts to Region II, III and IV members who attend Norfolk (Regions X and XI already receive a discounted conference rate of \$460US and \$395US, respectively). We have found the Region discount programs work well. In 2016, we had nearly 400 members from the discounted regions attend Omaha and in 2017, we extended the Region discount to Region I and had 72 attend.

The past few conferences included several discount programs that Management recommends continuing in 2018. These are:

- Academy sessions are \$179 and offer a \$50 discount for each additional Academy session after paying the \$179 fee for the first Academy. We had 163 registered for the Academies of which 30 plus Delegates took one or more Academies in Montreal. We are keeping our Academies in Norfolk to six. We will have four Athenian Dialogues. We believe these numbers will do well to attract delegates and keep instructor fees to a minimum.
- Extend the discount program to cover all of Region II - (IIMC's population in this region is approximately 680 members), III (membership is 1,716), and IV (membership is 618). The discount program is extended to the host region and other nearby regions that we deem to be within close proximity of the host city.
- Offer an incentive for any city that sends two or more Clerks to the conference a discounted flat rate of \$485.00 per delegate (**No other discounts - first timer or Region - would apply to the delegates paying \$485.00**). However, the first member from this group paying the full price would be able to take advantage of the first timer and Region discounts if applicable. Montreal attracted 37 multiple attendees.
- Offer Clerks from Virginia who have never been IIMC members a one-year's complimentary membership if they attended the Conference. Montreal had five Clerks (Omaha had 13 Clerks) take advantage of this opportunity.

Education

This has been a most productive and fruitful year for the Department. They've created additional online education programs, and with the Board's approval, IIMC will have nearly 50 online courses in early 2018. **There is more information on this in the Department's report and the Education and Professional Development Committee's report.**

Ashley DiBlasi oversees the certification programs, and has taken on the logistical duties of planning the Annual Conference education program and speakers. Kellie Siggson is now handling both the CMC and MMC applications and working with conference scanners and conveners. **Per the Board's approval at the May Board meeting, we added \$25.00 to the CMC application fee, increasing it from \$100.00 to \$125.00 beginning January 2017. To date, we've not encountered any issues with the increase.**

Dr. Long is working on creating new learning management systems, online courses, representing IIMC as a facilitator and teacher at Institutes and Association conferences, and coordinating communication with the Institute Directors. Dr. Long attended the Symposium in September to gain perspective on international education (her article appears in the November Digest). Currently, Dr. Long and the Department are working on future education endeavors.

Finance

The projected 2017 year-end budget will make it 10 consecutive years that IIMC will end the year in the positive. The 2017 and 2018 projected year-end budget reports in this Agenda provide a detailed account of IIMC's finances. The Budget Committee's report also provides full details regarding this and next year's finances.

Marketing/Communications

Our News Digest advertising dollars have declined over the years. However, we continue to sell advertising, looking to increase these dollars in 2018. Advertising dollars for a magazine that is totally on-line results in bottom-line revenue.

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

Since October 2015, IIMC has operated without a Communications Coordinator. Staff shares those duties. The Board has asked us to look into the hiring of a full-time Coordinator (per Strategic Plan). We did not recommend hiring for this position for 2018 – primarily experience and costs, and the need to evaluate the entire operation, including transitioning to a new website, streamlining current staff's responsibilities (if possible) and ascertaining that the new communication hire is fully versed in writing, marketing, social media, development, etc.

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

Membership

In 2017, the Department embarked on a new membership campaign targeting County and Special Districts. The budget committee allocated approximately \$13,000 toward this campaign. That campaign did not produce the results we anticipated. The Department took on a new campaign *Inactive 2 Active* with much better results. This campaign will continue through 2018. **More information can be found in the Membership Department report.**

Board Action Required

Independent Contractor - Parliamentarian

Management recommends renewing the Parliamentarian's contract for an additional three-year term. This individual provides expertise and skill in this area and is diligent in their efforts to add value to the Organization's overall operations.

Policy on IIMC President Not Attending Conference

Management recommends approving the new policy on IIMC Presidents unable to attend the Annual Conference or become ill during the conference and cannot carry out their duties.

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

Key Result Area 1 – Membership

Performance Objective:

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

Process Objectives:

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

Responsibility -- Member Services Department

Management's Comments: We are on target with Performance Objectives 1 and 2 as our membership base is currently more than 14,000. Objective 3 did not produce the results we expected; however, the department shifted their efforts to a new campaign – Inactive 2 Active – with outstanding results to date – 99 new members. We will continue with this membership campaign for 2018.

Key Result Area 2 – Finance

Performance Objective:

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

Process Objectives:

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

Responsibility

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

Management's Comments: We have surpassed the target date of December 2018. Currently, our reserves are \$603,000 and we are optimistic that we will add a considerable amount to that number by year-end 2017.

Key Result Area 3 – Communications/Social Media

Performance Objective:

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

Process Objectives:

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

Responsibility -- Executive Director

Management's Comments: We are not on target with a new hire, and we are proposing that we wait for this position (see Executive Director's update). We will need a few more years to implement a state-of-the-art social media plan. However, we are doing well with what we have.

Key Result Area 4 – Board Development

Performance Objective:

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

Process Objectives:

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

Responsibility -- Board of Directors/Executive Director

Management's Comments: We are on target with board development in regards to education and training prior to new board members serving; however, we have not development a plan for financial support to advance Region Director leadership development or director recruitment protocols. The latter are directly affected by budget.

Key Result Area 5 – Education

Performance Objective:

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

Process Objectives:

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

Responsibility

Education Department and the Education/Professional Development Committee

Management's Comments: We currently have five on-line learning courses and are looking to expand on that number in 2018. However, the Education Department has two courses currently in production.

Key Result Area 6 – IIMC and Diversity/Inclusivity

Performance Objective:

- Ongoing -- IIMC members will indicate that they believe that IIMC is an inclusive and diverse Organization that meets and/or exceeds the needs of the individual member.

Process:

- **Objective 1** – The preliminary plan includes the following initial action items:
 - **August 30, 2016** – Create a Task Force, comprised of members from IIMC's eleven Regions.
 - **September 9, 2016** -- Hire a consultant to provide direction and oversee the Task Force.
 - **October 2016 to May 2017**-- Conduct a survey/focus group of members to gather membership data, providing an accurate and complete picture regarding our membership's demographics.
 - **May 20, 2017** – Provide the Board with initial update on focus group and survey.
 - **November 2017 Midyear Board Meeting** – Provide the Board for their consideration with final report on process.
 - **January 2018** – Implement Task Force's finding with membership
 - **January 2018** -- Disseminate the report to the membership, outlining the process to move IIMC forward in this regard.
 - **January 2018** -- Create an IIMC vision statement about diversity and core values possibly modifying current mission statement/Constitution for 2018 ABM for membership vote.

Responsibility -- Task Force, IIMC Board and Staff.

Management's Comments: We are on target with our objectives and just concluded our first ever Diversity/Inclusivity meeting. The Task Force report and recommendations are part of this Agenda.

Chapter 7.75 DRAFT

PRESIDENT CANNOT ATTEND ANNUAL CONFERENCE

Purpose: 7.75.010

Scope: 7.75.020

Policy: 7.75.030

7.75.010 Purpose

To establish a policy regarding the President's absence from an Annual Conference
(November 2017)

7.75.020 Scope

Board of Directors, Executive Committee, Conference attendees

7.75.030 Policy

In case IIMC's current President cannot attend the Annual Conference or becomes ill during the conference and cannot fulfill his or her obligations, IIMC's Immediate Past President will then be responsible for carrying out the President's duties during the conference week. This includes and is not limited to the following: Chairing the Board of Directors' meeting; presiding over the Annual Conference's Opening Ceremony and the presentation of Awards; Chairing the Annual Business Meeting; and convening for the General Session speaker; etc.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: Board of Directors

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

Date: September 28, 2017

Subject: 2017 Midyear Education Department Report

Since the 2017 Annual Board of Directors Meeting in Montréal, the Education Department has continued to work diligently to improve membership access to educational and informational resources in addition to planning the 2018 Annual Conference education program. Below you will find the highlights of this effort.

2017 Annual Conference

- ❖ **Conference Transcripts** - 463 transcripts went out on June 19, 2017 to those members that submitted the Conference Self-Tracking Sheet. This process worked very well and the Education Department believes that the suspension of scanning for one year made the session traffic flow much easier in Montréal, creating a much better experience for attendees. Scanning will resume in 2018.
- ❖ **In Class Assessments** – The Education Department reworked the in-class assessment option for the 2017 Academy and Athenian Dialogue Sessions and found the process to be a huge success. Staff spent a lot of time working with the facilitators to make our expectations known, convey our reasoning for offering in-class assessments and gave them flexible options for modifying/customizing the assessment tool. Overall, more assessments were completed than in past years. This process will continue with the 2018 conference.

2018 Annual Conference Education Program

In 2018, the Conference Education Program will include:

- ❖ **6 Academy Sessions** – Topics featured will include Threat Assessment, Effective Listening, Leadership, Fraud Prevention & Ethics, Mental Toughness, and Strategic Planning.
- ❖ **2 General Sessions** – “Be the Change.” – with Mary Jennings Hegar and “No Barriers, Only Solutions” – with Neal Petersen.
- ❖ **42 Concurrent Sessions** – In 2018, we will offer 42 concurrent education sessions. Based on feedback from the Conference Committee and that found in the 2017 Conference Evaluation results, the delegates enjoyed the shorter sessions which ranged from 1.5-2.0 hours. In 2018, we will keep the same schedule as offered in 2017 for the concurrent education program. We will also be attempting

to offer repeat sessions to meet the high demand for what we believe will be popular topics.

- ❖ **Athenian Dialogues** – The department will be offering 4 Athenian Dialogues at the conference:
 - **Hidden Figures: The American Dream and the Untold Story of the Black Women Mathematicians Who Helped Win the Space Race** by Margot Lee Shetterly will be facilitated by Ellen Freeman-Wakefield, Institute Director from the University of Nebraska at Omaha.
 - **Redemption at Hacksaw Ridge** by Booton Herndon will be facilitated by Yvette Murry, President of YRM Consulting Group out of New Jersey.
 - **Failure Is Not an Option: Mission Control from Mercury to Apollo 13 and Beyond** by Gene Kranz will be facilitated by Joseph Powers, MMC, Town Clerks from Wellfleet, MA.
 - **Shoot Like a Girl: One Woman's Dramatic Fight in Afghanistan and on the Home Front** by Mary Jennings Hegar will be facilitated by IIMC's Director of Professional Development, Dr. Jane Long.
- ❖ **Offsite Concurrent Education Session** – In 2018, we will be offering one offsite concurrent session which will take 100 pre-registered delegates through the resilient city of Norfolk. This session will focus on Norfolk as a coastal city, and the impact that living on the water has on the community, including the challenges this creates. This session will be led by the city's Resilience Team and will be offered on Tuesday, May 22, 2017 in the morning.
- ❖ **Smartphone Application** – The IIMC Smartphone App now resides on 2,460 devices worldwide and has been opened over 76,800 times since its launch. This tool continues to enhance the conference experience and allow access to educational and informational resources in the palm of your hand.
- ❖ **IIMC Gives Back** – This program was very popular in 2016 at the Omaha conference, however due to the language barrier in 2017, we were unable to bring this program back. The Department is currently in touch with a few local non-profit organizations in Norfolk attempting to get the IIMC Gives Back program up and running, which will allow IIMC members to contribute in a charitable way to the local community of Norfolk.

Athenian Program

As of this date, we have 50 approved Facilitators listed on our website. The Department has updated the facilitator webpage and organized the facilitators by region to assist the members when planning their dialogues. We have also organized the Athenian Leadership Society Fellows by region and currently have 102 active Fellows on the list.

Online Learning

- ❖ **Captus Press**- Since our last meeting we have started production on one additional course facilitated by Darren Fisher, based on an Academy offered in Montréal titled "The Confidence Quadrant for Clerks." This will be our sixth

session release with Captus Press. We project that this session will be live before the Mid-Year Meeting and will report back at that time. We are also hoping to have two additional programs produced and live before the end of the 2017 calendar year. Since the launch of the Captus Program in September of 2014, these programs have generated over \$36,500 in revenue.

- ❖ **Laserfiche Webinar** – On August 17th IIMC partnered up with Laserfiche for the second annual webinar to offer a webinar version of their “Selling Your Leadership Message” session that they offered in Montréal. This webinar was part of their conference sponsorship agreement for 2017. They ended up with 262 registrants and 196 actual attendees which continues to support the finding of a high demand for online education.
- ❖ **OnBase by Hyland Webinars** – OnBase by Hyland will be offering a 2-part webinar with one hour offered on October 11, 2017 and one hour on November 13, 2017 as part of their sponsorship agreement. As of this date, we are waiting for the registration link and final information before releasing it to the membership.
- ❖ **MindEdge Learning** – At the 2017 Annual Board Meeting in May, the department reported on our exploration of MindEdge Learning. We were directed by the Board to do further research and present our findings at the Mid-Year Meeting. Immediately following this report, you will find the proposal for IIMC to become a resale partner with MindEdge Learning that requires attention at this time. This proposal was reviewed by the Education and Professional Development Committee on August 9, 2017 and received their support and approval. You will find their recommendation to the Board in the committee report. - **Recommendation**
- ❖ **Certificate in Election Administration from University of Minnesota** – The Department was contacted by an IIMC member over the summer requesting credit for this certificate program. During our review, we found that it may be a beneficial opportunity for the rest of the membership. We met with the program coordinators and determined that the content fits within our Guidelines. We have listed this program as an additional Online Learning Opportunity which would earn 12 CMC Experience or 12 MMC Professional Contribution points, however the fees required are priced at college tuition rates. For those with a Bachelor’s degree, the program would cost approximately \$6,000 and cost for those without those without a degree is approximately \$11,000. At this point in time, we are unsure as to how many members will take advantage of this opportunity, but it is there for any member with interest and a training budget that accommodates these fees.

Committee Work

- ❖ **Conference Committee** - The Department worked with the Conference Committee to review the feedback received in the 2017 Conference Evaluation and discuss possible improvements/enhancements. The department would like to thank this committee for their thorough review and feedback regarding 2018 Conference Speaker Proposals received.

- ❖ **Education and Professional Development Committee** – The Education and Professional Development Committee has convened once since May to discuss the MindEdge Learning proposal. This committee will likely see a new Institute proposal for the State of Indiana by the end of 2017.

IIMC Institutes

- ❖ **Education Advisory Group (EAG)** – The Education Advisory Group, which consists of seven members, assisted in the planning of the Colloquium agenda at the 2017 Annual Conference in Montreal. This year, they will be planning and facilitating the Colloquium.
- ❖ **Update on Institutes** - Annual Report reminders will begin going out in October. This year we will emphasize the need for session titles, descriptions and hours for each program conducted during the year. We will also be asking for copies of certificates/transcripts, a yearly recap and future plans for the Institute.
- ❖ **ID Connection Newsletter** – The last edition was sent in August 2017 and highlighted the Colloquium. The next edition will go out in early December and will feature this year's Institute Director's Award of Excellence winner.
- ❖ **Indiana** – We have been working with this group since November of 2016 and as of the writing of this report, we are expecting the final submission any day from the committee working on this proposal. Once received, it will go directly to the Education and Professional Development committee for review and approval.

Departmental Travel – Since the May Board meeting, Dr. Long has traveled to and is scheduled to present at the following Institutes/Academies this fall:

- ❖ Presentation to American Public Transportation Association at their conference on July 24, 2017. Provided approximately 50 Transportation Clerks with the benefits of becoming an IIMC member and several expressed a genuine interest in IIMC membership. Information has been passed on to the IIMC Membership Director.
- ❖ Presentation at Ohio and Wisconsin conferences in July. Feedback was very good.
- ❖ Attended Symposium in Brussels in September.
- ❖ Visiting Illinois Institute on Oct. 12th to speak at graduation.
- ❖ Visiting Texas Academy October 25-27th to serve as one of the Keynote Speakers. Will be presenting a session on communication and Crucial Conversations. Was certified as a Crucial Conversations facilitator in August, 2017.
- ❖ Asked to speak at Municipal Clerks of Illinois winter seminar in January 2018.

Other Departmental Work

- ❖ Dr. Long is working with the Diversity Task Force in deploying and analyzing a diversity and inclusion survey.
- ❖ Dr. Long is also working with Dr. Kathy Duncan to create a board development program at the mid-year meeting.

Course Review Approvals

Course Reviews continue to stream in and requests are answered within 10 days. Education Assistant, Kellie Siggson is being cross-trained in this area to expand her knowledge of the department's day to day operations and responsibilities.

Certification/Verification

Both the CMC and MMC certification processes continue to run like well-oiled machines. Applicants continue to express their satisfaction with the submission process itself and the quick turnaround time which remains at approximately two weeks.

- ❖ **CMCs and MMCs** - Since the Annual Board Meeting on May 20, 2017 we have awarded **158 CMC** designations and **38 MMC** designations. Both program numbers continue to be in line with past years.
- ❖ **International Certification** – Since the Board meeting, we have not experienced a significant increase in application numbers from Region X or XI, however we are proud to announce that this summer, we certified our first United Kingdom Clerk as a CMC since 2012, as well as our very first MMC ever from Bermuda.
- ❖ **Newfoundland & Labrador** – Since the new affiliation agreement between IIMC and the Professional Municipal Administrators association, we approved an existing education program of theirs toward CMC credit. This group is also looking to build a MMC level program which we will review when it's ready. These are not university based programs, but still qualify for State / National / Provincial association credit. This group has invited the Department to their program and requested certification how-to sessions, but due to the distance and timing, it simply isn't practical for IIMC. We will be working with them so set up a webinar or Skype conference call during a future program to discuss certification for them directly.
- ❖ **Calendly** – The Department introduced an addition to our emails almost a year ago, which allows members to schedule an appointment at their convenience to discuss their application reviews, annual conference, dialogues, etc. This has been a wonderful resource for both Staff and the membership and we receive compliments on the ease of use and convenience that this option affords.

IIMC Social Media Campaign

In an attempt to increase IIMC's presence in the social media world, we met with the Member Services Department in August to create a social media campaign plan. Our focus was on sharing education and membership tips, promoting the annual conference, and celebrating IIMC member accomplishments and municipality highlights. Staff is also focusing on interacting and appealing to the new crop of clerks coming in by utilizing free social media resources and communicating with our members on a different level and platform.

On September 19, 2017, staff sent the Research and Resource Committee a draft of social media survey questions for review. This survey will be disseminated to the membership in October and will hopefully provide enough feedback to determine not only what type of social media our members use, but also ensure that IIMC is providing relevant and informative information through all media outlets.

❖ Facebook

- **Posting Schedule:** *Monday* = Education Tip; *Tuesday* = Certification Celebration; *Wednesday* = E-briefing; *Thursday* = Alternate between Conference and Membership; *Friday* = Open or monthly Certification, Athenian Fellows and Athenian Facilitator Celebrations, etc.
- **Live on Facebook** – The Department will be going Live on Facebook for the first time on Monday, October 2, 2017 to discuss the CMC certification process. This event will be our way of testing out this system and see if we can't use this method to stream events from the conference such as the opening ceremony, award presentations, etc. Utilizing this free resource will have no budgetary impact.
- **Closed Conference Facebook Group** - For those attending the 2018 Conference, we have created a closed group that requires Staff approval and will be fully monitored in house. Members will need to be registered for the conference before their join request will be approved. This request came directly from IIMC members. This group can be used for arranging carpooling, room sharing, cab sharing from the airport, first timer connections, solo traveler connections, etc. Staff will also have the ability to communicate directly with this group from the release of the Preliminary Program through the end of the conference.

- ❖ **Instagram** – This is not a very active platform for IIMC so the survey will tell us if our members are using this form of social media at all. Instagram has upgraded their interface to allow switching between accounts with one touch and linking directly to Facebook pages that you manage. IIMC's Instagram account has been upgraded to a business account which allows us to link it directly to the IIMC Facebook page and Chris's Twitter account. With one post from Instagram, we can post to all three platforms.
- ❖ **Twitter** – Chris currently uses twitter and the weekly IIMC E-Briefings get tweeted out automatically.
- ❖ **Flickr** – Flickr is used for posting IIMC Conference and Symposium photos. This platform allows members to download any and all photos for free.
- ❖ **YouTube** – This is in the preliminary stages, but IIMC does have a YouTube channel. Staff knows little about the inner workings of YouTube behind the scenes, so we will be doing additional research and exploring the possibilities for IIMC. We are hoping to be able to take any Facebook Live videos and post them to the YouTube channel as well as link them directly to the IIMC website

IIMC Foundation

The Education Department

- ❖ **CMC/MMC Scholarships** – The 2018-2019 CMC/MMC restricted scholarship applications, which provide reimbursement for institute and academy attendance were posted this month. As of this date, we have already received 3 MMC scholarship applications. Application deadline is March 1, 2018. The Education Department has also added a line in our email signatures that says "*Training*

budget tight? Need help paying for your Institute or Academy program? Check out the financial assistance available [here](#) courtesy of the IIMC Foundation! Want more info? Ask me!” to hopefully encourage discussion and help with advertising the scholarships.

- ❖ **2018 Conference Grants** – The release of these applications coincides with the release of the conference preliminary program. These applications are updated and ready to go.
- ❖ **Region Grants** – Only 3 IIMC regions took advantage of this funding option in 2017. The Department will continue to advertise this opportunity, especially during the Course Review Process and pre-approving the education program for these meetings. The 2017 and 2018 applications are up online and available as of this date.
- ❖ **Donate Now Button** – The Department added a “Donate Now” button to the IIMC Facebook page which link directly back to the donation form found on our website. We are hoping that the more we interact on Facebook, the more curiosity it will generate and the more we can promote the Foundation.

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

Management’s Recommendation:

The Department continues to churn out new ideas, initiatives and efforts to promote the certification programs and all things education. From the conference education sessions to the Facebook Live session (see attached statistics) held on October 2, to online programs to the less than three-week turnaround time of application contact, IIMC’s Education programs are available to the members and work in concert with the Institutes and association conferences.

We recommend that the Board approve the MindEdge Learning online courses to launch in January 2018.


These metrics may not be updated yet with the most recent data that appears on posts.

These metrics may not be updated yet with the most recent data that appears on posts.

Post Details

Video Post


See metrics for all videos



International Institute of Municipal Clerks (IIMC): All Things CMCI

IIMC Education Department discussing all things Certified Municipal Clerk (CMC) Ashley Dibiassi, Certification Manager and Kellie Sigson, Education Assistant

46:18 · Was Live: 10/02/2017 · View Permalink



Performance for Your Post

Top Location

30:3 Minutes viewed

Percent of minutes viewed

California

10.7%

Florida

9.21%

Maryland

8.3%

Arizona

7.06%

Oregon

5.75%

Connecti...

4.89%

New Jerse...

4.67%

Ohio

4%

Nevada

3.93%

Colorado

3.77%

Create Post With Video

Edit Post

Boost Post

These metrics may not be updated yet with the most recent data that appears on posts.

https://www.facebook.com/itsmyIIMC/publishing_tools/?section=PUBLISHED_POSTS&sort[0]=published_time_descending

1/1

49

Video Post

See metrics for all videos

International Institute of Municipal Clerks (IIMC) was live.

Published by Ashley DiBlasi • 2 hrs •

ILMC Education Department discussing all things Certified Municipal Clerk (CMC)!

Ashley DiBiasi, Certification Manager and Kellie Siggs, Education Assistant

1,054 People Reached

513 Video Views

123 Reactions, Comments & Shares

53	52	1
Like	On Post	On Shares
6	6	0
Love	On Post	On Shares
60	56	4
Comments	On Post	On Shares
4	2	2
Shares	On Post	On Shares

168 Post Clicks

16	0	152
Clicks to Play	Link Clicks	Other Clicks

NEGATIVE FEEDBACK

2 Hide Post
0 Report as Spam
3 Hide All Posts
0 Unlike Page

Reported stats may be delayed from what appears on posts



All Things CMC!

46:18

 Get More Likes, Comments and Shares

Boost this post for \$3 to reach up to 1,100 people.

1,054 people reached

Boost Post

35

54 Comments 2 Shares

112

Love

Comment

Share

These metrics may not be updated yet with the most recent data that appears on posts.

Create Post With Video

[Edit Post](#)

Boost Post

Post Details

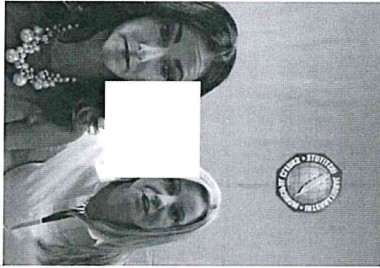
Video Post

See metrics for all videos

IIMC International Institute of Municipal Clerks (IIMC) was live.
Published by Ashley Dibiassi · 2 hrs ·

IIMC Education Department discussing all things Certified Municipal Clerk (CMC)!

Ashley Dibiassi, Certification Manager and Kellie Siggsen, Education Assistant



All Things CMC!

46:18

Get More Likes, Comments and Shares

Boost this post for \$3 to reach up to 1,100 people.

1,054 people reached

Boost Post

35

54 Comments 2 Shares

IIMC

Love

Comment

Share

IIMC

Write a comment...

Most Recent



Megan McNeal · 1:21 Hello from Burnsville, MN - Video stream isn't working

Sad · Reply · Message · 1 · 2 hrs

IIMC

International Institute of Municipal Clerks (IIMC) · Hi Megan - Hopefully you were able to join us!

Like · Reply · Commented on by Ashley Dibiassi · 28 mins

Performance for Your Post

1,054 People Reached

513 Video Views

123 Reactions, Comments & Shares

53

Like 52 On Post 1 On Shares

6

Love 6 On Post 0 On Shares

60

Comments 56 On Post 4 On Shares

4

Shares 2 On Post 2 On Shares

168 Post Clicks

16

Clicks to Play 0 Link Clicks 152 Other Clicks

NEGATIVE FEEDBACK

2 Hide Post





















3 Hide All Posts

0 Report as Spam

0 Unlike Page

Reported stats may be delayed from what appears on posts

International Institute of Municipal Clerks (IIMC)

-  **Ellie Monteaux** · 44:28 Looking forward to the IIMC Facebook Live
Love · Reply · Message · 1 · 1 hr
-  **John Donovan** · 44:18 Informative session. Thank you. Mary from West Caldwell, NJ
Love · Reply · Message · 1 · 1 hr
-  **Tammy Floyd** · 44:12 Sugar Mountain, NC
Love · Reply · Message · 1 · 1 hr
-  **Ashley Kent** · 44:12 Thanks, ladies! This was super helpful and we will be sending the link to our clerks here in Montana.
Love · Reply · Message · 1 · 1 hr
-  **Lisa Penn Cassity** · 44:06 Richmond Kentucky
Love · Reply · Message · 1 · 1 hr
-  **Ellie Monteaux** · 44:02 Thanks from Livingston, Texas 🇺🇸
Love · Reply · Message · 1 · 1 hr
-  **Dee Ann Sales Mickelsen** · 44:01 Mesa AZ
Love · Reply · Message · 1 · 1 hr
-  **Ellie Monteaux** · 31:03 Thanks for that clarification.
Love · Reply · Message · 1 · 1 hr
-  **Kelsey Jensen** · 30:57 Thank you!
Love · Reply · Message · 1 · 1 hr
-  **Kelsey Jensen** · 28:42 I had my previous employer write a letter a few months ago, does it need to be a current letter or does the older letter work as long as I have employment dates in the letter?
Love · Reply · Message · 1 · 1 hr
-  **Ellie Monteaux** · 24:39 That's helpful 😊
Love · Reply · Message · 1 · 1 hr
-  **Ashley Kent** · 22:28 If a clerk sends in multiple applications, should they include the items they entered on the previous applications? i.e. cumulative information or just the new information?
Love · Reply · Message · 2 · 1 hr
-  **The John Scott Dailey Florida Institute of Government at FSU** · 14:03 Great clarification. Thank you!
Love · Reply · Message · 1 · 1 hr
-  **Joel Hondorp** · 7:39 Hello from Byron Township, Michigan
Love · Reply · Message · 1 · 2 hrs
-  **Djimmer Petrusma** · 7:17 Super!!
Love · Reply · Message · 1 · 2 hrs
-  **Gail Elizabeth** · 6:46 Good afternoon from Conception Bay South, NL Canada!
Love · Reply · Message · 1 · 2 hrs
-  **Kathy Bellis Patton** · 6:14 Medina, Ohio
Love · Reply · Message · 1 · 2 hrs
-  **Kim Bashforth McCormick** · 6:06 Hello from Garden Plain, Love · Reply · Message · 1 · 2 hrs
-  **Lisa Madden Mobley** · 5:27 Good Morning from the City of Corona, CA 🇺🇸
Love · Reply · Message · 1 · 2 hrs
-  **Genoveva Rocha** · 5:25 Pomona, Ca

International Institute of Municipal Clerks (IIMC)

These metrics may not be updated yet with the most recent data that appears on posts.

Create Post With Video

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Boost Post

People Who Shared This



JoAnn Murphy shared International Institute of Municipal Clerks (IIMC)'s live video.
2 hrs ·

Show Attachment

Like

Comment

Share





Write a comment...



The John Scott Dailey Florida Institute of Government at FSU shared International Institute of Municipal Clerks (IIMC)'s live video.
44 mins ·

Show Attachment

Like

Comment

Share



INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors

From: Alice J. Attwood, Chair
Karla D. Graham, Vice Chair

Date: September 29, 2017

Subject: 2017/2018 Mid-Year Report---Conference



Background:

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

Committee Members: Richard Allan Bull, MMC; Recarda Cobb; Vester Lee Frazier, MMC; Karen F. Goodwin, MMC; Mary Ann Hess, MMC; Tami R. Kelly, MMC; Sadie Main, CMC; Shari A. Moore, MMC; Travis O. Morris, CMC; Darlene O'Neal; Lynnette Ogden, MMC; Kerry L. Rozman, MMC; Susie Surrent, Lisa Westfall, MMC;

Board Liaisons: Tracy Davis, MMC; Mary J. Johnston, MMC; Daniel Buchholtz, MMC

Staff Liaisons: Ashley DiBlasi, Jane Anne Long, Ed. D.; Chris Shalby, Kellie Siggson

Accomplished:

The Committee received and reviewed the 2017 conference evaluations in July. No glaring or concerning remarks were received and the list of proposed speakers was quite impressive.

The Committee received the 2018 Conference Speaker Proposal spreadsheet in July. Twelve Committee members successfully reviewed and rated the speakers for the proposed General Session, Academies and Concurrent sessions. The final ratings were submitted and compiled for the staff to determine sessions for the Conference. The quality and quantity of speakers available for IIMC to choose from is superb. We believe the 2018 Conference education sessions will be extremely well received by our members.

To Be Accomplished:

The Committee is looking forward to working with the Executive Director to review future conference bid submissions and provide the information to the Board for their consideration.

Financial: The Committee does not require any financial assistance at this time.

Summary:

It is exciting to be a part of this Committee and assist with the different aspects of putting together an international conference. Very expansive consideration is contributed in order to organize and finalize the educational classes that many IIMC members attend.

Management's Comments:

We thank the Committee for their perspective regarding the 2018 Conference education program. As of this writing, the Committee has yet to appraise the 2022 conference bids; however, we will be meeting via telecon in late October to review the bids and make a recommendation to the Board on the 2022 selection. That process will take place at the end of the Board meeting.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Brenda K. Young, MMC - IRC Chair
Eelco Groenenboom, MMC-IRC Vice-Chairman

Date: September 28, 2017

Subject: Mid-Year Report for the Board of Directors



Background

The International Relations Committee (IRC) was assigned the following goals and objectives for the term May 21, 2017 through May 20, 2018.

1. Manage and run the booth annually at the IIMC Annual Conference which promotes international Programs and provides a focal point for international members.
2. Work with Region X and XI representatives, the International Development Consultant, and the Education Department to define options for future Study Abroad and International programs.
3. Develop communication vehicles, such as a list serve, for Region X and XI members to determine short and long-term needs in these regions.
4. Market Regions X and XI to members in Regions I through IX.
5. Create News Digest profiles featuring Region X and XI members.

Discussion

Goal 1. Manage and run the booth annually at the IIMC Annual Conference which promotes international programs and provides a focal point for international members.

The IRC is excited to manage and run the booth at the 2018 IIMC Annual Conference in Norfolk, Virginia. IIMC Staff has developed a new pop up display for the booth use. They have also received a nice article from the 2017 Study Abroad Program that will be copied and displayed at the booth. We would like to ask that the IIMC Board of Directors approve our \$600 budget request for the items that will complement the International Relations Committee booth as described in our financial request.

Goal 2. Work with Region X and XI representatives, the International Development Consultant, and the Education Department to define options for future Study Abroad programs and International programs.

The IRC Members who are working on Goal 2 have shared some great points, ideas and insight into their experiences with this program. They will continue to work with the Region X and XI representatives, the International Development Consultant, and the Education Department to provide some options for future Study Abroad and International programs.

Goal 3. Develop communication vehicles, such as a list serve, for Region X and XI members to determine short and long-term needs in these regions.

The IRC has communicated to Staff the need to have a telecom to discuss what Goal 3 really entails. We want to make sure we are all on the same page so we can facilitate this goal as the IIMC Board of Directors has assigned. We will be having a telecom with Staff after the SLCC Conference in October to further define our objective.

Goal 4. Market Regions X and XI to members in Regions I through IX.

Last year, the IRC presented a twelve step marketing process in the Final Committee report. The IIMC Board has asked the committee to revisit this goal and to consider the flow of previous IIMC marketing campaigns along with possible budget implications being proposed. Executive Director Shalby will be invited to discuss this goal with the committee as he is IIMC's Marketing Director and will need to be apprised regarding the feasibility of plans of this nature.

Goal 5. Create News Digest profiles featuring Regions X and XI members.

The IRC is excited to highlight our members from Regions X and XI. We were excited to see the great article by Executive Director Shalby in the October News Digest about the successful 2017 Symposium in Brussels as well as the positive comments from IIMC President Mary Kayser. The IRC will strive to have an article submitted by November 1, 2017 and then every month thereafter until our committee term ends in May 2018. There are so many international members to highlight and we are looking forward to this task!

Financial

The IRC respectfully requests the IIMC Board of Directors approve \$600 for 2 items that will complement the booth at the IIMC Annual Conference. Those items include small international table flags and international lapel pins designed to promote the "I" in IIMC and enhance our meet and greets at the booth and beyond. They are currently working with a vendor for design concepts should the budget request be approved.

Summary

The IRC has a lot of work ahead of us. We are still in the formative stages on 4 of our 5 goals and are looking forward to further clarification and telecoms to ensure that our committee has a successful outcome for our great IIMC. We will continue to reach out to Staff as we move these important discussions forward.

We thank President Mary Kayser and the IIMC Board for allowing us the opportunity to work on this very important committee.

Management's Comments:

Regarding the \$600 for booth enhancements, IIMC already has international table flags to use in that booth; therefore, there was no funding allocated. Staff will bring the display, table flags and anything else to lend an International flavor to the booth. Management will provide an update on the 2019 study abroad program and the Symposium after we meet with our colleagues at the SLCC Conference. Regarding Goal 3, we do need to have a conversation with the committee to determine what this plan is about and what tack to take.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Marita Rhude, MMC

Date: September 25, 2017

**Subject: Mid-Year Committee Report –
MEMBERSHIP AND MENTORING COMMITTEE**



The Membership and Mentoring Committee's 2017/2018 Goals & Objectives:

1. 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 (including mentoring). Direct them to IIMC Staff with questions. Be prepared to provide the new member with IIMC's phone and fax.
2. Provide members to "staff" a "Welcome First Timers" table at the Conference to share information to maximize the benefits of their conference attendance and promote the Mentoring Program.
3. Showcase the Mentoring Program and its importance through at least 1 article in the News Digest.
4. Work with the Immediate Past President at the Annual Conference First Time Delegates Session to welcome the First Timers, promote the Mentoring Program and provide an opportunity for retired clerks, mentors and mentees to be introduced.
5. Develop an outreach plan for recruiting mentors and mentees.
6. Develop guidelines and process for structured mentoring agreements.

The IIMC Membership and Mentoring Committee has made 241 contacts so far. Committee members have provided numerous new members information on the mentoring program. IIMC membership is strong at over 14,500 members. The Committee is following the email and /or telephone call contact protocol with each new member. Committee members are contacting the new members in their respective region whenever possible. We have a couple of committee members currently working on developing guidelines and processes for structured mentoring agreements.

The Committee did not request any budget funding for the FY17/18 budget cycle.

It is my pleasure to serve as the chair of this committee. I would like to thank all the members of the IIMC Membership and Mentoring Committee for stepping up and serving on this Committee. We get the pleasure of welcoming the newest members to our IIMC family. As always, our IIMC staff is supporting this Committee and our newest members, and we appreciate their help.

The IIMC Membership and Mentoring Committee will continue to contact new members as well as showcase the Mentoring Program and its importance in a News Digest article and develop an outreach plan for recruiting mentor and mentees. The Committee looks forward to the IIMC Annual Conference in Norfolk, Virginia and working with the "Welcome First Timers" table and First Time Delegates Session.

I recommend that this committee be comprised of one member from each IIMC Region. Differences between how things are done, labeled in different parts of the country and time zone differences make it difficult to provide the best information to our new members if you aren't from their Region.

Management's Comments:

The committee works well with our Membership Department. Having one member from each Region is the goal in comprising this committee; however, it's not always easy to find that one individual.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: President Kayser, Executive Committee & Board of Directors

From: Anthony J. Mejia, MMC, City of South Pasadena, CA
Chair, Public Relations & Marketing Committee

Date: October 9, 2017

Subject: 2017-2018 Mid-Year Report



Overview: The Committee met as a whole via teleconference on June 29, 2017, to discuss the goals and assign Subcommittees to individual tasks. There are no financial decisions for the committee and we are seeking support for all of the efforts to accomplish this year's goals.

Goal #1 – Develop crisis communication plan

Committee Members Burke, Mejia and Post have received clarification from IIMC ED Shalby and researched several crisis communication plans. The Subcommittee will prepare a draft plan for feedback from IIMC Director Liaisons and ED for submittal with the year-end report.

Goal #2 – Submit at least 1 article for the News Digest in the areas of best practices, management and leadership.

Members Cospolich, Hawker and Wingfield-Bond will prepare 1-2 articles for the News Digest.

Goal #3 – Develop a marketing plan for Program Excellence in Governance Award, recognizing innovation and best practices.

Committee Members Burke, Mitchell, and Pitman will reattempt last year's task of creating videos of past award winners and posting them online. The Subcommittee has prepared an initial/template video and each Committee Member has contacted past winners, provided the interview questions, and will follow-up. Videos will be submitted to IIMC as they are received.

Goal #4 – Develop existing materials and new marketing ideas for Municipal Clerk's Week.

4a. Committee Member Mejia will update existing Municipal Clerk's Week posters and provide to IIMC for posting online in December 2017.

4b. Committee Member Crawford, Mejia, and Mitchell will survey cities that have previously adopted a resolution or proclamation and develop an article for the News Digest regarding the importance of recognizing Municipal Clerks Week and suggesting recognition activities such as hosting an open house, school field trips, etc. (Article anticipated by March 2018)

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

Committee Members Hawker, Post, and Tucker will prepare a flyer/brochure and social media campaign to promote the importance of certification. The campaign will focus on the comparison of other professional certifications such as Professional Engineer, Mechanic, etc. A draft flyer has been prepared and the full Committee to discuss the campaign parameters before submitting to IIMC.

Management's Comments:

The majority of the Committee's work is ongoing and will, most likely, be finalized prior to their year-end term. We anticipate a good product regarding the Crisis Communication Plan – it's long overdue. The Governance Award has been featured in the Digest and we're using a photo of the 2017 winners to promote the 2018 Award. The Municipal Clerks Week posters over the past few years are excellent and that is due to the artistic talents of PR Chair Mejia. The Marketing promotion regarding Certification needed major revisions, but the committee was on the right track.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Mary Kayser, MMC, IIMC President
Chris Shalby, IIMC Executive Director

From: Sandra McKinley, Chair
Records Management Committee

Date: September 26, 2017

Subject: Mid – Year Committee Report



Background: The IIMC Records Management Committee has communicated via email during the first half of this committee year. The goals of the committee are:

1. Work with Research & Resource Committee on developing a Technical Bulletin on Benchmarking.
2. Recommend records management educational sessions for the Annual Conference.
3. Prepare a minimum of two articles regarding best practices for records management.
4. Identify at least two issues and create content for the online Resource Center of ordinances, policies and best practices.

Financial: The Committee did not request financial assistance this year.

Summary:

1. **Technical Bulletin on Benchmarking:** No progress has been made on this goal at this time.
2. **Session recommendations:** The Committee provided a list of topics for educational sessions for the Annual Conference which included some new areas of interest such as Certified Records Manager designation, audit trails for electronic records, and preserving artifacts.
3. **Articles:** No articles have been submitted to the News Digest, however Sandra McKinley is collaborating on an article to be submitted by end of the year.
4. **Resource list:** The Committee members have been asked to review the current list and identify additional needs for resources.

Recommendation:

1. Continue to encourage members to identify content for the Resource Center.
2. Identify a second article writer for submission to the News Digest.
3. Contact the Research & Resource Committee regarding the Technical Bulletin goal.

Management's Comments:

This has been a slow first half of the year for this committee. However, we are aware that they are working on the Benchmarking bulletin, determining if the Language of Local Government publication needs to be printed for new members or if a website version would suffice. We are always appreciative of Digest articles and we will publish as we receive them.

To: IIMC Board of Directors

From: Lanaii Y. Benne, MMC, Chair
Kathleen M. Montejo, MMC, Vice Chairman

Date: September 30, 2017

Subject: 2017 – 2018 Mid-Year Report
Research and Resource Committee



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."*

2017 – 2018 Goals & Objectives presented to the Committee

1. Work with the Records Management Committee on developing a Technical Bulletin on Benchmarking
2. Review in-house publications (Role Call and Language of Local Government)
3. Assist in developing and disseminating surveys and questionnaires as requested by the Board of Directors, Committees, and staff.
4. Respond to member questions submitted to the IIMC website and staff.
5. Continue to expand content and resource links for the IIMC resource library.

Discussion

1. Committee members present at the 2017 Annual conference in Montreal discussed the goal for developing a Technical Bulletin on Benchmarking. The committee will be working on a bulletin themed "Best Practices" by and for clerks.
2. The publications 'Role Call' and 'Language of Local Government' is being distributed by the Chairs for review and response from Committee members. The publications are quite 'out of date' and many revisions are expected to topics that include technology, ethics, media relations, successor planning, and global relations.
3. The Committee reviewed the following:
 - Social Media Survey
 - 2016 Member Salary Survey
4. Questions from the membership, responded to by the committee:
 - Citizen comments at public meetings
 - City Clerk Job Description Request – successor planning
5. The directive to 'expand content and resource links for the IIMC resource library' has brought a project to fruition by IIMC clerks Kathy Montejo, LaVette Hennigan, and Nikima Muller. These clerks have invested many hours in the creation of a document comparing the duties of municipal clerks on a State by State basis. Still in circulation for review, the report will be shared with the Board soon. The questions go beyond 'preparing agendas and minutes', but ask more specific questions such as if the clerk is required to attend legislative meetings, issue hunting and fishing licenses, draft legislation, handle vital records, voter registration, or business licenses.

Also, Vice Chair Montejo continues to work on an IIMC LinkedIn test group. Results coming on this project in the May 2018 report.

Financial

There were no financial requests during 2017-2018.

Summary

The Committee is thankful to Kathy Montejo, LaVette Hennigan, and Nikima Muller for taking the lead on the State By State Comparison of Municipal Clerk Duties project. We will continue reviewing the publications 'Roll Call' and 'Language of Local Government', submitting suggested revisions for review.

Recommendation

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

Management's Comments:

We always appreciate the Committee's work on various membership topics, especially their expeditious responses to member inquiries. They've vetted two surveys and will vet the Diversity Task Force survey if approved by the Board. We look forward to a new document that compares the duties of Clerks in each state. This is a major task for the committee since it is more in depth than a traditional survey about members' job responsibilities. Currently, there is discussion about whether or not to continue printing the Language of Local Government booklet and Roll Call.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: President Kayser and IIMC Board of Directors

From: Colleen J. Nicol, MMC, Chair
Stephanie M. Moon Reynolds, MMC, Vice-Chair
Education and Professional Development Committee

Date: August 9, 2017

Subject: Mid-Year Report



BACKGROUND

The Education and Professional Development Committee Goals and Objectives for the 2017-2018 program year are:

1. Identify education resources for existing education and professional development opportunities to be reviewed by the Education Department.
2. Review applications filed for new Institutes.
3. 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.

Goal #1: Identify education resources for existing education and professional development opportunities to be reviewed by the Education Department

On August 9, 2017, the Committee convened to consider staff's proposal to implement MindEdge online learning (Attachment A). MindEdge offers 44 courses eligible for CMC experience and MMC Advanced Education points earning 1 point for 6 hours, similar to FEMA and Ed2Go courses currently available to IIMC Members.

The Committee, without exception, supported the proposed program noting the variety of coursework, self-paced structure, affordability, potential for revenue as a reseller partner, Certificate Programs, and assessments. Dr. Long explained incorporation of skill-building practice for courses such as Communicating Collaboratively, Effective Presentations, and Effective Public Speaking. Although the content of Introduction to Human Resources Management may not consist entirely of advanced level curriculum all except one member favored its inclusion as members holding a CMC or MMC may later in their career find need of introductory Human Resource curriculum. Staff explained that "updates" on new laws or other topics currently receive Advanced Education points although not sharing advanced level content as the information even for experienced clerks is critical to ongoing successful job performance.

RECOMMENDATION

The Education and Professional Development Committee, with twelve members present and three absent, unanimously recommends that the Board of Directors approve implementation of MindEdge online learning as proposed by staff.

Goal #2: Review applications filed for new Institutes.

The Committee has not received any applications to review to date, however, Indiana continues to work with IIMC staff on a proposal which may be forwarded to the Committee during this year.

Goal #3: 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.

The Committee stands ready to assist with matters referred from staff, President Kayser, or the Board of Directors. No referrals have been received to date for Committee review and recommendation.

Respectfully submitted,

Colleen J. Nicol, Chair
Stephanie M. Moon Reynolds, Vice-Chair
Education and Professional Development Committee

Attachment A: MindEdge Learning Proposal

Management's Recommendations:

We agreed with the Committee's opinion about MindEdge and recommend that we move forward with launching the new online programs (44 in total) in January 2018. These new courses are keeping with IIMC's mission to deliver education content to its members via alternative methods.

The Indiana Institute is an ongoing process and we look forward to culminating this work and approving their new Institute once all the requirements have been met.

MindEdge Learning Proposal

Founded in 1998 by Harvard and MIT educators, MindEdge offers online educational solutions for professional development.

The use of video and interactivity provides adult learners with a blend of approaches from which to draw the key lessons and techniques of the content. Whether self-directed or instructor-led, MindEdge programs are easy to navigate, engaging, and effective.

MindEdge professional development courses are certified by Project Management Institute (PMI), International Association for Continuing Education and Training (IACET), Certified Fundraising Executives (CFRE), Human Resource Certification Institute (HRCI), Society for Human Resource Management (SHRM) and carry various credits.

Per the IIMC Education Guidelines, the 44 courses below are eligible for 1 **CMC Experience** point or 1 **MMC Advanced Education** point per 6 educational hours with completion of the required learning assessment with most classes averaging 5 hours. The learning assessment in this case will consist of a final exam in which participants must achieve a minimum of 70% to pass. Participants are given unlimited attempts to complete the final exam. Certificates of completion are then issued to those that pass the final exam.

MindEdge Learning falls into the same category as FEMA and Ed2Go courses which are currently approved opportunities available to our membership and would be treated in the same manner.

Courses cost approximately \$79.00 each and are open to the participant for a 30-day time period with the option to purchase and extension for approximately \$19 for an additional 30 days. They also offer certificate programs which comprise of 5+ classes that allow for a discounted registration price as opposed to purchasing the courses individually.

These courses would be open to all 15,000 IIMC members worldwide with **no restrictions**.

The Education Department has explored the option of becoming a Reseller Partner with MindEdge as we are with Ed2Go. This partnership allows IIMC to receive 40% of the revenue from each registration completed using the IIMC specific link created and placed on our website next to the rest of the online learning opportunities. There is no minimum registration requirement, time requirements or any other type of commitment between IIMC and MindEdge Learning.

More information can be found by visiting MindEdge Learning's website at <https://www.mindedgeonline.com/>

Communication Courses

- 1) **Communicating Collaboratively** (5 hours / 0.83 point) - \$79.00

Communicating effectively with team members and groups has become more important as organizations have relied on collaborative work to advance their goals. This course, Communicating Collaboratively, will help you improve your collaborative communication by providing best practices and effective tips and techniques.

After completing this course, you should be able to:

- Identify the factors in interpersonal communication
- Modify communication strategies to be successful in small and large groups
- Devise a strategy for working effectively in remote settings, including in telework settings
- Explain the purpose of various types of meetings and explain the outcomes expected
- Attend a meeting and perform the role of an effective communicator in the meeting
- Prepare for, moderate, and follow up after a meeting to ensure effective use of organizational resources
- Document a meeting and distribute minutes or a meeting summary as appropriate

2) Effective Business Writing (5 hours / 0.83 point) - \$99.00

The ability to write clearly and directly is highly prized in organizations. This course focuses on improving business writing. The ideas, techniques, and checklists in this course apply to all forms of business writing: memos, reports, brochures, proposals, presentations, catalogs, and websites. Other topics include formal and informal outlining techniques, how to revise for wordiness, unnecessary phrases, redundancy, and jargon, and the appropriate use of email in an organizational setting.

After completing this course, you'll be able to:

- Recognize the difference between ineffective and effective writing
- List and define the four major factors of effective writing (clarity, tone, organization, and delivery)
- Recognize the role of the audience in effective communication and the importance of understanding an audience's needs
- Employ formal and informal outlining techniques
- List and recognize techniques for overcoming writer's block
- Recognize the importance and dangers of writing quickly
- Revise for wordiness, unnecessary phrases, redundancy, and jargon
- Write more effective emails and recognize the appropriate use of email in an organizational setting
- Employ checklists for organizing, writing, and revising

3) Effective Presentations (5 hours / 0.83 point) - \$99.00

The ability to communicate clearly and effectively is increasingly important in organizational settings. This course helps learners organize, structure, and create effective presentations. Because many organizations use PowerPoint as a way of communicating information, this course offers advice and guidance on the most effective and persuasive uses of PowerPoint.

After completing this course, you'll be able to:

- Recognize what makes communication effective
- Understand the elements in the communications process

- Organize your communications and presentations
- Create an effective summary slide
- Describe and employ the four steps of purposeful communication in your presentations
- Understand the forecast, present, and echo structure for presentations
- Recognize key visual considerations for PowerPoint slides and presentations
- Understand the success factors for face-to-face presentations

4) Effective Public Speaking (5hours /0.83 points) - \$99.00

Confidence is a key to delivering an effective speech or presentation. This two-module course, Effective Public Speaking, helps you to develop the skills you'll need to become an outstanding and confident public speaker. It reviews the seven stages of public speaking through games, interactive exercises, and videos. The tools and techniques in this course can ensure that you'll excel when speaking in any situation, from the start of your speech or presentation to its successful end.

After completing this course, you'll be able to:

- Describe the seven stages of giving a speech or presentation
- Discuss the elements of establishing your purpose for speaking (Stage One)
- Recognize the need to consider your audience (Stage Two)
- Describe how to develop your central message (Stage Three)
- Explain how to employ evidence in supporting your main points (Stage Four)
- Discuss how to craft your speech (Stage Five)
- Explain how to rehearse for your speech (Stage Six)
- Describe techniques for delivering your speech (Stage Seven)
- Recognize best practices for employing slides in your presentation
- Describe key techniques for dealing with speech anxiety
- Discuss how to handle difficult questions
- Describe effective responses when things go wrong

Innovation Courses

5) Creativity in Teams and Organizations (5 hours / 0.83 point) -\$79.00

This course looks at spurring creativity and innovation in teams and organizations. Drawing on the latest academic thinking, it outlines the key factors for creative teams.

Further, the course focuses on tools and techniques designed to yield more productive thinking in collective settings. Participants learn about a number of targeted tools (including brainstorming, Discussion 66, Provocation, and others) to generate fresh thinking in smaller group settings and in their organizations.

After completing this course, you should be able to:

- Explain the connection between creativity and innovation
- Outline the five factors for creative teams
- Use team creative tools such as brainstorming, Discussion 66, anonymous idea generation, and visioning

- Explain the importance of diversity in team creativity
- Describe techniques for prototyping new ideas
- Explain how to overcome creative barriers for teams and organizations
- Describe ways to make teams and organizations more open to creativity and innovation

6) Innovation in Teams and Organizations (5 hours/0.83 point) - \$79.00

This course looks at innovation in corporations and the public sector. It reviews the latest academic thinking on innovation, including Clay Christensen's seminal thinking on disruptive technology and the proper response.

Further, it explores some of the internal responses to the need for creativity, including idea champions, idea incubators, new venture teams and skunk works, and the process of moving from innovation to commercialization.

Finally, the course focuses on some of the more successful corporate innovators as a way of illustrating the principles of effective innovation in large organizations, and also explores the role of innovation in the public sector.

After completing this course, you should be able to:

- Outline the key factors for an innovative organization
- Discuss the barriers to innovation
- Explain the differences between incremental, semi-radical, and radical innovation
- Describe internal innovation tools such as idea champions, idea incubators, new venture teams and skunk works
- Explain the process of moving from idea to commercialization
- Discuss the issues surrounding innovation in the public sector

7) Introduction to Critical Thinking (7 hours / 1.2 points) - \$95.00

This course is an introduction to the importance of critical thinking in the business world. Critical thinking is an intellectual model for reasoning through issues to reach well-founded conclusions about them. Asking questions is at the heart of critical thinking.

This program is designed to help learners define and identify critical thinking and reasoning skills and develop those skills.

After completing this set of modules, you will be able to:

- Define critical thinking, reasoning, and logic
- Ask appropriate questions for critical thinking
- Understand the process of systemic problem-solving
- Identify and overcome barriers to critical thinking
- Articulate common reasoning fallacies
- Understand critical thinking as it pertains to the workplace

8) Personal Creativity (5 hours / 0.83 point) - \$79.00

This course addresses Personal Creativity. Through tools and exercises drawn from Adrian Brown's book, *Creativity & Innovation*, it seeks to help unlock the creativity within individuals.

By stimulating creativity through various techniques (mind-mapping, DO-IT, SCAMPER, right and left brain thinking) participants learn to tap into their personal creativity and apply it to organizational challenges.

After completing this course, you should be able to:

- Describe the basis of personal creativity
- Explain the uses of creative tools
- Distinguish between vertical and lateral thinking
- Employ creative tools like SCAMPER, random input, mind mapping, and DO IT
- Describe the key characteristics of personal creativity
- Assess the issues surrounding measuring creativity

Cybersecurity Courses

9) Security and Risk Management (5 hours / 0.83 point) - \$79.00

This course contains a discussion of the role of governance and risk management in information security. It looks at the policies and standards that are needed to operate an effective information security function and to oversee good information security practices. The course also includes a look at how modern organizations manage information security risks and how to conduct a risk analysis. It concludes by examining the process for providing information security training and education.

The content in this course aligns with Domain One in the CISSP exam, offered by (ISC)². However, the course can be taken as a stand-alone without the intention of sitting for the exam.

After completing this course, you'll be able to:

- Discuss the concept of security governance and understand the job of overseeing data security
- Describe the role of policy and procedure documents in information security
- Understand the key principles and terminology of information security governance and risk management
- Discuss different management practices for overseeing an effective information security function
- Identify common information security risks and threats
- Describe the process for conducting a risk assessment
- Understand the data classification process and properly classify data according to security needs.
- Explain the process for providing information security training and education

10) Security and Assessment Testing (5 hours / 0.83 point) - \$79.00

This course contains a discussion of security assessment and testing, focusing on potential disruptions that can affect organizations and how they can be addressed with assessments and plans. Students will have the opportunity to practice how to assess the impact of disasters that may arise as well as to develop their own versions of these plans.

After completing this course, you'll be able to:

- Relate the many potential disasters and disruptions that can impact organizations and their information systems
- Describe the steps required in conducting a business impact assessment*
- Explain the difference between a business continuity plan and a disaster recovery plan*
- Discuss different recovery strategies and how they fit into disaster recovery planning
- Understand the business continuity organization and its responsibilities
- Prepare a business continuity and disaster recovery plan
- Discuss how organizations test their BCPs and DRPs, and perform different exercises to prepare for disruptions

Data Analysis Courses

11) Data Analysis for Improving Organizational Performance (5 hours / 0.83 point) - \$79.00

Organizational alignment around performance improvement requires effective leadership, communication, and visual tools to keep people engaged in the process and aware of progress updates. Organizations in both the public and private sectors often use tools and frameworks to support this kind of engagement. This course will explain some of these measures, describe the advantages and disadvantages of specific measurements and explain the relationship between assessment and strategy.

After completing this module, you should be able to:

- Explain how performance measures are used in different settings
- Differentiate among various organizational performance measurements
- Describe the advantages and disadvantages of KPIs
- Describe the advantages and disadvantages of the Balanced Scorecard
- Describe the advantages and disadvantages of a Net Promoter Score
- Explain the relationship between performance assessment and organizational tactics and strategy
- Assess the validity of performance measures for an organization based on a brief case study

12) Data Analysis in the Real World (5 hours / 0.83 point) - \$79.00

How are data-driven decisions put into practice in the real world? How do these decisions differ when applied to different sectors, such as health care, education and government? This course will provide answers to these questions as well as recommendations for decisions based on data analytics for each sector. The course will begin with an introduction of Big Data and its implications and each section, case studies will bring the concepts to life.

After completing this module, you should be able to:

- Explain the management implications of the use of business intelligence and knowledge management systems
- Define Big Data and describe its current uses for analysis and future potential and its implications
- Explain common analytics for business and quality improvement
- Recommend manufacturing business decisions based on data analytics
- Explain common analytics used in health care

- Recommend health care decisions based on data analytics
- Explain common analytics used in education
- Recommend educational decisions based in data analytics
- Explain common analytics used in government
- Recommend governmental decisions based on data analytics

13) Statistics as a Managerial Tool (5 hours / 0.83 point) - \$79.00

Today, instinct is not enough to manage the flood of available data and the complexities of the business world. Statistics helps today's leaders make sense of these complexities, back-up their assertions, and feel confident about when to take the risks that lead to successful outcomes. This course examines statistics as a managerial tool. It also looks at common graphical representations of data and how these can be effective tools to explain situations and support persuasive arguments for a course of action.

After completing this module, you should be able to:

- Describe how statistics are used in different settings
- Describe common problems with, and misuse of, statistics
- Identify criteria for evaluating statistics
- Explain the key fundamentals of probability and their real-world application
- Identify the fundamental concepts of descriptive statistics (populations and samples, measures of central tendency, measures of variability, measures of distribution) and their real-world application
- Select appropriate graphic methods for displaying descriptive statistics
- Explain the fundamental concepts of inferential statistics and their real-world application
- Evaluate a scenario in order to determine the appropriate statistic to use
- Apply fundamental statistics to a real-world situation
- Evaluate the appropriateness of statistics used
- Use statistics to identify the most appropriate decision alternative
- Translate statistical data into a graphical presentation based on a brief case study

Human Resource Management Courses

14) Compensation (5 hours /0.83 point) - \$79.00

In this course, you will consider the many issues surrounding the key aspects of pay policy: legal requirements, pay equity within an organization, competitive pay within the relevant industry, how and when to grant raises, and different ways payment can be structured.

After completing this course, you should be able to:

- Comply with relevant state and federal "wage and hour" laws
- Determine the competitive pay level for a particular position in a particular geographic location
- Discuss and administer a variety of pay structures
- Effectively confront issues of pay equity within an organization

15) Employee Selection (5 hours / 0.83 point) - \$79.00

In this course, you will learn about the process of selecting the best candidate from a large, diverse pool of high-quality applicants. Based on D. Quinn Mills' book, *Principles of Human Resource Management*, the course discusses how to conduct an effective job interview, asking questions that elicit relevant information, and avoiding questions that might be seen as discriminatory. You will also consider how to discover more about a candidate through the use of reference checks, background checks, and testing.

After completing this course, you should be able to:

- Conduct an effective job interview
- Analyze a candidate pool and identify the most qualified candidate given a job description and requirements
- Decide what additional tests—if any—should be administered to candidates for a specific job
- Deal productively and sensitively with internal candidates for a job opening

16) Equal Employment Opportunity (5 hours / 0.83 point) - \$79.00

In this course, you will learn about many of the major employment laws, Equal Opportunity issues, and the anti-discriminatory regulations employers must be aware of in hiring, promoting, and firing employees.

After completing this course, you should be able to:

- Explain the major employment and anti-discrimination laws
- Understand the basic steps to take in dealing with discrimination complaints
- Explain and assess issues around alternative work arrangements
- Outline ways to develop and maintain a diverse work-force

17) Introduction to Human Resource Management (5 hours / 0.83 point) - \$79.00

Human Resource Management includes the vital tasks of recruiting, screening, interviewing, training, appraising, disciplining, rewarding, and developing the employee—both for business and non-profit enterprises.

Since all managers (especially line managers) have HR responsibilities, it is important that they have an understanding of the key concepts of this increasingly important function, especially since many decisions they make about employees have possible legal ramifications.

The course draws on material from Harvard Business School professor D. Quinn Mills' book, *Principles of Human Resource Management*.

After completing this course, you should be able to:

- Recognize and identify the key roles and responsibilities of the human resource management function
- Assess your attitude and your organization's attitude toward human resource management
- Recognize and define HRM's strategic contribution to an organization
- Recognize and define human resources terms
- Differentiate between the day-to-day functions of the HR department and the broader concepts of human resource management

- Recognize the relationship and partnership that exist between an organization's HR Department and its line managers and identify the key responsibilities of each
- Differentiate between the structure and reporting relationships of a centralized and decentralized human resources function
- List and identify the five areas of HRM Planning
- List the three roles that an HR department must fulfill to maintain the ethical standards of an organization
- Identify the key global issues and business practices that impact HRM

18) Performance Management (5 hours / 0.83 point) - \$79.00

This course considers the different elements of performance management. In its broadest sense, "performance management" is what every good manager does every day: Makes sure employees know what they need to do to achieve the organization's goals, checks to make sure the employees are doing those things, praises employees for doing the right things, and uses constructive criticism when that is not the case. A formal performance management system simply makes sure all those management tasks get done consistently across an organization.

After completing this course, you should be able to:

- Explain the value of a performance management system
- Discuss the pros and cons of various types of performance management systems
- Conduct a performance management interview
- Design a performance improvement plan

19) Talent Management and Career Development (5 hours / 0.83 point) - \$79.00

Drawing on material from Harvard Business School professor D. Quinn Mills' book, *Principles of Human Resource Management*, this course covers the challenges and issues that organizations face in developing and retaining their employees.

After completing this course, you should be able to:

- Understand and effectively communicate the value of a career development program
- Describe the five stages in the career life cycle (Beginning, Developing, Mid-Career, Mastery and Maintenance, Retirement), and the needs an employee has at each stage of the cycle
- Explain why career management has become important to employers and employees
- Outline the tools for career development (training, education, job rotation, transfers, overseas assignments, mentoring, networking, volunteer work, formal career planning)
- Understand the issues HR departments face with career management

Leadership Courses

20) Introduction to Leadership (5 hours /0.83 point) - \$79.00

This course examines how to be a successful (that is, effective) leader. Based on D. Quinn Mills' book, *Leadership: How to Lead, How to Live*, a text used at Harvard Business School, this course asks the crucial questions about leadership in today's organizations: What is leadership and why is it important? What does effective leadership require? What is visionary leadership? What is the role of charisma? What is the difference between managing, administering, and leading?

After completing this course, you should be able to:

- Define *leadership* and explain its importance
- Discuss some of the better-known leadership theories (Fiedler's contingency theory; Path-goal theory; Vroom-Yetton-Jago theory)
- Distinguish leadership from management and administration
- Explain the role of ethics in leadership
- Discuss the positives and negatives surrounding charismatic leadership
- Recognize the importance of training, learning, and role-playing in leadership
- Discuss the seven bases for leadership
- Explain why formal authority alone does not guarantee leadership
- Discuss the nine key qualities for leadership
- Identify the five central skills needed for effective leadership and explain ways to strengthen or develop those skills in a leader

21) Leaders and Work- Life Balance (5 hours / 0.83 point) - \$79.00

This course addresses the question of work-life balance, one which is of great importance to leaders in all settings. Based on D. Quinn Mills' book, *Leadership: How to Lead, How to Live*, a text used at Harvard Business School, this course looks at methods and techniques to reconcile work and family. You will also consider the question of personal fulfillment and the needs and demands of leadership.

After completing this course, you should be able to:

- Identify the major sources of work-life balance conflict
- Discuss the myths about work-life balance - including the "make time later," division of labor, and "quality time" myths
- Identify strategies to achieve balance, including balancing by week, over a year, and via a short career
- Recognize ways to maintain work-life balance
- Examine what defines personal fulfillment
- Identify those significant elements that play a role in a leader's life
- Identify nine ways of viewing life's choices
- Develop and complete a Personal Work-Life Balance Plan

22) Leading Teams (5 hours 0.83 point) - \$79.00

This course addresses the key issues surrounding leadership in a team. Why is it important? What does it require for a team leader to lead his team effectively? Based on D. Quinn Mills' book, *Leadership: How to Lead, How to Live*, a text used at Harvard Business School, this course considers how team leaders must account for the special and unique circumstances of working in a team, where responsibility, accountability, communication, and leadership are shared.

After completing this course, you should be able to:

- List and identify the key characteristics and types of teams
- Recognize the benefits and challenges of empowered teams that leaders need to be aware of
- Identify differences in the primary and secondary roles filled by empowered teams and team leaders
- Recognize the key sources of motivation for empowered teams
- Explain Tuckman's model of team development
- Recognize the key qualities and skills of a team leader
- State the value of using the "checklist for team leaders"
- Recognize and apply suggested approaches for managing conflict in teams
- Discuss the different approaches needed for leading virtual teams

23) Leading and Managing Change (5 hours / 0.83 point) - \$79.00

Whether adopting new technology or adapting to a drastic shift in an organization's core focus, managers play a fundamental role in effecting changes. Based on D. Quinn Mills' book, *Leadership: How to Lead, How to Live*, a text used at Harvard Business School, this course addresses the key issues managers face in a dynamic environment. By understanding the steps in effecting change and how to overcome resistance, a manager can successfully lead change at various levels of an organization.

After completing this course, you should be able to:

- Discuss organizational change and the forms it can take
- Describe Kotter's Eight Step Process recommended for implementing change successfully
- Outline Lewin's model of change and discuss its limitations
- Identify the factors a leader or manager can employ to promote change
- Discuss the underpinnings of resistance to change and how to overcome it
- Describe the five-step ADKAR model for change management
- Discuss the three steps of the Cisco Change Roadmap
- Understand strategic change and mastering a changing environment

Management Courses

24) Business Ethics in the 21st Century (10 hours / 1.7 point) - \$249.00

This course deals with business ethics, the consideration of questions of moral right versus wrong in the context of business practice. Individual business leaders are increasingly being held responsible and accountable for their ethical behavior. Organizations have learned that the costs of unethical actions can be high, both legally, and from the perspective of brand image and reputation.

This course reviews how organizations can establish and encourage an ethical culture while monitoring for compliance.

After completing this course, you should be able to:

- Describe the major ethical frameworks used in developing business ethics
- Explain the three components of the Ethical Triangle: Individual Ethics, Leadership Ethics, and Governance and Control

- Discuss key ethical challenges in the workplace
- Describe the use of organizational ethics codes
- Outline the ethical issues involved in the employer-employee relationship including Employment at Will, due process and fairness
- Discuss the use of ethics training
- Explain how organizations monitor ethical performance
- Describe the relationship between Corporate Social Responsibility (CSR) and ethics
- Outline issues involving corporate governance
- Explain how sustainability is an ethical concern
- Discuss ethics and the regulatory environment (Sarbanes-Oxley Act; U.S. Foreign Corrupt Practices Act)
- Explain the issues around whistleblowing
- Describe the role of leadership in establishing an ethical culture

25) Effective Negotiations (5 hours / 0.83 point) - \$79.00

Every day we are involved in negotiations of one form or another. Even though negotiations are an integral part of our lives, techniques for managing these situations are not instinctive; they must be learned.

Experienced negotiators make a conscious decision about what type of strategy to use in a discussion based on factors such as the importance of the relationship and the importance of what is at stake. Key concepts such as the "best alternative to no agreement", reservation price, and the "zone of possible agreement" can help when conducting negotiations. Since power is a fundamental dynamic in negotiations, it is important for negotiators to have a basic understanding of ways they can exert and also gain power in a discussion.

After completing this course, you should be able to:

- Define what negotiation is
- Explain the differences between principled negotiation, distributive negotiation, integrative negotiation and mixed motive negotiation
- Discuss what BATNA is and why it is important within the context of a negotiation
- Describe the concepts of reservation price and ZOPA, as well as how they relate to one another in a negotiation
- Describe the steps that should be taken to plan for a negotiation
- Explain the ways that power can be used in a negotiation, and how power can be gained from different sources
- Identify different behaviors which can pose challenges to a negotiation and may cause impasses
- Apply the concepts of negotiation to two real-world scenarios

26) Handling Difficult Employee Behavior (10 hours / 1.7 point) - \$199.00

This course is designed to prepare managers to deal with troublesome and difficult behavior by employees. By effectively addressing, coaching, and counseling employees, you can improve their behavior and improve morale, staff retention, productivity, and teamwork. This course uses videos to illustrate each behavior type so that you can more easily apply the techniques to your current work environment. Focusing on dealing with the behavior (not the person), tools and techniques for positive change are clear and well-defined.

The course covers these topics:

- Discuss the importance of addressing difficult employee behavior
- Describe a six-step model for handling conversations about difficult behaviors
- Apply practical tips for handling conversations about difficult behaviors
- Recognize the common 12 difficult employee behavioral types:
 - the Complainer
 - the Disorganized Employee
 - the Procrastinator
 - the Inflexible Employee
 - the Unmotivated Employee
 - the Overly Sensitive Employee
 - the Overly Confident Employee
 - the Manipulator
 - the Social Skills Challenged Employee
 - the Overly Social Employee
 - the Needy Employee
 - the Bully
- Describe the 12 difficult behaviors, their causes and motivations, and their consequences
- Outline best practices for handling the 12 difficult behaviors
- Apply best practices to workplace scenarios involving the 12 behavioral types

27) Handling Workplace Conflict (6 hours / 1 point) - \$99.00

This course introduces the various forms of conflict that can arise in the workplace and presents strategies that managers can use to help deal with conflict situations. It includes video commentary from an expert in the field and presents some fictitious real-world scenarios that allow learners to practice applying the skills and strategies discussed throughout the course.

After completing this course, learners should be able to:

- Identify the different types of conflict in the workplace
- Describe some of the major causes of workplace conflict
- Discuss the Thomas-Kilman model of conflict
- Consider your personal conflict style and compare it to other styles
- Identify various conflict behaviors in the workplace
- Explore conflict resolution strategies
- Discuss best practices for handling difficult employees
- Describe what constitutes dangerous conflict and consider methods for handling risky situations

28) How to Coach (5 hours / 0.83 point) - \$79.00

Managers who lead and manage through coaching—providing encouragement, feedback, and support—are more successful in "working through others." This brief course focuses on the skills and techniques of positive coaching in an organizational setting including listening actively, providing constructive feedback based on observation, reinforcing positive employee performance through recognition and praise, and teaching new skills.

After completing this course, you should be able to:

- Explain how coaching employees is a vital part of managing in any organization

- Distinguish between managerial coaching, executive coaching, and personal coaching
- Identify the triggers for coaching and recognize characteristics of coachability
- Describe the five-step coaching process
- Explain the SMART technique of goal setting
- Explain the USED and GROW models for coaching
- Discuss the monitoring and follow-up coaching process
- Explain the differences between mentoring and coaching

29) Managing People (5 hours / 0.83 point) - \$79.00

To be successful and move ahead in his or her career, a manager must understand how to manage people, including motivating workers and coordinating their activities. This course will explain how the goals, empowerment, measurement system of management can be employed and how organization structures differ. The course will also cover the difficulty of discipline while trying to maintain momentum.

After completing this course, you should be able to:

- Understand your own attitudes toward empowering management
- Explain how a GEM (goals, empowerment, measurement) approach to managing works in practice
- Describe the major organizational structures and the differences between them
- Explain the different factors that motivate workers and how a manager can use them to improve employee performance
- Discuss the challenges of discipline and how a manager should deal with such situations
- Identify the defining characteristics, benefits, and unique challenges of empowered teams

30) Managing in a Modern Organization (5 hours / 0.83 point) - \$79.00

This course considers the fundamentals of management and how managers can be effective in organizational settings. Based on D. Quinn Mills' book, *Principles of Management*, a text used at Harvard Business School, this course addresses managing in the modern organization.

After completing this course, you should be able to:

- Define the role of management and managers in an organization
- Distinguish between management, leadership, and administration in theory and in practice
- Explain the three general management styles (authoritarian, participative, and empowerment) and their respective uses
- Identify your views on hierarchy and management
- Understand the roles of individual contributors and managers and how they differ
- Identify your own approach toward managing (including personal effectiveness and enjoyment)

31) Time Management (5 hours / 0.83 point) - \$79.00

One of the more precious resources a manager has is his or her time. Managers can become more effective by employing time management and scheduling techniques,

delegating, outsourcing key tasks, and employing technology. Effective time management helps managers achieve their goals.

After completing this course, you will be able to:

- State the key outcomes and goals of effective time management
- Assess your attitudes about your relationship to time and time management
- Employ a time log in ascertaining how you spend your time
- Recognize the common causes of procrastination and identify ways to eliminate your own procrastination
- List the key attributes of effective (SMART) goals and recognize the importance of establishing personal and professional goals
- Identify the key principles of time management (organization, prioritization, and planning) and some common methods for prioritizing tasks (ABC Method and the Eisenhower Method)
- Identify the value and purpose of common time management tools, including scheduling systems (activity logs, action plans, to do lists)
- Differentiate key characteristics of Action Plans and Task Lists
- Identify the steps in the delegation process and recognize guidelines for appropriate task delegation
- Identify strategies for handling daily tasks and distractions, such as e-mail, phone calls, and other interruptions
- List the guidelines for planning effective meetings

32) The Manager's Toolbox: Business Nuts and Bolts (5 hours / 0.83 point) - \$79.00

The Manager's Toolbox is a suite of online courses designed for the new manager. New managers face challenges every day that they have likely never encountered before. The Manager's Toolbox seeks to give the learner a head start on managing issues correctly and professionally with less stress and fewer negative organizational circumstances. The courses will offer learners an explanation of the managerial mindset that all managers and leaders must adopt to succeed.

There are a number of managerial factors that are vital in managing and leading. Becoming a better manager or leader is directly connected to how well you can master them. The course contains detailed explanations, best practices, and key questions on 18 managerial and leadership factors including video advice from D. Quinn Mills, Albert J. Weatherhead, Jr. Professor of Business Administration, Emeritus at Harvard Business School.

After careful consideration of the relevant and reference managerial and leadership factors, learners are given a series of video-based scenarios and asked to consider how they would handle the challenges presented for the most optimal results.

In this course, The Manager's Toolbox: Business Nuts and Bolts, learners focus on the following managerial and leadership factors:

- Administering policies and procedures
- Controlling expenses
- Dealing with direct reports
- Dealing with superiors
- Leading others
- Planning and budgeting
- Recruiting, training, and developing employees
- Solving problems

After completing this course, learners will be able to:

- Inhabit the managerial mindset
- Understand what employees want from their jobs
- Understand how managers lead
- Recognize the components of a manager's job: enforcing policies and procedures, controlling expenses, dealing with subordinates and superiors, planning and budgeting, recruiting and developing talent, and solving problems
- Implement the qualities that make an effective leader
- Address real-world managerial problems in customer service, cost budgeting, cost cutting, and vendor relations

33) The Manager's Toolbox: Compliance Challenges (5 hours / 0.83 point) - \$89.00

In this course, The Manager's Toolbox: Compliance Challenges, learners focus on the following managerial and leadership factors:

- Administering policies and procedures
- Dealing with direct reports
- Dealing with superiors
- Decisiveness
- Handling adversity or crisis situations
- Leading others
- Recruiting, training, and developing employees
- Solving problems

After completing this course, learners will be able to:

- Inhabit the managerial mindset
- Understand what employees want from their jobs
- Understand how managers lead
- Recognize the components of a manager's job: enforcing policies and procedures, controlling expenses, dealing with subordinates and superiors, planning and budgeting, recruiting and developing talent, and solving problems
- Address real-world managerial problems in harassment, sexual harassment, workplace relationships, and selecting a team

34) The Manager's Toolbox: Handling Conflict (5 hours / 0.83 point) - \$89.00

In this course, The Manager's Toolbox: Handling Conflict, learners focus on the following managerial and leadership factors:

- Creating a positive environment
- Dealing with direct reports
- Dealing with peers
- Dealing with superiors
- Decisiveness
- Handling adversity or crisis situations
- Leading others
- Self-awareness and ethical purpose
- Setting an example
- Solving problems

After completing this course, learners will be able to:

- Inhabit the managerial mindset
- Understand what employees want from their jobs
- Understand how managers lead
- Recognize the components of a manager's job: enforcing policies and procedures, controlling expenses, dealing with subordinates and superiors, planning and budgeting, recruiting and developing talent, and solving problems
- Address real-world managerial problems with conflicts between managers, conflicts among coworkers, contradictory advice, conflicts with peers, and difficult subordinates

35) The Manager's Toolbox: Morale and Inspiration (5 hours / 0.83 point) - \$89.00

In this course, The Manager's Toolbox: Morale and Inspiration, learners focus on the following managerial and leadership factors:

- Controlling expenses
- Creating a positive environment
- Dealing with direct reports
- Dealing with superiors
- Handling adversity or crisis situations
- Leading change
- Leading others
- Organizing work for others
- Recruiting, training, and developing employees
- Setting an example
- Solving problems
- Vision

After completing this course, learners will be able to:

- Inhabit the managerial mindset
- Understand what employees want from their jobs
- Understand how managers lead
- Recognize the components of a manager's job: enforcing policies and procedures, controlling expenses, dealing with subordinates and superiors, planning and budgeting, recruiting and developing talent, and solving problems
- Address real-world managerial problems in delegating, salary issues, morale, leading a group through change, sparking creativity, and addressing failure

36) The Manager's Toolbox: New Leader Challenges (5 hours / 0.83 point) - \$89.00

In this course, The Manager's Toolbox: New Leader Challenges, learners focus on the following managerial and leadership factors:

- Creating a positive environment
- Dealing with direct reports
- Dealing with superiors
- Decisiveness
- Handling adversity or crisis situations
- Leading change

- Self-awareness and ethical purpose
- Organizing work for others
- Setting an example
- Vision

After completing this course, learners will be able to:

- Inhabit the managerial mindset
- Understand what employees want from their jobs
- Understand how managers lead
- Recognize the components of a manager's job: enforcing policies and procedures, controlling expenses, dealing with subordinates and superiors, planning and budgeting, recruiting and developing talent, and solving problems
- Address real-world managerial problems in negotiating high-stakes decisions, deciding levels of transparency, dealing with unhappy customers, negotiating work-life balance, responding to negative feedback, and managing change

37) The Manager's Toolbox: New Manager's Challenges (5 hours / 0.83 point) - \$89.00

In this course, The Manager's Toolbox: New Manager Challenges, learners focus on the following managerial and leadership factors:

- Administering policies and procedures
- Dealing with direct reports
- Leading others
- Recruiting, training, and developing employees
- Solving problems

After completing this course, learners will be able to:

- Inhabit the managerial mindset
- Understand what employees want from their jobs
- Understand how managers lead
- Recognize the components of a manager's job: enforcing policies and procedures, controlling expenses, dealing with subordinates and superiors, planning and budgeting, recruiting and developing talent, and solving problems
- Address real-world problems faced by recently promoted managers in administering company policies, communicating company policies, managing detrimental employee behaviors, and managing employees

38) The Manager's Toolbox: Performance Challenges (5 hours / 0.83 point) - \$89.00

In this course, The Manager's Toolbox: Performance Challenges, learners focus on the following managerial and leadership factors:

- Administering policies and procedures
- Creating a positive environment
- Dealing with direct reports
- Dealing with superiors
- Handling adversity or crisis situations
- Leading change
- Leading others

- Organizing work for others
- Recruiting, training, and developing employees
- Solving problems
- Vision

After completing this course, learners will be able to:

- Inhabit the managerial mindset
- Understand what employees want from their jobs
- Understand how managers lead
- Recognize the components of a manager's job: enforcing policies and procedures, controlling expenses, dealing with subordinates and superiors, planning and budgeting, recruiting and developing talent, and solving problems
- Address a variety of real-world problems in employee performance, such as responding to poor performance, preventing social media distractions, and implementing disciplinary procedures

Project Management Courses

39) Managing Real World Projects (10 hours / 1.7 points) - \$249.00

This online, self-paced six-module course presents a stream-lined approach to project management based on the best practices of experienced, effective project managers. It cuts through the clutter and focuses on the key principles of project management in the real world, offering tools and techniques for achieving project success. *Managing Real World Projects™* is intended for anyone who needs to lead or manage projects of any kind.

Managing Real World Projects™ provides you with a clear road map for leading a project through the five key project stages: Initiating, Planning, Controlling, Executing and Closing. You'll be exposed to the basic tools employed in each of these stages, including templates for a comprehensive project plan, work breakdown schedules, task list, issue list, risk register and close-out documents. Each stage is illustrated by examples and video commentary by project management professionals, where you can see how best practices are applied to solve project challenges.

Taking advantage of online interactivity, the course utilizes vocabulary games, flashcards, and drag-and-drop activities to help you master the material. Numerous mastery quizzes and ten interactive real world case studies allow you to test your understanding of the content, along with a comprehensive course-ending exam. By submitting a question via the course's Ask the Expert link, you get access to project managers who will answer your questions within 24-48 hours.

40) Managing Real World Projects (18 hours / 3 points) - \$359.00

The vast majority of project work in today's organizations is done in a team setting. In this environment, project management team leaders have a tremendous responsibility and opportunity to develop and exhibit leadership skills. This course first discusses the roles and responsibilities of the project management team leader, in particular their responsibility with regard to project stakeholders. Next, the course discusses how project management team leaders can build a positive team environment through effective communication, team building activities, and reflective listening. Lastly, the course covers problem solving within

the team. Project management team leaders must be effective at identifying and resolving team problems in order for the project to succeed. To do this, team leaders must have an understanding of the team dynamic for decision-making and must be able to manage conflict among personality differences and barriers.

The course contains 12 brief case studies designed for application of the content to real-world scenarios, as well as six comprehensive module quizzes and a 72-question Final Assessment.

41) Emotional Intelligence for Project Managers (3 hours / 0.5 point) - \$79.00

Emotional intelligence (EI) is our ability to identify and control our emotions to achieve positive outcomes in our relationships. Project managers with high EI are better equipped to deal with team members, vendors, stakeholders, and sponsors and to handle and resolve conflicts.

This one-module course reviews the underlying concepts of emotional intelligence and explores how project managers can improve, and make use, of their emotional intelligence.

After completing this course, you should be able to:

- Discuss the role of emotional intelligence for managers and project managers
- Explain why improving emotional intelligence can improve managerial performance
- Recognize the importance of emotional intelligence in successful project management
- Discuss the nine key EI factors
- Apply EI factors to project scenarios

Six Sigma & Lean Courses

42) Lean Basics (10 hours / 0.83 point) - \$299.00

Lean Basics describes the core concepts and central principles practitioners will need to successfully understand and apply Lean strategies to organizational operations.

This self-paced course provides instructional material that explains the underlying philosophy and theory of effective Lean implementation. Key ideas are presented in an easy-to-understand format, with interactive and integrative exercises to help learners better understand the foundational elements of a Lean application.

Case studies and video segments from experienced Lean professionals provide real-world advice and counsel for participants, while educational aids and review assignments assist in the comprehension and retention of course material, to ensure proficiency and mastery of critical knowledge and information.

After completing this course, you should be able to:

- Identify the key principles and practices of an effective Lean approach
- Describe the benefits that a Lean application can provide to organizations, supply chains, and value streams
- Assess the impact of culture in Lean environments
- Illustrate the role that just-in-time and jidoka standards play in Lean implementation

- Formulate strategies for eliminating the waste and non-value-added activities in work systems and processes
- Explain how the interconnectivity of Lean concepts leads to continuous advancement and breakthrough improvements in the workplace

43) Six Sigma Basics (32 hours / 5.33 points) - \$499.00

This self-paced course explains the concepts, strategies, tools, and techniques learners will need to complete process improvement projects and activities. The course is divided into eight modules that explain key foundational Six Sigma information, guide students through the five steps of the DMAIC methodology, and demonstrate how a Six Sigma approach can benefit organizations in several, diverse industries or business sectors. Course assignments detail the tools and skills learners will implement as they apply a Six Sigma approach to process improvement activities, and show practitioners how they can contribute as important members of improvement teams.

Throughout the course, learners will be tested on their understanding and comprehension of course topics through challenging exercises, interactive games, and case study assignments. Each module also includes comprehensive quizzes and tests that learners can use to gauge their progress and prepare for the 50-question exam at the course end. Video segments from subject matter experts also supplement the course material, to provide real-world examples and enhanced understanding of important concepts and best practices.

After completing this course, you should be able to:

- Explain the concepts, tools, techniques, and strategies used in Six Sigma projects
- Describe the five stages of the DMAIC methodology and identify the factors that will improve its chances of success
- Choose and apply specific tools and techniques in support of process improvement activities
- Analyze the specific roles and responsibilities of team members and formulate plans to ensure appropriate participation in project assignments
- Examine the interrelationships of tasks, activities, and practices in Six Sigma projects

Sustainable Management Courses

44) Measuring Sustainable Management Performance (5 hours / 0.83 point) - \$99.00

One well-known business saying is that you can't manage what you can't measure. With the growing importance of sustainable management, business leaders must find the appropriate tools and techniques for measuring their organization's sustainability performance.

This course reviews the measurement of sustainable management practices and performance.

After completing this module, you should be able to:

- Explain how managers can model and measure sustainable management practices
- Discuss how strategic performance measurements, including the balanced scorecard and Shareholder Value Analysis, can be employed in looking at corporate sustainability efforts

- Outline how accounting systems, including activity-based costing, life-cycle costing, and full cost accounting can be used in assessing sustainability
- Understand methods of calculating return on investment for sustainability decisions and green capital investments
- Discuss measuring and reporting sustainability to government and nongovernmental organizations (NGOs)
- Recognize best practices for measuring sustainable management efforts

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Claudene Anthony, Elections Chairperson
Awilda Hernandez, Elections Vice-Chairperson

Date: October 2, 2017

Subject: Mid-Year Report – Elections Committee



Background

A request was received from President Kayser regarding the Election Manual consistency with the organization's Constitution and Election's Policy. The Policy Committee reviewed the manual and made necessary changes to be submitted for approval; the revisions were provided to the Elections Committee.

Discussion

The revisions were submitted to members of the Election Committee. Some comments were submitted to committee members and IIMC staff.

Financial

There is no financial impact.

Summary

The Elections Committee received recommendations submitted by the Policy Review Committee. A copy of the recommendations with additional comments is included with this report. The committee awaits the approval of the recommendations and future assignments.

Recommendation

Approve submitted revisions.

Management's Recommendations:

The committee's main goal this term was the Election Manual. With their help and the Policy Committee's revisions, we now have a current Election Manual. The Manual is part of the Policy Committee's report and we recommend accepting it.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

TO: Board of Directors

FROM: Legislative Committee
Kimberley A. Rau, MMC, Chair
Debra A. Mangel, MMC, Vice Chair

DATE: September 29, 2017

SUBJECT: Board Meeting Report



BACKGROUND

The Legislative Committee was created six years ago to provide legislative resources to the IIMC membership. The original purpose of the committee was to 1) identify trends in state/provincial/national legislation impacting the Municipal Clerk profession, 2) provide links to state/provincial/national legislative resources, 3) work with the Research and Resource Committee to make information on state/provincial/ national legislative resources available on the IIMC resource page, 4) monitor and review federal legislation pertinent to the profession, and 5) when appropriate provide relevant written reports regarding the same. President Mary Kayser suggested the committee work with the states to put together a resource guide to Municipal Leagues.

DISCUSSION

The Committee met via conference call on September 29th and discussed a variety of topics including the following:

- Previous work of the committee and its effectiveness.
- Refocusing the direction of the committee to focus on involvement with Municipal Leagues.
- Vast differences in how the legislative process works in each state and the clerk's involvement in such.
- Clerk's involvement in their state leagues.
- Provide tips to membership on how to bring the clerks to the table, improving/strengthening relationship with state league.
- National League of Cities as a resource.
- Articles in the IIMC News Digest:
 - Large City
 - Smalls City
 - Built your relationship with your league
- Work with the Conference Planning Committee to sponsor a Legislative Session at the Annual Conference on federal legislation. California and Minnesota have clerks associations that are very active with their state leagues. Discussion about tapping into these associations to assist with an upcoming Legislative Session on federal legislation and pertinent state legislation.
- Provide tips or best practices to assist Clerks on how to improve the relationship with their state league.

RESOURCE

Add the following link to the IIMC website: <http://nlc.org/state-municipal-leagues>

FINANCIAL

Not Applicable – The Legislative Committee is a volunteer group of municipal clerks, the Committee's meetings are held via conference call, and the Committee's work is conducted via email.

SUMMARY

The Legislative Committee has a renewed energy and is focused on providing long-term value to the membership as a standing committee by continuing its work. Discussion resulted in the committee focusing its energy and resources on helping clerks to better utilize relationships with state leagues. Highlight states that have strong relationships with their league.

RECOMMENDATION

The Committee recommends IIMC host a Legislative Session during the Annual Conference to provide updates on federal legislation as well as applicable state laws to the membership. The Legislative Committee will work with IIMC's Education Department to determine whether or not this session will fit the education program during the Annual Conference in Norfolk.

Management's Recommendations:

When reviewing this Committee's viability last February, there was discussion about whether or not to continue. The Committee initially began as a Task Force and found ground to continue as a stand alone Committee. It began with fervor and excitement, published several *Legislative Update Newsletters* but, eventually, bogged down due to time commitments from the members and the immediacy of legislation being available for IIMC members. However, in speaking with several of the original members of the committee, they believe that the committee can become productive and timely, again. We recommend continuing with the committee at this point. As of this writing, there is no decision about an education session at the Conference.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Nancy Vincent, Chair, PRC
Casey Carl, Vice Chair, PRC

Date: September 29, 2017

Subject: Mid-Year Report – Policy Review Committee



Background

The Policy Review Committee (PRC) completed its assignment to update the August 2013 Elections Manual with the current language in the IIMC Constitution and IIMC Policy Manual. The PRC worked with the Election Committee Chair in reviewing and recommending the proposed changes.

Discussion

The PRC held a conference call on Tuesday, September 26 to discuss changes needed and to ensure that the Committee was in agreement with the changes proposed to the IIMC Board of Directors.

The changes recommended to the Election Manual are attached to this report in track changes. Any new language proposed has been underlined and any language to be deleted has been stricken through.

A few minor changes are being recommended some for consistency of the terms such as “Election Manual” and “Election Committee” and others are stylistic changes. Those are:

- Page 12, paragraph 6, first bullet, the PRC recommends that the letter “S” in “Sheet” not be capitalized so it would read: “Sign in **sheet** for Election Officers.”
- Page 4, in addition to reconciling the language of the IIMC Constitution and Policy Manual, the PRC wanted to make the language for electing the Vice President in Section II, and electing Region in Section III consistent.
- New generic Sample Ballots for both Vice President and Region Directors have been included, specific to each election.

General Upkeep changes for the IIMC Policy Manual for your information are:

12.20.040 Election – Region Directors

B. Voted ballots must be received at IIMC headquarters no later than 20 days prior to the opening session of the annual conference. **Ballots received after the deadline will not be opened.**
REMOVE

2.20.050 Election – Vice President

If there is one Vice President candidate, no election is held and the candidate is declared elected. If there are two or more candidates, IIMC conducts an election 30 or more days prior to the beginning of the Annual Conference. Election of a Vice President shall be conveyed to all Full Members, Associate Members, Retired Members and Honorary Members.

Voted ballots must be received at IIMC headquarters no later than 20 days prior to the open session of the annual conference. **Ballots received after the deadline will not be opened.**
REMOVE

Financial

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

Summary

The PRC has worked with the Elections Commission on the recommended changes to the Election Manual. With the submission of this report, the PRC has completed its assignment for mid-year. PRC awaits further assignments during the upcoming year.

Recommendation

The PRC respectfully recommends the adoption of the revisions to the Elections Manual as outlined above.

I would like to thank Vice Chair Casey Carl and all members of the PRC for their hard work and dedication. Thank you for the honor to serve.

Management's Recommendations:

We thank the Committee's work on reviewing the policy manual, especially focusing on revising and updating the Election Manual. The Manual has not been updated since 2014 and was in dire need of revisions. We have also incorporated the Election Committee's revisions in the attached Manual. The Manual is now current and matches the election policies and constitution. We recommend that the Board adopt the Election Manual as presented.



ELECTIONSELECTION MANUAL

REVISED ~~August 2013~~September 2017

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Overview

This Elections Manual discusses in detail the responsibilities of the President, Executive Director, IIMC Staff, [Elections/Election](#) Committee and Election Officers with regard to the following areas:

- I. Election process of IIMC Vice President Candidates
- II. Election process of IIMC Regional Director Candidates
- III. Election process of vetting Amendments to the Constitution prior to distribution to members
- IV. Election process on-site at IIMC Annual Conferences
 - a. Vetting of proposed amendments filed to be posted, prior to the official opening of the Annual Conference
 - b. Announcement of Election results at the Annual Business Meeting
 - c. Annual Business Meeting - Votes for Amendments to the Constitution and non-Constitution items

NOTE: Because this committee appointment begins at the start of the Annual Conference and does not end until the end of the next Annual Conference, there is an overlap of the two committees and Chairs. The Outgoing Chair will handle the conference elections and review of process at the committee meeting. The Incoming Chair will review the new committee goals and Chair the meeting. This manual will specify which duties pertain to both the Incoming and Outgoing Chairs. Both committees will work together for duties assigned during Annual Conference.

SECTION I
VICE PRESIDENT/REGION DIRECTORS CAMPAIGNING GUIDELINES

Campaigning Guidelines - IIMC Policy - Board of Directors – Elections and Campaigning,

• A member may begin to campaign no earlier than July 1 and only after IIMC has vetted and approved the candidate's nomination form and materials.

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• Candidates are allowed unlimited e-mails to discuss their candidacy.

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• 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 any perceived impropriety with the information provided, the Executive Director will submit the information to the Election committee for their final recommendation.

• 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.

~~Vice President Candidates are allowed unlimited e-mails to discuss their candidacy.~~

~~IIMC staff will continue to review all election materials including candidate brochures, biographies, etc., prior to distribution to the membership and, if there is any perceived impropriety with the information provided, the Executive Director will submit the information to the Election Committee for their final recommendation.~~

~~Executive Committee members can neither endorse nor provide assistance to any candidate.~~

SECTION II ELECTION OF VICE PRESIDENT

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Upon receipt of nominating forms for Vice President, ~~per the IIMC Constitution~~, the Executive Director determines that the candidate(s) have met all qualifications as set forth in the Constitution and Policies and notifies the membership of the qualified nominees no later than 60 days prior to the commencement of the Annual Conference. Nominations received after the closing date will be returned to the Candidate.

If only one qualified candidate files by the deadline, no election is required and the candidate is declared elected and announced at the Annual Conference (Annual Business Meeting).

If there are two or more candidates, IIMC conducts an election 30 or more days prior to the beginning of the Annual Conference. Ballots will be conveyed to all Full Members, Additional Full Members, Associate Members, Retired Members and Honorary Members. The Executive Director will submit the proposed ballot for review by the ~~Elections~~Election Committee prior to distribution to members.

The deadline for voting will be twenty (20) days prior to the Opening Session of the Annual Conference. (This date will be different each year but will fall sometime at the end of April.)

Voted ballots must be received at IIMC headquarters no later than 20 days prior to the opening session of the conference. ~~Ballots received after the deadline will not be opened.~~ Upon close of voting, the Executive Director shall immediately:

- (1) Tally the votes;
- (2) Communicate the results with the Election Committee Chair;
- (3) Communicate the results with the Vice President candidates;
- (4) Communicate the results with the membership; and
- (5) Post the results on the website.

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Results

~~The election's result will be collected and brought in a sealed envelope to the Annual Conference.~~ At the Annual Business Meeting, the ~~Elections~~Election Committee's Outgoing Chair will announce the results of the Vice President elections. The Results of the Election must include the number of eligible voters, ballots, the number of ballots ~~returned~~submitted by the deadline, ~~the percentage of voting members in the Region voting,~~ the number of ballots qualified and counted and the number of votes each candidate received.

See sample on pages 12 and 137.

No Qualified Nominees

If no qualified nominees are identified for Vice President by the deadline, the Board of Directors will, at a regular or special meeting held at the Annual Conference, appoint a Vice President who will serve until the next annual meeting of the membership at which time an election will be held for President Elect and Vice President, ~~in the same manner as prescribed in IIMC's Constitution.~~

Vacancy in Office of Vice President

If there is a vacancy in the office of Vice President, the Board of Directors, within sixty (60) days of the vacancy, will appoint for the remainder of the term a Full or Additional Full Member based on the requirements of the position and office. Notwithstanding the above, if the vacancy shall be for a period of less than 120 days, the office shall remain vacant for the remainder of the term. At the next Annual Conference, an election will be held for President Elect and Vice President ~~in the same manner as prescribed in HMC's Constitution.~~

Ballot sample ~~iss-are~~ provided on pages ~~65~~ of this section.

SAMPLE (Electronic) Ballot for Election of Vice President

Ballot for Election of Vice President

Instructions

There are two candidates for the office of IIMC Vice President.

How to Vote:

Please choose one candidate and mark your vote by clicking on the circle next to the candidate's name.
The deadline to vote is Tuesday, April XX, 20XX – 5:00 P.M. Pacific Time.

The elected Candidate for Vice President will be announced at the Annual Business Meeting on
Wednesday, May XX, 20XX during the Annual Conference in City, ST.

BIOGRAPHIES in Alphabetical Order

Dyno S. Clerk, MMC
City Clerk
Somewhere, ST 12345

Dyno S. Clerk has been City Clerk in Somewhere since 20XX and has worked for the City for 13+ years.

After graduating The University of California, Los Angeles, she obtained a Ph.D. from Harvard Business School in 20XX.

Dyno became a member of the State Association and served as a Director as well as chairing and serving on several committees. As a member of IIMC since 20XX, she has attended many national conferences and served as IIMC Region XX Director from 20XX-20XX.

During her time on the Board, she became passionate about the Municipal Clerk Education Foundation and helps to promote its education grants to other clerks. Dyno has enjoyed her work with IIMC committees including Elections Committee, Public Relations and Marketing, and the

Dyno considers lifelong learning essential. She achieved her MMC designation 20XX and has mentored several others in her profession.

Reliable Sue, MMC
City Clerk
Noplace, ST 06789

Reliable Sue was appointed City Clerk in 20XX, after retiring from a X year career with the City of Noplace, ST. During her tenure with Noplace, Reliable served in the City Administration Office as Deputy Administrator and was subsequently appointed City Clerk, serving for XX years. As City Clerk, Reliable is responsible for Public Records, Technology and Information Services, and Legislative Public Disclosure and Human Resources.

During her tenure, Reliable earned her bachelor's degree in Public Administration from Kaplan University and MMC designation from IIMC. She served as president for the Municipal Clerks' Association, served as IIMC Region XX Director from 20XX-20XX.

Reliable currently serves as Chair of the Program Committee for IIMC and recently participated in the IIMC Exchange Program.

*1. Vote for one candidate



Dyno S. Clerk, MMC - City Clerk - Somewhere, ST



Reliable Sue, MMC - City Clerk - Noplace, ST

SECTION III ELECTION OF REGION DIRECTORS

After receiving nomination forms for Region Directors, the Executive Director reviews and approves that the candidate(s) have met the qualifications set forth in ~~the Constitution and~~ IIMC Policy and notifies the membership of the qualified nominees no later than 60 days prior to the commencement of the Annual Conference. Nominations received after the closing date will be returned to the candidate.

If only one qualified candidate files to fill each vacancy by the deadline, no election is required and the candidate is declared elected and announced at the Annual Conference (Annual Business Meeting).

No Qualified Nominees

If no qualified nominees for Region Director are identified by the deadline, the Board of Directors will fill the vacancy ~~in the same manner as prescribed in IIMC's Constitution.~~

Region Elections

If there is more than one qualified candidate filing for a vacancy in the Region, IIMC will conduct an election to all voting IIMC members in that Region (Full Members, Additional Full Members, ~~Associate Members, Retired Members~~ and Honorary Members). The Executive Director will submit the proposed ballot to the ~~Chair and the Elections~~ Election Committee for their review prior to distribution.

No later than ~~sixty (60)~~thirty (30) or more days prior to the commencement of IIMC's Annual Business Meeting, each active voting member within the Region will receive a ballot for that region. Samples are provided on page 9-8 of this Section.

The deadline for voting will be twenty (20) days prior to the Opening Session of the Annual Conference. (This date will be different each year but will fall sometime at the end of April.)

Voted ballots must be received at IIMC headquarters no later than 20 days prior to the opening session of the conference. Ballots received after the deadline will not be opened. Upon close of voting, the Executive Director shall immediately:

- (1) Tally the votes;
- (2) Communicate the results with the Election Committee Chair;
- (3) Communicate the results with the Region Director candidates;
- (4) Communicate the results with the membership; and
- (5) Post the results on the website.

Results

~~The election's results will be collected and brought in a sealed envelope to the Annual Conference.~~ At the Annual Business Meeting, the ~~Elections~~ Election Committee's Outgoing Chair will announce the results of the Region Director elections. The Results of the Election must include the number of eligible voters ~~ballots~~, the number of ballots ~~returned~~submitted by ~~the deadline~~, the number of ballots ~~received-qualified and counted~~, and the number of votes each candidate received.

Vacancy in Office of Regional Director

If the vacancy occurs 120 days or less prior to the Annual Conference, the office remains vacant for the remainder of the term.

If the vacancy occurs more than 120 days prior to the Annual Conference:

1. The IIMC President notifies the Board of Directors and the Presidents of the Municipal Clerks Associations within the Region in which there is a vacancy.
2. The Municipal Clerks Associations may recommend one or more qualified candidates for consideration.
3. Nominations are also accepted from any member in the Region.
4. A new Region Director is elected to serve the remainder of the term and is eligible to be a candidate for a consecutive full three-year term.

Ballot sample ~~is~~ [are](#) provided on page ~~s~~ [95](#) of this section.

~~See sample on page 12 and 137.~~

SAMPLE (Electronic) Ballot for Election of Region Director

Instructions

Region XX Candidates for IIMC Board of Directors Vacancy Three-Year Term – May XX, 20XX through May XX, 20XX
Candidates are listed alphabetically.

How to Vote:

Please choose one candidate and mark your vote by clicking on the circle next to the candidate's name.
The deadline to vote is Tuesday, April XX, 20XX – 5:00 P.M. Pacific Time.

The elected Candidate for Region Director will be announced at the Annual Business Meeting on Wednesday, May XX, 20XX during the Annual Conference in City, ST.

BIOGRAPHIES in Alphabetical Order

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City Clerk
Somewhere, ST 12345

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During her time on the Board, she became passionate about the Municipal Clerk Education Foundation and helps to promote its education grants to other clerks. Dyno has enjoyed her work with IIMC committees including Elections Committee, Public Relations and Marketing, and the

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During her tenure, Reliable earned her bachelor's degree in Public Administration from Kaplan University and MMC designation from IIMC. She served as president for the Municipal Clerks' Association, served as IIMC Region XX Director from 20XX-20XX.

Reliable currently serves as Chair of the Program Committee for IIMC and recently participated in the IIMC Exchange Program.

*1. Vote for one candidate

- ☐ Dyno S. Clerk, MMC - City Clerk - Somewhere, ST
☐ Reliable Sue, MMC - City Clerk - Noplace, ST

SECTION IV

PROCEDURES FOR VOTING ON PROPOSED CONSTITUTIONAL AMENDMENTS AND OTHER ITEMS DURING THE ANNUAL BUSINESS MEETING

Voting on Proposed Constitutional Amendments Proposed Amendments to the Constitution will be made in writing, setting forth the particular change or changes proposed and will be filed with the Executive Director ~~and the President~~.

Proposed amendments filed in accordance with the provisions in IIMC's Constitution will be submitted to the membership for consideration when filed under ~~either of~~ the following procedures:

- ~~1. A copy of proposed amendments, with the name of the author, who must be a voting member, and a statement of the reason the proposed changes are being recommended is filed in sufficient time to be published in the News Digest no later than the month immediately preceding the month of the Annual Conference; or~~
- ~~2. A copy of any proposed amendments is filed in sufficient time to be posted in a prescribed place prior to the official opening of the Annual Conference. Amendments so filed must include the proposed amendment, the existing language being changed (if any), an explanation of the urgency of the amendment, and a statement explaining the intent of the proposed amendment. The posting must include the name of the author, who must be a voting member, and the name of at least one other voting member who supports the change.~~
- ~~1. It is determined that if the proposed amendment is adopted, it will not have a negative impact on the organization or its finances as determined by the Board.~~
- ~~2. A copy of the proposed amendment, authors' names, intent and explanation are filed by February 1 in time to be published in the March News Digest.~~
- ~~3. The proposed amendment's merit is discussed and evaluated with the attendees at the Annual Business Meeting.~~

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Proposed a Amendments to the Constitution must be presented to the membership at the Annual Business Meeting. Amendments presented ~~must~~ require passage by ~~two-thirds~~ a majority vote of members present and must be submitted to the membership for ~~ratification-approval~~ as outlined in the following paragraph:

Proposed a Amendments approved during the Annual Business Meeting must be distributed to the entire membership ~~for ratification~~. Members will have ~~sixty (690)~~ days from the adjournment of the Annual Business Meeting to return a ballot on the proposed amendment. The constitutional amendment ~~shall be adopted is ratified~~ if two thirds of the ballots received by 5:00 p. m. PST on the ~~6190~~st day following adjournment are in favor of the proposal. The effective date of the amendment will be the ~~69~~¹st day unless otherwise specified.

Items of Business Introduced At Annual Business Meeting

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

at the Annual Business Meeting.

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

- 1) Report in the News Digest.
- 2) Email to the membership.
- 3) Report at the next Annual Business Meeting.
- 4) A combination of the above.

Voting is always anticipated during the Annual Business Meeting during the Annual Conference; therefore, the following procedures will be in place for the conduct of the vote:

1. Prior to the conference, Region Directors from each Region will appoint (2, one each) voting members from that Region to serve as Election Officers to assist the ~~Elections~~Election Committee (who will also serve as Election Officers) in counting and tabulating the votes at the Annual Business Meeting.
2. IIMC Staff will record these appointments and provide this information, along with the layout of the tables for the Delegate Meeting, to the Outgoing and Incoming Chairs of the ~~Elections~~Election Committee at the conference location.
3. IIMC Staff will transmit an email to each appointed Election Officer, including the following information:
 - Date, time and location of the Annual Business Meeting
 - Designated table location for election officers
 - Name of Outgoing and Incoming Chairs of ~~Elections~~Election Committee
 - Date, time and location at the Conference ~~to for the Elections~~Election Committee's Meeting, which will include a review the voting procedures.
4. ~~During the Elections~~Election Committee meeting, the Outgoing Chair will review voting procedures and assign responsibilities for the Annual Business Meeting. The 22 delegates, appointed by their Region Directors, will be Election Officers and shall attend this meeting. The following assignments will need to be made:
 - (2) Election Committee members and the Incoming and Outgoing Chairs of the Election Committee to preside over the Vote Tabulating Table.
 - Assign tables to each of the Election Officers, using the seating diagram provided by IIMC staff. Each Election Officer may be assigned to count votes at several Delegate tables.
5. Prior to the Annual Business Meeting, Election Officers will sign in, review the instructions, and receive their assigned table numbers. IIMC Staff will provide Election Officers with special colored armbands and badges. They will be seated together at reserved tables to facilitate communication during the voting.
6. IIMC Staff will arrange for a Vote Tabulation Table and equip the table with the following:
 - Sign in ~~s~~Sheet for ~~Elections~~Election Officers
 - Armbands
 - Laptop computer that includes an Excel spreadsheet with Master Tabulation Form - Sample on page 11
 - A calculator that provides a printout
 - 30 sharpened pencils
 - 26 clipboards
 - Table Vote Tally Forms (quantity should exceed # of questions to be voted on, times the number of Delegate tables) – Sample on page ~~12~~9
 - Master Tabulation Forms (paper version)- (quantity should exceed the # of questions to be voted on) - Sample on page ~~13~~0

7. When the person presiding over the Annual Business Meeting calls a question, the Delegates vote by raising their hand. If there is no clear majority, the vote tabulation will take place as follows:
- ~~Elections~~Election Officers will count and record votes at their assigned Delegate tables – one table at a time, checking each person’s badge for voting ribbon.
 - The votes will be recorded on individual Table Vote Tally Forms – one form for each table. Each form is to be completely filled out by the Election Officer.
 - ~~Elections~~Election Officers will turn in the completed forms at the Vote Tabulation Table.
 - ~~Elections~~Election Officers will remain at the Vote Tabulating Table and will cast their vote, along with Incoming Chair.
 - One Election Committee member at the table will record the votes for tables on the Master Tabulation Form (paper version).
 - The other Election Officer will calculate the numbers using calculator with print out.
 - After all Table Vote Tally Forms are recorded, the Incoming Chair of the Committee will ask the (2) Tabulating Election Officers and Outgoing Chair to vote and record the votes as the last table number.
 - The Outgoing Chair of the Committee will check the accuracy of all entries made to the paper version of Master Tabulation Form before tabulations begin.
 - The Incoming Chair will tabulate the results on the Master Tabulation Form on the laptop computer.
8. The Outgoing Chair of the ~~Elections~~Election Committee signs the Master Tabulation Form (paper version) and relays the final vote tally on the Master Tabulation Form to the person presiding over the meeting, who will announce the results.
9. All votes, tabulations and tallies will be destroyed immediately after the Delegate meeting is adjourned. The Outgoing Chair of the ~~Elections~~Election Committee is responsible for destruction of these records.

Samples are provided on pages ~~1231~~ – ~~1342~~ of this section.

IIMC DELEGATE MEETING EXCEL SPREADSHEET		
Table Number	Ayes	Nayes
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
Election Officers		
SUM		

Master Form, used at Election table, usually on Laptop to auto calculate

SECTION III TABLE VOTE TALLY	
TABLE NUMBER: _____	
Motion _____	

YES (Total Number)	_____
No (Total Number)	_____
Abstain (Total Number)	_____

Election Officer:	_____
	Signature
Date:	_____

Table Vote Tally Form, used by Election Officers, one at each table

IIMC DELEGATE MEETING MASTER TABULATION FORM			
Question			
Table Number	Ayes	Nayes	Election Officer
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
23			
24			
Election Officers			
SUM	0	0	
Chair of Elections Credentials Committee (print name)			
Signed:			

Table Tally Form (paper version),
used at Election table

SECTION V PROCEDURES FOR VETTING ELECTION INFORMATION

Prior to distribution to members, the Election Committee reviews the following materials to be distributed using the most current IIMC Constitution or Policies. It is the responsibility of the Outgoing Chair to confirm that the committee is using the most current documents. Any changes necessary will be immediately brought to the attention of the Executive Director for correction.

- Amendments to the Constitution
- Election Ballots for Vice President and Region Directors
- Election materials deemed improper by the Executive Director

Upon changes to the IIMC Constitution or Policies, the Executive Director will notify the Election Committee Chair. The Election Committee will then make a recommendation to update the Election Manual accordingly.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Marc A. Lemoine, MMC
Chair, Budget & Planning Committee

Date: October 2, 2017

Subject: Budget & Planning Committee Mid-Year Report



Background

Membership on the 2017 / 2018 Budget and Planning Committee is comprised of:

- Marc Lemoine, MMC, Chair
- Bernie White, MMC, Vice-Chair
- Mary Kayser, MMC
- Stephanie Carouthers Kelly, MMC
- Lana McPherson, MMC (Board Liaison)
- Vincent Buttiglieri, MMC
- Andrew Pavlica, MMC
- Chris Shalby, IIMC Executive Director (Non-Voting Staff Liaison)

2017 / 2018 Committee Goals as assigned are:

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 quarterly 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

On September 1, 2017, IIMC staff distributed to all committee members information on the current 2017 budget and the proposed 2018 budget

A meeting of the Budget & Planning committee to review this information and create a proposed 2018 budget was held on Friday, September 22, 2017 at IIMC headquarters in Rancho Cucamonga, California. All committee members, as listed on page 1 were present. IIMC Finance Specialist Janet Pantaleon and IIMC financial consultant Connie Parker also attended.

1. Policy Review

The Committee reviewed Title 4 of the IIMC Policy Manual, Revenue and Finance. This is comprised of sections 4.05 through 4.20, which is the relevant policy governing IIMC budgets, investments, accounting policies and the reserves.

Discussion took place on the policy, with minor wording changes suggested for clarity purposes and to ensure the policy matches current operations. These changes include changing section 4.05.030, sections A, F and I. Section A is amended to replace the requirement for undertaking budgeting in “August” to rather read that budgeting will occur in the “fall” of each year. Section F is revised to ensure clarity that the Board of Directors has the final approval in regards to additional appropriations. Wording in Section I is amended to ensure clarity around how the budgeting process occurs.

ED Shalby confirmed that IIMC is not at the stage in terms of the amount of operational or surplus funds to follow the guidelines laid out under the Investment Policy (Chapter 4.10) or require an Investment Manager. Rather funds are deposited with various financial institutions up to the FDIC limits to ensure funds are protected. The Board may wish to review this section of the policy in more detail in the future should surplus funds continue to grow.

ED Shalby confirmed that Directors & Officers Insurance is in place for 2017 and has been budgeted for 2018, which is a requirement of section 4.15.080 of the IIMC Policy Manual.

The Committee also reviewed section 2.35.080 of the IIMC Policy Manual, regarding appointments to the Budget & Planning Committee. Draft changes to this section were provided by the Policy Review Committee. The main recommendations for change in this section include limiting members to only serve once as Chair of the committee. This is to ensure rotation on the committee, thereby increasing IIMC’s knowledge base in the financial area among its members. The committee also recommended changes to make this section of the policy gender neutral and to ensure procedures are in place for vacancies.

Recommendation 1: That the Board of Directors adopt the revised section 4.05.030 of the IIMC Policy Manual, as attached in Attachment A.

Recommendation 2: That the Board of Directors adopt the revised section 2.35.080 of the IIMC Policy Manual, as attached in Attachment B.

Discussion (continued)

2. Review of Auditor's Management Letter & Report

As per Committee Goal #5, the Committee reviewed the Auditor's Management Letter & Report. These were provided by GYL Decauwer LLP, for year ended December 31, 2016, with the letter being dated April 14, 2017. The committee undertook discussion on this item. The committee did not identify any concerns in regards to these items and accepted the letter and report as presented, noting that the Auditor provided a clean audit in regards to IIMC accounting practices and reporting of its financial position in 2016. Notably, the Opinion provided by the auditors on page 2 of their report is as follows:

"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, 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."

3. Develop a five-year capital items projected needs list

As per Committee Goal #2, the Committee reviewed the five-year capital items projected needs list prepared by staff. ED Shalby noted the projected \$75,000 expense in 2018 for new iMIS 20-300 EMS database and task manager software. He advised that the new software will help streamline processes / provide efficiencies for staff as well as improving customer experience in areas such as online payments and new member registrations. He expects the expense to be spread over two years. The committee accepted the capital items projected needs list as provided and forwards such to the Board of Directors.

4. Develop and identify areas for improvement in the annual balanced budget, to be submitted to the Board of Directors for approval.

As per Committee Goal #1, the Committee discussed areas for improvement in the annual balanced budget. ED Shalby advised that the current financial state remains positive, with both operational funds on hand and restricted reserve funds continuing to grow. Increasing operational funds on hand allow for flexibility and improvements in the services IIMC provides and increasing surplus funds provide for the long-term security of the IIMC. Increasing funds are related to continued annual profits resulting from diligence in controlling expenses, diversification in income sources including memberships, the annual conference, building leases and other sources such as certification.

ED Shalby further advised that IIMC continues to expand its offerings to membership including planned expanded on-line educational opportunities, but that there were no plans to expand staff or other major changes. Future profits would continue to be used to increase the restricted reserves. The committee noted the continued diligence of staff as a main factor in IIMC's ongoing positive financial situation. No areas for improvement are recommended this year, although continued vigilance of finances by the IIMC Board, the Budget & Planning Committee and IIMC Staff is recommended.

Financial

5. Review 2017 YTD projections with Notes

Monitor quarterly 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.

Review the expenses and revenues associated with the Annual Conference and report on profit/loss.

The Budget & Planning Committee, as per Committee Goal #3, has earlier in 2017 reviewed quarterly revenue and expense reports dated March 31, 2017 and June 30, 2017. After review of these reports, the committee found that the 2017 adopted budget was being adhered to. After review of both reports, the committee forwarded any comments back to Executive Director.

Further to Committee Goal #3, the committee at its meeting of September 22, 2017 discussed the 2017 year to date financials including 2017 Projected Year-End Budget Notes dated September 1, 2017 and the 2017 IIMC quarterly financials as of June 30, 2017. ED Shalby reported that 2017 continues to project a greater than budgeted for profit. This is due to continued vigilance by staff in terms of expenses and a greater than expected performance by the 2017 annual conference in Montreal. Other positive notes include increased diversification of income sources with the building income increasing over 2016 due to full occupancy.

Key points and projections for the 2017 budget include:

- 2017 income is projected at \$1,964,4826 (2.4% over budget)
- 2017 expenses are projected at \$1,869,367 (1.2% under budget)
- 2017 profit is projected at \$95,115 (\$69,575 over budget)
- 2017 Restricted Reserves (including building reserves) are at \$603,177 an increase of \$73,741 over June 30, 2016
- 2017 Total Assets are at \$2.49 million, an increase of \$346,758 over June 30, 2016
- 2017 Mortgage Loan is at \$629,090, a decrease of \$26,709 over June 30, 2016

The committee, as per Committee Goal #4, has reviewed the financials related to the 2017 Annual Conference. As above, the conference far exceeded the original budget set for it. Original budgets for the 2017 conference were set very conservatively, as it was not known how many attendees a conference in Canada would attract. This was the first conference in Canada since 2004 in Whistler, BC. The conference drew 652 full paying delegates, 764 persons including retirees and guests. As per page 6 of the June 30, 2017 quarterly financial report, income exceeded budget in virtually all categories except the Exhibitor Program. Despite the higher than budgeted for number of delegates, expenses came in under budget in virtually all categories except for Food & Beverage, which is directly affected by the number of attendees. Total profit for the conference, which was originally projected at a loss, is now projected at \$77,468.

Key points and projections for the 2017 annual conference financials include:

- 2017 income is projected at \$533,283 (21.3% over budget)
- 2017 expenses are projected at \$ 455,815 (7.4% under budget)
- 2017 profit is projected at \$ 77,468 (\$150,282 over budget)

Financial (continued)

6. Review 2018 budget with notes

The committee at its meeting of September 22, 2017 discussed the 2018 budget prepared by IIMC staff along with the 2018 Management's notes on the budget, dated September 1, 2017. The committee received presentations from IIMC's various departments, including Education, Membership, Administration and Financial Services. All departments are operating well and provided impressive reports on initiatives in their areas. ED Shalby reported that little staffing changes are expected in 2018.

Positive financials for IIMC are expected to continue in 2018. Of note:

- IIMC continues to expand its services to membership including an expected expansion of online courses available to members through online company MindEdge; increased income projections are included under Distance Ed Registrations
- Building is fully leased; one client whose lease expires in January 2018 is expected to sign a new lease; other clients have ongoing 5 – year leases.
- No dues increase is recommended for 2018
- No increase in conference registration fees is recommended for 2018
- The 2018 Conference venue, Norfolk, Virginia is expected to be popular; 670 delegates are projected with a positive bottom line projected.

Little change is proposed from the 2017 to 2018 budgets. Changes of note include:

- Reduced expected dues income in Membership area (minus \$53,000); 2018 budget is similar to 2017 actuals.
- Reduction of salary lines in the Membership area with a corresponding increase in the Administration area as existing staff budgets are reassigned in keeping with actual operations.
- A modest staff increase was approved for all staff except for the ED.
- New funding is included in the Committees area for a Region X Consultant (\$6,000)
- Increase in Income and Expenses for the Conference area in keeping with attendee projections

The committee discussed the budget at length. ED Shalby and staff provided input to the satisfaction of the committee. The committee approved the budget to be submitted to the board with no outstanding concerns.

The committee also unanimously approved a motion that the regional discount for the annual conference be extended to Clerks in Regions 3 and 4, in order to show IIMC's support for those members in areas affected by recent natural disasters.

Recommendation 3: That the Board of Directors adopt the 2018 budget, as attached in Attachment C, with budgeted income of \$1,994,954, expenses of \$1,969,411 and profit of \$25,543.

Recommendation 4: That the Board of Directors adopt that the Conference Region Discount for the 2018 Annual Conference be extended to members in Region 3 and 4, as a show of support to our members in communities affected by recent hurricanes.

Summary

IIMC's finances are projected to remain strong throughout 2017 and 2018. This is a continuation of budget performance from the previous few years. Contributing factors to this ongoing positive financial situation includes the efforts of the IIMC Board in recent years to create and put in place policies and procedures that ensure budgets are adhered to and proper oversight of finances is in place. The lion's share of the praise for IIMC's financial success however is reserved for IIMC's staff, who operationalize the budget and financial policies. Staff continue to be committed to maximizing customer service within budgets, and are often looking for ways to constrain costs without affecting deliverables. This committee offers it praise to both the IIMC Board and IIMC Staff and urges continued vigilance in the future to ensure IIMC's long-term success.

Recommendations

Recommendation 1: That the IIMC Board of Directors adopt revised section 4.05.030 of the IIMC Policy Manual, as attached in Attachment A.

Recommendation 2: That the IIMC Board of Directors adopt revised section 2.35.080 of the IIMC Policy Manual, as attached in Attachment B.

Recommendation 3: That the IIMC Board of Directors adopt the 2018 budget, as attached in Attachment C, with budgeted income of \$1,994,954, expenses of \$1,969,411 and profit of \$25,543.

Recommendation 4: That the Board of Directors adopt that the Conference Region Discount for the 2018 Annual Conference be extended to members in Region 3 and 4, as a show of support to our members in communities affected by recent hurricanes.

Management's Recommendations:

We thank the Committee for their outstanding work and diligence in budget oversight and compliance. The report is extremely inclusive and there is nothing to add. We agree with the Committee's recommendations regarding revising Policy 4.05.030 and new policy 2.35.080. We also agree with the committee's recommendations regarding the adoption of the 2018 budget and the discount for Regions 3 and 4 for the 2018 conference in Norfolk.

Title 4

REVENUE AND FINANCE

Chapters:

- 4.05 Revenues and Expenditures – The Budget Process**
- 4.10 Investment Policy**
- 4.15 Significant Accounting Policies**
- 4.20 Nonlapsing Reserve Fund**

Chapter 4.05

REVENUES AND EXPENDITURES – THE BUDGET PROCESS

Sections:

4.05.010 Purpose.

4.05.020 Scope.

4.05.030 Policy.

4.05.010

Purpose.

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

4.05.020

Scope.

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

4.05.030

Policy.

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

B. At least two weeks prior to the budget meeting, staff will prepare an annual estimate of revenues and expenditures, in accordance with guidelines established by the budget and planning committee. This budget will, wherever possible, be a balanced budget and be accompanied by a summary of significant items that have been added to or removed from the budget to achieve a balance.

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

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

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

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

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

G. The executive director and staff are charged with monitoring expenditures to ensure that budget estimates of expenditures are not exceeded and that revenues are achieved. Each quarter, the

Executive Director submits to the Board of Directors a Balance Sheet and Profit and Loss Statement.

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

I. The Board reviews the budget at the mid-year and annual board meetings. The executive director will advise the budget and planning committee of any outcome immediately following the Board's budget review.

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

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

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

Chapter 4.10**INVESTMENT POLICY**

Sections:

- 4.10.010 Purpose.
- 4.10.020 Assignment of responsibility.
- 4.10.030 Responsibility of investment manager(s).
- 4.10.040 Allowable assets.
- 4.10.050 Spread of risk.
- 4.10.060 Safekeeping.
- 4.10.070 Related parties.
- 4.10.080 Prohibited assets.
- 4.10.090 Prohibited transactions.
- 4.10.100 Investment policy review.
- 4.10.110 Delegation of authority.

4.10.010**Purpose.**

A. This statement of investment policy is set forth in order to ensure that the current and future obligations of the organization are adequately funded in a cost-effective manner by:

1. Defining and assigning the responsibilities of all involved parties.
2. Establishing a clear understanding for all involved parties of the investment goals and objectives of the organization.
3. Offering guidance and limitations to investment managers regarding the investment of assets.
4. Managing organization assets according to prudent standards, as established in common trust law.
5. Establishing a basis for evaluating investment results.
6. Establish the relevant investment horizon for which the organization's assets will be managed.

B. The goals of the investment policy shall be:

1. Safety of principal.
2. Liquidity.
3. Yield.

C. Preservation of capital and the realization of sufficient total return to ensure the ongoing financial integrity of the funds are essential. Preservation of capital encompasses two goals:

1. Managing the risk of loss of principal for the fund as a whole.
2. Managing the erosion of principal value through inflation. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

4.10.020**Assignment of responsibility.**

The board of directors of IIMC is charged with the responsibility for the management of the assets of the organization. The board shall discharge its duties solely in the interest of the organization with the care, skill, prudence and diligence, under the circumstances then prevailing, that a prudent individual acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character with like aims. The specific responsibilities of the board of directors relating to the investment management of the organization assets include:

- A. Projecting the organization's needs, and the executive director communicating such needs to the board of directors on a timely basis.
- B. Determining the organization's risk tolerance and investment horizon, and communicating these to the appropriate parties.
- C. Establishing reasonable and consistent investment objectives, policies and guidelines, which will direct the investment of the organization's assets.
- D. Prudently and diligently selecting qualified investment professionals, including investment manager(s), investment consultant(s), and custodian(s).
- E. Regularly evaluating the performance of the investment manager(s) to assure adherence to policy guidelines and monitor investment objective progress.
- F. Developing and enacting proper control procedures. (For example: replacing investment manager(s) due to fundamental change in investment management process, or failure to comply with established guidelines.) [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

4.10.030

Responsibility of investment manager(s).

Each investment manager must acknowledge in writing his/her acceptance of responsibility as a fiduciary. Each investment manager will have full discretion to make all investment decisions for the assets placed under his/her jurisdiction, while observing and operating within all policies, guidelines, constraints, and philosophies as outlined in this statement. Specific responsibilities of the investment manager(s) include:

- A. Discretionary investment management including decisions to buy, sell, or hold individual securities, and to alter asset allocation within the guidelines established in this statement.
- B. Reporting, on a timely basis, quarterly investment performance results.
- C. Communicating any major changes to economic outlook, investment strategy, or any other factors, which affect implementation of investment process, or the investment objective progress of the organization's investment management.
- D. Informing the board of directors regarding any qualitative change to investment management organization. (Examples include changes in portfolio management personnel, ownership structure, investment philosophy, etc.) [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

4.10.040

Allowable assets.

- A. Cash Equivalents.
 - 1. Treasury bills.
 - 2. Money market funds.
 - 3. Commercial paper.
 - 4. Banker's acceptances.
 - 5. Repurchase agreements.
 - 6. Certificates of deposit.
- B. Fixed Income Securities.
 - 1. U.S. government and agency securities.
 - 2. Corporate notes and bonds.
 - 3. Mortgage backed bonds.
 - 4. Preferred stock.
 - 5. Fixed income securities of foreign governments and corporations.
- C. Equity Securities.
 - 1. Common stocks.

2. Convertible notes and bonds.
 3. Convertible preferred stocks.
 4. American depository receipts (ADRs of non-U.S. companies).
 5. Stocks of non-U.S. companies (ordinary shares).
- D. Mutual Funds. Mutual funds that invest in securities as allowed in this statement.
- E. Stock Exchanges. To ensure marketability and liquidity, investment managers will execute equity transactions through the following exchanges:
1. New York Stock Exchange;
 2. American Stock Exchange; and
 3. The NASDAQ.

In the event that an investment manager determines that there is a benefit or a need to execute transactions in exchanges other than those listed in this statement, written approval is required from the board of directors. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

4.10.050

Spread of risk.

The investment managers will not invest more than one-third of the total investment portfolio into any one security type or institution. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

4.10.060

Safekeeping.

A third-party custodian, designated by the executive director, as approved by the board of directors, and evidenced by safekeeping certificates, shall hold securities. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

4.10.070

Related parties.

No investment may be made in institutions in which a member of the board of directors or staff holds a pecuniary interest. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

4.10.080

Prohibited assets.

Prohibited investments include but are not limited to the following:

- A. Commodities and futures contracts.
- B. Private placements.
- C. Options.
- D. Limited partnerships.
- E. Venture-capital investments.
- F. Real estate properties.
- G. Golf courses.

H. Any transactions not authorized by this policy. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

4.10.090

Prohibited transactions.

Prohibited transactions include, but are not limited to, the following:

- A. Short selling.

B. Margin transactions. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

4.10.100**Investment policy review.**

To assure continued relevance of the guidelines, objectives, financial status and capital markets expectations as established in this statement of investment policy, the budget and planning committee shall review the investment policy at least annually and report to the board of directors. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

4.10.110**Delegation of authority.**

The executive director, or his/her delegated representative, has the authority to invest surplus funds in accordance and conformity with the above guidelines. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

Chapter 4.15**SIGNIFICANT ACCOUNTING POLICIES**

Sections:

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

4.15.010**Purpose.**

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

4.15.020**Basis of accounting.**

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

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

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

4.15.030**Revenue recognition.**

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

Annual Conference fees are recorded at the beginning of the year of the conference.

[**November 2016**; May 17, 2014; October 27, 2006. Policy A-3].

4.15.040**Expense allocation.**

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

4.15.050**Income taxes.**

IIMC is exempt from federal income tax and California franchise taxes under Section 501(c)(6) of the Internal Revenue Code and corresponding California provisions. [October 27, 2006. Policy A-3].

4.15.060**Cash and cash equivalents.**

Cash and cash equivalents will include cash on hand, cash at bank and short-term deposits with original maturities of three months or less. Investment in term deposits and bank bills will be recognized at cost. Interest revenues will be recognized as they accrue. [October 27, 2006. Policy A-3].

4.15.070**Property, plant and equipment.**

A. Materiality. Assets with an economic life in excess of one year are only capitalized where the cost of acquisition exceeds materiality thresholds established by the organization for each type of asset. The materiality threshold for property and equipment is \$1,000.

B. Valuation. Property and equipment will be recorded at cost.

C. Depreciation of Noncurrent Assets. Property and equipment will be depreciated using the straight-line method over their useful lives. The estimated useful lives will be 35 to 40 years for buildings, 3 to 10 years for building improvements and 5 to 7 years for furniture, equipment, computer equipment and systems. [**May 17, 2014**; October 27, 2006. Policy A-3].

4.15.080

IIMC provides Errors and Omissions or Directors and Officers insurance policy that protects individual board members as well as employees, volunteers and the Organization itself in the instance of a civil suit. In terms of D&O insurance, almost all claims against D&O policies are employment-related, including harassment, discrimination, and wrongful termination.

IIMC's annual budget must include insurance for Directors and Officers (**November 7, 2009**)

Chapter 4.20**NON-LAPSING RESERVE FUND**

Sections:

4.20.010 Purpose.

4.20.020 Policy.

4.20.010**Purpose.**

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

4.20.020**Policy.**

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

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

C. The non-lapsing reserve fund shall not be less than five percent of the year's fund revenues in every fiscal year. The board is to review the possibility of raising the reserve percentage from five percent to not less than eight percent.

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

E. Funds in excess of five percent of the annual requirements of subsection (C) of this section may be retained in the non-lapsing reserve fund or may be considered to supplement "pay as you go" capital outlay expenditures, or to prepay existing IIMC debt. [**November 2016**. May 21, 2007. Policy A-5].

DRAFT OF NEW POLICY REGARDING B & P PROCESS, SELECTION, TERM

2.35.080

Budget and Planning

The Budget and Planning Committee shall serve as the financial advisory committee to the Board of Directors. The Committee shall, along with the Executive Director, present the annual budget to the Board, review **quarterly** reports, review the audited financial statements and report to the Board any areas of concern.

The Committee shall consist of seven members to include one board liaison (IIMC VP).

The Budget and Planning Committee shall consist of:

- IIMC President,
- IIMC President Elect
- IIMC Vice President (Board Liaison)
- IIMC Immediate Past President
- Chair
- Vice Chair
- Member

The Executive Director shall attend all Committee meetings and participate as a nonvoting member.

Committee Application Process, Selection and Term

At least six months prior to the annual conference, the Executive Director will announce the vacancy on the Committee and accept and retain applications from former IIMC Board members to serve as a member of the Budget and Planning Committee and, ultimately, as Chair. The Incoming Vice President and the Executive Director will review the applications and consult regarding the appointment to this Committee. The Vice President will present the nominee to the Board at the incoming Board meeting at the Annual Conference for the Board's approval. Appointee shall be a former IIMC Board Member **preferably** with a financial background.

This Committee member shall serve a three-year term, automatically progressing through the positions of the Budget and Planning Committee - Member, Vice Chair and Chair.

Term of Committee Chair

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.

Vacancy Regarding Budget Chair

In the event a Budget Committee Chair resigns prior to the expiration of his or her term, the Executive Director and Vice President will review applications and appoint a new Chair based on the candidate's qualifications. The Board must approve the new Committee Chair. An Executive Committee member's resignation from the Budget Committee follows protocol in the IIMC Constitution.

(**November 2017**; November 23, 2013; May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Budget & Planning Committee

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

Date: September 1, 2017

Subject: 2017 Projected Year-End Budget Notes



The 2017 Year End projected budget is anticipated to end with a profit of \$108,756, an increase of \$83,216 from our initial projection of \$25,540. The main reason for the growth in the bottom line is the 2017 Conference in Montreal, originally projected to lose \$72,814 will now end the year with a profit of \$72,993. Key factors being an increase in attendance (Montreal being a major attraction and cost friendly economy), miscellaneous income from two overflow hotels, not originally in the budget, an additional sponsor, and cuts in expenses (A/V, scanning and education speakers).

Our other departments have contributed either in revenue or in reducing expenses, ensuring a strong bottom line.

Our restricted reserves are approximately \$603,000 of which \$43,000 is allocated to the building reserve.

STAFF

All Departments are operating as efficiently as possible. Staff also provides help in other areas when needed. We employ a coordinated group effort in maintaining the Communications Department that has kept us from hiring a full-time individual.

COMMITTEES

Executive Committee

We are projecting the EC travel budget will meet projections or reduce it by a few thousand dollars. Region XI EC travels include the Symposium to be held September 7 – 8, 2017. Major trips scheduled for the remainder of 2017 include President Kayser's visit to the UK with ED Shalby to attend the SLCC Conference in Leicestershire in October. A Region XI Director will be representing IIMC at the ADSO conference in the UK in November, providing IIMC a presence while simultaneously saving costs. IIMC will pay for airline tickets and use Corporate Credit Card points, if possible, with the UK providing complimentary hotel accommodations for four nights and a few meals, when possible. We have not scheduled EC trips to other Region XI Conferences for 2017. Past President Buttiglieri visited Israel in early May 2017. IMASA has not been as active in membership recruitment and participation as we hoped and is not on our list of visits for 2017. ***Immediate Past President Simmons and Dr. Long visited IMASA in 2015.

The Executive Committee's commitment to adhere to a strategic and Board approved travel policy, employing Region Directors to represent the President and using our Corporate Credit Card points, as much as possible, has kept IIMC's EC travel budget healthy and consistent for nearly 10 years.

Board of Directors – General

This area will be slightly over budget primarily due to the hiring of an additional facilitators for Board Development for the May 2017 meeting and the upcoming November 2017 midyear meeting. This budget will come in approximately \$3,600 more than what was budgeted.

Other Committees

This area is expected to come in over budget by \$8,325. This is due to the Diversity Task Force meeting that will be held in September 2017. The Budget Committee and the Board approved a one-time addition to the budget in the amount of \$8,625 to cover meeting costs.

2017 Conference – Montreal, Canada

The 2017 Conference in Montreal was projected conservatively at 500 Delegates/50 guests and a deficit of \$72,814. However, final delegate count was 652, an increase by 152 and 74 guests, an increase of 24. The major reasons for the profit in Montreal were: a surge in attendance; sold out three hotels (no attrition); rebates and commissions on two overflow hotels (the main hotel did not provide IIMC with commissions or rebates since IIMC used a third party to negotiate with the host hotel); one new sponsor. The following brief comments highlight the success of the 2017 conferences:

1. Miscellaneous Conference Revenue for 2017 was \$44,205 (projected \$26,450);
2. We reduced expenses for Academy Sessions;
3. Food and beverage remained close to projections;
4. Audio visual was \$28,483 (projected \$40,000);
5. We suspended scanning for this conference, saving us \$6,670
6. Athenian Dialogues exceeded projections by \$3,000, with little expense;
7. Over the past few years, we've eliminated the CD Rom and the Delegate Packet, saving approximately \$5,000 toward conference.

Education

The Department continues to work with Captus press regarding additional on-line courses. We currently have five courses on line, one course in production and two new courses in development, using 2017 Conference speakers. We anticipate launching these new courses by year-end 2017 or early 2018. We've generated approximately more than \$6,000 in rebates from these courses to date for 2017. The CMC and MMC programs are hitting stride and we've not realized a decrease in those applicants.

Marketing

It's been nine years since the News Digest has functioned as an on-line E-zine. IIMC has realized more than \$1 million in savings these past years by not printing and mailing a monthly edition. Being an on-line magazine allows IIMC expediency in member delivery, and does not rely on advertising to help pay for costs toward printing hard issues. Due to their own financial struggles, however, many of our advertisers have either pulled their ads or reduced the rate of publishing. After these years, we don't expect to see a return in advertisers. There are still a few paying advertisers, but the bulk of the advertisers are awarded complimentary ads through their sponsorship and/or their vendor participation. However, those who continue to advertise are given more flexibility to negotiate costs amenable to their budgets and business.

2017 Projected YE Notes – Page 3

NOTE: There is little that has changed in this area over the years, but I do expect an overhaul within the next couple of years, depending on IIMC's direction and overall growth.

Membership

In 2017, IIMC launched a new Membership Campaign (special and county districts) with the results being less than 37 new members. The campaign was built on the same marketing platform that the previous membership campaigns used. This campaign ceased in 2017 and the Membership Department began to tackle another campaign initiative, focusing mostly on inactive municipalities. The Inactive 2 Active membership campaign, as of today, has brought in 95 new members. This campaign will continue in 2018.

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

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

2017 Membership Budget

Although IIMC increased its overall membership numbers by 5,000 – due mostly to the Region XI Board approved bulk membership scheme – IIMC's membership numbers in Regions I through X remain consistent overall. However, with retirement, a reduction in Deputy Clerks (moving on to new positions), municipalities and budget constraints, and the ebb and flow of association membership, the 2017 membership budget will realize a loss of \$62,055. The budget was projected at \$1,265,055 and will end the year at \$1,203,000.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: IIMC Budget & Planning Committee

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

Date: September 1, 2017

Subject: 2018 Management's Notes

The 2018 budget is projected to end the year with a profit of \$25,543. **NOTE: We have restructured the Finance Consultant's contract, reducing the monthly fee by \$1,000. This is reflected in the Administration Contract Labor line item.**

IIMC continues to follow established procedures, to maintain a watchful eye on finances and to try to anticipate and resolve potential problems while providing the Organization with excellent resources. All departments, except for Communications/Marketing, are fully staffed and operating well. **NOTE: We've included an increase in all of staff's salaries and that is reflected in the projected 2018 budget.**

Management's Comments

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

In the past few years, IIMC has been able to build its restricted reserves from nothing to the \$603,000 it currently has through the following: realizing the salary of a Communications/Marketing Coordinator position (since 2014); consecutive successful conferences in 2012, 2013, 2014, 2016 and 2017; successful membership campaigns (2012 – 2015 and now in 2017 through 2018); eliminating the cost of publishing a monthly magazine (since 2009) and creating an online one; cost cutting measures in operations (renegotiated equipment leases, etc.); refinancing headquarters' building; three fully leased office rentals (2016); and overall diligence by staff, the Executive Committee and Board.

We've exceeded the goal of reaching \$500,000 in restricted reserves nearly two years earlier than the YE 2016 goal (goal was realized in YE 2014). Moving into the future, IIMC's additions to the restricted reserves will occur in small increments as opposed to large sums that we've produced in past years. However, the 2017 Conference and overall reduction in expenses may make it easier to add a larger amount to the restricted reserves this year. To continue to look at ways of creating new revenue streams, IIMC basically has few avenues in which to operate: growing conference sponsorship (2017 we added one new sponsor MCCi, providing us with a total of eight: Existing sponsors, Municode paid an extra \$6,500 for the conference APP and Laserfiche paid an extra \$5,500 for the Host Hotel room keys; bringing in an additional \$17,000); expanding the exhibit program and producing income-generating conferences.

2018 Budget – Page 2

The Education Department continues to also lend a hand in revenue accountability via on-line courses (five to date with an additional three in the works) that are wholly owned by IIMC and the CMC and MMC applications. Beginning in 2018, we will also be partnering with a new online education company -- **MindEdge** – (per Board’s approval) that will offer members nearly 40 plus courses (average course is five hours of education and cost is approximately \$79 per course) with IIMC receiving 40% in rebates from each course.

In 2018, we will also be researching and negotiating with a new member affinity program for associations -- **GetWindfall** – which, if it’s viable, will allow IIMC to provide members with benefits regarding loyalty shopping programs, car rental discounts, and more, while providing IIMC with rebates. With more than 15,000 members, this could be an additional and fruitful revenue stream and add value to IIMC membership.

ADMINISTRATION

Maria Miranda continues to provide exceptional service in a variety of areas including proofing and editing all publications (News Digest, annual reports, etc.) assisting with accounts receivables on top of her administrative responsibilities. She also doubles as the Board minute taker. Janet Pantaleon is becoming more and more involved in the daily accounting process and is devoted full time in that area. She also was handling the Region XI Symposium registrations for 2017. Connie Parker continues to be a major asset to IIMC regarding our financial oversight and compliance. As Office Manager, Denice Cox does a good job of managing the office, as well as overseeing certain parts of the Annual Conference. She no longer oversees the building property or tenants, relinquishing her responsibilities in those areas except for suite 200.

BUILDING

All three offices are fully leased. Burga Law, who occupies the 900 square foot office, has a lease that will expire in January 2018. However, all indications are that he will renew. The other two tenants – **Exact Staff and Studio Pink** - joined in July and August of 2016, respectively. The new tenants have signed five-year leases. All tenants’ income has reduced IIMC’s monthly mortgage liability from approximately \$4,800 to \$500. The building revenue is reflected in the budget. The monthly liability is cash flow.

In July 2017, we hired CityCom Property Management firm. That cost is \$600 monthly, and the annual cost for 2018 will be \$7,200. Tenants are now responsible for contacting CityCom regarding their maintenance issues with IIMC signing off on all repairs. All future building repairs and improvements are listed either in the Building or in the Capital budgets.

COMMITTEES

Committees continue to be on target with their responsibilities and communicate primarily via teleconferences. The Executive Committee’s budget remains intact and includes costs for the Region XI travels. We’ve maintained this budget, although there is no Symposium scheduled for 2018, we always anticipate a possible invitation from one of our affiliates in this Region.

CONFERENCE

2018 Conference – Norfolk, Virginia

We are projecting 670 Delegates/35 guests for the 2018 Conference and projected revenue of \$13,137. The average attendance numbers from Conferences in 2015, 2016, and 2017 is approximately 670 delegates.

NOTE: Norfolk is a beautiful city, located on the Elizabeth River and offers plenty for Delegates and guests. The Waterside area is replete with various establishments and downtown is also full of restaurants, shops and places for tourists to visit. Airlift is easy from anywhere in the world. Here are areas that we believe will make Norfolk an attractive conference:

1. Host Hotel and overflow hotel rates are the same – \$149.00 - plus tax per night;
2. Norfolk is three hours from Washington DC and one hour from Virginia Beach, making it an attractive destination for any member;
3. Cost of doing business is amenable to IIMC, compared to past conference cities;
4. The opportunity of adding vacation to a conference may attract more delegates;
5. Typical expenditures for delegates in Norfolk is affordable compared to past conferences;
6. There are complimentary attractions available to delegates that we will promote.

Hotel Room Block/Costs

The Host Hotel is the Marriott -- \$149/night with 14% sales tax plus \$2 resort fee – 60% attrition.

The Second Hotel is the Sheraton -- \$149/night with 14% sales tax plus \$2 resort fee – 60% attrition.

Both hotels are within a seven-minute walk of each other, passing through safe and secure areas of the city. We may have a small shuttle for those individuals that need assistance in this area. We have contracted 300 rooms each on peak nights for both hotels. We should have no problem meeting our room block. There is also another hotel across the street from the Host Hotel that can accommodate IIMC if we sell out both hotels and the need arises.

****All education, general sessions, exhibit hall, lunches, refreshment breaks, opening ceremony, board meetings, ABM and banquet will be in the Marriott Hotel/Convention Center. The All Conference Event will be offsite in 2018 at The Peter G. Decker Half Moone Center - a 10-minute walk from the Marriott. Here are key areas for making Norfolk an attractive Conference:**

Conference Delegate/Guest Registration Fees - 2018

The current fees are \$600 early bird for Delegates and \$265 for Guests. We are not recommending an increase since we had one for 2016.

Early Bird Package/Marketing

The Early Bird will be March 30, 2018 to save \$50.00 on registration. We believe an early bird date in March helps us with our marketing campaign. If the past two conferences are any indication of members booking early, we will need this date to help us negotiate another hotel if the need arises.

2018 Budget – Page 4

- Early Bird rate offered through March 30, 2018 – cost will be \$600.00
- After Early Bird beginning March 31, 2018 – cost will be \$650.00

In 2017, we reduced the number of preliminary programs mailed. By reducing the number of conference goers from five to three years and keeping all the other mailings the same, IIMC will realize approximately \$4,000 in savings. That figure is reflected in the Conference printing budget.

Rebates/Commissions Maximum

The Marriott is offering IIMC a 10% commission that will be divided between IIMC and YES (7% IIMC and 3% YES). The Sheraton is also offering a 10% commission to be divided between IIMC and YES. In addition to their commission, the Sheraton is providing IIMC with a \$10 per room rebate. The Sheraton's original room cost was \$139.00; however, knowing this may attract members to the Sheraton first, the hotel agreed to match the Marriott per room night cost, and pass on the additional \$10 to IIMC. We will have a letter with us at the conference explaining the additional \$10 increase and the rebate to IIMC should any member ask.

VisitNorfolk -- IIMC will also receive \$3,600 to go toward IIMC expenses and \$5,000 to the master account (presumably at the Marriott).

Total Rebates/Commissions per occupied room blocks (miscellaneous conference revenue):

- Marriott -- \$14,675 IIMC's commission
- Sheraton -- \$11,967 IIMC's commission
- Sheraton -- \$11,800 IIMC's rebate

Total \$38,442

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

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

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

Areas to note for Norfolk include:

- Cities are reluctant to pay for conference travel; thus, having an impact on overall attendance.
- We are working with an excellent host committee and Visit Norfolk CVB is helpful, also.

Recommended Discounts and Savings

We will offer \$50.00 discounts to Region II members who attend Norfolk (Regions X and XI already receive a discounted conference rate of \$460US and \$395US, respectively). We have found the Region discount programs work well. In 2016, we had nearly 400 members from the discounted regions attend Omaha and in 2017, we extended the Region discount to Region I and had 72 attend.

The past few conferences included several discount programs that Management recommends continuing in 2018. These are:

- Academy sessions are \$179 and offer a \$50 discount for each additional Academy session after paying the \$179 fee for the first Academy. We had 163 registered for the Academies of which 30 plus Delegates took one or more Academies in Montreal. We are keeping our Academies in Norfolk to six. We will have four Athenian Dialogues. We believe these numbers will do well to attract delegates and keep instructor fees to a minimum.
- Extend the discount program to cover all of Region II - (IIMC's population in this region is approximately 680 members). In 2015 and 2016, we've extended the discount program to the host region and other nearby regions that we deemed to be within close (driving/train/bus) proximity of the host city.
- Offer an incentive for any city that sends two or more Clerks to the conference a discounted flat rate of \$485.00 per delegate (**No other discounts - first timer or Region - would apply to the delegates paying \$485.00**). However, the first member from this group paying the full price would be able to take advantage of the first timer and Region discounts if applicable. Montreal attracted 37 multiple attendees.
- Offer Clerks from Virginia who have never been IIMC members a one-year's complimentary membership if they attended the Conference. Montreal had five Clerks (Omaha had 13 Clerks) take advantage of this opportunity.

EDUCATION

We believe the current Education Department is most likely the best that it has been in many, many years. Ashley DiBlasi not only oversees the certification programs, but has taken on the logistical duties of planning the Annual Conference education program and speakers. Education Assistant Kellie Siggson is now handling both CMC and MMC applications.

Dr. Long continues her outreach work with the Institutes, creating new online courses and being a soundboard on all things regarding education.

MARKETING

Our News Digest advertising dollars continue to slip away as many of our advertisers have lost business. However, we continue to sell advertising, looking to increase these dollars in 2018. Advertising dollars for a magazine that is totally on-line results in bottom-line revenue.

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

Since October 2014, IIMC has operated without a Communications Coordinator. Staff shares those duties. The Board has asked us to consider hiring of a full-time Coordinator (per Strategic Plan).

Although I do not anticipate the hiring of a Communications staff for 2018, I do believe that we will have to seriously review this position since it will help with IIMC's growth, membership and education and social media areas. It is a job and needs an individual experienced in marketing, public relations, writing, design, development and, most importantly, nonprofit experience or the desire to work in a nonprofit environment.

MEMBERSHIP

The 2018 projected budget in membership revenue is \$1,212,000: A realistic reduction in projections from the 2017 budget. The concerns for 2018 continue to be budget reductions in local government, especially when a position is eliminated, thus reducing the number of members in a municipality from two or more to one. Membership continues to be pivotal in the Organization's financial health. Our 2017 projected YE will be in line with 2015 and 2016, proving that we are maintaining revenue in this area, but not necessarily growing. Also, 2017 did bring on the advent of a Region XI bulk membership scheme, increasing the overall membership numbers by 5,000, and a small portion of the income since Region XI Associations pay considerably less in dues than Regions I through X. However, we are optimistic that Region XI members can bring in additional revenue with certification.

2018 Membership Campaign – Inactive 2 Active

IIMC has successfully conducted two new member recruitment campaigns – 1) the Large Municipality campaign was created for 2012 and concluded in October 2013; 2) 2014, we created the small municipality membership campaign and it concluded in 2015. In 2016, we conducted a third recruitment campaign directed at County Clerks and Special Districts. That campaign will conclude in YE 2016. In 2017 the Membership Department embarked on another membership campaign, reaching out to those members who have inactive municipalities. This campaign will continue into 2018. The costs for this campaign are in the 2018 Membership Department budget.

2018 Membership Dues

In 2017, we increased membership dues by \$5.00. We are not asking for a dues increase for 2018.

The department has taken measures to ensure continuity of IIMC's 15,000 membership base, primarily by concentrating on contacting those members who are close to losing their membership, utilizing the Institutes to recruit new members, and continuous promotion to recruit new members. We are acutely aware of budget constraints and we're utilizing our monthly E-Briefings to promote IIMC services, education and features. We're also employing the Board in recruiting efforts.

**IIMC Financials
2018 Budget
SUMMARY TOTALS**

	2015	2016	2017	2017	2017	2018
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2017	Projected Year End	Budget
INCOME:						
Administration	547	538	800	258	500	500
Building	17,308	27,820	53,581	24,925	53,581	55,189
Conference	484,290	615,664	419,475	533,284	528,809	535,147
Education	174,163	158,631	147,700	71,831	149,200	165,300
Marketing	25,506	26,739	31,700	13,981	26,818	26,818
Membership	1,205,001	1,212,721	1,265,055	613,799	1,203,000	1,212,000
Other Income						
Total Income	1,906,816	2,042,113	1,918,311	1,258,078	1,961,908	1,994,954
EXPENSES:						
Administration	536,118	534,888	570,809	271,431	561,964	610,340
Building	114,530	135,517	140,200	62,110	144,050	145,850
Committee - Board of Directors	87,178	96,316	95,675	30,641	90,352	108,750
Committee - Executive	23,087	17,600	29,800	16,240	29,800	29,800
Committees - Other	13,638	10,252	10,800	3,441	19,125	12,500
Conference	506,785	472,214	492,289	424,316	455,816	522,010
Education	260,289	241,595	249,909	110,756	245,059	249,792
Marketing	80,076	71,387	72,471	35,916	70,121	76,004
Membership	210,222	224,064	230,817	115,392	236,865	214,365
Total Expense	1,831,922	1,803,834	1,892,771	1,070,243	1,853,152	1,969,411
PROFIT/(LOSS)						
Administration	(535,571)	(534,351)	(570,009)	(271,173)	(561,464)	(609,840)
Building	(97,221)	(107,698)	(86,619)	(37,185)	(90,469)	(90,661)
Board of Directors	(87,178)	(96,316)	(95,675)	(30,641)	(90,352)	(108,750)
Committee - Executive	(23,087)	(17,600)	(29,800)	(16,240)	(29,800)	(29,800)
Committees - Other	(13,638)	(10,252)	(10,800)	(3,441)	(19,125)	(12,500)
Conference	(22,495)	143,450	(72,814)	108,968	72,993	13,137
Education	(86,126)	(82,964)	(102,209)	(38,925)	(95,859)	(84,492)
Marketing	(54,569)	(44,649)	(40,771)	(21,935)	(43,303)	(49,186)
Membership	994,779	988,658	1,034,238	498,407	966,135	997,635
Net Profit/(Loss)	74,894	238,279	25,540	187,836	108,756	25,543
Controls	(0)	0	0	0	0	0

IIMC Financials
2018 Budget Worksheet
Administration

	2015	2016	2017	2017	2017	2018
				Actual YTD as of June 2017	Projected Year End	
Description	Actual Year End	Actual Year End	Budget			Budget
INCOME						
Interest	547	538	800	258	500	500
Misc Admin Revenue						
Total Income	547	538	800	258	500	500
OVERHEAD EXPENSES						
Salary/Wages	284,583	292,610	295,760	154,781	295,760	330,300
Contract Labor	67,720	60,000	60,000	30,000	60,000	48,000
Salary Benefits	46,482	50,045	51,779	25,819	51,779	67,900
Payroll Taxes-Employer	20,231	20,474	21,512	13,607	21,512	25,000
Workers Comp Insurance	2,220	1,148	2,575	893	2,575	2,890
Computer/Software Purchase	3,271	3,900	4,100	1,050	4,100	4,000
Computer/Software Support	36,320	36,298	43,490	20,324	43,490	41,150
Depreciation Furn/Amortization Exp	4,608	3,691	7,375	1,703	3,450	3,500
Office Equipment Lease	4,550	2,429	2,167	1,086	2,167	2,400
Office Equipment Maint	420	765	700	-	700	1,100
Office Equipment Purchase	496	1,164	990	86	990	950
Office Supplies	5,409	5,166	5,700	2,612	5,700	6,700
Telephone	10,654	10,564	11,445	4,834	11,445	10,000
Web Site	4,784	5,345	5,624	2,599	5,624	5,900
Auditor Fees	15,475	16,175	16,000		16,000	16,750
Auto Mileage-Staff	88	151	100	-	100	200
Copier	6,017	6,107	6,230	2,983	6,230	6,975
Credit Card Fees	1,036	2,216	1,600	1,547	1,600	2,500
Bank Analysis Fees	2,057	2,190	2,400	1,124	2,400	2,400
Insurance-Retiree (*)	3,453	1,415	1,600	1,332	1,600	1,400
Legal Fees	-	-	-	-	-	-
Memberships	721	820	1,040	594	922	800
Payroll Processing	5,060	5,217	5,100	2,810	5,100	5,400
Postage/Courier/Mailing	3,076	2,471	3,502	712	1,400	2,500
Printing	2,009	414	1,500	330	1,500	1,500
Professional Develop/Training	355	398	1,100	-	600	4,300
Shipping	388	203	300	80	300	-
Taxes Business	35	10	-	-	-	25
Admin Accommodations	199	-	4,760		4,760	3,900
Admin Airfare	1,183	583	4,500	-	4,500	5,000
Admin Ground	991	451	1,000	32	500	1,000
Admin Meals	678	980	1,960	-	1,960	2,000
Admin Other	-	-	200	-	200	200
Other	1,553	1,659	4,700	494	3,000	3,700
Total Administrative Expenses	536,118	535,058	570,809	271,431	561,964	610,340
Net Profit/Loss	(535,571)	(534,520)	(570,009)	(271,173)	(561,464)	(609,840)

IIMC Financials
2018 Budget Worksheet
Building

	2015	2016	2017	2017	2017	2018
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2017	Projected Year End	Budget
INCOME						
Rental Income	17,308	27,820	53,581	24,925	53,581	55,189
Total Income	17,308	27,820	53,581	24,925	53,581	55,189
DIRECT EXPENSE						
Amortize Loan Costs	250	251	250	125	250	250
Association Fees	2,460	2,460	2,706	1,230	2,706	2,700
Depreciation Building	28,714	34,829	37,947	17,589	37,947	35,500
Insurance Fire/Property	3,637	4,962	5,200	2,267	5,200	5,200
Landscaping	3,516	4,881	4,580	1,794	4,580	4,200
Mortgage Interest	33,407	32,256	34,591	15,471	34,591	35,000
Office Cleaning - IIMC	3,060	3,060	3,640	1,440	3,640	3,150
Property Tax	15,079	15,363	15,400	7,523	15,400	15,400
Repair/Maint Building	7,839	11,799	14,864	5,444	14,864	11,000
Repair/Maint Grounds	313	842	2,300	45	2,550	2,300
Supplies	-	584	-	-	-	-
Utilities	13,686	12,504	14,373	6,320	14,373	15,850
Utilities - Tenant	67	-	-	-	-	-
Allocation to Bldg Reserve	-	-	1,000	-	1,000	1,000
Office Cleaning - Tenants	1,291	3,129	3,350	2,862	3,350	5,500
Property Manager	-	-	-	-	3,600	7,200
Commissions/Appraisals	1,211	9,045	-	-	-	1,600
Total Direct Expense	114,530	135,965	140,200	62,110	144,050	145,850
Net Profit/Loss	(97,222)	(108,145)	(86,619)	(37,185)	(90,469)	(90,661)

IIMC Financials
2018 Budget Worksheet
Committees

	2015	2016	2017	2017	2017	2018
				Actual YTD as of June 2017	Projected Year End	
Description	Actual Year End	Actual Year End	Budget			Budget
EXECUTIVE COMMITTEE:						
Telephone	147	23	500	3	500	500
Travel Accommodations	4,490	4,857	8,000	3,423	8,000	8,000
Travel Airfare	12,528	7,921	15,500	8,205	15,500	15,500
Travel Ground	2,657	2,460	2,000	2,611	2,000	2,000
Travel Meals	3,070	2,339	2,500	1,999	2,500	2,500
Travel Other	105	-	1,000	-	1,000	1,000
Shipping	-	-	-	-	-	-
Other	90	-	300	-	300	300
Total Expense	23,087	17,600	29,800	16,240	29,800	29,800
BOARD OF DIRECTORS:						
General						
Election Expense	-	-	100	-	100	100
Region XI Consultant	7,609	8,900	8,000	4,375	8,000	8,000
Region X Consultant						6,000
Parliamentarian Expense	3,503	5,574	7,200	2,972	7,200	7,200
Region XI Symposium moved to Educ	-	-	-	-	-	-
Insurance Officers & Directors	6,625	8,130	7,400	5,885	7,400	9,500
Legal Fees	10	-	500	300	500	500
Meeting Expenses						
Strategic Planning/Board Development	3,733	15,870	4,000	5,082	7,600	5,000
Postage	1	-	100	-	100	100
Shipping	43	121	100	46	100	100
Subscriptions/Publications						
Telephone	294	361	750	65	750	750
Memorials	500	300	500	300	500	500
Other Expenses	179	960	500	-	500	500
General	22,497	40,216	29,150	19,025	32,750	38,250
Mid-Year						
Travel Accommodations	14,329	12,143	14,000	-	14,000	14,000
Travel Airfare	12,279	11,752	17,000	2,485	17,000	17,000
Travel Ground	2,643	2,627	3,000	54	3,000	3,000
Travel Meals - All Meals	14,607	11,978	13,500	-	13,500	13,500
Travel Other	528	24	500	-	500	500
Parliamentarian Expense	2,680	446	-	-	-	-
Meeting Expenses - A/V	1,864	2,847	525	-	525	2,500
Travel Region Directors						
Mid-Year	48,930	41,818	48,525	2,539	48,525	50,500
Conference						
Travel Accommodations	6,559	6,301	7,500	2,804	2,804	7,500
Travel Airfare	2,102	1,433	1,000	131	131	1,000
Travel Ground	231	170	500	218	218	500
Travel Meals	313	1,275	1,500	368	368	1,500
Board Meeting Expense - B/L/D	6,546	3,802	5,000	4,313	4,313	6,500
Audio/Visual	-	1,348	2,000	1,243	1,243	2,500
Travel Other	-	-	500	-	-	500
Conference	15,751	14,329	18,000	9,077	9,077	20,000

IIMC Financials
2018 Budget Worksheet
Committees

	2015	2016	2017	2017	2017	2018
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2017	Projected Year End	Budget
Total Expense	87,178	96,363	95,675	30,641	90,352	108,750
BUDGET AND PLANNING:						
Travel Accommodations	3,244	3,259	2,000	-	2,000	2,000
Travel Airfare	4,305	3,263	4,000	1,051	4,000	4,500
Travel Ground	314	662	500	-	500	500
Travel Meals	1,904	2,160	1,400	-	1,400	1,400
Travel Other	-	-	200	-	200	200
Telephone						
Total Expense	9,767	9,343	8,100	1,051	8,100	8,600
CONFERENCE POLICY:						
Meeting/Telephone Expenses	93	118	200		200	200
Total Expense	93	118	200	-	200	200
EDUCATION / PROFESSIONAL DEVELOPMENT:						
Meeting/Telephone Expenses	54	436	200	65	200	200
Total Expense	54	436	200	65	200	200
ELECTION:						
Meeting/Telephone Expenses	5	-	100		100	100
Total Expense	5	-	100	-	100	100
INTERNATIONAL RELATIONS:						
Study Abroad	3,235	-	-	2,265		
Meeting/Telephone Expenses	14	34	200	20	200	200
Total Expense	3,249	34	200	2,285	200	200
POLICY REVIEW						
Meeting/Telephone Expenses	89	83	200	28	200	200
Total Expense	89	83	200	28	200	200
MEMBERSHIP/MENTORING:						
Meeting/Telephone Expenses	13	11	200	-	100	100
Total Expense	13	11	200	-	100	100
PROGRAM REVIEW:						
Meeting/Telephone Expenses	199	57	200	-	-	-
Total Expense	199	57	200	-	-	-
PUBLIC RELATIONS:						
Meeting/Telephone Expenses	74	33	200	-	200	200
Other	-	-	-		-	-
Total Expense	74	33	200	-	200	200

IIMC Financials
2018 Budget Worksheet
Committees

	2015	2016	2017	2017	2017	2018
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2017	Projected Year End	Budget
LEGISLATIVE						
Meeting/Telephone Expenses	51	29	-	12		
Total Expense	51	29	500	12	500	500
RECORDS MANAGEMENT:						
Meeting/Telephone Expenses	10	-	100		100	100
IIMC/NAGARA Workshops	-	-	-			1,500
Total Expense	10	-	100	-	100	1,600
RESEARCH:						
Meeting/Telephone Expenses	-	-	200		200	200
Total Expense	-	-	200	-	200	200
RESOURCE & INFORMATION:						
Meeting/Telephone Expenses	-	-	200		200	200
Total Expense	-	-	200	-	200	200
TASK FORCE(S): Diversity						
Meeting/Telephone Expenses	33	108	200	1	200	200
Other Diversity					8,625	-
Total Expense	33	108	200	1	8,825	200
Executive Committee	23,087	17,600	29,800	16,240	29,800	29,800
Board of Directors	87,178	96,363	95,675	30,641	90,352	108,750
Other Committees	13,638	10,252	10,800	3,441	19,125	12,500
Total Expense	123,902	124,215	136,275	50,322	139,277	151,050
Net Profit/Loss	(123,902)	(124,215)	(136,275)	(50,322)	(139,277)	(151,050)

IIMC Financials
2018 Budget Worksheet
Conference

	2015	2016	2017	2017	2017	2018
				Actual YTD as of	Projected Year	
Description	Actual Year End	Actual Year End	Budget	June 2017	End	Budget
INCOME						
Registration Members-Full	356,723	473,876	300,000	410,305	410,305	410,350
- Comp - Full Registration	(30,270)	(38,570)	(26,700)	(35,275)	(35,275)	(34,420)
- Discount - First Timer	(5,650)	(7,850)	(4,000)	(5,050)	(5,050)	(6,750)
- Discount - Multi Attendee	(4,560)	(7,640)	(4,025)	(4,255)	(4,255)	(6,100)
- Discount - Conference Region	(6,400)	(17,900)	(2,500)	(3,100)	(3,100)	(7,500)
- Discount - Region X	(2,070)	(4,770)	(7,600)	(6,720)	(6,720)	(3,500)
- Discount - Region XI	(3,240)	(3,630)	(8,200)	(2,870)	(2,870)	(4,350)
- Discount - Speakers	(288)	(900)	(900)	-	-	(900)
- Discount - MCEF Scholarships		(7,660)	(6,600)	(11,715)	(11,715)	(13,200)
Registration Guest	9,275	9,110	15,900	19,895	19,895	9,275
Donations & Sponsorships	54,350	59,275	68,050	72,555	68,080	69,900
Exhibitor Program	25,100	34,400	35,000	17,400	17,400	35,000
Cancellation Fee	2,282	1,677	2,500	2,072	2,072	2,200
Misc Conference Revenue	52,095	72,770	26,450	44,205	44,205	38,442
Academy Workshop	24,511	39,261	25,000	26,577	26,577	25,000
Athenian Leadership Society	9,920	12,670	6,600	9,260	9,260	13,200
Offsite Education Program						6,000
Boutique Sales	2,512	1,545	500	-	-	2,500
Total Income	484,290	615,664	419,475	533,284	528,809	535,147
- Conference Full - Paying (*)	615	754	500		652	670
- Conference Retired	23	25	25		38	25
- Conference Guest	37	37	60		74	35
DIRECT EXPENSES						
Planner - Contract Labor	60,000	60,000	63,000	31,500	63,000	63,000
Planner Travel Accomm.	2,300	2,151	1,920	2,386	2,386	1,000
Planner Airfare	1,552	1,199	1,500	957	957	1,200
Planner Ground Travel	470	285	500	289	289	500
Planner Travel Meals	575	436	600	536	536	700
PlannerTravel Other	163	162	200	184	184	200
Subtotal Planner Expenses	65,060	64,233	67,720	35,851	67,351	66,600
Academy Speaker Fees	8,175	7,250	10,000	8,200	8,200	10,000
Academy Speaker Accommodations	2,530	2,975	3,000	946	946	3,000
Academy Speaker Meals	1,101	251	800	265	265	800
Academy Speaker Travel	7,296	1,836	5,000	2,135	2,135	5,000
Academy Materials/Supplies	28	79	1,000	866	866	1,000
Academy Transportation	-	-	-	-	-	-
Subtotal Academy Expenses	19,130	12,391	19,800	12,412	12,412	19,800
Genl/Plenary Speaker Fees	26,750	21,500	25,000	27,000	27,000	27,500
Genl/Plenary Speaker Accommodations	322	458	500	337	337	500
Genl/Plenary Speaker Meals	-	-	100	-	-	100
Genl/Plenary Speaker Travel	1,056	355	3,000	-	-	2,000
Subtotal Gen/Plenary Speaker Expenses	28,128	22,313	28,600	27,337	27,337	30,100
Speakers Fees	14,208	15,235	20,000	21,858	21,858	25,000
Speakers Accommodations	6,796	4,352	5,000	3,588	3,588	5,000
Speakers/Convener Gifts		325	325	-	-	500
Speakers Meals	571	182	200	1,593	1,593	1,000
Speakers Travel	4,160	2,271	6,000	6,063	6,063	6,000
Offsite Education - Transportation/Fees						1,200
Subtotal Speaker Expenses	25,736	22,365	31,525	33,101	33,101	38,700
Staff Travel Accomm.	12,686	9,223	11,680	7,283	7,283	7,100

IIMC Financials
2018 Budget Worksheet
Conference

	2015	2016	2017	2017	2017	2018
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2017	Projected Year End	Budget
Conf. Travel Airfare Staff	7,207	5,600	9,900	6,290	6,290	7,000
Conf. Travel Ground - Staff	1,027	554	1,906	1,463	1,463	1,500
Conf. Travel Meals - Staff	4,909	3,496	6,500	4,669	4,669	5,000
Conf. Travel Other - Staff	45	-	100	296	296	100
Conf. Travel Accommm. - Raffle Donation	1,219	685	1,500	673	673	650
Subtotal Staff Expenses	27,093	19,559	31,586	20,674	20,674	21,350
Travel Accommodations VIP	11,604	8,738	12,000	11,801	11,801	12,000
Conf. Transportation - VIP	1,260	-	1,300	1,926	1,926	1,800
Subtotal VIP Expenses	12,864	8,738	13,300	13,728	13,728	13,800
Opening Reception	22,664	33,946	25,000	18,260	18,260	25,000
All Conference Event	43,141	35,129	40,000	48,134	48,134	40,000
Opening Ceremony	419	500	10,500	6,490	6,490	500
Subtotal Events Expenses	66,224	69,575	75,500	72,884	72,884	65,500
Food & Beverage	94,945	100,952	64,915	69,195	69,195	97,500
Colloquim Food & Beverage	785	-	1,300	-	-	750
Annual Banquet	34,690	26,114	37,500	42,455	42,455	40,000
Private Receptions	12,072	7,936	8,975	8,893	8,893	9,550
Meeting Expense - MCEF	-	2,611	2,200	2,399	2,399	5,250
Subtotal F&B Expenses	142,491	137,613	117,690	123,479	123,479	153,050
Credit Card Fees	8,897	13,889	9,000	13,444	13,444	13,500
Athenian Leadership Society	1,329	1,966	3,000	753	753	2,000
Telephone/Internet	1,275	4,422	1,200	3,662	3,662	2,850
Awards & Gifts	2,924	6,156	3,698	2,454	2,454	3,800
Meeting Room	20,625	-	-	-	-	-
Office Supplies	111	415	200	364	364	360
Shipping	3,434	3,714	5,000	4,352	4,352	4,100
Lanyards/Bags/Gifts	3,567	2,487	2,500	2,726	2,726	3,000
Conference Security	-	283	400	907	907	900
Colloquium Institute Director	(142)	-	1,000	-	-	500
Postage/Courier/Mailing	106	437	200	206	206	300
Conf. Transportation	1,480	944	1,000	-	-	2,000
Audio/Visual	37,880	32,838	40,000	28,483	28,483	40,000
Exhibit Hall	9,726	14,536	6,000	2,499	2,499	6,000
Photographer	1,355	2,000	3,370	4,531	4,531	3,800
Signage - Room Keys	-	1,668	1,000	3,450	3,450	3,500
Conference Printing/Design Work	18,930	19,976	16,000	15,308	15,308	15,000
Merchandise	2,018	2,693	2,500	-	-	2,500
Conference Scanning Expense	5,873	4,298	7,000	330	330	7,000
Other	250	1,746	500	781	781	1,000
Conference - App	421	597	1,000	598	598	1,000
Meeting Space Labor	-	361	-	-	-	-
Subtotal Operating Expenses	120,059	115,427	106,568	84,850	84,850	113,110
Total Direct Expense	506,785	472,214	492,289	424,316	455,816	522,010
Net Profit/Loss	(22,495)	143,450	(72,814)	108,968	72,993	13,137

IIMC Financials
2018 Budget Worksheet
Education

	2015	2016	2017	2017	2017	2018
				Actual YTD as of June 2017	Projected Year End	
Description	Actual Year End	Actual Year End	Budget			Budget
INCOME:						
MCEF Contribution/Policy 8	69,229	34,496	35,000	-	35,000	35,000
Symposium Program	-	-	-	5,776	-	-
Fees CMC	41,365	51,195	49,000	28,050	49,000	50,300
Fees CMC Recertification	29	(50)				
Fees MMC	43,540	44,470	38,000	24,880	38,000	44,800
Pin CMC	120	90	100	60	100	100
Pin MMC	90	60	100	-	100	100
Plaques CMC/MMC	12,035	14,365	10,500	6,610	12,000	12,000
Distance Ed Registration	7,155	13,705	15,000	6,455	15,000	23,000
New Institute Application Fees	600	300	-	-	-	-
Total Income	174,163	158,631	147,700	71,831	149,200	165,300
DIRECT EXPENSES:						
Salary/Wages	93,514	95,994	105,214	49,384	105,214	110,064
Contract Labor - Professional Dev Director	115,000	85,833	65,000	32,500	65,000	65,000
Salary Benefits	12,604	15,702	17,973	8,366	17,973	21,180
Payroll Taxes - Employer	8,482	8,998	9,757	5,093	9,757	10,128
Workers Comp Insurance	918	1,106	965	767	965	1,020
Computer/Software Support	784	1,526	1,500	1,403	1,500	1,500
Credit Card Fee	2,606	2,861	2,000	1,652	2,000	3,000
Distance Ed	135	1,000	5,000	-	4,000	7,500
Memberships	140	-	500	-	-	500
Pins CMC						
Pins CMC/MMC	4,730	2,311	2,000	-	2,000	2,200
Plaques	3,288	3,380	3,000	1,151	3,000	3,000
Office Equipment Purchase						
Office Supplies						
Postage/Courier/Mailing	1,269	1,014	1,600	308	1,600	1,600
Printing	-	-	1,800	3,125	1,800	1,800
Shipping	5,917	5,063	5,000	2,705	5,000	5,000
Professional Develop/Training	-	149	1,500	-	250	500
Program Development	1,124	35	1,000	-	1,000	500
Education Consultants	9,000	9,000	1,000	-	-	-
Subscriptions/Publications	-	-	500	-	500	-
Telephone	95	106	200	27	200	200
Staff Travel Accommodations	-	522	1,000	-	1,000	1,000
Staff Airfare	60	-	2,000	-	2,000	2,000
Staff Travel Ground	501	27	100	-	100	100
Staff Travel Meals	125	88	800	-	100	500
Staff Travel Other	-	-	500	-	100	500
- MCEF - Region Stipends	-	6,250	11,000	3,000	11,000	11,000
Region XI Symposium	-	632	9,000	1,277	9,000	-
Total Direct Expense	260,289	241,595	249,909	110,756	245,059	249,792
Net Profit/Loss	(86,126)	(82,964)	(102,209)	(38,925)	(95,859)	(84,492)

IIMC Financials
2018 Budget Worksheet
Marketing

	2015	2016	2017	2017	2017	2018
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2017	Projected Year End	Budget
INCOME						
Advertising	6,600	6,600	6,500	3,000	6,500	6,500
Advertising/Sponsor	14,712	16,317	19,250	8,387	15,518	15,518
Advertising Website	2,499	2,830	2,500	1,662	2,500	2,500
Royalty - Robert's Rule of Order	81	6	500	13	500	500
Royalties Other - E.Mina/NAP	129	196	200	84	200	200
Mailing Lists	-	370	500	345	500	500
Merchandise	27	-	250	30	100	100
Publications	1,294	288	1,000	460	1,000	1,000
Publications - Book 8	165	132	1,000	-	-	-
Total Income	25,506	26,739	31,700	13,981	26,818	26,818
DIRECT EXPENSES						
Salary/Wages	48,925	48,925	50,393	25,196	50,393	50,393
Contract Labor	9,000	-	-	-	-	-
Salary Benefits	6,531	7,045	6,547	3,482	6,547	7,858
Payroll Taxes	2,760	2,742	2,773	2,170	2,773	2,773
Workers Comp Insurance	623	384	408	251	408	480
Credit Card Fee	205	20	100	20	50	50
Awards & Gifts	1,513	1,628	1,000	1,300	1,300	1,300
Design Work - Region XI Newsletter	25	300	500	-	500	500
Merchandise		429	500	-	-	500
Shipping			100	-	100	100
Staff Travel Accommodations		-	600		600	600
Staff Airfare		-	500	286	500	500
Exhibit/Sponsorship	796	4,253	3,500		-	3,500
Staff Travel Ground		150	250		250	250
Staff Travel Meals		216	500		100	500
Staff Travel Other			200		100	200
News Digest - Design Work/Constant Cont	5,695	5,185	3,000	3,210	6,000	6,000
Printing - Book 8	147	110		-		
Printing /Publications	3,856	-	1,600	-	500	500
Total Direct Expense	80,076	71,387	72,471	35,916	70,121	76,004
Net Profit/Loss	(54,569)	(44,649)	(40,771)	(21,935)	(43,303)	(49,186)

IIMC Financials
2018 Budget Worksheet
Membership

	2015	2016	2017	2017	2017	2018
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2017	Projected Year End	Budget
INCOME						
Membership Dues	1,200,501	1,210,522	1,262,055	612,419	1,200,000	1,209,000
Membership Late Fee	4,500	2,200	3,000	1,380	3,000	3,000
Total Income	1,205,001	1,212,721	1,265,055	613,799	1,203,000	1,212,000
DIRECT EXPENSES						
Salary/Wages	135,725	134,270	143,619	69,624	143,619	121,860
Salary Benefits	28,650	31,350	34,067	16,178	34,067	34,145
Payroll Taxes-Employer	11,640	11,837	13,119	6,665	13,119	11,050
Workers Comp Insurance	981	1,248	1,343	978	1,343	1,155
Auto Mileage	-	-	100		100	100
Awards/Gifts	50	3,186	100	-	100	-
Computer/Software Support	5,404	7,178	5,579	1,320	5,579	6,000
Credit Card	10,537	10,058	3,316	5,585	9,000	11,000
Dues Mailing	10,419	12,687	10,246	5,284	10,246	11,525
Membership	604	659	420	120	420	200
Office Equipment	-	-	800	-	800	100
Postage/Courier/Mailing	1,696	3,162	2,190	1,315	2,190	2,500
Membership Drive	3,562	7,643	12,000	5,041	12,000	12,000
Professional Develop/Training	138	-	1,188	-	250	500
Promotion	-	-	1,200	-	-	-
Printing - Certificates	-	-		2,502	2,502	-
Research Salary Survey Services	780	780	780	780	780	780
Telephone Expense		7				-
Staff Travel Accommodations	-	-	-			700
Staff Airfare	-	-	500	-	500	500
Staff Travel Ground	35	-	100	-	100	100
Staff Travel Meals	-	-	100	-	100	100
Staff Travel Other	-	-	50	-	50	50
Total Direct Expense	210,222	224,064	230,817	115,392	236,865	214,365
Net Profit/Loss	994,779	988,658	1,034,238	498,407	966,135	997,635

CAPITAL EXPENDITURES

Five Year Plan

Below is a brief outline of a five year capital expenditures plan. The expenditures are listed for 2018 through 2022.

2018 Capital Expenditures

2 Dell Computers @ \$1300 ea.	2,600
Ipad for ED (3 Yrs)	1,000
Cell Phone for ED (3 Yrs)	400
A/C unit	11,000
Records Storage System	4,500
TOTAL	\$ 19,500

2019 Capital Expenditures

2 Dell Computers @ \$1300 ea.	2,600
A/C unit	11,000
iMIS 20-300 EMS	75,000
TOTAL	\$ 88,600

2020 Capital Expenditures

2 Dell Computers @ \$1300 ea.	2,600
A/C unit	11,000
One Apple Computer (3 Yrs)	3,500
TOTAL	\$ 17,100

2021 Capital Expenditures

2 Dell Computers @ \$1300 ea.	2,600
Ipad for ED (3 Yrs)	1,000
Cell Phone for ED (3 Yrs)	400
A/C unit	11,000
TOTAL	\$ 15,000

2022 Capital Expenditures

2 Dell Computers @ \$1300 ea.	2,600
A/C unit	11,000
TOTAL	\$ 13,600

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Chris Shalby
Executive Director

Date: October 3, 2017



Subject: Communications Department Midyear Report

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

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

E-briefings:

The Membership Department continues to produce the weekly and informational IIMC E-briefings. The layout is simpler to read and streamlines the information. The E-Briefings have an average open rate of approximately 25%, a considerable percentage in this area. IIMC's open rates definitely increase, between 30% and 65%, when the message is specific to the members such as Region or Conference news. Links embedded in the E-briefings are opened at an average of 21% to 27% of the time. Approximately 78% of the membership views the E-briefings on their PC; and 22%, nearly one quarter of the Membership, views the E-briefings on a mobile device.

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

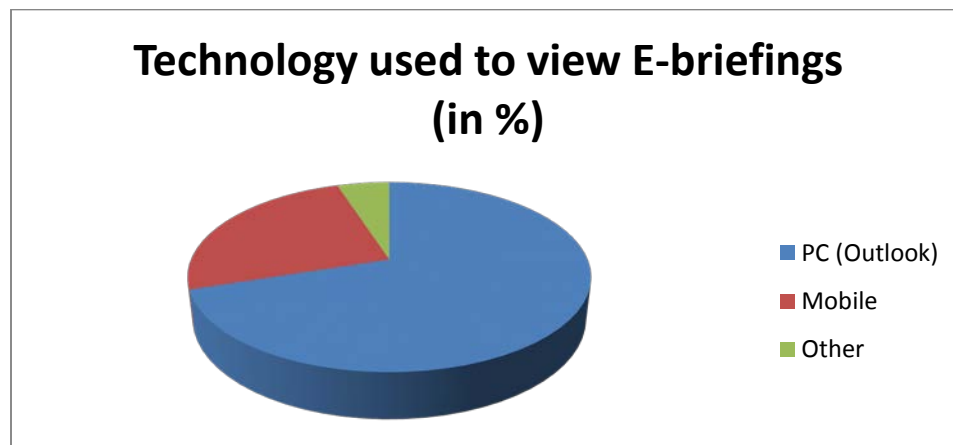


Figure 1: Devices used to view E-briefing

News Digest:

The News Digest is produced monthly. We have focused on providing a broader perspective in each issue, making certain to reach all of our members, domestically and internationally. We've made a concerted effort to include more articles pertinent to our Regions X and XI membership base. We continue to search for new articles that are inclusive of our varied membership.

The News Digest has an open rate of approximately 25%. Industry standards range between 18% to 22% open rate.

NOTE: We will be using a different distribution tack with the Digest – rather than announcing it as part of the E-Briefing, we will distribute it as a stand-alone announcement; therefore, not mixing it in with other IIMC news. We hope this will increase readership.

Facebook:

As of 10/3/2017 IIMC has 1,747 “likes” on Facebook (www.facebook.com/itsmyiimc) an increase of nearly 288 new viewers (from May 2017). The IIMC page has a weekly reach (the number of people entering IIMC's Facebook page) of approximately 1000 and nearly 350 members who post comments or share or like. The highest viewed post on Facebook as of today was the 2016 laying of the wreath at Arlington Cemetery by the Executive Committee, having been viewed by more than 114, 359 people.

Fans are comprised of the following demographics:

18 – 24 years old – less than 10% for both men and women
25 – 34 years old – 8% = women and 2% = men
35 – 44 years old – 21% = women and 2% = men
45 – 54 years old -- 29% = women and 3% = men
55 – 64 years old – 22% = women and 2% = men
65 plus years old – 8% = women and 1% = men

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

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

Date: October 2, 2017

Subject: Member Services Mid-Year Report 2017 - 2018



Member Services created the “Inactive 2 Active” Member Drive to market to inactive municipalities. Using IIMC’s database, these are municipalities that have not been IIMC members since 1997. Our mailing list had 3,740 possible new members and after three mailings, we have 99 new members showing revenue of \$16,220.00. We plan to continue this successful marketing drive into 2018.

Our Region Director Challenge has brought in 8 new members – which is an increase of 3 members from last year at this time. We appreciate the Region Directors participation and will watch for this number to increase as we get closer to March 2018. There are two free Norfolk registrations going to the Region Director that brings in the most new members.

For the Budget Committee meeting in September 2017, we had gathered membership statistics (please see attachments to the Member Services report) regarding:

- Member cancellations and why they cancelled between March 31, 2016 and December 31, 2017.
- Member types that were cancelled and how many of those cancelled members had their CMC and MMC between August 2016 to August 2017.
- New member, new replacement and cancelled member totals from July 2013 to July 2017.
- All Member drives from 2012 through 2017 showing members recruited and their retention.
- Region Report as of date of this report.

Members have the ability to pay their member dues online and update contact information at the same time. Our members don’t have to pay their dues to update their membership information. We have three buttons under “Membership” on our website that state:

- Join Now
- Renew Your Membership Dues
- Update Your Membership Information

It is convenient and we have shared this information via the IIMC E-Briefings and will continue to do so. We send out dues renewals as follows:

- First dues renewal by mail
- Reminder notice by mail
- Past Due notice by mail
- Final notice by mail, email and phone contact

Member Services updates all of the State/Provincial/National Association Presidents, Education Chairs, News Editors and Membership Chairs and their contact information on a monthly basis. If we have not been notified of the incoming President, we check the association website to see who the new President is and if the website has not been updated we make phone calls to collect all necessary information.

We have personal contact with our members daily, making certain we catch those members whose dues are about to expire, answer questions about the conference, dues renewals, membership, member transfers or retirements and to discuss the many job descriptions we receive from prospective new members each week. Tammy Storrie inputs new membership applications daily and sends new member packets monthly. We follow up with email and phone calls promptly. Tammy also sends the Month End Report to the Board along with excel reports which make it easy for the Region Directors to send out “Congratulations” and “Welcome to IIMC” letters.

The IIMC E-Briefing is distributed weekly in a format that seems to please our membership. Each small block represents information about the Annual Conference, IIMC Foundation, Certification Celebration, Events, and Links to IIMC’s most viewed web pages. We have added “New, Updated and Reminder” icons to the blocks so our members know that there is new or updated information in that particular block and the reminder makes it easier to note deadline dates. We have included dates with information/registration links of State/Provincial/National Association Meetings, Region Meetings and Institute Training Sessions. This has been popular and we continue to have a viewing percentage over 25% of our membership. We also send out News Updates for Regions announcing upcoming Athenian Dialogues, Region Newsletters and other Education opportunities. The Region specific e-blasts always have a higher percentage of member views.

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

Member Services has sent out the 2018 Salary Survey to all IIMC Members to complete and we hope to have it prepared and online by January 2018. It will be created in an Excel format instead of the pdf format from prior years. The member is now able to scroll through the information with the top header locked in place.

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

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

Tammy is the staff liaison to the Resource/Research Committee and Membership/Mentor Committee. Tammy has been uploading the 2017 conference education session handouts to the Resource page on the IIMC website. These materials are filled with educational information for those that were unable to attend the conference in Montreal to view and download.

Janis is the staff liaison to the Membership/Mentor Committee. The committee will be working on the Model Program to bring it current and present it to the Board in May 2018.

As of the date of this report, IIMC Membership count is 14,542.

Management's Comments:

This Department has always been customer service oriented and driven, and it shows in their work and their proactive approach to recruitment and maintaining members. The attachments are an excellent indication of the ebb and flow of associations and their quest to keep existing members while recruiting new ones. As you can see, the answers range from far and wide. From a marketing perspective, there are areas you can address and other areas that are just part of the process.

IIMC Member Cancellation Category Report – March 31, 2016 through December 31, 2017

Allow only one membership in municipality	1
Budget Constraints	31
Cancel at City's Request	12
Cancel at Member's Request	48
Deceased	14
Disabled – Unable to Renew	4
Free Mbrship w/Conf. Reg-did not renew	5 (Omaha)
ICMA Member	1
International Cancellation	173 (VvG-97) (SLCC-18) (ADSO-58)
Job Restructure	14
Laid Off	1
Moved	5
No Longer in this Field	269
No More International Memberships	1
No Response from Member	413
Not Seeking Re-election	2
Promoted to City Manager	4
Resigned	3
Retired	198
Sees No Benefit from IIMC	10
State Assn. Membership Only	<u>2</u>
GRAND TOTAL	<u>1,211</u>

IIMC New Members and New Replacements and Cancelled from July 2013 to July 2017

	<u>New</u>	<u>New Replacements</u>	<u>Cancelled</u>
July 2013/July 2014	798	212	832
July 2014/July 2015	730	229	1017
July 2015/July 2016	881	214	1086
July 2016/July 2017	<u>942</u>	<u>159</u>	<u>1018</u>
Grand Totals	<u>3,351</u>	<u>814</u>	<u>3,953</u>

2012 – 2013 New Member Drive – Large Municipalities

Brought in 365 New Members

212 out of 365 are still active members – 58% member retention

2013 - 2015 Small Member Drive – Small Municipalities

Brought in 206 New Members

128 out of 206 are still active members – 63% member retention

2016 Special District and County Member Drive

Brought in 16 Special District New Members and 21 County New Members

2017 Inactive 2 Active Member Drive

Brought in 93 New Members to date

2017-2018 Region Director Challenge

Brought in 7 New Members to date

IIMC REGIONAL MEMBERSHIP UPDATE

10/2/2017

REGION I

CONNECTICUT	100
MAINE	31
MASSACHUSET	216
NEW HAMPSHI	26
NEW YORK	238
RHODE ISLAND	55
VERMONT	32
SUBTOTAL	698

REGION II

DELAWARE	42
MARYLAND	64
NEW JERSEY	256
PENNSYLVANIA	43
VIRGINIA	184
WEST VIRGINA	17
SUBTOTAL	606

REGION III

ALABAMA	307
FLORIDA	663
GEORGIA	177
NORTH CAROLI	491
SOUTH CAROLI	77
SUBTOTAL	1715

REGION IV

ARKANSAS	83
LOUISIANA	67
MISSISSIPPI	158
OKLAHOMA	100
TEXAS	210
SUBTOTAL	618

REGION V

INDIANA	183
KENTUCKY	122
MICHIGAN	448
OHIO	176
TENNESSEE	107
SUBTOTAL	1036

REGION VI

IOWA	184
MINNESOTA	225
WISCONSIN	245
SUBTOTAL	654
REGION VII	
ILLINOIS	319
KANSAS	303
MISSOURI	196
SUBTOTAL	818

REGION VIII

ARIZONA	179
COLORADO	329
IDAHO	69
MONTANA	55
NEBRASKA	215
NEVADA	41
NEW MEXICO	126
NORTH DAKOTA	5
SOUTH DAKOTA	16
UTAH	178
WYOMING	61
SUBTOTAL	1274

REGION IX

ALASKA	107
CALIFORNIA	994
OREGON	135
WASHINGTON	333
SUBTOTAL	1569

REGION X

ALBERTA	42
BRITISH COLUMBIA	115
MANITOBA	3
NEW BRUNSWICK	5
NEWFOUNDLAND LABRADOR	18
NORTHWEST TERRITORIES	2
NOVA SCOTIA	3
ONTARIO	42
QUEBEC	2
SASKATCHEWAN	3
SUBTOTAL	235

REGION XI

	3
AUSTRALIA	2
BELGIUM	4
BERMUDA	1
BULGARIA	3
ENGLAND	4791
ISRAEL	4
NEW ZEALAND	1
SCOTLAND	4
SOUTH AFRICA	1
THE NETHERLANDS	492
WALES	12
SUBTOTAL	5318

**** GRAND TOTAL ** 14542**

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board

From: Tom van der Hoven
Region XI Development Consultant

Date: October 6, 2017

Subject: Development within IIMC Region XI in 2017/18



The purpose of my report is to inform the Board of the focus of my work as Region XI Development Consultant in 2016/17 and to seek the Board's input and support.

Background:

This is my fifth report to the Board and follows on from the background and role explained in previous reports.

The Role

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

My key objectives are to:

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

Discussion:

Structure

The Region XI Management Board met in Montreal, Canada in May 2017 with the main focus of discussions being the arrangements for the second IIMC/UDiTE European Symposium in Brussels. A telecom of the Board is scheduled to be held towards the end of this year.

Communication

Communication has always been, and will always be, a priority in Region XI. It is a challenge to engender a feeling of unity in a single region amongst associations in different countries and without a common language. The regular newsletter is our vehicle to share experiences and good practice. The latest newsletter was produced in July 2017 following the annual conference in Montreal and the next one is scheduled to be published in November 2017.

Membership

A key objective of my role is to generate membership growth in Region XI. The revised bulk membership scheme agreed by the Board grew IIMC's total Region XI membership to over 5,300 members.

We now need to focus on how to retain those members and to provide them with services and products that will serve their needs. The challenge will be in finding out what they expect from their membership as it will differ from association to association – one size does not fit all.

This is an area of focus of the International Relations Committee and I will be working with them on it.

2017 IIMC/UDiTE Symposium

After a setback in 2016, which resulted in postponement of the Symposium due to terrorist actions in Brussels, the second IIMC/UDiTE Symposium was eventually held in Brussels on September 7 and 8. It attracted nearly 70 delegates from England, Belgium, Portugal, Bermuda, the Netherlands, France, Wales, Scotland, Malta and North Miami Beach, FL. It was an excellent turnout with diverse topics, ranging from *Polarization* to the *Great Transformation and the Great Divide*, to *Regulations of Conduct for Elected Councilors* to *Citizen Participation and Democracy*. President Kayser opened the Symposium with brief remarks on the importance of global associations collaborating to produce an impactful event. Kayser and Immediate Past President Simmons, who also attended, convened several sessions during the two-day Symposium.

Feedback from delegates have been overwhelmingly positive with 96% of delegates rating their experience as excellent/good and 100% indicating that they will attend a similar event in future. Since we started planning for this event in 2015 the \$/€exchange rate deteriorated but with careful planning we were still able to deliver an excellent event within budget.

This was a team effort and I would like to thank IIMC's Executive Director and his staff, representatives of the various associations within Region XI and UDiTE who played key roles – especially Eelco Groenenboom of VvG, Tine Vervisch of ECG and Simon Pascoe of UdiTE and our Region XI Directors for their support.

I will be meeting with IIMC's Executive Director, IIMC President, SLCC representatives and the Region XI Directors prior to the SLCC conference in the UK in October to discuss the next Region XI Symposium. Right now we are exploring the possibility of holding it in the UK but the Executive Director will update you on that at your midyear meeting.

Focus for 2017/18

The key focus for the immediate future will be to plan the next Symposium and to work with the International Relations Committee and the large number of new members in Region XI to provide the products and services they will want to access.

Recommendation:

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

Management's Comments:

Many thanks to our Region XI consultant Tom van der Hoven for all his work on the Symposium. It was a Herculean effort and with the various components that comprise an event of this magnitude, the end results proved how fruitful his efforts were. We look forward to updating you on the next Symposium and, possibly, the next Study Abroad program.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: IIMC Board of Directors

From: Dr. Kathy Duncan, Consultant

Date: October 2, 2017

Subject: Diversity/Inclusivity Taskforce Update

Background

As an outcome of the Board Development session that occurred in May 2016, a volunteer Diversity Task Force was created through an application and selection process. The Diversity/Inclusivity Task Force is comprised of 20 members, representing each of IIMC's eleven Regions.

The first meeting was conducted via teleconference in February 2017. At the conclusion of that meeting, it was agreed that having the group meet face-to-face in California would be advantageous and productive in reaching its goals. The Board approved a one-time budget allocation of \$8,600 to help with accommodations and meeting expenses. The individuals attending agreed to pay their own airfare.

On September 15, 2017, 10 members met in Ontario, CA, to discuss IIMC and how to create an inclusive and inviting environment for its members. Dr. Kathy Duncan, Professor at the University of La Verne, CA, facilitated the meeting. IIMC's Professional Development Director Dr. Jane Long and Executive Director Chris Shalby were also in attendance. The meeting's highlights are outlined in this report. At the end of this report are several Board recommendations that, if approved, will need to amend the Constitution:

Highlights

Diversity vs. Inclusivity – group discussion

- If we define diversity too broadly, then diversity has decreased meaning. To ignore diversity is to ignore the world today
- Inclusivity means we use what everyone brings to the table for the success of the organization. Everyone brings their perspectives and feels welcomed
- Takes a little longer to become a good working team – but leads to more positive outcomes such as greater innovation and creativity
- Inclusivity really does have to include everyone
- Discussed dominant and non-dominant cultures
 - Can't change what we were born with – but can use it to become self-aware and help others
 - We all have some areas of our life where we are privileged – we need to have awareness of these areas

Dr. Duncan then divided the group into three working groups:

- Group One -- worked on the mission/values statements
- Group Two – worked on a survey of the membership
- Group Three – worked on ways to include diversity and inclusivity into our communications and programming

Mission or Values (Facilitated by Dr. Kathy Duncan)

Statement: We embrace diversity and equality by committing to creating and maintaining an environment that is inclusive of all.

- The task force decided that this should be a stand-alone “value statement.”
- This group also made the following suggestions:

For the pipeline:

- Mentoring/leadership development by local leaders for future leaders
- Regional Directors need more communication within their regions
- Examine how regions elect directors to ensure opportunity for more diverse representation
- Examine requirements for directors and current relevance

Survey Work (Facilitated by Dr. Jane Long) – See attached

- There is a need to have a better understanding of the demographics of the members for a number of reasons (e.g., board diversity, marketing, etc.)

Walk the Talk (Facilitated by Chris Shalby)

This group came up with the following suggestions:

- Incorporate the “talk” into all literature and media
- Utilize new media
- Spotlight Digest articles which feature unique clerks that are encouraging inclusivity
-

At conference:

- Conference bingo – culturally sensitive
- Mentor for 1st, 2nd, and 3rd time attendee – assign an individual to a group of 3-4 first, second or third time attendees to give information on general things at the conference
- 7 Strangers for Lunch
 - Bring people with common interests together who would not otherwise interact with one another
 - Builds a bigger sense of community and inclusivity at lunch
 - Include a Board Member at each table
 - Meet the Board event
 -

Other Suggestions

- Interactive map on the web site showing where all members are located in regions/states. Click on the location on the map to see location and how many members are involved from that region. (Florida website is a great example)
- Ensure the Conference Registration desk has diverse representation.

Management's Comments:

This was an outstanding meeting with an impressive group of IIMC members. The day-long session was comprised of various exercises to determine the meaning of diversity and inclusivity, group activities and group tasks.

We are making several recommendations to the Board regarding changes to the IIMC Constitution.

We also are recommending that the Board approve the attached survey for distribution to the membership.

Recommended Amendments to the IIMC Constitution

- Core Values Statement: "We embrace diversity and equality by committing to creating and maintaining an environment that is inclusive of all."
- IIMC Region Directors and Board Representation -- No state in an IIMC Region can have representation on the IIMC Board in consecutive years (unless there are no other candidates)
- IIMC Region Director Qualifications -- Remove IIMC conference attendance as a qualification – Article VIII – D in the Constitution -- *Have attended at least two Annual Conferences. Attendance may include the conference at which the candidate's term would begin.*
- Board Representation -- Appoint Board Representatives from under-represented populations as "at large" members of the Board as needed

Recommended Change to IIMC Vice President Ballots

- The Task Force believes it is important to include photographs of candidates running for Vice President on the electronic ballot. The reason is that it might increase voting since most people recognize a face and not, perhaps, a name.

Draft Diversity and Inclusivity Survey

This survey is being sent by the Diversity and Inclusivity Task force which has been appointed by the IIMC Board of Directors.

Purpose: To gain a true understanding of the individuals that make up the IIMC membership to ensure your individuality is reflected in the mission, values, benefits and services of your organization.

1. What is the approximate population of the municipality or township in which you currently serve?
 - 5,000 or less
 - 5,000 – 20,000
 - 21,000 – 50,000
 - 51,000 – 100,000
 - 101,000 – 250,000
 - 251,000 – 500,000
 - Greater than 500,000

2. In an effort to gain a clearer picture of the mean age of our membership, please identify your age group:
 - 25-34 years
 - 35-42 years
 - 43-50 years
 - 51-60 years
 - 61-69 years
 - 70 years and older

3. What is your gender?
 - Female
 - Male
 - Transgender
 - Do not identify as female, male, or transgender

4. What is your race/ethnicity? (check all that apply)
- American Indian or Alaska Native
 - Asian/East Indian
 - Black or African American
 - Hispanic, Latino or Spanish decent
 - Middle Eastern
 - Native Hawaiian or Other Pacific Islander
 - White
 - Other: (Comment box)
5. In which IIMC region are you currently serving?
- Region I (CT, ME, MA, NH, NY, RI, VT)
 - Region II (DE, DC, MD, NJ, PA, VA, WV)
 - Region III (AL, FL, GA, NC, SC)
 - Region IV (AR, LA, MS, OK, TX)
 - Region V (IN, KY, MI, OH, TN)
 - Region VI (IA, MN, WI)
 - Region VII(IL, KS, MO)
 - Region VIII (AZ, CO, ID, MT, NE, NV, NM, ND, SD, UT, WY)
 - Region IX (AK, CA, HI, OR, WA)
 - Region X – Canada (AB, BC, MB, NB, NL, NS, NT, ON, PE, QC, SK, YT)
 - Region XI – Outside North America (Australia, Belgium, Bulgaria, England, Israel, Netherlands, New Zealand, Portugal, South Africa)
6. Considering your entire professional career, how many total years have you served in the clerk profession?
- 0-3 years
 - 4-9 years
 - 10-15 years
 - 16-20 years
 - 21 years and over

7. As a municipal/local government professional, IIMC is aware that you may hold one or more required state or provincial issued certifications. We would also like to know if you hold the Certified Municipal Clerk (CMC) or Master Municipal Clerk (MMC) certification from IIMC
- Yes, I hold the CMC
 - Yes, I hold the MMC
 - No, but I am currently working toward IIMC certification
 - No, I am not currently working toward IIMC certification
8. Have you ever attended an IIMC Annual Conference?
- Yes
 - No
9. What is your highest level of formal education?
- High school/GED
 - Some trade, technical, vocational or college (no certificate or degree)
 - Trade, technical, vocational (certificate) or Associate's degree
 - Bachelor's degree
 - Master's degree
 - Doctoral degree
 - Advanced certification or degree (e.g. CPA or Chartered Accountant, CPM, CRM, SPHR,)
10. What languages do you speak fluently? (open box)
11. Do you have a physical/mental disability that requires an accommodation?
- Yes
 - No
12. Do you have any comments or suggestions regarding diversity and inclusivity you would like to address? (Please remember, your answers will be kept confidential)

CONSTITUTION OF THE INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

PREAMBLE

The International Institute of Municipal Clerks (IIMC) serves the needs of Municipal Clerks, City Secretaries, Treasurers, Recorders, and other allied associations worldwide. IIMC's primary goals are to promote education and training, professional development, certification, public service, mutual assistance and goodwill, and skill development.

ARTICLE I General

Section 1. Name

The corporate name is International Institute of Municipal Clerks (IIMC).

Section 2. Corporate Status

IIMC is a tax-exempt corporation in accordance with Section 501(c)(6) of the Internal Revenue Code. IIMC was founded in French Lick, Indiana in 1947, and was incorporated on May 22, 1953, in Illinois, United States of America.

Section 3. Mission

IIMC is a professional, non-profit association that promotes education and certification through university and college based institutes and provides networking solutions, services, and benefits to its members worldwide.

Section 4. Fiscal Year

IIMC's fiscal year begins January 1 and ends December 31.

Section 5. Budget

The Executive Director, in concert with the Budget Committee, shall present a balanced budget to the Board of Directors annually. A non-lapsing restricted reserve fund serves as a depository for budget surpluses and a resource for funding budget deficits.

Section 6. Restrictions

All IIMC policies and activities shall be consistent with applicable federal, state, and local laws and regulations, including the requirement that no part of its net earnings may inure to the benefit of any private individual or group.

Section 7. Dissolution

Should IIMC dissolve its operations, the assets will be either dedicated or transferred only in accordance with the corporation's purpose.

ARTICLE II Membership

Section 1. Classes of Membership

IIMC members are comprised of the following classes of membership:

- A. Full Member
- B. Additional Full Member
- C. Associate Member
- D. Honorary Member
- E. Retired Member

Section 2. Definitions

- A. A Full Member is a Municipal Clerk, City Secretary, Recorder, Legislative Administrator, Director of Corporate Business or Administrative Services, and/or those with similar titles who serve legislative governmental bodies in administrative capacities with management responsibilities and duties including four of the following:
 - 1. General management
 - 2. Meeting administration
 - 3. Financial management
 - 4. Stewardship of bylaws, articles of incorporation, ordinances, resolutions, and other legal instruments
 - 5. Custody of the official seal and execution of official documents
 - 6. Records management
 - 7. Human resources
 - 8. Elections administrationThere may be only one Full Member from each legislative governmental body.
- B. An Additional Full Member is an individual who meets the Full Member criteria and serves a legislative governmental body represented by a Full Member. There is no limit to the number of Additional Full Members there may be from a legislative governmental body.
- C. An Associate Member is an individual in transition or employed by a legislative body, but who does not meet the Full Member criteria.
- D. An Honorary Member is elected to this classification by the IIMC Board of Directors and meets either of the following categories:
 - 1. An IIMC Past President. Upon retirement or assuming a position with a legislative governmental body other than municipal clerk.
 - 2. An individual who has made significant and exemplary contributions to IIMC and the profession.
- E. A Retired Member must have been a Full Member, Additional Full Member, or Associate Member prior to retirement.

Section 3. Dues

The Board of Directors establishes annual dues.

Section 4. Privileges of Membership

- A. Membership privileges are reserved for members whose dues are current.
- B. All members have the right to vote, to participate in IIMC educational programs, and to have access to IIMC member services.
- C. All members, except Associate Members, have the right to participate in Certified and Master Municipal Clerk programs. When full members, who are enrolled and have been actively working on attaining certification, no longer meet the criteria to be considered a full member, they may become an Associate Member. If such Associate Members desire, they shall be allowed to complete their certification.
- D. Full Members and Additional Full Members have the right to serve on the IIMC Board of Directors.

Section 5. Classification Change

Members must notify IIMC Headquarters regarding any change in job duties that would invalidate their current membership classification. Their membership classification will be changed to the appropriate classification.

Section 6. Officer Classification Change

If the membership classification of an officer is changed from Full Member or Additional Full Member, the office shall then be declared vacant and filled in accordance with the provisions in Article IV, Section 7, of this constitution.

ARTICLE III Regions

Section 1. Geographic Regions

IIMC is divided into eleven (11) geographic regions established to represent geographic interest.

Section 2. Reapportionment Process

- A. Regional reapportionment shall be considered at the request of:
 - 1. The Board of Directors to the President;
 - 2. A State/Provincial/National Association submitting an adopted resolution to the President through the Executive Director.
- B. When reapportionment is requested, the President shall appoint a committee to solicit comments from the Associations within the Regions proposed to be affected. The committee's report is to be submitted to the Board of Directors, and a two-thirds vote is required for approval.
- C. Regional boundary changes shall not disqualify a serving Officer or Director.

ARTICLE IV Board of Directors

Section 1. Composition

The Board of Directors is comprised of the four (4) Executive Committee members and twenty-two (22) Region Directors (two from each Region).

Section 2. Powers

- A. The Board of Directors is authorized and responsible for IIMC's governance, with each member having the right to vote at Board meetings. The Board establishes and monitors implementation of policy by IIMC staff under the direction of the Executive Director.
- B. A two-thirds vote of the Board of Directors is required to remove funds from the restricted reserve fund.
- C. The Board of Directors is also empowered to:
 - 1. Further IIMC's mission.
 - 2. Adopt and enact policies.
 - 3. Establish membership dues and other revenues.
 - 4. Authorize unbudgeted expenditures.
 - 5. Approve the annual budget and require an annual independent audit.
 - 6. Select the annual conference site.
 - 7. Establish a job description, evaluate, appoint, or remove the Executive Director.
 - 8. Perform other duties required with the administration of IIMC Policies.

ARTICLE V Officers

Section 1. Officers

The Officers of IIMC are a President, a President Elect, a Vice President, and the Immediate Past President. The IIMC Executive Director serves as Treasurer/Secretary.

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

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

Section 3. Restriction

No two Officers may be from the same Region

Section 4. Succession

At the Annual Conference, the President Elect succeeds to President, the Vice President succeeds to President Elect, and prior to the Annual Business Meeting, the members elect a Vice President.

Section 5. Oath of Office

The Oath of Office shall be administered to each Officer prior to taking office.

Section 6. Powers

The IIMC President is empowered to:

- A. Chair the meetings of the Executive Committee and the Board of Directors.
- B. Fill vacancies for standing committee members and chairs.
- C. Establish task forces, appoint the members, and designate the chair.
- D. Execute other duties delegated by the Board of Directors.

The President Elect and Vice President:

- A. Assist the President.
- B. Succeed to the office of President either upon a vacancy or if the President is unable to perform the duties of office.
- C. Appoint incoming committee members and chairs to serve during their terms as President and President Elect.

The Immediate Past President serves an advisor to the President and performs other duties as assigned by the President.

Section 7. Vacancy in Office

- A. President or President Elect: A vacancy in the office of President or President Elect advances the next Officer in line to the appropriate office. The advancing Officer may remain in office for a subsequent one-year term.
- B. Immediate Past President: A vacancy in the office of Immediate Past President remains vacant until the outgoing President assumes the office.
- C. Vice President:
 - 1. When there is a vacancy in the office of Vice President, the Board of Directors has sixty (60) days to appoint a current member of the Board of Directors to complete the term. The Director must have served at least two years as a Region Director and may not be from the same Region represented by a current Officer.
 - 2. If the vacancy occurs within 120 days prior to the Annual Conference, the office shall remain vacant. An election for President Elect and Vice President shall be held prior to the Annual Conference

ARTICLE VI Region Directors

Section 1. Region Representation

There shall be two Region Directors elected from each IIMC Region.

Section 2. Term (Annual Conference to Annual Conference)

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

Section 3. Restriction

No two Region Directors may be from the same legislative governmental body.

Section 4. Oath of office

The Oath of Office shall be administered to each Region Director prior to taking office.

Section 5. Vacancy in Office

- A. If the vacancy occurs 120 days or less prior to the Annual Conference, the office remains vacant for the remainder of the term.
- B. If the vacancy occurs more than 120 days prior to the Annual Conference:
 - 1. The IIMC President notifies the Board of Directors and the Presidents of the Municipal Clerks Associations within the Region in which there is a vacancy.
 - 2. The Municipal Clerks Associations may recommend one or more qualified candidates for consideration.
 - 3. Nominations are also accepted from any member in the Region.
 - 4. A new Region Director is elected to serve the remainder of the term and is eligible to be a candidate for a consecutive full three-year term.

ARTICLE VII Executive Committee

Section 1. Members

The Executive Committee is comprised of the President, President Elect, Vice President, and Immediate Past President.

Section 2. Term of Office

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

Section 3. Powers

The Executive Committee is not a decision-making body. All actions taken must be ratified by the Board of Directors.

ARTICLE VIII Qualifications, Nominations and Elections

Section 1. Qualification of Candidates for Vice President

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

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

Section 2. Qualification of Candidates for Region Director

To qualify for office as a Region Director, a candidate must:

- A. Be an IIMC member for at least three (3) years.
- B. Have served at least three (3) years as a Municipal Clerk or other office as defined in Article II, Membership, Section 2 A.
- C. Have attended at least two Annual Conferences. Attendance may include the conference at which the candidate's term would begin.
- D. Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member during the term of office.
- E. Provide written support of candidacy from the legislative governmental body they represent.
- F. Provide written support of candidacy from their state, provincial, or national association within the Region in which they are running.

Section 3. Nominations

The Board of Directors establishes policies regarding nominating procedures for Officers and Region Directors.

Section 4. Elections

The Board of Directors establishes policies not included in this Constitution regarding the conduct of elections for Officers and Region Directors.

Section 5. Election of Vice President

- A. If there is only one candidate for Vice President, no election is held, and the candidate is declared elected.
- B. If there are two or more candidates, IIMC conducts an election thirty (30) or more days prior to the beginning of the Annual Conference.

Section 6. Election of Region Directors

- A. If there is only one candidate for Region Director, no election is held, and the candidate is declared elected.
- B. If there are two or more candidates, IIMC conducts a Region election thirty (30) days or more prior to the beginning of the Annual Conference.

Section 7. Election Results

Election results are provided to the candidates prior to the Annual Conference and are announced to the membership at the Annual Business meeting.

ARTICLE IX

Board of Director Meetings

Section 1. Regular Meetings

Three meetings of the Board of Directors will be held annually. Notice of the meetings and an opportunity to participate will be provided to all members. Two meetings will take place at the Annual Conference and the other will be held no later than seven months following the Annual Conference.

Section 2. Special Meetings

The President, a majority of the members of the Executive Committee, or a majority of the Board of Directors may call a special meeting. Special meetings may be held at a specific location or may be conducted using available conferencing technologies. In either event, the time, place, and the special meeting's purpose must be provided to all Board members at least two working days in advance of the scheduled meeting.

Section 3. Quorum

A majority of the Board of Directors constitutes a quorum for the transaction of official business.

Section 4. Attendance at Board Meetings

Board members are required to attend all Board of Directors meetings. A Board member may be excused from two regular meetings during a three-year term for a valid reason. The request to be excused must be in writing, approved by the President. The Board of Directors will excuse the absence of the President. A third absence is considered a resignation from the position.

ARTICLE X Annual Business Meeting

The Annual Business Meeting is an in-person assembly of members. The Board of Directors will establish the time and place to conduct the member's Annual Business Meeting.

ARTICLE XI Executive Director

Section 1. Responsibilities

The IIMC Executive Director reports to the Board of Directors and executes the Board's established policies. The Executive Director serves as the IIMC Secretary-Treasurer and is responsible for its daily administrative and financial operation. The Executive Director is empowered to hire and manage all staff, independent contractors, and resources according to established policies and the annual budget.

Section 2. Employment

The Executive Director is employed at will under the terms of an employment contract.

Section 3. Vacancy

In the event of a temporary vacancy in the position, the Board of Directors will name an Interim Executive Director and will determine the process in hiring a new Executive Director.

ARTICLE XII Ethical Standards

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

IIMC members are required to carry out their duties as IIMC members to the best of their abilities, impartially and objectively so as to reinforce confidence in their integrity and their dedication. Furthermore, by their membership in IIMC, they commit themselves to IIMC's best interests.

This Code of Ethics clarifies IIMC's expectations of its members, reaffirms its commitment to caring for the members' needs, and is a guide for fair and consistent behavior by its members.

It is critical to IIMC that its members are committed to the highest standards of ethical behavior.

Section 2. Standards of Behavior

All new IIMC members must affirm their commitment and willingness to abide by the Code of Ethics. Violations of the Code of Ethics may result in restricted membership rights, such as losing voting privileges, the right to serve on committees, or participate in membership services for specific periods of time. Grievous violations may result in expulsion from IIMC without the refund of dues.

Section 3. Ethical Standards Committee

An Ethical Standards Committee is an Ad Hoc Committee that the Board appoints upon receiving a complaint against a member who has allegedly violated the Code of Ethics. The committee's primary function is to investigate and file a report with a recommendation to the IIMC Board of Directors.

Only IIMC members can submit complaints against a member for a violation of the Code of Ethics.

Section 4. Investigation and Report

The Ethical Standards Committee is mandated to conduct investigations, including accepting verbal or written statements from other IIMC members, witnesses, or individuals with personal knowledge of the situation and to hold teleconferences with these individuals.

The Ethical Standards Committee summarizes the findings to the Board of Directors and recommends whether or not any censure to be applied against the person(s) in the alleged complaint. Given the need to protect members' right to their good name and reputation, complaints that are determined to be frivolous or without factual basis may also incur censure.

Section 5. Action

Only the Board of Directors has the authority to apply sanctions for violations of the Code of Ethics.

ARTICLE XIII Parliamentary Authority

The rules contained in the current edition of *Roberts Rules of Order Newly Revised* shall govern in all cases to which they are applicable and in which they are not inconsistent with this constitution and any special rules of order IIMC may adopt.

ARTICLE XIV Amendments to the Constitution

Section 1. Proposed amendments

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

Section 2. Membership Notice and Consideration

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

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

Section 3. Membership Vote

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

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

Amended August 23, 2016

