



**International Institute of Municipal Clerks  
Board of Directors  
Annual Meeting Agenda  
May 18-19, 2018**

**Waterside Marriott Hotel – Norfolk, Virginia**



**International Institute of Municipal Clerks  
Board of Directors ~ Annual Meeting Agenda  
May 18-19, 2018  
Waterside Marriott Hotel – Norfolk, Virginia**

1.	Call to order	
2.	Roll call	3
3.	Agenda approval	7
4.	Consent agenda approval	
	a. DRAFT Minutes of November 17, 2017, Board Meeting – Riverside, CA	9
	b. DRAFT Minutes of November 18, 2017, Board Meeting – Riverside, CA	11
	c. DRAFT Minutes of Board Meeting Teleconference – February 16, 2018	19
5.	Foundation Report Update – Nicol – Verbal -- NO ACTION REQUIRED	
	a. Jim Tinnin Online Learning Scholarships Criteria/Process Form - Attached	23
	b. Draft Recommendations regarding Restricted Endowment Funds - Attached	24
6.	Executive Director Update – Chris Shalby – ACTION REQUIRED	25
	a. Campaign Guidelines Draft Policy – Attached	31
	b. Hungary Affiliation Agreement – Attached	33
7.	Education Department Report — NO ACTION REQUIRED	35
	a. Institute Director Welcome Brochure	41
8.	Region XI Report – Tom Van Der Hoven – NO ACTION REQUIRED	45
9.	Committee Reports – Board Liaisons to Introduce Reports - NO ACTION REQUIRED	
	a. Conference	49
	b. Education/Professional Development	51
	c. Election	53
	d. Legislative	55
	e. Membership/Mentoring	57
	f. Policy	59
	g. Records Management	61
	h. Research and Resource -	63
10.	Committee Reports – Board Liaisons to Introduce Reports - ACTION REQUIRED	
	a. International Relations	65
	b. Public Relations/Marketing	71
	i. Crisis Communication Plan	73
	c. Budget and Planning	79
11.	Financials – ACTION REQUIRED	
	a. 2017 Year-End Budget with notes – Shalby/Parker/Pantaleon - Handout	
	b. 2017 Audit Report – Pantaleon/Parker/Shalby - Handout	
	c. 2018 First Quarter Financials – Shalby/Pantaleon/Parker - Handout	
12.	Staff Reports – NO ACTION REQUIRED	
	a. Communications – Shalby	83
	b. Membership – Janis Daudt	87

13. Annual Conference Updates
  - a. 2018 – Norfolk, VA – Shalby – Verbal
  - b. 2019 – Birmingham, AL – Shalby – Verbal
  - c. 2020 – St. Louis, MO – Shalby – Verbal
  - d. 2021 – Grand Rapids, MI – Shalby – Verbal
  - e. 2022 – Little Rock, AR – Shalby - Verbal
14. Reports from Directors and Officers
15. Other Business and Announcements
16. Adjournment

# 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

### 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

### 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:** lmcperson@desotoks.us

### 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

### 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

### 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

### 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

### 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

### 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

### 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

## **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

## **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

## **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

## **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

## **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

## **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

## **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

## **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

## **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**

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

Term ends: May 23, 2018

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

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

Term ends: May 22, 2019

**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, CMC****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 ~ Mid-Year Meeting**  
**November 17, 2017**  
**Mission Inn, Riverside, California**

President Kayser called the board meeting to order at 2:45 p.m.

The following were in attendance:

President Mary Kayser, MMC

President Elect Stephanie Carouthers Kelly, MMC

Vice President Lana McPherson, MMC

Immediate Past President Vincent Buttiglieri, MMC

Region I Directors: Carol L. Anderson, MMC; Joseph F. Powers, MMC

Region II Director: Douglass A. Barber, CMC; Heidi R. Brunt, MMC

Region III Directors: Pamela Smith, MMC; Lisa B. Vierling, MMC

Region IV Director: 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 Davis, MMC

Region X Director: Bonnie Hilford, CMC; Aleta Neufeld, CMC

Region XI Director: Djimmer Petrusma MMC; Kathryn Richmond, CMC

Others present:

Leon Wright, CMC

Anne Uecker, MMC

Colleen Nicol, MMC

Dale Barstow, Municipal Code

Executive Director, Chris Shalby

Office Manager, Denice Cox

Director of Member Services, Janis Daudt

Director of Professional Development, Dr. Jane Long

Certification Manager, Ashley DiBlasi

Certification Assistant, Kellie Siggson

Finance Specialist, Janet Pantaleon

CPA, Financial Consultant, Connie Parker

Director of Member Services, Janis Daudt

Member Services Representative, Tammy Storrie

Parliamentarian, Connie M. Deford

Administrative Coordinator/Secretary, Maria Miranda

Director Smith moved to excuse Director Pierce's absence. **Motion carried.**

President Kayser administered the Oath of Office to Region I Director Joseph Powers and Region XI Director Kathryn Richmond.

Without objection, the consent agenda approval was moved to Saturday's meeting on November 18, 2017, and Item 13.d. Diversity/Inclusivity Task Force report, was moved to follow Item 11, Committee Reports, before the Education/Professional Development Committee report.

## **AGENDA**

The meeting agenda was approved as amended.

The Board went into Executive Session at 3:00 p.m. and reconvened at 3:45 p.m.

Following announcements, the meeting adjourned at 3:46 p.m.

Maria Miranda, Secretary

**International Institute of Municipal Clerks**  
**Board of Directors ~ Mid-Year Meeting**  
**November 18, 2017**  
**Mission Inn, Riverside, California**

President Kayser called the board meeting to order at 8:30 a.m.

The following were in attendance:

President Mary Kayser, MMC

President Elect Stephanie Carouthers Kelly, MMC

Vice President Lana McPherson, MMC

Immediate Past President Vincent Buttiglieri, MMC

Region I Directors: Carol L. Anderson, MMC; Joseph F. Powers, MMC

Region II Director: Douglass A. Barber, CMC; Heidi R. Brunt, MMC

Region III Directors: Pamela Smith, MMC; Lisa B. Vierling, MMC

Region IV Director: 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 Davis, MMC; Sheri L. Pierce, MMC

Region X Director: Bonnie Hilford, CMC; Aleta Neufeld, CMC

Region XI Director: Djimmer Petrusma MMC; Kathryn Richmond, CMC

Others present:

Leon Wright, CMC

Anne Uecker, MMC

Colleen Nicol, MMC

Dale Barstow, Municipal Code

Executive Director, Chris Shalby

Office Manager, Denice Cox

Director of Member Services, Janis Daudt

Director of Professional Development, Dr. Jane Long

Certification Manager, Ashley DiBlasi

Certification Assistant, Kellie Siggson

Finance Specialist, Janet Pantaleon

CPA, Financial Consultant, Connie Parker

Director of Member Services, Janis Daudt

Member Services Representative, Tammy Storrie

Parliamentarian, Connie M. Deford

Administrative Coordinator/Secretary, Maria Miranda

## **CONSENT AGENDA**

Minutes of the following meetings were approved as corrected:

- a. DRAFT Minutes of May 20, 2017 Board Meeting - Montreal
- b. DRAFT Minutes of May 24, 2017 Board Meeting - Montreal
- c. DRAFT Minutes of Annual Business Meeting - Montreal
- d. DRAFT Minutes of Board Meeting Teleconference – 10/25/17

## FOUNDATION REPORT UPDATE

ED Shalby presented the report and Foundation President Nicol added the following:

- 2.4 million dollars have been collected since last quarterly report
- \$38,000 has been received in contributions from members
- Foundation provided \$3,000 to the Diversity Task Force to assist with costs
- Working on new look for the website
- Currently working on alternative ways people can contribute to the Foundation, individually and on a Regional level
- Foundation has 29 Restricted Endowments and will have an additional two this year
- Region IV and the Oregon Association of Municipal Recorders will be presenting the Foundation with endowment checks this year

## EXECUTIVE DIRECTOR UPDATE

### Hotels 2018:

- We have contracted 257 rooms for each hotel and should have no problem meeting the room block. The Hilton Hotel can accommodate IIMC if we sell out both hotels and the need arises.

### Education:

- Per the Board's recommendation, we added \$25.00 to the CMC application fee, increasing it from \$100.00 to \$125.00. To date, we've not encountered any issues with the increase.
- We have been operating without a Communications Coordinator. Staff shares those duties. We did not recommend hiring for this position for 2018 primarily due to costs and the need to evaluate the entire operation.

### Independent Contractors:

- Director Buchholtz moved to renew the contract for Connie Deford, Parliamentarian, for an additional 3 years. **Motion carried.**
- Director Davis asked why the matter of the Parliamentarian contract renewal comes to the Board if the decision to hire is up to the ED. ED Shalby clarified he brings it to the Board to be transparent.

### Chapter 7.75.030 Policy – President Cannot Attend Annual Conference:

- ED Shalby explained why it would make sense to have a policy in place in case the IIMC President cannot attend an annual conference. After some discussion it was agreed that this policy be adopted.
- Director Edwards moved to adopt the policy as follows:

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 Most Immediate Past President available 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 Director's 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.

**Motion carried.**

## **EDUCATION DEPARTMENT REPORT**

Certification Manager DiBlasi presented the report adding the following:

**IIMC Gives Back:**

- IIMC Gives Back – we will be partnering with Ronald McDonald House Charities of Norfolk, Virginia, which will allow IIMC members to contribute. A charity wish list will be forthcoming.

**Captus Press:**

- We will be releasing one additional course through Captus Press by January 31<sup>st</sup> bringing our total online program number to eight courses by the end of 2018.

**MindEdge Learning:**

- The Education and Professional Development Committee reviewed the MindEdge Learning proposal on August 9, 2017, and we received their support and approval for the implementation of the MindEdge online learning course. With the implementation of MindEdge, 40% of the course fees will be returned as revenue to IIMC.

Dr. Long discussed the following:

**IIMC Institutes:**

- Eight annual reports have been submitted, three are in compliance.
- Awaiting Institute proposals from Indiana and Wyoming.

**ID Connection Newsletter:**

- Next edition will go out in December which will include this year's Institute Director's Award of Excellence winner.

Education Assistant Siggson discussed the following:

**Certification/Verification**

- Since the Annual Business Meeting on May 20, 2017 we have awarded 158 CMC designations and 52 MMC designations.
- Kathryn Richmond has been awarded her CMC. She is the first United Kingdom Clerk to earn her CMC designation since 2012. Also, we have awarded an MMC to Ed Benevides from Bermuda in Region XI.

## **RECESS**

The meeting recessed at 10:20 a.m. and reconvened at 10:42 a.m.

Certification Manager DiBlasi continued with the Education report as follows:

**CMC/MMC Scholarships:**

- Fifteen members submitted scholarship applications in 2017 but were denied due to no certification application on file.

**Region Grants:**

- Only five IIMC regions took advantage of this funding option in 2017. The Department will continue to advertise this opportunity.

**COMMITTEE REPORTS**

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

**RECESS**

The meeting recessed at 11:43 a.m. and reconvened at 12:58 p.m.

**DIVERSITY/INCLUSIVITY TASK FORCE**

Dr. Long and ED Shalby presented the report.

The Task Force held a day-long session comprised of various exercises to determine the meaning of diversity and inclusivity, group activities and group tasks, making several recommendations to the Board regarding changes to the IIMC Constitution.

Bullet #1 – Core Values Statement:

**Diversity and Inclusivity**

"We embrace diversity and equality by committing to creating and maintaining an environment that is inclusive of all."

At Friday's board development training, the board developed the following additional core values statements:

**Innovation**

"We commit to continuous improvement of services and policies through collaboration, creativity, and technology

**Integrity**

We adhere to the tenets of honesty, transparency, consistency, and respect.

**Communication**

We promote the connection of members worldwide with the purposeful sharing of information, knowledge, and educational opportunities.

**Professionalism**

We strive for excellence within our profession.

Director Buccholtz moved to accept all value statements to be added to the constitution in alphabetical order. Director Anderson's amendment to strike out "alphabetical order" and insert "order of importance" was lost. Original motion was adopted.

Following additional discussion, Director Pierce moved to reconsider the vote on accepting all value statements to be added to the constitution in alphabetical order. Motion to reconsider adopted.

Director DeMouth moved to reconsider the vote on the amendment to strike out "alphabetical order" and insert "order of importance." Motion to reconsider was adopted.

Management's recommendation to add "beginning with Diversity and Inclusivity and the remainder in alphabetical order" to the amendment was adopted. The amendment was adopted.

The motion as amended was adopted as follows: Accept all value statements to be added to the constitution in order of importance beginning with Diversity and Inclusivity and the remainder in alphabetical order.

Bullet #2 - 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)

Immediate Past President Buttiglieri moved to approve the proposed concept, including province and country in addition to state. **Motion carried.**

Bullet #3 - 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.*

The citation was corrected to read Article VIII – 2C.

After discussion and vote, it was agreed to bring Bullet #1-3 recommendations back to the Task Force, then work with Parliamentarian Deford for appropriate language.

Bullet #4 – Board Representation:

Appoint Board Representatives from under-represented populations as "at large" members of the Board as needed.

The board agreed that this would have a negative impact on the organization's finances, and will not be forwarded as a proposed amendment.

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 the face and not, perhaps, a name.

Director Almy moved to adopt the recommendation. **Motion carried.**

Draft Diversity and Inclusivity Survey:

It was recommended that Item 4, bullet seven on the proposed survey, should change from "White" to "Caucasian"

President Elect Kelly moved to distribute the Diversity and Inclusivity Survey as corrected to membership. **Motion carried.**

## **RECESS**

The meeting recessed at 2:55 p.m. and reconvened at 3:05 p.m.

## **EDUCATION/PROFESSIONAL DEVELOPMENT**

Management agrees with the Committee's opinion about MindEdge and recommends that we move forward with launching the new online programs in January 2018.

After discussion and vote the recommendation to launch MindEdge online programs was adopted.

## **ELECTIONS**

Report was presented by Director Vierling, and the recommendation to accept the Election Manual as a part of the Policy Manual will be considered under the Policy Committee report.

## **LEGISLATIVE**

The report was presented by Director Ruch.

The Board accepted the Committees recommendation to have IIMC host a Legislative Session during the Annual Conference to provide updates on federal legislation as well as applicable state laws to the membership.

## **POLICY**

The report was presented by Director Hume.

After discussion Director Edwards moved to approve amendments to 2.20.040 Election – Region Directors and 2-20-050 Election – Vice President by striking out “Ballots received after the deadline will not be opened. **Motion carried.**

The Board adopted the committee recommendation as amended with changes previously adopted with authorization to correct any other typos found in the Elections Manual.

## **BUDGET AND PLANNING**

The report was presented by Vice President McPherson.

### Recommendation:

- (1) That the IIMC Board of Directors adopt revised section 4.05.030 of the IIMC Policy Manual, as attached in Attachment A.
- (2) That the IIMC Board of Directors adopt revised section 2.35.080 of the IIMC Policy Manual, with amendment to the section “Vacancy Regarding Budget Chair” to strike out Chair and insert Member wherever the word appears, as attached in Attachment B.

After discussion, the recommendations as amended were adopted.

## **FINANCIALS**

The report was presented by Finance Manager Parker and Finance Specialist Pantaleon.

The Board adopted 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.

**STAFF REPORTS:**

Communications:

The report was presented by ED Shalby.

Membership:

The report was presented by Membership Director Daudt. She added the following:

- The “Inactive 2 Active” Member Drive to market to County Clerks and Special Districts has brought in 109 to date showing a revenue of \$17,780.00.
- The Region Director Challenge has brought in 11 new members.
- As of the date of this report, IIMC Membership count is 14,542.

Region XI:

The report was presented by ED Shalby with the recommendation that the Symposium and Study Abroad be held in the United Kingdom sometime in early 2019.

Director Buchholtz moved to accept the recommendation to hold the Symposium and Study Abroad in the United Kingdom in 2019. **Motion carried.**

**ANNUAL CONFERENCE UPDATES – ED Shalby**

2018 Norfolk, VA

- Host hotels will be the Sheraton and Marriott, with the Hilton as a possible third if needed
- Great Host Committee

2019 Birmingham, AL

- Birmingham is a great city
- City is one hour from Atlanta
- One Host hotel
- A lot of Civil Rights history

2020 St. Louis, MO

- One Host hotel
- Karen Goodwin is the Host Clerk

2021 Grand Rapids, MI

- Host hotel is the Amway Hotel

**2022 ANNUAL CONFERENCE SITE SELECTION**

Handouts were distributed and ED Shalby presented the overview of the three anonymous bidding cities. Directors Hilford and Neufeld left the meeting during the discussion and returned prior to the vote.

On the first ballot, City A received 11 votes, City B received 11 votes, and City C received 2 votes.

On the second ballot, City A received 11 votes and City B received 13 votes

The 2022 Annual Conference will be held in Little Rock, Arkansas.

### **REPORT FROM DIRECTORS**

Each Region Director and EC Member reported on activities in their region and announced upcoming meetings and events.

### **ADJOURNMENT**

With no further business, the meeting adjourned at 5:28 p.m.

Maria Miranda, Secretary

DRAFT

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS  
Board of Directors Teleconference Meeting  
February 16, 2018  
Minutes

**CALL TO ORDER**

President Mary Kayser, MMC called the IIMC Board of Directors teleconference meeting to order at 9:00 a.m. PT.

Board Members Present:

President Mary Kayser, MMC  
President Elect Stephanie Kelly, MMC  
Vice President Lana McPherson, MMC  
Immediate Past President Vincent Buttiglieri, MMC  
Region I Directors: Carol Anderson, MMC; Joseph Powers, MMC  
Region II Director: Douglass Barber, CMC; Heidi Brunt, MMC  
Region III Directors: Pamela Smith, MMC; Lisa Vierling, MMC  
Region IV Director: Janice Almy, MMC; Diane Whitbey, MMC  
Region V Directors: Robbie Hume, CMC; Mary Johnston, MMC  
Region VI Directors: Daniel Buchholtz, MMC; Pam DeMouth, CMC  
Region VII Directors: Bobby Busch, MMC; Brian Ruch, MMC  
Region VIII Director: Elizabeth Burke, MMC; RaNae Edwards, MMC  
Region IX Director: Tracy Davis, MMC; Sheri Pierce, MMC  
Region X Directors: Aleta Neufeld, CMC  
Region XI Director: Djimmer Petrusma, MMC; Kathryn Richmond, CMC

Board Members Absent:

Region XI Director: Bonnie Hilford, CMC

The following IIMC staff members were present:

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

Other Participants:

Connie Deford, CMC/Parliamentarian

President Kayser welcomed everyone and presented a brief introduction into Item 1 on the Agenda:

**Item 1: Amendments to the Constitution**

**1. Article 1, General, by inserting a new Section 4. Core Values and renumber subsequent sections.**

Director Smith moved that if the proposed amendment is adopted as presented, it will not have a negative impact on the organization or its finances as determined by the Board.

Director Buchholtz moved to rearrange core values in the following order: Integrity, Diversity and Inclusivity, Professionalism, Communication, and Innovation and if the proposed amendment is adopted, it will not have a negative impact on the organization or its finances as determined by the Board.

President Elect Kelly moved to amend Director Buchholtz amendment so that the core values begin with Professionalism and the remaining follow in alphabetical order. She moved 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. Motion defeated by the following vote:

Yes, (Kelly, Anderson) – 2

No, (McPherson, Buttiglieri, Powers, Barber, Brunt, Smith, Vierling, Almy, Whitbey, Hume, Johnston, Buchholtz, DeMouth, Busch, Ruch, Burke, Edwards, Davis, Pierce, Neufeld, Petrusma, Richmond) -- 22

Director Buchholtz moved to close debate on his proposed amendment. Motion adopted by the following vote:

Yes, (Kelly, McPherson, Buttiglieri, Anderson, Powers, Barber, Brunt, Vierling, Almy, Whitbey, Hume, Johnston, Buchholtz, DeMouth, Busch, Ruch, Burke, Edwards, Davis, Pierce, Neufeld, Petrusma, Richmond) -- 23

No, (Smith) – 1

The amendment was adopted by the following vote:

Yes, (McPherson, Powers, Barber, Brunt, Smith, Vierling, Whitbey, Johnston, Buchholtz, Edwards, Davis, Pierce, Richmond)—13

No, (Kelly, Buttiglieri, Anderson, Almy, Hume, DeMouth, Busch, Ruch, Burke, Neufeld, Petrusma)—11

Proposed Constitution Amendment 1 as amended was determined by the Board not to have a detrimental effect on the organization or its finances by the following vote:

Yes, (McPherson, Buttiglieri, Barber, Brunt, Smith, Vierling, Whitbey, Johnston, Buchholtz, Busch, Edwards, Davis, Pierce, Neufeld, Petrusma, Richmond)—16

No, (Kelly, Anderson, Powers, Almy, Hume, DeMouth, Ruch, Burke)--8

#### **Proposed Constitution Amendments:**

- 2. Amend Article VI, Region Directors, Section 3, by adding the following language: No state, province, or country (as appropriate for the Region) may have a member serve as a Region Director for consecutive terms on the Board of Directors.**

If adopted it would read: No two Region Directors may be from the same legislative governmental body. No state, province, or country (as appropriate for the Region) may have a member serve as a Region Director for consecutive terms on the Board of Directors, unless no other candidate applies.

Past President Buttiglieri moved 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. Adopted by voice vote.

**3. Amend Article VIII, Qualifications, Nominations and Elections, Section 1, D by striking out the current language and inserting “if elected, attend the conference at which their term will begin.”**

Director McPherson moved 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. Motion adopted by the following vote:

Yes, (Kelly, McPherson, Buttiglieri, Barber, Brunt, Smith, Vierling, Almy, Hume, Johnston, Buchholtz, DeMouth, Ruch, Burke, Edwards, Davis, Pierce, Petrusma, Richmond) – 19  
No, (Anderson, Powers, Whitbey, Busch) – 4

Note: Director Neufeld left the meeting prior to the following vote.

**4. Amend Article VIII, Qualifications, Nominations and Elections, Section 2 C, by striking out the current language and inserting “If elected, attend the Annual Conference at which their terms will begin.”**

If adopted it would read: If elected, attend the Annual Conference at which their terms will begin.

Director Busch moved 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. Motion was defeated by the following vote:

Yes, (Burke)--1  
No, (Kelly, McPherson, Buttiglieri, Anderson, Powers, Barber, Brunt, Smith, Vierling, Almy, Whitbey, Hume, Johnston, Buchholtz, DeMouth, Busch, Ruch, Edwards, Davis, Pierce, Petrusma, Richmond) -- 22

Due to the length of time of discussion, President Kayser asked if anyone would be opposed to having ED Shalby provide information via email on the remaining agenda items:

2. Norfolk Conference Board Development/Meeting Update
3. 2018 Conference Update
  - a. Registration
  - b. Hotels and occupancy
  - c. Miscellaneous
4. Conversation on CMC designation and (legal) trademark
5. Other Topics

There was no objection to President Kayser's proposal.

The meeting adjourned 10:31 a.m. PT.

Maria Miranda, Recorder





## 2019 Jim Tinnin Online Learning TWO Scholarships Per Region



The Jim Tinnin Online Learning Scholarships offer eligible IIMC members in each Region (I through XI) an opportunity to receive a Scholarship that can be applied toward registration expenses for any of the existing online learning opportunities found on the IIMC website that are taking place in the upcoming year. If you are interested in applying for an online learning scholarship and you match the criteria below, complete this application in its entirety, and submit it to IIMC Headquarters at the address below. Applications will be sent to the IIMC Foundation after the deadline date and recipients will be selected at that time.

**To be considered, your Application MUST be at IIMC Headquarters by November 30, 2018.**

Name \_\_\_\_\_ Title \_\_\_\_\_  
Municipal Employer \_\_\_\_\_ Population \_\_\_\_\_  
Street Address \_\_\_\_\_ City \_\_\_\_\_  
State/Province/Country \_\_\_\_\_ Postal/Zip \_\_\_\_\_  
Telephone \_\_\_\_\_ E-mail \_\_\_\_\_  
Applicant's Signature \_\_\_\_\_

### Criteria

- The IIMC Foundation will be responsible for selecting TWO Members to receive the Scholarship from each of IIMC's eleven Regions
- Preference will be given to IIMC Members who are working toward the CMC designation. Second preference will be given to IIMC Members who are working on their MMC designation.
- Applicants must have an Admission for CMC or MMC Application on file with IIMC
- Applicants must be active Members of IIMC pursuing certification
- SCHOLARSHIPS ARE NON-TRANSFERABLE

### Proposed Online Learning Scholarship Application Process

- Online programs must be started and completed in the calendar year (January 1-December 31)
- Applications will be made available online October 1 through October 31 and advertised accordingly
- IIMC Staff will gather and process all applications, sorting by Region
- IIMC Foundation will select 2 recipients per Region in a random drawing in November
- IIMC Staff will notify all recipients of the status of their application in November

### To apply for reimbursement, scholarship recipients will be required to submit the following:

- Certificate of completion
- Payment receipt showing price paid for the online course
- Reimbursement instructions including who to make the check payable to and where it should be mailed
- A short, one paragraph statement explaining what the scholarship meant to them and how it helped them in their job (Foundation can use this information as marketing material)

**\*\*\*Reimbursement requests will be forward to Foundation Treasurer and checks will be issued for the amount shown on the receipt up to \$100.00**

**E-mail application to Ashley DiBlasi at [ashley@iimc.com](mailto:ashley@iimc.com)**

8331 Utica Ave. Suite 200 • Rancho Cucamonga, CA 91730

**To be considered, E-mail your application to IIMC by November 30, 2018.**

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Chris Shalby, Executive Director  
IIMC Education Department  
**Date:** January 10, 2018  
**Subject:** Reassign Restricted Endowment Funds – DRAFT IDEAS

---



### Overview

IIMC's Education Department has created the following recommendations regarding the Foundation's ability to reassign restricted endowment funds:

1. **Offer Conference grant** – IIMC currently offers two conference grants per Region for each qualified candidate. The Grant is strictly for registration and does not cover costs of accommodations, travel, meals or for attending Academies or Athenian Dialogues at the Conference. Adding one or two more conference grants makes it more attractive and at least can generate an increase in attendance.  
**Total costs required to fund eleven grants is \$7,200**
2. **Fund Future Symposium Programs** – Costs for this every other year program vary, but funds from \$3,000 plus would be a huge help in procuring Region XI speakers.
3. **Create Athenian Leadership Dialogues Scholarships** – Currently, IIMC does not offer scholarships for Dialogues. However, with the interest and growth of these education events, a scholarship may generate even more interest. Since Dialogues do not have a set price, and costs to attend (outside of an IIMC Conference) can be as little as \$50 per dialogue, the Foundation can offer several scholarships per Region.
4. **Fund IIMC's Education Department** – Extra funds can be used toward the Education Department's development – salaries, engagement with associations, higher level of learning – all go toward improving what the Department.
5. **IIMC owned online programs** – Funds can be used toward IIMC creating its wholly-owned online programs and courses, such as Captus Press.
6. **Study Abroad Scholarships** – The program works in similar fashion as the conference grants with criteria and application process to fund future Study Abroad Programs.
7. **Post MMC Program Development Certificate** – With more MMC members asking if there will be continuing education post MMC, this is an excellent opportunity for the Foundation to fund new programs, courses and education tracks to create a “post-MMC” certificate series.
8. **Roll back the funds into Policy 8** – The more funds IIMC receives from Policy 8, the more we can provide members in terms of creating education programs, funding conference speakers, etc.
9. **Fund Conference Keynote Speakers** – IIMC's limited conference budget allows us to work with a set group of speakers, primarily those that can meet our budget. Extra dollars from the Foundation can be used to attract well-known and nationally-recognized speakers.
10. **Fund the video taping of conference education sessions** – This helps in IIMC working with popular facilitators and subject matter to develop more online courses.
11. **Create Technical Publications** – Fund new technical bulletins and education materials.

All of these ideas would include the tag line, “**sponsored by the IIMC Foundation**” as a prominent marketing and promotional tool.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Chris Shalby  
Executive Director

**Date:** April 11, 2018

**Subject:** Executive Director's Update

---



### ***Overview***

The following overview provides a synopsis of each Department at Headquarters. At the end of this report, we have three recommendations that require Board approval. They are:

- 1) Revising existing Campaign Election Guidelines
- 2) Eliminating affiliation with the Region XI Hungarian Clerks Association.
- 3) Diversity/Inclusivity Policy (if the Constitutional Amendment passes)

### ***Personnel***

We have eight full time staff, and four independent contractors: 1) Professional Development Director; 2) CPA/Financial Consultant; 3) Event Management; and 4) Information Technology. Except for Communications/Marketing, IIMC is fully staffed and operates with a veteran and professional group. These individuals are self-starters, creative, and have the best interest in maintaining this Organization's viability and premier status as the only professional global Organization for Municipal Clerks. The full-time staff has three employees this week that will be celebrating their 10<sup>th</sup>, 15<sup>th</sup> and 20<sup>th</sup> year at IIMC.

### ***Administration***

IIMC's staff continues to operate efficiently and productively and persists in finding new and creative methods to improve every aspect of the Organization. Although each staff member has his or her own responsibilities, IIMC continues to cross-train in many areas.

Denice Cox (Office Manager), Maria Miranda (Administrative Coordinator) and Janet Pantaleon (Financial Specialist), are extremely proficient and capable in meeting their daily responsibilities, assisting in other areas and in providing exceptional customer service.

### ***Marketing/Communications***

For the past several years, Staff has been producing the monthly online *News Digest*. The Membership Department produces the weekly E-Briefings. The Department provides marketing and collateral support to all Committees and IIMC in general. Going into the 2018 budget, we explored the possibilities of hiring another full-time staff member to oversee the Marketing/Communications area. However, the budget didn't allow for that hiring. Proceeding into the 2019 budget year, we will again look into the possibility of hiring either a full time or part time/independent contractor for the position. The Communications Department's report is part of this agenda and will feature current statistics on our E-Briefings, *News Digest* and other materials regarding membership communication.

### ***Education***

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

### ***Membership***

In 2017-2018, the Department embarked on a new membership campaign -- Inactive 2 Active. As of this writing, we've brought in 157 new members. We will continue with this campaign through 2018 and 2019.

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

Janis Daudt and Tammy Storrie oversee this department's work. This group is exemplary when dealing with IIMC members and is constantly looking for new and creative ways to recruit new members and maintain current membership. Their efforts helped make the 2017 year-end membership figures exceed the \$1 million mark for the tenth consecutive year.

### ***Finance***

Our existing policies and processes continue to steer us in a positive direction. We're diligent about administering the Organization's finances. 2017 was the tenth consecutive year (2017 year-end review is part of this Agenda) that IIMC's bottom line placed in the positive. We will be augmenting our restricted reserves this year, increasing on the current reserves as of (4/11/18) \$603,000 and also increasing our building reserve account and the mortgage escrow account.

The Budget committee has raised the topic of developing a plan for the reserve fund: Do we continue to strive toward \$1 million; do we invest in other areas, per Policy, or keep the funds in money markets; do we look into paying off the mortgage ahead of schedule. These are some of the areas that have been discussed in the past. At this time, we will continue to increase the fund with the goal of reaching \$1 million and continue to research options for the Board.

IIMC's financial accomplishments are a strong indication of an Organization's collective efforts and willingness to adhere to a set budget, while continuing to broaden its horizons and provide members with valuable services.

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

### ***Conference – Norfolk, Virginia***

This is our fourth 4-day annual conference. We projected 670 paying Delegates and 35 guests – and a profit of \$13,000 for the 2018 Conference. As of April 11, we have 706 Delegates and 36 guests for a total of 742 participants. With exhibitors, speakers, etc., our total number of attendees is estimated to be 900 plus . Region II has registered 133 delegates – This Region is part of the discount program along with Regions III and IV, bringing an overall total of 259 registrants. Per IIMC Conference Policy, both Regions X and XI have a set reduced registration fee for conferences.

After the Portland Conference in 2012, when attendance figures began to decrease, we renegotiated our existing contracts to reduce the room blocks from 800 plus on peak nights and when negotiating our new contracts, we targeted 500 to 600 rooms on peak. That strategy has worked and going into this conference, we do not anticipate any attrition, whatsoever, and have sold out both properties and the overflow hotel.

Within weeks of announcing the host hotel – Marriott Hotel – that hotel sold out. We quickly announced our first overflow hotel, the Sheraton, and that hotel sold out within a few weeks with a projected total of approximately 2,800 room nights for both hotels. We acquired our third overflow hotel, the Courtyard by Marriott, and contracted for approximately 20 rooms. As of today, that hotel has sold 37 plus room nights.

### ***Exhibit Program/Sponsors***

IIMC sold 45 exhibitor booths. We have eight sponsors – Laserfiche, Municode, American Legal, General Code, Granicus, MCCi; PrimeGov Solutions and SMARSH as our newest sponsor. Laserfiche is sponsoring the room keys at the Marriott and Sheraton Hotels; Municode is sponsoring the conference mobile APP and Wi-Fi. Laserfiche and Municode paid additional costs to sponsor the room keys and the APP and Wi-Fi. – For 2018, we gained a new sponsor – SMARSH– and this year’s exhibitor program is higher than the past few years. The exhibit program is strictly a bottom line generating revenue component.

### ***IIMC Exhibit Hall Sales and IIMC Foundation***

Last year, we recommended and the Board approved rebating \$100 from every (non-sponsor) full-booth sale to the IIMC Foundation as a way to help with fundraising. We increased the price of a booth by \$100 (from \$1,400 to \$1,500) and are projecting approximately a rebate to the Foundation of \$1,900 for 2018.

### ***Steps To Contain Costs***

- Our food and beverage minimum in the Marriott/Convention Center is \$50,000, which we will meet. Having a lower food and beverage minimum allows us to have greater flexibility with menu selection and price points and also gives us the option to possibly hold events off site if all other factors work out – i.e. venue rental fees, transportation, etc.
- Our overflow hotels – the Marriott and the Sheraton – are both offering 10% commissions on eligible rooms sold, which will help add revenue to the bottom line. In addition, the Sheraton is also providing IIMC a rebate of \$10.00 on all eligible rooms sold.

- We continue to offer discount programs for Academies, Region II, and first timers. Any City that sends two or more Clerks to the conference receives a discounted flat rate of \$460 per delegate. We have 57 members who took advantage of this discount. These measures are meant to increase attendance. We provide one year's complimentary membership for any Virginia Clerk (never has been an IIMC member before) who attends the conference. As of this writing, we have one new member from Virginia that will be in attendance.

**Historical perspective:** The Board accepted our recommendations in 2011 to reduce expenses for two IIMC events beginning with the 2012 conference. The reduction in expenses in these two events continues in 2018:

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

The above steps are meant to keep IIMC as proactive as possible to minimize loss and ensure revenue. We are certain that the 2018 Conference's education program and networking events will be hugely successful. We are optimistic that with the increased attendance for paying delegates, the Marriott, Sheraton and Courtyard hotel commissions and rebates and various efficiencies and cost saving measures that are realized throughout the week, we may exceed our original projections.

#### ***Headquarter Building -- Update***

All three offices are currently leased through 2021-- Burga Law, Exact Staff and Studio Pink. All tenants continue to pay on time, reducing IIMC's monthly mortgage liability from approximately \$3,800 to \$500. All three leases have modest annual rent increases. The building revenue is reflected in the budget. The monthly liability is cash flow. We have been monitoring maintenance issues as best as possible. All future building repairs and improvements are listed in the Capital budget. Last July, the Board approved the hiring of a property management firm -- CityCom -- Although having a property management firm has not eliminated IIMC's oversight, it has reduced considerably staff's time in engaging with tenant issues.

**\*\*\*NEW\*\*\*Board Action Required – 2018**

**Draft Policy about Elections and Campaigning (attached)**

Please see attached report regarding revising the current policy on Campaigns and Elections.

**Hungarian Association (JOSZ) MoU - Attached**

The affiliation with this Association began in 2005 around the St. Paul Conference. Since then, we've not had any form of communication with them. In keeping IIMC on track and as transparent as possible with its Region XI affiliates, we recommend eliminating this affiliation.

**Suggested Diversity and Inclusivity Policy (based on Constitutional Amendment passing)**

*Diverse perspectives in IIMC Membership and Leadership is critical to the Organization's ongoing success. IIMC views its member's diverse backgrounds and interests as assets and is committed to promoting inclusive environments where members from across the Municipal Clerk profession feel valued, respected and welcome. IIMC will not discriminate based on profession, race, gender, religion, age, sexual orientation, nationality, disability, appearance, geographic location or professional level. IIMC is committed to having Board members that are representative of the diverse make-up of its membership.*

**The Board can either adopt the verbiage above as new policy and have it effective May 2018 or refer it to the Policy Committee for their review and report for the October Board midyear meeting.**

**MISCELLANEOUS UPDATES – No Action Required**

**2019 Symposium**

At the EC meeting in February, I mentioned that we would be informing UDITE (one of IIMC's oldest Region XI affiliates, but up until the 2014 Symposium, has not been involved directly with us) that they would not be a co-sponsor for the Symposium since it's being held in the UK with IIMC affiliates from that country. I also noted that UDITE may be upset by this, but we needed to be equitable in this Region and this seemed the most justifiable method of conducting business with SLCC, ADSO and SOLAR, our Region XI affiliates and co-sponsors of the event.

UDITE was disappointed by IIMC's "unilateral" decision and thought they should have been in the discussion. IIMC Region XI consultant Tom van der Hoven sent several emails to UDITE providing them with Symposium options and attempting to engage them in the process regarding the 2019 event. UDITE had many opportunities to engage in the discussions, yet, for whatever reasons, chose not to.

With Tom's help, IIMC followed up and assured UDITE that future Symposiums will include them in the discussion, and impending decisions do not appear to be "unilateral," but communicative and transparent.

All in all, we believe we have assuaged the communication perception and we look forward to future conversations and engagement with UDITE.

## **Overview Regarding CMC and Trademark Infringement**

On December 2017, I received the email below:

*I'm Greg Brooks, Executive Director for the Institute of Management Consultants USA which owns the trademark "Certified Management Consultant" and "CMC." Our office was contacted recently by one of our members that the International Institute of Municipal Clerks is issuing the Certified Municipal Clerk with the "CMC" mark.*

*Our board and legal counsel has advised me upon receiving any inquiry about possible trademark infringement to contact the issuing organization and request withdrawing from using the mark. I'm happy to discuss further. Please let me know your availability for a call.*

---

I told Greg I would contact him in early January 2018. I also forwarded his email to the Executive Committee for their information.

### **January 11, 2018**

Greg and I had a 20-minute telephone conversation today regarding his organization's CMC and IIMC's CMC.

I explained to him that our designation is confined to a specific field and only applies to members who have completed the training and education programs and are employed as Municipal Clerks in local government. I also pointed out that IIMC has investigated its own trademark responsibilities in the past, and that our designation began in 1969 and there is no way anyone could confuse the two, considering the different professions. Plus, there are several other organizations who have trademarked their CMC and was he going after them as well. Involving attorneys would not make any sense other than just wasting our organizations dollars. He agreed. In a nutshell, it was a pleasant conversation and, he was just following through on a request from one of his board members. Although no further involvement is anticipated, the Executive Committee wanted to keep the Board abreast of the conversation.

### **Spring 2013**

Below is a brief definition that was provided by Jeff Glassie, a non-profit attorney in Washington, DC, to whom IIMC has spoken in the past regarding nonprofit legal matters. In Spring 2013, IIMC was doing research on a variety of certification issues regarding membership's use of the designations, including trademark of the CMC and MMC. His comment is below and how it pertain to membership and trademark:

*IIMC's CMC and MMC designations are trademarks and IIMC owns those trademarks; therefore, they can insist on individuals not using them if they're not members. Since these are not registered trademarks (and they don't have to be), common law allows IIMC's ownership.*

*Common law in this case being that the program has precedent and has been in use since 1969.*

**End Result – I believe we are done with this conversation since I've not heard back from Greg or IMC - USA**

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Chris Shalby, Executive Director  
**Date:** April 11, 2018  
**Subject:** Campaign Guidelines– REVISED POLICY - DRAFT

---



**NOTE:** Please bear in mind that my comments follow IRS laws for a 501C3 since most nonprofit law and governance applies here first and foremost. IIMC, as a 501C6, when in doubt, abides and follows 501C3 similar laws and rules.

### Overview

As much as bylaws inform board election criteria and process, they also leave much room for interpretation. Within the construct of organizational rules, boards often evolve their processes in keeping with the cultural norms and leadership skills in place. While that often promotes efficiency, it also can produce unnecessary risk.

By continuing to “recycle” similar board members, the board risks losing opportunities to cultivate new ideas and leadership. It also contradicts itself regarding its mission, and core values statements, especially regarding diversity and inclusivity.

Good governance is an ongoing process of board recruiting, board education and board assessment. Some associations delegate board elections to a nominating committee. Others employ a board development or governance committee that works on an ongoing basis to identify – and address — the knowledge and skills gap on the board. Through that committee, the board ensures its composition and performance are aligned with organizational needs.

### IIMC and its Board Structure via Open Election Process

IIMC engages in an **Elected Board** -- where an organization with members allows those members to elect the Board. We see this structure most often with associations. Most 501(c)(6) nonprofits, as well as trade associations, credit unions and labor unions, use this model. With elected boards, members with a desire to serve declare their candidacy and “run” for a seat. Therefore, these boards get people who think they have the time, commitment and skills to serve.

### IRS Election Do's and Don'ts for 501C3 nonprofit Organizations

#### What can 501(c)(6) organization DO?

If you invite a member to your Region or Association meeting as a candidate, make sure you indicate no support or opposition to them at the event and that all other candidates are given equal opportunity to appear at the event as well;

If you invite them in a capacity other than as a candidate, you don't need to invite opposition, but make sure the event doesn't turn into a campaign appearance or fundraiser.

## **What can 501(c)(6) organization Board of Directors NOT do?**

Support candidates in races for office, including:

- Support or oppose a declared candidate;
- Conduct efforts to “draft” someone to run;
- Conduct exploratory advance work;
- Endorse a candidate or contribute to a campaign with money or time;
- Contribute cash or in-kind support -- in-kind contribution is considered providing anything of value to a candidate,
- Send partisan political communications to members telling them how to vote; and
- Sponsor joint fundraising events or solicitations with candidates.

## **Causes for Litigation in Nonprofits**

Lawsuits against board members of nonprofit associations break down into two general classes:

- 1) Suits filed on behalf of the association itself (“derivative suits”) and;
- 2) Suits filed by persons harmed by acts of the association or its agents (“third-party suits”).

A distinction must be made between lawsuits against the association and lawsuits against individual members of the association’s board. We are only considering the second type here.

## **Duty of Loyalty**

The duty of loyalty is the board member’s obligation to act in the association’s best interests and not to use his or her authority to advance personal interests, or the interests of related third parties. These self-interests may be enhancing prestige and professional reputation of oneself or one’s Organization. The phrases “conflict of interest” and “self-dealing” describe potential breaches of this duty.

**Management’s Recommendation:** We recommend revising current Policy 2.20.060 – Campaigning Guidelines -- to include the IRS Dos and Don’ts bylaws and incorporate the verbiage to Section D. to include the same restrictions for Region Directors.

### **2.20.060**

#### **Campaigning guidelines**

- 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.
- Candidates are allowed unlimited e-mails to discuss their candidacy.
- 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.
- Neither** Executive Committee members **nor Region Directors**, 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.

[**May 2017**; November 12, 2016; May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].



## *Memorandum of Understanding*

*This agreement made this 15<sup>th</sup> day of December, 2006, details the institutional relationship between the International Institute of Municipal Clerks (IIMC), and the Hungarian Town Clerks National Association, Jegyzők Országos Szövetsége Elnöke (JOSZ). The objectives of this agreement are:*

1. *to strengthen the ties between local governments in the United States and Hungary;*
2. *to undertake joint efforts and exchanges of ideas and information for the betterment of both IIMC and JOSZ;*
3. *to enable IIMC to strengthen its presence in Hungary and JOSZ to increase its reputation and prestige in its role as a local government services organization;*
4. *to enhance the ability of both IIMC and JOSZ in making contacts and connections with other like organizations; and*
5. *to ensure the highest standards of honesty and integrity among local government professionals in the United States and Hungary.*

### *THE PARTIES HERETO AGREE AS FOLLOWS*

#### *Membership Support Relationships*

*JOSZ will take on the following functions to provide membership support to IIMC in Hungary.*

1. *Serve as an information link between IIMC and jurisdictions in Hungary, transmitting and gathering information with regard to membership concerns and policy issues.*
2. *IIMC and JOSZ agree to place each other on their respective mailing lists for regular newsletters or publications.*
3. *JOSZ will develop with IIMC methods of increasing IIMC membership in Hungary.*
4. *JOSZ will collect IIMC membership dues from Hungarian members, whether by joint JOSZ-IIMC dues accounts or by separate accounts, and remit by bulk payment by December 31 each year such amounts due IIMC. JOSZ will have the right to invest such funds and retain any interest earned to offset administrative expenses incurred.*

### *Electronic Information Sharing*

1. *IIMC will provide a hyperlink from its World Wide Web site on the Internet to JOSZ's web site. JOSZ will provide a hyperlink from its Web site to the IIMC web site.*
2. *IIMC will promote these Hungarian local government information links through ongoing web site updates.*

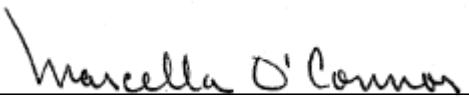
### *Annual Conferences*

1. *IIMC and JOSZ shall extend an annual reciprocal invitation for up to two designated officers and/or executive staff to attend their respective annual conferences. Said invitation will include:*
  - a. *complimentary registration;*
  - b. *complimentary accommodations for the duration of the conference; and*
  - c. *the opportunity to conduct education related sessions.*
2. *IIMC and JOSZ shall promote each other's conferences to their respective members.*
3. *IIMC and JOSZ shall provide suggestions for speakers at each other's conferences on issues of relevance to their respective members, and have the positive obligation to provide conference planning committees with session ideas and proposed presenters.*
4. *At least once each year, JOSZ will submit an article to IIMC for publication in the IIMC News Digest. IIMC will in turn provide to JOSZ an article for one of its publications.*

### *Term of Agreement*

*This agreement will continue in effect unless either party provides at least 180 days written notice to the other of its intent to terminate and/or amend the agreement. Failure of the parties to agree to a proposed amendment shall result in termination as of the date of notice.*

*IIMC*

  
\_\_\_\_\_  
Marcella H. O'Connor, MMC, President

*JOSZ*

\_\_\_\_\_  
Mészáros Miklós, President

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Dr. Jane Anne Long, Director of Professional Development  
Ashley DiBlasi, Assistant Director of Professional Development  
Kellie Siggon, Education Associate

**Date:** April 6, 2018

**Subject:** 2018 Education Department Report



Below please find highlights of our progress since May of 2017.

## 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 and this schedule has been accommodated once again. Repeated education sessions will be offered on Tuesday and Wednesday in response to member feedback.
- ❖ **Athenian Dialogues** – The department will be offering 4 Athenian Dialogues at the conference. These sessions have received an overwhelmingly positive response and all have sold out as of this date.
  - ❖ **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 Norfolk, 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, 2018 in the morning. As of this date, this program has sold out and has a waiting list.

❖ **Conference Scanning** – The scanning process has been reinstated for 2018. The department will monitor the process this year to see if there are aspects of the policy that need to be updated, now that we have experience not utilizing this system.

❖ **Smartphone Application** – The IIMC Smartphone App now resides on 2,941 devices worldwide and has been opened over 81,000 times since its launch in 2015. This tool continues to enhance the conference experience and allow access to educational and informational resources in the palm of your hand. Apple has restructured the requirements for “branded” apps which forced IIMC to create an Apple Developer Account so that we may submit directly to the Apple App Store. This was quite a lengthy process and transition; however, we are proud to report that we are now up and running and were also able to get the annual developer membership fee waived due to our non-profit status.

❖ **IIMC Gives Back** – IIMC has partnered with Ronald McDonald House Charities of Norfolk as the 2018 IIMC Gives Back program. This partnership will allow IIMC members to contribute in a charitable way to the local community of Norfolk by dropping off “pantry-type” items near the IIMC Registration Desk in Norfolk.

❖

### **Athenian Leadership Society**

This program continues to gain popularity and remains a valuable professional development program. Currently, the department is looking at revising and cleaning the Athenian Policy and all documents and Guidelines related to this program as these have not been looked at with fresh eyes since their implementation in 2010. These will be brought forward for feedback to the Education and Professional Development Committee over the Summer. We will report back at the Mid-Year Meeting.

As of this date we have 57 Facilitators, an increase of eleven from this time in 2017. 112 official Fellows exist and an additional two will complete their tenth dialogue in Norfolk, VA. All new inductees will be recognized at the Opening Ceremony on Monday, May 21, 2018

### **Committee Work**

❖ **Conference Committee** - The Department worked with the Conference Committee to review proposals and recommend sessions for the 2018 Conference Education program. The department thanks this committee for their hard work.

❖ **Education and Professional Development Committee**

- **MindEdge Learning** – With this committee’s input, we were able to bring forward 44 new online learning opportunities to the Board in November of 2017. More information on this program will be found later in this report.

- **Indiana Institute** – The department worked with this committee to review and approve a new Institute program for the Clerks in Indiana. Their recommendation is found in their full committee report.

## IIMC Institute Update

- ❖ **2017 Institute Annual Reports** - Out of 46 IIMC-approved Institute programs, the Education Department received 39 Annual Reports. All reports were reviewed, and personalized letters were sent to each Institute Director.
  - **Reports Not Received:**  
As of the date of this report, the department has not received 7 Annual Reports which include 1 from the United States, 5 from Canada, and 1 from Bulgaria.
  - **ID Connection** - An electronic newsletter continues to be sent to the Institute Directors and sent on a quarterly basis. We have also created a private Facebook group for Institute Directors with the hopes of offering them another means of communicating with one another. As of today, nine IDs have joined the group.
  - **ID Brochure** – At the Colloquium in Norfolk, we will be unveiling a new informational piece that we have been working on specifically for the Institute Directors. This piece contains information that we want IDs to know and have right up front once they are assigned the role of ID. We will be passing this out to each ID in attendance at the Colloquium and will also be sending this electronically to all the Institute Directors with a conference recap once we return to the office. As a department, we are attempting to not only improve communication with the membership, but also with the Institute Directors as well. The Brochure can be found following this report.
- ❖ **Indiana Institute** – Ball State University agreed to once again partner with the Indiana Clerks and the new format was approved by the department and the Education and Professional Development committee on February 13, 2018.
- ❖ **Wyoming Institute** – On March 18, 2018, the department received a preliminary, draft version of a proposal for Casper Community College to house this state's Institute and Academy program. We will continue to work with them to make sure all requirements are included in the proposal before sending it to the Education and Professional Development Committee for review and a recommendation. This is very exciting, and the Wyoming Association sends their thanks to the Board for making Community Colleges a realistic option for them.
- ❖ **Education Advisory Group** – The Education Advisory Group (EAG) consists of 7 volunteer Institute Directors representing 7 of the 11 IIMC regions. Since the board last met, we have lost two members of this group due to position changes, but the 5 remaining members continue to be a strong team and a great resource for the department.
  - **Colloquium** The agenda for this year's Institute Director's Colloquium is being planned by the EAG. The Colloquium will consist of a half-day session and will be focusing on topics related to developing well rounded session descriptions, IIMC's use of social media, structuring of Institute and Academy agendas, creative Institute

models and roundtable discussions. As we have in the past, we will make the Colloquium open to all State Association Presidents and Education Chairs.

**Department Travel** – Dr. Long has traveled to and presented at the following Education programs since June of 2017:

- American Public Transportation Association
- Ohio Municipal Clerks Conference
- Wisconsin Municipal Clerks Conference
- Region XI Symposium in Brussels
- Illinois Institute
- Texas Academy
- Municipal Clerks of Illinois Winter Seminar
- Nevada Municipal Clerks Athenian Dialogue

As of the date of this report, scheduled travels are as follows:

- Athenian Dialogue – Arizona Municipal Clerks Association
- New Mexico State Association Annual Spring Meeting
- Colorado Municipal Clerks Institute 40th Anniversary
- 40th Annual Wisconsin Clerks and Treasurers Institute
- Athenian Dialogue – Region VII Conference

The department hopes to continue travel to our Institutes throughout all 11 Regions as it provides the opportunity to see the wonderful education programs first-hand and build relationships with clerks and Institute Directors.

### **Online Education Programs**

- ❖ **Captus Press** – As of the date of this report, IIMC has seven non-interactive, on demand webinars available through Captus Press. Since the inception of these programs in 2014, IIMC has had more than 500 online registrations and has generated more than \$30,000 in revenue. In 2017, we generated \$15,172 in revenue from these programs and are projecting to generate approximately \$23,000 in 2018. We will be working with several IIMC conference facilitators and other professionals to continue to develop programs to better serve the IIMC membership.
- ❖ **MindEdge Learning** – This new online learning partnership was launched on January 1, 2018. As of the date of this report, we have had 14 members take advantage of this opportunity. We hope to see additional registrations in the future and be able to report back on the revenue received from this partnership.

### **Course Review Approvals**

The Course Review process continues to make an impact on state level program providing attendees more flexible options when applying the programs toward certification credit. We have worked with several associations that are new to this process over the last several months and find that their members are appreciative of the extra work put forth by these individuals. Requests are answered within 10 days.

## Verification

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 **347 CMC** designations which is an increase of 48 more than this time last year and **84 MMC** designations which is right in line with past years. Both program numbers continue to be in line with past years.
- **International Certification** – Since the Mid-Year Board Meeting, and the last statistics provided, we have not experienced a significant increase in application numbers from Region X or XI. The numbers above include numbers from these regions as well.
- **Newfoundland & Labrador** – The Department will be meeting with PMA during the 2018 Annual Conference to discuss education and certification in this region. The Department is currently working on creating an email which will go out to all member in this area providing them with certification information specific to them. We will also be attempting to video conference with them in June at their upcoming meeting.
- **Calendly** – The Department has expanded the use of this tool and created multiple appointment types making it easier for members to select the topic that they would like to discuss during their time. We have also added links to the CMC and MMC How-To Videos on our YouTube Channel to all of their appointment confirmations. We are hoping that they find these useful and better prepared for our conversations. Appointment types include:
  - “I Need Help getting Started with My CMC or MMC” – Meeting with Kellie Siggson
  - “I Would Like to Go Over my Recent Certification Application” – Meeting with Kellie Siggson
  - “Education Meeting with Ashley DiBlasi”

## IIMC Foundation

The Education Department acts as a liaison for the Foundation and holds the records for all scholarships and grants. The Department thanks the Board for their hard work During the review and selection process of the Restricted Scholarships and Conference grants.

- ❖ **CMC/MMC Scholarships** – The 2018-2019 CMC/MMC restricted scholarship applications, which provide reimbursement for institute and academy attendance closed on March 15th. We received 53 scholarship applications.
- ❖ **2018 Conference Grants** – We received 51 Conference Grant Applications
- ❖ **Region Grants** – 5 IIMC regions took advantage of this funding option in 2017. In 2018, we have received 5 Grant Applications as of this date. We look forward to seeing more regions take advantage of this financial assistance.

The Education Department thanks you for your continued support as we continue to experiment with new methods of communication and program delivery. We look forward to the remainder of 2018 and beyond.

## Management's Comments:

It's a busy department that continues to augment its services monthly. Along with everything being done in-house regarding Institutes, online programs, conference, the Foundation and certification applications, one of the Department's long-term goals was outreach -- building relationships with Institutes, Associations and members in general. In this regard, Dr. Long has done an excellent job of visiting and working with various Institutes as well as facilitating Athenian Dialogues. This April, Ashley DiBlasi attended the New Mexico State Association conference to discuss the ins and outs of IIMC's certification programs. In late 2017 and early 2018, Ashley and Kellie Siggson produced two valuable live certification education sessions over Facebook to well received audiences.

We will continue to look for new and improved ways of helping members in all areas of education.

We are also researching the logistics of IIMC Accreditation regarding our CMC and MMC programs. We will have more updates in the future.



# Welcome to IIMC!



YOU'RE AN INSTITUTE DIRECTOR - NOW WHAT?



## Here's an overview of what to expect with IIMC and what's expected of you:

The Education Department looks at every individual program that comes across our desks while wearing our "Education and Institute Guideline Hats." The Institute Guidelines pertain to you as the program coordinator for the Institute and Academy. As an ID, you will be required to submit an Annual Report each year letting us know how your Institute program went and what was offered. You will find the reporting requirements and information on assessment and certificate requirements toward the end of the Institute Guidelines. The Education Guidelines, pertain more to certification itself and our application process, but please familiarize yourself with them as you may receive questions from your attendees. Always refer your attendees back to our department with any questions regarding certification. We are happy to take those off of your hands and look into their specific situation to better assist them.



### IIMC Approval

Your program is only one of 47 approved Institute programs world wide - Congrats! Feel free to use the badge above on your marketing materials, in your web presence, etc. If you would like it in a different format, reach out and let us know.



### IIMC Annual Conference

As an ID you receive a FREE conference registration each year to our Annual Conference each May. You are also invited to the ID Colloquium where you will meet your ID colleagues and work through an agenda specifically for IDs. Are you a Co-ID? You can also bring a colleague with you for a discounted price.



### Smartphone App

Download the IIMC Smartphone Mobile App for Apple and Android to have our entire conference in the palm of your hand. Search ""IIMC" in our app market.



# Certification



## Certificates of Completion

This one is a biggie! Majority of your attendees will be working toward IIMC certification. To assist them with that venture, you are required to issue each attendee a certificate of completion or a transcript, specifying how many hours they completed at that recent program after they complete the required learning assessment (more on that to come). Please let us know if you have any questions about this requirement as this is a huge deal for us when it comes to reviewing certification applications and awarding certification points. You will need to save these certificates in your records or be able to regenerate them in the event that a participant needs a replacement.

The "Institute" program you are planning is applicable toward our entry level certification, the Certified Municipal Clerk (CMC) designation. More information can be found on this page of our website under the Education Tab, but we also have a great "How-To" this video on our YouTube Channel (more info on that below) that will answer a lot of questions.

The "Academy" program is applicable to the second certification level which is the Master Municipal Clerk Designation (MMC). More information can be found on our website also under the Education Tab but there is also a MMC video on our YouTube Channel that may be helpful.

## Assessments

Each Institute and Academy program that you offer must be wrapped up with a learning assessment. IIMC wants to ensure that your participants are taking the information that you delivered and putting it into action. Certificates of completion cannot and should not be issued until this assessment has been completed to YOUR satisfaction.

The assessment tool to be used is left to your discretion as the Institute Director. This can be in the form of a KTAP, Ideas to Action, Essay, Short Answer, Multiple Choice Exam, etc. Your program formatting will determine the best assessment method. These assessments do not need to be submitted to IIMC, but we encourage you to save these for your records. Let us know if you have any assessment questions right away.



### Your Hours = Our Points

As an ID, your programs earn 1 CMC Education or 1 MMC Advanced Education point per 2 educational hours. These do not require pre-approval; however, you are always welcome to send over the program beforehand for a quick review to make sure you are on the right track.



### Press Releases

Anytime an IIMC member in your area receives a CMC or MMC designation, you will be sent a press release. This is a great opportunity to congratulate them on their achievement and encourage them to continue their education by attending your upcoming programs.



### Calendly

Pick up the phone anytime! But, our department also has a unique scheduling system that allows you or the members to see our real-time availability and schedule a 30 minute appointment at a time that is convenient for you. The best part? We call you, so you don't have to remember to call us! [calendly.com/iimceducation](http://calendly.com/iimceducation)

**CALL US WITH ANY QUESTIONS (909) 944-4162**



# Annual Reporting



Just as important as the certificate requirement, if not more, is the required Annual Report that must be submitted to IIMC by December 31st of each year. Because program pre-approval is not required, IIMC asks for your materials at the end of the year to alleviate your workload. This report is crucial as it shows us what you offered throughout the year and what we are awarding points for. Without these reports, IIMC cannot verify that the credit we are awarding during certification reviews are in compliance with the Education and Institute Guidelines.

The reporting requirement can be found on page 10 of the Institute Guidelines.

Please don't hesitate to let us know if the December 31st deadline does not work for you due to program scheduling. We are happy to make alternate arrangements with you.

This report is also your opportunity to share your program with us. We want to see all the exciting things that are happening in your area. Please include your upcoming program dates as we will put these on your Institute Profile page of our website, in the weekly E-Briefings and on our website calendar. We are some of your best marketers and program promoters. Take advantage of that!

As always, let us know if there are any questions!

## IIMC Foundation

The IIMC Foundation offers scholarship opportunities to assist with paying for Institute and Academy expenses for qualified IIMC members. If you have a member that is concerned about costs and expenses for your program, please refer them to our department as soon as possible. We will work to make sure that they are aware of any and all financial assistance available to them and hopefully get them to your program.



### Facebook

IIMC has a very active Facebook page. Follow us and stay up to date on education tips given to the members, certification celebrations, live Q&A sessions with Staff and private Facebook Groups for regions (and a private group just for Institute Directors)!

[Facebook.com/itsmyiimc](https://www.facebook.com/itsmyiimc)



### E-Briefings and Newsletters

You will also be added to our mailing list and begin receiving weekly membership wide E-Briefing emails from IIMC and quarterly "ID Connection" Newsletters from our Department containing ID specific news and information.



### YouTube

IIMC recently launched a YouTube channel that we are proud to share with you. We will be using this platform to celebrate our members, share web and certification tutorials and more importantly... promote YOUR institute. If you have any YouTube video content showcasing your programs, we would love to share them on our channel and promote your hard work.

**JANELONG@IIMC.COM • ASHLEY@IIMC.COM • KELLIE@IIMC.COM**



# Approved Institutes



## Europe

- Bulgaria for Central and Eastern Europe
- United Kingdom
- Netherlands

## Canada

- Alberta
- British Columbia
- Manitoba
- Newfoundland
- Nova Scotia
- Ontario
- Saskatchewan

## United States

- Alabama
- Alaska (see Northwest)
- Arizona
- Arkansas
- California
- Colorado
- Connecticut
- Delaware
- Florida
- Georgia
- Idaho
- Illinois
- Indiana
- Iowa
- Kansas

## United States

- Kentucky
- Maine (see New England)
- Maryland (see Delaware or Virginia)
- Massachusetts (see New England)
- Michigan
- Minnesota
- Mississippi
- Missouri
- Montana
- Nebraska
- Nevada
- New England
- New Hampshire (see New England)
- New Jersey
- New Mexico
- New York
- North Carolina
- Northwest
- Ohio / West Virginia
- Oklahoma
- Oregon (see Northwest)
- Rhode Island (see New England)
- South Carolina
- Tennessee
- Texas
- Utah
- Vermont (see New England)
- Virginia
- Washington (see Northwest)
- West Virginia (see Ohio / West Virginia)
- Wisconsin
- Wyoming

## Education Department Staff

**Jane Anne Long, Ed.D**

DIRECTOR OF PROFESSIONAL DEVELOPMENT  
[JANELONG@IIMC.COM](mailto:JANELONG@IIMC.COM)

**Ashley DiBlasi**

ASSISTANT DIRECTOR  
OF PROFESSIONAL DEVELOPMENT  
[ASHLEY@IIMC.COM](mailto:ASHLEY@IIMC.COM)

**Kellie Siggson**

EDUCATION ASSOCIATE  
[KELLIE@IIMC.COM](mailto:KELLIE@IIMC.COM)

**WELCOME TO IIMC! WE LOOK FORWARD TO WORKING WITH YOU!**

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board

**From:** Tom van der Hoven  
Region XI Development Consultant

**Date:** April 2, 2018

**Subject:** Development/Report - IIMC Region XI 2017/19



The purpose of my report is to inform the Board of the focus of my work as Region XI Development Consultant in 2018/19 and to seek the Board's input and support.

### **Background:**

This is my sixth Board report and follows 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 on a number of occasions since May 2017 by way of teleconferences. The main focus has been to review the success of the 2017 IIMC Region XI Symposium and to start preparations for the 2019 Symposium.

#### **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 distributed in January 2018 following the IIMC Board meeting in November 2017 and the next one is scheduled to be published following the IIMC annual Conference in May 2018.

## **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. Currently membership stands at close to 5,300 making Region XI the largest of IIMC's regions and one third of the total membership.

We 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.

## **2019 IIMC Region XI Symposium**

The Management Board met in November 2017 to consider the feedback from the 2017 Symposium and to consider arrangements for the 2019 Symposium.

In a discussion in October 2016 at the SLCC conference, representatives from ADSO, SLCC and SOLAR had expressed an aspiration that a future Symposium be held in the UK. At the SLCC conference in October 2017, they reaffirmed their aspiration and requested that the next Symposium be held in the UK in 2019.

UDiTE had also expressed their willingness to work with IIMC on another symposium and suggested in an article in our newsletter that it could be done through a 3<sup>rd</sup> Symposium in Brussels or elsewhere in Europe.

The Management Board considered all options, including the request from UDiTE and resolved that the 2019 Symposium be held in the UK, and that a study abroad program be arranged to coincide with that.

Following feedback from the Region XI Management Board on a date and venue for the 2019 Symposium, the Steering Group met to discuss the options. There was unanimous support to hold the Symposium on Thursday 6<sup>th</sup> and Friday 7<sup>th</sup> June 2019 In Stratford-upon-Avon so that it overlapped with SLCC's Leadership in Action event which will take place on 5<sup>th</sup> and 6<sup>th</sup> June 2019. The overlap will be on Thursday 6<sup>th</sup> June.

The Group noted UDiTE's interest in hosting jointly with IIMC but as the event will be held in the UK, it will probably be a joint IIMC/ADSO/SLCC/SOLAR event.

Stratford-upon-Avon is a medieval market town in England's West Midlands and the 16th-century birthplace of William Shakespeare. The Gala Dinner will be held in Warwick Castle close by – a magnificent medieval castle.

We were able to negotiate very attractive room and day delegate rates at the Crowne Plaza Hotel in Stratford-upon-Avon due to the overlap with SLCC's event. Work has started on the programme and also the study abroad program. More information will be available at the meeting as well as of the Study Abroad Program to the UK which is scheduled to conclude at the Symposium.

### **Focus for 2018/19**

The key focus for the immediate future will be to plan the 2019 Symposium and to work with the International Relations Committee and the large number of 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:**

As Tom mentioned, the Board approved bulk membership scheme has done its job. Now, we need to build on that and determine what Region XI members need in terms of education and certification, if possible. The 2019 Symposium is moving forward and this is exciting since we have provided ourselves with plenty of time to market the Symposium and the Study program. As of this writing, we are working with a UK-based agency to help us develop the Study program.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

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

**Date:** April 2, 2018

**Subject:** Conference 2017-2018 Year End Report

---



### **Background:**

The purpose of the Conference Committee is to evaluate 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 Surrett, Lisa Westfall, MMC. **Board Liaisons:** Tracy Davis, MMC; Mary J. Johnston, MMC; Daniel Buchholtz, MMC. **Staff Liaisons:** Ashley DiBlasi, Jane Anne Long, Chris Shalby, Kellie Siggson

**Accomplished:** As stated in our previous report, the Committee received and reviewed the 2017 conference evaluations in July, 2017. No glaring or concerning remarks were received and the list of proposed speakers was impressive.

Also, in July, the Committee received the 2018 Conference Speaker Proposal spreadsheet, and 12 Committee members successfully analyzed and rated the speakers for the General Sessions, Academies and Concurrent Sessions. The final ratings were submitted to IIMC staff for a final determination regarding the courses. We are confident the 2018 Conference education sessions will be fantastic!

The Committee further reviewed the 2022 conference bids and held a phone conference on November 6, 2017 with Chris Shalby. There were many questions of the Committee that were answered regarding the 2022 conference site. A vote was taken and the tally of that vote was submitted to Chris Shalby for the Board’s consideration at their mid-year meeting.

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

**Summary:** Thank you for the opportunity to allow us to serve on the Conference Committee. It has been a rewarding experience being able to contribute to the IIMC Annual Conference and having the opportunity to work with the fine members of the Committee. Thank you to Karla Graham, Vice Chair and to all of the Conference Committee members for their attention to detail and their invaluable input.

### **Management’s Comments:**

We thank and appreciate the Committee’s help in all things regarding Conference. We look forward to working with them on the 2019 conference and the 2023 conference bids and selection.



## 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

**Date:** March 22, 2018

**Subject:** Education/ Professional Development 2018 Year End 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. 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. At the mid-year meeting, the IIMC Board of Directors concurred with the Committee's recommendation and approved the MindEdge online learning.

**Goal #2:** Review applications filed for new Institutes.

The Committee convened on Tuesday, February 13, 2018, and with ten members present unanimously approved the New Institute Proposal from Indiana Ball State University.

**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.

No referrals were received for Committee review and recommendation.

### **RECOMMENDATION**

That the IIMC Board (1) accept the appreciation of the Chair, Vice Chair, and Members of the 2017/2018 Education and Professional Development Committee for this opportunity to serve the members; and (2) receive and file this report.

### **Management's Comments:**

We thank the Committee for all their efforts regarding IIMC education and certification. We appreciate their in-depth perspective and detailed comments in working with the Education Department.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**TO:** IIMC BOARD OF DIRECTORS

**FROM:** CLAUDETTE ANTHONY, CMC, CHAIR  
AWILDA HERNANDEZ, MMC, VICE-CHAIR

**DATE:** APRIL 9, 2018

**SUBJECT:** ELECTIONS 2018 YEAR END REPORT

---



Prior to addressing the business at hand, it was indeed an honor and privilege for myself and the members of the Election Committee to serve our Organization this past year. New acquaintances were made and bonds were forged as a result of serving in such a capacity.

Proficiency displayed and production completed all with a positive attitude as only **CLERKS** can do even in the midst of professional and personal struggle(s).

### **Background:**

A request was made by IIMC staff of Ms. Anthony and Hernandez reference proper documentation being submitted for the individual elected to represent Region V on the organization's Board of Directors.

The Election Committee had the pleasure of reviewing proposed amendment(s) to the IIMC's Constitution; as well as the ballot for the election of the next vice president for the organization.

### **Discussion**

Review of the documentation for the Region V representative and a consistent recommendation was made by the chair and vice chair.

Review of the proposed amendments was completed with comments submitted to IIMC staff.

Review of the ballot for vice president was completed within the timeframe(s) allotted to ensure timely dissemination to IIMC members; recommended corrections were made and included.

Inquiries were submitted to and properly addressed by IIMC staff concerning language in the Election Manual as well as previous occurrences which took place during the Annual Business Meeting.

### **Financial -- NONE**

### **Summary**

Ms. Anthony and Hernandez's recommendation concerning the documentation submitted for the Region V representative was forwarded to IIMC staff and properly addressed. The Constitutional Amendments were properly vetted; committee members responded within specified timeframe. The ballot was reviewed and disseminated to IIMC members in accordance with Art. IV §7 of the IIMC's Constitution.

**Recommendation**

Request for proper documentation was forwarded to the Michigan Association of Municipal Clerks and was received.

Proceed with presenting proposed amendments to the IIMC Constitution at the Annual Business Meeting scheduled for May 23, 2018.

Announce the results of the vice president election.

**Management's Comments:**

The Committee was fairly active this past year. They edited, vetted and made current the Election Manual to adhere with IIMC established policies; they reviewed the Region V Director submissions ascertaining that they comply with IIMC's Constitution; they vetted the proposed Constitutional Amendments which will be discussed and voted on at the ABM; and, as of this writing, they will vet the results of the IIMC Vice President election results.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** **Board of Directors**

**From:** Kimberley A. Rau, MMC, Chair  
Debra A. Mangen, MMC, Vice Chair

**Date:** **April 6, 2018**

**Subject:** **Legislative 2018 Year End Report**



### Background

The Legislative Committee was created six years ago to provide legislative resources to IIMC's membership. The Committee's purpose 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. The link to the National League of Cities Municipal Leagues was added to IIMC's website for easy access for IIMC members.

### Discussion

The Committee met via conference call September 29, 2017 and March 29, 2018. The discussion focused on helping Clerks better utilize their state leagues by providing articles for the *News Digest*. Randi Johl-Olson, JD, MMC, Temecula, CA, wrote the first article focusing on her perspective from a large state. Brian Ruch, MMC, will be submitting an article from a small state perspective as well as his experience as president of the state association reestablishing that relationship.

There was also discussion focused on electronic participation in meetings for elected bodies. Not all states have laws on the books allowing participation in this manner, and those that do vary in the methods of participation. Randi Johl-Olson, JD, MMC, will be submitting an article on how California has addressed electronic participation in meetings.

### Financial

Not Applicable – The 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.

### Recommendation

The Committee would like to see courses offered to IIMC Members focusing on building relationships with their state leagues.

**Management's Comments:**

The Legislative Committee seems to be picking up steam again. When the committee was first established, it seemed there was potential to grow. The issue with the committee is immediacy regarding revised or new legislation since many members receive news about legislation from their states/provinces as opposed to waiting on delivery from IIMC. We agree that we should explore courses or seminars on how IIMC members can best maximize their relationships with their state leagues: something that IIMC has not been able to accomplish. We also welcome articles on legislation, regardless of immediacy.

**Committee Membership**

Kimberley Rau, Laurel, MD, Chair

Patricia Anglin, Saint John, NB

Randi Johl-Olson, Temecula, CA

Lisa Cole, Sahuarita, AZ

Sandy Paul-Lyle, Retired, Tacoma, WA

Lucinda Williams, Fullerton, CA

Debra A. Mangen, Edina, MN, Vice-Chairman

Brian L. Ruch, Beardstown, IL, Board Liaison

Joseph F. Powers, Wellfleet, MA, Board Liaison

Chris Shalby, IIMC Ex. Dir., Staff Liaison

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Marita Rhude, MMC  
Chair, Membership/Mentoring Committee

**Date:** April 3, 2018

**Subject:** **Membership/Mentoring 2017-2018 Year End Report**

---



The Membership and Mentoring Committee was comprised of: Ricca Charlon, CMC, Vice Chair, Region IX; Liz Gaynor, CMC, Region I; Esther Coulson, CMC, Region III; Connie Diaz, CMC, Region III; Barbara Blackard, MMC, Region IV; Janice Almy, MMC, Region IV; Janice Bates, MMC, Region V; Roxanne Schneider, MMC, Region VI; Laura Nieto, MMC, Region IX; Aleta Neufeld, CMC, Region X, Board Liaison; Janis Daudt and Tammy Storrie are our IIMC Staff Liaisons. This was the first year of the combined 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 monthly to welcome them to IIMC and suggest how to get the most out of their IIMC membership (including mentoring). Direct them to IIMC Staff with questions, and provide new members 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 via one article in the *News Digest*.
4. Work with the Immediate Past President at the Annual Conference First Time Delegates Orientation 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 Committee made contact with 806 new members since June 2017. IIMC membership is currently at 14,600. The Committee showcased the mentoring program in a *News Digest* article in December 2017. A Mentoring Guideline policy is in the final stages of completion. We will staff a "Welcome First Timers" table at the Conference in Norfolk to promote the Mentoring Program. IIMC has 16 Mentees and 15 mentors with more than 50 mentors on a wait list.

This year the IIMC Membership and Mentoring Committee hasn't requested any budget funding.

In summary, it has been an honor to serve as Chair of this Committee. I thank, Ricca Charlton, Vice-Chair, and the Committee members for their dedication in stepping up to serve on this Committee. As always, our IIMC staff is supporting this Committee and our newest members.

**Management's Comments:** We thank this committee for their work throughout the year and for acting as a sounding board for the Membership Department. We look forward to reviewing the Mentoring Guideline policy and we welcome them in Norfolk to help with First Timers.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

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

**Date:** April 4, 2018

**Subject:** Policy Review 2018 Year-End Report

---



The Policy Review Committee (PRC) did not receive any additional assignments following the Mid-year IIMC board meeting.

However, the assignment to update the August 2013 Elections Manual with the current language in the IIMC Constitution and IIMC Policy Manual was completed in time for the mid-year meeting. The PRC worked with the Election Committee Chair in reviewing and recommending its proposed changes.

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 Comments:**

The majority of this Committee's work, as stated by Chair Vincent, was done prior to the midyear Board meeting. We anticipate after this conference that several items will be referred to this committee for their input.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To: Mary Kayser, MMC, IIMC**



**From: Sandra McKinley, Chair**

**Date: April 3, 2018**

**Subject: Records Management 2018 Year-End Report**

---

**Background:** The IIMC Records Management Committee has communicated via email during this committee year. The goals of the committee were:

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:** Some discussion took place with the Research & Resource Committee on developing this bulletin, however, no additional progress was made.
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 were published in the *News Digest*.
4. **Resource list:** The Committee members did not identify any additional needs for resources.

**Recommendation:**

1. Continue to identify new content for the Resource Center.
2. Continue to work with the Research & Resource Committee regarding the Technical Bulletin goal.

**Management's Comments:**

It's been several years since IIMC produced new Technical Bulletins. The Benchmarking Bulletin would be a nice value added to our members, and we are optimistic that it can be produced in 2018-2019. We appreciate their help with Conference Records sessions. Committee member Stephen French will be facilitating two sessions for us this week.

**INTERNATIONAL INSTITUTE OF MUNICIPAL CLERK****To:** IIMC Board of Directors**From:** Lanaii Y. Benne, MMC, Chair  
Kathleen M. Montejo, MMC, Vice Chairman**Date:** April 5, 2018**Subject:** Research & Resource 2017-2018 Year End Report**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."

**Discussion**

2017 – 2018 Goals &amp; 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

This year the committee accomplished:

- Review of the Salary Survey
- Review of the Diversity Task Force Survey
- Review of the Social Media Survey
- Continuing work on the Municipal Clerk Duties Comparison Chart, a chart listing each state and the standard duties for municipal clerks, secretaries, and recorders
- Timely responses to the following email requests for information from IIMC members:
  - Are there any cities performing Closed Captioning? (Looking for vendor name and cost)
  - Any specifications for converting non-indexed microfilmed council proceedings to an electronic format?
  - Has anyone completed a request for 'Proof of Domicile'?
  - City Clerk Contract Review
  - Request for a sample Resolution which institutes a records management program that includes State retention and destruction schedules
  - White Papers / Information / Talking Points on opposition to placing term limits on elected offices of Town Clerk positions
  - References of any municipalities that generate an E-Business Newsletter which is then shared with existing community businesses? (format, style and content information)

## **Financial**

There were no financial requests during 2017-2018.

## **Summary**

The Research and Resource Committee continues to be ready should any questionnaires or surveys be needed, and to respond to all website postings. Assistance will also continue for Resource Center Content as well as review of the in-house publications, Roll Call and Language of Local Government.

## **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:**

As always, this Committee responds quickly and efficiently to member questions. We are still pursuing new Technical Bulletins, and updates of the Role Call and Language of Local Government publications.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Brenda K. Young, MMC - IRC Chair  
Eelco Groenenboom, MMC-IRC Vice-Chairman  
**Date:** April 6, 2018  
**Subject:** Final Year-End 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 programs 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. IRC Members have a lot of good news to share with our colleagues in Norfolk!

**Message from Monica Simmons - IRC Exhibit Booth & Schedule!** The booth coverage schedule by IRC members is complete and attached. We encourage all IRC members to visit the booth beyond their scheduled times. The more the merrier. We will have all affiliate flags displayed at the booth along with updated information on future Symposiums and other IRC initiatives. (Attachment – IRC Booth Schedule Norfolk 2018)

**Meet and Greet!** A meet and greet with international delegates will be promoted for **Sunday, between 5pm and 6pm**. This will provide all delegates the opportunity to have a quick 1:1 exchange and connection with Region X & XI delegates. We will have a small drawing for a few items I'm bringing from the Brussels Symposium during that time. We are attempting to have a light pour of "international" wine as well. Chris is working on it for us so we don't upset any facility/catering rules.

**Pull-up Exhibit Sign!** We're thrilled to have a new international pull up sign IIMC had created this year. It will highlight international programs.

**International Pin!** Kris and I have been working with a vendor to develop an International token pin we plan to share during the Sunday Meet & Greet Booth Gathering. More to follow, and I'm hopeful this goes off as planned.

**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 IIMC Board of Directors voted to have the 3<sup>rd</sup> Symposium in the UK in the year 2019! Not only did they approve the Symposium they also approved having a Study Tour in combination with the Symposium. The Study Tour participants will end their tour with attendance at the Symposium. The strides that have been made by IIMC in the development and partnering with our Region XI affiliates to co-host the bi-annual Symposium are amazing. The Theme of "Broadening our Horizons" has been solidified by the successful attendance, involvement and partnerships that have grown in the process. Our gratitude goes out to the IIMC Board of Directors, Staff, International Development Consultant, International Members, Region Directors and IRC Committee members for building upon the importance of promoting, engaging and growing Regions X and XI. Staff Liaison Tom Van Der Hoven will continue to work on the planning with Staff and Dr. Long. The IRC Committee members working on this goal will then vet the information provided and make any suggestions or comments. The IRC Members who are working on Goal 2 have shared some great points, ideas and insight into their experiences with this program.

**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.**

This goal is the one that our committee has had the most questions about its true meaning. Executive Director Shalby explained to us that its intent is to be able to expand and grow the membership and educational opportunities. The area is so expansive that these regions are in need of better communication and outreach. More great news to share!! The IIMC Board of Directors budgeted between \$6,000-\$7,000 for a Region X Consultant if it is determined that this position is needed. Executive Director Shalby explained that IIMC Staff will vet internally the Region X survey from a year and a half ago and look at how many potential members there are in this area. Once all the information is procured, and if it's determined that IIMC needs a Region X consultant, the Executive Director will work with the Region X Directors to determine specific needs regarding this position, and make that recommendation to the Board, along with the individual that will be hired. Chris suggested Staff should work on this internally and then bring back the suggestions to the Board. Since there is already a membership database for Region XI- those members could be contacted and asked how IIMC could provide better communication and outreach to their members. The Region XI Management Board will discuss how to communicate and promote IIMC's bulk membership scheme with their members, since many are unaware that they even belong to the Organization

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

(Note from Brenda Young) The following proposal was the result of a considerable amount of time and effort from the IRC Committee Co-Chair Eelco Groenenboom and the consideration of all four Region X and XI Directors. Thank you for your dedication and forward thinking.

IIMC is committed to the first "I" in its acronym that is to being a truly International organization. While there are many benefits to being an International organization, one of the primary ones is networking and sharing of best practices, skills and experiences between regions and members. Recent financial success has given IIMC the opportunity to provide additional services to its members. This proposal is to provide US Region based Clerks with exposure to information and members from International Regions.

This proposal calls for Region X and XI directors to travel to Regions I through IX to promote IIMC and create awareness about the International aspect of IIMC. Every Region X or XI Director would visit one annual Region or State conference in Region I through IX per year. During that visit, International Region Directors would promote IIMC through a presentation and / or a booth at the vendor fair and provide information about the International context of IIMC. Visits would be coordinated with the Executive Board, the President and the Executive Director, to avoid overlap with conferences at which the President of IIMC is already planning to attend.

#### Why this proposal?

At the annual IIMC conferences, members from Region X and XI are always a minority. Most attendees are from the Regions within the USA (Regions I through IX). Region I to XI attendees are always very interested in making contact and learning more about their International colleagues from outside the USA. Not only is the International booth very well visited, during the conference many colleagues from the USA are looking for small talk (the face to face conversations) with their International colleagues. During those talks, warm contacts and information sharing occurs.

An important question to consider when thinking about Goal # 4 above is how many members from the USA are attending the annual conference. The answer of that question may seem high; it still represents less than 10% of total IIMC membership. As member of the Task Force on Diversity and Inclusion, I had the opportunity to meet many colleagues that have never had an opportunity to attend an IIMC annual conference. Despite not having been able to attend an IIMC conference, these Clerks recognized the value that networking with Clerks from outside the US would hold. Most of the Clerk's I encountered do however attend their own State or Region conference. It is towards those IIMC members to which this proposal is directed. This proposal will increase overall awareness of IIMC, provide greater awareness of the value of IIMC being an International organization and will provide another benefit to IIMC members, solidifying the value of IIMC to its membership.

#### The Role of the Region Directors

One of the main tasks of a Region Director is to market their Region to other regions in IIMC, including providing the international context of IIMC and at the same time marketing IIMC in their own regions. Region Directors from Regions X and XI would accomplish both of these tasks through this proposal and will play an important role helping to meet Goal # 4 above.

The Region X and Region XI Directors should travel to Regions I through IX to spread the news about the International regions and the benefits that all IIMC members can derive. Because every Region Director has a limited amount of time, the proposal is that every Region Director should only visit one Region or State conference in one of Regions I through IX per year. The following conditions would apply:

- Every Region or State conference in regions I through IX can apply to have a Region Director from X or XI attend their conference.
- The inviting Region or State would cover the conference fee and the cost of accommodations for the visiting Region Director.
- IIMC would cover travel costs and food for the Region Director.
- Assignment of conferences to visit will be coordinated through IIMC's Executive Committee and Staff. This will avoid overlap with Presidential visits and will allow under-served region or state conferences to be chosen.
- IIMC will provide shells for presentations and / or booths and materials to ensure full promotion of IIMC. Region directors will supplement this with information from their own regions to help promote the International aspect of IIMC.
- This assignment of visits will be made transparent on the IIMC website; further promoting the service and creating a list of previously attended Regions / States.
- Conferences to visit should also be chosen based on costs to be incurred.

### What about the President of IIMC?

The role of the President during visits to conferences in the Regions & States is to promote IIMC in general, get in contact with existing members of IIMC in the Region / State, and to promote membership in IIMC to those clerks who are not yet a member. Here is an important thing to address; the President promotes IIMC as a whole and not specifically the International part of IIMC. Despite good intentions, if an American President of IIMC visits a conference based in the Regions I through IX, the benefits of IIMC being an International may be lost. An International Region Director is better suited to address that International aspect of IIMC and bring greater visibility.

Another advantage of this proposal is that it gives 4 more opportunities to promote IIMC to those who are not yet member. If the Region Director from outside US visits an annual regional conference inside the USA, they will play to some extent the same role / will represent the President. They will speak on behalf of and promote IIMC as an organization as well as provide information on the International aspect.

### Costs

Because this proposal will affect IIMC's budget, a high-level budget overview has been done below. This overview is based on the Region Directors serving in 2017 and 2018. The distribution of directors among the various regions has been taken into account. The prices shown are estimates for round trip flights and other travel expenses. Because prices fluctuate and to cover the other travel costs (such as taxis) there is a margin of error built-in, however it is estimated that this project would cost IIMC less than \$6,000 per year.

### **2017**

Aleta Neufeld, CMC

- Region IX City Clerks Association of California (CCAC) Annual Conference Berkeley California
- Calgary-Oakland \$500

Bonnie Hilford, CMC

- IIMC Region IV meeting – Fort Smith, AR – Kayser
- Calgary-Forth Smith \$700

Djimmer Petrusma, MMC (or Kathryn Richmond, CMC)

- Region V meeting, Grand Rapids, MI – Buttiglieri
- Amsterdam-Grand Rapids \$1400
- London-Grand Rapids \$1100

Kathryn Richmond, CMC (or Djimmer Petrusma, MMC)

- Region VII Meeting, Wichita, Kansas
- London-Wichita \$1200-\$1500
- Amsterdam-Wichita \$1400

**Total costs \$500+\$700+\$1400+\$1500=\$4100 with margin of error 50% => \$6000**

### **2018**

Aleta Neufeld, CMC

- Region VI Mid-Year Meeting in Decorah, Iowa
- Calgary-La Crosse \$1100

Bonnie Hilford, CMC

- Region III Meeting/SC Conference Greenville, SC
- Calgary-Greenville \$800

Djimmer Petrusma, MMC (or Kathryn Richmond, CMC)

- Region II Conference, Gaithersburg, MD
- Amsterdam-Washington \$900-\$1300
- London-Washington \$850

Kathryn Richmond, CMC (or Djimmer Petrusma, MMC)

- Region I Annual Meeting Manchester Center, VT
- London - Albany \$1100
- London - Hartford \$1000
- Amsterdam-Albany \$1200
- Amsterdam-Hartford \$1200

**Total costs \$1100+\$800+\$1300+\$1000=\$4200 with margin of error 50% => \$6000**

Submitted by: Eelco Groenenboom, Vice-Chair, International Relations Committee (after consulting the Directors of the Regions X and XI)

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

Thank you to Tom Van Der Hoven for submitting “A day in the life of IIMC Member Tine Vervisch.” The article is very fascinating and is a prime example of how similar our jobs are and how small this world really is. Staff will continue to submit articles.

**Summary**

The IRC is an important committee with goals and needs that are ever evolving as social media and technology advances. We are excited to see the progress on Goal #4 as an initiative to further commit IIMC as being a truly International organization. The IRC 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.

Recommendation

**Management’s Comments:**

**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.**

IIMC provides a complimentary booth to the committee to promote all things regarding IIMC and its international perspective. This year, we’ve created a marketing vehicle to promote the 2019 Symposium and Study Program, a good two conferences ahead of the event. We are also supplying the Committee’s booth with various sundries for their meet and greet event.

**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.**

Our 2019 Symposium and Study Abroad Program are in full swing with location, approximate dates and, as of this writing, finalizing logistics, education programs and other miscellaneous components. We appreciate all the efforts of our UK co-sponsors – SLCC, SOLAR and ADSO as well as our other Region XI affiliates in helping to promote these two events. We will keep you abreast of both programs as we delve into them further.

**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.**

We have reached out to former Region X director, Debi Wilcox, regarding the possibility of hiring her as an IIMC Region X consultant, similar to what we are currently doing with Tom van der Hoven. We need to discuss Canada with our Region Directors, the consultant and a few others in this Region to determine a plan of action.

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

We appreciate Vice Chair Eelco's perspective on this recommendation and it's a conversation that I had with him last Fall.

We agree that each Region (I to 9) should invite the Regions X and XI Directors to attend their meetings. And, picking up their costs should not be a problem for those Regions; however, IIMC paying for Director travel will be cost prohibitive, at least for now. Although, it may be something we can look into for the future. The Region Directors main responsibility to keep their Regions informed of all things that occur within IIMC. Currently, Directors use their own funds or their Region/Association funds to travel to these events.

However, what would be the actual intent of having a Region X and XI Director attend Regions I-IX meetings? Is it to keep current US members abreast of the international affiliations? I think IIMC Presidents do that now. The issue, in my opinion, is not informing Regions I to IX about our international affiliations since the majority of members support this. I think it's trying to find common ground, via education/certification, to support those international members. There has been plenty of interest in the Symposiums and the Study Abroad Programs, the latter, is mostly comprised of Regions I through IX members. I believe the 2019 Symposium will attract a nice number of attendees from the US. My bottom line is what are aiming to gain from this proposal?

Information regarding the "I" in IIMC is relayed continuously in everything IIMC does. The Region IX newsletter is announced to all in Regions I through IX, the Symposium and Study Abroad is also marketing to these Regions. I'm not certain having a Region or Association meeting is the proper venue to promote internationalization. The proposed \$6,000 could be better spent on development for education programs, future Symposiums and the like.

We have a good membership base in Region XI. However, we need to explore Region X since we've not had much success in that country. We have proposed a plan similar to what we're doing in Region XI with an international consultant which may help.

*\*\*\*Management does not recommend adopting this portion of the Committee's plan.*

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

We profiled a Region XI member on one of our Digests. We will continue to publish these profiles which are directly linked to the development of the Region XI newsletter, which is produced twice annually – January and Summer.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** President Kayser, Executive Committee & Board of Directors

**From:** Anthony J. Mejia, MMC, City of Palm Springs, CA  
Chair, Public Relations & Marketing Committee

**Date:** April 3, 2018

**Subject:** 2017-2018 Final Committee Report



**BACKGROUND:** The Committee met as a whole via teleconference on June 29, 2017, and April 3, 2018, to discuss the goals, assign Subcommittees to individual tasks, and consider the IIMC Excellence in Governance Award.

### **Goal #1 – Develop crisis communication plan**

Committee Members Burke, Mejia and Post were assigned to work with Executive Director Shalby to develop a crisis communication plan. A draft plan was submitted to Executive Director Shalby and he advised that the plan will be rolled into a Disaster Plan for Headquarters. (COMPLETED)

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

Committee Members Cospolich, Hawker and Wingfield-Bond prepared one article for the News Digest related to Athenian Leadership Dialogues. (COMPLETED)

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

Committee Members Burke, Mitchell, and Pitman created multiple videos highlighting past awardees of the Program Excellence in Governance Award for the IIMC Channel. (COMPLETE)

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

4a. Committee Member Mejia updated existing Municipal Clerk's Week posters and provide to IIMC for posting online in December 2017. (COMPLETE)

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. (INCOMPLETE)

### **Goal #5 – Develop new marketing ideas to promote the value of IIMC's certification programs and professional resources.**

Committee Members Hawker, Post, and Tucker prepared a draft flyer/brochure and social media campaign to promote the importance of certification. The campaign focused on the comparison of other professional certifications such as Professional Engineer, Mechanic, etc. The Committee did not ultimately fully support the flyer. (INCOMPLETE)

**RECOMMENDATION:** The videos highlighting the past winners of the Program Excellence in Governance Award are excellent. My recommendation is to establish an objective to develop a

marketing plan related to increasing awareness of these videos and to continue developing new videos with the new awardees.

Although we didn't complete the article related to Municipal Clerks Week, I believe it is worthwhile re-attempting this item again next year. I conducted a survey of California Clerks, but only received three responses and a few photos. My recommendation is to conduct an IIMC survey and to find a way to allow responders to submit photos.

**Management's Comments:**

As you can see from their report, this Committee was extremely productive this year. One of the more impressive accomplishments was the Crisis Communication Plan, which has been a goal of this committee for several years. In reviewing this goal, we realized that we may be better off with a plan to help if a major catastrophe occurred at Headquarters: A disaster that would prevent staff from not being able to physically get into the building and continue its work during an emergency. We recommend moving with this revision and incorporating some aspects of the Committee's plan into the new blueprint. We will be researching plans this summer with the anticipation of having a draft by the 2018 midyear meeting.

# The International Institute of Municipal Clerks' (IIMC) Crisis Communications Plan

## 1. INTRODUCTION

### 1.1 Purpose

The International Institute of Municipal Clerks' (IIMC) Crisis Communications Plan outlines the roles, responsibilities and protocols that will guide the association in promptly sharing information with all of IIMC's audiences during an emergency or crisis.

For the purposes of this plan, a crisis is defined as a significant event that prompts significant, often sustained, news coverage and public scrutiny and has the potential to damage the association's reputation, image or financial stability. A crisis could be precipitated by an emergency or a controversy. An emergency is a fire, earthquake, crime or other event that presents a threat and typically involves a response from police, fire or emergency medical personnel. A controversy better describes events such as a case of employee misconduct or resignation of the President.

### 1.2 Scope

The audiences for this plan include association members; executive committee; board of directors; staff; state, provincial, and national associations; local, state, federal, and international officials; associated vendors and sponsors; and the news media.

## 2. OBJECTIVES OF THE PLAN

Our guiding principle will be to communicate facts as quickly as possible, updating information regularly as circumstances change, to ensure the safety of the IIMC community and the continued operation of essential services. Our efforts to be simultaneously accurate and quick may mean that some communications are incomplete. We accept this, knowing that how we communicate in an emergency or a crisis will affect public perceptions of the association. Honesty and speed are the most effective means to avoid lasting damage to the association and widespread second-guessing by the public, which expects immediate access to accurate information. At the same time, we realize that in a crisis, people will likely expect us to have more information than we may actually have. That makes it imperative to speak with accuracy about what we know and not to speculate about details we do not know.

We will use multiple mediums to reach as many people as possible with accurate, timely information. This is especially important in the first hours and days of an emergency or a crisis. Our goal is to be open, accountable and accessible to all audiences, while also being mindful of legal and privacy concerns.

## 3. PROCEDURES

### 3.1 Convening the Crisis Communications Team

The Crisis Communications Team will convene when the Executive Director or his/her designee declares a Level 1 Emergency (the most severe category that presents significant risk to the community or the association's reputation and resources) or has requested to assess communication needs for Level 2 or Level 3 Emergencies.

Depending on the nature of the emergency or crisis, it may not be possible to immediately convene the Emergency Leadership Team. The Executive Director or his/her designee is authorized to take immediate actions to implement this plan. Once the Emergency Leadership Team and Executive Director meet and have the opportunity to determine whether the association is facing an emergency, execution of this plan can be adjusted accordingly.

### **3.2 Crisis Communications Team Representatives**

- Executive Director
- Office Manager/Protocol Officer
- Director of Member Services
- Director of Education
- Others as needed

The Executive Director or his/her designee will add other team members, as appropriate under the circumstances. The Executive Director or his/her designee will contact each member by phone and/or email to convene immediately.

### **3.3 Emergency Leadership Team Representatives**

- President
- President Elect
- Vice President
- Immediate Past President

The Executive Director or his/her designee will contact each member by phone and/or email to convene immediately.

### **3.4 Emergency Levels**

The IIMC Crisis Communication Plan operates on three levels of emergency:

- **Level 3** - incidents that have limited impact on the association and can be managed through routine protocols and procedures within a department.
- **Level 2** - incidents that have the potential to have broader impact or that require cooperation among departments to effectively manage and resolve them and that require adaptation of routine procedures.
- **Level 1** - incidents that present substantial risks to the community or the association's resources or reputation.

### **3.5 Delegation of Authority**

In the event the Executive Director is unable to perform his/her duties, the following individuals will assume his/her responsibilities:

1. Office Manager/Protocol Officer
2. Director of Member Services

### 3. Director of Education

#### 3.6 Location

The Crisis Communications Team headquarters for most crises will be the IIMC Headquarters, 8331 Utica Avenue, Rancho Cucamonga, California.

Since this room has limited conference capabilities, it may be replaced with another facility in the event of an extended crisis or emergency. The team may move its headquarters in a number of circumstances, including technical limitations or a need to be in close proximity to the news media.

## 4. RESPONSE

### 4.1 Implementation

The Crisis Communications Team will implement some, or all, of the steps outlined below based on circumstances, coordinating with the Emergency Leadership Team. Throughout a crisis, the team will meet frequently to review changing facts, assess whether key messages are reaching audiences and determine whether strategies need to change. The success of this plan rests on open and frequent communications among the Crisis Communications Team and the Emergency Leadership Team.

In an emergency, our goal is to issue our first communication to key association audiences within 24 hours of notification of the event, with regular updates as needed. Some situations may require even faster initial communications.

### 4.2 Immediate Response

The Crisis Communication Team will carry out these initial tasks immediately:

- Convene the Emergency Leadership Team.
- Notify the Board of Directors.
- Notify state, provincial, and national representatives.
- Post notifications on the IIMC homepage.
- Send e-mail directly to members.
- Send messages and update content through the IIMC accounts on social media, as appropriate.
- Send media alert/press release as appropriate.
- Convene other communicators for emergency call center or other needs.

### 4.3 Secondary Response

Once the Crisis Communication Team convenes, the following tasks will be carried out by this team:

- Designate a secretary- who can maintain meeting notes, to-do lists, information files on the ongoing crisis and other items.

- **Review and write down known facts** - those that can and cannot be released to the public – and determine whether a response is needed, and if that response is needed for all of the association’s key audiences. These facts will be used to fill in templates for news releases, IIMC E-Briefs and other items that have already been developed. It is critical as the situation changes for new fact sheets to be developed. **WHY?** These fact sheets can be used to update websites, emails, news releases and other communication channels. They will also help guide the team’s overall strategy as events unfold.
- **Develop several key messages** that will be included in all association communications. One message typically will address what IIMC is doing to ensure the safety of IIMC staff and other community members. Another may need to be forward-looking and address what we are doing to make sure the crisis, or a problem with our response, doesn’t happen again. All of the messages should evolve as circumstances change but will always aim to restore and maintain confidence and calm, balancing a sense of concern with resolve and action.
- **Determine who will act as spokespeople** - both a senior leader of the association and someone charged primarily with communications responsibilities. The senior leader will be the public face of the association, while the communicator will run briefings and handle media questions between such formal press gatherings. Designate one or more members of the Crisis Communications Team to communicate key messages and emerging facts to those spokespeople and handle any last-minute media training. It is critical that senior leaders have copies of the most recent news releases and other messages so everyone is clear on what is being shared with the public. **WHY?** In a time of emergency, it is critical for a high-ranking leader of the association – in most cases, the President – to be the association’s public face and take the lead in communicating key messages and answering questions. Such action illustrates that the situation is under control and that efforts are being made to address any questions that have arisen. It also serves to calm various audiences. As the situation evolves, the senior leader acting as the key spokesperson may change.
- **Assign responsibilities to the Crisis Communications Team** to communicate the facts of the situation and our response to key audiences. Each member will use approved messages and templates for this effort. Whenever possible, the first groups that should be informed about a crisis are internal audiences directly affected, such as the Board of Directors and the association members. The next groups typically would include external stakeholders and other audiences, as well as the media. The channels used to communicate to each audience may differ, so each team member will be expected to develop plans to reach his/her designated audience.
- **Assign communicators**, as needed, to handle phone calls, using a script developed from the key messages and facts the Crisis Communications Team has developed. These employees will also monitor and update the recorded message on the association’s general phone line. As part of this effort, a separate log will be maintained to record all calls and interview requests from members of the media. These staffers will be responsible for ensuring that all calls are returned. **WHY?** Our policy is always to be as responsive as possible to news

media. During a crisis, it is important to maintain an organized log of interview requests so that calls are returned promptly. It is a missed opportunity if members of the media don't know our key messages and facts as we understand them.

- **Develop communications from the President**, as appropriate. It may be necessary for the President to communicate to the IIMC community about the emergency. The Executive Director will be responsible for generating and reviewing presidential communications, including correspondence, e-mail messages, talking points, speeches or op-eds, in consultation with the appropriate members of the Crisis Communications Team.
- **Assign a staffer to monitor media and online coverage** to anticipate any problems in the way information is flowing to the news media and on the Internet. Summaries of relevant coverage will be provided to the Emergency Leadership Team and Crisis Communications Team on at least a daily basis, or more frequently as needed. **WHY?** It will be critical to be aware of how the association is being portrayed in early and ongoing coverage to adjust the communications response as needed to limit rumors, correct errors and maintain confidence in the association.
- **Evaluate how to help our community recover**, return to normal and, if needed, regain faith in the association after the trigger event of the crisis is over, in coordination with the Board of Directors. This may include the need for letters from the President expressing sympathy, detailed plans to prevent another such crisis, etc.
- **Within 10 days of the end of the event, assess how this plan functioned**, address any needed updates and recognize the work of partners whose help was invaluable. (i.e., assistance from communicators)

#### **4.4 Approvals of outgoing information**

Typically, we use a collegial approach of multiple approvals before we distribute communications pieces, including emails and news releases. That system will not work in a crisis. Seconds matter in a crisis, and we will be judged by how quickly we share information with key audiences.

As a matter of policy, IIMC is committed to trying to meet these expectations. It recognizes the need for unusually crisp decision-making during a crisis to enable rapid, accurate communication in coordination with the association's broader process. Final approval for all communications rests with the Executive Director, or his/her designee.

#### **4.4 Staffing**

When a Level 1 Emergency has been declared, the Executive Director, Office Manager/Protocol Officer, Director of Member Services, and Director of Education will be relieved of their typical job responsibilities to help execute this plan.

It may also be necessary to have additional help. The Executive Director or his/her designee has the authority to enlist the help of communicators from across IIMC and assign them as needed to the crisis response.

#### **4.5 The End of the Crisis**

The Executive Director will determine when an emergency has ended and routine communications processes can resume. The decision to declare the emergency over will trigger a review of how the crisis was handled and how communications can improve.

### **5. EDUCATION AND PLAN MAINTENANCE**

#### **5.1 Education**

The Executive Director will take the lead in educating our community about how and when members would get messages from IIMC in an emergency. The procedures may be similar to those used to educate the community about other IIMC policies.

The Executive Director will schedule media training sessions for key team members on an annual basis.

#### **5.2 Updating**

Biennially, the IIMC Public Relations and Marketing Committee shall review this Crisis Communication Plan and submit recommended changes to the Board of Directors.

Posted: \_\_\_\_\_

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

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

**Date:** April 10, 2018

**Subject:** Budget & Planning Committee Year-End Report

---



### Background

Membership on the 2017 / 2018 Budget and Planning Committee was 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 were:

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 October 2, 2017, the Budget & Planning committee submitted its mid-year report, which was considered by the Board of Directors at its annual mid-year meeting held on November 18, 2017 in Riverside, CA. The committee reported on all 5 goals in that mid-year report. The report also included 4 recommendations around changes to budget policies as well as the submission of the proposed 2018 budget. All of the recommendations submitted, and the proposed 2018 budget were adopted by the Board of Directors.

Since the submission of its mid-year report, the committee has focused on the review and monitoring of quarterly budgets prepared by IIMC staff, including the 2017 year-end financial report, which was provided to the committee in February 2018. IIMC's financial year matches the calendar year and runs from January 1 to December 31<sup>st</sup>.

## Financial Position

2017 was a continuing evolution of excellent budget and planning practices by IIMC, that have resulted in increasingly positive financial results over the last decade. 2017 was no exception, with an expected projected profit of \$227,230 from 2017 operations.

Notable highlights related to 2017 financial position include:

- Continuing positive results on the balance sheet with both Assets and Equity increasing significantly over 2016.
- Strong commitment towards eliminating debt, with IIMC's largest liability, its building mortgage, dropping 4.2% over the same period in 2016. Expected discharge of the mortgage remains on track for 2032.
- Diversification of income sources with 5 of 6 IIMC budget centres (Administration, Building, Education, Marketing and Membership) showing increases in total revenue collected over 2016 levels. This diversification of revenue and searching out of new revenue opportunities allows IIMC to rely less on traditional revenue sources such as Membership, thus avoiding large unexpected dues increases to cover short term financial pressures. This diversification of revenues also allows for easier absorption of downturns in any one area. An illustration of this is Building revenue, which had dropped in recent years due to loss of rent caused by unexpected disappearance of tenants. This loss of revenue was offset by revenue in other areas, without major overall impact. 2017 saw Building revenue increase again to a very healthy level, with excess space in IIMC headquarters now being fully leased out again under solid long-term agreements.
- IIMC's Conference centre was IIMC's 2<sup>nd</sup> largest revenue area and profit generator with a profit \$62,216. While this was the only budget centre where overall income did drop from 2016, this was a result of the Conference being held outside of the United States for the first time in over a decade. While the Montreal conference did have lower overall attendance compared to 2016, the conference was a large success, well exceeding attendance expectations and profit projections. It also helped to reinforce the first "I" in IIMC, recognizing that IIMC is truly an international organization.
- Management's continued discipline towards expenditures. Total expenses came in almost 4% under budget, resulting in a savings of almost \$75,000 in 2017.

Other related financial initiatives of note for 2017 included:

- Continued commitment of staff towards long term planning initiatives, including the continuation of a 5-year capital budget. This identification of capital assets and future needs allows IIMC to ensure it is prepared both operationally and financially to meet future needs.
- Commitment by the IIMC Board to consider, examine and adopt changes to its long term policies. Small non-profit organizations often overlook the value of policies, which can easily fall out of date. The Budget and Planning committee reviewed existing budget and planning policies in 2017, with all changes suggested being adopted by the IIMC Board.
- Increased development of financial tools and skills. IIMC's financial consultant recently redeveloped financial reports making them easier to use, understand and identify areas of concern. IIMC's internal financial capabilities and skills also continue to grow with current staff continuing to undertake financial training; this continued commitment is in keeping with IIMC's mission of continuing education and will pay dividends for IIMC over both the short and long term.

## **Summary**

IIMC's 2017 year-end financials are expected to show a preliminary profit of \$227,230. This is a continuation of strong budget performance from previous few years. The 2018 budget has been developed by your Budget and Planning committee and approved by the IIMC Board, with continued strong financial performance also projected for 2018.

Contributing factors to this ongoing positive financial situation includes the efforts of the IIMC Board for their willingness 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. A special thanks to IIMC President Mary Kayser and the remainder of the IIMC Executive Committee, who supported and participated fully with the Budget and Planning Committee to ensure short term needs were met, while continuing to be committed to ensuring IIMC operated within its means and planned for its long-term future.

The lion's share of the praise for IIMC's recent 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 available budgets and are often looking for ways to constrain costs without affecting deliverables.

## **Recommendations**

The Budget and Planning Committee has reviewed the 2017 year-end financials and recommends their approval.

## **Management's Comments:**

It is truly difficult to find anything to disagree with in this report, which we appreciate. Overall, the total responsibility for ensuring this type of continued financial health falls on everyone from the Board to the Executive Committee to staff. And, none of the success happened overnight. It took years of discipline, adhering to strong policies, revamping the committee's composition to broaden its scope and perspective and the enduring commitment of all those involved to make prescient and evolving decisions toward IIMC's financial future. We will continue the work.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Chris Shalby  
Executive Director

**Date:** April 11, 2018



**Subject:** Communications Annual Report

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

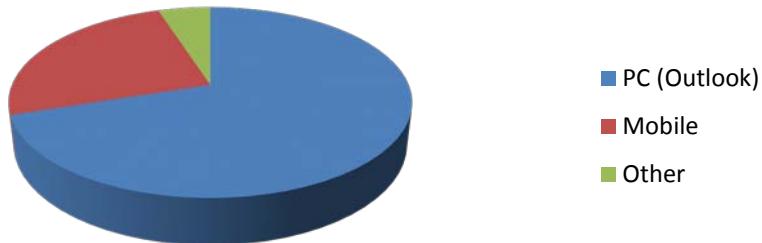
The Department continues to look for new ways of reaching out to IIMC stakeholders and does an excellent job of promoting education and Institute programs and conveying general information to members. The *News Digest* grows with each issue as more and more diverse articles generate positive comments.

### E-briefings:

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 34% of the time. Approximately 83% of the membership views the E-briefings on their PC; and 17% of the Membership views the E-briefings on a mobile device.

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

### Technology used to view E-briefings (in %)



**Figure 1: Devices used to view E-briefing**

### **News Digest:**

The *News Digest* is produced monthly. We have focused on providing a broader perspective in each issue, making certain to reach all of our members, domestically and internationally. 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%

### **IIMC Social Media**

#### **❖ Facebook**

- **Likes** - As of the date of this report, IIMC currently has 2,086 “Likes” on Facebook and posts continue to receive significant engagement from followers, especially the Certification Celebrations posted each Tuesday.
- **Region Groups** – These continue to do well and grow. Kudos to Region I, II and III. These groups are incredibly interactive and appear to be a great resource for clerk networking.
  - Region I = 43 members
  - Region II = 72 members
  - Region III = 218 members
  - Region IV = 25 members
  - Region V = 34 members
  - Region VI = 28 members
  - Region VII = 27 members
  - Region VIII = 32 members
  - Region IX = 55 members
  - Region X = 9 members
  - Region XI = 20 members
- **Closed Conference Facebook Group** - For those attending the 2018 Conference, we have created a closed group that requires Staff approval and is fully monitored in house. Members must 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. So far, this has not been an engaging group, but we are hoping to see some interaction as we get closer to the conference and while we are in Norfolk.

- ❖ **Instagram** – This is not a very active platform for IIMC, and the recent social media survey confirmed that only a small portion of our membership use this platform. However, we will continue using all the features that Instagram has to offer including the “story” feature. We will be compiling a day-by-day story of the IIMC Annual Conference and will be posting this to Facebook and YouTube as well.
- ❖ **Twitter** – ED Chris Shalby 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** – The IIMC YouTube Channel currently has 88 subscribers. This channel has been a great resource and is an added benefit for all IIMC members. We have created playlists specific to Municipal Clerks Weeks, Member Highlights, IIMC Website Tutorials, IIMC Annual Conference and various other.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

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

**Date:** April 3, 2018

**Subject:** Member Services Year-End Report 2017 - 2018



On March 1, 2017, IIMC created and distributed a new Member Drive called "Inactive 2 Active." Our database was holding more than 18,000 inactive members so it was decided to pull those profiles to find which municipalities have never re-joined IIMC. We discovered that there were 3,470 municipalities that remained inactive so this was our member drive. Total number of new members from this drive in 2017 was 134. We were so enthused with the results of 2017, we chose to continue this drive through 2018. To date, we have 23 new members and a new marketing letter and application was sent out in March 2018.

Our Region Director Challenge brought in 15 new members. Our winning Director was Diane Whitbey, MMC (Region IV) who brought in 6 new members. She received two free Norfolk conference registrations. Congratulations Diane! Thanks go to Carol Anderson, MMC (Region I) - 4, Mary Johnston, MMC (Region V) - 2, Pamela Smith, MMC (Region III) - 1, Tracy Davis, MMC (Region IX) - 1 and Janice Almy, MMC (Region IV) - 1. Thanks to all for your participation.

We have personal contact with our membership daily. Whether it is discussing their job duties to verify their member type, changing a name, adding a membership, discussing payment of dues, answering conference questions or checking the date they became an IIMC member. If we can't answer their questions we make sure they get answered by another staff member. 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 makes it easy for the Region Directors to distribute "Congratulations" and "Welcome to IIMC" letters for their Regions.

Member Services continues an effective progression of notifying the membership as to when their dues are ready to be paid. Our members can renew their dues online or by check. We mail out dues renewals for each quarter and, when necessary, a reminder is mailed, a past due notice is mailed and the final notice is emailed to the member. Phone calls are made to each member in the final notice group. It has been a successful process in that more dues have been paid before a member is cancelled. Our membership count at the end of March 2018 was 14,627.

Region XI Bulk Membership lists were received throughout 2017 from the Society of Local Council Clerks (SLCC) and the Vereniging van Griffiers (VvG) and Association of Democratic Services Officers (ADSO) and we have already received the VvG list for 2018. We have had some unsubscribe from receiving the IIMC E-Briefings, not understanding the affiliation and not wanting to be inundated with IIMC messages. When they joined IIMC, all received a Welcome Letter with an E-member kit which lists IIMC benefits and staff contact information. We are pleased to be working with these organizations. Tom van der Hoven has been instrumental in assisting with our communication with Region XI as well as our Region XI Directors.

The IIMC E-Briefing is distributed weekly. Each small block on the E-briefing represents information about education programs, Annual Conference, Foundation news, certification celebrations, events, awards, career center, voting information and links to IIMC's most viewed web pages. We include dates with information/registration links of State/Provincial/National Association Meetings, Region Meetings and Institute Training Sessions. We saw that the *E-News Digest* was not being viewed when it was announced as part of the E-Briefing - "*E-News Digest Now Online*" - so Member Services made a change by sending a separate mailing for the *E-News Digest*. The number of members viewing the Digest from the E-Briefing in August 2017 had only 101 members. In September 2017, still announced in the E-Briefing, 70 members viewed it. The first *E-News Digest* sent as its own E-blast for October and November 2017 had 906 members view it, December 2017 – 774, January 2018 – 801, February 2018 – 814, March 2018 – 789 and April 2018 – 705. More members are reading or saving it to their desktops to read at a later date when we switched the announcement from part of the E-Briefing to a stand-alone message.

The viewing percentage of members opening the E-Brief on average is 25% with click rates averaging 21%. This is up from 2017. Specific topic E-blasts such as those directed to conference delegates, advertising the *E-News Digest*, region newsletters, Municipal Clerks Week, Symposium and Study Abroad and Education receive higher percentages of open rates (31.5%) and click rates (30.4%). IIMC E-Briefings also allow our members to click on Twitter, Flickr, Instagram and Facebook icons for easy access. It is an effective medium to communicate to our members and prospective members.

Conference registration started in November 2017 and continues to arrive daily. As of April 3, we have 187 First Time Attendees, 55 Multi Attendees from the same municipality and there are only 3 Academy Sessions and 1 Athenian Dialogue open for registration. All others have reached their maximum class size. Our conferences run smoothly due to continuity from year to year and staff collaboration, communication and monthly teleconferences with the host committee prior to the conference. The Cashier's Office and Registration work hand in hand for attendee convenience and satisfaction. At the time of this report, we have 691 delegates, surpassing Omaha and Montreal at this time for the last two years. We will have up to date figures in Norfolk.

We use SurveyMonkey for all IIMC surveys and ballots. The only glitch we encounter are those members that have opted out of receiving surveys. However, they do not realize that they will not receive any voting ballots when opting out or their computer firewall prevents them from receiving their ballots. We contact each individual with a voting ballot problem and we verify each one receives a ballot upon request.

The 49<sup>th</sup> Annual Municipal Clerks Week – May 6-12, 2018 was advertised to more than 4,497 Mayors, Presidents, Administrators, Council Members and Human Resources. We delight in sending this email out as it expounds on the great individual(s) they have in their Clerk. We ask them to "Celebrate their Clerk" and create a plan for the week to announce how important the Clerk is to their municipality. IIMC provides posters, a proclamation and a list of ideas how to make this a special week for their Clerk.

The IIMC 2018 Salary Survey was completed and online in January 2018. Member Services would like to see a different way of sharing all of the collected information to make it easier for

our members to view. The excel format now being used is not user friendly. There will be changes for the 2020 Salary Survey.

**Management's Comments:**

We've always remarked that one of IIMC's prominent services is customer relations, with Member Services providing a person-to-person contact. The two-person Department continues to administer to 14,000 plus members daily. We appreciate their efforts and engagement with our members. We look forward to continuing the current "inactive to active" membership campaign to generate more members and additional revenue.

