



**International Institute of Municipal Clerks  
Board of Directors  
Mid-Year Meeting Agenda  
November 7-8, 2008**

**Riverside, California**

**International Institute of Municipal Clerks  
Board of Directors ~ Annual Meeting Agenda  
November 7 and 8, 2008  
Mission Inn ~ Riverside, California**

Meeting begins at 8:00 a.m.

|     |  |     |
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# **INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**

## **BOARD OF DIRECTORS**

### **2008/09 Roster**

| <b><u>President</u></b>   | <b><u>Term of Service</u></b> | <b><u>President Elect</u></b>  | <b><u>Term of Service</u></b> |
|---|-------------------------------|--|-------------------------------|
| <b>Dyanne C. Reese, MMC</b><br>Clerk of Council<br>P.O. Box 1027<br>Savannah, GA 31402-1027<br><br>Phone: (912) 651-6441 X 3<br>Fax: (912) 651-4260<br>E-mail: dreese@savannahga.gov                  | <b>5/23/2009</b>              | <b>Mary Lynne Stratta, MMC</b><br>City Secretary<br>P.O. Box 1000<br>Bryan, TX 77805-1000<br><br>Phone: (979) 209-5002<br>Fax: (979) 209-5003<br>E-mail: mstratta@bryantx.gov                  | <b>5/23/2009</b>              |
| <b><u>Vice President</u></b>  | <b><u>Term of Service</u></b> | <b><u>Immediate Past President</u></b>   | <b><u>Term of Service</u></b> |
| <b>Sharon K. Cassler, MMC</b><br>Clerk of Council<br>1131 Steubenville Ave.<br>Cambridge, OH 43725<br><br>Phone: (740) 439-2640<br>Fax: (740) 432-1754<br>E-mail: clerkofcouncil@cambridgeoh.org      | <b>5/23/2009</b>              | <b>Charles E. Tokar, MMC</b><br>Village Clerk/Budget Officer<br>10455 S. Ridgeland<br>Chicago Ridge, IL 60415<br><br>Phone: (708) 425-7700<br>Fax: (708) 425-9942<br>E-mail: ctsr2@msn.com     | <b>5/23/2009</b>              |
| <b><u>Region I Director</u></b>   | <b><u>Term of Service</u></b> | <b><u>Region I Director</u></b>  | <b><u>Term of Service</u></b> |
| <b>Linda C. Cohen, MMC</b><br>City Clerk/Registrar of Voters<br>389 Congress Street<br>Portland, ME 04101<br><br>Phone: (207) 874-8677 X 8614<br>Fax: (207) 874-8612<br>E-mail: lcc@portlandmaine.gov | <b>5/23/2009</b>              | <b>Bernice Dixon</b><br>Town Clerk<br>14 Park Place<br>Vernon, CT 06066-3291<br><br>Phone: (860) 870-3617<br>Fax: (860) 870-3683<br>E-mail: bdixon@vernon-ct.gov                               | <b>5/20/2010</b>              |
| <b><u>Region II Director</u></b>  | <b><u>Term of Service</u></b> | <b><u>Region II Director</u></b>   | <b><u>Term of Service</u></b> |
| <b>Carol L. Jacobs, MMC</b><br>City Clerk<br>P.O. Box 158<br>Ocean City, MD 21842-0158<br><br>Phone: (410) 289-8842 or 8824<br>Fax: (410) 289-7385<br>E-mail: cjacobs@ococean.com                     | <b>5/20/2010</b>              | <b>Jane E. Williams-Warren, MMC</b><br>Municipal Clerk<br>155 Market Street, 3rd FL<br>Paterson, NJ 07505<br><br>Phone: (973) 321-1310<br>Fax: (973) 321-1311<br>E-mail: jwilliams@patcity.com | <b>5/12/2011</b>              |

**Region III Director****Term of Service****Stephanie C. Kelly, CMC****5/20/2010**

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**Region IV Director****Term of Service****Barbara Blackard, MMC****5/12/2011**

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**Region V Director****Term of Service****Kathryn A. Dornan, CMC****5/23/2009**

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**Region VI Director****Term of Service****Carolyn Brownfield, MMC****5/23/2009**

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**Region VII Director****Term of Service****Rick Goeckner, MMC****5/23/2009**

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**Region III Director****Term of Service****Glenda A. Morgan, MMC****5/23/2009**

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**Region IV Director****Term of Service****Eddie R. Myers, CMC****5/23/2009**

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**Region V Director****Term of Service****Brenda Kay Young, MMC****5/20/2010**

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**Region VI Director****Term of Service****Shari A. Moore, CMC****5/12/2011**

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**Region VII Director****Term of Service****Jerry Lovett-Sperling, MMC****5/12/2011**

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|  |                               |  |                               |
|--|-------------------------------|--|-------------------------------|
| <b><u>Region VIII Director</u></b>   | <b><u>Term of Service</u></b> | <b><u>Region VIII Director</u></b>   | <b><u>Term of Service</u></b> |
| <b>Stephanie Kalasz</b><br>City Clerk<br>P.O. Box 9203<br>Moscow, ID 83843-1703<br><br>Phone: (208) 883-7015<br>Fax: (208) 883-7018<br>E-mail: skalasz@ci.moscow.id.us                         | <b>5/12/2011</b>              | <b>Monica M. Simmons, MMC</b><br>City Clerk<br>34 Brays Island Drive<br>Henderson, NV 89052<br><br>Phone: (702) 267-1400<br>Fax: (702) 267-1401<br>E-mail: monica.simmons@cityofhenderson.com                                  | <b>5/20/2010</b>              |
| <b><u>Region IX Director</u></b>   | <b><u>Term of Service</u></b> | <b><u>Region IX Director</u></b>   | <b><u>Term of Service</u></b> |
| <b>Pamela R. Kolacy, MMC</b><br>City Clerk<br>250 Madison Street Suite 2<br>Port Townsend, WA 98368-5738<br><br>Phone: (360) 379-5045<br>Fax: (360) 385-4290<br>E-mail: pkolacy@cityofpt.us    | <b>5/20/2010</b>              | <b>Colleen J. Nicol, MMC</b><br>City Clerk<br>3900 Main St.<br>Riverside, CA 92522-0111<br><br>Phone: (951) 826-5557<br>Fax: (951) 826-5470<br>E-mail: cnicol@riversideca.gov  | <b>5/23/2009</b>              |
| <b><u>Region X Director</u></b>  | <b><u>Term of Service</u></b> | <b><u>Region X Director</u></b>  | <b><u>Term of Service</u></b> |
| <b>Marc Lemoine</b><br>Deputy City Clerk<br>Council Bldg-510 Main Street<br>Winnipeg, MB R3B 1B9<br>CANADA<br><br>Phone: (204) 986-7131<br>Fax: (204) 947-3452<br>E-mail: mlemoine@winnipeg.ca | <b>5/12/2011</b>              | <b>Bernie White, CMC</b><br>Municipal Clerk<br>320 Esplanade<br>Sydney, NS B1P 7B9<br>CANADA<br><br>Phone: (902) 563-5020<br>Fax: (902) 564-0481<br>E-mail: bjwhite@cbrm.ns.ca   | <b>5/23/2009</b>              |
| <b><u>Region XI Director</u></b>   | <b><u>Term of Service</u></b> | <b><u>Region XI Director</u></b>   | <b><u>Term of Service</u></b> |
| <b>Nick Randle</b><br>Chief Executive<br>1 The Crescent<br>Taunton TA1 4EA<br>ENGLAND<br><br>Phone: 011-44-1823-253646<br>Fax: 011-44-1823-253681<br>E-mail: ceo@slcc.co.uk                    | <b>5/12/2011</b>              | <b>Tom Van Der Hoven</b><br>Head of Administration<br>Beech Hurst, Weyhill Rd.<br>Andover, Hants SP10 3AJ<br>ENGLAND<br><br>Phone: 9-011-44-1264-368001<br>Fax: 9-011-44-1264-368099<br>E-mail: tvanderhoven@testvalley.gov.uk | <b>5/23/2009</b>              |

**International Institute of Municipal Clerks  
Board of Directors – Annual Meeting Minutes  
May 16, 2008 – Hyatt Regency Hotel  
Atlanta, GA**

1. The meeting was called to order at 8:15 AM by President Charles Tokar

2. Roll call

Present

Charles E. Tokar, MMC, President; Dyanne C. Reese, CMC, President-Elect; Mary Lynne Stratta, MMC, Vice-President; Marcella H. O'Connor, MMC, Immediate Past President; Linda C. Cohen, MMC, I; Bernice Dixon, I; Allan R. Susen, CMC, II; Carol L. Jacobs, MMC, II; Glenda A. Morgan, MMC, III; Stephanie C. Kelly, CMC, III; Gloria D. King, MMC, IV; Eddie R. Myers, CMC, IV; Kathryn A. Dornan, CMC, V; Brenda Kay Young, MMC, V; Carol S. Alexander, MMC, VI; Carolyn Brownfield, MMC, VI; Brenda M. Cirtin, MMC VII; Rick Goeckner, MMC, VII; Gloria A. Leija, MMC, VIII; Monica M. Simmons, MMC, VIII; Colleen J. Nicol, MMC, IX; Pamela R. Kolacy, MMC, IX; David W. J. Calder, CMC, X; Bernie White, CMC, X; Ronny Frederickx, XI; Tom Van der Hoven, XI

Participating was Chris Shalby, Executive Director; Dr. Mohammad Eftekhari, Director of Education/Research; Denise Cox, Office Manager; Pilar Archer, Accounting Manager; Janet Pantaleon, Finance Specialist; Tim Seeden, Association Solutions, Ltd.; Dale Barstow, President, MCEF Board of Directors; Dr. Frank Adshead

Serving as Parliamentarian/Recorder was Christina N. Wilder, IIMC Past President

In attendance was; Rhonda Dauphin-Johnson, City Clerk, City of Atlanta, GA; Judy McCorkle, President, Georgia Municipal Clerks and Finance Officers Association (GMCFOA); Tiny Washington, Past President, GMCFOA; Katherine Bennett, Institute Director, University of Georgia; John Browar, Institute Director, University of Illinois; Barbara Blackard, MMC, IV; Sharon Cassler, MMC, V; Shari Moore, CMC, VI; Jerry Lovett-Sperling, MMC, VII; Marc Lemoine, X; Nick Randle, Chief Executive, Society of Local Council Clerks (SLCC), XI;

3. Rhonda Dauphin-Johnson, City Clerk of the City of Atlanta, welcomed the members of the Board and spoke of the highlights of the conference being provided by the Georgia Host Committee
4. Agenda approval  
Motion by Susen, seconded by Cohen. Motion carried.
5. Consent agenda approval
  - a. DRAFT Minutes of October 26, 2007 – Board Mid-Year Meeting
  - b. Withdrawn - DRAFT Executive Session Minutes of October 26, 2007 – Board Mid-Year Meeting
  - c. DRAFT Minutes of January 4, 11 and 16, 2008 Board Teleconference – approval and ratification
  - d. Withdrawn - DRAFT Minutes of February 15, 2008 – Board teleconference – approval and ratification – handout by Dyanne Reese
  - e. DRAFT Minutes of February 21 and April 3, 2008 – Board Teleconference – approval and ratification
  - f. DRAFT Minutes of April 21, 2008 – Board Teleconference – approval and ratification
    - 1) Motion by Nicol, seconded by Calder, to approve and ratify minutes listed on the consent agenda. Motion carried.
6. Education Department Update – Mohammad Eftekhari, Ph.D.
  - a. A report concerning Education for Credentialing and Accreditation
  - b. Dr. Eftekhari will send a letter to Region I which will indicate that its institute is covered under the same point system as a university sponsored institute.
7. Education Discussion – Dr. Frank Adshead, Facilitator
  - a. Survey concerning the course review process – Reviewed and discussed.

b. Report - Key findings and recommendations

- 1) Section A : Administrative action taken via Teleconferences of January 4, 11 and 16, 2008
- 2) Sections B and C:
  - a) Education philosophy, mission, purposes
  - b) Education responsibility to members
  - c) Engage members, states, institutes
  - d) Reassess, clarify education programs
- 3) External Accreditation (NOCA)  
Motion by Nicol, seconded by Myers to defer authorization for the staff to proceed with a Job Analysis until discussion regarding strategic planning.
- 4) Reduce MMC annual point candidacy requirement from twelve to six immediately. Anyone within the transition will have points credited toward advancement.  
Motion by Cirtin, seconded by Dornan. Motion carried. Abstained – Van der Hoven, Frederickx
- 5) Eliminate BA requirement for MMC certification immediately.  
Motion by Susen, seconded by Cohen. Motion carried. Abstained – Van der Hoven, Frederickx
- 6) Reinstate MMC levels – No action taken
- 7) Is the CMC certification a training program or something else? – No action taken
- 8) Within IIMC's general guidelines, the Board allow each state/province/national association to determine what education programs work best for them. – No action taken

Motion by Myers, seconded by Dornan, to extend the grace period to complete CMC and MMC certification programs through 2009. Motion carried.

8. Litigation Update – verbal update by President Tokar

9. Discussion of Policy Review Committee – Verbal by Dyanne Reese

Motion by Nicol, seconded by Cirtin, to create a standing nine member committee to be named the Policy Review Committee. Motion carried.

10. Committee reports – No Action Required

- a. Accreditation – No Report – No charge for committee
- b. Budget and Planning Committee
- c. Constitution Task Force – No Report – completed at Mid-Year
- d. Election Committee
- e. Program Review and Certification Committee
- f. Property Assessment Task Force Report – No Report – completed at Mid-Year

11. Committee reports Requiring Action / with Management's Recommendation

a. Conference Education Committee

- 1) That IIMC Education Director, working with the Conference Education Committee and the Program and Certification Review Committees, develop an educational format identified through recognized tracks that meet the needs of the profession as identified in the IIMC Constitution.

MANAGEMENT'S RECOMMENDATIONS

The Atlanta education sessions include levels – Entry, Intermediate and Advanced as well as fields such as Management, Leadership, IT, Technology, etc. This has been implemented for Atlanta and will be on-going for future conferences.

- 2) That IIMC Board of Directors vote to authorize a process whereby the Annual Conference Educational curriculum is begun to be formatted two to three (ideally three) years prior to each Conference.

MANAGEMENT'S RECOMMENDATIONS

As much as we would like to work two to three years ahead of future conferences, this is nearly impossible with the current staff. It would take two additional staff members to handle working with future conference committees. Cost factor regarding salaries and benefits also make this prohibitive at this time.

- 3) That the IIMC Board of Directors vote to authorize the State Education Committees and Institute Directors in each host State, under the guidance of the IIMC Education Director, to begin working with the recognized university/universities in the area of the host City or State to suggest and develop curriculum under recognized/authorized tracks.

MANAGEMENT'S RECOMMENDATIONS

IIMC has always worked with local universities in luring presenters and speakers. IIMC, in conjunction with the conference host education committee, strives to operate within a confined conference education budget and does its best to attract local university speakers.

- 4) That specific tracks and sessions be developed to provide attendees with the opportunity to maintain competency and success in a global world. To ensure that this educational opportunity meets this goal, we recommend that IIMC members in Regions X and XI be surveyed to ascertain desires and needs. We further recommend this survey be given to the Region X and Region XI attendees in Atlanta and sent by email blast to those members from those regions not attending.

MANAGEMENT'S RECOMMENDATIONS

Management agrees that input from Regions X and XI is imperative in planning the overall conference education program and agrees that a brief survey or a request for session topics be part of the education planning session.

- 5) That IIMC Annual Conferences begin to utilize university professors from recognized universities as presenters at a rate of 30% the first year, 40% the second year and 50% the third year and beyond. The Committee feels this approach is critical to the future success of IIMC as an educational component in the Clerks' professional development.

#### MANAGEMENT'S RECOMMENDATIONS

Management agrees that university professors can be ideal presenters, but costs, schedules and topics often preclude us from doing so. However, approximately 35% to 40% of the speakers at the Atlanta conference come from universities.

- 6) That one of the social opportunities at the Annual Conference be set aside as a 'meet and greet' for attendees to mingle with those participants from Region X and Region XI.

#### MANAGEMENT'S RECOMMENDATIONS

Management does not agree with a 'meet and greet' function for Regions X and XI Delegates. The current conference schedule offers plenty of networking opportunities and the Executive Committee hosts an annual Region XI dinner. Management believes that our Region X and XI Delegates do an excellent job of mingling with their colleagues from all Regions.

- 7) That the IIMC Board of Directors, working through the Conference Education Committee, Program Review and Certification Committees and the IIMC Education Director explore the possibility of developing curriculum credit for these tracks which could be applied towards a higher academic endeavor or pursuit, such as a formal 2-year or 4-year degree.

#### MANAGEMENT'S RECOMMENDATIONS

Management is not certain how an IIMC education track could be applied toward a higher academic endeavor. We would need more information from the Committee regarding this effort.

### b. Conference Policy Committee

- 1) Move the opening ceremony start time.

#### MANAGEMENT'S RECOMMENDATIONS

Management has looked into a later starting time for the Opening Ceremony, but that time fluctuates depending on the host committee's involvement in the Ceremony, presentation of awards, number of speakers, etc. We realize that anytime prior to 8 a.m. is early, but staff needs flexibility in this area.

- 2) Review the annual conference bidding process.

#### MANAGEMENT'S RECOMMENDATIONS

Management agrees with the committee's recommendation to have the 2008/09 Committee review the current process of how a future conference site is chosen and provide a report at the 2008 mid year meeting.

- 3) Attract more attendees from Regions X and XI

#### MANAGEMENT'S RECOMMENDATIONS

As for making our conferences more attractive to Regions X and XI, staff continues to work on broadening the education program, has coordinated an off site education program in Atlanta, similar to the one in New Orleans, and we have already discounted registration fees to Region XI attendees from \$545 to \$395US.

### c. International Relations Committee

- 1) It is recommended that the Sister Cities policy be accepted. It is also recommended that the Director of Education work closely with South Africa and England to establish Institutes in these areas.

#### MANAGEMENT'S RECOMMENDATIONS

Management met during the 2007 New Orleans Conference with the South African contingent regarding the establishment of an IIMC Institute. IIMC presented all materials related to an Institute and are now waiting to hear back from the South Africans. IIMC's staff will be meeting with IMASA President Francois Allers and his colleagues this week to continue discussions.

Management is supportive of this Sister Cities program, but unfortunately has not had the time to work with the committee to bring it to fruition. We ask the Board to allow staff more time to develop it and aggressively market it.

- 2) Work closely with the appropriate members of both the Membership and Public Relations and Marketing Committees to develop and distribute targeted marketing materials to potential members. The following items need to be undertaken:

- a) Revamp News Digest
- b) Update and embellish Website
- c) Add a way to e-mail each other individually and by groups
- d) Add more on-line education sessions
- e) Return to more breakout sessions at Conference, rather than General Sessions. Reduce cost of Annual Conference

#### MANAGEMENT'S RECOMMENDATIONS

- a) Management agrees that the magazine could always be improved content wise and encourages submittal of articles;
- b) the website has a cost factor assigned to it, so embellishing it is a budget item. Monies have been set aside in 2008 to begin revamping it. Premier Sponsor Municipal Code, through its 2008 sponsorship with IIMC, has agreed to provide a List Serv on the web site this summer. MuniCode would host the List Serv therefore there is no cost to IIMC for this service. We believe this will be of great interest to the members and another form of communication;

- c) the Education Department is working on increasing its on-line education program and submitted a proposal to MCEF in 2007 to provide funds to create programs, but funding was not provided. We continue to look for new avenues to expand this program;

- d) The Conference in Atlanta will feature only four general sessions with the rest of the education program in concurrent sessions (approximately 43); and

- e) Management does not believe that conference costs should be reduced. We need to keep them as low as possible, but the cost of doing business increases each year. A \$15.00 increase was added to the 2008 conference registration fee and management believes that increase should suffice for the next few years. The focus on costs should be a discussion with the Board about keeping IIMC Conferences in secondary markets, where costs are more amenable to IIMC and its budget.

- 3) Identify and recommend to the Conference Education Committee topics and speakers of global relevance. No recommendations

- 4) It is recommended that the Board adopt the offer of a study program every other year. In addition, it is recommended that the IIMC Conference Guidelines be amended to include a study program before or after the Conference for Region X and XI members.

#### MANAGEMENT'S RECOMMENDATIONS

Management endorses and recommends a study program every two years.

- 5) Submit at least two News Digest articles that relate to the importance and value of international relations in a shrinking and interconnected world.  
No management recommendations made.
- 6) Continued support by the Board and staff of the Exchange Program.  
MANAGEMENT'S RECOMMENDATIONS  
Management highly recommends the exchange program.

Motion by Von der Hoven, seconded by White, to allocate \$2000 into the budget dedicated to an SLCC/IIMC exchange program. Motion carried.

d. Membership Committee

- 1) Discussion by Chairperson Sharon K. Cassler, MMC
- 2) Membership Service Report was given by staff member Janis Daudt, Director of Member Services about providing information to first year members of IIMC.

e. Mentoring Committee – No action taken

f. Organizational Title and Mission Task Force – No action taken

That if the Task Force is to continue its investigation additional input from the Membership could be obtained through:

- 1) Again contacting State/Provincial Presidents
- 2) E-blast to membership
- 3) News Digest coverage
- 4) Board members communicating to their regions, requesting comment/input

MANAGEMENT'S RECOMMENDATIONS

The Task Force concluded their tenure this year. However, their recommendation to continue to obtain additional information from the membership regarding changing IIMC's name to reflect the various titles and responsibilities of the members is plausible. Since we will be launching a membership-wide survey this summer as part of the 2008 strategic plan, we could incorporate a few questions in the survey about the relevancy of IIMC's name as it pertains to its mission and vision.

g. Public Relations and Marketing Committee

- 1) IIMC Marketing Plan Final  
That continued support be provided for the Five Year Marketing Plan approved in May 2007 and that new initiatives to supplement the Plan be developed.

MANAGEMENT'S RECOMMENDATIONS

Management agrees with the 5-year marketing plan and it continues to be a work in progress regarding those objectives, of which the majority of the goals have been met in year one.

- 2) IIMC News Article Testimonials  
That funding be provided to place an article promoting IIMC in other publications

MANAGEMENT'S RECOMMENDATIONS

The Committee did a nice job of writing the article, **An Organization Dedicated to Municipal Clerks/Administrators**. Management supports the idea of having the article published in other local government publications but does not believe that funding should be allocated toward the placement of these articles. The Committee members should contact various editors for submission. To pay for the publication of this article would constitute advertising and not editorial.

h. Records Management

- 1) That the IIMC website contain a records management page  
MANAGEMENT'S RECOMMENDATION  
We agree to include a records management page as part of the IIMC web site and add a link to NAGARA. News Digest articles are welcome as additional input from this committee.
- 2) That IIMC develop reciprocal agreements with organizations such as NAGARA, ARMA, ICRM, CoSA, municipal leagues and bar associations.  
MANAGEMENT'S RECOMMENDATION  
Management agrees with the recommendation since Records Management is a vital function of the Clerks' office. In Atlanta, we have, as part of a reciprocal agreement, CoSA and ARMA exhibiting with us. NAGARA did not respond and we were not aware of ICRM. We also are providing four sessions on records management.

i. Regional Restructuring Task Force

- 1) That the Board of Directors approve a plan to allow IIMC staff to attend at least two Provincial Association conferences in the 2008-2009 period, and more if possible, depending on costs  
MANAGEMENT'S RECOMMENDATIONS  
Management (Executive Director) will be a speaker and session presenter at the Local Government Management Association of British Columbia's conference in October 2008. President Elect or a designee will attend the AMCTO conference in June 2008.
- 2) That IIMC staff begin to implement item (3) of the original committee, that is, to determine availability of institutes in Canada and the US that are available to all members. This could be accomplished through an email blast with minimal time spent.  
MANAGEMENT'S RECOMMENDATIONS  
The Membership Department will contact the various state associations regarding meeting dates and forward that information through an E-blast to our Region X members in hopes that they may be able to attend if proximity is not an issue.

j. Research and Resource Committee

- 1) Continue to provide responses to questions from the membership.
- 2) Continue to ensure information on the IIMC web site is user friendly and accurate.
- 3) Develop a series of clerks' handbooks on specific subjects such as Minutes, overview of Ordinances, conducting elections, etc.

## MANAGEMENT'S RECOMMENDATIONS

- 1) Management believes that staff liaison Tammy Schultz continues to do a good job of involving this Committee in research regarding member questions. With the implementation of a List Serv, members will also be able to communicate with each other regarding research questions;
- 2) Denise Cox does a good job of maintaining the web site and we appreciate suggestions and corrections from members.
- 3) Management is enthusiastic about the creation of new 'handbooks' and would like to start on them immediately with the help of the Committee.

Motion by Eddy Myers, seconded by Carol Alexander, to approve the management's recommendations of Items 12a through 12j. Motion carried.

12. Financials – Information provided by Pilar Archer, Accounting Manager and Janet Pantaleon, Finance Specialist,
  - a. 2007 Year End Budget and Notes – distributed at meeting
  - b. 2008 Budget and notes – distributed at meeting
13. MCEF – Report presented by Dale Barstow, President  
Mr. Barstow made brief comments about activities of the MCEF including the on- line auction, Planned Giving Program, and Grant program. He noted that \$507,000 has been used in education programs since 1987 and that seventeen 'first-time conference attendance' grants have been awarded.
14. Evaluation of Executive Director –  
President-Elect Reese requested suggestions as to a process by which to evaluate the Executive Director.
15. ASL/Tim Seeden – Contract renewal – verbal – Chris Shalby  
Motion by Myers, seconded by Morgan to accept the proposal of Mr. Seeden, Association Solutions, Ltd. and to renew his contract to June 30, 2011. Motion carried.
16. Annual Conference Updates – Verbal – Tim Seeden
  - a. 2008 – Atlanta, CA
  - b. 2009 – Chicago, IL – Palmer House Hilton
  - c. 2010 – Reno-Tahoe, NV
  - d. 2011 – Nashville, TN – Opryland Hotel
  - e. 2012 – Portland, OR – Multiple Housing
17. Staff Reports
  - a. Member Service Report - Janis Daudt, Director of Member Services  
(See Item 10.d - Membership Committee Report)
18. National Affiliation and Association Activities
  - a. SOLAR - President Tokar provided a verbal report on his visit to SOLAR in Scotland
  - b. ACCESS – The IIMC will no longer have a professional association with that organization as it is believed that the organization known as SLCC better meets the objectives of the IIMC.
19. Other Business
  - a. Athenian Leadership Discussion –  
President Tokar and John Browar, Institute Director, University of Illinois
  - b. University of Illinois/Contract –No action taken
20. Report from Directors – No action required.
20. Adjournment at 6:30 PM with a motion by Goeckner, seconded by Myers to Adjourn.  
Motion carried.

Respectfully submitted,

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Christina N. Wilder, Parliamentarian/Recorder

**International Institute of Municipal Clerks  
Hyatt Hotel  
Atlanta, Georgia  
Thursday, May 22, 2008**

**MINUTES**

|                            |   |
|----------------------------|---|
| <b>CALL TO ORDER</b>       | The meeting was called to order by President Dyanne Reese.  |
| <b>INTRODUCTIONS</b>       | President Reese introduced the Executive Committee, the Board of Directors and the parliamentarian, Olivia Parks Woods.   |
| <b>WELCOME</b>             | President Reese welcomed new board members.   |
| <b>MEMBERS PRESENT</b>     | <p>In attendance were Executive Committee members - Mary Lynne Stratta, MMC, Sharon Cassler, MMC, and Chuck Tokar, MMC Directors-Linda Cohen, MMC, Bernice Dixon, Carol Jacobs, MMC, Jane Williams-Warren, MMC, Stephanie Kelly, CMC , Glenda Morgan, MMC, Barbara Blackard, MMC, Eddie Myers, CMC, Kathryn Dorman, CMC, Brenda Kay Young, MMC, Carolyn Brownfield, MMC, Shari Moore, CMC, Rick Goeckner, MMC, Jerry Lovett-Sperling, MMC, Stephanie Kalasz , Monica Simmons, CMC, Pamela Kolacy, MMC, Colleen Nicol, MMC, Marc Lemoine, Bernie White, CMC, Nick Randle and Tom Van Der Hoven.</p> <p>Also in attendance – Chris Shalby, IIMC Executive Director<br/>Serving as Parliamentarian/Recorder was Olivia Parks Woods</p> |
| <b>APPROVAL OF MINUTES</b> | <p><b>MOVED AND SECONDED</b><br/>Motion to approve the Minutes of February 15, 2008 Board Teleconference<br/><b>MOTION CARRIED</b></p>  |
| <b>ACCIDENT REPORTED</b>   | Chris Shalby reported that Barbara Stinson fell during IIMC Annual Conference at the All Conference Event at Stone Mountain Park. She was rushed to the hospital. However, Barbara was examined and released. She is doing ok.  |
| <b>IIMC OVERVIEW</b>       | Chris will e-mail a Power Point Presentation regarding IIMC staff which includes three contractors of which Chris is one. His evaluation will be in November. Also, Chris will send the IIMC Board a “Friday Letter” to stay in touch including an Education Report. He will also send past “Friday Letters” to assist new members in gaining a historical perspective on prior issues. Board members were invited to call or e-mail Chris at any time. Upon request, Chris will immediately send a press release to Executive Committee members and new Board member.  |

**2008-2009 IIMC Board  
Teleconference Dates**

The following dates have been scheduled to hold IIMC Board Teleconferences:

- July 8, 2008
- October 7, 2008
- January 13, 2009

Additional dates may be scheduled later. A 48-hour notice is only required but the Board is usually given a 2-week notice.

The Budget and Planning Committee will meet with staff August 21 – 23, 2008. The Executive Committee will meet February 19 – 22, 2009. At this meeting, the budget and issues relating to staff will be considered. The location is still under consideration.

The Mid-year Board Meeting will be held November 6 – 8 or 9, 2008 at the Mission Inn in Riverside, CA. The IIMC staff will participate in the meeting on November 7. Board members were advised to fly into the Ontario Airport. Shuttle service is available from the airport to the hotel. President Reese commented that holding the Board meeting in Riverside, CA would reduce the cost of travel expenses since it is near IIMC Headquarters. In addition, MCEF will hold its meeting on November 9 at the same location. It was noted that IIMC picks up the cost of travel expenses to the Mid-year Board Meeting for members.

Chris advised new board members that IIMC owns the Headquarters building and currently has two tenants.

Adjournment

Submitted by Olivia P. Woods

**International Institute of Municipal Clerks  
Board of Directors Meeting  
Hyatt Hotel  
Atlanta, Georgia  
Friday, May 23, 2008**

**CALL TO ORDER**

The meeting was called to order by President Dyanne Reese.

**INTRODUCTIONS**

President Reese introduced the Executive Committee, the Board of Directors and the parliamentarian.

**MEMBERS PRESENT**

In attendance were Executive Committee members - Mary Lynne Stratta, MMC, Sharon Cassler, MMC, and Chuck Tokar, MMC Directors-Linda Cohen, MMC, Bernice Dixon, Carol Jacobs, MMC, Jane Williams-Warren, MMC, Stephanie Kelly, CMC, Glenda Morgan, MMC, Barbara Blackard, MMC, Eddie Myers, CMC, Kathryn Dorman, CMC, Brenda Kay Young, MMC, Carolyn Brownfield, MMC, Shari Moore, CMC, Rick Goeckner, MMC, Jerry Lovett-Sperling, MMC, Stephanie Kalasz, Monica Simmons, CMC, Pamela Kolacy, MMC, Colleen Nicol, MMC, Marc Lemoine, Bernie White, CMC, Nick Randle and Tom Van Der Hoven.

Participating were – Chris Shalby, IIMC Executive Director and Dr. Mohammad Eftekhari

Serving as Parliamentarian/Recorder was Olivia Parks Woods

**MOVED TO EXECUTIVE  
SESSION**

Motion by \_\_\_\_\_, seconded by \_\_\_\_ that the Board move into Executive Session with Executive Director present.  
Motion Carried

The Executive Session was adjourned

**INTERNATIONAL  
TRAVEL****MOVED AND SECONDED**

Motion to Approve Travel to South Africa for the IIMC President.  
The IIMC President received an invitation to travel to South Africa and the United Kingdom.

**Reason for the Travel:** A need to maintain relations with IMASA and SLCC.

**Clarification:** The invitation for IMASA was extended to two IIMC guests. Tom Van der Hoven noted that it is important for Chris Shalby to also attend. Kathryn Dornan agreed it would be helpful if Dr. Eftekhari also attended.

Chris Shalby report that an educational proposal from IMASA has already been submitted to IIMC and is in the review stage establishing an Institute. Presently, it is important that the president represent IIMC. The question with SLLC involves continuity and he could accompany President Reese to their conference in October.

**MOTION ADOPTED UNANIMOUSLY**

DRAFT

**DISSOLVE MEMO OF  
AGREEMENT**

DRAFT

**MOVED AND SECONDED**

Motion to dissolve the Memorandum of Agreement with the University of Illinois for the Athenian Leadership Society with the Athenian Advisory Council still functioning.

DRAFT

**Clarification:** The Athenian Council was a part of the Memo of Understanding. The three appointed by the University of Illinois have never participated. Need to fill those other three positions to serve on the Advisory Council.

President Reese expressed concern with the motion noting that it was her understanding that since the Advisory Committee was established by the Memorandum of Understanding, it would no longer exist once the Memorandum of Agreement was dissolved. Dr. Eftekhari advised that if staff will be operating this program with Institute Directors, the make-up, if necessary should be channeled through Program Review and Certification by the Program Review Committee which would, in his opinion, be more comprehensive approach.

**SUBSTITUTE MOTION**

**SUBSTITUTE MOVED AND SECONDED**

Motion to dissolve the Memo of Understanding with the University of IL., which also includes the Advisory Council.

**ADOPTED UNANIMOUSLY**

**ADJOURNMENT**

There being no further business the meeting was adjourned.

**Submitted by,  
Olivia Parks Woods**

# DRAFT

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS IIMC BOARD TELECONFERENCE MEETING MINUTES TUESDAY, JULY 8, 2008

|   |  |
|---|--|
| <b>Call to Order</b>                            | The meeting was called to order by President Dyanne Reese at 12:15 p.m. CST.   |
| <b>Members Present</b>                          | In attendance were <b>Executive Committee</b> members, Dyanne Reese, President, Mary Lynne Stratta, President Elect, Sharon K. Cassler, Vice President and Chuck Tokar, Immediate Past President and <b>Board of Directors</b> : Bernice Dixon, Carol L. Jacobs, Jane E. Williams-Warren, Stephanie C. Kelly, Barbara Blackard, Kathryn Dorman, Brenda Kay Young, Shari A. Moore, Carolyn Brownfield, Jerry Lovett-Sperling, Rick Goeckner, Stephanie Kalasz, Colleen Nicol, Pamela R. Kolacy, Bernie White, Tom Van Der Hoven; Stephanie C. Kelly   |
| <b>Members Absent</b>                           | Linda Cohen, Glenda Morgan, Eddie Myers, Monica Simmons, and Nick Randle   |
| <b>ACTIONS</b>                                  | <b>DISCUSSION</b>  |
|   | <b>PROCESS OF EVALUATING THE EXECUTIVE DIRECTOR – PRESIDENT REESE</b>  |
| <b>BOARD CONSENSUS TO ACCEPT RECOMMENDATION</b> | The Board of Directors will evaluate the Executive Director. President Reese asked Mary Lynne to chair this committee which will include four other members. It was also requested for the entire board to be involved in the process by completing a questionnaire. Executive Director, Chris Shalby recommended that the staff also be involved in the process. The committee will be comprised of IIMC Board of Directors, once they have completed the evaluation, they will submit it to the full Board at the Mid-Year Board Meeting.  |
|   | <b>COMMITTEE TELECONFERENCE UPDATE – PRESIDENT ELECT STRATTA</b>   |
|   | <p>Committee Chairs and Vice Chairs teleconferenced with President Reese, President Elect Stratta, and Vice President Cassler on June 12. President Elect Stratta presented the following report of the meeting:</p> <p>Committee chairs/vice chairs were asked to report on their committee’s work progress and to articulate how IIMC staff and the Board could help them achieve their assigned goals and objectives for the year. It was agreed that in the future, management’s recommendations regarding the committee’s mid year and final reports would be shared with the committee leadership.</p> <p>What we found from this first teleconference was that the committee leadership felt much more informed and able to accomplish their work by knowing what other committees were working on, where there was overlap, what committees needed to be working together on certain projects, and when certain committees could move on to other projects because another committee had that assignment covered.</p> <p>Some highlights of committee reports:</p> <p><b>CONFERENCE EDUCATION</b> – working to get the annual conference education programs finalized earlier and asked for contact information on all upcoming conferences. Talked about looking into a methodology to scan attendance at annual conferences.</p> <p><b>CONFERENCE POLICY</b> – Reviewing the conference policy manual and sponsorship policy. They will also be looking at methodologies for scanning attendance at annual conferences. They are also reviewing retired clerk comments about the conference as well.</p> <p><b>ELECTIONS:</b> Reviewing election policies and constitution. Will be looking at development of policies that will remove staff from campaign processes. They will be contacting the company that conducted the VP election to discuss processes in place for “recount” and discussion regarding when a recount should be allowed and policy for</p> |

**INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**  
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|  | <p>same.</p> <p><b>IR</b> – divided goals/objectives into subcommittees. Working on Exchange and study abroad program. Recommended putting together an education tract for international delegates at annual conference. Will work with Conf Policy and Conf Ed on this. IR delegates in Atlanta indicated would have like more time out and about. Expand offerings for them. Working with staff on IMASA and SLCC certification. Recommending upgrading the IIMC website. Will be submitting a proposal to PR/C that the study abroad program earn education points rather than p/s.</p> <p><b>MEMBERSHIP</b> – Working on development of new methodologies to reach out to potential members. IIMC booth at NLC and ICMA. Looking at contact with new organization in England and Netherlands. Goal of adding 300 new members in 08-09.</p> <p><b>MENTORING</b> – Updating brochures and letters. More visibility at conference. Reception for retirees. Welcome table in Atlanta was well received and very successful. Message board. Ribbon for mentoring committee. Pictures of mentors on web site and contact info. Municode is going to sponsor list serve.</p> <p><b>POLICY REVIEW</b> – current policy manual sent to entire committee for their review. Also Chris sent a list of suggested changes and new policies needed.</p> <p><b>PR/M</b> – Website improvement, working with IR, and working on implementation of five year marketing plan developed by committee last year.</p> <p><b>PR/C</b> – Working on questions for membership survey regarding the future of our certification/education programs.</p> <p><b>RESEARCH/RESOURCE</b> – Working with PR/C on education survey. Wants new staff position to support resource center but knows money is an issue right now. But do want on-going resource center with a point of operations at headquarter. Chris – next most important position to fill – librarian/resource/PR.</p> <p><b>RECORDS MANAGEMENT</b>– NAGARA e-library – submit best practices. Will get with RR about e-library at headquarters. Felt all four topics on RM in Atlanta had good education value. Will be coming up with ideas for Chicago education sessions and will get with Mary Haynes about that. Working on three year plan to hit broad spectrum of RM topics over course of next three annual conferences. Looking at working with NAGARA to redo and update tech bulletins done as joint project several years back. Link those on website. NAGARA is developing a RM certification. Will put to PR/C and RR as to benefit to our members and how it fits into IIMC scope. Will be working on articles for News Digest. Will have representative to COSA (Council of State Archivists) on grant for intergovernmental emergency preparedness for governmental records. Will educate membership about availability of money to each state through grant to preserve American historical records (preserve and make more accessible). Region XI – what do they need in terms of RM?</p> <p>Asked that policy review look at going back to two year terms for committee members. For continuity purposes.</p> <p>Need articles from all committees for News Digest.</p> <p>Felt great benefit and will continue conference calls every two months with committee leadership.</p> |
|  | <b>UPDATE ON IMASA – PRESIDENT REESE</b>   |
|  | President Reese visited South Africa with her husband Benjamin June 14-22, 2008. IMASA   |

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|  | <p>was celebrating their 10<sup>th</sup> Anniversary with about 180 members attending. President Reese was impressed that the South African bank, Nedbank was the sponsor of the conference. She met with the IMASA delegation and the Mayor of Durban to make a presentation on behalf of IIMC. During the conference Selby Gibbs, was sworn into office as the new President of IMASA. President Reese took the opportunity to join IMASA becoming their first international member. IMASA is offering \$1500.00 for an exchange program with IIMC and will prepare a resolution endorsing the program. It is very important that IIMC continue its relationship with IMASA, as President Reese believes that IIMC will establish an institute there in 2009. There are currently 400 IMASA member cities.</p>   |
|  | <p>President Reese attended the 70<sup>th</sup> Canadian Conference of AMCTO. She was very impressed with their Mentoring Program, which past Director, David Calder was a Mentor. Canada lists mentors on their web site. She had dinner with association leaders and exchanged ideas and thoughts. She learned that AMCTO sponsors 90% of the cost of their education programs. When Canadian Parliament passes laws, AMCTO provides training on the newly passed initiatives. J. Andrew Koopmans, their past Institute Director is now their Executive Director. At their Board meeting they adopted a 5-year dues increase payment structure. Over 300 people are members of their association. When President Reese inquired about their members' not objecting to the dues increase, she was told that it was because members feel that they get value from their membership and are willing to pay for it.</p> <p>President Reese also attended Florida's conference in Naples, FL. She will attend New England Institute Academy next Friday; St. Michaels College in Vermont and the North Carolina Conference in Wilmington, DC. Dyanne will sponsor the NC trip herself.</p> <p>July 21-25 site visit for the 2009 IIMC Conference.</p>                         |
|  | <b>LITIGATION UPDATE – PRESIDENT REESE</b>   |
| <p><b>MOTION TO ADOPT BY COLLEEN NICOL:</b></p> <p><b>SECONDED BY BERNIE WHITE</b></p> <p><b>MOTION APPROVED UNANIMOUSLY</b></p> | <p>That President Reese be designated as the official negotiator on behalf of IIMC regarding litigation.</p>   |
|  | <b>REGION DIRECTOR MEMBERSHIP DRIVE – PRESIDENT REESE</b>  |
| <p><b>BOARD CONSENSUS TO SUPPORT MCEF</b></p>  | <p>President Reese expressed the desire for board members to act on a couple of pending issues:</p> <ul style="list-style-type: none"> <li>• <b>IIMC BOARD OF DIRECTORS MEMBERSHIP DRIVE:</b> Background - In 2003, IIMC lost its largest number of members --1300 because of recertification requirements. In 1996, IIMC gained its largest membership from 9,600 to over 10,200. President Reese noted that is important for region directors to participate in IIMC's membership growth efforts to both maintain and grow members in their regions. President Reese along with the Executive Committee and Executive Director conferred about sponsoring a Membership Drive for the Board of Directors. This drive would provide the winner with two free registrations to give out in their region for the Chicago conference. President Reese asked Vice President Cassler to chair this effort. She then requested feedback from the board and the idea was well received by board members.</li> <li>• <b>MCEF CONTRIBUTIONS:</b> President Reese noted that the MCEF Board wants 100% participation and buy-in from the IIMC Board of Directors. She encouraged members to make voluntary contributions and support the silent auction and the Walk-Run.</li> </ul> |
|  | <b>EXECUTIVE DIRECTOR UPDATE – SHALBY</b>  |

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|  | <p><b>Staff:</b> President Reese stated that she would like to have feedback from the IIMC staff on issues that they are facing. In her opinion, the staff is permanent; the board is temporary. President Reese will prepare a questionnaire for the board to complete. She will then share the responses with the board and discuss at mid-year.</p>   |
|  | <p><b>ATLANTA CONFERENCE FINANCIALS</b></p> <p>Profit will be between \$7,000 – 9,000; The Conference was 290 short of delegates. Audio visual increased by \$20,000. IIMC has been doing a good job of operating on membership dues. Membership renewals will be sent out next week.</p>  |
|  | <p><b>STRATEGIC PLAN</b></p> <p>The Board was sent an e-mail to help compile comments and SWOT Analysis and once received will start working on the survey to members.</p>   |
|  | <p><b>BOXWOOD ON LINE CAREER CENTER – JOB BANK</b></p> <p>IIMC entered into a one-year agreement with Boxwood On Line Career Center for our members to post jobs at no cost in their job bank. In the past, IIMC had been accepting \$50 to post a job opening on IIMC's website. We want to try this service as a benefit to our members.</p>   |
|  | <p><b>STAFF UPDATE</b></p> <p>Sandy Lieng in Education is no longer with IIMC. In addition, LeiAnna Matthews also part of the Education Department will be moving to Canada in the Fall.</p> <p>White expressed concerns that a backlog in Education Department not be created as a result of hiring new staff.</p>  |
|  | <p><b>BUILDING RENTAL UPDATE</b></p> <p>Chris reported that the office space is still empty. It consists of 2000 square feet; we're proposing to rent for it for \$135 a square foot. If we find a renter, IIMC will still have to pick up a 3<sup>rd</sup> of the cost beginning in July; we're good through June. \$3300 is the price we were renting it at but we will be asking for \$2300, as recommended by the realtor, to get someone in it. \$185 - \$200 a sq. foot is the going rate. Dyanne asked, "if by chance you get someone, would cost of the square footage go up gradually?" Chris replied, "Yes".</p> |
| <p><b>MOTION TO ADOPT KATHY DORMAN</b><br/> <b>SECONDED BY CHUCK TOKAR</b><br/> <b>MOTION TO APPROVED</b><br/> <b>PASSED UNANIMOUSLY</b></p> | <p><b>RESOLUTION TO CHANGE REGISTERED AGENTS IN ILLINOIS</b></p> <p>IIMC has asked Kittie Kopitke, Village Clerk Collector Streamwood, Il, to serve as the Registered Agent for IIMC because the current person is no longer able to serve.</p>  |
|  | <p><b>Athenian Dialogue:</b> Resolve Memo of Understanding – A letter was sent to Bob Rich from the University of Illinois to dissolve the agreement with the school regarding the Athenian Program. IIMC also sent out a letter to 18 Institute Directors who were interested in facilitating Dialogues. As of today, we received a comment from GA Institute Director regarding Hosting a Dialogue. We will send out a follow-up.</p>  |
|  | <p><b>REGION DIRECTORS UPDATE</b></p>  |
|  | <p><b>Region I:</b> Dixon reported that next week's Institute will take place at St. Michaels College in Vermont. New England Conference will be in New Hampshire in November.</p>   |
|  | <p><b>Region II:</b> Jacobs: Is in contact with Shippensburg Institute – Seem there is a possibility of a</p>  |

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|                    | new Institute Director. Virginia conference scheduled for October. Maryland will be the host for January conference in Annapolis during MLK week. State conf in August.   |
|                    |   |
|                    | <b>Region III:</b> Kelly: Attended the Florida Clerks Conference in Naples, FL. The North Carolina Conference is Aug. 14- 15. Alabama Conf. is in November. Region III is preparing for meeting in Gainesville, GA hosted by GMC/FOA  |
|                    |   |
|                    | <b>Region IV:</b> Blackard: Region Meeting is November 4 -5. Trying to push MMC Program.  |
|                    |   |
|                    | <b>Region V:</b> Dornan: They are excited about Sharon Cassler's election as IIMC Vice President in Region V. Region conference in February 2009 in Ohio. Getting excited about 2011 IIMC in Nashville.   |
|                    |   |
|                    | <b>Region VI:</b> Brownfield - Region Meeting. Iowa in January. Wanted to have an Athenian dialogue. Will be attending Wisconsin Conference August 20 – 22, Stephens Point.   |
|                    |   |
|                    | <b>Region VII:</b> Goeckner and Lovett-Sperling: In the process of trying to find an Institute Director – conducting interviews. Hope to have person on board before institute in November. Chatman, KS was hit by a tornado – clerks are volunteering. Region Meeting in Springfield, IL in July next week and is being combined with State meeting. Thursday – Saturday.  |
|                    |   |
|                    | <b>Region VIII:</b> Kalasz - Idaho is preparing for their conference in September. Nevada is working on the 2010 Conference in Reno.  |
|                    |   |
|                    | <b>Region IX:</b> Kolacy & Nicol: Preparing for the 50th Alaska Academy Oregon's Conference in September and Alaska in November. Nicol: Attended the Florida Clerk's Conference where a telecon was held with Dr. Eftekhari to develop an Education Ambassadors Program for Certification.  |
|                    |   |
|                    | <b>Region X:</b> White & Lemoine: Working hard to promote the benefits of IIMC membership through email.  |
|                    |   |
|                    | <b>Region XI:</b> Van Der Hoven: Exploring sponsorships for the Exchange Program. Suggested a need to invite leaders of new Associations to our conferences, so they can be exposed to IIMC at an early stage.  |
|                    | <b>2009 IIMC ANNUAL CONFERENCE – CHARLES (CHUCK) TOKAR</b>  |
|                    | Immediate Past President Tokar reported that he met with 30 volunteers for over five hours to discuss various options for venues for the conference. They discussed entertainment, speakers and education breakout sessions. Mary Haynes is chairing that committee. IIMC has been penciled in for the Opening Session at the Auditorium Theater. It will be perfect for opening session. We have also been penciled in at the Field Museum.  |
|                    |   |
|                    | <b>Athenian Dialogue:</b> Immediate Past President Tokar commented that an Athenian Dialogue was held in Texas with President Elect Stratta as host and Paul Craig the facilitator. Stratta has already scheduled two more dialogues and committed to holding five in all. The next one will be held in Webster, Texas on September 19. President Reese also commended Stratta for hosting a successful Dialogue and recommended that anyone desiring to host a Dialogue go through the staff and they will help you through the process. |
| <b>ADJOURNMENT</b> | Meeting adjourned at 1:55 p.m. (CST)  |

IIMC Board Teleconference on July 22, 2008

President Dyanne C. Reese called roll to verify attendance. The members of the executive committee were in attendance: Dyanne Reese, Mary Lynne Stratta, Sharon Cassler, Chuck Tokar and Chris Shalby.

Attendance was called for the regions:

Bernice Dixon, Glenda Morgan, Linda Cohen, Eddie Myers, Stephanie C. Kelly, Jerry Lovett-Sperling, Colleen Nicol, Kathryn Dornan, Monica Simmons, Barbara Blackard, Carol Jacobs, Jane Williams-Warren, Brenda Kay-Young, Stephanie Kalasz, Marc Lemoine, Shari Moore and Bernie White.

Not attending: Carolyn Brownfield, Rick Goeckner, Tom Van Der Hoven, Pamela Kolacy and Nick Randle.

Jim Villiesse, Chair of the IIMC Ethical Standards Committee made comments and answered questions pertaining to the Code of Ethics documents. Mr. Villiesse and his committee were praised for the detailed work and dedication given to this process and suggestions were made for possible revisions and corrections to the proposed Code of Ethics.

Colleen Nicol made a motion to adopt the rules and procedures, seconded by Bernie White. The motion carried.

The meeting was adjourned by President Reese.

Dyanne C. Reese  
IIMC 50<sup>th</sup> President

A handwritten signature in cursive script, reading "Dyanne C. Reese", written in dark ink on a light-colored, textured background.

# **IIMC BOARD OF DIRECTORS MINUTES OF TELECONFERENCE OCTOBER 7, 2008**

The IIMC Board of Directors convened a Board teleconference on Tuesday, October 7, 2008, at 10:10 a.m., Central Daylight Time. The following participated in the teleconference:

President Dyanne Reese  
President Elect Mary Lynne Stratta  
Vice President Sharon Cassler  
Region II Director Carol Jacobs  
Region II Director Jane Williams-Warren  
Region III Director Glenda Morgan  
Region IV Director Eddie Myers  
Region IV Director Barbara Blackard  
Region V Director Brenda Young  
Region V Director Kathryn Dornan  
Region VI Director Carolyn Brownfield  
Region VI Director Shari Moore  
Region VII Director Rick Goeckner  
Region VII Director Jerry Lovett-Sperling  
Region VIII Director Stephanie Kalasz  
Region IX Director Pamela Kolacy  
Region IX Director Colleen Nicol  
Region X Director Marc Lemoine  
Region X Director Bernie White  
Region XI Director Nick Randle  
Region XI Director Tom Van der Hoven

The following did not participate in the teleconference:

Past President Charles Tokar  
Region I Director Linda Cohen  
Region I Director Bernice Dixon  
Region III Director Stephanie Kelly  
Region VIII Director Monica Simmons

Executive Director Chris Shalby participated in the teleconference.

President Elect Stratta provided an update on the Executive Director performance evaluation process. The committee members who developed the evaluation process were thanked for their work.

Executive Director Shalby gave a brief overview of the 2008 and 2009 budgets. Mr. Shalby reported that the Atlanta conference resulted in a loss to the organization. He also reported that the 2008 fiscal year was expected to finish "in the black", barring any unexpected expenses beyond IIMC's control. He reported that Executive Committee travel expenses were greatly reduced from past years. He listed other factors relative to the condition of the current fiscal year budget. Mr. Shalby then listed several items that had impacted the development of the 2009 fiscal year budget: loss of rental income, further reductions in Executive Committee travel budget, Vice President election costs, directors/officers insurance, etc. Mr.

Shalby then reported that the Budget and Planning Committee had made several difficult decisions relative to the 2009 Chicago conference in order to balance the budget for the conference. He listed those recommendations from the Committee and explained the importance of the host committee contributing to the high costs of holding the conference in a first tier city such as Chicago. Region VII Director Goeckner reported that the host committee was working very hard to raise funds for the conference. Board members indicated support of the recommendations of the Budget and Planning Committee, acknowledging that the conference could not sustain a significant loss in revenue. Executive Committee members were also thanked for being prudent in their travel. Mr. Shalby reported that in order to balance the 2009 budget, the Budget and Planning Committee had to recommend a small dues increase and conversion to electronic publication of the News Digest versus hard copy production every month. Discussion followed about IIMC's reasonable dues structure compared to other organizations and the need for incremental dues increases to serve IIMC's membership demographic.

Mr. Shalby and President Reese reported on several upcoming events, including the membership survey, membership recruitment campaign, planned travels, and the Board's upcoming mid-year meeting and strategic planning session.

Without objection, the teleconference was adjourned at 10:58 a.m., Central Daylight Time.

Respectfully submitted,

Mary Lynne Stratta  
President Elect

# **International Institute of Municipal Clerks**

Education Department

An Update

Submitted to the IIMC Board of Directors

November 2008

## **Professional Certifications Granted:**

### **Certifications Granted from June 2008 to November 2008**

| <b>Certifications<br/>Granted</b> | <b>June 2008-<br/>November 2008</b> | <b>May 2007-<br/>May 2008</b> | <b>2006-2007</b> |
|-----------------------------------|-------------------------------------|-------------------------------|------------------|
| CMC                               | <b>136</b>                          | 289                           | 279              |
| MMC                               | <b>98</b>                           | 92                            | 88               |
| CMC Recertification               | <b>86</b>                           | 139                           | 157              |
| All CMC Certificants              | 4271                                | 4252                          | 4172             |
| All MMC Certificants              | 700                                 | 607                           | 535              |

## **Courses Reviewed and Approved:**

### **Courses Reviewed and Approved from June 2008 to November 2008**

| <b>Courses Reviewed and Approved</b>         | <b>June 2008-<br/>November<br/>2008</b> | <b>Courses<br/>Approved<br/>To-Date</b> |
|--|---|---|
| IIMC Approved Institutes                     | <b>111</b>                              | 425                                     |
| IIMC State Associations                      | <b>60</b>                               | 242                                     |
| Colleges and Universities                    | <b>36</b>                               | 69                                      |
| Other Education Providers and<br>Individuals | <b>72</b>                               | 213                                     |
| <b>Total</b>                                 | <b>279</b>                              | <b>949</b>                              |

## **Other Activities:**

- Explored the possibility of conducting a job analysis for the purpose of redesigning the curricula for the CMC, CMC Recertification, and MMC programs based on unbiased, objective, and comprehensive information gathered by an expert. Identified Dr. Reed Castle as a suitable consultant to conduct the job analysis. Received a

proposal from Dr. Castle that was shared with the Program Review and Certification Committee. Dr. Castle made a presentation to the entire Program Review and Certification Committee. The proposal (contract) has been submitted to the Executive Director.

- Continued the efforts to establish a partnership between the IIMC Online Learning Institute and e-Cornell. Received a proposal from e-Cornell for such partnership. Greg Napierala from e-Cornell traveled to Rancho Cucamonga and made a presentation to the Education Department. The proposal (contract) has been submitted to the Executive Director.
- Trained the first group of IIMC Education Ambassadors.
- Working with the IIMC Conference Education Committee and Illinois Host Committee in identifying subject matters and presenters for the IIMC 2009 Annual Conference in Chicago. Negotiating contracts with the presenters. Discussing with the presenters the content and format of their presentations. It is anticipated that four General Sessions, 42 Concurrent Sessions, and 12 Advanced Academy Sessions will be delivered in Chicago.

**Reports Submitted to the IIMC Board of Directors:**

|             |                                   |              |
|-------------|-----------------------------------|--------------|
| June 2008   | Revised IIMC Education Guidelines | Attachment 1 |
| August 2008 | Revised IIMC Q&A—FAQ              | Attachment 2 |

# **International Institute of Municipal Clerks**

## **EDUCATION PROGRAMS, CERTIFICATION AND RECERTIFICATION GUIDELINES**

**May 2008**

**For purposes of these Education Guidelines, the following words and acronyms will apply:**

Association – State/Provincial Clerks Association

Certificant – The holder of a certificate

CMC – Certified Municipal Clerk

CPRP - Course and Program Review Process

IIMC – International Institute of Municipal Clerks

Institute – The umbrella organization that hosts the programs for the CMC, the MMC designations, and the CMC Recertification

MMC – Master Municipal Clerk

MMCA – Master Municipal Clerk Academy

Program – A set of classes about a particular subject; in this case the Certified Municipal Clerk designation, the Master Municipal Clerk Academy, and the Recertification Programs.

PR/C – Program Review & Certification Committee

## **INTRODUCTION**

These Education Programs, Certification and Recertification Guidelines, hereinafter referred to as “Education Guidelines” contain procedures, policies and standards that govern the current education programs, certification, and recertification processes at the International Institute of Municipal Clerks (hereinafter referred to as IIMC). These Education Guidelines supersede all previous IIMC education policies and guidelines unless explicitly stated in these Education Guidelines.

They explain IIMC’s current philosophy and assumptions underlying the design, management, monitoring and maintenance of its approved educational programs.

They explain the mechanisms that IIMC uses for educational, administrative, and financial quality control of its educational programs. They further explain the procedures and policies concerning the course and program review processes.

Historically, IIMC approved institute programs have been reviewed and approved annually as a condition of continued IIMC approval. The process has evolved through time, but the purpose of review and approval has remained the same: to assure course, program, and institute compliance with IIMC standards of quality and excellence.

## **EDUCATIONAL PHILOSOPHY OF IIMC**

The primary goal of IIMC is to actively promote the continuing education and professional development of municipal clerks through extensive education programs, certification, recertification, publications, networking, annual conferences and research. IIMC also engages in municipal research administration, enhances critical professional skill development and fosters a spirit of mutual assistance and good fellowship among municipal clerks around the globe.

To achieve its educational goals, IIMC has formed strategic alliances with more than 40 fine institutions of higher learning. Each of these institutions works in tandem with the IIMC staff and the local clerks. The unique triangular design (i.e. the university sponsorship, resources and input provided by the local clerks, and the resources of IIMC) of each IIMC approved institute has contributed to the success and longevity of the alliance and the quality of education delivered to the local IIMC members for many decades. These on-land institutes are the educational backbone of IIMC and will remain as such.

It would be ideal to address the educational needs of every clerk in the world through an on-land IIMC approved institute; however, there are many locations that lack the necessary population density to sustain a successful on-land institute. In pursuit of continuing their education, some IIMC members travel to adjacent states/provinces and enroll in IIMC approved institutes. Those institutes provide quality educational programs; however, they lack state/provincial-specific continuing education and training for the “traveling” clerks. Moreover, travel time and expense are strains on the budget of the municipality. IIMC serves those clerks who have little or no access to an on-land institute by using appropriate technology.

The latter part of the 20<sup>th</sup> Century witnessed the pervasive use of computers and the Internet at an amazing speed, which has transformed the workflow drastically. The 21<sup>st</sup> Century will witness an unpredictable sociopolitical change, unprecedented technological innovation and uncertainty about our personal and professional lives.

The digital network is no longer a means of sending and receiving email messages and looking at websites; it is the source of transformational changes for villages, towns, cities, state/provincials, countries, and the world at large. Changes have taken place that are more profound than that which resulted from the introduction of ships, railroads, automobiles, and telephone to name just a few.

Engaging transformational change and renewal in positive and proactive ways are major challenges facing municipal clerks now and in the future. Today's world calls for a clear vision, imagination, risk-taking, critical thinking and openness to new possibilities for clerks and their communities.

IIMC believes that the primary source of personal and professional effectiveness for municipal clerks engaging uncertainty with confidence and competence is continuing education coupled with professional training and development. Furthermore, the complex challenges facing local governments worldwide, the rapid generation and replacement of new knowledge and increased public attention to issues affecting their lives, require that clerks continually access the widest possible range of quality learning resources and opportunities.

It is clear that professionalism is necessary in municipal government. A professional is an individual who brings certain tangible and intangible skills to his/her work. It is a person whose values, skills, goals and practices openly exhibit his/her attitude towards the profession. Professionals not only carry out their tasks, they ask what more they can contribute toward the common good. Professionals continuously work on improving their skills and knowledge to make them better at what they do.

Over the years, the position of Municipal Clerk has changed dramatically as the role of government in our daily lives has grown and evolved. No longer is the municipal clerk solely the Council Secretariat and the keeper of the public record. Those functions are still vital aspects of the job. However, now the municipal clerk is a member of the management team, a policy advisor, a community leader and a key player in the democratic process. The Mayor, Council and citizens of our communities have come to rely on the municipal clerk as a primary source of knowledge and information about government. They have come to rely on the municipal clerk as a professional.

To that end, IIMC strongly endorses and supports ongoing member participation in both traditional, non-traditional, new and innovative educational programs and the maximum use of educational technologies and delivery systems best suited to individual learning needs and service requirements of their communities. IIMC especially encourages the pursuit of formal college and university degree programs and a broad liberal arts education.

While the forces of change have transformed public life and the world of the municipal clerk, IIMC's education goals remain the same: pursuit of excellence in municipal clerk education and training in the public interest.

## **THE TRIANGULAR EDUCATIONAL PARTNERSHIP**

To achieve its goal of delivering first-rate educational programs to the municipal clerks, IIMC has partnered with state/provincial associations of municipal clerks and local reputable institutions of higher learning in the past several decades. In this unique triangular educational partnership, IIMC combines its resources with the resources of its two partners at the local level for achieving greater efficiency, effectiveness, and relevance.

Each partner plays a pivotal role in providing quality education for those clerks who are IIMC members. The process usually starts with the state/provincial association of clerks, which on behalf of the local clerks contacts IIMC and expresses its desire to establish an IIMC Institute in the state/province by submitting a proposal. The IIMC Approved Institute serves as an umbrella organization that hosts one or more of IIMC programs (e.g., CMC Designation, MMC Academy, and CMC Recertification). An essential part of the proposal is a signed agreement between a local accredited university and the association in which the university agrees to sponsor and host the institute and follow the Education Guidelines of IIMC in establishing and managing the Institute.

IIMC collaborates with the state/provincial association and the university by providing appropriate information regarding requirements for the Institute, its programs, and the approval process. IIMC reviews the proposal and the supporting documents and if it deems it appropriate, it approves the Institute. The approved IIMC Institute and the association regularly inform IIMC of the state of the Institute through a formal reporting mechanism. In essence the creation and management of the IIMC approved Institute are manifestations of the triangular educational partnership and the way it operates.

### **The IIMC Approved Institute**

The process of creating an IIMC approved Institute starts with the state/provincial association. In order to establish an approved IIMC Institute, each state/provincial association should form an Education Committee consisting of at least five (5) clerks, one of whom will be the State/Provincial Education Chair. All members of the Committee must be active or retired participating members of both IIMC and their State/Provincial Association. The Committee should have at least two (2) members who are actively pursuing their CMC designation and who will attend the Institute; and at least two (2) members who are actively pursuing their MMC designation and must attend the Institute. The remaining members may be recruited from the at-large membership of the State/Provincial Association who have interest in the education programs.

The Education Committee shall seek and obtain the sponsorship of an accredited university or an accredited four-year college and enter into an agreement in which the university or college shall sponsor and host the Institute and follow the Education Guidelines of IIMC in establishing and

managing the Institute. The agreement with the university or college shall be signed by an appropriate university official at the level of Dean or higher. The signing and execution of the agreement shall be a part of the prerequisites for IIMC approval of the institute and all of its programs. As a part of this agreement, a member of the university is selected as the Institute Director.

According to the university sponsorship agreement, the Institute Director shall be the representative of the university in executing that agreement and shall serve as the educational and administrative leader of the Institute. The university sponsorship is of paramount importance to the partnership. IIMC firmly believes it is in the best interest of the IIMC and the municipal clerk profession that IIMC-approved certification Institutes and programs are sponsored, administered and conducted by a fully accredited university or an accredited four-year college.

At a time when the profession is being challenged and is undergoing substantial change, it is imperative that its credentials be supported by the full faith and reputation of institutions of higher learning. Universities and colleges provide independent environments that ensure program quality and stability, pedagogy and research capabilities, and the educational resources and support needed to deliver a first-rate education.

The State/Provincial Education Committee and the Institute Director shall jointly write a comprehensive proposal based on the requirements of the IIMC Education Guidelines, which will encompass the structure, the mission, the goals and objectives, and the educational programs of the Institute. The Institute Director shall serve as the point person in writing the proposal for creating an Institute as stipulated by the IIMC Education Guidelines.

### **The Proposal for Creating a New Institute**

The State/Provincial Education Committee and the Institute Director who wish to form a new Institute shall write a proposal, which shall include the following:

1. Executive Summary
2. Introduction and Mission
3. Institute Purpose and Goals
4. A copy of an agreement of sponsorship with an accredited university or an accredited four-year college in which the university or college agrees to design, deliver, and manage all aspects of the Institute and its programs according to the IIMC Education Guidelines. This agreement shall be signed by a university official at the level of Dean or higher.
5. A brief bio of the Institute Director
6. Brief bios of instructors and their areas of expertise
7. Institute Programs
8. Program Description
9. Program Objectives
10. Program Outcomes
11. Description of the Program Outcomes Assessment Methods and Tools and How They Are Used. (Testing is required in all IIMC programs.)
12. Teaching and Learning Methods

13. Teaching and Course Evaluation Methods
14. Program Evaluation and Reporting
15. Program Schedule and Arrangements
16. Proposed Curricula for the Institute Programs Based on Sample Curricula in the IIMC Education Guidelines.
17. Curriculum Schedule Year-by-Year for Each Program.
18. List of host organizations
19. Proposed CMC Institute and MMC Academy Certificates
20. Institute Budget
21. Supplementary materials, program descriptions and other supporting documentation the association or institution believe will strengthen the application and enhance the program's quality and value to Clerks. A sample proposal may be requested from IIMC

The State/Provincial Education Committee Chair must submit the proposal, a filing fee of \$300, and a cover letter to the IIMC Director of Education and Research for review and approval. The Director of Education and Research will forward the proposal with his/her comments to the members of the Program Review and Certification Committee for their review and comments. The Program Review and Certification Committee will forward the proposal and the comments to the Director of Education and Research who will notify the State/Provincial Education Committee Chair of the results. If there are deficiencies or more information is needed, the Director of Education and Research will work with the State/Provincial Education Committee Chair to address them.

During the first four years, the Director of Education and Research will forward a copy of the Annual Update or Annual Report of the new Institute and his/her comments to the Program Review and Certification Committee for review and comments. During the same period, he/she will inform the Committee of major developments and if there is a need for improvement, it is communicated to the Committee. If necessary, the Director of Education and Research will call for a review of the Institute by all members of the Committee.

### **Existing Institutes**

As the Institute is formed, the State/Provincial Education Committee, the Institute Director, and IIMC will collaborate to offer courses and programs. To save time, effort, and money, and to be a proactive partner, IIMC has established a Course and Program Review Process (CPRP) in which the Institute and Education Committee consult with the IIMC Director of Education and Research in designing a course or a program prior to its launch as opposed to sending the documents to him/her for review and approval after the launch. The main reasons for the Course and Program Review Process include:

1. In this collaborative process, the quality or the lack thereof will be determined prior to the launch, and if there would be a need for improvement, it would be communicated to the Institute and the Education Committee in a timely manner.
2. The collaborative process provides a healthier environment to assure that IIMC standards of educational quality are met.

3. In this process, the allowable number of hours and points are determined prior to the launch of a course or a program, which will avoid any confusion or ambiguity.
4. The collaborative and proactive process provides for the exchange of ideas and suggestions for improvements in courses, programs, and standards.

Requirements for Course and Program Review for IIMC educational points or hours for all programs include:

1. The education points or hours are only awarded to those courses, seminars, symposia, conferences, and similar programs that result in educational and scholarly exercises and experiences.
2. At a minimum, they shall be related to the job of the participating clerk and shall include a presentation by an educator with appropriate credentials or by an expert in the field. Evidence of the appropriateness of the credentials or expertise must be presented in the form of a brief bio.
3. The purpose of the course: the instructor will briefly determine the purpose of the course by writing a one, two, or three sentence description of the overall purpose of the course.
4. List of major topics covered in the course: the instructor will list the major topics that will be discussed in the course.
5. Learning outcomes: the instructor will determine the expected outcome of the course upon its completion by writing a one, two, or three sentence description of the useful knowledge/experience that the student will take away by attending the course.
6. Learning outcomes assessment: the instructor will select an outcomes assessment tool to determine that the students have accomplished the course's purpose by using a test, a quiz, an essay, a practicum, the Knowledge Transfer Action Plan (KTAP) used by the Arizona Institute, or similar tools.
7. If the instructor requires reading materials for the course, a list of those materials should be attached to the completed Course and Program Review Template. (Please refrain from sending course materials to IIMC Education Department.)
8. To be eligible for IIMC educational points, all programs and supporting materials shall be submitted to the Director of Education and Research for his/her review. Early submission of all documents is strongly recommended. The IIMC Education Department needs a minimum of 10 business days to respond.
9. A Certificate of Attendance with specific hours of instruction should be issued. The roster of participants will be submitted to IIMC.

10. Attendees will be required to sign-in as they arrive, and sign-out as they leave. Certificates of Completion will be distributed by the sponsoring organization after the conclusion of the program and given only to those who have verified attendance for all sessions, and have successfully completed the mandatory outcomes assessment (e.g., a quiz, a test, etc.).
11. A Course Evaluation Form (questionnaire) should be designed that will assess the effectiveness of teaching in the classroom, the relevance of the course to the job of the participating clerks, and the accomplishment of the stated course learning outcomes. (Please submit to IIMC the results of those questionnaires in a summary format, and refrain from sending the completed Course Evaluation Forms.)
12. Product demonstrations, marketing seminars, visits to buildings, political offices and establishments, historical sites, museums and the like earn no educational points.

Since the IIMC approved institutes are sponsored by institutions of higher learning, and the courses offered to the municipal clerks by the university-sponsored institutes meet the built-in college/university standards of educational quality, they should be required to choose one of the two options:

1. Continue complying with the existing "Course and Program Review Process" and submit a short Annual Update.
2. Discontinue complying with the existing "Course and Program Review Process" and submit to IIMC an Annual Report.

### **Option 1**

The Institute Director will regularly submit to the IIMC Education Department new courses/programs for review. The Education Department will review and inform the Institute Director of the results within 10 business days.

Each year, the Institute is required to submit to the State Education Committee the following information in the form of an Annual Update:

1. A letter explaining his/her evaluation of the programs, areas in need of improvement, future plans, etc.
2. A list of attendees and hours attended
3. A summary report of the Teaching and Course Evaluation forms completed by the attendees.
4. A Budget Report or a Statement of Financial Health of the Institute (a letter from the Institute Director/State Education Chair attesting to the financial well-being of the Institute will suffice).

5. Program brochure(s).

The State Education Committee shall review and evaluate the Annual Update, consult with the Institute Director, summarize the results of its review and evaluation in the form of a cover letter, and submit the Annual Update and the letter to the IIMC Education Department. Since institutes have different academic calendars, the Institute Director/Education Chair and the Education Department determine a mutually agreed-upon date for the submittal of the Annual Update. (Electronic mail is preferred.)

**Option 2**

Each year, the Institute is required to submit to the State Education Committee the following information in the form of an Annual Report:

1. A report explaining his/her evaluation of the programs, areas in need of improvement, future plans, etc.
2. Brief bios of instructors cross-referenced to the courses taught during the year.
3. Schedules and location(s) of CMC/MMC/CMC Recertification offerings.
4. Description of the CMC, MMC, and CMC Recertification courses taught during the year
5. Confirmation of compliance with the IIMC course distribution guidelines (the CMC required core curriculum of 50% Public Administration; 30% Social and Interpersonal Issues, and 20% Electives, and the MMC required core curriculum of 80% Public Administration and 20% Electives).
6. Confirmation of compliance with the IIMC requirements regarding the level and rigor of courses (CMC versus MMC).<sup>1</sup>

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<sup>1</sup> The issue of level and rigor of courses is explained in 2001 Education Guidelines (please see page 9) as follows: "1. Program materials, presentations and discussions should be at an advanced level of difficulty relative to CMC course content. 2. Program content should emphasize management and leadership concepts and skills development. It should also emphasize development of interpersonal [relations], decision-making and planning skills. 3. Course presentations should offer intensive and in-depth discussion of selected subjects. Presentations should avoid repetition of basic materials offered in certification programs, and should focus on challenging and expanding participant assumptions and ways of thinking. Presentations should emphasize long-range issues and personal capability requirements, and deemphasize immediate, short-range clerk problems and concerns. Exchanging of ideas should be encouraged through presentations by municipal officials, visiting scholars and instructors, professional clerks and other experts from outside the program area..." The above three points were summarized on page 19 of the 2006 Education Guidelines as follows: "The educational requirements for MMCA are more rigorous and at a much higher level than those of the CMC program. The subject matters might be similar to those of the CMC courses; however, the breadth and depth of the MMCA courses shall be more academically advanced."

7. Confirmation of compliance with the IIMC requirements regarding the number of in-class contact hours.
8. A list of assessment instruments used during the year.
9. A summary report of the Course and Teaching Evaluation forms completed by the attendees for each course.
10. A roster of attendees and hours attended
11. Program Brochure(s).
12. A Budget Report or a Statement of Financial Health of the Institute (e.g., a letter from the State Education Chair attesting to the financial well-being of the Institute will suffice).

The State Education Committee shall review and evaluate the Annual Report, consult with the Institute Director, summarize the results of its review and evaluation in the form of a cover letter, and submit the Annual Report and the letter to the IIMC Education Department. Since institutes have different academic calendars, the Institute Director/Education Chair and the Education Department determine a mutually agreed-upon date for the submittal of the Annual Report. (Electronic mail is preferred.)

Institutes may shift from one option to the other no later than two months after the completion of the last Courses/Institute/Academy of the year.

### **Noncompliance**

The Director of Education and Research may determine that an Institute is not in compliance with the provisions of the IIMC Education Guidelines. In such case, the following steps will be taken:

1. The Director of Education and Research will bring the issue to the attention of the Institute Director.
2. If not resolved within 30 days, the Director of Education and Research will bring the issue to the attention of the State Education Chair and informs the IIMC's Chair of the Program Review and Certification Committee (PR/C).
3. If not resolved within 30 days, the Director of Education and Research will bring the issue to the attention of the entire Program Review and Certification Committee.
4. The Program Review and Certification Committee will forward to the IIMC Education Department the results of its deliberations within 30 days.

5. The Program Review and Certification Committee in consultation with the Director of Education and Research will render a judgment regarding the extent of noncompliance and the appropriate course of action, and inform the Institute Director and the State Education Chair. The written communication from the Program Review and Certification Committee should specify the nature of noncompliance with the Education Guidelines and offer recommendations to bring the Institute in compliance.
6. The Institute Director in collaboration with the State Education Chair may respond to the decision within 30 days, by contacting the Education Department in writing. A non-response is construed as the acceptance of the decision. A continued noncompliance may result in revocation of the Institute's approval by IIMC.
7. The Director of Education and Research will forward the written communication from the Institute Director/State Education Chair alongside his/her own comments to the Program Review and Certification Committee within 30 days.
8. The Program Review and Certification Committee in consultation with the Director of Education and Research will review the response from the Institute Director/State Education Chair, render a final judgment regarding the extent of noncompliance and the appropriate course of action, and inform the Institute Director and the State Education Chair within 30 days.

### **Un-sponsored Institutes**

Since these institutes are not sponsored by institutions of higher learning, they are required to comply with the existing Course and Program Review Process. The Institute Director will complete the Course and Program Review Template for new courses and programs, and submit it to the IIMC Education Department for review. The Education Department will review and inform the Institute Director of the results within 10 business days.

### **State Associations**

Since the State Associations are not sponsored by institutions of higher learning, they are required to comply with the existing Course and Program Review Process. The State Association Education Chair or his/her representative will complete the Course and Program Review Template for new courses, and submit it to the IIMC Education Department for review. The Education Department will review and inform the person submitting the course of the results within 10 business days.

### **Individuals**

Individuals, who wish to attend a course or a program not offered by the Institute/Academy/State Association, are required to complete the Course and Program Review Template and submit it to the IIMC Education Department for review prior to attending the courses/program. The Education Department will review and inform the person submitting the course/program of the results within 10 business days.

## **Post-launch Submittals**

The Education Department accepts for review and possible approval a course or program after it has already been launched. If the course or program does not meet the Course and Program Review criteria, no IIMC point will be granted.

## **Change of University Sponsorship**

A new program application shall be required by IIMC when a change in college/university sponsorship or affiliation occurs for which a filing fee is required.

## **Change of Institute Director**

In the event the Institute Director is replaced, the State Association Education Chair shall send to IIMC the bio and contact information of his/her replacement no later than two months from the date of appointment. In such case, no filing fee is required.

## **University Affiliation**

In some rare instances, securing a university sponsorship may not be feasible in a particular province, state, region, or country. In such case, IIMC requires that any municipal league, private sector program provider or any non-university program provider proposing to provide program coordination services to IIMC approved programs, be affiliated with a university or college and follow the Education Guidelines set forth by IIMC. The IIMC procedures regarding university affiliation are as follows:

1. An Institute Advisory Committee shall be created which should be comprised of selected members of the state/provincial or regional clerks association, the Institute Director and at least one representative of an accredited university or an accredited four-year college. If there is no clerks association, a representative group of clerks from that state/provincial or region should serve on the Institute Advisory Committee. Recommendations for appointment to the Committee may come from the state/provincial municipal league.
2. The Institute Advisory Committee shall select an accredited university or an accredited four-year college with which it wishes to affiliate for establishing the Institute.
3. The Institute Advisory Committee shall review and approve the proposed curriculum and proposed financial plan to be presented by the Institute Director. The Institute Director shall provide a summary of expenses following the Institute.
4. At the request of the Institute Advisory Committee, the university/college shall recommend and when possible, provide speakers based on the approved curriculum and the needs of the municipal clerks to be served by the Institute. Funding for such speakers shall be arranged between the Institute Director and the university/college and shall be included as part of the financial plan to be approved by the Institute Advisory Committee.

5. At the request of the Institute Advisory Committee and based upon staffing levels at the university/college, the university/college may provide staff support to the Institute Director prior to, during and after the program. Funding for such staff support shall be arranged between the Institute Director and university/college and shall be included as part of the financial plan to be approved by the Institute Advisory Committee.
6. The university/college shall lend its name as co-sponsor of the Institute and permit the use of its name and/or logo on all literature, brochures, registration materials, certificates of completion, etc., concerning the Institute. If the university/college assesses a fee for use of its name and/or logo, funding for such use shall be arranged between the Institute Director and the university/college Advisory Committee.
7. The Institute Director shall use the name and/or logo of the university/college and IIMC on all literature, brochures, registration materials, certificates of completion, etc. concerning the Institute.
8. An agreement shall be executed between the Institute Director, the university/college, the State/Provincial Association (or a similar body in the absence of an Association) and the Institute Advisory Committee confirming that all parties agree to the above listed criteria. A copy of the agreement shall be submitted to IIMC.
9. Institutes shall comply with all requirements of the IIMC Education Guidelines.

### **International Institutes**

IIMC acknowledges that cultural or historic differences in approaches to educational excellence may render current and future IIMC approved programs in Canada and other member countries exceptions to these Education Guidelines, warranting special consideration by the IIMC Program Review and Certification Committee and Board of Directors.

### **Effective Date:**

These Education Guidelines shall be effective January 1, 2007. However, the Board of Directors of IIMC has granted a grace period to the CMC students who successfully completed an Institute course (or similar) prior to January 1, 2007. The criteria for obtaining Education points towards the CMC designation for those students are as follows:

#### **Education requirements for the CMC candidates who completed one IIMC approved Institute course prior to January 1, 2007**

| <b>Education Points (50 points, 100 Institute hours)</b>   | <b>Points</b> |
|--|---------------|
| Satisfactory completion of 50 Education Points<br>(100 Institute hours) at an IIMC recognized<br>Municipal Clerks Institute* | 50            |

|   |   |
|---|---|
| Bachelor's degree or higher in Public Administration or a related field**                                 | 50  |
| Bachelor's degree or higher in an unrelated field and 67 hours of Institute training**                    | 50  |
| Associate of Arts degree in Public Administration or a related field and 67 hours of Institute training** | 50  |
| IIMC Annual Conference Education***   | 4 points for attending the four days of the conference; maximum 20 points |

\*One-third, 17(50 x 1/3) points of the Institute training for the CMC Designation program may be obtained through distance education. All distance Education shall be pre-approved by the Director of Education and Research.

\*\*Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs and urban planning.

\*\*\*Starting May 2008, IIMC Annual Conference education points shall be used for either Education or Experience points not both. Points used for the CMC designation shall not be used for any other purposes.

For this group of students, the grace period for fulfilling the Education requirements of obtaining the CMC designation according to the above-mentioned criteria will end on December 31, 2009.

Starting January 1, 2010, those students in this group who have not completed the Education requirements for the CMC designation shall complete the remaining portion of the CMC requirements according to the following criteria:

**Education requirements for the CMC candidates who completed one IIMC approved Institute course prior to January 1, 2007, but will not earn the CMC designation before January 1, 2010**

| <b>Education Points (50 points, 100 Institute hours)</b>   | <b>Points</b> |
|--|---------------|
| Satisfactory completion of 100 hours (50 points) of course work at an on-land IIMC approved Municipal Clerks Institute or Academy* | 50            |
| A Bachelor's degree or higher in Public Administration or similar field**  | 20            |
| A Bachelor's degree or higher in an unrelated field**  | 10            |

|  |   |
|--|---|
| Associate of Arts degree in Public Administration or a related field** | 5   |
| IIMC Annual Conference Education***                                    | 4 points for attending the four days of the conference; maximum 20 points |

\*One-third, 17(50 x 1/3) points of the Institute training for the CMC Designation program may be obtained through distance education. All distance Education shall be pre-approved by the Director of Education and Research.

\*\*Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs and urban planning.

\*\*\* Starting May 2008, IIMC Annual Conference education points shall be used for either Education or Experience points not both. Points used for the CMC designation shall not be used for any other purposes.

The students who entered into an IIMC approved Institute in or after 2007, shall fulfill the criteria below:

**Education requirements for the CMC candidates who did not complete one IIMC approved Institute course before January 1, 2007**

| <b>Education Points (60 points, 120 Institute hours)</b>   | <b>Points</b>   |
|--|---|
| Satisfactory completion of 120 hours (60 points) of course work at an on-land IIMC approved Municipal Clerks Institute or Academy* | 60  |
| A Bachelor's degree or higher in Public Administration or a similar field**  | 20  |
| A Bachelor's degree or higher in an unrelated field**  | 10  |
| Associate of Arts degree in Public Administration or a related field**   | 5   |
| IIMC Annual Conference Education***  | 4 points for attending the four days of the conference; maximum 20 points |

\*One-third, 20(60 x 1/3) points of the Institute training for the CMC Designation program may be obtained through distance education. All distance Education shall be pre-approved by the Director of Education and Research.

**\*\*Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs and urban planning.**

**\*\*\* Starting May 2008, IIMC Annual Conference education points shall be used for either Education or Experience points not both. Points used for the CMC designation shall not be used for any other purposes.**

Similarly, the Board of Directors of IIMC has granted a grace period to the MMC students who successfully completed an Academy course (or similar) prior to January 1, 2007. The criteria for obtaining Advanced Education points towards the MMC designation for those students are as follows:

**Advanced Education requirements for the MMC candidates who completed one IIMC approved Academy course prior to January 1, 2007**

**The candidates who qualify for the MMC Grace Period shall complete a total of 60 Advanced Education points; 20 Professional and Social Contribution points, and 20 points from a combination of the two categories (Advanced Education and Professional and Social Contribution) for a total of 100 points (60+20+20)**

**Advanced Education Points (60 points, 120 Academy hours)      Points**

|  |   |
|--|---|
| 1. Completion of an IIMC- approved Academy program*  | 60<br>3 per 6 hours or 1 day  |
| 2. Academic credits in a related field earned at an accredited college or university**   | 2 per credit unit   |
| 3. Certification from another organization relevant to your responsibilities as a Municipal Clerk (Minimum 50 hours of Training) | 7   |
| 4. Completion of a professionally related seminar or course at a local resource not approved as an MMCA program                  | 1 per 6 hours or 1 day  |
| 5. Personal accomplishments of educational benefit to the profession   | 2   |
| 6. Teacher or trainer at an IIMC-recognized Institute or Municipal Clerk Education program                                       | 1 per 6 hours of teaching, training/preparation                           |
| 7. IIMC Annual Conference Education***   | 4 points for attending the four days of the conference; maximum 20 points |

\*Two-thirds, 40(60 x 2/3) of the total Advanced Education required for the MMC Designation program may be obtained through distance education. All distance Education shall be pre-approved by the Director of Education and Research.

\*\*Credits from fields of public administration, urban affairs municipal management, political science, records management, municipal finance, governmental accounting, urban planning and personnel administration and others. Education units or hours may not be credited to both CMC and MMCA programs. Points or credits for each level must be earned after achieving the preceding CMC or MMCA level.

\*\*\* Starting May 2008, IIMC Annual Conference education points shall be used for either Advanced Education or Professional and Social Contribution points not both. Points used for the MMC designation shall not be used for any other purposes.

On January 1, 2007, the four levels of MMCA were consolidated into one. To maintain their MMC candidacy the students must earn a minimum of six MMCA points (a combination of Advanced Education and Professional and Social Contribution points) per year otherwise, they must recertify.

#### **Professional and Social Contributions (20 points)**

#### **Points**

|   |               |
|---|---------------|
| 1. Member of the IIMC Board of Directors  | 2 per year    |
| 2. Chairperson of an IIMC or Municipal Clerks Association Committee   | 2 per year    |
| 3. Officer or trustee of a Municipal Clerks Association or subdivision  | 2 per year    |
| 4. Registration and attendance at an IIMC Regional Meeting, Municipal Clerks Association Annual Conference, or Municipal League Annual Conference | 1 per event   |
| 5. Registration and attendance at an IIMC Annual Conference (attendance at IIMC Conferences prior to 2004 equals ONE point)                       | 4 per event   |
| 6. Presenter at an IIMC/State/Province or Regional meeting  | 1 per session |
| 7. IIMC or Municipal Clerks Association Committee member  | 1 per year    |
| 8. Unique on-the-job performance or achievements that benefit the profession or community   | 2 per year    |
| 9. Personal accomplishments of educational benefit to the profession  | 2 per year    |
| 10. Officer in a related professional association   | 1 per year    |

**In addition to the above-mentioned 20 points, the student must earn 20 points from a combination of Advanced Education and Professional and Social Contribution categories.**

For this group of students, the grace period for fulfilling the Advanced Education requirements of obtaining the MMC designation according to the above-mentioned criteria will end on December 31, 2009.

Starting January 1, 2010, those students in this group who have not completed the requirements for the MMC designation shall complete the remaining portion of the MMC requirements according to the following criteria:

**Advanced Education requirements for the MMC candidates who completed one IIMC approved Academy course prior to January 1, 2007, but will not earn the MMC designation before January 1, 2010**

**The candidates who qualify for the MMC Grace Period shall complete a total of 60 Advanced Education points; 20 Professional and Social Contribution points, and 20 points from a combination of the two categories (Advanced Education and Professional and Social Contribution) for a total of 100 points (60+20+20)**

| <b>Advanced Education (60 points, 120 hours)</b>   | <b>Points</b>   |
|--|---|
| Completion of 60 points (120 hours) of Advance Education course work at an on-land IIMC Institute*   | 60  |
| Completion of an IIMC Approved Academy Program   | 3 per 6 or more hours in one day of training                              |
| Academic credits in a related field earned at an accredited college or University**  | 2 per one credit hour for a maximum of six points                         |
| Certification and education obtained from another organization relevant to the responsibility of a Municipal Clerk which have been pre-approved by IIMC*** | 1 per 6 or more hours in one day of training for a maximum of six points  |
| IIMC Annual Conference Education****   | 4 points for attending the four days of the conference; maximum 20 points |

\*Two-thirds, 40(60 x 2/3) points on the total Advanced Education requirements for the MMC Designation program may be obtained through distance education. All distance Education shall be pre-approved by the Director of Education and research.

\*\*Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs and urban planning

\*\*\* Prior to attending an education or certificate program offered by other organizations, the student shall seek and obtain approval of the program from the IMC Education Department.

\*\*\*\* Starting May 2008, IIMC Annual Conference education points shall be used for either Advanced Education or Professional and Social Contribution points not both. Points used for the MMC designation shall not be used for any other purposes.

On January 1, 2007, the four levels of MMCA were consolidated into one. To maintain their MMC candidacy the students must earn a minimum of 6 MMCA points (a combination of Advanced Education and Professional and Social Contribution points) per year otherwise, they must recertify.

**Professional and Social Contributions (20 points required)**

|   | <b>Points</b>   |
|---|---|
| 1. Member of the IIMC Board of Directors  | 2 per year  |
| 2. Chairperson of an IIMC or Municipal Clerks Association Committee   | 2 per year  |
| 3. Officer or trustee of a Municipal Clerks Association or subdivision  | 2 per year  |
| 4. Registration and attendance at an IIMC Regional Meeting, Municipal Clerks Association Annual Conference, or Municipal League Annual Conference | 1 per event   |
| 5. Registration and attendance at an IIMC Annual Conference (attendance at IIMC Conferences prior to 2004 equals ONE point)                       | 4 per event   |
| 6. Presenter at an IIMC/State/Province or Regional meeting  | 1 per session   |
| 7. IIMC or Municipal Clerks Association Committee member  | 1 per year  |
| 8. Unique on-the-job performance or achievements that benefit the profession or community   | 2 per year  |
| 9. Personal accomplishments of educational benefit to the profession  | 2 per year  |
| 10. Officer in a related professional association   | 1 per year  |
| 11. Teacher or trainer at an IIMC-recognized Institute or municipal clerk education program   | 1 per 6 or more hours in one day of teaching/training/preparation |
| 12. Completion of a professionally-related seminar or course at a local resource not approved as an MMCA program                                  | 1 per 6 or more hours in one day of training maximum 4 points     |

**In addition to the above-mentioned 20 points, the student must earn 20 points from a combination of Advanced Education and Professional and Social Contribution categories.**

The MMC candidates, who were admitted into an IIMC Academy in or after 2007, shall fulfill the criteria below:

**Advanced Education requirements for the MMC candidates who did not complete one IIMC approved Academy course before January 1, 2007**

**Advanced Education (84 points, 168 hours)**

**Points**

Completion of 168 (84 points) of Advanced Education

|  |   |
|--|---|
| course work at an on land IIMC Institute*  | 84  |
| Completion of an IIMC Approved Academy Program   | 3 per 6 or more hours<br>in one day of training                                 |
| Academic credits in a related field earned at an<br>accredited college or University**   | 2 per one credit hour for a<br>maximum of six points                            |
| Certification and education obtained from another<br>organization relevant to the responsibility of a Municipal<br>Clerk which have been pre-approved by IIMC*** | 1 per 6 or more hours<br>in one day of training for a<br>maximum of six points  |
| IIMC Annual Conference Education****   | 4 points for attending the four<br>days of the conference;<br>maximum 20 points |

\* Two-thirds, 56(84 x 2/3) points of the Advanced Education requirements for the MMC Designation program may be obtained through distance education. All distance Education shall be pre-approved by the Director of Education and research.

\*\*Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs and urban planning

\*\*\* Prior to attending an education or certificate program offered by other organizations, the student shall seek and obtain approval of the program from the IMC Education Department.

\*\*\*\* Starting May 2008, IIMC Annual Conference education points shall be used for either Advanced Education or Professional and Social Contribution points not both. Points used for the MMC designation shall not be used for any other purposes.

On January 1, 2007, the four levels of MMCA were consolidated into one. To maintain their MMC candidacy the students must earn a minimum of six MMCA points (a combination of Advanced Education and Professional and Social Contribution points) per year otherwise, they must recertify.

#### **Professional and Social Contributions (20 points required) Points**

|   |             |
|---|-------------|
| 1. Member of the IIMC Board of Directors  | 2 per year  |
| 2. Chairperson of an IIMC or Municipal clerks<br>Association Committee  | 2 per year  |
| 3. Officer or trustee of a Municipal Clerks Association<br>or subdivision   | 2 per year  |
| 4. Registration and attendance at an IIMC Regional<br>Meeting, Municipal Clerks Association Annual<br>Conference, or Municipal League Annual Conference | 1 per event |
| 5. Registration and attendance at an IIMC Annual  | 4 per event |

|  |  |
|--|--|
| Conference (attendance at IIMC Conferences prior to 2004 equals ONE point)                                       |  |
| 6. Presenter at an IIMC/State/Province or Regional meeting   | 1 per session  |
| 7. IIMC or Municipal Clerks Association Committee member   | 1 per year   |
| 8. Unique on-the-job performance or achievements that benefit the profession or community                        | 2 per year   |
| 9. Personal accomplishments of educational benefit to the profession   | 2 per year   |
| 10. Officer in a related professional association  | 1 per year   |
| 11. Teacher or trainer at an IIMC-recognized Institute or municipal clerk education program                      | 1 per 6 or more hours in one day of teaching or training and preparation |
| 12. Completion of a professionally-related seminar or course at a local resource not approved as an MMCA program | 1 per 6 or more hours in one day of training maximum 4 points            |

The IIMC Education Department will honor the written commitments that the Education Department staff made to the students before 2007 for two years from the date of the commitment.

## **THE IIMC APPROVED INSTITUTE PROGRAMS**

The IIMC Approved Institute will offer three educational programs:

1. The Certified Municipal Clerk (CMC) Designation Program
2. The Master Municipal Clerk (MMC) Designation Program
3. The Certified Municipal Clerk (CMC) Recertification Program

These Education Guidelines envision a minimum three-year educational program consisting of 120 contact hours (60 points) for the fulfillment of the educational requirements for the CMC designation; a four-year educational program consisting of 168 contact hours (84 points) for the fulfillment of the educational requirements of the MMC designation, and a four-year educational program for the fulfillment of the educational requirements of the CMC Recertification Program consisting of 40 contact hours (20 points). However, those who prior to the effective date of these guidelines have entered into an IIMC Institute to obtain a CMC designation shall fulfill the 100 (50 points) hours of Education requirements, and those who prior to the effective date of these guidelines have entered into an IIMC Academy to obtain an MMC designation shall earn 100 points of which 60 shall be Advanced Education points, 20 Professional and Social Contribution points, and 20 points a combination of the two categories (i.e. Advanced Education, and Professional and Social Contribution). All IIMC educational programs are taught at the university level.

A two-year IIMC membership is required for eligibility to obtain an IIMC certification. Moreover, in order to continue the use of the certification in any form and for any purpose, a certificant shall be an IIMC member in good standing.

The IIMC Institute provides the enrollees with the educational components of IIMC designations. In addition to the educational component, the enrollee shall fulfill the Experience requirement for the CMC designation and the Professional and Social Contributions requirement for the MMC designation. To earn the CMC designation, an enrollee must earn 60 Education points and 50 Experience points. Similarly, to earn an MMC designation the enrollee must earn 84 Advanced Education points and 20 Professional and Social Contributions points as stipulated in the requirements for each designation. To attend any of the three IIMC programs the student shall complete the Application for Admission and pay an application fee.

### **Distance Education**

One-third (1/3) of the minimum 120 hours of Institute training for the CMC Designation Program may be obtained through distance education. One quarter (1/4) of the minimum 40 hours of Institute training for the CMC Recertification Program may be obtained through distance education. Two-thirds (2/3) of the minimum 168 hours of Institute training for the MMC Designation Program may be obtained through distance education. All distance education shall be pre-approved by the Director of Education and Research.

### **The Certified Municipal Clerk (CMC) Designation Requirements**

The following are the requirements for obtaining the CMC designation:

1. Be a clerk or a deputy clerk or perform the duties as defined by IIMC.
2. Be an active member of IIMC for two years
3. Affirm and practice the IIMC Code of Ethics.
4. Complete and submit an IIMC Application for CMC designation with required supporting documentation and fee.
5. Furnish a letter of sponsorship from a municipal clerk member of IIMC.
6. Perform the core duties of a municipal clerk by serving a Legislative Government Body (LGB) in an administrative capacity with management responsibilities, which would include four (4) of the following:
  - a. General Management
  - b. Records Management
  - c. Elections
  - d. Meeting Administration
  - e. Management of by-laws, Articles of Incorporation, ordinances or other legal instruments
  - f. Human Resources Management
  - g. Financial Management
  - h. Custody of the official seal and execution of official documents
7. Deputy clerks must perform at least four (4) of the eight (8) core duties.
8. Attain sixty (60) points in the Education category.

9. Attain fifty (50) points in the Experience category.
10. Once certified, a CMC certificant shall apply for recertification every four years, unless application is made for admission into the MMCA program prior to his/her four (4) year CMC anniversary date. Those CMC certificants who actively and consistently are pursuing an MMC designation and earn six or more points per year may retain their CMC without having to recertify, otherwise, they shall recertify in a timely manner.

### **The Certified Municipal Clerk (CMC) Designation Program**

The CMC program consists of 120 hours (60 points) of educational coursework at the university level of which 50% (30 points or 60 hours) is devoted to the study of Public Administration and Organization, 30% (18 points or 36 hours) to Social and Interpersonal Issues, and 20% (12 points or 24 hours) to electives.

To earn a CMC designation through an IIMC Institute, two requirements shall be met: the designee must earn 120 hours (60 points) of coursework and 50 points of experience.

The IIMC Institute students who pursue a CMC designation shall earn a minimum of 12 education points per year towards the fulfillment of the requirements of the CMC designation

#### **CMC Education Component (total of 60 points required)**

|   | <b>Points</b>   |
|---|---|
| Satisfactory completion of 60 points (120 hours) of coursework at an on-land IIMC approved municipal clerks' institute* | 60  |
| A Bachelor's degree or higher in Public Administration or a related field**   | 20  |
| A Bachelor's degree or higher in an unrelated field**   | 10  |
| An Associate of Arts degree in Public Administration or a related field**   | 5   |
| IIMC Annual Conference Education***   | 4 points for attending the four days of the conference; maximum 20 points |

#### **CMC Experience Component (total of 50 points required)**

| <b>Work Experience</b>   | <b>Points</b>                   |
|--|---------------------------------|
|  | <b>Maximum 40 points</b>        |
| Full-Time municipal or deputy clerk with administrative responsibility                               | 4 per year<br>maximum 40 points |
| Part-time municipal or deputy clerk with administrative responsibility                               | 2 per year<br>maximum 40 points |
| Part-time municipal or deputy clerk with no administrative responsibility                            | 1 per year maximum 30 points    |
| Other full-time administrative positions in local government prior to becoming a municipal or deputy | 2 per year maximum 30 points    |

|  |                              |
|--|------------------------------|
| clerk  |                              |
| Administrative position in federal, state or provincial government | 1 per year maximum 30 points |
| Administrative position in business                                | 1 per year maximum 30 points |

### **CMC Experience Component -- Municipal Clerks Conferences**

|   | <b>Points</b>  |
|---|--|
| <b>Conference Attendance</b>  | <b>Maximum 30 points</b>   |
| Attendance at IIMC Conferences  | 4 each maximum 20 points   |
| Attendance at municipal clerk related conferences.<br>Example: IIMC regional, municipal associations, state associations and municipal league conferences | 1 per 6 or more hours in one day of attendance maximum 10 points |

### **CMC Experience Component --Continuing Education**

|  | <b>Points</b>  |
|--|--|
| <b>Continuing Education</b>                                      | <b>Maximum 15 points</b>                                 |
| Continuing education courses, college non-degree related courses | 1 point per 6 or more hours in one day maximum 15 points |

### **CMC Experience Component --Business or Vocational School Courses:**

|   | <b>Points</b>                                |
|---|--|
| <b>Business or Vocational Courses</b>   | <b>Maximum 10 points</b>                     |
| Courses completed at business or vocational schools must relate to the municipal clerk's position | 1 per 10 hours of training maximum 10 points |

### **CMC Experience Component --College or University Courses**

|   | <b>Points</b>                       |
|---|-------------------------------------|
| <b>College or University Courses</b>  | <b>Maximum 24 points</b>            |
| Relevant college or university course credits not used for CMC Education points | 1 per credit hour maximum 24 points |

The enrollee is responsible for earning a minimum of 12 points of coursework per year towards the fulfillment of the requirements of the CMC designation.

\*One-third, 20(60 x 1/3) of the minimum 60 Education points required for the CMC Designation Program may be obtained through distance education. All distance education shall be pre-approved by the Director of Education and Research.

\*\*Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs, and urban planning. Education units or hours may not be credited to both of the CMC and MMCA programs.

\*\*\* Starting May 2008, IIMC Annual Conference education points shall be used for either Education or Experience not both. Points used for the CMC designation shall not be used for any other purposes.

### **Sample Course Subjects for the Certified Municipal Clerk (CMC) Program**

The following is a sample of course subjects for the education component of the CMC designation. It is an indication of the distribution of subject matters (50%-30%-20%) within the context of IIMC core educational requirements for the CMC designation. The courses must fulfill the requirements of the IIMC Course and Program Review Process stipulated in these Guidelines.

It should be emphasized that at a minimum, all courses shall be related to the job of the participating clerk and shall include a presentation by an educator with appropriate credentials or by an expert in the field. Evidence of the appropriateness of the credentials or expertise must be presented in the form of a brief bio. From time to time, the Education Department may update, revise, and change courses as needed.

#### **A. Public Administration and Organization (50%--60 hours)**

- CMC 110 - Introduction to Public Administration
- CMC 111 - Public Management
- CMC 112 - Social and Political Systems
- CMC 113 - Local Government
- CMC 114 - Public Organizations
- CMC 115 - Introduction to Fiscal Management
- CMC 116 - Accounting for Municipalities
- CMC 117 - Budgeting for Municipalities
- CMC 118 - Financial Management
- CMC 119 - Introduction to Law
- CMC 120 - Introduction to Information Technology
- CMC 121 - Records Management I
- CMC 122 - Records Management II
- CMC 123 - The Planning Process
- CMC 124 - The Municipal Clerk Profession
- CMC 125 - Introduction to Project Management
- CMC 126 - Meeting Administration
- CMC 127 - Agendas and Minutes

#### **B. Social and Interpersonal Issues (30%-- 36 hours)**

- CMC 210 - Personal and Group Behavior
- CMC 211 - Introduction to Communication
- CMC 212 - Written Communication I
- CMC 213 - Written Communication II
- CMC 214 - Presentation Skills

CMC 215 - Community Development  
CMC 216- Teambuilding and Group Dynamics  
CMC 217 - Principles of Ethics  
CMC 218 - Comparative Clerkship

### **C. Electives (20%--24 hours)**

State or provincial specific education and training that directly relate to the job of the clerk will be accepted as an elective. Any other educational subject that has not been covered in these guidelines and directly relates to the job of the clerk will be accepted as an elective.

### **The Master Municipal Clerk (MMC) Designation Requirements**

The following are the requirements for obtaining the MMC designation:

1. Hold a CMC designation in good standing.
2. Be an active member of IIMC.
3. Reaffirm IIMC's Code of Ethics.
4. Complete and submit an IIMC Application for the MMC designation with required supporting documentation and fee.
5. Attain eighty-four (84) points in the Education category.
6. Attain twenty (20) points in the Professional and Social Contributions category.

The following are policy considerations regarding the MMCA points and MMC designation requirements:

1. Clerks attending MMCA classes who have not attained the CMC designation may count such MMCA coursework towards their CMC designation. However, they may not use the same courses towards the MMCA requirements.
2. Points used for the fulfillment of the requirements of the CMC designation shall not be used for credit toward the MMCA requirements.
3. Duplicate courses taken during the entire educational experience at IIMC shall be counted as one.
4. Program points obtained prior to receiving IIMC's CMC designation may not be used as MMCA points.
5. Those CMC certificants who actively and consistently are pursuing an MMC designation and earn 6 or more points per year may retain their CMC without having to recertify, otherwise, they shall recertify in a timely manner.
6. Credit earned while a CMC designee awaits nothing but the fulfillment of the two-year IIMC membership requirement for the receipt of the CMC designation, may be counted towards the MMCA requirements.

## The Master Municipal Clerk Academy (MMCA) Program

The educational requirements for the MMCA are more rigorous and at a much higher level than those of the CMC program. The subject matters might be similar to those of the CMC courses; however, the breadth and depth of the MMCA courses shall be more academically advanced.

To obtain the MMC designation one must earn 104 points of which 84 points shall be Advanced Education and 20 points Professional and Social Contributions.

| <b>Advanced Education Component (84 points required)</b>   | <b>Points</b>   |
|--|---|
| 1. Completion of 168 hours (84 point) of coursework at an on-land IIMC Academy*  | 84  |
| 2. Academic credits in a related field earned at an accredited college or university**   | 2 per credit unit maximum 6 points  |
| 3. Certification and education obtained from another organization relevant to the responsibilities of a municipal clerk, which have been pre-approved by IIMC*** | 1 per 6 or more hours in one day of training maximum 6 points             |
| 4. IIMC Annual Conference Education****  | 4 points for attending the four days of the conference; maximum 20 points |

\* Two-thirds, 56(84 x 2/3) of the minimum 84 Advanced Education points required for the MMC Designation Program may be obtained through distance education. All distance education shall be pre-approved by the Director of Education and Research.

\*\*Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs, and urban planning. Education units or hours may not be credited to both of the CMC and MMCA programs.

\*\*\*Prior to attending an educational or a certificate program offered by other organizations, the student shall seek and obtain approval of the program from the IIMC Education Department.

\*\*\*\*Starting May, 2008, IIMC Annual Conference education points shall be used for either Advanced Education or Professional and Social Contribution points not both. Points used for the MMC designation shall not be used for any other purposes.

## Professional and Social Contributions Component (20 points required)

|   | <b>Points</b> |
|---|---------------|
| 1. Member of the IIMC Board of Directors  | 2 per year    |
| 2. Chairperson of an IIMC or Municipal clerks Association Committee   | 2 per year    |
| 3. Officer or trustee of a Municipal Clerks Association or subdivision  | 2 per year    |
| 4. Registration and attendance at an IIMC Regional Meeting, Municipal Clerks Association Annual Conference, or Municipal League Annual Conference | 1 per event   |
| 5. Registration and attendance at an IIMC Annual Conference (attendance at IIMC Conferences prior to 2004 equals ONE point)                       | 4 per event   |
| 6. Presenter at an IIMC/State/Province or Regional meeting  | 1 per session |

|  |  |
|--|--|
| 7. IIMC or Municipal Clerks Association Committee member   | 1 per year   |
| 9. Unique on-the-job performance or achievements that benefit the profession or community                        | 2 per year   |
| 10. Personal accomplishments of educational benefit to the profession  | 2 per year   |
| 11. Officer in a related professional association  | 1 per year   |
| 12. Teacher or trainer at an IIMC-recognized Institute or municipal clerk education program                      | 1 per 6 or more hours in one day of teaching or training and preparation |
| 13. Completion of a professionally-related seminar or course at a local resource not approved as an MMCA program | 1 per 6 or more hours in one day of training maximum 4 points            |

### **Sample Course Subjects for the Municipal Clerk Academy (MMCA) Program**

The following is a sample of course subjects for the education component of the MMC designation. It is an indication of the distribution of subject matters (80% -20%, required, Public Administration and elective courses respectively) within the context of IIMC educational requirements for the MMC designation. The courses must fulfill the requirements of the IIMC Course and Program Review Process stipulated in these Guidelines. The educational requirements for MMCA are more rigorous and at a much higher level than those of the CMC program. The subject matters might be similar to those of the CMC courses; however, the breadth and depth of the MMCA courses shall be more academically advanced.

It should be emphasized that at a minimum, all courses shall be related to the job of the participating clerk and shall include a presentation by an educator with appropriate credentials or by an expert in the field. Evidence of the appropriateness of the credentials or expertise must be presented in the form of a brief bio. From time to time, the Education Department may update, revise, and change courses as needed.

#### **A. Public Administration (80%--134 hours)**

- MMCA 410 - Public Administration and Society
- MMCA 411 - Environmental Policy and Management
- MMCA 412 - Local Government Administration
- MMCA 413 - Comparative Administrative Systems
- MMCA 414 - Administrative Law
- MMCA 415 - Accounting for Municipalities
- MMCA 416 - Public Sector Economics
- MMCA 417 - Public Financial Management I
- MMCA 418 - Public Financial Management II

- MMCA 419 - Sustainable Economic and Community Development
- MMCA 420 - The American Municipality
- MMCA 421 - Project Management I
- MMCA 422 - Project Management II
- MMCA 423 - Project Risk Management
- MMCA 424 - Information Technology Management
- MMCA 425 - Knowledge Management
- MMCA 426 - Strategic Planning for Not-for-profit and Governmental entities
- MMCA 427 - Public Personnel Management
- MMCA 428 - Advanced Records Management
- MMCA 429 - Community Power, Leadership and Administration
- MMCA 430 - Organizational Change in Public Service
- MMCA 431 - Technical Writing and Communication in Public Service I
- MMCA 432 - Technical Writing and Communication in Public Service II
- MMCA 433- Ethics as Core Strategy for Social Responsibility

## **B. Electives (20%--34 hours)**

State or provincial specific education and training that directly relate to the job of the clerk will be accepted as electives. Any other educational subject that has not been covered in these guidelines and is directly related to the job of the clerk will be accepted as an elective.

## **The Certified Municipal Clerk (CMC) Recertification Program Requirements**

The CMC Recertification Program consists of four years (total of 20 points) of IIMC approved coursework at the university level. The CMC Recertification Program is designed to help Certified Municipal Clerks to continue their education beyond the CMC designation, and stay current educationally and professionally beyond the attainment of the CMC designation. The rigor of the Recertification courses is similar to those of the MMCA. All CMC certificants are required to obtain 20 education points in four years; otherwise, their CMC will be rescinded. It is recommended that the applicant submit to IIMC five Recertification points per year on or before the anniversary date of obtaining the CMC designation. Those CMC certificants, who wish to maintain their CMC status, are required to recertify every four years.

Those CMC certificants who actively and consistently are pursuing an MMC designation and earn 6 or more points per year may retain their CMC designation without having to recertify, otherwise, they shall recertify in a timely manner. One quarter,  $5(20 \times 1/4)$  points of the minimum 20 points of training for the CMC Recertification Program may be obtained through distance education. All distance education shall be pre-approved by the Director of Education and Research.

# **INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**

## **Education Department**

### **Frequently Asked Questions**

## **FAQ**

### **Education Programs, Certification and Recertification Guidelines**

The intent of the FAQ is to clarify ambiguities; if in doubt, the Education Guidelines shall prevail

#### **GENERAL**

Q: What is the effective date of the approved Education Guidelines?

A: January 1, 2007.

Q: Are there exceptions for those students who were pursuing a CMC or an MMC designation prior to January 1, 2007?

A: Yes, a Grace Period is granted to those CMC or MMC students who successfully completed an Institute or Academy course (or similar) prior to January 1, 2007. The Grace Period provides those students with an additional three years (from January 1, 2007 to December 31, 2009) to complete the requirements for the CMC or MMC designation according to the Grace Period criteria and the Education Guidelines. (For more information regarding the Grace Period criteria for the CMC candidates, please see the CMC section, and for the criteria for the MMC candidates see the MMC section of this document.)

Q: What is the scope of the Education Guidelines?

A: The Education Guidelines supersede all previous IIMC education policies and guidelines unless explicitly stated in the Education Guidelines. They are posted on the IIMC website at [www.iimc.com](http://www.iimc.com).

Q: How many professional designations does IIMC grant?

A: IIMC grants two professional designations, the CMC and the MMC. The CMC Designation Program is designed to enhance the job performance of the Clerk in small and large municipalities. To earn the CMC designation, a Municipal Clerk must attend extensive education programs. The designation also requires pertinent experience in a municipality. The program prepares the participants to meet the challenges of the complex role of the municipal clerks by providing them with quality education in partnership with 46 institutions of higher learning. The program has been in existence since 1970 and has helped thousands of clerks in various municipalities.

The MMC is the other professional designation granted by IIMC. To qualify for entrance into the Master Municipal Academy (MMCA), which prepares participants for achieving the MMC designation, one must have earned the CMC designation.

The MMCA is an advanced continuing education program that prepares participants to perform more complex municipal duties. The program has an extensive and rigorous educational component, a professional and social contributions component, and a commitment to lifelong learning. The Academy members must demonstrate that they have actively pursued educational and professional activities and have remained informed of current socio-political, cultural, and economic issues that affect local governments and municipalities.

Q: Is IIMC membership one of the requirements for CMC/MMC certification?

A: Yes. The two-year IIMC membership is required for eligibility to obtain an IIMC certification. Moreover, in order to continue the use of certification in any form and for any purpose, a certificant shall be an IIMC member in good standing.

Q: Given that I attended an IIMC approved Institute and successfully completed all the requirements for the CMC certification with the exception of the two-year IIMC membership requirement, if I become a member now and pay the dues for the past two years, would I be eligible for the CMC certification?

A: No. The reason for the two-year membership is not financial. The two-year IIMC membership confirms the commitment of the clerk to IIMC and its mission, and the profession at large.

Q: Is the two-year IIMC membership a requirement for taking courses towards the CMC certification?

A: No. The student can take courses during the two-year IIMC membership period, however, the CMC certification will only be granted after the two-year IIMC membership period.

Q: My city no longer pays for my IIMC membership. What is the effect of not paying for membership on my CMC designation?

A: Your CMC (or MMC) designation is only valid if you are an IIMC member in good standing. If you discontinue your IIMC membership, your designation will be rescinded, and you will lose the privilege of using that designation.

Q: If I have a question regarding IIMC designations, what should I do?

A: Search the IIMC website at [www.IIMC.com](http://www.IIMC.com); review the FAQ, the Education Guidelines, and the Course and Program Review Process documents, if not satisfied send an e-mail to [HQ@IIMC.com](mailto:HQ@IIMC.com).

Q: Where do I get information on educational opportunities for CMC/MMC/CMC Recertification?

A: The appropriate source is your State Institute/Academy. For contact information about IIMC approved institutes visit the IIMC website at [www.IIMC.com](http://www.IIMC.com). You are welcome to contact IIMC at [HQ@IIMC.com](mailto:HQ@IIMC.com).

Q: What type of education is required for the CMC certification?

A: Education for professional certification (in this case, the CMC certification) is unique, specific, and focused. The curriculum for this type of education is uniquely designed to enhance the professional knowledge/skills/abilities (KSAs) and competencies of an individual holding or seeking that particular job. The curriculum is specifically designed to enable the individual to fulfill the requirements for core competencies to perform the duties of a particular job. The curriculum focuses on meeting sound, predetermined, and standardized criteria for fulfilling the core competency requirements of the particular job. Upon successful completion of the curriculum, the individual should be able to demonstrate that he/she has acquired the necessary knowledge/skills/abilities (KSAs) and competencies for performing the duties of the job. Within this context, the IIMC approved institutes in collaboration with the State Associations and the IIMC Education Department design, monitor, and deliver the curricula for a CMC/MMC/CMC Recertification programs.

Q: What are the education requirements for the CMC designation, and where are they offered?

A: The education for the CMC certification is primarily provided by an IIMC approved Institute. The Institute complies with the IIMC Education Guidelines that require 50% of education and training to be in Public Administration and Organization; 30% in Social and Interpersonal Issues, and 20% Electives that could include state-specific education. To be accepted by IIMC, education provided by other entities must fulfill the 50%, 30%, 20% rule (Public Administration and Organization, Social and Interpersonal Issues, Electives respectively); comply with the IIMC Education Guidelines in terms of breadth, depth and relevance to the certification requirements; approved by the Institute Director or IIMC Education Department. Prior to taking a course or attending a training seminar, the student should seek and obtain the approval of the Institute Director or the IIMC Education Department.

Q: Would the education and training mandated (or paid for) by the municipality or state or federal government qualify for CMC points?

A: Not necessarily. Only education and training that fulfill the 50%, 30%, 20% rule (mentioned above); comply with the IIMC Education Guidelines in terms of breadth, depth and relevance to the certification requirements; approved by the Institute Director or IIMC Education Department, will be accepted. Prior to taking a course or attending a training seminar, the student should seek and obtain the approval of the Institute Director or the IIMC Education Department.

Q: What type of education is acceptable for the MMC designation?

A: The Advanced Education for the MMC certification is primarily provided by an IIMC approved Institute/Academy. The Institute complies with the IIMC Education Guidelines that require 80% of education and training to be in Public Administration, and 20% Electives that could include state-specific education. To be accepted by IIMC, Advanced Education provided by other entities must fulfill the 80%-20% rule (mentioned above); comply with the IIMC Education Guidelines in terms of breadth, depth and relevance to the certification requirements, and approved by the Institute Director or IIMC Education Department. Prior to taking a course or attending a training seminar, the student should seek and obtain the approval of the Institute Director or the IIMC Education Department.

Q: Would the education and training mandated (or paid) for by the municipality or state or federal governments qualify for MMC points?

A: Not necessarily. Only education and training that fulfill the 80%-20% rule (Public Administration- Electives respectively); comply with the IIMC Education Guidelines in terms of breadth, depth and relevance to the certification requirements, and approved by the Institute Director or the IIMC Education Department will be accepted. Prior to taking a course or attending a training seminar, the student should seek and obtain the approval of the Institute Director or the IIMC Education Department.

Q: I am working towards my CMC designation. Could I work towards my MMC designation simultaneously?

A: No. The CMC designation is a prerequisite for the MMC designation. Thus, any work towards the MMC designation prior to obtaining the CMC designation will not count towards the MMC designation.

Q: Why is the number of college courses limited for obtaining education points?

A: While obtaining a college degree or attending a college course is encouraged by IIMC, it should not be the dominant or determining factor. Education for professional certification is unique, specific, and focused. The curriculum for this type of education is uniquely designed to enhance the professional knowledge/skills/abilities and competencies of an individual holding or seeking a particular job. The curriculum is specifically designed to enable the individual to fulfill the requirements for core competencies to perform the duties of that particular job. The curriculum focuses on meeting sound, predetermined, and standardized criteria for fulfilling the core competency requirements of the job. IIMC applauds those clerks who strive to enhance their professional horizon by attending institutions of higher learning; however, for earning a professional certificate, the emphasis should be on education that is job specific and it is in compliance with the IIMC Education Guidelines.

Q: How are the required professional knowledge/skills/abilities and competencies determined?

A: Ideally, the necessary professional knowledge/skills/abilities and competencies are determined by conducting a scientific job analysis. A scientific job analysis is usually conducted by an expert with the input from all constituencies encompassing all aspects of the job and the environment in which the job is performed including but not limited to the size, geography, demography, financial position, etc. This is a systematic and comprehensive process, which is based on analytical reasoning as opposed to guesswork or limited anecdotal evidence. A curriculum designed by using the results of a job analysis performed by an expert will give credence to the certification in terms of educational validity and legal defensibility.

Q: What is a job analysis?

A: A job analysis is a process used to collect (across the board), classify, and analyze information about the major duties and responsibilities of the job on the one hand, and the

knowledge/skills/abilities (KSAs) and competencies required to perform the Major Job Requirements (MJR) on the other.

In other words, a job analysis identifies the KSAs and competencies directly related to the performance on the job. It is a systematic procedure for collecting, documenting, and analyzing information about the content, context, and requirements of the job. It demonstrates that there is a relationship between the tasks performed on-the-job and the KSAs and competencies required for performing those tasks.

Q: What is the purpose of job analysis?

A: The purpose of the job analysis is to systematically and accurately identify the experience, education, training, and other qualifying factors required to fulfill the major job requirements (MJR) successfully. The scope of job analysis is not limited to education for certification. It is a process that encompasses all aspects of the job (i.e. experience, education, training, and competencies). A job analysis conducted by an expert enables the certificate granting entity to require a curriculum that will be relevant, valid, and in concert with all other aspects of the professional certification process. In other words, the job analysis identifies the required KSAs and competencies, which will be essential in determining the nature and scope of the required experience, education, training, and other qualifying factors in the certification process. This is a systematic and comprehensive process, which is based on analytical reasoning as opposed to guesswork or limited anecdotal evidence. A curriculum designed by using the results of a job analysis performed by an expert will give credence to the certification in terms of educational validity and legal defensibility. The first and most crucial step in designing an educationally valid, legally defensible, and relevant professional certification it is a job analysis conducted by an expert.

Q: Are the CMC and MMC curricula based on a scientific job analysis?

A: No. However, in the past decade, IIMC has been using core curricula for the two certification programs that appear to reflect the education requirements. (In order to objectivity determine the minimum requirements for CMC and MMC, it is desirable to conduct a job analysis administered by an expert.)

Q: What is an IIMC Institute?

A: An IIMC Institute is the umbrella organization that hosts the programs for the CMC and the MMC designations and the CMC Recertification.

Q: Why do I receive fewer points per hour at my State Association Conference than I do at our Institute or Academy programs?

A: This is going to be a long answer. In the past several decades, IIMC has developed strategic educational alliances with institutions of higher learning across the globe the goal of which is to offer the members of IIMC university-sponsored quality education. To achieve its goal of delivering first-rate educational programs to the municipal clerks, IIMC has partnered with state/provincial associations of municipal clerks and local reputable institutions of higher learning. In this unique triangular educational partnership, IIMC combines its resources with the resources of its two partners (the University, and the Association) at the local level for achieving greater quality, efficiency, effectiveness, and relevance. As a

partner, an IIMC Institute is well attuned to the educational requirements for the IIMC designations according to the IIMC Education Guidelines. As such, an IIMC approved Institute, compared with other education providers, is treated differently by IIMC.

Q: What is the value of an IIMC professional designation for a municipal clerk?

A: The successful completion of the certification curriculum and earning the designation indicate that the individual has acquired the necessary knowledge/skills/abilities and competencies for performing the duties of the job. By earning an IIMC designation, a clerk can claim that he/she is able to perform the duties of the clerk's office, and is committed to the profession by engaging in a professional lifelong learning process through certification and recertification. Knowledge and skills acquired through this process distinguish the clerks from their peers who have not obtained the same designation. Knowledge and skills acquired by the clerk through the certification process are of great value to the clerk personally and professionally, to the clerk's office, to the municipality, and to the community at large. Quality of education obtained through the process translates into professional prestige and recognition for the certificant, to name just a few.

Q: Does IIMC benefit from the tuition revenue collected by the 46 IIMC approved Institutes?

A: No. None whatsoever. Programs, courses, seminars, etc., are designed, priced and offered by the institutes in collaboration with the state associations, and IIMC receives no financial benefit from them.

Q: What is an IIMC program?

A: An IIMC program is a set of classes about a particular subject; in this case, the Certified Municipal Clerk Certification, the Master Municipal Clerk Academy, and the CMC Recertification Programs.

Q: What is the purpose of the Application for Admission?

A: The purpose of the Application for Admission is to register the Applicant in the IIMC system, monitor his/her progress, and keep him/her informed of the educational opportunities that IIMC Institutes might offer. The application fee is non-refundable; however, it will be deducted from the fee for Application for Designation.

Q: What is the fee for the Application for Admission?

A: The application fee for the Application for Admission is \$50 (fifty dollars), and it is not refundable, however it will be deducted from the fee for Application for Designation.

Q: What is the purpose of the Application for Designation?

A: The Application for Designation and its supporting documents capture all the requirements for a designation. Once a student has fulfilled all the requirements for a designation, he/she should complete the Application for Designation and submit it alongside all supporting documents and an application fee to the IIMC Headquarters for review and possible approval. IIMC reviews all applications, and if there are deficiencies, it informs the students in a timely manner.

Q: What is the fee for the Application for CMC Designation?

A: The application fee for the Application for the CMC Designation is \$100 (one hundred dollars), it is not refundable, and it excludes the cost of a plaque that is \$35 (thirty-five dollars). (If a candidate desires to receive the CMC Certificate mounted on a plaque, he/she will pay \$135.)

Q: What is the fee for the Application for CMC Recertification?

A: The application fee for the Application for the CMC Recertification is \$50 (fifty dollars), and it is not refundable.

Q: What is the fee for the Application for MMC Designation?

A: The application fee for the Application for the MMC Designation is \$400 (four hundred dollars) it is not refundable, and it includes the cost of a plaque. The \$400 application fee could be divided into annual installments; however, the total amount of the application fee shall be paid to IIMC at the time of submitting the Application for MMC Designation.

Q: Could you give me some examples of supporting documents for the Application for Designation?

A: Some examples include: evidence of successfully completing an IIMC approved Institute or Academy; official transcripts from colleges and universities; certificates of completion; evidence of attending a conference; employment verification letters, and similar documents. If in doubt, contact IIMC at [HQ@IIMC.com](mailto:HQ@IIMC.com).

Q: What type of information should the employment verification letter contain?

A: At a minimum, the employment verification letter should contain information verifying the nature, scope, duration, and the type of employment (full-time or part-time). This letter should be sent by the employer to the IIMC Headquarters.

Q: Where can I find the Application Forms?

A: They are posted on the IIMC website at [www.iimc.com](http://www.iimc.com).

## **CMC DESIGNATION**

Q: What is the minimum number of Education points for the CMC designation?

A: 60 points (120 Institute hours).

Q: Are there exceptions for those students who were pursuing a CMC designation prior to January 1, 2007?

A: Yes, a Grace Period is granted to those CMC students who successfully completed an Institute or Academy course (or similar) prior to January 1, 2007. The Grace Period provides those students with up to an additional three years (from January 1, 2007 to December 31, 2009) to complete the requirements for the CMC designation according to the Grace Period criteria.

Q: Are all participants in the CMC program required to take the additional 20 hours?

A: This is going to be a long answer. Those who prior to January 1, 2007, have successfully completed an IIMC Institute to obtain a CMC designation shall fulfill the 100 hours of Education requirements according to the provisions of the Grace Period criteria as follows:

Education requirements for the CMC candidates who  
completed one IIMC approved Institute course prior to January 1, 2007

| Education Points (50 points, 100 Institute hours)  | Points  |
|--|---|
| Satisfactory completion of 50 Education Points (100 Institute hours) at an IIMC recognized Municipal Clerks Institute* | 50  |
| Bachelor's degree or higher in Public Administration or a related field**  | 50  |
| Bachelor's degree or higher in an unrelated field and 67 hours of Institute training**                                 | 50  |
| Associate of Arts degree in Public Administration or a related field and 67 hours of Institute training**              | 50  |
| IIMC Annual Conference education***  | 4 points for attending the four days of the conference; maximum 20 points |

\*One-third, 17(50 x 1/3) points of the Institute training for the CMC Designation program may be obtained through distance education. All distance Education shall be pre-approved by the Director of Education and Research.

\*\*Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs and urban planning.

\*\*\*Starting May 2008, IIMC Annual Conference education points shall be used for either Education or Experience points not both. Points used for the CMC designation shall not be used for any other purposes.

For this group of students, the grace period for fulfilling the Education requirements of obtaining the CMC designation according to the above-mentioned criteria will end on December 31, 2009.

Starting January 1, 2010, those students in this group who have not completed the Education requirements for the CMC designation shall complete the remaining portion of the CMC requirements according to the following criteria:

Education requirements for the CMC candidates who completed one IIMC approved Institute course prior to January 1, 2007, but will not earn the CMC designation before January 1, 2010

| Education Points (50 points, 100 Institute hours)  | Points  |
|--|---|
| Satisfactory completion of 100 hours (50 points) of course work at an on-land IIMC approved Municipal Clerks Institute or Academy* | 50  |
| A Bachelor's degree or higher in Public Administration or similar field**  | 20  |
| A Bachelor's degree or higher in an unrelated field**  | 10  |
| Associate of Arts degree in Public Administration or a related field**   | 5   |
| IIMC Annual Conference education***  | 4 points for attending the four days of the conference; maximum 20 points |

\*One-third, 17(50 x 1/3) points of the Institute training for the CMC Designation program may be obtained through distance education. All distance Education shall be pre-approved by the Director of Education and Research.

\*\*Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs and urban planning.

\*\*\*Starting May 2008, IIMC Annual Conference education points shall be used for either Education or Experience points not both. Points used for the CMC designation shall not be used for any other purposes.

The students who entered into an IIMC approved Institute in or after 2007, shall fulfill the criteria below:

Education requirements for the CMC candidates who did not complete one IIMC approved Institute course before January 1, 2007

| Education Points (60 points, 120 Institute hours)  | Points |
|--|--------|
| Satisfactory completion of 120 hours (60 points) of course work at an on-land IIMC approved Municipal Clerks Institute or Academy* | 60     |

|   |   |
|---|---|
| A Bachelor's degree or higher in Public Administration or a similar field** | 20  |
| A Bachelor's degree or higher in an unrelated field**                       | 10  |
| Associate of Arts degree in Public Administration or a related field**      | 5   |
| IIMC Annual Conference education***   | 4 points for attending the four days of the conference; maximum 20 points |

\*One-third, 20(60 x 1/3) points of the Institute training for the CMC Designation program may be obtained through distance education. All distance Education shall be pre-approved by the Director of Education and Research.

\*\*Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs and urban planning.

\*\*\* Starting May 2008, IIMC Annual Conference education points shall be used for either Education or Experience points not both. Points used for the CMC designation shall not be used for any other purposes.

Q: I have a BA degree in a related field as defined by IIMC. Would I earn any points towards my CMC designation?

A: Your BA degree or higher in a related field as defined by IIMC will earn you 20 Education points towards your CMC designation.

Q: I have a BA degree or higher in an unrelated field as defined by IIMC. Would I earn any points towards my CMC designation?

A: Your BA degree or higher in an unrelated field as defined by IIMC will earn you 10 Education points.

Q: I have an AA degree in a related field as defined by IIMC. Would I earn any points towards my CMC designation?

A: Your AA degree in a related field as defined by IIMC will earn you five Education points towards your CMC designation provided that you have not used it as a part of your BA for 20 points.

Q: I have a BA degree or higher in an unrelated field as defined by IIMC, and I have an AA degree in related fields as defined by IIMC. Would I earn 15 points towards my CMC designation?

A: Your BA degree or higher in an unrelated field as defined by IIMC, and your AA degree in a related field will earn you 10 Education points. Your AA and a BA will not earn more than 10 Education points.

Q: I have a BA degree and an AA degree in related fields as defined by IIMC. Would I earn 25 education points?

A: No. Once you use your BA degree to earn the 20 Education points towards your CMC designation, your AA degree will earn no points for any purpose.

Q: I have a BA and a Master's degree in related fields as defined by IIMC. Would I earn more than 20 Education points towards my CMC designation?

A: No. However, any extra college credit (in addition to a BA) in a related field, as defined by IIMC, could be used towards Experience points as stipulated in the Education Guidelines.

Q: What type of information should the employment verification letter contain?

A: At a minimum, the employment verification letter should contain information verifying the nature, scope, duration, and the type of employment (full-time or part-time). This information should be on the letterhead of the organization (the employer) and it should be sent by the employer to the IIMC Headquarters.

Q: Could a portion of the 120 hours of education for the CMC certification be obtained through distance education?

A: Yes, one-third (1/3) of the minimum 120 hours of institute training for the CMC certification program may be obtained through distance education. All distance education must be pre-approved by the Education Department.

Q: What are the requirements for earning the CMC designation?

A: The following are the requirements for obtaining the CMC designation:

1. Be a clerk or a deputy clerk or perform the duties as defined by IIMC.
2. Be an active member of IIMC for two years.
3. Affirm and practice the IIMC Code of Ethics.
4. Complete and submit an IIMC Application for CMC Designation with required supporting documentation and fee.
5. Furnish a letter of sponsorship from a municipal clerk member of IIMC.
6. Perform the core duties of a municipal clerk by serving a Legislative Government Body (LGB) in an administrative capacity with management responsibilities, which would include four (4) of the following:
  - a. General Management
  - b. Records Management
  - c. Elections
  - d. Meeting Administration
  - e. Management of by-laws, Articles of Incorporation, ordinances or other legal instruments
  - f. Human Resources Management
  - g. Financial Management

- h. Custody of the official seal and execution of official documents
7. Deputy clerks must perform at least four (4) of the eight (8) core duties.
8. Attain sixty (60) points in the Education category.
9. Attain fifty (50) points in the Experience category.
10. Once certified, a CMC certificant shall apply for recertification every four years, unless application is made for admission into the MMCA program prior to his/her four (4) year CMC anniversary date. Those CMC certificants who actively and consistently are pursuing an MMC designation and earn six or more points per year may retain their CMC without having to recertify, otherwise, they shall recertify in a timely manner.

(For more information, see the Education Guidelines.)

Q: What is the Application for CMC Designation?

A: The Application for the CMC designation encompasses all Education and Experience requirements for the attainment of the CMC designation. Upon the completion of Education and Experience requirements for the CMC designation, the applicant shall complete an Application for CMC Designation. The applicant shall submit the Application for Designation, its supporting documents, and the application fee to IIMC Headquarters in a timely manner.

Q: Could you give me some examples of supporting documents for the Application for Designation?

A: Some examples include: evidence of successfully completing an IIMC approved Institute or Academy; official transcripts from colleges and universities; certificates of completion; evidence of attending a conference; employment verification letters directly sent to IIMC by the employers (demonstrating the nature and the scope, duration, and whether the job was full-time or part-time), and similar documents. If in doubt, contact IIMC at [HQ@IIMC.com](mailto:HQ@IIMC.com).

Q: At what stage should the Application for Designation for CMC be submitted to IIMC?

A: The Applicant should submit the Application for Designation for CMC to IIMC Headquarters after fulfilling all Education and Experience requirements for designation.

Q: What are the Education requirements for the CMC designation?

A: The following are the Education requirements for the CMC designation:

**CMC Education Component (total of 60 points required)**

|  | Points |
|--|--------|
| Satisfactory completion of 120 hours (60 points) of coursework at an on-land IIMC approved municipal clerks' institute. One-third (1/3) of the minimum 120 hours of Institute training for the CMC Certification program may be obtained through distance education. All distance education shall be pre-approved by the Director of Education and Research. | 60     |
| A Bachelor's degree or higher in Public Administration or a related field*   | 20     |
| A Bachelor's degree or higher in an unrelated field*   | 10     |

|  |   |
|--|---|
| An Associate of Arts degree in Public Administration or a related field* | 5   |
| IIMC Annual Conference education**                                       | 4 points for attending the four days of the conference; maximum 20 points |

\*Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs, and urban planning. Education points or hours may not be credited to both of the CMC and MMCA programs.

\*\*Starting May 2008, IIMC Annual Conference education points shall be used for either Education or Experience points not both. Points used for the CMC designation shall not be used for any other purposes.

Q: Can I earn my CMC designation without attending an IIMC approved Institute?

A: No. At a minimum you must earn 20 Education points from an IIMC approved Institute, which only could happen if you have a BA degree or higher in a related field as defined by IIMC for 20 points, and you take one-third of the courses (worth 20 points) online as defined by IIMC. (Please see the chart above.)

Q: What type of education is acceptable for the CMC designation?

A: The education for the CMC certification is primarily provided by an IIMC approved Institute. The Institute complies with the IIMC Education Guidelines that require 50% of education and training to be in Public Administration and Organization; 30% in Social and Interpersonal Issues, and 20% Electives that could include state-specific education. Education provided by other entities must fulfill the 50%, 30%, 20% rule (mentioned above), comply with the IIMC Education Guidelines in terms of breadth, depth and relevance to the certification requirements, approved by the Institute Director or IIMC Education Department will be accepted. Prior to taking a course or attending a training seminar, the student should seek and obtain the approval of the Institute Director or the IIMC Education Department.

Q: Would the education and training mandated (or paid for) by the municipality or state or federal government qualify for CMC points?

A: Not necessarily. Only education and training that fulfill the 50%, 30%, 20% rule (mentioned above), comply with the IIMC Education Guidelines in terms of breadth, depth and relevance to the certification requirements, approved by the Institute Director or IIMC Education Department will be accepted. Prior to taking a course or attending a training seminar, the student should seek and obtain the approval of the Institute Director or the IIMC Education Department.

Q: What are the Experience requirements for the CMC designation?

A: The following are the Experience requirements for the CMC designation:

#### **CMC Experience Component (total of 50 points required)**

|   |                   |
|---|-------------------|
| Work Experience   | Maximum 40 points |
| Full-Time municipal or deputy clerk with administrative | 4 per year        |

|  |                                 |
|--|---------------------------------|
| responsibility   | maximum 40 points               |
| Part-time municipal or deputy clerk with administrative responsibility                                     | 2 per year<br>maximum 40 points |
| Part-time municipal or deputy clerk with no administrative responsibility                                  | 1 per year<br>maximum 30 points |
| Other full-time administrative positions in local government prior to becoming a municipal or deputy clerk | 2 per year<br>maximum 30 points |
| Administrative position in federal, state or provincial government   | 1 per year<br>maximum 30 points |
| Administrative position in business  | 1 per year<br>maximum 30 points |

#### CMC Experience Component -- Municipal Clerks Conferences

|   |  |
|---|--|
| Conference Attendance   | Maximum 30 points  |
| Attendance at IIMC Conferences  | 4 each maximum 20 points   |
| Attendance at municipal clerk related conferences.<br>Example: IIMC regional, municipal associations, state associations and municipal league conferences | 1 per 6 or more hours in<br>one day of attendance<br>maximum 10 points |

#### CMC Experience Component --Continuing Education

|  |  |
|--|--|
| Continuing Education   | Maximum 40 points  |
| Continuing education courses, college non-degree related courses                     | 1 point per 6 or more<br>hours in one day<br>maximum 15 points |
| Satisfactory completion of an IIMC-approved Distance Education or self-study courses | May vary with course,<br>maximum of 25 points                  |

#### CMC Experience Component --Business or Vocational School Courses

|   |   |
|---|---|
| Business or Vocational Courses                        | Maximum 10 points                               |
| Courses must relate to the municipal clerk's position | 1 per 10 hours of training<br>maximum 10 points |

#### CMC Experience Component --College or University Courses

|   |  |
|---|--|
| College or University Courses   | Maximum 24 points                      |
| Relevant college or university course credits not used for education points | 1 per credit hour maximum<br>24 points |

The enrollee is responsible for earning a minimum of 12 points of coursework per year towards the fulfillment of the requirements of the CMC designation.

\*Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs, and urban planning. Education points or hours may not be credited to both of the CMC and MMCA programs.

\*\*Starting May 2008, IIMC Annual Conference education points shall be used for either Education or Experience points not both. Points used for the CMC designation shall not be used for any other purposes.

Q: Do I have to be a municipal clerk and an IIMC member to take an IIMC course or enter into an IIMC program?

A: No. IIMC encourages anyone interested in his/her personal and professional development to attend an IIMC program. However, you may not attain the CMC designation unless you are a member of IIMC, and you are a Municipal or a Deputy Clerk as defined by IIMC.

Q: Do I have to be an IIMC member for two consecutive years prior to submitting my Application for the CMC designation?

A: You must be currently an IIMC member, working as a Clerk or Deputy Clerk, and you must have two years of IIMC membership for the purposes of the CMC designation. However, the two years of membership do not have to be consecutive, but they have to have been within the last 5-year period prior to applying for the CMC designation.

Q: If I do not maintain my membership with IIMC may I still use my CMC/MMC designation?

A: No. Your CMC/MMC designation will be rescinded.

Q: The work I do is very similar to that of a municipal or deputy clerk, but my actual job title is not "Municipal Clerk." Would IIMC accept my administrative experience?

A: Points may be awarded for the work you do, not the job title you have. An official letter from your direct supervisor describing the nature and the scope of your job should be sent to IIMC Headquarters. To qualify as a Municipal Clerk as defined by IIMC, you should perform the core duties of a municipal clerk by serving a Legislative Government Body (LGB) in an administrative capacity with management responsibilities, which shall include four (4) of the following:

1. General Management
2. Records Management
3. Elections
4. Meeting Administration
5. Management of by-laws, Articles of Incorporation, ordinances or other legal instruments
6. Human Resources Management
7. Financial Management
8. Custody of the official seal and execution of official documents

Deputy clerks must perform at least four (4) of the eight (8) core duties listed above.

Q: I hold a CMC designation but am temporarily out of work. May I retain my CMC designation while I look for another clerk position?

A: Yes, under three conditions: you must be actively looking for work, you must maintain Member-in-Transit status with IIMC until you secure your new Clerk position, and you must recertify every four years.

Q: May I use my CMC designation after my retirement?

A: Yes, as long as you maintain Retired Member status with IIMC.

## **CMC RECERTIFICATION**

Q: What is the CMC Recertification?

A: The CMC Recertification enables the CMC certificants to keep current professionally by pursuing their education beyond the attainment of the CMC designation.

Q: Who has to recertify?

A: The CMC designation is a time-limited (i.e. valid for four years) professional certification. All CMC certificants who wish to retain their CMC designation, and who do not plan to pursue an MMC designation shall recertify every four years. Once certified, a CMC certificant shall apply for recertification every four years, unless an application is made for admission into the MMCA program prior to his/her four (4) year CMC anniversary date. Those CMC certificants, who actively and consistently are pursuing an MMC designation and earn six or more points per year, may retain their CMC without having to recertify; otherwise, they shall recertify in a timely manner. The CMC designation of a certificant who does not recertify every four years or does not enter into the MMCA program, will be rescinded.

Q: Are the CMC Recertification courses at the same level as those of the CMC program?

A: No. The CMC Recertification courses are similar to the MMCA courses that are more rigorous in terms of nature, scope, breadth and depth and are at a higher level than those of the CMC program.

Q: What are the requirements of the CMC Recertification program?

A: Immediately after obtaining the CMC designation, one must apply for the CMC Recertification program by completing the Application for Admission. The applicant is required to obtain 20 Recertification Advanced Education points in four years. It is recommended that the applicant submit to IIMC five Recertification points per year on or before the anniversary date of obtaining the CMC designation.

Q: Do I have to recertify if I decide to enter the MMCA program?

A: If you decide to enter into the MMCA program, immediately after obtaining the CMC designation, you must apply for the MMCA program by completing the Application for Admission. If you enter into the MMCA program and earn a minimum of six points (a combination of Advanced Education and Professional and Social Contribution points) each year, you are not required to recertify; otherwise, you must recertify. As long as you are in the MMCA program with good standing, (i.e. among other things, fulfilling the minimum of

six MMC points—a combination of Advanced Education, and Professional and Social Contribution points per year), you retain your CMC and you are not required to recertify.

Q: Do I have to recertify after first four-year period?

A: Yes. The CMC designation is a time-limited (i.e. a four-year) professional certification and the certificant shall recertify every four years. If you wish to maintain your CMC designation, you need to recertify every four years until you retire. Your second four-year cycle will begin immediately after your first recertification cycle and every four years thereafter. If you do not recertify in a timely manner, your CMC will be rescinded.

Q: Do I have to maintain my IIMC membership if I choose to recertify instead of entering the MMCA?

A: Yes. Maintaining IIMC membership is a requirement for the validity of IIMC designations (i.e. CMC and MMC). If you discontinue your IIMC membership, your designation will be rescinded.

Q: Do I have to complete the Application for Recertification?

A: Yes.

Q: What would happen if I forget and do not apply for recertification within the required time period?

A: You are responsible for pursuing and completing your own recertification, for tracking your annual five Advanced Education points of training, monitoring your recertification schedule, and submitting your application for recertification. If you do not complete the requirements within the required four-year period, your CMC designation will be rescinded.

Q: What would happen if I am in the IIMC Academy and then decide not to pursue the MMC designation? Can I credit my MMCA Advanced Education points toward my recertification?

A: If you decide not to pursue the MMC designation, you would need to notify IIMC of your decision in writing and submit an application for recertification. You may credit five points of verified training a year for each year you attended the MMC programs. If you missed five points of training in any one of the years prior to your decision to discontinue your MMC studies, you will need to take five points of training for the year you missed before applying for recertification.

Q: I have not fulfilled the requirements for the CMC Recertification and my CMC designation has been rescinded. What am I required to do to regain my CMC designation?

A: You are required to complete the Application for Admission and obtain 30 Recertification points as soon as possible. Upon completion of the 30 points, you are required to submit to IIMC your Application for Recertification for review and approval. If your recertification points are accepted, your CMC designation will be reinstated.

## **MMC DESIGNATION**

Q: What are the requirements for earning the MMC designation?

A: The following are the requirements for obtaining the MMC designation:

1. Hold a CMC designation in good standing.
2. Be an active member of IIMC.
3. Reaffirm IIMC's Code of Ethics.
4. Complete and submit an IIMC Application for the MMC designation with required supporting documentation and fee.
5. Attain 84 points in the Advanced Education category.
6. Attain 20 points in Professional and Social Contributions category.

Q: What type of education is acceptable for the MMC designation?

A: The Advanced Education for the MMC certification is primarily provided by an IIMC approved Institute/Academy. The Institute complies with the IIMC Education Guidelines that require 80% of education and training to be in Public Administration, and 20% Electives that could include state-specific education. To be accepted by IIMC, Advanced Education provided by other entities must fulfill the 80%-20% rule (mentioned above), comply with the IIMC Education Guidelines in terms of breadth, depth and relevance to the certification requirements, and approved by the Institute Director or IIMC Education Department. Prior to taking a course or attending a training seminar, the student should seek and obtain the approval of the Institute Director or the IIMC Education Department.

Q: Would the education and training mandated (or paid for) by the municipality or state or federal government qualify for MMC points?

A: Not necessarily. Only education and training that fulfill the 80%-20% rule (mentioned above), comply with the IIMC Education Guidelines in terms of breadth, depth and relevance to the certification requirements, and approved by the Institute Director or IIMC Education Department will be accepted. Prior to taking a course or attending a training seminar, the student should seek and obtain the approval of the Institute Director or the IIMC Education Department.

Q: Have the four levels of the MMCA been consolidated into one?

A: Yes, on January 1, 2007, the previous four levels of the MMCA program were consolidated into one (similar to the CMC program).

Q: Are there exceptions for those students who were pursuing an MMC designation prior to January 1, 2007?

A: With regard to the change in the format of the previous four levels, there is no exception: all MMC students shall follow the current format. However, regarding other matters, a Grace Period is granted to those MMC students who successfully completed an IIMC Academy course (or similar) prior to January 1, 2007. The Grace Period provides those students with an additional three years (from January 1, 2007 to December 31, 2009) to complete the requirements for the MMC designation according to the Grace Period criteria.

Q: What are the criteria for the MMC students who completed one Academy course (or similar) prior to January 1, 2007?

A: This will be a long answer. The criteria for obtaining Advanced Education points towards the MMC designation for those students are as follows:

**Advanced Education requirements for the MMC candidates who completed one IIMC approved Academy course prior to January 1, 2007**  
**In addition to the following Advanced Education points, these candidates shall obtain 20 Professional and Social Contribution points, and 20 points from the combination of Advanced Education, and Professional and Social Contribution categories**

| Advanced Education Points (60 points, 120 Academy hours)   | Points  |
|--|---|
| 1. Completion of an IIMC- approved Academy program*  | 60<br>3 per 6 hours or 1 day  |
| 2. Academic credits in a related field earned at an accredited college or university**   | 2 per credit unit   |
| 3. Certification from another organization relevant to your responsibilities as a Municipal Clerk (Minimum 50 hours of Training) | 7   |
| 4. Completion of a professionally related seminar or course at a local resource not approved as an MMCA program                  | 1 per 6 hours or 1 day  |
| 5. Personal accomplishments of educational benefit to the profession   | 2   |
| 6. Teacher or trainer at an IIMC-recognized Institute or Municipal Clerk Education program                                       | 1 per 6 hours of teaching, training/preparation                           |
| 7. IIMC Annual Conference education***   | 4 points for attending the four days of the conference; maximum 20 points |

\*Two-thirds, 40(60 x 2/3) of the total Advanced Education required for the MMC Designation program may be obtained through distance education. All distance Education shall be pre-approved by the Director of Education and Research.

\*\*Credits from fields of public administration, urban affairs municipal management, political science, records management, municipal finance, governmental accounting, urban planning and personnel administration and others. Education points or hours may not be credited to both CMC and MMCA programs. Points or credits for each level must be earned after achieving the preceding CMC or MMCA level.

\*\*\* Starting May 2008, IIMC Annual Conference education points shall be used for either Advanced Education or Professional and Social Contribution points not both. Points used for the MMC designation shall not be used for any other purposes.

On January 1, 2007, the four levels of MMCA were consolidated into one. To maintain their MMC candidacy the students must earn a minimum of six MMCA points (a combination of Advanced Education and Professional and Social Contribution points) per year otherwise, they must recertify.

**Professional and Social Contributions (20 points required).**

|   | Points        |
|---|---------------|
| 1. Member of the IIMC Board of Directors  | 2 per year    |
| 2. Chairperson of an IIMC or Municipal Clerks Association Committee   | 2 per year    |
| 3. Officer or trustee of a Municipal Clerks Association or subdivision  | 2 per year    |
| 4. Registration and attendance at an IIMC Regional Meeting, Municipal Clerks Association Annual Conference, or Municipal League Annual Conference | 1 per event   |
| 5. Registration and attendance at an IIMC Annual Conference (attendance at IIMC Conferences prior to 2004 equals ONE point)                       | 4 per event   |
| 6. Presenter at an IIMC/State/Province or Regional meeting  | 1 per session |
| 7. IIMC or Municipal Clerks Association Committee member  | 1 per year    |
| 8. Unique on-the-job performance or achievements that benefit the profession or community   | 2 per year    |
| 9. Personal accomplishments of educational benefit to the profession  | 2 per year    |
| 10. Officer in a related professional association   | 1 per year    |

In addition to the above-mentioned 20 points, the student must earn 20 points from a combination of the Advanced Education, and Professional and Social Contribution categories.

For this group of students, the grace period for fulfilling the Advanced Education requirements of obtaining the MMC designation according to the above-mentioned criteria will end on December 31, 2009.

Starting January 1, 2010, those students in this group who have not completed the requirements for the MMC designation shall complete the remaining portion of the MMC requirements according to the following criteria:

**Advanced Education requirements for the MMC candidates who completed one IIMC approved Academy course prior to January 1, 2007, but will not earn the MMC designation before January 1, 2010**

**In addition to the following Advanced Education points, these candidates shall obtain 20 Professional and Social Contribution points, and 20 points from the combination of Advanced Education, and Professional and Social Contribution categories**

Advanced Education (60 points, 120 hours)                      Points

Completion of 60 points (120 hours) of Advance

|  |   |
|--|---|
| Education course work at an on-land IIMC Institute*  | 60  |
| Completion of an IIMC Approved Academy Program   | 3 per 6 or more hours in one day of training  |
| Academic credits in a related field earned at an accredited college or University**  | 2 per one credit hour for a maximum of six points   |
| Certification and education obtained from another organization relevant to the responsibility of a Municipal Clerk which have been pre-approved by IIMC*** | 1 per 6 or more hours in one day of training for a maximum of six points  |
| IIMC Annual Conference education****   | 4 points for attending the four days of the conference<br>4 points for attending the four days of the conference; maximum 20 points |

\*Two-thirds, 40(60 x 2/3) points on the total Advanced Education requirements for the MMC Designation program may be obtained through distance education. All distance Education shall be pre-approved by the Director of Education and research.

\*\*Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs and urban planning

\*\*\* Prior to attending an education or certificate program offered by other organizations, the student shall seek and obtain approval of the program from the IIMC Education Department.

\*\*\*\* Starting May 2008, IIMC Annual Conference education points shall be used for either Advanced Education or Professional and Social Contribution points not both. Points used for the MMC designation shall not be used for any other purposes.

On January 1, 2007, the four levels of MMCA were consolidated into one. To maintain their MMC candidacy the students must earn a minimum of 6 MMCA points (a combination of Advanced Education and Professional and Social Contribution points) per year otherwise, they must recertify.

### **Professional and Social Contributions (20 points required)**

|  | Points     |
|--|------------|
| 1. Member of the IIMC Board of Directors                               | 2 per year |
| 2. Chairperson of an IIMC or Municipal Clerks Association Committee    | 2 per year |
| 3. Officer or trustee of a Municipal Clerks Association or subdivision | 2 per year |

|   |   |
|---|---|
| 4. Registration and attendance at an IIMC Regional Meeting, Municipal Clerks Association Annual Conference, or Municipal League Annual Conference | 1 per event   |
| 5. Registration and attendance at an IIMC Annual Conference (attendance at IIMC Conferences prior to 2004 equals ONE point)                       | 4 per event   |
| 6. Presenter at an IIMC/State/Province or Regional meeting  | 1 per session   |
| 7. IIMC or Municipal Clerks Association Committee member  | 1 per year  |
| 8. Unique on-the-job performance or achievements that benefit the profession or community   | 2 per year  |
| 9. Personal accomplishments of educational benefit to the profession  | 2 per year  |
| 10. Officer in a related professional association   | 1 per year  |
| 11. Teacher or trainer at an IIMC-recognized Institute or municipal clerk education program   | 1 per 6 or more hours in one day of teaching/training/preparation |
| 12. Completion of a professionally-related seminar or course at a local resource not approved as an MMCA program                                  | 1 per 6 or more hours in one day of training maximum 4 points     |

In addition to the above-mentioned 20 points, the student must earn 20 points from a combination of the Advanced Education, and Professional and Social Contribution categories.

**The MMC candidates, who were admitted into an IIMC Academy in or after 2007, shall fulfill the criteria below:**

**Advanced Education requirements for the MMC candidates who did not complete one IIMC approved Academy course before January 1, 2007**

**Advanced Education (84 points, 168 hours)**

|  | Points  |
|--|---|
| Completion of 168 (84 points) of Advanced Education course work at an on land IIMC Institute*  | 84  |
| Completion of an IIMC Approved Academy Program   | 3 per 6 or more hours in one day of training      |
| Academic credits in a related field earned at an accredited college or University**  | 2 per one credit hour for a maximum of six points |
| Certification and education obtained from another organization relevant to the responsibility of a Municipal Clerk which have been pre-approved by IIMC*** | 1 per 6 or more hours                             |

in one day of training for a maximum of six points

IIMC Annual Conference education\*\*\*\*

4 points for attending the four days of the conference  
4 points for attending the four days of the conference; maximum 20 points

\* Two-thirds, 56(84 x 2/3) points of the Advanced Education requirements for the MMC Designation program may be obtained through distance education. All distance Education shall be pre-approved by the Director of Education and research.

\*\*Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs and urban planning

\*\*\* Prior to attending an education or certificate program offered by other organizations, the student shall seek and obtain approval of the program from the IIMC Education Department.

\*\*\*\* Starting May 2008, IIMC Annual Conference education points shall be used for either Advanced Education or Professional and Social Contribution points not both. Points used for the MMC designation shall not be used for any other purposes.

On January 1, 2007, the four levels of MMCA were consolidated into one. To maintain their MMC candidacy the students must earn a minimum of six MMCA points (a combination of Advanced Education and Professional and Social Contribution points) per year otherwise, they must recertify.

### **Professional and Social Contributions (20 points required)**

|   | Points        |
|---|---------------|
| 1. Member of the IIMC Board of Directors  | 2 per year    |
| 2. Chairperson of an IIMC or Municipal Clerks Association Committee   | 2 per year    |
| 3. Officer or trustee of a Municipal Clerks Association or subdivision  | 2 per year    |
| 4. Registration and attendance at an IIMC Regional Meeting, Municipal Clerks Association Annual Conference, or Municipal League Annual Conference | 1 per event   |
| 5. Registration and attendance at an IIMC Annual Conference (attendance at IIMC Conferences prior to 2004 equals ONE point)                       | 4 per event   |
| 6. Presenter at an IIMC/State/Province or Regional meeting  | 1 per session |
| 7. IIMC or Municipal Clerks Association Committee member  | 1 per year    |
| 8. Unique on-the-job performance or achievements that   | 2 per year    |

|  |  |
|--|--|
| benefit the profession or community  |  |
| 9. Personal accomplishments of educational benefit to the profession   | 2 per year   |
| 10. Officer in a related professional association  | 1 per year   |
| 11. Teacher or trainer at an IIMC-recognized Institute or municipal clerk education program                      | 1 per 6 or more hours in one day of teaching or training and preparation |
| 12. Completion of a professionally-related seminar or course at a local resource not approved as an MMCA program | 1 per 6 or more hours in one day of training maximum 4 points            |

Q: Within the context of the Grace Period, would IIMC Education Department honor the written commitments that its staff may have made to some students regarding education points?

A: The IIMC Education Department will honor the written commitments that the Education Department staff made to the students before 2007 for two years from the date of the commitment. The student must provide a copy of the written "commitment" to the IIMC Education Department.

Q: Given that I entered into an IIMC Academy prior to January 1, 2007, and have completed the Entry Level of the MMCA program, how many Advanced Education and how many Professional and Social Contributions points should I earn to qualify for my MMC Designation?

A: Since you have already completed your Entry Level of the MMCA program (according to the provisions of the previous guidelines), in order to attain your MMC designation, you will need 45 Advanced Education points; 15 Professional and Social Contributions points, and 15 points of a combination of the two categories (Advanced Education and Professional and Social Contributions).

Q: When I applied for my Entry Level, I submitted 18 Advanced Education points and 16 Professional and Social Contribution points; however, I was granted only 25 points that were required for each level as opposed to 34 points (18 + 16). Is it possible for me to claim those nine points towards my MMC certification now?

A: No. The previous format allowed and counted for a minimum of 25 points for each level no matter how many extra points were submitted (i.e. the extra points submitted for each Level were never counted towards the subsequent Level). In other words, the successful completion of each level accounted only for a minimum of 25 points of which 15 points were Advanced Education; five points Professional and Social Contribution, and five points a combination of the two categories (Advanced Education & Professional and Social Contribution).

Q: But I am losing nine points. Is that fair?

A: Yes. You and IIMC entered into an agreement at that time; IIMC is honoring that agreement and expects the students to do the same. In a hypothetical case, allowing for renegotiating that agreement would require IIMC to reevaluate all applications for the previous MMC levels, which would require a tremendous amount of work and resources that

IIMC does not possess. Upon closer scrutiny, one will realize that the new format has provided more flexibility for a clerk to obtain his/her MMC designation. In the new format, there is no time limit and there is no waiting period between the two consecutive levels as required in the previous format.

Q: This is a comment and a question. In the previous four-level format, after finishing each level, the student received a certificate of completion for that level, which he/she could show to his/her supervisor. Does the current format facilitate such recognition?

A: Yes. The current format provides for a more comprehensive and effective mechanism. As a student successfully completes a course or program, he/she may ask IIMC to produce an up-to-date transcript with a cover letter that includes information about IIMC, and the CMC, MMC, and CMC Recertification programs. In other words, the student receives a comprehensive document demonstrating his/her success and the importance of the certification program in which he/she is enrolled. In the current format, the success of the student is acknowledged more frequently and comprehensively.

Q: Could you give me some examples of the "Professional accomplishments for educational benefit to the profession"?

A: Any accomplishment that is not a part of day-to-day responsibilities of the clerk and it is of educational value to the profession fits into this category. For instance, a published article in the local or national publications that is of benefit to the profession. Formally sharing best practices and new ideas with other clerks in the form of conducting seminars, workshops, and educational sessions. (Publishing clerk related articles in the IIMC News Digest is strongly encouraged.)

Q: Given that I hold my MMC, do I have to recertify?

A: At this time, there is no requirement for MMC recertification. As a part of the requirements for your MMC designation, you submitted to IIMC a "Pledge of Lifelong Learning" in which you promised that you will continue your professional training and education, and inform IIMC of your accomplishments. Since a professional designation is a time-limited document, it is desirable for IIMC to design a recertification program, similar to that of the CMC, for the MMC designation. This will result in uniformity of approach towards the CMC and MMC designations, and may help the MMC certificants to receive continuing education funds from their employers beyond the receipt of the MMC designation.

Q: I heard that the BA degree is no longer a prerequisite for obtaining the MMC designation. Is that true?

A: Yes.

Q: I have a follow-up question. How about the 15-year experience requirement?

A: The 15-year experience is no longer a prerequisite for obtaining the MMC designation.

Q: Given that I entered into an IIMC Academy prior to January 1, 2007, and have completed the First Level of the MMCA program, how many Advanced Education and how many

Professional and Social Contributions Points should I earn to qualify for my MMC Designation?

A: Since you have already completed your First Level of the MMCA program, in order to attain your MMC designation, you will need 30 Advanced Education points; 10 Professional and Social Contributions points, and 10 points of a combination of the two categories (Advanced Education and Professional and Social Contributions).

Q: Given that I entered into an IIMC Academy prior to January 1, 2007, and have completed the Second Level of the MMCA program, how many Advanced Education and how many Professional and Social Contributions points should I earn to qualify for my MMC Designation?

A: Since you have already completed your Second Level of the MMCA program, in order to attain your MMC designation, you will need 15 Advanced Education points; 5 Professional and Social Contributions points and 5 points of a combination of the two categories (Advanced Education and Professional and Social Contributions). The following chart summarizes the answers to the above three questions.

| Level Completed | Points Earned | Points Needed | Advanced Education (AE) Points Needed | Professional & Social Contributions (PSC) Points Needed | Combination of AE and PSC Points Needed |
|-----------------|---------------|---------------|---------------------------------------|---|---|
| Entry Level     | 25            | 75            | 45                                    | 15  | 15                                      |
| First Level     | 50            | 50            | 30                                    | 10  | 10                                      |
| Second Level    | 75            | 25            | 15                                    | 5   | 5                                       |

The MMC points shall be obtained according to the provisions of the Education Guidelines on pages 20 and 21.

Q: Given that I entered into the MMCA program, completed the Entry Level, and paid the application fee, how much do I owe IIMC for my MMC designation?

A: The four levels of the MMCA program have been consolidated into one; however the total amount of the application fee remains the same \$400 (\$100 for the Entry Level + \$75 for the First Level + \$75 for the Second Level + \$150 for the Third Level). Since you have completed the Entry Level, you have paid IIMC \$100. You therefore owe IIMC \$300. The remaining \$300 must be paid on or before the date of submitting your Application for MMC designation. Alternatively, you can pay the \$300 in installments.

Q: Given that I entered into the MMCA program, completed the First Level, and paid the application fee, how much do I owe IIMC for my MMC designation?

A: The four levels of the MMCA program have been consolidated into one; however the total amount of the application fee remains the same \$400 (\$100 for the Entry Level + \$75 for the First Level + \$75 for the Second Level + \$150 for the Third Level). Since you have completed the First Level, you have paid IIMC \$175. You therefore owe IIMC \$225. The remaining \$225 must be paid on or before the date of submitting your Application for MMC designation. Alternatively, you can pay the \$225 in installments.

Q: Given that I entered into the MMCA program, completed the Second Level, and paid the application fee, how much do I owe IIMC for my MMC designation?

A: The four levels of the MMCA program have been consolidated into one; however the total amount of the application fee remains the same \$400 (\$100 for the Entry Level + \$75 for the First Level + \$75 for the Second Level + \$150 for the Third Level). Since you have completed the Second Level, you have paid IIMC \$250. You therefore owe IIMC \$150. The remaining \$150 must be paid on or before the date of submitting your Application for MMC designation. The following chart summarizes the above three questions.

| Level Completed | Application Fee(s) Paid | Balance |
|-----------------|-------------------------|---------|
| Entry Level     | \$100                   | \$300   |
| First Level     | \$175                   | \$225   |
| Second Level    | \$250                   | \$150   |

Q: What is the minimum number of required education points for the MMC designation?

A: Effective January 1, 2007, the minimum number of required education points for the MMC designation is 84 points (168 Academy hours). An IIMC candidate may earn as many points in a year as possible without any limitations or waiting period; however, an MMC candidate shall earn six or more points (a combination of Advanced Education and Professional and Social Contribution points) per year to retain his/her CMC designation without having to recertify, otherwise, he/she shall recertify in a timely manner. As you obtain your MMC Points, send them to IIMC Headquarters, on or before the anniversary of your Application for Admission to the MMCA program, to be added to your MMC transcript. The MMC points shall be obtained according to the provisions of the Education Guidelines.

Q: Are the MMCA courses at the same level as those of the CMC program?

A: No. The MMCA are more rigorous in terms of nature, scope, breadth and depth and are at a higher level than those of the CMC program.

Q: What is the minimum number of years for earning the MMC designation?

A: There is no minimum time requirement and there is no waiting period. An IIMC candidate may earn as many points in a year as possible without any limitations or waiting period; however, a four-year period is usually necessary to fulfill the requirements for the MMC designation.

Q: Could a part of MMCA education points be obtained through distance education?

A: Two-thirds (2/3) of the minimum 84 education points for the MMC Designation Program may be obtained through distance education as stipulated in the Education Guidelines.

Q: What is the Application for MMC Designation?

A: The Application for the MMC designation encompasses all the Advanced Education and the Professional and Social Contributions requirements for the attainment of the MMC designation. Upon the completion of the Advanced Education and the Professional and Social Contributions requirements for the MMC designation, the applicant shall complete an

Application for Designation. The applicant shall submit the Application for Designation and its supporting documents to IIMC in a timely manner.

Q: At what stage should the Application for Designation for the MMC designation be submitted to IIMC?

A: The Applicant should submit the Application for Designation for the MMC to IIMC after fulfilling all the Advanced Education and the Professional and Social Contributions requirements for designation.

Q: What are the Advanced Education requirements for the MMC designation?

A: The following are the Advanced Education requirements for the MMC designation:

**Advanced Education Component (84 points required)**

|   | Points   |
|---|--|
| 1. Completion of 168 hours (84 point) of coursework at an on-land IIMC Institute. Two-thirds (2/3) of the minimum 168 hours of Institute training for the MMC Certification program may be obtained through distance education. All distance education shall be pre-approved by the Director of Education and Research. | 84   |
| 2. Completion of an IIMC-approved Academy program   | 3 per 6 or more hours in one day of training                                 |
| 3. Academic credits in a related field earned at an accredited college or university*   | 2 per credit unit<br>maximum 6 points  |
| 4. Certification and education obtained from another organization relevant to the responsibilities of a municipal clerk, which have been pre-approved by IIMC**   | 1 per 6 or more hours in one day of training maximum 6 points                |
| 5. IIMC Annual Conference Education***  | 4 points for attending the four days of the conference;<br>maximum 20 points |

\*Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs, and urban planning. Education units or hours may not be credited to both of the CMC and MMCA programs.

\*\*Prior to attending an educational or a certificate program offered by other organizations, the student shall seek and obtain approval of the program from the IIMC Education Department.

\*\*\*Starting May 2008, IIMC Annual Conference education points shall be used for either Advanced Education points or Professional and Social Contribution points; not both.

Q: What are the Professional and Social Contributions requirements for the MMC designation?

A: The following are the Professional and Social Contributions requirements for the MMC designation:

| <b>Professional and Social Contributions Component (20 points required)</b>   |   |
|---|---|
|   | Points  |
| 1. Member of the IIMC Board of Directors  | 2 per year  |
| 2. Chairperson of an IIMC or Municipal clerks Association Committee   | 2 per year  |
| 3. Officer or trustee of a Municipal Clerks Association or subdivision  | 2 per year  |
| 4. Registration and attendance at an IIMC Regional Meeting, Municipal Clerks Association Annual Conference, or Municipal League Annual Conference | 1 per event   |
| 5. Registration and attendance at an IIMC Annual Conference (attendance at IIMC Conferences prior to 2004 equals ONE point)                       | 4 per event   |
| 6. Presenter at an IIMC/State/Province or Regional meeting  | 1 per session   |
| 7. IIMC or Municipal Clerks Association Committee member  | 1 per year  |
| 8. Unique on-the-job performance or achievements that benefit the profession or community   | 2 per year  |
| 9. Personal accomplishments of educational benefit to the profession  | 2 per year  |
| 10. Officer in a related professional association   | 1 per year  |
| 11. Teacher or trainer at an IIMC-recognized Institute or municipal clerk education program   | 1 per 6 or more hours in one day of teaching/training/preparation |
| 12. Completion of a professionally-related seminar or course at a local resource not approved as an MMCA program                                  | 1 per 6 or more hours in one day of training maximum 4 points     |

Q: Can I use my MMC designation after the retirement?

A: Yes, as long as you maintain your Retired Member status with IIMC.

### **THE COURSE AND PROGRAM REVIEW PROCESS (CPRP)**

Q: What is the purpose of the Course and Program Review Process (CPRP)?

A: IIMC has established a Course and Program Review Process (CPRP) in which the Institute and Education Committee consult with the IIMC Director of Education and Research in designing a course or a program prior to its launch as opposed to sending the documents to him/her for review and approval after the launch. The main reasons for the Course and Program Review Process include:

1. In this collaborative process, the quality or the lack thereof will be determined prior to the launch, and if there would be a need for improvement, it would be communicated to the Institute, the individual, the Association, and the Education Committee in a timely manner.

2. The collaborative process provides a healthier environment to assure that IIMC standards of educational quality are met.
3. In this process, the allowable number of hours and points are determined prior to the launch of a course or a program, which will avoid any confusion or ambiguity.
4. The collaborative and proactive process provides for the exchange of ideas and suggestions for improvements in courses, programs, and standards.

Q: What are the requirements for Course and Program Review?

A: Requirements for Course and Program Review for IIMC educational points or hours for all programs include:

1. The education points or hours are only awarded to those courses, seminars, symposia, conferences, and similar programs that result in educational and scholarly exercises and experiences.
2. At a minimum, they shall be related to the job of the participating clerk and shall include a presentation by an educator with appropriate credentials or by an expert in the field. Evidence of the appropriateness of the credentials or expertise must be presented in the form of a brief bio.
3. The purpose of the course: the instructor will briefly determine the purpose of the course by writing a one, two, or three sentence description of the overall purpose of the course.
4. List of major topics covered in the course: the instructor will list the major topics that will be discussed in the course.
5. Learning outcomes: the instructor will determine the expected outcome of the course upon its completion by writing a one, two, or three sentence description of the useful knowledge/experience that the student will take away by attending the course.
6. Learning outcomes assessment: the instructor will select an outcomes assessment tool to determine that the students have accomplished the course's purpose by using a test, a quiz, an essay, a practicum, the Knowledge Transfer Action Plan (KTAP) used by the Arizona Institute, or similar tools.
7. If the instructor requires reading materials for the course, a list of those materials should be attached to the completed Course and Program Review Template. (Please refrain from sending course materials to IIMC Education Department.)
8. To be eligible for IIMC educational points, all programs and supporting materials shall be submitted to the Director of Education and Research for his/her review. Early

submission of all documents is strongly recommended. The IIMC Education Department needs a minimum of 10 business days to respond.

9. A Certificate of Attendance with specific hours of instruction should be issued. The roster of participants will be submitted to IIMC.
10. Attendees will be required to sign-in as they arrive, and sign-out as they leave. Certificates of Completion will be distributed by the sponsoring organization after the conclusion of the program and given only to those who have verified attendance for all sessions, and have successfully completed the mandatory outcomes assessment (e.g., a quiz, a test, etc.).
11. A Course Evaluation Form (questionnaire) should be designed that will assess the effectiveness of teaching in the classroom, the relevance of the course to the job of the participating clerks, and the accomplishment of the stated course learning outcomes. (Please submit to IIMC the results of those questionnaires in a summary format, and refrain from sending the completed Course Evaluation Forms.)
12. Product demonstrations, marketing seminars, visits to buildings, political offices and establishments, historical sites, museums and the like earn no educational points.

Q: What are the Course and Program Review requirements for IIMC approved-University sponsored-institutes?

A: Since the IIMC approved institutes are sponsored by institutions of higher learning, and the courses offered to the municipal clerks by the university-sponsored institutes meet the built-in college/university standards of educational quality, they should be required to choose one of the two options:

1. Continue complying with the existing "Course and Program Review Process" and submit a short Annual Update.
2. Discontinue complying with the existing "Course and Program Review Process" and submit to IIMC an Annual Report.

#### Option 1

The Institute Director will regularly submit to the IIMC Education Department new courses/programs for review. The Education Department will review and inform the Institute Director of the results within 10 business days.

Each year, the Institute is required to submit to the State Education Committee the following information in the form of an Annual Update:

1. A letter explaining his/her evaluation of the programs, areas in need of improvement, future plans, etc.

2. A list of attendees and hours attended
3. A summary report of the Teaching and Course Evaluation forms completed by the attendees.
4. A Budget Report or a Statement of Financial Health of the Institute (a letter from the Institute Director/State Education Chair attesting to the financial well-being of the Institute will suffice).
5. Program brochure(s).

The State Education Committee shall review and evaluate the Annual Update, consult with the Institute Director, summarize the results of its review and evaluation in the form of a cover letter, and submit the Annual Update and the letter to the IIMC Education Department. Since institutes have different academic calendars, the Institute Director/Education Chair and the Education Department determine a mutually agreed-upon date for the submittal of the Annual Update. (Electronic mail is preferred.)

#### Option 2

Each year, the Institute is required to submit to the State Education Committee the following information in the form of an Annual Report:

1. A report explaining his/her evaluation of the programs, areas in need of improvement, future plans, etc.
2. Brief bios of instructors cross-referenced to the courses taught during the year.
3. Schedules and location(s) of CMC/MMC/CMC Recertification offerings.
4. Description of the CMC, MMC, and CMC Recertification courses taught during the year
5. Confirmation of compliance with the IIMC course distribution guidelines (the CMC required core curriculum of 50% Public Administration; 30% Social and Interpersonal Issues, and 20% Electives, and the MMC required core curriculum of 80% Public Administration and 20% Electives).
6. Confirmation of compliance with the IIMC requirements regarding the level and rigor of courses (CMC versus MMC).<sup>1</sup>

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<sup>1</sup> The issue of level and rigor of courses is explained in 2001 Education Guidelines (please see page 9) as follows: "1. Program materials, presentations and discussions should be at an advanced level of difficulty relative to CMC course content. 2. Program content should emphasize management and leadership concepts and skills development. It should also emphasize development of interpersonal [relations], decision-making and planning skills. 3. Course presentations should offer intensive and in-depth

7. Confirmation of compliance with the IIMC requirements regarding the number of in-class contact hours.
8. A list of assessment instruments used during the year.
9. A summary report of the Course and Teaching Evaluation forms completed by the attendees for each course.
10. A roster of attendees and hours attended
11. Program Brochure(s).
12. A Budget Report or a Statement of Financial Health of the Institute (e.g., a letter from the State Education Chair attesting to the financial well-being of the Institute will suffice).

The State Education Committee shall review and evaluate the Annual Report, consult with the Institute Director, summarize the results of its review and evaluation in the form of a cover letter, and submit the Annual Report and the letter to the IIMC Education Department. Since institutes have different academic calendars, the Institute Director/Education Chair and the Education Department determine a mutually agreed-upon date for the submittal of the Annual Report. (Electronic mail is preferred.)

Institutes may shift from one option to the other no later than two months after the completion of the last Courses/Institute/Academy of the year.

Q: Is there a procedure for dealing with noncompliance?

A: Yes, the Director of Education and Research may determine that an Institute is not in compliance with the provisions of the IIMC Education Guidelines. In such case, the following steps will be taken:

1. The Director of Education and Research will bring the issue to the attention of the Institute Director.

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discussion of selected subjects. Presentations should avoid repetition of basic materials offered in certification programs, and should focus on challenging and expanding participant assumptions and ways of thinking. Presentations should emphasize long-range issues and personal capability requirements, and deemphasize immediate, short-range clerk problems and concerns. Exchanging of ideas should be encouraged through presentations by municipal officials, visiting scholars and instructors, professional clerks and other experts from outside the program area..." The above three points were summarized on page 19 of the 2006 Education Guidelines as follows: "The educational requirements for MMCA are more rigorous and at a much higher level than those of the CMC program. The subject matters might be similar to those of the CMC courses; however, the breadth and depth of the MMCA courses shall be more academically advanced."

2. If not resolved within 30 days, the Director of Education and Research will bring the issue to the attention of the State Education Chair and informs the IIMC's Chair of the Program Review and Certification Committee (PR/C).
3. If not resolved within 30 days, the Director of Education and Research will bring the issue to the attention of the entire Program Review and Certification Committee.
4. The Program Review and Certification Committee will forward to the IIMC Education Department the results of its deliberations within 30 days.
5. The Program Review and Certification Committee in consultation with the Director of Education and Research will render a judgment regarding the extent of noncompliance and the appropriate course of action, and inform the Institute Director and the State Education Chair. The written communication from the Program Review and Certification Committee should specify the nature of noncompliance with the Education Guidelines and offer recommendations to bring the Institute in compliance.
6. The Institute Director in collaboration with the State Education Chair may respond to the decision within 30 days, by contacting the Education Department in writing. A non-response is construed as the acceptance of the decision. A continued noncompliance may result in revocation of the Institute's approval by IIMC.
7. The Director of Education and Research will forward the written communication from the Institute Director/State Education Chair alongside his/her own comments to the Program Review and Certification Committee within 30 days.
8. The Program Review and Certification Committee in consultation with the Director of Education and Research will review the response from the Institute Director/State Education Chair, render a final judgment regarding the extent of noncompliance and the appropriate course of action, and inform the Institute Director and the State Education Chair within 30 days.

Q: What are the Course and Program Review requirements for those IIMC approved institutes that do not have a University sponsor?

A: Since these institutes are not sponsored by institutions of higher learning, they are required to comply with the existing Course and Program Review Process according to the provisions of "Option 1", previously discussed in this document. The Institute Director will complete the Course and Program Review Template for new courses and programs, and submit it to the IIMC Education Department for review prior to the launch of a course or program. The Education Department will review and inform the Institute Director of the results within 10 business days.

Q: What are the Course and Program Review requirements for the State Associations?

A: Since the State Associations are not sponsored by institutions of higher learning, they are required to comply with the existing Course and Program Review Process. The State Association Education Chair or his/her representative will complete the Course and Program

Review Template for new courses, and submit it to the IIMC Education Department for review prior to the launch of a course or program. The Education Department will review and inform the person submitting the course of the results within 10 business days.

Q: What are the Course and Program Review requirements for individuals who wish to obtain IIMC points towards their certification?

A: Individuals, who wish to attend a course or a program not offered by the Institute/Academy/State Association, are required to complete the Course and Program Review Template and submit it to the IIMC Education Department for review prior to attending the courses/program. The Education Department will review and inform the person submitting the course/program of the results within 10 business days.

Q: Would IIMC grant points towards courses or programs that have already been launched without IIMC's approval?

A: It is advised that courses or programs to be submitted for review and approval prior to their launch. This way, the provider and the attendee are given assurance regarding the exact number of IIMC points. However, the Education Department accepts for review and possible approval a course or program after it has already been launched. If the course or program does not meet the Course and Program Review criteria, no IIMC point will be granted.

Q: What are the IIMC requirements for changing University sponsor?

A: If an Association desires to change the University sponsor, a new program application shall be required by IIMC when a change in college/university sponsorship or affiliation occurs for which a filing fee is required.

Q: What are the IIMC requirements for replacing the Institute Director?

A: In the event the Institute Director is replaced, the State Association Education Chair shall send to IIMC the bio and contact information of his/her replacement no later than two months from the date of appointment. In such case, no filing fee is required.

Q: Is a list of reading materials required in each IIMC approved course?

A: Not necessarily. It all depends on the scope and nature of the course and it is at the discretion of the instructor.

Q: Is an essay required in each course?

A: Not necessarily. An essay is one of the many assessment instruments. Each Institute course shall have an assessment instrument. However, the choice of the assessment instrument is at the discretion of the instructor.

Q: Is the Knowledge Transfer Action Plan (KTAP) designed by the Arizona Institute acceptable as an assessment instrument?

A: Yes, KTAP and similar assessment instruments are acceptable. IIMC requires the use of an assessment instrument in each course. The choice of the assessment instrument is at the discretion of the instructor.

Q: What is the difference between the Outcomes Assessment and Teaching and Learning Evaluation?

A: The Outcomes Assessment is concerned with the performance of the student while the Teaching and Learning Evaluation is concerned with the performance of the teacher. The Outcomes Assessment is a process in which the amount of information obtained by the student is determined. The Teaching and Learning Evaluation is a process in which the effectiveness and efficiency of the teacher in the learning process is determined.

Q: Does IIMC have a template for Course and Program Review Process?

A: Yes. The following is the template for Course and Program Review:

### **International Institute of Municipal Clerks Course & Program Review Template**

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*If you are unfamiliar with this template, please review the attached criteria and example. Please respond to all questions and do not combine the questions or your answers*

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Today's Date: xx/xx/xxxx

Your Name: xxxxxx x xxxxxxx

Your Position: Institute Director \_\_\_\_ State Education Chair \_\_\_\_ Other (explain):

City: xxxxxxxxx

State: xx

Zip: xxxxx

Email: xxxx@xxxxxx,xxx

Telephone: xxx xxx xxxx

1. Program Title:
2. Program Offered by: IIMC Institute \_\_\_\_ State Association \_\_\_\_ Other (explain):
3. Program Location: Address xxxxxxxx, City xxxxxxx, State xx, Place the course will be offered xxxxxxxx
4. Program Date and Time (please specify in-class contact hours and breaks; time allotted for breakfast/lunch/dinner/breaks, etc. does not count towards IIMC points):

For example, *October 10, 20xx; 8:30 a.m.-12 p.m. (two 15-minute breaks).*

5. Credit Requested for: CMC \_\_\_\_ MMC \_\_\_\_ CMC Recertification \_\_\_\_
6. Instructor's Brief Bio: please attach a one-paragraph bio of the instructor.
7. Purpose of the Course: the Instructor will write a one, two, or three sentence description of the course's overall purpose.
8. List Major Topics Covered in the Course: the Instructor will list the major topics that will be covered in the course.
9. Learning Outcomes: the Instructor will write a one, two, or three sentence description of the useful knowledge/experience that the student will take away by attending this course.
10. Learning Outcomes Assessment Tool: the Instructor will select an outcomes assessment tool:

Test \_\_\_\_ Quiz \_\_\_\_ Essay \_\_\_\_ Practicum \_\_\_\_ KTAP \_\_\_\_ Other (explain):

Please attach a blank sample of the Course Evaluation Form: the education provider will design a Course Evaluation Form (questionnaire).

Please refrain from sending course materials (e.g., PowerPoint slides, handouts, etc.) to IIMC Education Department.

(The Course and Program Review Criteria, the Course and Program Review Template, and a comprehensive example of a completed Template are posted on IIMC website at [www.iimc.com](http://www.iimc.com).)

Q: Who is supposed to complete the Course and Program Review Template?

A: Any individual or entity that wishes to obtain credit towards IIMC designations must complete the Template.

Q: Is it necessary to complete the template for the courses that have already been approved by IIMC?

A: The template is used for new courses. It is not necessary to complete the template for the courses that have already been approved by IIMC. If a new instructor teaches a course that has already been approved by IIMC, only a brief bio of the new instructor will be required.

## **IIMC INSTITUTES**

Q: What is an IIMC Institute?

A: An IIMC Institute is the umbrella organization that hosts the programs for the CMC and the MMC designations and the CMC Recertification. It is an essential part of the triangular partnership that includes the University sponsored Institute, the Association, and IIMC. To achieve its goal of delivering first-rate educational programs to the municipal clerks, IIMC has partnered with state/provincial associations of municipal clerks and local reputable institutions of higher learning in the past several decades. In this unique triangular educational partnership, IIMC combines its resources with the resources of its two partners at the local level for achieving greater efficiency, effectiveness, and relevance.

Q: What is the role of each partner in the Triangular Partnership, which includes the Municipal Clerks State Association, the Institute, and IIMC?

A: The Association is the client that needs an educational service, the Institute provides that service according to the IIMC Education Guidelines, and IIMC grants the CMC and the MMC designations according to the same guidelines, and serves as a compliance auditor to ensure that the terms and conditions of the articles of partnership (i.e. Education Guidelines) are followed. This is done in an environment of collaboration, cooperation, and mutual respect. Each partner plays a pivotal role in providing quality education for those clerks who are IIMC members. The process usually starts with the state/provincial association of clerks, which on behalf of the local clerks contacts IIMC and expresses its desire to establish an IIMC Institute in the state/province by submitting a proposal. The IIMC Approved Institute serves as an umbrella organization that hosts one or more of IIMC programs (e.g., CMC

Designation, MMC Academy, and CMC Recertification). An essential part of the proposal is a signed agreement between a local accredited university and the association in which the university agrees to sponsor and host the institute and follow the Education Guidelines of IIMC in establishing and managing the Institute.

Q: Does IIMC benefit from the tuition revenue collected by the 46 IIMC approved Institutes?

A: No. None whatsoever. Programs, courses, seminars, etc., are designed, priced and offered by the institutes in collaboration with the state associations, and IIMC receives no financial benefit from them.

Q: What is an IIMC program?

A: An IIMC program is a set of classes about a particular subject; in this case, the Certified Municipal Clerk Certification, the Master Municipal Clerk Academy, and the CMC Recertification Programs.

Q: What is the purpose of reviewing the budgets of the Institute by IIMC?

A: In any partnership, every partner is entitled to know about the financial health or the lack thereof of the partnership. As a partner, IIMC is entitled to receive and review the budget of the Institute. The scope of the review (as opposed to approval) is limited to the determination of the (general) financial health or the lack thereof. A Budget Report or a Statement of Financial Health of the Institute (a letter from the Institute Director/State Education Chair attesting to the financial well-being of the Institute will suffice).

Q: What is the purpose of the Course and Program Review Process (CPRP)?

A: IIMC has established a Course and Program Review Process (CPRP) in which the Institute and Education Committee consult with the IIMC Director of Education and Research in designing a course or a program prior to its launch as opposed to sending the documents to him/her for review and approval after the launch. The main reasons for the Course and Program Review Process include:

- 1 In this collaborative process, the quality or the lack thereof will be determined prior to the launch, and if there would be a need for improvement, it would be communicated to the Institute and the Education Committee in a timely manner.
- 2 The collaborative process provides a healthier environment to assure that IIMC standards of educational quality are met.
- 3 In this process, the allowable number of hours and points are determined prior to the launch of a course or a program, which will avoid any confusion or ambiguity.
- 4 The collaborative and proactive process provides for the exchange of ideas and suggestions for improvements in courses, programs, and standards.

Q: What are the requirements for Course and Program Review?

A: Requirements for Course and Program Review for IIMC educational points or hours for all programs include:

- 1 The education points or hours are only awarded to those courses, seminars, symposia, conferences, and similar programs that result in educational and scholarly exercises and experiences.
- 2 At a minimum, they shall be related to the job of the participating clerk and shall include a presentation by an educator with appropriate credentials or by an expert in the field. Evidence of the appropriateness of the credentials or expertise must be presented in the form of a brief bio.
- 3 The purpose of the course: the instructor will briefly determine the purpose of the course by writing a one, two, or three sentence description of the overall purpose of the course.
- 4 List of major topics covered in the course: the instructor will list the major topics that will be discussed in the course.
- 5 Learning outcomes: the instructor will determine the expected outcome of the course upon its completion by writing a one, two, or three sentence description of the useful knowledge/experience that the student will take away by attending the course.
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- 7 If the instructor requires reading materials for the course, a list of those materials should be attached to the completed Course and Program Review Template. (Please refrain from sending course materials to IIMC Education Department.)
- 8 To be eligible for IIMC educational points, all programs and supporting materials shall be submitted to the Director of Education and Research for his/her review. Early submission of all documents is strongly recommended. The IIMC Education Department needs a minimum of 10 business days to respond.
- 9 A Certificate of Attendance with specific hours of instruction should be issued. The roster of participants will be submitted to IIMC.
- 10 Attendees will be required to sign-in as they arrive, and sign-out as they leave. Certificates of Completion will be distributed by the sponsoring organization after the conclusion of the program and given only to those who have verified attendance for all sessions, and have successfully completed the mandatory outcomes assessment (e.g., a quiz, a test, etc.).
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the participating clerks, and the accomplishment of the stated course learning outcomes. (Please submit to IIMC the results of those questionnaires in a summary format, and refrain from sending the completed Course Evaluation Forms.)

- 12 Product demonstrations, marketing seminars, visits to buildings, political offices and establishments, historical sites, museums and the like earn no educational points.

Q: What are the Course and Program Review requirements for IIMC approved-University sponsored-institutes?

A: Since the IIMC approved institutes are sponsored by institutions of higher learning, and the courses offered to the municipal clerks by the university-sponsored institutes meet the built-in college/university standards of educational quality, they should be required to choose one of the two options:

- 1 Continue complying with the existing "Course and Program Review Process" and submit a short Annual Update.
- 2 Discontinue complying with the existing "Course and Program Review Process" and submit to IIMC an Annual Report.

#### Option 1

The Institute Director will regularly submit to the IIMC Education Department new courses/programs for review. The Education Department will review and inform the Institute Director of the results within 10 business days.

Each year, the Institute is required to submit to the State Education Committee the following information in the form of an Annual Update:

- 1 A letter explaining his/her evaluation of the programs, areas in need of improvement, future plans, etc.
- 2 A list of attendees and hours attended
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- 4 A Budget Report or a Statement of Financial Health of the Institute (a letter from the Institute Director/State Education Chair attesting to the financial well-being of the Institute will suffice).
- 5 Program brochure(s).

The State Education Committee shall review and evaluate the Annual Update, consult with the Institute Director, summarize the results of its review and evaluation in the form of a cover letter, and submit the Annual Update and the letter to the IIMC

Education Department. Since institutes have different academic calendars, the Institute Director/Education Chair and the Education Department determine a mutually agreed-upon date for the submittal of the Annual Update. (Electronic mail is preferred.)

## Option 2

Each year, the Institute is required to submit to the State Education Committee the following information in the form of an Annual Report:

- 1 A report explaining his/her evaluation of the programs, areas in need of improvement, future plans, etc.
- 2 Brief bios of instructors cross-referenced to the courses taught during the year.
- 3 Schedules and location(s) of CMC/MMC/CMC Recertification offerings.
- 4 Description of the CMC, MMC, and CMC Recertification courses taught during the year
- 6 Confirmation of compliance with the IIMC course distribution guidelines (the CMC required core curriculum of 50% Public Administration; 30% Social and Interpersonal Issues, and 20% Electives, and the MMC required core curriculum of 80% Public Administration and 20% Electives).
- 7 Confirmation of compliance with the IIMC requirements regarding the level and rigor of courses (CMC versus MMC).<sup>2</sup>
- 8 Confirmation of compliance with the IIMC requirements regarding the number of in-class contact hours.
- 9 A list of assessment instruments used during the year.

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<sup>2</sup> The issue of level and rigor of courses is explained in 2001 Education Guidelines (please see page 9) as follows: "1. Program materials, presentations and discussions should be at an advanced level of difficulty relative to CMC course content. 2. Program content should emphasize management and leadership concepts and skills development. It should also emphasize development of interpersonal [relations], decision-making and planning skills. 3. Course presentations should offer intensive and in-depth discussion of selected subjects. Presentations should avoid repetition of basic materials offered in certification programs, and should focus on challenging and expanding participant assumptions and ways of thinking. Presentations should emphasize long-range issues and personal capability requirements, and deemphasize immediate, short-range clerk problems and concerns. Exchanging of ideas should be encouraged through presentations by municipal officials, visiting scholars and instructors, professional clerks and other experts from outside the program area..." The above three points were summarized on page 19 of the 2006 Education Guidelines as follows: "The educational requirements for MMCA are more rigorous and at a much higher level than those of the CMC program. The subject matters might be similar to those of the CMC courses; however, the breadth and depth of the MMCA courses shall be more academically advanced."

- 10 A summary report of the Course and Teaching Evaluation forms completed by the attendees for each course.
- 11 A roster of attendees and hours attended
- 12 Program Brochure(s).
- 13 A Budget Report or a Statement of Financial Health of the Institute (e.g., a letter from the State Education Chair attesting to the financial well-being of the Institute will suffice).

The State Education Committee shall review and evaluate the Annual Report, consult with the Institute Director, summarize the results of its review and evaluation in the form of a cover letter, and submit the Annual Report and the letter to the IIMC Education Department. Since institutes have different academic calendars, the Institute Director/Education Chair and the Education Department determine a mutually agreed-upon date for the submittal of the Annual Report. (Electronic mail is preferred.)

Institutes may shift from one option to the other no later than two months after the completion of the last Courses/Institute/Academy of the year.

Q: Is there a procedure for dealing with noncompliance?

A: Yes, the Director of Education and Research may determine that an Institute is not in compliance with the provisions of the IIMC Education Guidelines. In such case, the following steps will be taken:

- 1 The Director of Education and Research will bring the issue to the attention of the Institute Director.
- 2 If not resolved within 30 days, the Director of Education and Research will bring the issue to the attention of the State Education Chair and informs the IIMC's Chair of the Program Review and Certification Committee (PR/C).
- 3 If not resolved within 30 days, the Director of Education and Research will bring the issue to the attention of the entire Program Review and Certification Committee.
- 4 The Program Review and Certification Committee will forward to the IIMC Education Department the results of its deliberations within 30 days.
- 5 The Program Review and Certification Committee in consultation with the Director of Education and Research will render a judgment regarding the extent of noncompliance and the appropriate course of action, and inform the Institute Director and the State Education Chair. The written communication from the Program Review

and Certification Committee should specify the nature of noncompliance with the Education Guidelines and offer recommendations to bring the Institute in compliance.

- 6 The Institute Director in collaboration with the State Education Chair may respond to the decision within 30 days, by contacting the Education Department in writing. A non-response is construed as the acceptance of the decision. A continued noncompliance may result in revocation of the Institute's approval by IIMC.
- 7 The Director of Education and Research will forward the written communication from the Institute Director/State Education Chair alongside his/her own comments to the Program Review and Certification Committee within 30 days.
- 8 The Program Review and Certification Committee in consultation with the Director of Education and Research will review the response from the Institute Director/State Education Chair, render a final judgment regarding the extent of noncompliance and the appropriate course of action, and inform the Institute Director and the State Education Chair within 30 days.

Q: What are the Course and Program Review requirements for those IIMC approved institutes that do not have a University sponsor?

A: Since these institutes are not sponsored by institutions of higher learning, they are required to comply with the existing Course and Program Review Process. The Institute Director will complete the Course and Program Review Template for new courses and programs, and submit it to the IIMC Education Department for review prior to the launch of course or program. The Education Department will review and inform the Institute Director of the results within 10 business days.

Q: Is a list of reading materials required in each Institute course?

A: Not necessarily. It all depends on the scope and nature of the course and it is at the discretion of the instructor.

Q: Is an essay required in each Institute course?

A: Not necessarily. An essay is one of the many assessment instruments. Each Institute course shall have an assessment instrument. However, the choice of the assessment instrument is at the discretion of the instructor.

Q: Is the Knowledge Transfer Action Plan (KTAP) designed by the Arizona Institute acceptable as an assessment instrument?

A: Yes, KTAP and similar assessment instruments are acceptable. IIMC requires the use of an assessment instrument in each course. The choice of the assessment instrument is at the discretion of the instructor. (For more information, see the previous section, The Pre-approval Process.)

Q: Is it possible for clerks to train other clerks?

A: Yes, provided the trainer is qualified to do the training, the training relates to basic clerkship skills, and appropriate education quality control measures are instituted. As a first

step towards quality control, the institutes shall send to IIMC a brief bio of the trainer, a course outline including course objectives, course outcomes, method(s) of course outcomes assessment, and a course timeline for review and pre-approval.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** James Villiesse, Chair  
Ethics Committee

**Date:** Wednesday, October 8, 2008

**Subject:** Ethics Standards Committee Report

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## **Background**

The Ethical Standards Committee was created to develop a comprehensive set of Rules of Procedures to parallel IIMC's established Code of Ethics in accordance with Article X of the Constitution. Part of the Committee's responsibilities is to develop recommended practices and standards for the membership and the Committee itself.

The following report depicts the rules that govern IIMC's Code of Ethics and a process for investigating and determining whether or not a member has violated the Code. Importantly, the process also affords each member, who is the subject of an investigation, the opportunity to be heard.

## **Discussion**

The report, summary and sanctions and forms are on IIMC's web site and have been sent as part of the October E-Briefing. The report was also published in the October News Digest.

## **Financial**

There is no financial request other than what has been provided in the 2009 budget.

## **Summary**

The Board approved the Committee's report in July. This report is to be received only. The Committee now waits for further instruction from the Board.

## **Management's Recommendation:**

Management appreciates the work this Committee has done to this point and has no recommendations other than to receive the report as filed.

# **IIMC Code of Ethics**

## **Rules of Procedure**

### **I. General**

A. These rules govern the procedures for enforcing the International Institute of Municipal Clerks ("IIMC") Code of Ethics and Article X Ethical Standards of the Constitution of IIMC as adopted by the IIMC membership (jointly referred to hereinafter as the "Code").

B. All members of IIMC agree to abide by the Code.

C. The purpose of these rules is to provide a process for investigating and determining whether a member has violated the Code, and to afford each individual member who is the subject of an investigation (the "Respondent") a full and fair opportunity to be heard throughout the process.

D. It is the intention of the IIMC membership that these rules be carried out carefully but expeditiously in order to minimize the time during which a member may be subject to possible disciplinary action. Accordingly, time limits stated in these rules are binding, subject to extensions which may be granted by the Ethical Standards Committee ("ESC"), for reasonable cause, upon request.

E. No person may participate in any proceedings on a complaint brought under these rules if that person is or may be a witness or Complainant in that case, or if his or her participation would otherwise create, or appear to create, a conflict of interest. Upon recommendation of the ESC, the President as confirmed by the IIMC Board of Directors may select a replacement for any person who is unable to participate in the case for this reason.

### **II. Jurisdiction**

A. All members of IIMC in active service to a Legislative Governmental Body (herein after referred to as a 'local government') are subject to the Code and are subject to sanctions for any violations thereof which occur during their membership. A member may be subject to sanctions for a violation which continues while he or she is a member even though the conduct in question originated prior to admission to membership. Sanctions may be imposed for improper conduct which occurred while in service to a local government and a member of IIMC even after the relationship with the local government is terminated so long as membership status is retained.

B. If a complaint is made against a person who was a member at the time the alleged violation occurred, but who is not a member at the time the complaint is made, the complaint will be processed under these procedures only if the former member agrees in writing. In no event shall a person be readmitted to membership if there is an outstanding and unresolved complaint against him or her for conduct while formerly a member.

C. The committee shall retain jurisdiction over an investigation of a Respondent who, before the conclusion of the investigation, resigns from IIMC or otherwise allows his or her membership in IIMC to lapse.

### **III. Responsibilities**

A. The IIMC Board of Directors is responsible for making the final decision on matters pertaining to the enforcement of the Code, including, but not limited to, sanctions for the violation thereof. No current or former member may be publicly censured, expelled, or barred from membership without the approval of the IIMC Board of Directors.

B. The ESC is the committee of IIMC responsible for assisting the IIMC Board of Directors in implementing these rules and has the specific duties set forth hereinafter.

C. The ESC shall act as a body and no member of the ESC shall take individual action unless assigned a specific task by a majority of the ESC.

### **IV. Initiation of Procedures**

A. Allegations of unethical conduct shall be submitted in writing on the approved Request to Investigate an Alleged Violation of Improper Conduct form ("Request to Investigate") to the Chairperson of the ESC who shall immediately provide a copy to all ESC members. Proceedings against an individual for an alleged violation of the Code may be initiated by the ESC based upon the written complaint submitted to the Chairperson or other written information from any source indicating that a violation may have occurred.

B. Upon receiving a Request to Investigate, the ESC must ascertain whether it is sufficiently clear and complete to initiate proceedings, and, if so, whether it alleges conduct that may be a violation of the Code. If the ESC concludes that the Request to Investigate is not sufficiently clear or complete to initiate proceedings, the ESC shall seek further clarification from the Complainant or other source before taking any further action.

1. If the ESC cannot determine whether the conduct alleged, if proven, may constitute a violation of the Code, no further action shall be taken with respect to the Request to Investigate.
2. If the ESC determines that the complaint is sufficiently clear and complete to initiate proceedings, and may indicate a violation of the Code, a copy of the Request to Investigate shall be forwarded by certified mail to the Respondent named. The Respondent shall be informed at the time of the provisions of the Code which he or she is alleged to have violated. The ESC may also request that the Respondent answer specific questions pertaining to the alleged violation.
3. The Respondent shall be given thirty (30) days within which to respond in writing to the Request to Investigate, to provide any further information or material he or she considers relevant to the allegations, and to answer any specific questions asked by the ESC.

C. All documentation and matters pertaining to a Request to Investigate shall be treated as

confidential.

## **V. Investigations**

A. Upon determining that there may be a violation of the Code, the ESC shall commence an investigation into the allegations. However, no investigation shall be required if (1) the Respondent admits to the violation in his or her initial response, (2) the Respondent has already entered a guilty plea, or (3) the Respondent has been found guilty and has exhausted all appeals, in a criminal case involving the same conduct.

B. The investigation shall include a fact-finding process which affords the Respondent and/or the Respondent's representative an opportunity to converse with the committee and may, at the ESC's discretion, afford such an opportunity to the Complainant as well.

C. The fact-finding process shall take all reasonable steps to ascertain the facts relevant to the case, including, but not limited to, interviews with witnesses, review of the Respondent's submission(s), and examination of all published material judged to be relevant and reliable.

D. Upon completion of the fact-finding process and conclusion of the investigation, the ESC shall prepare a written report of proposed findings of fact. Each finding must be supported by relevant evidence which has been made available to the Respondent for review.

## **VI. Proposed Findings and Proposed Sanctions**

A. The ESC shall promptly review the written report of proposed findings of fact and shall ascertain whether they are supported by sufficient relevant evidence.

1. If the evidence is not sufficient, the ESC shall dismiss the case and so advise the Respondent and Complainant.
2. If the ESC determines that the proposed findings are supported by the evidence, it shall determine whether they demonstrate that a violation of the Code has occurred. If not, it shall dismiss the case and so advise the Respondent and the Complainant.
3. If the ESC concludes on the basis of the fact-finding report that a violation has occurred, the ESC shall then notify the Respondent of its intent to adopt the proposed findings of fact report as final unless the Respondent can show that the findings of facts are erroneous. The Respondent shall have fifteen (15) days in which to submit a written response to the ESC and/or to request a hearing before the ESC.
4. In the event the Respondent requests a hearing, the ESC shall conduct a hearing in accordance with Part VIII of these rules. No findings shall be adopted before the hearing is concluded.
5. In the event the Respondent makes no submission, and does not request a hearing, the ESC shall promptly adopt the proposed findings of facts.
6. Upon completion of the actions set forth in Part VI.A.3, the ESC shall prepare a written report of proposed sanctions to be imposed. The ESC shall then notify the Respondent of its intent to adopt the proposed sanctions unless the Respondent can

show that the proposed sanction(s) should not be imposed in light of certain mitigating factors which the ESC did not previously consider. The Respondent shall have fifteen (15) days in which to submit a written response to the ESC and/or to request a hearing before the ESC.

7. In the event the Respondent requests a hearing, the ESC shall conduct a hearing in accordance with Part VIII of these rules. No proposed sanctions shall be adopted before the hearing is concluded.
8. In the event the Respondent makes no submission and does not request a hearing, the ESC shall promptly adopt the proposed sanctions and forward the recommended findings and sanctions to the IIMC Board of Directors.

## **VII. Sanctions**

A. Sanctions may be imposed in accordance with these rules upon members who are found to have violated the Code. In determining the sanction to be imposed, the following factors may be considered: the nature of the violation, prior violations by the same individual, the willfulness of the violation, the level of professional or public responsibility of the individual, and any other factors which bear upon the seriousness of the violation.

B. The following sanctions may be imposed singly or in combination at the conclusion of an investigation and/or hearing under these rules:

1. Censure. A letter to the Respondent and the Complainant indicating that the Respondent has been found to have violated the Code, that IIMC disapproves of such conduct, and that, if it is repeated in the future, it may be cause for more serious sanctions.
2. Loss of Privilege. A loss of privilege to vote, serve on the IIMC Board of Directors or its committees, or participate in member services for specific periods of time.
3. Expulsion. A revocation of the Respondent's membership privileges.
4. Membership Bar. A prohibition against reinstatement of the Respondent's membership in IIMC.

C. A member who has been expelled from membership under these rules may apply for reinstatement to IIMC membership only after a period of at least five (5) years from the date of expulsion, or one year from the date of the last review of a request for reinstatement. The expelled former member must submit a written request to the IIMC Board of Directors for a reinstatement review and include the reasons why he or she believes it should be considered.

## **VIII. Hearings**

- A. These procedures shall govern all hearings conducted pursuant to these rules.
- B. No ESC member may hear any case if his or her participation in that case would create an actual or apparent conflict of interest.
- C. Within ten (10) days of receiving a request for a hearing, the ESC shall notify the Respondent by certified mail that a hearing has been scheduled. The hearing date shall be at least fifteen (15) days after the date the notice is postmarked. The notice shall also state that the Respondent has the following rights:
  - 1. To appear at the hearing personally at his/her own expense, or by other means at the discretion of the ESC;
  - 2. To be accompanied and represented at the hearing by an attorney or other representative;
  - 3. To review all documentary evidence, if any, against him or her in advance of the hearing;
  - 4. To cross-examine any witness who testifies against him or her at the hearing; and
  - 5. To submit documentary evidence and to present testimony in his or her defense at the hearing.
- D. The ESC shall not be bound by any formal rules of evidence but may accord appropriate weight to the evidence based on its relevance and reliability.
- E. At any hearing conducted under these rules, the ESC shall first present evidence in support of its recommended decision. Upon conclusion of its presentation, the Respondent shall have the opportunity to present evidence in his or her defense.
- F. Within fifteen (15) working days of the conclusion of the hearing, the ESC shall render a decision in the case.
  - 1. The decision shall be in writing and shall include a statement of the reasons therefor. Only evidence which was put before the ESC may be considered as a basis for the decision.

## **IX. Final Decisions**

- A. Within thirty (30) days, but no sooner than five (5) days, of receiving notice from the ESC of its recommended findings of facts and sanctions, the IIMC Board of Directors shall meet to act upon the recommended decision of the ESC.
  - 1. The Respondent shall be given the opportunity to file a written response to the recommended findings of facts and sanctions for consideration by the IIMC Board of Directors in making its final decision.
  - 2. The IIMC Board of Director's decision may be to:

- a. Dismiss the case;
  - b. Adopt the findings and sanction(s) recommended by the ESC; or
  - c. Revise, and adopt as revised, the findings and/or sanction(s) recommended by the ESC. However, the IIMC Board of Directors may not increase the sanction(s) recommended by the ESC unless new evidence, not previously available to the ESC, is disclosed at the hearing, which indicates that the Respondent's violation was more serious. No sanction may be imposed for any violation of which the Respondent had no prior notice.
3. A copy of the written decision of the IIMC Board of Directors shall be sent immediately by certified mail to the Respondent, the Complainant, and the ESC.

**IIMC**  
**ETHICAL STANDARDS COMMITTEE**



**REQUEST TO INVESTIGATE AN ALLEGATION OF IMPROPER CONDUCT**

SEND TO JIM VILLIESSE, CHAIR  
CITY OF NEW LONDON, 215 N. SHAWANO STREET, NEW LONDON, WI 54961-1196  
920-982-8500; Fax: 920-982-8665; email: [goofy@newlondonwi.org](mailto:goofy@newlondonwi.org)

Your Name \_\_\_\_\_

Complete Address, Telephone, Fax, Email \_\_\_\_\_

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Name of person(s) and contact information alleged to have violated the IIMC Code of Ethics or Article X of the IIMC Constitution (Complete Address, Telephone, Fax, Email of each) \_\_\_\_\_

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Describe event(s)/action(s) of alleged improper conduct: \_\_\_\_\_

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Date and Place of alleged occurrence:

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Describe event/action that led to your knowledge of alleged improper conduct:

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Specific section of the Code or Article X that was allegedly violated:

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Why do you believe this conduct was contrary to the IIMC Code of Ethics or to the Ethical Standards listed in Article X of the IIMC Constitution?

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Name, Title, Address, Phone, Fax, Email of any/all person(s) who may have knowledge of the alleged improper conduct:

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Describe your relationship to any of the party(ies) involved.

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The foregoing statements are true to the best of my knowledge and are given on this \_\_\_\_\_ of \_\_\_\_\_, 20\_\_.

Signed: \_\_\_\_\_

Please submit with this form any documentation or materials regarding the alleged improper conduct.

Attach additional pages, if necessary, to complete all sections.

Note: You will receive verification of receipt of this request. You will be notified of dates of hearings, in the event they are called. We urge you not to discuss this matter with others not herein named.

Utilize this page, if more than one person is requesting action:

Name\_\_\_\_\_

\_\_\_\_\_

Complete Address, Telephone, fax, email \_\_\_\_\_

\_\_\_\_\_

The foregoing statements are true to the best of my knowledge and are given on this \_\_\_\_\_ of \_\_\_\_\_, 20\_\_\_\_.

Signed: \_\_\_\_\_

Name\_\_\_\_\_

\_\_\_\_\_

Complete Address, Telephone, fax, email \_\_\_\_\_

\_\_\_\_\_

The foregoing statements are true to the best of my knowledge and are given on this \_\_\_\_\_ of \_\_\_\_\_, 20\_\_\_\_.

Signed: \_\_\_\_\_

Name\_\_\_\_\_

\_\_\_\_\_

Complete Address, Telephone, fax, email \_\_\_\_\_

\_\_\_\_\_

The foregoing statements are true to the best of my knowledge and are given on this \_\_\_\_\_ of \_\_\_\_\_, 20\_\_\_\_.

Signed: \_\_\_\_\_

Attach additional pages, if necessary, to complete all sections.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC BOARD OF DIRECTORS

**From:** DAWN G. ABRAHAMSON, MMC  
MARY JOHNSTON, MMC

**Date:** OCTOBER 6, 2009

**Subject:** MID-YEAR REPORT/MEMBERSHIP COMMITTEE

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## **Background:**

The Membership Committee convened at the International Institute of Municipal Clerks Conference in Atlanta, Georgia, where the Goals and Objectives were shared for the 2008/09 committee year.

## **Discussion:**

The Committee discussed the Goals and Objectives for the coming year. The Committee received the Membership Tally Report for May 2008 with a total membership at the end of April at 10,160. For every member lost, IIMC must gain two members to increase membership numbers. The Committee reaffirmed that it is important to focus on increasing membership numbers as well as retaining current members. To assist in meeting this goal, IIMC staff are preparing and sending new member packets to new members during the first year of membership.

Region Directors are to make contact with non-members by providing IIMC brochures and membership applications through state associations. State Municipal Leagues are another source for tracking non-members.

IIMC will host a booth at the National League of Cities Conference this fall in an effort to reach potential members and increase membership.

A membership drive is currently underway for certain states where membership is low. A postcard is being mailed to all municipal clerks in these states highlighting IIMC's membership benefits and an invitation to join.

**IIMC Board Membership Challenge:** An IIMC Board of Directors Membership Challenge is now underway. The goal of this friendly competition among the Region Directors is to bring in as many new members as possible between now and March 31, 2009. As an added incentive to participate, the Director who brings in the most new members by the deadline will receive two complimentary Delegate registrations for the 2009 IIMC Conference in Chicago. Membership Recruitment Packets were provided to all Region Directors from IIMC Headquarters and includes all of the tools needed to be successful in this challenge while helping to spread the word about the importance of IIMC membership to potential members.

**The Recruit a New IIMC Member Campaign** will continue through December 31, 2008. At the conclusion of this Campaign, the Membership Committee will work on developing a new program to recruit new members towards 2010. To assist the Committee in meeting this goal, they will solicit ideas from the Public Relations & Marketing Committee.

**“Good Will Calling:”** One of the most important goals of the Committee for this year is to make personal contact with each IIMC Member. In the past, Committee members have always contacted IIMC members that were past due in paying their membership dues. We are taking a more positive approach by selecting each member and asking them if they are OK with their membership. Do they need anything from IIMC? Do they have any questions, comments, complaints or even compliments about IIMC or their Membership? We need to hear it and the members need to know we care.

Each Committee member and Region Directors have been assigned a state/province/country and are actively making one or two telephone calls or sending emails each day. If a member has any changes to their emails, mailing addresses, municipality, phone numbers or just need to contact IIM, they are directed to IIMC staff. Again, the Committee’s goal is to make IIMC a very personal Membership for each and every member.

**IIMC Membership Survey:** The IIMC Board of Directors is developing a 3-year strategic plan to create a member-driven organization focusing on meeting the professional and educational needs of its members. To accomplish this goal, a membership survey has been distributed to all IIMC members requesting their input. The deadline to complete the survey is October 10, 2008.

#### **Financial:**

We have no financial request at this time.

#### **Summary:**

The Committee will continue their quest of contacting the membership for the remainder of the year and will also continue to investigate new ways to increase membership.

#### **Recommendations:**

No recommendations at this time. The Committee will provide recommendations as part of their Annual Report in May.

#### **Management’s Comments**

The Committee has no recommendations at this time, but we encourage them to continue working with staff to increase membership. Especially important are the telephone calls with members reminding them of renewing and exploring membership needs.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Joann Tilton, Program Review & Certification Committee Chair

**Date:** October 6, 2008

**Subject:** Mid-Year Meeting Update



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## Background

To date, the Program Review & Certification Committee has met on May 20, July 16 and July 30, 2008 to determine how the Committee's goals and objectives for the 2008-09 Year can best be achieved. The goals and objectives as set by the IIMC Board of Directors are as follows:

1. Execute, as directed, the Board-adopted action plan engaging the membership, Institute Directors, Committees, staff, and the Board to:
  - a. Define the future of IIMC certification programs – beginning that dialogue with the membership and
  - b. Fold the Task Force recommendations and Director of Education reports into the membership dialogue.
  - c. Coordinate with the Research & Resource Committee the membership dialog structure.

## Discussion

A multi-directional approach begins the dialogue to define the future of IIMC certification programs. The Committee sees value in first sharing explanatory information and answering the members' questions on the CMC, MMC, and Recertification programs. Multiple and significant substantive changes to the Education Guidelines beginning in October of 2006 created confusion among the members and Institute Directors. Following the final program adjustments approved by the Board in May of 2008, the Committee felt that restatement and clarification of the policy changes would be helpful prior to formulation of future plans.

Information dissemination and inquiry activities undertaken or in progress include the recent membership-wide survey, compilation of a best practices document, News Digest articles, and video clips. The **survey** will provide a knowledge base that will guide the Board's strategic plan discussion which will drive the future of the certification programs. We anxiously await the results and direction of the membership.

The Committee developed a list of the **best practices** available via State Associations and Institute Directors. We asked both groups what they are doing to keep their membership up to date on educational opportunities and certification requirements. The best practices list has been compiled and will soon be distributed to the State Associations and Institute Directors. It is the Committee's hope that the sharing of information will provide fresh ideas on how information can be shared with the membership regarding available education programs and certification

requirements. It is the Committee's goal to see that consistent and uniform information is distributed regarding the education guidelines and certification requirements. One way to do this is to let State Associations and Education Committees know that the IIMC Education Department is available via teleconference to assist in training mentors.

The Committee commits to submitting **articles for the News Digest** focusing on one to four Frequently Asked Questions (FAQ's) about certification. This will highlight questions that are repeatedly asked and direct the reader to the IIMC Website and the posted FAQ's recently updated by IIMC staff. The goal is to educate the membership to available resources, education programs, and certification requirements. Board Liaison Nicol submitted an article based on a session held at the 2008 Annual Conference in Atlanta on the meaning of the MMC designation.

The Committee agreed to develop a series of short **video clips** to be posted on the IIMC Website regarding (1) current programs; (2) why certification is important; (3) results of the survey; and (4) the FAQ's. Committee Members Colleen Nicol and Kathy Dornan volunteered to develop a list of topics for production. The video clips could then be linked to the FAQ's on the IIMC Website where appropriate. As well, the video clips could be placed on one DVD which could be viewed at annual conference or used in conjunction with a help desk at conferences. Committee Members Nicol and Dornan offered their organizations to produce the initial video segments at no cost to IIMC. IIMC staff will contact the IIMC IT Department to determine if there is a cost to link the video segments to the FAQ's. Other members suggested contacting vendors who might be willing to assist with production of video segments at not cost to IIMC. (Maybe staff can post these in the "Board of Directors only" section on the web site so they can view them – or actually show them at the meeting.)

The Committee received a brief report from Executive Director Chris Shalby regarding the Strategic Planning Session of the IIMC Board of Directors. The Committee focused on the issues surrounding education and surveying the membership regarding the job analysis and accreditation. The Committee felt it would be important to educate the membership regarding certification, resources and the purpose of the proposed job analysis. Again, the use of the FAQ's, best practices and resource information on the IIMC Website are all tools to use to disseminate consistent and uniform information.

A sub-committee was formed to work with the Director of Education and Research to develop and outline a related time line growing the conceptual Education Ambassadors Program. The Education Ambassadors would be trained by Dr. Eftekhari, creating State/Provincial/National experts in the areas of education guidelines and certification requirements. In September, Dr. Eftekhari trained the first Education Ambassador volunteers in Long Beach, CA. A test will be administered to verify their comprehension of the education guidelines and application process.

The Committee received an overview of the proposed job analysis process by Dr. Reed Castle. The Committee asked Dr. Castle a series of questions regarding the factors the job analysis would consider. Dr. Castle responded to all questions and indicated that all matters pertinent to the position of the clerk and the requirements for the professional certification will be included in the process. He indicated he will work with IIMC and a group of Subject Matter Experts to determine the core competencies required for the job and the design of the curriculum. The Committee was pleased with the informative presentation and found it helpful in understanding the job analysis process. It will be important to educate the membership about the job analysis process once the membership survey is completed. The information gathered in the job analysis

process will assist IIMC in determining if the education guidelines and certification requirements are meeting the needs of the membership.

### **Financial**

Staff is researching the cost and feasibility of posting the video clips on the website.

### **Summary**

The Committee will move forward with distribution, via State Associations and Institute Directors, of the best practices for dissemination of education and certification requirement information to members. The Committee will develop a series of short video clips to be posted on the IIMC Website to bring the information to life. The Committee will develop alternate methods to distribute the video clip series to use the information at the State and International levels. The Committee will work with Dr. Eftekhari to identify, train and grow the Education Ambassador Program creating experts in the areas of education guidelines and certification requirements. The Committee will begin submitting FAQ highlight articles for the News Digest. This work will be done in an attempt to provide consistent and uniform information to the members regarding the education guidelines and certification requirements as they currently exist.

### **Recommendation**

Receive and file the mid-year report of the Program Review & Certification Committee.

### **Management's Comments**

The Best Practices and Education Ambassadors Program are both worthwhile endeavors that will help the membership and the Education Department in providing answers to member's concerns and questions about Certification programs. The Frequently Asked Questions brochure will be turned into a colloquial article for the News Digest and the web site. These items along with the committee's production of short video clips all go hand in hand with clarifying and conveying IIMC's education message to the membership.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** The IIMC Board of Directors  
**From:** Vanessa Turner Maybank  
**Date:** October 7, 2008  
**Subject:** Public Relations Committee Report

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**Background** The Public Relations Committee has four primary goals, which are succinctly: to assist with increasing membership; continue the implementation of the five-year plan; the provide a continuous flow of articles to the Digest and other governmental publications on the role of the clerk; and to develop criteria for promoting Municipal Clerks Week.

**Discussion** To attain the aforementioned goals the Committee has been divided into four subcommittees. Each subcommittee is responsible for developing recommendations for ensure the implementation of the goals.

**Financial** A request was submitted earlier to reinforce the need for the additional funds for website development.

**Summary** The role of the Public Relations Committee is so closely aligned with the duties of the Institute's Public Relations Department that we have been in contact with Chris Shalby, who has been very helpful, to make certain we are not duplicating or making recommendations that are currently underway.

**Recommendation** The Committee will continue to work on its goals. We are not ready to make a set of recommendations to the Board at this time but we do think we will have a more substantial set of recommendations in the next few months.

## Management's Comments

Staff has implemented the Committee's five-year plan into an on-going schedule and looks to the committee for further instructions regarding Municipal Clerks Week and articles for the Digest and other governmental publications.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** Chris Shalby, Executive Director  
**From:** Linda Spence, CMC, Chair, Research & Resource  
Sherry Mashburn, MMC, Vice Chair  
**Date:** October 8, 2008  
**Subject:** Research & Resource Committee Mid-Year Report



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**Background:** The purpose of the Committee is to assist in surveying the membership on various issues as necessary, and to ensure that members are provided with quick and accurate answers to their inquiries.

**Discussion:** At the Annual Conference in Atlanta, the Committee met to discuss the 2008-2009 Goals and Objectives. We were to coordinate with Joann Tilton's committee in the development of a survey/questionnaire. This has not occurred.

Where we have been successful is our response to various requests from clerks. To date, we have received four requests for information, and the committee members each responded promptly. The requests and number of responses were as follows:

- 1) Betty Richardson (Leesburg, FL): Looking for some "killer" interview questions for new Deputy City Clerk hire. 7 responses**
- 2) Ashley Mitchell (Carrollton, TX): Wants to find out how other cities have addressed illegal immigration uses at the local level. 9 responses**
- 3) Danny Crew (Miami Gardens, FL): Wants a model employment contract for City Clerks. 7 responses**
- 4) Lora Walburn (Clarke County, VA): Wants to know what measures other jurisdictions have taken to address budget shortfalls and the increasing unease in banking/lending institutions. 5 responses**

Thanks to Tammy Schultz, a Listserv will be launched very soon. She prepared draft Norms for the Listserv and emailed those out to the committee for review. She is to be commended for her diligence and hard work in completing this request by the Committee. We are all very excited about this new feature.

**Financial:** None

**Summary:** This committee should continue to offer online assistance for clerks.

**Recommendation:** Complete survey with Joann Tilton's committee.

## Management's Comments

With the help of staff member, Tammy Schultz, member requests regarding specific items are being addressed by the Committee in a timely and accurate manner. The upcoming launch of the ListServ will also be a huge help to the committee.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Terry Tripp, Chair  
Budget & Planning

**Date:** Wednesday, October 8, 2008

**Subject:** 2008 and 2009 Budget Reports

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## Background

On August 29 and 30, the Budget and Planning Committee met at headquarters to review, discuss and work on the 2008 and 2009 budgets.

### 2008 Budget

The 2008 Proposed year-end budget is projected to end with a profit of \$17,335. The Committee feels that the efforts of the Board, Executive Committee and staff to adhere to its adopted budget using in-house checks and balances as well as projecting concise numbers played a huge part in producing a healthy bottom line.

And although the 2008 Conference did not meet projections and losing a tenant will keep IIMC from realizing a larger net, other areas have reduced their spending and Membership will realize an increase in dues, above the anticipated projections.

### 2009 Budget

The 2009 Budget began with a deficit of more than \$280,000, but is now presented to the Board with an expected year-end profit of \$1,600. The two major areas of concern in 2009 are: litigation and any pertinent loans that IIMC will need to account for and the 2009 Conference in Chicago.

## Discussion

Staff presented a series of adjustments to the Budget committee that the committee accepted. We've made plenty of adjustments primarily in the following areas (see Management's Notes with the 2009 budget):

- 2009 Conference (see notes and contract with 2009 Conference report)
- News Digest
- Increase in membership dues
- Education
- Committees

## Summary

Staff has been directed to look at various options regarding contingency plan for litigation. As for the 2009 Conference, staff has been instructed to continue to negotiate with the hotel to

reduce costs, if possible, and a letter has been sent to the 2009 Conference Committee Chair stating our concerns about revenue, fundraising and attendance.

**Recommendation**

To accept the 2008 and 2009 Budgets as presented.

**Management's Recommendation**

Management appreciates and thanks the committee for their support and decisions regarding the 2008 and 2009 budgets. As for litigation and the 2009 Conference, staff is already looking at viable options to deal with both of these issues.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Allan R. Susen, CMC  
Chair, Conference Education Committee

**Date:** October 6, 2008

**Subject:** Mid-year Report

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## Background:

This year, the Conference Education Committee was charged with two main goals:

- Goal #1

In concert with the Director of Education, evaluate and review the content and suitability of the educational components of the current conference in order to:

- a. Ensure that the varying levels of education and experience, as well as varying job responsibilities of all IIMC member are being accommodated
- b. Make immediate recommendations for improvements to the Director of Education and the Host Committees for future conferences.

- Goal #2

In consultation with the Director of Education, investigate and report on classifying various conference sessions as follows:

- a. Develop “tracks”, such as finance, management, leadership, records, etc., as well as designating each as a basic, intermediate or advanced level of education. For those Clerks earning credentials, we will need to know the level of education for CMC or MMC credit.
- b. Coordinate with Staff and the Program Review & Certification (PRC) committee the process to be used in assigning a numeric value for educational points given for attending conference sessions and in conjunction with PRC and Conference Education develop a mechanism to register attendance at conference sessions.
- c. Coordinate with staff and the International Relations Committee programs that would be beneficial to Regions X and XI.

## Discussion

In order to meet the goals, our committee was divided into three separate subcommittees.

**Sub-committee #1** took on Goal #1 and is chaired by Mary Haynes with members Sheila Shedd and Janice Clark; the Board Liaison is Shari Moore. In mid-July the Chicago Host committee, through Mary Haynes, submitted a lengthy list of proposed sessions and speakers for the

Chicago Conference. This list was forwarded to the IIMC Education Department and the Conference Education Committee.

Regarding recommendations for future conferences, Mary Haynes and I have discussed confusion with the roles of the Conference Education Committee versus the Conference Host Committee. We both agree that a clearer understanding of the responsibility areas is needed and will report in greater detail in the year-end report.

**Sub-committee #2** is chaired by Carol Alexander with members Sandra Hart, Catherine Jansen and Peggy Lewis; the Board Liaison is Pam Kolacy. This group took on tasks “a” and “b” of Goal #2.

Their first challenge was to review and comment on the voluminous submission of proposed sessions and speakers for the Chicago Conference. Due to timing and scheduling issues, the subcommittee had only a week to review all the material. Thanks to Carol Alexander’s diligence and the sub-committee’s dedication, this task was completed on time! The sub-committee made their recommendations enabling the IIMC Education Dept. to begin the selection process.

Dr. Eftekhari and Jennifer Ward are currently contracting and scheduling the various speakers. To date the following sessions are confirmed:

General Sessions:

- Apollo 13: A Successful Failure, James Lovell
- Around the World at Internet Speed, Jeffrey Taylor
- Everyday Survival, Laurence Gonzales
- A Team of Rivals: Lincoln’s Leadership Style, Second City Communications

Academies:

- Comparing Clerks and Presidents
- Creativity and Creative Problem Solving
- Appreciative Inquiry
- Leadership
- Finance
- Strategic Management
- Write to the Top
- Privatization, Free Trade and Local Government Service delivery
- Strategic Management for Positive Change
- How to Work with C.A.V.E. People: A Civic Engagement Primer
- Records Management
- Innovation Process Management

Concurrent Sessions:

- Managing Municipal government E-Records
- The Effect of Transportation on Municipalities
- Innovation Showcase

- Master Municipal Clerk Program
- Advocacy: Promoting Your Records Management Program
- Citizenship and Participation: The Dutch Case
- Microfilm or Digitize? Which is the Right Choice for You?
- City of Austin's 10-step Program for Developing a Records Management Program
- Applying archival principles to Your Filing Systems

Once all sessions have been scheduled, they will be classified into tracks – Finance, Management, Leadership, and Record-keeping as well as designated into basic, intermediate, or advanced.

Task #2 is also under consideration. The Conference Education Committee is investigating scanning conference attendees as they enter education sessions to provide for increased accountability. The Municipal Clerks Association of New Jersey at their Education Conference used the scanning services of United Computer. I forwarded contact information to Dr. Eftekhari so that he could investigate the feasibility of this service for IIMC.

Dr. Eftekhari supports scanning and acknowledges that its use will permit the IIMC Education Dept. to grant education credit at the rate of 1 point for every 2 hours of education. This would greatly increase the number of education points previously earned by Municipal Clerks at IIMC Conferences. Rutgers University and the Municipal Clerks Association of New Jersey by utilizing United Computer enabled Clerks to earn additional education points without spending more dollars. Scanning is also supported by the Budget and Planning Committee.

Carol Alexander and her sub-committee have just recently begun tackling this issue. As the remaining sessions are scheduled the sub-committee will begin their discussions with the Program Review and Certification Committee.

### **Sub-committee #3**

This sub-committee under the leadership of Catherine Benson worked with Carol Alexander and her committee to suggest education programs beneficial to Regions X and XI. Two additional members were requested and approved; Laurie Darcus from Region X and Nick Randle from Region XI. Debra Jermann is a committee member and Eddie Myers is the Board Liaison.

### **Financial**

No financial request is made.

### **Summary**

The purpose of the Conference Education Committee is “To ensure that the IIMC Annual Conference is the premier local government educational experience for all potential conference delegates”. This must be accomplished despite the ever increasing competition for education dollars. Clerks need to gain the most education they can at a Conference, and they should be able to utilize that education toward their credentialing. That is why it is my belief that the next important step for IIMC is to develop a system that permits Clerks to maximize their ability to earn education points at our conferences. I look forward to the investigatory results of the Conference Education Committee and the Program Review & Certification Committee.

## **Recommendation**

I request a motion from the Board of Directors, concurring with the Director of Education to support the investigation as to the feasibility of developing a scanning system for IIMC Conference attendees which will enable Municipal Clerks to maximize their ability to earn education points at the rate of 1 education point per 2 credit hours.

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In conclusion, I want to thank Mary Haynes, Carol Alexander, and Catherine Benson for their work as sub-committee Chairs. Their willingness to tackle the charges presented by President Reese will ensure the success of the education at the Chicago Conference. I also want to acknowledge the input from each of the Committee members – without their participation we would not have been able to accomplish our goals.

A special thank you to Vice Chair Lisa Burns for reporting our Committee updates during President Reese's teleconferences. Due to scheduling conflicts I was not able to participate in either teleconference but Lisa was ready and willing to step up to the plate.

## **Management's Recommendations**

Regarding this Committee's recommendation about scanners for the Conference: from a marketing standpoint, management believes that providing additional points for Delegates is a strong promotional tool to entice members to attend Conferences. Staff is researching the cost of providing scanners at the Conference in Chicago. We have contacted several vendors and are looking to make this work without encumbering huge expenses.

NOTE: there are several other committees that have also made this suggestion as part of their recommendations. We've started the research.

Management agrees with the recommendation that future host committees submit their suggestions and comments regarding Conference education topics and presenters prior to next year's IIMC Annual Conference (with June 1<sup>st</sup> as the deadline) is an excellent suggestion and one that will provide plenty of time to meet IIMC's deadlines.

The 2009 Conference education program features the following:

- Four general sessions, two provided wholly by the Illinois Committee;
- 24 concurrent education sessions provided by the Illinois Education Committee;
- 11 concurrent education sessions provided by other Committees;
- 7 records management sessions; and
- 12 MMC Academies – 3 topics included from the Illinois Committee.

Management also agrees with the Committee's recommendation to classify the sessions into tracks and IIMC's Education Department will be implementing that suggestion as it prepares the conference program.



TO: IIMC Board of Directors

FROM: Barbara Hogelin, MMC/MPCC  
Chair, Conference Policy Committee

RE: Mid Year Report

DATE: September 18, 2008

### **Background**

The Conference Policy Committee (CPC) was issued four goals by our President. Those goals include:

1. Observe, evaluate and review the schedule and format of the current conference, and make recommendations regarding same to Executive Director and future Host Committees.
2. Review the Conference Planning Manual and sponsor Program, especially the financial and other obligations/responsibilities of IIMC, Sponsors and Host Committee.
3. In conjunction with *Program Review* and *Conference Education* Committees:
  - a. Develop a mechanism to register attendance at conference
  - b. Investigate and provide for more cost-effective ways to accommodate and attract conference delegates from Regions X, XI and retired members
  - c. Coordinate with the *Mentoring* Committee in expanding the conference mentoring registry and program
4. Develop or update the policy to host and bid on a future Region XI conference and providing input to the *Budget* Committee developing a financing strategy and building a reserve fund.

### **Current Situation**

The CPC has communicated through the use of email since the beginning of June. The 12 members, two Board Liaisons and the two Staff Liaisons, had all been requested to review and familiarize themselves with the contents of the Conference Planning Manual and the several attachments and to submit their comments and suggestions for review and dissemination.

### **Issues**

The CPC recognizes that in most cases the issues involved in our research centers around finances. Implementation of any kind of electronic conference attendance system will be costly to the organization. Similarly, without finding more cost-efficient ways to

accommodate and attract conference delegates for all Regions, the financial stability of the organization is in question.

The secondary issue would be availability of resources. By resources it could be defined as finding adequate membership to volunteer to be a mentor or by finding alternative opportunities outside of the conference that will interest Region X and XI delegates.

### **Next Steps**

The CPC will continue to:

- Pursue Goal A with expectation for a report for the annual meeting
- Continue with the internal review of the Conference Manual with intent on submission of any recommendations for the annual meeting
- Continue pursuit of alternative means of recording attendance
  - Preliminary investigation indicates a very large capital outlay that would be cost prohibitive.
  - Further investigation of privatization of any similar service will be explored.
- Region X and XI issues will continued to be discussed
- Mentoring has not been pursued as yet. Communication with the Mentoring Committee will be arranged.
- Region XI Conference has not been pursued as yet. Communication with the Budget Committee is forthcoming.

### **Management's Recommendations**

Management realizes that the bulk of the Committee's work will be finalized for the May 2009 Board meeting, specifically, and with staff's assistance, the conference planning manual. Staff will be presenting a proposed sponsorship package to the Committee by year-end 2008 to be implemented for the 2009 Conference.

Registering Delegates at the Conference has been suggested and staff is researching the probability.

Staff has made considerable efforts to provide a day or half-day off-site trip for our Region X and XI delegates in Chicago. This will be the third conference that we've been able to arrange this off site education program, with the Host committee's help. In 2008, IIMC reduced its Region XI registration fee for attendees from \$545 to \$395US and will keep it at that cost for the 2009 Conference.

The mentoring committee was provided a table by IIMC registration and was also invited to address the first timer orientation in Atlanta. We will continue along the same lines in Chicago.

As far as a Policy on the logistics and Request For Proposal to hold conferences outside North America, the Policy Committee has already submitted changes to revise the current policy.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** The Executive Committee & the Board Directors  
**From:** Brenda M. Cirtin, Vice Chair  
The Elections Committee  
**Date:** October 3, 2008  
**Subject:** Mid-Year Report



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## Background

We have been asked to consider a change to the Election Policy Manual and have had discussion on this issue through e-mail. We also contacted the two recent candidates for feedback on their experiences with our new voting procedure. Their suggestions will be a part of this report.

## Discussion

1. The first change we are recommending is that any candidate be provided the membership e-mail list and that there be no limit on the number of e-mails they are allowed to send. It is the Committee's belief that this will assist in making the membership accessible to all candidates, as some do not have the financial ability to attend many of the Conferences and Academies that the various State organizations hold throughout the year.

It was believed that if a member did not want these e-mails, they would let the candidate know and asked to be removed from their mailing list.

2. Additionally, the Committee requests that the Board refer to the Policy Committee the reviewing and approval of election material be done by someone other than the Executive Director. Our belief is that making a determination on the appropriateness of this material puts the Executive Director in a tenuous position. While we like to think we are all professionals and can accept differences of opinions, the fact remains that this is not always the case. This Committee would hate to see the Executive Director experience any repercussions from having ruled certain election material inappropriate and that candidate going on to win the election. This would then amount to the Executive Director having 'ruled against' his supervisor. We believe that it is best that the Executive Director be taken out of the decision making aspect of the election and serve in advisory/administrative capacity only.

Our recommendation would be that the policy decisions, such as the appropriateness of the election material being distributed, be made by either the Policy Committee or the Election Committee. With the speed of e-mail, a quick turnaround should not be an issue.

3. Lastly, we were asked by the Policy Committee to consider the following policy change:

### Executive Committee endorsements

**The Executive Committee should refrain from making any verbal or written public political endorsements of candidates.**

**RECOMMENDATION:** Submit to the Election Committee.

**Carried unanimously.**

Following some discussion and consideration by the Committee, it was determined to submit the following proposed change. It is believed that this recommended change will accomplish the intent of the Policy Committee, without getting IIMC or the Board into 'freedom of speech' issues:

### **Executive Committee endorsements**

A member of the Executive Committee shall not use the prestige of his position on behalf of any candidate for elected office and to this end shall refrain from using their official title in support of or in opposition to candidates for elected office.

4. We will be working on the re-write of the policy manual and will be addressing many of the changes in technology that are not mentioned anywhere in the manual. This will be submitted at with the Final report in May.

### **Financial:**

None

### **Summary:**

- Asking that candidates be allowed unlimited e-mails to discuss their candidacy
- Asking that the Board appoint someone other than the Executive Director to review election material for appropriateness
- Proposing a policy change regarding the Executive Committee's endorsement of candidates.

### **Recommendation:**

Approve these changes so that potential candidates may be informed of them before beginning their campaigns.

### **Management's Recommendations**

Management agrees with all three of this Committee's recommendations: 1) candidates be allowed unlimited e-mails; 2) review of election materials other than the Executive Director; and 3) Executive Committee's endorsement of candidates.

Recommendation #1—Management believes it will help alleviate any repercussions between candidates as well as provide a level playing field for those involved. Recommendation #2 -- Management feels that staff should continue to review all election materials including candidate brochures, biographies, etc., prior to distribution to the membership and, if there's any impropriety with the information provided, staff will submit to the Election Committee for their final recommendation. Recommendation #3 --Management believes the Executive Committee should neither endorse nor provide assistance to any candidate.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** Board of Directors  
**From:** Tami Kelly, MMC, Chair  
**Date:** October 06, 2008  
**Subject:** International Relations Committee Report

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This Committee met in May, 2008 during the Conference in Atlanta. The Goals & Objectives were reviewed and assignments were made with committee members.

**Background: Goal #1** - Work closely with the Director of Education and affiliated national association leadership to bring current Region XI educational endeavors into compliance as certification eligible programs, utilizing the Online Learning Institute and to establish a minimum of two Institutes in Region XI, with a concentration on the United Kingdom, South Africa, The Netherlands and maintain the Bulgaria Institute.

**Discussion:** The following comments were made during our meeting:

- Educational endeavors have to be relevant in the context of the countries involved.
- The Society of Local Council Clerks in the UK already has an educational program. Nick has been working with Dr Eftekhari. The current CMC/MMC qualification is not attractive enough for SLCC. It was important to have a strategic view and to articulate what that meant.
- The Institute of Municipal Administration for Southern Africa (IMASA) has been in discussions with Dr Eftekhari regarding the implementation of a certification program for IMASA. They are bound by legislation regulating education and training in South Africa. Francois explained that there were moves towards a possible single public service which could impact on this. They have had discussions with the University of the Witwatersrand Business School who is interested. They would like to see legislation changed which would require a minimum qualification set for municipal administrators.
- Prof Bojana explained progress in Bulgaria. They are working on amendments to the program. They have to rely on the goodwill of their Mayors. Candidates who graduate will get two certificates – one jointly with IIMC and the other from the university. They need a document from IIMC so that certificates are recognized internationally. The first course has finished with 15 participants. They are planning the second course with another university. Funding appeared to be a problem – they have had financial support from IIMC. The program is continuing. They would like to see tutors from IIMC come and give presentations at conferences and also to see representatives from IIMC at their conferences.

**Financial:** None

**Summary:** Francois, Nick and Tom are working with Dr. Eftekhari. Tom Van Der Hoven has been appointed to a new Steering Committee in the UK. He is working to bring the Chairman to the Chicago Conference for a meeting with staff.

**Recommendation:** Director of Education should report back to Committee with updates on any progress being made on his end.

## **Management's Recommendations**

**Goal #1 – Bring Region XI education into compliance; develop Institutes in South Africa, the United Kingdom and The Netherlands and maintain the Bulgarian Institute**

As of this writing, IIMC has approved IMASA's initial concept for an Institute and continues to work with them to bring this to fruition.

IIMC has yet to make the necessary contact with the new Netherlands Association. We've made efforts but there seems to be a lack of urgency on their part. We will continue to seek ways of starting a dialogue.

We have 16 Bulgarian members who are CMCs. The issue with Bulgaria is that there are two Clerks' Associations in their country, yet IIMC only has one affiliation agreement. Last May in Atlanta, Institute Director Professor Bojana Nedeltcheva, who has been involved with IIMC for the past decade, insisted on having IIMC pick up her accommodations at the hotel, although our agreement is not with her group. For the 2009 Conference, IIMC will extend only one invitation to the Bulgarians and it will be up to them to decide who actually will attend. Professor Nedeltcheva can attend as an Institute Director, which IIMC will waive the registration fee, but we will not pick up accommodations if the Bulgarians decide to send a representative from the other Association.

As for an Institute in the United Kingdom, please see attached Executive Director's report on SLCC and Region XI.

**Background: Goal #2** - Work closely with the appropriate members of both the Membership and Public Relations & Marketing Committees to develop and distribute targeted marketing materials to potential members.

**Discussion:** Many ideas were shared during the Conference:

- The PR and Marketing Committee has a 5 year marketing plan but that could be affected by the Board's strategic discussion on Friday. We await the outcome.
- Board members serve on the Membership Committee. Tami agreed to attend the meeting of the PR&M Committee.
- The PR&M Committee to be asked to produce marketing material for the proposed study tour and exchange program.
- It was strongly recommended that the website needed to be developed further and that the Board be asked for funding. The website is extremely important for us as an international organization.
- It was suggested that we establish a Technology sub-committee to advise on the development of the website. There was a lot of expertise amongst members. It was agreed that Mina would lead on that. The objectives would be to explore the benefits and costs of upgrading the website and enhancing it for our virtual community. It was suggested that members from the PR&M Committee be included on the sub-committee together with members with interest/expertise.

**Financial:** A request was submitted for funding for enhancing the website to make it a communication tool for our members.

**Summary:** The committee continues to work on ideas for the website. Primarily, we would like to see communication enhancements to allow for better and easier contact with the membership, especially those in other countries. The IRC will continue to work with the PR&M committee to market the Exchange & Study Abroad programs.

**Recommendation:** Items from last years survey continue to be issues needing addressed today: 1. Revamp News Digest; 2. Update & embellish the Website and Add a way to e-mail each other individually and by groups; 3. Add more on-line education sessions; 4. Return to more break-out sessions at Conference, rather than General Sessions; 5. Reduce cost of Annual Conference.

### **Management's Recommendations**

**Goal #2 – Develop and distribute targeted marketing materials to potential members with the following additions:**

- member-to-member connection,

- exchange program, and
- study abroad program

The member-to-member program can be found when IIMC launches its ListServ. In discussing the member-to-member program with Chair Tami Kelly, Tami wants each member to have access to any member's e-mail for individual contact. Management doesn't recommend that members have access to individual e-mail addresses. We see problems in that we can't control what will be distributed. We believe the ListServ is sufficient for communications.

The Exchange Program received several E-blasts, a News Digest cover (September) and several articles promoting the Program. To date, we have 3 people interested in participating.

The Study Abroad Program is set to for fall 2009 in the United Kingdom and for fall 2011 in South Africa. Once the committee has developed the logistics for the 2009 program, we will begin its promotion.

As for past items, Management still needs concrete definitions of revamping the News Digest and web site; Education has developed six on-line distance education programs and continues to pursue new ones, but costs are a factor, so we proceed slowly. For the 2009 Conference in Chicago, we have 40 breakout sessions; four general sessions, making Chicago the third consecutive Conference to feature this format. As for reducing the cost of the Conference, Management does not believe it is in IIMC's best interest. The current cost of \$560 for five days is incredibly reasonable when compared to other organizations.

**Background:** **Goal #3** - Identify and recommend to the Conference Education Committee topics and speakers of global relevance.

**Discussion:** It is an ongoing goal for this Committee to ensure that education sessions are relevant. The International delegates really enjoy the off-site visits to City Halls where they can have discussions with City Officials. There was a suggestion to have an International Day at the Conference with speakers from Region X & XI.

**Financial:** None

**Summary:** 1. Committee members will be asked to submit their recommendations on an on-going basis. Topics can be used for upcoming conferences. 2. Lucille Zucherro to lead on the inclusion of mini tours in the Chicago conference program. To liaise with the International Associations to find out what suggestions/preferences they have. 3. Stephanie will investigate an 'International Day' as part of the conference program with presenters from Region X and XI.

**Recommendation:**

### **Management's Recommendations**

**Goal #3 - -Identify and recommend to the conference Education committee topics and speakers of global relevance**

We are including one-half day for off site visit in 2009 for our Regions X and XI Delegates to visit City Hall. This will be the third consecutive year that we have offered an off-site program for these Regions.

We will not be having mini tours and an International Day. The cost of mini tours is prohibitive and we believe there are enough networking opportunities in which all Delegates can partake.

**Background:** Goal #4 - Develop the 2009 study tour program for a Region XI destination. Recommend to the Board of Directors a plan for future Study Abroad programs; provide ideas and recommendations to the Budget and/or Conference Policy Committees on developing and marketing a future Region XI Annual Conference.

**Discussion:** It was determined that offering a 2009 Tour to Wales or Scotland, with the assistance of the SLCC would be the best opportunity given the short time to plan. It was also agreed that 2011 would be in South Africa with the assistance of Francois.

**Financial:** \$700 was requested to assist either staff or a member to attend and be the coordinator for the trip.

**Summary:** A plan for future programs was submitted and adopted by the Board last year. Mr. Randle recently notified the Chair that the SLCC Conference will be Oct. 23 – 25, 2009. We will continue to put together the next Program and supply recommendations for future programs.

**Recommendation:** It is the recommendation of this Committee to continue to offer the Study Program every other year (next offering to be in 2009). It is also important for an IIMC Representative to accompany the participants for coordination purposes.

#### **Management's Recommendations**

##### **Goal #4 – Develop the 2009 Study Abroad Program**

There is \$6,200 in the International Relations Committee's budget toward the Exchange Program. As for the \$700 request to assist either staff or a member to coordinate the Study Abroad trip, IIMC will pay for this individual's flight through its American Express points, saving hard dollar costs for IIMC.

Management agrees with the Committee's recommendation to continue with the Study Abroad program every other year. The Program can be reevaluated after the proposed 2011 Program in South Africa.

**Background:** Goal #5 - Submit a minimum of three News Digest articles of importance and value as it relates to global/international relations and the promotion of the Study Abroad programs.

**Discussion:** Mina has started a 'Spotlight' article on a clerk from Bulgaria. It has been submitted to IIMC HQ. She will e-mail her questionnaire to Committee members for comments.

We required articles from the international associations. Nick already sends his newsletter to Chris. It was suggested that the 'Spotlight' article appear together with an article about local government and the role of the clerk in the country of that clerk under 'spotlight'. Mina will take the lead on this. That articles on the study tour and exchange programs be submitted for the News Digest.

**Financial:** None

**Summary:** Articles have already been submitted for the Study Abroad Program and the Exchange Program. We will continue to work on Spotlight Articles and promotional articles for the Study Abroad Program. Participants in the Exchange Program will be asked to submit an article to share their experience.

**Recommendation:** If the Board has a suggestion or the desire to assist with goal, we welcome their involvement.

#### **Management's Recommendations**

##### **Goal #5 – Submit News Digest articles on global/international relations and promote the Study Abroad Program**

We welcome submissions regarding the News Digest and web site. The suggested Spotlight is a good idea. To date, we have not received any submissions.

We will promote the Study Abroad and Exchange Programs through the magazine, web site and monthly E-briefings.

**Background:** The members of IIMC outside the U.S. have been asking for an Exchange Program.

**Discussion:** Mr. Tom Van Der Hoven took up this task and developed an outline for such a Program. This year, we offered the first opportunity for a Region X or XI member to exchange with a member from the U.S. The SLCC and IMASA will also offer this exchange and offer a scholarship to one of its members.

**Financial:** \$6,000.00 requested of the Finance Committee for scholarships.

**Summary:** We have one pair to Exchange this season.

**Recommendation:** Continue to offer this new program and partner with SLCC, IMASA and other international associations to create the exchanges.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** IIMC Board of Directors

**From:** Deloris McKenzie, CMC

**Date:** October 6, 2008

**Subject:** Mentoring Committee Report

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**Background** – The committee continues to work on the existing mentoring program with emphasis on including the retired members.

**Discussion** – Discussion was held at the committee meeting held at the IIMC Annual Meeting in May regarding moving the committee forward with enthusiasm heard from all attending the committee meeting. The IIMC Staff Liaison has done a great job in coordinating the mentor/mentee's and the retiree's listings. Discussion was held regarding a welcome letter from the committee chair for all new program participants. A report was given on the positive responses regarding the welcome table for the first time attendees. This table was a way to help those members navigate through all of the handouts in their bags, give out seasoned advice as to all of the important events, to answer any questions that they may have. It was also a great opportunity to communicate about becoming a mentee or a mentor. There were nine clerks that signed up for the program at the welcome table. Discussion was held to engage more retirees to man the welcome table in Chicago. It was discussed to have a sub-committee work on working on getting this schedule established prior to the Annual Meeting. Discussion was also held regarding budgeting for committee identification buttons to wear at the next annual meeting. Discussion was also held regarding budgeting for a welcoming reception for all first time attendees with a welcome gift, if not cost prohibitive. Discussion was also held regarding providing for articles from the committee for the newsletter. A Chairman Information binder with committee documentation was prepared for this meeting that will be forwarded to the incoming Chairman in 2009.

**Financial** – Budgets were prepared and forward to the Board to support the functions to continue to promote the mentoring program and first time attendees to the Annual Conference.

**Summary** – The committee members continue to be enthusiastic about this program. There are a number of mentor/mentee matches occurring monthly. We have a number of retirees contacting us to become involved and volunteer their help with this committee. We are seeing productivity coming to fruition with the continued work and support of all committee members.

**Recommendation** – The Retiree and Mentoring Committee should continue to work to strengthen this Committee and with Board's support can become a very positive, supportive dynamic committee.

## **Management's Recommendations**

At the 2008 Conference in Atlanta, IIMC provided this Committee with a table by IIMC's registration area and an opportunity to meet and greet each first timer. IIMC will continue to provide the necessary staff and material support that this committee is requesting for the Conference in Chicago.

In consideration to this Committee's request regarding handouts and publications, IIMC's Membership department has already accounted for these costs in its 2009 budget.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC BOARD OF DIRECTORS

**From:** POLICY REVIEW COMMITTEE  
PAMYL A MEANS, CHAIR

**Date:** OCTOBER 6, 2008

**Subject:** MID YEAR REPORT TO THE BOARD OF DIRECTORS

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## **Background**

This is a new committee formed by the IIMC Board of Directors as the request of President Dyanne Reese. The purpose is to monitor and provide policy guidance to ensure purpose, consistency, accuracy and fair application. To review policies, positions and perspectives regularly and recommend appropriate revisions to the IIMC Board of Directors.

## **Discussion**

The Policy Review Committee initially met in conjunction with the IIMC Annual Conference in Atlanta Georgia. Following a review and discussion of the committee's goals and objectives, committee members were divided into subject area groups to begin review of current policies. This review included comparison with the IIMC Constitution, current practice, and requests submitted. To date meetings of the entire committee were held on August 6, August 27 and September 17. Additional meetings are scheduled for October 15 and November 19.

## **Financial**

A budget request has been submitted to cover the costs for the committee's teleconference meetings as well as minimal costs associated with codifying policies pending final review and approval of the IIMC Board.

## **Summary**

The Committee has formulated recommendations regarding various IIMC policies and in some cases amendments to the IIMC Constitution. It is recommended that the appropriate standing committee be asked for input prior to the Board's deliberation and action on any changes made. In addition, the Committee recommends that the Executive Director be directed to contact a local codification vendor to codify IIMC Policies at a reduced rate once action is taken.

## **Recommendation**

To date, this committee submits the following:

1. Refer to the Board of Directors a recommendation to amend Article III (Membership) Section B (Definition of Membership Classes) Subsection (6) (Retired Member) of the IIMC Constitution to clarify that "retired members" shall have the same privileges as "associate members". This amendment corrects a conflict with Article III, Section E (Privileges of Membership) Subsection 6 (Retired Members) to clarify that retired members do not have the privilege of holding office.

Article III (Membership), Section B (Definitions of Membership Classes), Subsection 6 (Retired Member) – is hereby rescinded and a new Subsection 6 is added that reads as follows:

“6. Individuals who were designated as Full or Additional Full Members prior to retirement.”

#### **Management’s Recommendation**

Supports the clarification of retired members and that they have no voting privileges

2. Recommend that the IIMC Code of Ethics be covered in the New Member Orientation (currently it is provided to new members), included in the annual conference program book, and prominently displayed at the annual conference. Policy M-2 (Code of Ethics).

#### **Management’s Recommendation**

IIMC’s Code of Ethics is currently included as part of the new member package. We support printing it in the Conference daily program and will create a poster for it to be prominently displayed by the registration desk at the conference. There will be a one-time cost (\$300) to create the poster. This cost will not affect the 2009 conference printing budget.

3. The Committee was asked to address Policy B-1 (4) with respect to committee terms. Following deliberation, the committee agreed that no amendment is needed because it is clear in the current policy that re-appointments are allowed up to six years.

#### **Management’s Recommendation**

Supports the current policy regarding committee terms.

4. In response to a request regarding continued Board of Director membership if a regional director moves out of their region, the Committee recommends that the Board entertain a constitutional amendment (Article IV Officers and Region Directors, (B) Region Directors) to provide for continued Board membership as follows:

“In the event that an IIMC Board member relocates their residence outside the region they represent, they may retain their position based upon the following conditions:

- a. Written documentation of support from their state/province/country association which they moved from; and
- b. Written documentation of support from a majority of the states/provinces/or countries from the region which they moved from;
- c. Copies of documentation shall be filed with IIMC Headquarters.”

#### **Management’s Recommendation**

Supports the recommendation that if a regional director was to relocate to an area outside of their represented region, that the individual may retain their position providing the individual acquires the necessary approvals.

5. Referred the question of Executive Committee endorsements of candidates to the election committee. Referral was ‘The Executive Committee should refrain from making any verbal or written public political endorsements of candidates’.

### **Management's Recommendation**

Supports the Elections committee's recommendations regarding the Executive Committee and endorsing candidates. Please refer to Election's Committee's report.

6. Referred a recommendation that with respect to the budget, any project requiring more than a \$10,000 commitment and not in the current budget must go to the Budget and Planning Committee for a budget impact statement, which then must be approved by the Board of Directors (would additionally amend Policy A-4).

### **Management's Recommendation**

Supports the recommendation regarding all changes to the Budget and Planning Committee. **Please refer to the Addendum** - Additional Recommendations as part of this report - #14 – 4, 6, 8, 9, and 10

7. Recommend that the President and President Elect have voting privileges on the Budget and Planning Committee; that the Vice-President and Immediate Past President be removed from membership; that the at-large member be eliminated as of January 1, 2009; and that at a future date, the Board review the governance and composition of the Budget and Planning Committee with the intent of eliminating all Executive Committee members from the committee.

### **Management's Recommendation**

Supports the revised voting privileges on this Committee; agrees that the at-large member be eliminated and will await future discussions regarding this committee's composition with the intent of eliminating the Executive Committee from B&P.

8. Recommend that Article V Board of Directors and Executive Committee Section A Structure Subsection 2 be rewritten to provide that the Executive Committee is not a decision making body, and all action items are to be submitted to the Board of Directors, and add language to Article VIII Executive Director to state that the Executive Director reports to the Board of Directors.

### **Management's Recommendation**

Supports the revisions to Article V of the Constitution regarding the EC not being a decision making body and also supports Article VII, stating that the Executive Director reports to the Board of Directors.

9. Directed the Executive Director to draft amendments to:
  - a. Policy M-1 Education Honor Award to incorporate current practice of giving an award to an Institute Director each year at the annual conference;
  - b. Policy A-4 Revenues and Expenditures – the Budget Process to reflect current practice for scheduled budget reviews; and
  - c. Policy M-4 Honorary Members – Standards to incorporate language exempting honorary members from paying dues.

NOTE: Amendments have been drafted and will be considered by the Policy Review Committee on October 15, 2008.

#### **Management's Recommendation**

These amendments have been drafted.. **Please refer to the Addendum** - Additional Recommendations as part of this report - #14 – 4, 6, 8, 9, and 10. #15 M-1 Awards and #16 M-4 Honorary Members – Standards.

Management fully supports these recommendations. Number 15 has been enforced for years now as the Institute Directors Award and not an Education Honors Award. Number 16 has been made clear by the statement regarding membership dues.

10. Directed the Executive Director to propose a job description for the News Digest Editor as well as a standard disclaimer as to what materials will be published along with a dispute mechanism. The Committee plans to send this proposal to the Public Relations & Marketing committee for comment.

#### **Management's Recommendation**

This has not been accomplished. Since the Executive Director is also the News Digest editor, there is no reason for not carrying out this directive. Suffice it to say, I will create a job description and disclaimer and pass it along to the PR/M Committee for inclusion at the Annual Board Meeting in May 2009.

11. Referred to the Conference Planning Committee the question of members canceling their IIMC Membership prior to an annual conference in order to enjoy the discounted conference fee.

#### **Management's Recommendation**

The Conference Planning Committee has created working regarding this topic and we will employ that language in the Conference Preliminary Program.

12. That the Board of Directors approve in concept and refer the following recommendations for amendment to existing policies to the appropriate standing committee (note: policies are attached and marked to show changes):

1. Policy A-1 Investment Policy, Purpose, Goals and Guidelines
2. B-4 Expenses/Board Travel (note international travel expenses only be provided to the President or designee and the amount be limited to no more than \$3,500)
3. Policy C-1 Conferences outside USA and Canada
4. Policy C-6 Conference – Request for Proposal
5. Adopt new Policy C-8 – Conference Cancellations and Refunds

6. Policy E-1 be rescinded and re-adopted as one comprehensive policy titled Certification. That this policy be an appendix to the Education Guidelines.
7. Policy E-2 Certification – MMC – to be rescinded
8. Policy E-3 De-certification – to be retitled Policy E-2 and amended
9. Policy E-4 Non University Institute – to be rescinded
10. Policy E-5 Program Review and Approval – to be rescinded
11. Policy E-6 Re-certification – CMC – to be rescinded
12. Policy M-3 Dues
13. Policy M-7 Retirement Recognition

NOTE: The additional policy amendments are forthcoming pending review by the Policy Committee. Any additional recommendations will be included in the committee's final report.

### **Management's Recommendation**

Supports the changes and recommendations to these policies.

As Chair of this committee, I want to thank committee members for their hard work these past few months. We have had participation from members while on vacation, dealing with family illness, in the midst of elections and in an airport. I call that perseverance and dedication – and I THANK YOU.

Attachments:

Amendments to policies

Background Materials – minutes and committee roster

### ATTACHMENT 12 (1)

International Institute of Municipal Clerks

## **Policy Manual**

|  |   |
|--|---|
| <b>Department:</b> Administration                                | <b>Updating Policy:</b> <b>A-1</b><br>approved December 6, 2002 |
| <b>Subject:</b> Investment Policy, Purpose, Goals and Guidelines | <b>Executive Committee:</b>                                     |
| <b>Policy #:</b> A-1   | <b>Board of Directors:</b>                                      |
|  | <b>Amended:</b> October 27, 2006                                |

*Committee's Recommendation: The committee recommends revision of sections of this policy to include the Board of Directors.*

### **Purpose:**

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

- Defining and assigning the responsibilities of all involved parties.
- Establishing a clear understanding for all involved parties of the investment goals and objectives of the organization.
- Offering guidance and limitations to Investment Managers regarding the investment of assets.
- Managing Organization assets according to prudent standards, as established in common trust law.
- Establishing a basis for evaluating investment results.
- Establish the relevant investment horizon for which the Organization assets will be managed.

The goals of the investment policy shall be:

- Safety of principal
- Liquidity
- Yield

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

1. Managing the risk of loss of principal for the fund as a whole.
2. Managing the erosion of principal value through inflation.

## Policy

### Assignment of Responsibility:

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

- Projecting the organization's needs, and the Executive Director communicating such needs to the Executive Committee **and the Board of Directors** on a timely basis.
- Determining the organization's risk tolerance and investment horizon, and communicating these to the appropriate parties.
- Establishing reasonable and consistent investment objectives, policies and guidelines, which will direct the investment of the organization's assets.
- Prudently and diligently selecting qualified investment professionals, including Investment Manager(s), Investment Consultant(s), and Custodian(s).
- Regularly evaluating the performance of the Investment Manager(s) to assure adherence to policy guidelines and monitor investment objective progress.
- Developing and enacting proper control procedures. (For example: replacing Investment Manager(s) due to fundamental change in investment management process, or failure to comply with established guidelines).

### Responsibility of Investment Manager(s)

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

- Discretionary investment management including decisions to buy, sell, or hold individual securities, and to alter asset allocation within the guidelines established in this statement.
- Reporting, on a timely basis, quarterly investment performance results.
- Communicating any major changes to economic outlook, investment strategy, or any other factors, which affect implementation of investment process, or the investment objective progress of the Organization's investment management.
- Informing the Board of Directors regarding any qualitative change to investment management organization: (Examples include changes in portfolio management personnel, ownership structure, investment philosophy, etc.)

**Allowable Assets:**

1. Cash Equivalents
  - a) Treasury Bills
  - b) Money Market Funds
  - c) Commercial Paper
  - d) Banker's Acceptances
  - e) Repurchase Agreements
  - f) Certificates of Deposit
2. Fixed Income Securities
  - a) U.S. Government and Agency Securities
  - b) Corporate Notes and Bonds
  - c) Mortgage Backed Bonds
  - d) Preferred Stock
  - e) Fixed Income Securities of Foreign Governments and Corporations.
3. Equity Securities
  - a) Common Stocks
  - b) Convertible Notes and Bonds
  - c) Convertible Preferred Stocks
  - d) American Depository Receipts (ADR's of Non-U.S. Companies)
  - e) Stocks of Non-U.S. companies (Ordinary Shares)
4. Mutual Funds
  - a) Mutual Funds that invest in securities as allowed in this statement
5. Stock Exchanges

To ensure marketability and liquidity, Investment Managers will execute equity transactions through the following exchanges:  
New York Stock Exchange, American Stock Exchange, and the NASDAQ.  
In the event that an Investment Manager determines that there is a benefit or a need to execute transactions in exchanges other than those listed in this statement, written approval is required from the Board of Directors.

**Spread of Risk**

The Investment Managers will not invest more than one third of the total investment portfolio into any one security type or institution.

**Safekeeping**

Securities shall be held by a third party custodian designated by the Executive Director, as approved by the Executive Committee **and Board of Directors**, and evidenced by safekeeping certificates.

**Related Parties**

No investment may be made in institutions in which a member of the Executive Committee, Board of Directors or staff hold a pecuniary interest.

**Prohibited Assets**

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

- Commodities and Futures Contracts
- Private Placements
- Options
- Limited Partnerships
- Venture-Capital Investments
- Real Estate Properties
- Golf Courses
- Any transactions not authorized by this policy

#### Prohibited Transactions

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

- Short Selling
- Margin Transactions

#### Investment Policy Review

To assure continued relevance of the guidelines, objectives, financial status and capital markets expectations as established in this statement of investment policy, the Budget and Planning Committee shall review the investment policy at least annually and report to the Board of Directors.

#### **Delegation of Authority**

The Executive Director, or his/her delegated representative, has the authority to invest surplus funds in accordance and conformity with the above guidelines.

ATTACHMENT 12 (2)  
International Institute of Municipal Clerks

**Policy Manual**

|                                       |                             |                        |
|---------------------------------------|-----------------------------|------------------------|
| <b>Department:</b> Board of Directors | <b>Staff:</b>               | <b>Approvals</b><br>NA |
| Subject: Expenses – Board Travel      | <b>Executive Committee:</b> | October 2001           |
| Policy #: B-4                         | <b>Board of Directors:</b>  | November 2001          |
|                                       | <b>Amended:</b>             | October 17, 2006       |

**PURPOSE:** To establish a policy for the reimbursement of travel expenses to members of the Board of Directors while on IIMC related business.

**Scope:** Board of Directors

**Policy:**

IIMC shall reimburse travel related expenses to members of the Board of Directors for the following events:

- Mid-year Board meeting.
- Travel undertaken by the President or at the direct request of the President.

Expense reimbursement for pre-approved travel must be requested on forms provided by Headquarters and should be accompanied by receipts. Requests for reimbursement must be made within 14 days following the last day of the IIMC-approved travel.

Subject to Policy B-03 – Board Conference Expenses, all Board of Directors are expected to cover their own traveling expenses to attend the annual conference.

**Presidential Companion Travel**

~~IIMC shall pay for all reasonable expenses for the President, or his/her designee, and one companion for visitations to International Association meetings within the limits of the approved travel expense budget. Travel expenses for one companion to accompany the President or designee for International Association meeting visits shall not exceed \$3,500 per year.~~

International Institute of Municipal Clerks

**Policy Manual**

|  |  |
|--|--|
| <b>Department:</b> Conference<br><br><b>Subject:</b> <b>Conferences</b><br><b>outside USA     and</b><br><b>Canada</b><br><br><b>Policy #:</b> C-1 | <p style="text-align: center;">Approvals</p><br><b>Staff:</b><br><br><b>Executive Committee:</b><br><br><b>Board of Directors:</b> <del>May, 2002</del> <u>DRAFT</u> |
|--|--|

*Committee's comments: The Committee believes that IIMC's RFP guidelines do not work for attracting a conference outside of the USA and Canada. If IIMC truly wants to attract a conference outside of the USA and Canada more flexibility needs to be given to the IIMC Director.*

*Additionally, the Committee believes some financial commitment, in terms of setting aside funds annually, to help subsidize a conference outside of the USA and Canada, should also be addressed by the Board annually.*

**Purpose:** To establish a policy for the holding of the annual conference outside of the United States or Canada

**Scope:** General

**Policy**

Timeframe: The optimum timeframe for an IIMC Conference outside the USA and Canada is every 10 years. **The Board of Directors shall make the final determination as to when a conference shall be held outside of the US and Canada.**

Locations eligible for consideration: Locations appropriate for consideration would be cities representing governmental units in countries other than the USA and Canada. ~~Compliance with the RFP guidelines and requirements is required to be considered a valid proposal.~~

Bidding process: ~~The bid process should be similar to that utilized for Conferences in the USA and Canada.~~ Consistent with current practice the Board reserves the right to reject any and all proposals submitted. ~~Uniformity in the bid process includes, but is not limited to, the following items: The host Committee shall pay the cost of annual site visits, contracts shall be executed in a timely manner to ensure that room rates and convention facility rates and other budget costs identified in the bid proposal are adhered to, all documents, invoices, and printed matter shall be submitted in the English language, costs shall be submitted in U.S. dollars at the current~~

exchange rate, and other matters as identified in the RFP. **The Executive Director shall solicit interest and pursue venue options that indicate opportunity to provide an annual conference taking into consideration the following principles: fiscally sound, solid educational experience, affordable as possible to the membership, potential for membership growth, and local support. As part of the annual budget process, the Board of Directors shall consider setting aside funds to support future conferences outside the US and Canada.**

Sole bidding process: The board of Directors shall determine the appropriate year targeted for a conference outside the USA and Canada. ~~Once this time has been identified HMC headquarters shall conduct the normal RFP process.~~ Only those jurisdictions in Region XI will be eligible to submit proposals.

Written Commitment: A written commitment shall be submitted from an acceptable local sponsor group and from the Host City.

## ATTACHMENT 12 (4)

International Institute of Municipal Clerks

### Policy Manual

|   |  |
|---|--|
| <p><b>Department:</b> Conference</p> <p><b>Subject:</b>     <b>Request for Proposal (RFP)</b></p> <p><b>Policy #:</b>     C-6</p> | <p style="text-align: center;">Approvals</p> <p><b>Staff:</b></p> <p><b>Executive Committee:</b></p> <p><b>Board of Directors:</b> May, 2002</p> |
|---|--|

*Committee's Comments: The Committee felt it would be a good idea to reference policy C-1 for conferences outside of the US and Canada.*

**Purpose:**       To establish a policy for the solicitation and awarding of the IIMC Annual Conference

**Scope:**        General

### Policy

1. IIMC shall develop and maintain a detailed Request for Proposal (RFP) **(attached)** for the purpose of soliciting proposals to host the IIMC Annual Conference held in Regions I through X. See Policy C-1 for conferences outside the United States and Canada. ~~(attached).~~
2. The Request for Proposal document shall contain the Award Criteria used to award the annual conference.
3. The Conference Policy Committee shall conduct an annual review of the Request for Proposal document and make recommendations to the Board of Directors.

|  |
|--|
| <b>International Institute of Municipal Clerks</b><br><b>Policy Manual</b> |
|--|

|   |                      |
|---|----------------------|
| Department: Conference                        | Approvals            |
| Subject: Conference Cancellations and Refunds | Staff:               |
|   | Executive Committee: |
| Policy # C-8                                  | Board of Director:   |

*Committees' comments: This will be a completely new policy. Currently, there is no written approved IIMC policy to address conference cancellations and refunds. IIMC staff has in the past included the below statement to address this issue. Staff is concerned that they would not have the appropriate authority to enforce their statement. Additionally, IIMC wants direction on how to deal with deaths and extenuating circumstances, and members canceling membership to attend as a guest to save money and reinstate after the conference. Below are our recommendations:*

Purpose: To establish a policy for conference cancellation and refunds.

Scope: General

~~Canceled registrations~~ **All requests for cancellations** must be made in writing to IIMC Headquarters by mail, fax (909/944-8545) or email HQ@IIMC.com. ~~IIMC will not accept telephone cancellations.~~ **Telephone cancellations will not be accepted. Cancellations received postmarked on or after (date), are non-refundable.**

If written notice is received by (date) regardless of what you cancel **is cancelled** (either Academy, or Conference Registration or all), ~~you will receive~~ a full refund minus a US\$40.00 handling and processing charge **will be mailed**. If written notice is received between (date) and (date) 75% of the ~~above~~ fee will be refunded. No refunds will be made after (date). **Cash refunds are not available at the Conference.**

Refunds will not be issued for late arrivals or early departure. No refunds will be made for skipped events. **Registrants that do not attend the conference and did not cancel by the deadline, forfeit all registration fees paid, unless the inability to attend was due to a verifiable personal or family medical emergency. In this instance, the postmarked deadline to receive the documented written request for a refund less US\$40.00 is (date). Regretfully, no considerations will be made after this date.**

IIMC Headquarters will process any refund due within 30 days after the close of the Conference.

**Any IIMC member canceling membership within 60 days of the conference and desiring to attend shall pay the non-member registration fee. Carry-over of paid conference fees to a future conference is not permitted.**

**IIMC staff shall determine the appropriate deadlines dates noted in the policy written above and so publish in the conference materials as appropriate**

## ATTACHMENT 12 (6)

International Institute of Municipal Clerks

### Policy Manual

|   |  |
|---|--|
| <b>Department:</b> Education<br><br><b>Subject:</b> <b>Certification--CMC</b><br><br><b>Policy #:</b> E-1 | Approvals<br><br><b>Staff:</b><br><br><b>Executive Committee:</b><br><br><b>Board of Directors:</b> December 6, 2002<br><b>Amended:</b> December 4, 2004 |
|---|--|

*Committee's comments: The Committee believes a large portion of the policies in Section E are no longer needed, because the Education Programs, Certification and Recertification Guidelines, now addresses these sections. **However, we would recommend these documents be attached as an appendix to this policy (E-1).** Appropriate changes are recommended for Policy E-1, eliminate sections E-2, E-4, E-5, E-6, and renumber E-3 to E-2 with the recommendations.*

**Purpose:** To establish minimum criteria for Certified Municipal Clerk (CMC), **Master Municipal Clerk (MMC), and Recertification** Status.

**Scope:** Full and Additional Full Members

### Policy

1. ~~To be eligible for Certified Municipal Clerk status, a member must meet the following criteria:~~

- ~~• Be a Full or Additional Full Member as defined in IIMC'S Constitution;~~
- ~~• Be a member of IIMC for two full years;~~
  - ~~○ For purposes of determining membership criteria, a person must be a member for two full years within a 5-year time frame and must be a member at the time of applying for CMC status.~~
- ~~• Agree to abide by and practice the IIMC Code of Ethics (see Policy M-2);~~
- ~~• Attain a minimum of 50 education points as follows:~~
  - ~~○ Satisfactory completion of an IIMC-recognized Municipal Clerks Institute; or~~
  - ~~○ Bachelor degree or higher in Public Administration or related field; or~~
  - ~~○ Bachelor degree in an unrelated field and 67 hours of Institute training; or~~
  - ~~○ Associate of Arts degree in Public Administration or related field and 67 hours of Institute training~~

~~(Related fields include but are not limited to political science, government, business administration, accounting, economics, finance or related social sciences.)~~

~~(A clerk may attend one or two years at one IIMC recognized Institute and the remaining one or two years at another IIMC recognized Institute.)~~

- ~~Attain a minimum of 50 experience points. Applicable experience points include:~~
    - ~~Full-time Municipal or Deputy Clerk with administrative responsibility—4 per year—Maximum 40 points~~
    - ~~Part-time Municipal or Deputy Clerk with administrative responsibility—2 per year—Maximum 40 points~~
    - ~~Full-time Municipal or Deputy Clerk with no administrative responsibility—2 per year—Maximum 30 points~~
    - ~~Part-time Municipal or Deputy Clerk with no administrative responsibility—1 per year—Maximum 30 points~~
    - ~~Other full-time administrative positions in local government prior to becoming a Municipal or Deputy Clerk—2 per year—Maximum 30 points~~
    - ~~Administrative position in federal, state or provincial government—1 per year—maximum 30 points~~
    - ~~Administrative position in business—1 per year—maximum 30 points~~
    - ~~Attendance at IIMC Annual Conferences—4 per conference—maximum 20 points~~
    - ~~Attendance at IIMC Regional and Municipal Associations or Municipal League Conferences—1 per 6 hours or 1 day—maximum 15 points~~
    - ~~Education courses and in-service training relating to your position as Municipal Clerk—1 per 6 hours or 1 day—maximum 15 points~~
    - ~~Satisfactory completion of IIMC-approved home study courses—Vary with course—maximum 25 points~~
    - ~~Business or vocational school courses—1 per 10 hours of training—maximum 10 points~~
    - ~~College or university courses—1 per credit hour—maximum 25 points~~
  - ~~Submit the required CMC application with documentation and pay the required fee.~~
2. ~~A Certified Municipal Clerk who chooses not to pursue MMC status must re-certify every four (4) years. Criteria for re-certification is detailed in Policy E-6 Certification—CMC.~~
  3. ~~Re-certification is not required if a member has entered the Master Municipal Clerk Academy program and is actively pursuing MMC status.~~
  3. ~~Retired members may continue to use their CMC designations and are not required to re-certify, provided they maintain Retired Member status with IIMC.~~

**The organizational structure and governance of the certification programs shall assure the independence of decision-making by experts who design, monitor, and manage the certification process without being subject to undue influence by any part of the organization.**

**The criteria for the Certified Municipal Clerk (CMC), Master Municipal Clerk (MMC), and CMC Recertification shall be established by the Board of Directors and codified as a policy document entitled, “Education Programs, Certification and Recertification Guidelines”. The policy document may be amended from time-to-time as deemed appropriate by the Board of Directors.**

**COMBINED WITH POLICY E-1**

## ATTACHMENT 12 (7)

### Policy Manual

|  |  |
|--|--|
| <b>Department:</b> Education<br><br><b>Subject:</b> <b>Certification - MMC</b><br><br><b>Policy #:</b> E-2 | Approvals<br><br><b>Staff:</b><br><br><b>Executive Committee:</b><br><br><b>Board of Directors:</b> December 6, 2002<br><b>Amended:</b> December 4, 2004 |
|--|--|

**Purpose:**     ~~To establish minimum criteria for certification as a Master Municipal Clerk (MMC)~~

**Scope:**     ~~Full and Additional Full Members~~

#### Policy

1. ~~To be eligible for Master Municipal Clerk (MMC) status, a member must meet the following criteria:~~

- ~~• Maintain continuous IIMC membership.~~
- ~~• Be a Certified Municipal Clerk for a minimum of one year.~~
- ~~• Reaffirm the IIMC Code of Ethics (see Policy M-2);~~
- ~~• Complete four (4) levels (Entry, First, Second, Third) of the Academy program.~~

2. ~~To enter the Academy program and to move through each level a member must:~~

- ~~• Attain a total of 25 points with a minimum of 15 points in Advanced Education and a minimum of 5 points in Professional and Social Contributions.~~
- ~~• There shall be a minimum of 2 years and maximum of 4 years between each level~~
- ~~• Points for Advance Education shall be awarded as follows:~~
  - ~~○ Satisfactory completion of an IIMC approved Academy program—3 points per 6 hours or 1 day~~
  - ~~○ Academic credits in related field earned after IIMC certification at an accredited college or university—2 points per credit unit~~
  - ~~○ Certification from another organization relevant to your responsibilities as a Municipal Clerk (Minimum 50 hours of training)—7 points~~
  - ~~○ Completion of a professionally related seminar or course at a local resource not approved as an MMCA program—1 point per 6 hours or 1 day~~
  - ~~○ Completion of an IIMC approved self study program—vary with program~~
  - ~~○ Personal accomplishments of educational benefit to the profession—2 points~~
  - ~~○ Teacher or trainer at an IIMC recognized Institute or Municipal Clerk education program—1 point per 6 hours of teaching/training/preparation~~

- ~~Points for Professional and Social Contributions shall be awarded as follows:~~
    - ~~Member of IIMC Board of Directors—2 points per year~~
    - ~~Chairperson of an IIMC or Municipal Clerks Association Committee—2 points per year~~
    - ~~Officer or trustee of a Municipal Clerks Association or subdivision—2 points per year~~
    - ~~Registration and attendance at an IIMC Regional or Annual Conference, Municipal Clerks Association, or Municipal League Annual Conference—1 point per event~~
    - ~~Presenter at an IIMC/State/Provincial or Regional meeting—1 per session~~
    - ~~IIMC or Municipal Clerks Association Committee member—1 point per year~~
    - ~~Unique on the job performance or achievements that benefit the profession or community—2 points per year~~
    - ~~Personal accomplishments of educational benefit to the profession—2 points per year~~
    - ~~Officer in related professional association—1 point per year~~
  - ~~Submit the required application with documentation and pay the required fee for each level.~~
  - ~~Points obtained prior to attaining Certified Municipal Clerk (CMC) status may not be used as Academy points.~~
3. ~~Members who achieve Master Municipal Clerk status are not required to re-certify. However, they are expected to commit themselves to life-long learning.~~
  4. ~~Retired IIMC members who have achieved Master Municipal Clerk status may retain their MMC designation if they maintain IIMC membership. Academy members who do not achieve third level or full MMC Status before retiring may continue to use their CMC designation provided they maintain Retired Member Status with IIMC.~~

**ATTACHMENT 12 (8)**  
**Policy Manual**

|  |   |
|--|---|
| <b>Department:</b> Education   | Approvals   |
| <b>Subject:</b> <b>Decertification</b><br><u>Rescinding of Certification</u> | <b>Staff:</b>   |
|  | <b>Executive Committee:</b>   |
| <b>Policy #</b> E-3  | <b>Board of Directors:</b> December 6, 2002<br><b>Amended:</b> December 4, 2004 |

*Committee's Recommendations: With the creation of the ESC, the Committee recommends that they review and offer a recommendation to the Board on re-entry into the certification program.*

**Purpose:**       To establish a policy for the ~~decertification of members~~ rescinding of certification

**Scope:**        Certified Members

**Policy:**

1. A member convicted of a felony or criminal charge shall not be permitted to utilize the CMC or MMC designation.
2. A member shall promptly return to IIMC all plaques or certificates issued by the Institute and shall refrain from using the CMC or MMC initials following their name.
3. A member or former member who has served their sentence may ~~re-enter~~ **request re-entry into** the certification program ~~upon receiving written permission from the President of IIMC.~~ **by submitting such request in writing to the President of IIMC who shall refer the matter to the Ethical Standards Committee for review and recommendation to the Board of Directors.**
4. The Board may by, majority vote and in its sole discretion, ~~decertify~~ **rescind certification of** a member if in the opinion of the Board a member has contravened the Code of Ethics of the Institute **only following referral and recommendation from the Ethical Standards Committee.**

**This is incorporated into the Education Guidelines on pages 13-14.**

International Institute of Municipal Clerks

**ATTACHMENT 12 (9)  
Policy Manual**

|   |   |
|---|---|
| <b>Department:</b> Education                    | Approvals                                   |
| <b>Subject:</b> <b>Non-University Institute</b> | <b>Staff:</b>                               |
|   | <b>Executive Committee:</b>                 |
| <b>Policy #:</b> E-4                            | <b>Board of Directors:</b> October 10, 1995 |

**Purpose:** ~~To establish minimum criteria for non-university administration of certification institute and academy of advanced education programs.~~

**Scope:** ~~———— All Institutes~~

**Policy**

- ~~1. — An Institute Advisory Committee shall be created which should be comprised of selected members of the state or regional clerk's association, the Institute Coordinator and at least one representative of a four-year College or University. If there is no clerk's association, a representative group of clerks from that state or region should serve on the Institute Advisory Committee. Recommendations for appointment to the Committee may come from the state municipal league.~~
- ~~2. — The Institute Advisory Committee shall select a four-year College or University with which it wishes to affiliate for the purpose of conducting the Institute.~~
- ~~3. — The Institute Advisory Committee shall approve the proposed curriculum and proposed financial plan to be presented by the Institute Coordinator. The Institute Coordinator should provide a summary of expenses following the Institute.~~
- ~~4. — At the request of the Institute Advisory Committee, the College/University shall recommend and, when possible, provide speakers based on the approved curriculum and the needs of the municipal clerks to be served by the Institute. Funding for such speakers shall be arranged between the Institute Coordinator and the College/University, and shall be included as part of the financial plan to be approved by the Institute Advisory Committee.~~
- ~~5. — At the request of the Institute Advisory Committee and based upon staffing levels at the College/University, the College/University may provide staff support to the Institute~~

~~Coordinator prior to, during and after the Institute. Funding for such staff support shall be arranged between the Institute Coordinator and college/university, and shall be included as part of the financial plan to be approved by the Institute Advisory Committee.~~

- ~~6. The College/University shall lend its name as co-sponsor of the Institute and permit the use of its name and/or logo on all literature, brochures, registration materials, certificates of completion, etc. concerning the Institute. If the College/University assesses a fee for use of its name and/or logo, funding for such use shall be arranged between the Institute Coordinator and the College/University and shall be included as part of the financial plan to be approved by the Institute Advisory Committee.~~
- ~~7. The Institute Coordinator shall use the name and/or logo of the College/University on all literature, brochures, registration materials, certificates of completion, etc. concerning the Institute.~~
- ~~8. A Memo of Understanding and/or Letter of Agreement shall be executed between the Institute Coordinator, the College/University, the state association (if there is one) and the Institute Advisory Committee confirming that all parties agree to the above listed criteria. A copy of such Memo or Letter shall be submitted to HMC.~~
- ~~9. Institutes shall comply with all requirements of the HMC PROGRAM REVIEW GUIDE as amended or revised.~~

**This material is covered in a better way in the Education Guidelines on pages 8 and 9 and so covered in E-1.**

International Institute of Municipal Clerks

**ATTACHMENT 12 (10)  
Policy Manual**

|   |  |
|---|--|
| <b>Department:</b> Education                | Approvals                                |
| <b>Subject:</b> Program Review and Approval | <b>Staff:</b>                            |
| <b>Policy #:</b> E-5                        | <b>Executive Committee:</b>              |
|   | <b>Board of Directors:</b> October, 1991 |

**Purpose:** To establish a policy for review and approval of education programs endorsed by IIMC

**Scope:** General

**Policy**

1. The IIMC Board of Directors (herein called The Board) shall be informed in writing of all education programs and activities for which IIMC recognition, sponsorship or support has been or is being extended or proposed.
2. All proposed IIMC education programs and activities involving partial or full IIMC financial support, or for which non-IIMC funding will be sought, shall be submitted to The Board for review, approval, and commitment of IIMC and its resources to the programs or activities.
  - a. Prior to Board review, said programs and activities shall be reviewed by all IIMC Committees responsible and/or affected by the programs or activities.
  - b. When appropriate, materials submitted for Board review should include written Committee comments or recommendations for Board consideration.
  - c. These conditions apply to all education activities requiring commitment of IIMC resources.
3. All education programs or activities approved for IIMC recognition and/or support shall be:
  - a. designed to address educational needs or preferences demonstrated by reliable data to exist among a significant number of members of the profession, and
  - b. among those education programs or activities defined as priority activities by appropriate IIMC bodies.

4. ~~The above policies apply to all education programs or activities proposed, advocated or recommended for IIMC endorsement or support by any IIMC Committee, duly constituted IIMC body, organizations affiliated, allied and/or dedicated to support IIMC interests, and any other individual or group.~~
5. ~~The policy does not apply to recognized or proposed Institute or Academy programs.~~

## THIS IS INCORPORATED INTO POLICY E-1.

International Institute of Municipal Clerks

### ATTACHMENT 12 (11) Policy Manual

|  |   |
|--|---|
| <b>Department:</b> Education                 | Approvals                               |
| <b>Subject:</b> <b>Recertification - CMC</b> | <b>Staff:</b> March, 2003               |
|  | <b>Executive Committee:</b> March, 2003 |
| <b>Policy #:</b> E-6                         | <b>Board of Directors:</b> May 17, 2003 |
|  | <b>Amended:</b> May 22, 2004            |

**Purpose:**     ~~To establish a policy for CMC recertification.~~

**Scope:** ~~\_\_\_\_\_ All~~

#### **Policy**

- ~~1. Recertification applies only to Certified Municipal Clerks (CMCs) who choose not to pursue Master Municipal Clerk (MMC) status. CMCs actively pursuing MMC status may retain their CMC without having to re-certify.~~
- ~~2. The Recertification program became effective on January 1, 2000. All CMCs, regardless of their original date and year of certification, must recertify every four years. CMCs who received their original certifications prior to January 1, 2000 must begin the recertification process in the year 2000 on the month and date of their original certification. CMCs who receive their original certifications after January 1, 2000 must recertify every four years beginning with their original year and date of certification.~~
- ~~3. To be recertified every four years, CMCs must:~~
  - ~~a. maintain annual IIMC membership~~
  - ~~b. complete a minimum of forty (40) hours over a four year period.~~
  - ~~c. submit an Application For Recertification~~
  - ~~d. provide documentation of having completed the 40 hours of education or training;~~  
~~and~~
  - ~~e. pay the current recertification fee.~~
- ~~4. A member's CMC will expire if it is not renewed every four years. While IIMC will attempt to notify members that their certification is about to expire, individuals are solely responsible for their recertification. If CMC status is allowed to expire after 4 years, members may be reinstated as CMCs if they:~~

- a. ~~complete and document 60 hours of continuing education, 25 hours of which must have been acquired within the 12-month period prior to reapplying for recertification status~~
  - b. ~~complete and submit a Recertification Application Form to HMC; and~~
  - c. ~~pay the current recertification fee.~~
- 5. ~~A members who fails to certify within 12 months of the required date will have their CMC revoked.~~
- 6. ~~Members who allow their CMCs to expire and who do not apply for reinstatement for 10 years must reapply for full CMC status and fulfill all basic requirements. This includes the completion of a minimum 100 hours of Institute training which may have been obtained during the 10-year period of lapsed CMC status.~~

~~College degrees obtained during the ten-year period of lapsed CMC status may be considered in fulfilling education requirements if such degrees are related to the Municipal Clerk position or approved by the Program Review and Certification Committee. Education and experience credits used in original CMC applications may not be used in subsequent applications.~~
- 7. ~~Individual members are responsible for selecting, scheduling, attending and verifying completion of recertification training. Training should be relevant to the clerk's personal or professional growth. The training may include a variety of study options such as home study or correspondence courses (i.e., FEMA, ARMA, AMA)), local or chapter education conferences or sessions, HMC regional or annual conference programs, on-line and distance education sessions or courses, on-the-job training programs (i.e., CPR, emergency preparedness, new records management methods), college courses, MMCA seminars and other programs.~~

~~Members are encouraged to contact HMC, state or provincial associations, schools and other learning resources in their areas, and non-traditional self-study and distance education resources.~~
- 8. ~~Recertification training hours that meet reasonable MMCA (Master Municipal Clerk Academy) standards may be credited toward MMC studies if a member later chooses to pursue acceptance into the MMCA.~~
- 9. ~~Retired CMCs are not required to recertify and may retain their CMC designations as long as they maintain Retired Member status with HMC.~~

**ATTACHMENT 12 (12)**  
**Policy Manual**

|                               |   |
|-------------------------------|---|
| <b>Department:</b> Membership | Approvals                                 |
| <b>Subject:</b> <b>Dues</b>   | <b>Staff:</b>                             |
| <b>Policy #:</b> M-3          | <b>Executive Committee:</b>               |
|                               | <b>Board of Directors:</b> December, 1988 |

*Committee Recommendation: Amend Item 4 to remove a member for non payment of dues within three months of the due date rather than six months.*

**Purpose:** To establish a policy with respect to membership in IIMC

**Scope:** All

**Policy**

1. Membership in IIMC shall be granted in accordance with the IIMC Constitution
2. Membership dues will be invoiced annually a maximum of 3 months in advance of the member's anniversary date and are payable upon receipt.
3. A list of delinquent members shall be compiled monthly and submitted to the Board of Directors, the members of the Membership Committee and the Executive Director for action.
4. A members name will be removed from the membership roll and their membership canceled if they have not paid their dues within three (3) months of the due date.

International Institute of Municipal Clerks

**Policy Manual**

|  |   |
|--|---|
| <b>Department:</b> Membership          | Approvals                                   |
| <b>Subject:</b> Retirement Recognition | <b>Staff:</b>                               |
| <b>Policy #:</b> M-7                   | <b>Executive Committee:</b> September, 2000 |
|  | <b>Board of Directors:</b> November, 2000   |

*Committee Recommendation: Expand to include Region Director as option to attend official recognition ceremony and gift selection.*

**Purpose:**

The International Institute of Municipal Clerks desires to appropriately recognize those members who have reached the retirement age, are leaving the position of municipal clerk, and who have performed exemplary service for the organization during their membership.

**Policy:**

In order to be eligible for this type of recognition, the member:

Required:

- Must have been a member of IIMC for a minimum of ten years;
- Must have served on at least two IIMC Committees during their membership; and
- Must have chaired and/or co-chaired at least one IIMC Committee.

In addition to the above, at least one of the following:

- Taught fellow clerks at least five times in formal and informal settings, e.g., at IIMC conferences, institutes/academies, monthly/quarterly/annual state/provincial meetings, regional meetings, or in other countries.
- Instituted or followed through on major programs benefiting IIMC and its members, e.g., setting up an institute or academy, major research and presentation of the same to the members, video presentations, constitutional changes, by-laws, etc.

The president, member of the Executive Committee, **Region Director** or other presidential designee shall attend the official recognition of the member's retirement and make the official presentation on behalf of IIMC. The president, **Region Director**, or **presidential** designee, shall determine the appropriate gift for presentation.

## REFERENCE MATERIALS

### COMMMITTEE MINUTES:

8/12/08 Status Report  
Committee Meeting August 27, 2008  
Committee Meeting September 17, 2008

### COMMITTEE ROSTER

**IIMC POLICY COMMITTEE**  
**STATUS REPORT FOR AUGUST 12 ALL CHAIR MEETING WITH PRESIDENT**

Updated 8/12/08

|  |   |                |  |                |  |                |                                       |                |  |                |  |                  |   |                  |  |                  |  |                |   |                |  |              |   |            |   |                       |  |
|--|---|----------------|--|----------------|--|----------------|---------------------------------------|----------------|--|----------------|--|------------------|---|------------------|--|------------------|--|----------------|---|----------------|--|--------------|---|------------|---|-----------------------|--|
| <p><b>COMMITTEE DEADLINES &amp; WORK PROGRAM</b></p> <p><b>NOTE NEXT CONFERENCE CALL MEETING DATE IS AUGUST 27</b></p> | <table border="0"> <tr> <td><b>July 11</b></td><td>Group #2 submit recommendations to committee</td></tr> <tr> <td><b>July 16</b></td><td>Committee conference call Group #2 recommendations</td></tr> <tr> <td><b>July 21</b></td><td>Submit budget request to Headquarters</td></tr> <tr> <td><b>July 25</b></td><td>Group #1 submits recommendations to committee.</td></tr> <tr> <td><b>July 30</b></td><td>Committee conference call Group #1 recommendations</td></tr> <tr> <td><b>August 12</b></td><td>All chairs conference call with President</td></tr> <tr> <td><b>August 15</b></td><td>Group #2 submit recommendations to committee</td></tr> <tr> <td><b>August 27</b></td><td>Committee conference call Group #2 recommendations</td></tr> <tr> <td><b>Sept 10</b></td><td>Groups #3 submit recommendations to committee</td></tr> <tr> <td><b>Sept 17</b></td><td>Committee conference call Group #3 recommendations</td></tr> <tr> <td><b>Oct 6</b></td><td>File report for October IIMC Board Mid-Year Meeting</td></tr> <tr> <td><b>TBD</b></td><td>Wrap up all committee conference calls.</td></tr> <tr> <td><b>April 17, 2009</b></td><td>File final report for IIMC Annual Report</td></tr> </table> <p><b>COMMITTEE WORK PROGRAM:</b></p> <ul style="list-style-type: none"> <li>• Request to allow retired members to vote and hold office - Clarification of full member and additional member between Constitution and policy would be helpful</li> <li>• Region Board Member moving out of region and continuing on Board</li> <li>• Terms of committee appointments</li> <li>• Protocol for publishing articles in IIMC News Digest – Exec Dir will propose a job description for the News Digest Editor as well as a standard disclaimer as to what materials will be published along with a dispute mechanism – and refer to Public Relations &amp; Marketing Committee.</li> <li>• Budget approval for initiatives that would impact IIMC budget – refer to Budget &amp; Planning Committee</li> <li>• International Travel / President Travel – refer to Budget &amp; Planning Committee and International Relations Committee to establish guidelines for strategic attendance (rather than invitation only) within a specified dollar amount.</li> <li>• Separation of Power - Executive Committee decision vs. IIMC Board decision</li> <li>• Separation of Power – Policy (how) vs. Administration (what) - to be addressed by this committee through policy review.</li> <li>• Turn around time for Board’s response to staff director – needs clarification, does not seem to be an issue.</li> <li>• Conference – cancellation policy refunds – refer to Conference Planning Committee.</li> <li>• Conference – members canceling membership to attend conference as guest – refer to Conference Planning Committee with recommendation that a policy be developed to not allow this.</li> <li>• Election Campaigning – refer to Election</li> <li>• Communication Protocol – Exec Dir include communication protocol in the New Board Member Orientation program outlining protocol between members, region directors, IIMC staff and IIMC Board</li> </ul> | <b>July 11</b> | Group #2 submit recommendations to committee | <b>July 16</b> | Committee conference call Group #2 recommendations | <b>July 21</b> | Submit budget request to Headquarters | <b>July 25</b> | Group #1 submits recommendations to committee. | <b>July 30</b> | Committee conference call Group #1 recommendations | <b>August 12</b> | All chairs conference call with President | <b>August 15</b> | Group #2 submit recommendations to committee | <b>August 27</b> | Committee conference call Group #2 recommendations | <b>Sept 10</b> | Groups #3 submit recommendations to committee | <b>Sept 17</b> | Committee conference call Group #3 recommendations | <b>Oct 6</b> | File report for October IIMC Board Mid-Year Meeting | <b>TBD</b> | Wrap up all committee conference calls. | <b>April 17, 2009</b> | File final report for IIMC Annual Report |
| <b>July 11</b>   | Group #2 submit recommendations to committee  |                |  |                |  |                |                                       |                |  |                |  |                  |   |                  |  |                  |  |                |   |                |  |              |   |            |   |                       |  |
| <b>July 16</b>   | Committee conference call Group #2 recommendations  |                |  |                |  |                |                                       |                |  |                |  |                  |   |                  |  |                  |  |                |   |                |  |              |   |            |   |                       |  |
| <b>July 21</b>   | Submit budget request to Headquarters   |                |  |                |  |                |                                       |                |  |                |  |                  |   |                  |  |                  |  |                |   |                |  |              |   |            |   |                       |  |
| <b>July 25</b>   | Group #1 submits recommendations to committee.  |                |  |                |  |                |                                       |                |  |                |  |                  |   |                  |  |                  |  |                |   |                |  |              |   |            |   |                       |  |
| <b>July 30</b>   | Committee conference call Group #1 recommendations  |                |  |                |  |                |                                       |                |  |                |  |                  |   |                  |  |                  |  |                |   |                |  |              |   |            |   |                       |  |
| <b>August 12</b>   | All chairs conference call with President   |                |  |                |  |                |                                       |                |  |                |  |                  |   |                  |  |                  |  |                |   |                |  |              |   |            |   |                       |  |
| <b>August 15</b>   | Group #2 submit recommendations to committee  |                |  |                |  |                |                                       |                |  |                |  |                  |   |                  |  |                  |  |                |   |                |  |              |   |            |   |                       |  |
| <b>August 27</b>   | Committee conference call Group #2 recommendations  |                |  |                |  |                |                                       |                |  |                |  |                  |   |                  |  |                  |  |                |   |                |  |              |   |            |   |                       |  |
| <b>Sept 10</b>   | Groups #3 submit recommendations to committee   |                |  |                |  |                |                                       |                |  |                |  |                  |   |                  |  |                  |  |                |   |                |  |              |   |            |   |                       |  |
| <b>Sept 17</b>   | Committee conference call Group #3 recommendations  |                |  |                |  |                |                                       |                |  |                |  |                  |   |                  |  |                  |  |                |   |                |  |              |   |            |   |                       |  |
| <b>Oct 6</b>   | File report for October IIMC Board Mid-Year Meeting   |                |  |                |  |                |                                       |                |  |                |  |                  |   |                  |  |                  |  |                |   |                |  |              |   |            |   |                       |  |
| <b>TBD</b>   | Wrap up all committee conference calls.   |                |  |                |  |                |                                       |                |  |                |  |                  |   |                  |  |                  |  |                |   |                |  |              |   |            |   |                       |  |
| <b>April 17, 2009</b>  | File final report for IIMC Annual Report  |                |  |                |  |                |                                       |                |  |                |  |                  |   |                  |  |                  |  |                |   |                |  |              |   |            |   |                       |  |

|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>• Codification of Policies and Constitution – request that the Policy Manual and Constitution be codified</li> <li>• Request that President Reese send a letter to all standing committee's directing that cooperation is necessary in timely addressing referrals from the Policy Review Committee. Referrals from this committee and follow-up requests will come from Executive Director upon approval of the President.</li> </ul> |
|--|---|

## ACTIONS TO DATE – AUGUST 6, 2008

### **1) Request that retired members are allowed to vote and hold office**

Directed the Executive Director to correspond with member indicating that current Constitution does not allow and point out Constitution amendment procedures.

### **2) All committee conference call on August 6, 2008 to identify recommendations from Group #2**

#### **Group #2 Assignments**

|  |      |     |
|--|------|-----|
| Board of Directors                                   |      |     |
| Awards (See Membership)                              |      |     |
| Committees – Creation and Appointment                | B-1  | B1  |
| Elections and Campaigning                            | B-2  | B7  |
| Expenses – Conference                                | B-3  | B11 |
| Expenses - Board Travel                              | B-4  | B13 |
| Gifts  | B-5  | B16 |
| Minutes and Agendas                                  | B-6  | B17 |
| PANGEA Appointments (Rescinded)                      | B-7  | B19 |
| Past Presidents                                      | B-8  | B20 |
| President and Executive Director Activity Reports    | B-9  | B22 |
| Region Directors Responsibilities                    | B-10 | B23 |
| Rules of Conduct – Conference Site Selection Process | B-13 | B25 |
| Vacancy of Vice President                            | B-14 | B27 |
| VIP Protocol   | B-11 | B29 |
| Visits – Presidential                                | B12  | B33 |

Notes: (1) Two year term for committee members; (2) Possible future constitutional amendment to provide for continued IIMC Board membership in the event that a Regional Board Members moves outside the region and wishes to remain on the Board (Region/State approvals – time left in office); (3) EC/President travel outside North America; (4) Executive Committee endorsements; (4) Budget approval process for all projects (including Exec Committee); (5) Executive Committee authority v Board authority/action

#### RECOMMENDATIONS:

### **1) Two year term for committee members**

#### **Policy # B-1 Committees – Creation and Appointment**

Appointment Process (All Committees except the Executive Committee and Budget and Planning)

4. A Committee member whose term is expiring may be reappointed to the same committee at the discretion of the Incoming President Elect and Vice President, however no person shall be appointed to the same committee for a period to exceed 6 consecutive years.

**RECOMMENDATION:** No action necessary – it is clear in current policy that reappointments are allowed up to six years

**2) Possible future constitutional amendment to provide for continued IIMC Board membership in the event that a Regional Board Member moves outside the region and wishes to remain on the Board (Region/State approvals – time left in office)**

In the event that an IIMC Board member relocates their residence outside the region they represent, they may retain their position based upon the following conditions:

- A. Written documentation of support from their state/province/country association which they moved from; and
- B. Written documentation of support from a majority of the states/provinces/ or countries from the region, which they moved from
- C. Copies of documentation to be filed with IIMC Headquarters.

**RECOMMENDATION:** Submit to the Board of Directors for a Constitution Amendment (Article IV (B)) with recommendation that this only be allowed if at least one-half of the member's term has been served

**3) EC/President travel outside North America**

Executive Committee's travels outside North America be scheduled toward visiting only those Region XI Associations that have developed a membership presence with IIMC, a strong interest in developing an Institute and IIMC Certification Programs and/or an opportunity for IIMC to develop strong affiliations with a new association leading to new Region XI members.

Other Region XI travels, those where the affiliation is not as strong and membership is non-existent, should be on an "every other year basis," and depending on IIMC's financial statue.

**RECOMMENDATION:**

\* Submit to the International Committee and Budget/Planning Committee and That Presidential ***Companion*** Travel (Policy # B-4 – Expenses – Board Travel) international travel expenses only be provided to the President or designee and the amount be limited to no more than \$3,500

**4) Executive Committee endorsements**

The Executive Committee should refrain from making any verbal or written public political endorsements of candidates.

**RECOMMENDATION:** Submit to the Election Committee.

**5) Budget approval process for all projects (including Exec Committee)**

Anything over \$10,000 not in the current budget must go to the Budget/Planning Committee to prepare a budget impact statement then to the Board of Director's for approval.

**RECOMMENDATION:**

\* Submit to the Budget/Planning Committee with recommendations:

(1) To achieve objectivity, the Immediate Past President and the Incoming President should not be voting members and – **NOTE IT HAS BEEN SUGGESTED THAT THIS BE REVISED TO EXCLUDE THE PAST PRESIDENT AND ALLOW PRESIDENT AND PRESIDENT ELECT TO VOTE AS THE BUDGET WILL AFFECT BOTH TERMS**

(2) Add a permanent at-large member to the Budget and Planning Committee (the at-large member has been a voting member of the committee for the past two years, but is not a listed member of the committee in Policy B #1)

**6) Executive Committee authority v. Board of Directors authority/action**

**RECOMMENDATION:**

\* That Article V.A.2 of the Constitution is rewritten to provide that the Executive Committee is not a decision making body, and all action items are to be submitted to the Board of Directors and

\* Add language to Article VIII to state the Executive Director reports to the Board of Directors.

Submitted by Pamyla Means, Chair

MINUTES  
IIMC POLICY REVIEW COMMITTEE  
CONFERENCE CALL

WEDNESDAY, AUGUST 27, 2008

**(1) Finalization of Group #2 recommendations subsequent to all chair conference call on August 12**

- a. Presidential companion travel – clarified amount not to exceed \$3,500
- b. Confirmed referral to Elections Committee of recommendation regarding Executive Committee
- c. Amended previous recommendation (as requested at 8/12 conference call) to allow both the President and President Elect to be voting members for budget approval and referred to Budget & Planning Committee
- d. Review of remaining “B” policies – no action taken

**(2) Discussion/direction of Group #1 recommendations:**

- a. Definition of “retired” member and rights of retired members

Policy # A-1 Investment Policy, Purpose, Goals and Guidelines

Amend Page A-2 Paragraph 1 to read as follows:

- Projecting the organization’s needs, and the Executive Director communicating such needs to the **Board of Directors** on a timely basis.

RECOMMENDATION: Submit to Budget/Planning Committee. **(APPROVED As Amended)**

**Policy # A-2 Memorials**

RECOMMENDATION: No Changes Recommended **(APPROVED)**

Policy# A-3 Significant Accounting Policies

RECOMMENDATION: No changes. **(APPROVED)**

**Policy# A-4 Revenues and Expenditures-the Budget Process**

Page A-9, policy (4) amended to read:

The Executive committee may recommend amendments to the Budget estimates prior to submitting it to the Board. **(APPROVED)**

Page A-10, policy (7) amended to read:

The Executive Director and staff are charged with monitoring expenditures to ensure that budget estimates of expenditures are not exceeded and that revenues are achieved. A profit and loss statement and trial balance compared to the actual budget is to be submitted monthly to the Board of Directors and the Budget and Planning Committee. **(APPROVED)**

Page A-10, policy (8) amended to read:

In the event of an emergency or unanticipated requirement, the Executive Director may at his/her discretion, in consultation with the Board of Directors, authorize the reallocation of budgeted expenditures from one account to another to meet the needs of the Corporation provided the total budget estimates are not exceeded and revenue targets are met. **(APPROVED As Amended)**

Page A-10, policy (9) amended to read:

The budget will be reviewed half yearly (June and December) and the outcome of these reviews will be reported to the Board of Directors within three weeks of the period end. The President will advise the Budget and Planning Committee of the projected outcome immediately following the

budget process. **(Executive Director Chris Shalby agreed to draft an amendment to Policy A-10 and forward it to Sheri Pierce and committee members)**

Page A-10, policy (10) amended to read:

In the event that expenditures are projected to exceed budget estimates and result in a deficit, the Executive Director shall report to the Board of Directors and to the Budget and Planning Committee.

RECOMMENDATION: Submit to the Budget and Planning Committee. **(APPROVED As Amended)**

## **Policy #A-5 Non Lapsing Reserve Fund**

RECOMMENDATION: No revision. **(APPROVED)**

### **Policy #M-1 Awards**

25 Year and Staff Service Awards

RECOMMENDATION: Submit to Executive Director for comment.

**Executive Director Chris Shalby agreed to draft an amendment to Policy #M1, Education Honors Award to incorporate the current practice of giving an award to an Institute Director each year at the annual conference and forward it to Sheri Pierce and committee members.**

### **Policy #M-2 Code of Ethics**

RECOMMENDATION: Include the Code of Ethics in the New Member Orientation Manual and the annual conference program book. It is also recommended that the Code of Ethics be prominently displayed at the annual conference. **Executive Director Shalby agreed to add the professional certificate in the IIMC Annual Conference Program.**

### **Policy #M-3 Dues**

RECOMMENDATION: Policy (4) amended to read:

A members name will be removed from the membership roll and their membership canceled if they have not paid their dues within three 3 months of the due date.

Submit to Board of Directors. **(ACTION DEFERRED pending feedback from Janis Daudt regarding IIMC's invoice cycle.)**

### **Policy #M-4 Honorary Members-Standards**

There is no written statement exempting honorary members from paying dues. **Executive Director Chris Shalby agreed to draft an amendment to incorporate language exempting honorary members and forward it to Sheri Pierce and committee members.**

Does the Board of Directors receive nominations each year for consideration at mid-year?

**Executive Director Chris Shalby noted that only Past Presidents had been given Honorary Membership Status in recent years. He was asked to review Policy M4 #2 and make a recommendation to retain or delete the current policy. Submit to Sheri and committee members.**

RECOMMENDATION: Submit to Executive Director for comment. **(APPROVED)**

### **Policy #M-5 Mailing List**

RECOMMENDATION: No revision. **(APPROVED)**

### **Policy #M-6 Membership Information**

RECOMMENDATION: No revision. **(APPROVED)**

### **Policy #M-7 Retirement Recognition**

## RECOMMENDATION:

Amend the last paragraph of this policy as follows:

The president, member of the Executive Committee, Region Director or other presidential designee shall attend the official recognition of the member's retirement and make the official presentation on behalf of IIMC. The president, region director or presidential designee, shall determine the appropriate gift for presentation.

The group also suggests that there be a nomination process or procedure included in the policy. It is not clear how this recognition is currently implemented. **(APPROVED SUBSTITUTE MOTION TO DELETE POLICY #M-7. Discussion revealed that the policy is not being practiced. Executive Director Shalby noted that certificates are sent to retirees 90% of the time.)**

### **(3) New policy requests for Committee consideration:**

- a. Transition policy to replace the Executive Director in the event of a vacancy in the position

Recommended Action: refer to Group #1 for recommendation

- b. IIMC conferences

Recommended Action: refer to Conference Policy Committee for recommendation

MINUTES  
IIMC POLICY REVIEW COMMITTEE  
CONFERENCE CALL

WEDNESDAY, SEPTEMBER 17, 2008

**(4) Discussion/direction of Group #3 recommendations**

**a. Education Policies (E-1 through E-6)**

IIMC Education Director confirmed that a majority of the education policies are now addressed in the Education Guidelines, which have been codified in one document. The Education Guidelines include “procedures” relative to the “policies”.

**Committee recommendation:**

- (1) Refer to Program Review and Certification Committee recommendation to adopt one policy relative to education that references the Education Guidelines. The Guidelines shall be included in the Policy Manual as an appendix. Staff may amend education procedures from time to time as required. Policy changes require approval by the Certification Committee and IIMC Board of Directors. Any discrepancy between policy and procedure is to be determined by the Board of Directors.
- (2) Rescind E-2 (Certification – MMC); rescind E-4 (Non-University Institute); Rescind E-5 (Program Review and Approval); Rescind E-6 (Re-certification – CMC) and combine as one policy as proposed in amended E-1 (Certification).
- (3) Approve amendment to E-3 (renumber to E-2 – Rescinding of Certification) and refer to the Ethical Standards Committee with a recommendation that requests for re-entry into the certification program first be approved by the Ethical Standards Committee and then the IIMC Board of Directors; and that the Ethical Standards Committee formulate a recommendation on re-entry.

**b. Conference Policies (C-1 through C-7)**

**Committee recommendation:**

- (1) Approved recommendation for amendment to C-1 (Conferences outside USA and Canada) with the additional recommendation that (a) the Board of Directors shall determine the feasibility of a Region XI conference; (b) the Board of Directors will determine timeframe and bidding process (including the provision for sole bidding) and (c) that this recommendation be referred to the Conference Planning Committee for input.
- (2) Amend C-6 (Request for Proposal) to reference C-1.
- (3) Adopt NEW C-8 (Conference Cancellations and Refunds).

**(5) Finalization of Group #1 and #2 recommendations**

**Committee recommendation:** Approved as submitted.

**(3) Group #2 recommendation regarding composition of Budget & Planning Committee**

**Committee recommendation:**

VOTING – The Budget and Planning Committee’s voting parameters concerning the Executive Committee members needs to be restructured, allowing only the President and President Elect to have voting privileges. The Vice President, who is the Board liaison, and the Immediate Past President will not have voting privileges.

AT- LARGE MEMBER – Eliminate the At-Large member effective January 1, 2009

COMPOSITION – At a future date the IIMC Board of Directors review the governance and composition of the Budget and Planning Committee with the intent of eliminating all Executive Committee members from the committee.

**(4) New Policy Requests for Consideration:**

a. Transition policy to replace the Executive Director

**Committee recommendation:** Refer to Group #1 to report back 10/15/08.

b. IIMC Conferences

**Committee recommendation:** Refer to Conference Committee for response

Submitted by: Pamyla Means, Chair

**International Institute of Municipal Clerks  
Policy Review Committee  
2008/09 Roster**

**PURPOSE:**

To monitor and provide policy guidance to ensure, purpose, consistency, accuracy and fair application. To review policies, positions and perspectives regularly and recommend appropriate revisions to the IIMC Board of Directors. Provide policy articles of interest for inclusion in the News Digest.

**2008/09 GOALS & OBJECTIVES:**

The Committee:

- a.. Review critical issues or key areas of policy issues raised by members, IIMC board, and staff, regarding inconsistencies, difficulties and new issues as a result of changes .
- b. Writes or revises policy as needed and refers to the IIMC Board of Directors.
- c. Work closely with the Budget Committee, assisting in reviewing, monitoring and revising budget policies on expenditure, i.e. travel policy: Mid-year board meeting, Executive Committee; International Travel and International Conference Policy.
- d. Facilitates and provides policy guidance to IIMC board and staff to ensure accountability and implementation.
- e. Review the concept of a new policy and forwards recommendation to Board of Directors.

**DEADLINES:**

- July 21, 2008** Identify and submit to Headquarters budget justification requests (if any) necessary to accomplish the Committee's goals and objectives. All requests will be reviewed by the Budget and Planning Committee.
- October 6, 2008** File a Report with Headquarters for inclusion with agenda materials for the October IIMC Board of Directors Mid-Year Meeting.
- April 17, 2009** File the final report with Headquarters for inclusion with the Annual Report.

**Chair**

**Term of Service**

**Vice Chairman**

**Term of Service**

**Pamyla Means, MMC**  
Retired City Clerk  
From the City of Berkeley, CA  
3268 Twin Oaks Drive  
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**5/18/2009**

**Frances W. Kersey, MMC**  
City Clerk  
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**5/18/2009**

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**Member**

**Term of Service**

**Member**

**Term of Service**

**Gwen Azama-Edwards, MMC**  
Retired City Clerk  
From the City of Daytona Beach  
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Daytona Beach, FL 32119

**5/18/2009**

**Mary Kayser, MMC**  
City Secretary  
City of Garland  
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**5/18/2009**

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**Gloria A. Leija, MMC** **5/18/2009**  
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**Member** **Term of Service**  
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**Member** **Term of Service**  
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**Board Liaison** **Term of Service**  
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**Staff Liaison** **Term of Service**  
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# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To: IIMC BOARD OF DIRECTORS**

**From: POLICY REVIEW COMMITTEE  
PAMYL A MEANS, CHAIR**

**Date: OCTOBER 16, 2008**

**Subject: ADDENDUM TO MID YEAR REPORT - BOARD OF DIRECTORS**

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## **Discussion**

The Policy Review Committee met on October 15 at which time additional recommendations were finalized. These additional recommendations are submitted for the IIMC Board of Director's mid year meeting.

This committee has one remaining scheduled meeting on November 19 to address assigned tasks. Following that meeting, the committee will meet on call as needed.

## **Additional Recommendations:**

13. That Policy A-2 (Memorials) is amended to stipulate that the sum of \$50.00 will be allocated towards all donations and that this amount be reviewed every three years to determine its adequacy.

## **Management's Recommendation**

We support this recommendation.

14. That Policy A-4 (Revenues and Expenditures – The Budget Process) is amended as follows:

“4. The Executive Committee may ~~amend~~ **recommend amendments to** the Budget estimates prior to submitting it to the Board.

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

|                                      |   |
|--------------------------------------|---|
| Funds from \$ 0 to \$ 1,000.00       | Staff member  |
| Funds for \$1,001.00 to \$5,000.00   | Executive Director                                  |
| Funds from \$5,001.00 to \$10,000.00 | Executive Committee                                 |
| Funds over \$10,000.00               | Board of Directors <b>and Budget &amp; Planning</b> |

8. In the event of an emergency or unanticipated requirement, the Executive Director may at his/her discretion, in consultation with the ~~Executive Committee~~ **Budget and Planning Committee**, authorize the reallocation of budgeted expenditures from one account to another to meet the needs of the Corporation provided the total budget estimates are not exceeded and revenue targets are met.
9. The budget will be reviewed half yearly (~~June and December~~ **at the mid-year and annual board meetings**) and the outcome of these reviews will be reported to the ~~Executive~~

~~Committee~~ **Board of Directors** within three weeks of the period end. The ~~President~~ **Executive Director** will advise the Budget and Planning Committee of the projected outcome immediately following the budget review.

10. In the event that expenditures are projected to exceed budget estimates and result in a deficit, the Executive Director shall ~~report~~ **update the findings** to the Budget and Planning Committee. The Budget and Planning Committee may recommend additional expenditures or propose cost cutting measures in order to reduce or eliminate the projected deficit.”

### **Management’s Recommendation**

Management has been following these policies to a certain extent. We believe they keep staff in compliance. Once litigation is complete, we will once again share the monthly budget with the Board and Budget & Planning Committee.

15. Policy M-1 (Education Honors Award) is amended as follows:

**M-1 Awards** - The Education Honors Award has been replaced with the Institute Directors Award of Excellence

#### **~~Education Honors Award~~**

~~The purpose of this award is to recognize contributions, celebrate and promote excellence in educational programs for Municipal Clerks.~~

~~1. ——— Nominee must be a voting or associate member in good standing with IIMC. Institute Directors are not eligible for this award.~~

~~2. ——— Nominee must have made an outstanding contribution or have provided outstanding performance related to the promotion and/or delivery of educational opportunities for Municipal Clerks. Documentation and verification must be attached.~~

~~1. ——— Individuals may be nominated for education program development; leadership through education; teaching and promotion of CMC/MMC programs or in other categories not listed that go beyond the usual professional obligations one assumes.~~

#### **Institute Directors Award**

**The Institute Director Award of Excellence shall be presented to one Institute Director who has contributed in a particularly significant way to the educational needs of Municipal Clerks and the advancement of the profession.**

**Preference shall be given to nominees who have consistently served with excellence in that role, and whose performances have supported IIMC's educational goals and programming standards over time.**

**Individuals may be nominated if they are in the process of terminating or have terminated their Institute Director position, if their nomination is otherwise consistent with stated Award Policy and Criteria.**

**Information shall include, but not be limited to, detailing the unique or extraordinary individual efforts undertaken by the nominee on behalf of Municipal Clerks and professional, or personal voluntary contributions made to other organizations or groups, which advanced the profession in a positive direction.**

**The IIMC Board of Directors may recognize excellence in performance of other Institute Directors or Institute programs as it chooses in ways or forms other than the Award.**

**The President appoints a Review and Selection Committee to review, select and recommend Award recipients to the President. The Committee will be comprised of the IIMC Board Liaison(s) to the Program Review/Certification Committee who will serve as the Committee Chair, the immediate past year's Award recipient, and others who may be appointed by the President. IIMC's Director of Education will serve on the Committee in a non-voting advisory and staff role.**

**IIMC's President shall present the Award during the Opening Ceremony at IIMC's Annual Conference.**

**It is not required that the Award be given each year**

#### **AWARD CRITERIA**

**Award criteria and procedures for submitting nominations will appear in the November News Digest.**

#### **Management's Recommendation**

Management supports the change from an Education Honors Award to the Institute Directors Award. In my recollection, I don't recall IIMC presenting an Education Award. This revision properly reflects what we are currently presenting at the Annual Conferences.

16. That the IIMC Constitution and Policy M-4 (Honorary Members – Standards) be amended as follows:

#### **M-4 Honorary Members - Standards**

This class of membership is reserved for persons who have made a significant or exemplary contribution to the municipal clerk profession or who have been instrumental in providing a major legacy to the mission of IIMC.

This class of membership shall include all IIMC Past Presidents, who shall become honorary members upon retirement or upon assumption of positions other than Municipal Clerk.

Members of IIMC are encouraged to nominate persons for this honor. Nominations should include a resume and other documentation to support a nomination. All nominations should be submitted by an annual deadline established by the President. The President shall appoint a committee to review nominations, and the committee shall submit nominees to the Board for consideration at the Mid-year meeting.

The IIMC Board of Directors by a majority vote of board members confers honorary memberships.

Recognition of new Honorary members shall occur at the first Annual meeting after the Board of Directors confers such honorary membership status.

**Honorary members are exempt from paying membership dues.**

#### **Management's Recommendation**

Management supports the additional wording to this policy.

17. See Recommendation #12 (12) regarding Policy M-3 (Dues). The committee continues to recommend that memberships be cancelled when three months past due rather than the current six months. The committee understands that IIMC Staff may have concerns as to how this change would affect current operations. It is suggested that this be discussed by the Board for a final determination. As an alternative, the committee recommends that the time period be reduced from six months to four months, but that it not remain at six months.

**Management's Recommendation**

Staff does not support this recommendation of canceling members after three months past due. Our research shows that it takes the membership department several months to contact these late members before renewal is achieved. Staff needs at least six months of effort before canceling a member. We recommend to the Board that three months be extended to six months.

18. That the IIMC Constitution, Article IV (Officers and Region Directors, subsection D (Vacancies) be amended to add the following:

“6. In the event of a temporary or permanent vacancy in the office of the Executive Director, subject to approval by the IIMC Board of Directors, the IIMC's Director of Education shall be appointed Interim Executive Director, reporting to the IIMC Board, until the Executive Director returns or a replacement is found. In the event that it is a permanent vacancy, the Executive Committee shall appoint an Executive Director Search Committee to oversee the hiring of a new Director. The recruitment process for the new Executive Director shall begin within six months of the date of the vacancy.”

**Management's Recommendation**

Management fully supports this recommendation. We believe that it will provide continuity, stability and security to staff.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** IIMC Officers and Board  
**From:** Lisa Johnston, RM Chairman  
**Date:** 10-06-08  
**Subject:** Records Management Committee Mid-Year Report

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## Background

The Records Management Committee received three tasks for 2008-2009:

1. Revise Record Management Technical Bulletins and IIMC Retention Schedule.
2. Investigate the possibility of developing reciprocity agreements for joint records management program with ARMA and/or NAGARA, leading to a separate IIMC certification.
3. Recommend record management conference programs and/or presenters to the Conference Education Committee and Director of Education.

## Discussion

Progress on the tasks:

1. *Revise Record Management Technical Bulletins and IIMC Retention Schedule.*

Committee members have volunteered to review some of the bulletins, but we currently do not have a recommendation for updates and/or additions. Committee Member Diane Gladwell has volunteered to review and work on the bulletin that she initially worked on, as she has time. Member Paul Bergeron reported that the original bulletins were published jointly by IIMC & NAGARA, and that they were written with a stipend provided by an NHPRC grant. Deadline for that grant cycle is October 6<sup>th</sup>. We would recommend applying for the grant next year.

The Bulletins are currently available on the NAGARA website. A request to link to the NAGARA publications site was made and completed by IIMC staff.

Member Diane Gladwell is currently working with IIMC staff on records management and retention schedules. She has met with IIMC staff and they have revised the retention policy to reflect various changes due to membership and certification requirements. Work is also progressing on utilizing the LaserFiche system. A new file classification and labeling system to support the changes in education requirements has been designed for Education (Certification). Diane is also developing an assessment report for the mid-year board meeting. The committee would like to thank Diane for donating her services to assist IIMC HQ.

2. *Investigate the possibility of developing reciprocity agreements for joint records management programs with ARMA and/or NAGARA, leading to a separate IIMC certification.*

At the July 2008 meeting, the NAGARA Board approved a Records Management Certificate, requiring 40 hours. The Records Management Committee has reviewed the certificate requirements and recommends it. The proposal has been submitted to the Conference Education and Program Certification Committees, as well as to Chris Shalby and Dr. Eftakari. Our committee recognizes that there are still many details to work out, but we feel that this program could be beneficial to our members and allow us to collaborate more closely with a sister Records Management organization.

3. *Recommend record manage conference programs and/or presenters to the Conference Education Committee and Director of Education.*

The Committee has submitted seven program topics for 2009 Conference:

- Managing Municipal Government E-Records: A case study (City of Austin)
- Advocacy: Promoting your Records Management Program (Paul Bergeron)
- Microfilm or Digitize? Which is the right choice for you?
- Report from CoSA (Council of State Archivists) on the IPER (Intergovernmental Preparedness of Essential Records) and other CoSA projects (Vicki Walch/Jenifer Burlis-Freilich)
- Electronic Records Discovery
- City of Austin 10-step Program for Developing a Records Management Program (City of Austin)
- Applying Archival Principles to your Filing Systems

All topics were approved by the Education Committee. We are currently looking for speakers for the topics Microfilm or Digitize; Electronic Records Discovery; and Applying Archival Principles to your Filing Systems. We are working with NAGARA to locate speakers in the Chicago area to reduce travel costs for the speakers as much as possible.

Member Diane Gladwell will conduct an Advanced Academy Session in Chicago on E-mail and Electronic Records Management.

As an additional goal, the Committee has agreed to submit articles to the IIMC News Digest on Records Management topics. Our goal is to have 4-6 articles run during this year.

The Committee met in Atlanta, however few members were able to attend. We have conducted the majority of our work via e-mail.

As a result of the conference calls with Committee Chairs, I have discussed the concept of E-Library and linking to existing resources with the Chair of the Research and Resource Committee.

## **Financial**

The Committee has submitted a funding request for 2009-2010 for \$10,650. This would cover the cost of stipends to update the 6 records bulletins (6 x \$1,000) plus the cost for electronic publishing (6 x \$775). Should the committee apply and receive an NHPRC grant, this could reduce the total cost to IIMC. If there is not grant funding for this project, we would recommend phasing the project, working on 2-3 bulletins per year for both time and financial considerations.

## **Summary**

To date, the Committee has completed its assignment for Goal #2 (Records Management certification) and has forwarded a recommendation to Education and Program Review and Certification Committees. The Committee has also selected topics for the 2009 Annual Conference and is in the process of identifying speakers to present those programs (Goal #3). Our work on the first part of Goal #1, Review of the Records Management Technical Bulletins is progressing, but at a slower pace, we plan to have a recommendation for the 2009-2010 Committee by the end of the year. Member Diane Gladwell has been working with IIMC staff on the second part of Goal #1, IIMC Retention Schedule. Her contribution to the IIMC organization's records management program are significant and noteworthy.

The Committee has been most energetic and responsive as a mostly e-mail committee. We hope to continue this trend and complete our goals by the end of the year. We will continue to monitor Records Management topics and issues and bring that information to our IIMC members.

### **Recommendation**

We would like to recommend that the Board also receive our recommendation regarding the Records Management Certification, so that they may begin their review at the same time that Education and Program Review and Certification are looking at the issues. The Committee feels that this program could be extremely beneficial to Municipal Clerks.

The Committee also recommends special commendation to Diane Gladwell for her work with IIMC HQ on improving the organization's records management program.

### **Management's Recommendations**

It is imperative that we either produce or procure new Record Management Technical Bulletins for the membership. The request for funding was denied by the Budget and Planning Committee. However, IIMC, as a 501C6, cannot write grants. MCEF, which is a 501C3, has the ability to write and submit grants on our behalf. Management suggests that the Committee find an IIMC member who is experienced in writing grants and have the individual work with the Committee and staff to develop and submit a plan. Another option is to secure an affiliate agreement with NAGARA to produce new publications for sale, much like what we have with the National Association of Parliamentarians.

The 2009 Conference is replete with Records Management sessions, a total of seven in all. We look forward to the News Digest articles and are more than happy to publish them.

As for a Certification designation, IIMC's education department would need to investigate further, but we don't see why this cannot be accomplished especially if NAGARA would be awarding the RM Certificate (see report attached). We agree that this could be a value added service to existing members as well as a "selling point" to potential members.

On behalf of staff, we thank Diane Gladwell for her time, experience and commitment to help IIMC.

## REPORT TO THE BOARD OF DIRECTORS

DATE:

**SUBJECT: ADOPT REVISED RECORDS RETENTION SCHEDULES.**

### **Report in Brief**

IIMC is continuing to develop their records management program, including revising the Records Retention Schedules. The adoption of these revised retention schedules will result in efficiency gains and cost savings.

### **Background**

Diane R. Gladwell of Gladwell Governmental Services, Inc. is a former City Clerk and a long-time IIMC member, participating in several committees and authoring several IIMC publications over the last 20 years. Ms. Gladwell developed IIMC's first records retention schedule 10 years ago in 1998. At the request of IIMC's Past President, Charles Tokar, Ms. Gladwell has met with IIMC staff and revised the records retention schedule at no charge to IIMC.

### **Discussion**

The upgrade of the current records retention policies are driven by many factors, including:

- Changes in Membership structure (from jurisdiction to individual)
- Changes in IIMC's certification programs
- Changes in Board election procedure
- Many organizational changes during the past 10 years
- IIMC produces and manages many records, and the inactive storage area is full
- Escalating records storage expenses
- Technology advancements
- Changes in law

The purpose of the program is to apply efficient and economical methods to the creation, utilization, maintenance, retention, preservation and disposal of all records.

All changes are marked in "Track Change" format (additions in blue underlined font, deletions in red strikeout font).

The revised retention schedules were written interactively with all IIMC staff members participating. They provide clear, specific records descriptions and retention periods, and apply current law and technology to the management of IIMC's records. By identifying which function is responsible for

maintaining the original record, and by establishing clear retention periods for different categories of records, IIMC will realize significant savings in labor costs, storage costs, free filing cabinet and office space, and realize operational efficiencies.

It is the recommendation of Executive Director Chris Shalby that the Board establish a policy that the Records Retention Schedules be reviewed and updated every five (5) years so that the retention policy does not lag behind changes in the various programs IIMC provides, organizational changes, and changes in law. Ms. Gladwell has offered to provide this service at no charge to IIMC ("pro-bono").

### **Fiscal Impact**

IIMC will realize significant savings both in labor and storage expenses; including the avoidance of future labor costs to scan and store records, storage and/or construction costs.

### **Recommendation for Action**

Adopt Revised Records Retention Schedule.

Adopt a Policy that the Records Retention Schedules will be revised every 5 years, at a minimum.

### **Management's Recommendation**

Management concurs and agrees with Gladwell's recommendation that the Board adopt the revised retention schedule and that staff will work with Gladwell to accomplish this task within a reasonable time frame.


## IIMC - RECORDS RETENTION SCHEDULE

| Office of Record  | Retention No. | Records Description  | Retention / Disposition          |                                |                                  |        |                   | Comments / Reference         |  |
|---|---------------|--|----------------------------------|--------------------------------|----------------------------------|--------|-------------------|------------------------------|--|
| (OFR)   |               |  | Active (in office)               | Inactive (Off-site, OD or Mfr) | Total Retention                  | Vital? | Media Options     | Image: I=Import M=Mfr S=Scan | Destroy Paper after Imaged & QC'd?   |
| If you are not the Office of Record, you may destroy your copy at any time.   |               |  |                                  |                                |                                  |        |                   |                              |  |
| Litigation, investigations, complaints and/or claims suspend normal retention periods (retention resumes after settlement).               |               |  |                                  |                                |                                  |        |                   |                              |  |
| Retentions begin when the act is completed and imply full file folder + (2 years), since destruction is normally performed by file folder |               |  |                                  |                                |                                  |        |                   |                              |  |
| FILES WHOSE OFFICE OF RECORD (OFR) WILL VARY DEPENDING UPON DISCIPLINE  |               |  |                                  |                                |                                  |        |                   |                              |  |
| Lead Dept.  |               | Brochures & Promotional Materials: See Reference Materials   |                                  |                                |                                  |        |                   |                              |  |
| Lead Dept.  |               | Copies or duplicates of any record   | Copies - When No Longer Required |                                | Copies - When No Longer Required |        | Mag, Ppr          |                              | Retentions are set for originals; copies may be destroyed at any time                |
| Lead Dept.  |               | Correspondence - Routine (e.g. Administrative, Chronological, General Files, Memorandums, Miscellaneous Reports, Reading, Speeches, Working Files, etc.) | 2 years                          |                                | 2 years                          |        | Mag, Ppr          |                              | Follows municipal law  |
| Lead Dept.  |               | Drafts & Notes: Drafts that are revised (retain final version), Telephone messages, etc.   | When No Longer Required          |                                | When No Longer Required          |        | Mag, Ppr          |                              | As long as the drafts and notes are not retained in the "Regular Course of Business" |
| Lead Dept.  |               | Outside Organizations (ASAE, ASCAP, etc.)  | When No Longer Required          |                                | When No Longer Required          |        | Ppr               |                              | Non-records used for reference   |
| Lead Dept.  |               | Project Files - (subject of projects will vary)  | Completion + 2 years             |                                | Completion + 2 years             |        | Mag, Ppr          |                              | Projects not adopted may follow correspondence or other retentions                   |
| Lead Dept.  |               | Published Reports and Studies (other than Annual Reports)  | 2 years                          | 8 years                        | 10 years                         |        | Mag, OD, Mfr, Ppr | X                            | Information is outdated after 10 years   |

## IIMC - RECORDS RETENTION SCHEDULE

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| Lead Dept.  |               | Reference Materials: Brochures, Manuals, Newsletters, Policies, Procedures, Reports, Speaker Banks, etc: Produced by <b>OUTSIDE ORGANIZATIONS</b> (State Associations, ICMA, etc.) | When No Longer Required            |                                | When No Longer Required            |        | Ppr           |                              | Non-Records   |
| Lead Dept.  |               | Reference Materials: Brochures, Manuals, Policies, Procedures & Reports: Produced by <b>OTHER IIMC Departments</b>   | When Superseded                    |                                | When Superseded                    |        | Mag, Ppr      |                              | Copies  |
| Lead Dept.  |               | Reference Materials: Brochures, Manuals, Policies, Procedures & Reports: Produced by <b>YOUR Department</b>  | Superseded + 2 years               |                                | Superseded + 2 years               |        | Mag, Ppr      |                              | If produced by Graphics, Graphics retains original files; Follows municipal standards   |
| Lead Dept.  |               | Reference or Working Files: See Correspondence   |                                    |                                |                                    |        |               |                              |   |
| Lead Dept.  |               | Surveys  | When Superseded (Maximum 10 years) |                                | When Superseded (Maximum 10 years) |        | Mag, Ppr      |                              | Department preference; Information is outdated after 10 years   |
| Lead Dept.  |               | Tapes / Recordings of Board of Directors or other meetings   | After Minutes are approved         |                                | After Minutes are approved         |        | Tape (Mag)    |                              | Calif. Attorney General Opinion allows tapes to be destroyed after minutes are approved unless they are retained longer for public reference. Tapes may be recycled. 80 Ops Atty Gen. |

## IIMC - RECORDS RETENTION SCHEDULE

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|   |               |  |                         |                                |                   |        |                   |                              |                                    |   |
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| ADMINISTRATION  |               |  |                         |                                |                   |        |                   |                              |                                    |   |
| Admin.  | By Year       | Awards (Institute Director, Records Management, Quill, etc): Applications, Nominations, Correspondence, etc. | 2 years                 |                                | 2 years           |        | Ppr               |                              |                                    | Follows municipal practice  |
| Admin.   | By Year       | Awards (Institute Director, Records Management, Quill, etc): Recipients Roster & Successful Applications     | 2 years                 | P                              | P                 |        | Mag, OD, Mfr, Ppr | X                            | No                                 | Historical Value  |
| Admin.  |               | Board of Directors (Annual & Mid-Year Meeting Notebooks): Annual Reports, Elections, Minutes, Resignations   | 2 years                 | P                              | P                 | Yes    | Mag, OD, Mfr, Ppr | X                            | Yes                                | Retained for Historical Value   |
| Admin.  |               | Correspondence (except for Presidential letters for CMC / MMC's)   | 4 years                 |                                | 4 years           |        | Mag, Ppr          |                              |                                    | Follows terms; Retained for Administrative Value                                |
| Admin.  |               | Board of Directors Elections: Election Ballots   | Upon Board Action       |                                | Upon Board Action |        | Ppr               |                              |                                    | Follows municipal practice  |
| Admin.  |               | Board of Directors Elections: Historical File (Candidate Statements, Results, Sample ballots, etc.)          | 2 years                 | P                              | P                 |        | Mag, OD, Mfr, Ppr | X                            | Yes                                | Historical Value; also published in News-Digest, which is retained permanently. |
| Admin.  |               | Board of Directors Elections: Working/Administrative File (Correspondence, Nominations, etc.)                | 2 years                 |                                | 2 years           |        | Mag, Ppr          |                              |                                    | Follows correspondence retention  |

## IIMC - RECORDS RETENTION SCHEDULE

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|   |               |  |                         |                                |                      |                    |                   |                              |                                    |   |
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| Retentions begin when the act is completed and imply full file folder + (2 years), since destruction is normally performed by file folder |               |  |                         |                                |                      |                    |                   |                              |                                    |   |
| Admin.  |               | Board of Directors <b>Nomination Papers</b>  | 4 years                 |                                | 4 years              |                    | Mag, Ppr          |                              |                                    | Follows terms; Retained for Administrative Value  |
| Admin.  |               | Board of Directors <b>Weekly Updates ("Friday Letters")</b>  | 5 years                 |                                | 5 years              |                    | Mag, Ppr          |                              |                                    | Department Preference   |
| Admin.  |               | Brochures & Marketing Materials  | Superseded + 2 years    |                                | Superseded + 2 years |                    | Mag, Ppr          |                              |                                    | If produced by Graphics, Graphics retains original files; department preference   |
| Admin.  |               | Bylaws   | 2 years                 | P                              | P                    | Yes                | Mag, OD, Mfr, Ppr | X                            | No                                 | Follows corporate and municipal practice  |
| Admin.  |               | Claims, Lawsuits or Litigation   | Settlement + 5 years    |                                | Settlement + 5 years | Yes: Until Settled | Mag, Ppr          |                              |                                    | Auditor's Preference; Statute of limitations = 2 - 4 yrs for contracts, construction completion + 5 yrs for wrongful death; CCP §337 et |
| Admin.  |               | Committees - IIMC Committee Members: Annual Reports, Goals & Objectives, Membership Rosters, Minutes, Policies, Resignations | 2 years                 | P                              | P                    | Yes: Current       | Mag, OD, Mfr, Ppr | X                            | Yes                                | Follows Executive Board and municipal practice  |
| Admin.  |               | Committees - IIMC Members: Agendas, Applications, Budgets, Correspondence, etc.  | 2 years                 |                                | 2 years              |                    | Mag, Ppr          |                              |                                    | Follows Executive Board and municipal practice  |
| Admin.  |               | Committees: All-Committee Rosters  | 2 years                 | P                              | P                    | Yes: Current       | Mag, OD, Mfr, Ppr | X                            | Yes                                | For customer service and auditing purposes  |

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| Admin.  |               | Computer Backup Tapes - <b>Daily</b> (Network, All Files)               | 14 days                 |                                | 14 days         |        | Mag.              |                              | Used for Disaster Recovery Purposes Only; Considered a copy and can be destroyed when no longer required; retention based on administrative value; recycle tapes |
| 185 Admin.  |               | Computer Backup Tapes - <b>Weekly</b> (Network, All Files)              | 1 month                 |                                | 1 month         |        | Mag.              |                              | Used for Disaster Recovery Purposes Only; Considered a copy and can be destroyed when no longer required; retention based on administrative value; recycle tapes |
| Admin.  |               | Copyrights (News Digest, etc.)  | P                       |                                | P               | Yes    | Mag, OD, Mfr, Ppr | X                            | No   |
| Admin.  |               | Corporate Papers (Secretary of State, Registered Agent, etc.)           | P                       |                                | P               | Yes    | Mag, OD, Mfr, Ppr | X                            | No   |
| Admin.  |               | Elections: Nominations, Administration, etc.                            | 6 months                |                                | 6 months        |        | Mag, Ppr          |                              | EC §17302  |
| Admin.  |               | Elections: Ballots (Regional, Board of Directors, Vice Presidents, etc. | 6 months                |                                | 6 months        |        | Mag, Ppr          |                              | Department Preference (consistent with California Municipal Ballots)   |
| Admin.  |               | Executive Committee Minutes   | 2 years                 | P                              | P               | Yes    | Mag, OD, Mfr, Ppr | X                            | Yes  |
| Admin.  |               |   |                         |                                |                 |        |                   |                              | Retained for Historical Value  |

## Page 6 of 23

Retentions begin when the act is completed and imply full file folder + (2 years). since destruction is normally performed by file folder

## IIMC - RECORDS RETENTION SCHEDULE

| Office of Record  | Retention No. | Records Description                               | Retention / Disposition        |                                |                         |              |                   | Comments / Reference         |                                    |
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| Admin   |               | Payroll W-2's                                     | 2 years                        | 3 years                        | 5 years                 |              | Mag, Mfr, OD, Ppr | X                            | Yes                                |
| Admin   |               | Policies / Policy Handbook original               | Until Superseded               | Superseded + 10 years          | Superseded + 10 years   | Yes: Current | Mag, OD, Mfr, Ppr | X                            | Yes                                |
| Admin   |               | Press Releases - Incoming Board Members           | 2 years                        |                                | 2 years                 |              | Mag, Ppr          |                              |                                    |
| Admin   |               | Property: Equipment Specifications and Warrantees | Expiration of Warrantee Period |                                | Expiration of Warrantee |              | Ppr               |                              |                                    |
| Admin   |               | Reciprocal Agreements with Other Associations     | 2 years                        | P                              | P                       | Yes: Current | Mag, OD, Mfr, Ppr | X                            | Yes                                |
| Admin   |               | Salary Surveys                                    | When Superseded                |                                | When Superseded         |              | Ppr               |                              |                                    |
| Admin   |               | Strategic Plans, Mission and Vision Statements    | 2 years                        | P                              | P                       | Yes: Current | Mag, OD, Mfr, Ppr | X                            | Yes                                |

## IIMC - RECORDS RETENTION SCHEDULE

| Office of Record  | Retention No. | Records Description             | Retention / Disposition     |                                |                             |        |               | Comments / Reference               |   |
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|   |               |                                 |                             |                                |                             |        |               |                                    |   |
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| Admin   |               | Unemployment Insurance - Claims | Final Disposition + 2 years |                                | Final Disposition + 2 years |        | Mag, Ppr      |                                    | All State and Federal laws require retention until final disposition; State requires 2 years after action is taken; GC §§12946, 34090 |

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|   |               |  |                                  |                                |                                  |              |                   |                              |   |
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| CONFERENCE  |               |  |                                  |                                |                                  |              |                   |                              |   |
| Conference  |               | Conference & Midyear Working Files (articles, bid specifications, bios, correspondence, hotels, master plan, schedule, site possibilities, session profiles, speakers, transportation, unsuccessful bids, vendors, etc.) | Conference or Midyear + 2 years  |                                | Conference or Midyear + 2 years  | Yes: Current | Mag, Ppr          |                              | Final originals retained permanently; working files retained for planning future conferences; follows municipal practices           |
| 100 Conference  |               | Conference: Education, Speaker Profiles, Session Profiles, etc.  | Conference + 4 years             |                                | Conference + 4 years             | Yes: Current | Mag, Ppr          |                              | Staff Preference  |
| Conference  |               | Conference: Public Relations & Promotions  | Conference + 5 years             |                                | Conference + 5 years             |              | Mag, Ppr          |                              | Staff Preference  |
| Lead Dept.  |               | Contracts & Agreements: Conference, Entertainment, Leases, Projects, Agreements, Professional Services, Speakers, Sponsorship Agreements, RFP's & Bids   | Completion /Conference + 4 years |                                | Completion /Conference + 4 years | Yes: Current | Mag, OD, Mfr, Ppr | X                            | Statute of Limitations is 4 years; CCP §§337. 337.1(a), 337.15, GC §34090   |
| Lead Dept.  |               | Contracts & Agreements: Unsuccessful bids & proposals  | Bid Opening +2 years             |                                | Bid Opening +2 years             |              | Ppr               |                              | City records are a minimum of 2 years; Special Districts are required to keep public works unaccepted bids for 2 years; GC §26202.1 |
| Conference  |               | Press Releases - Conference  | 2 years                          |                                | 2 years                          |              | Mag, Ppr          |                              | Follows Correspondence retention and municipal practice   |

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| (OFR)   |               |  | Active (in office)        | Inactive (Off-site, OD or Mfr) | Total Retention | Vital?  | Media Options        | Image: I=Import M=Mfr S=Scan | Destroy Paper after Imaged & QC'd? |                                      |
|   |               |  |                           |                                |                 |         |                      |                              |                                    |                                      |
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| EDUCATION   |               |  |                           |                                |                 |         |                      |                              |                                    |                                      |
| Education   | Central Files | Athenian Dialogues (Enrollment Form, etc.)   | 2 years                   |                                |                 | 2 years | Mag, Ppr             |                              |                                    | Department Preference                |
| Education   | Central Files | CMC / MMC Requirements (Board-approved criteria to receive CMC or AAE) Includes a blank application and brochure - History of Requirements for CMC / MMC: 1st Four Pages: Cover Checklist, Press Release, Letters, Member Profile, and MMC Application | P                         |                                |                 | P       | OD, Mfr, Ppr         | X                            | Yes                                | Used to ensure educational integrity |
| Education   | Central Files | CMC / MMC: 1st Four Pages: Cover Checklist, Press Release, Letters, Member Profile, and MMC Application  | Completion of Designation | P                              |                 | P       | Mag, OD, Mfr, Ppr    | X                            | Yes                                | For Certification                    |
| Education   | Central Files | CMC / MMC: Backup / Remaining Packet (other than 1st   | 5 years                   |                                |                 | 5 years | Mag, Ppr             |                              |                                    | For Certification                    |
| Education   | Central Files | CMC / MMC: Legacy Files / Old Files (By Jurisdiction, not Member)  | 5 years                   |                                |                 | 5 years | Mag, Ppr             |                              |                                    | For Certification                    |
| Education   | Central Files | Education Evaluation Forms (Sessions, speakers, etc.)  | 3 years                   |                                |                 | 3 years | Mag, Ppr             |                              |                                    | Department Preference                |
| Education   | Central Files | Education Guidelines & Policies  | P                         |                                |                 | P       | Mag, OD, Mfr, Ppr    | X                            | Yes                                | For Certification                    |
| Education   | Central Files | Institute Applications - Successful  | 1 year                    | P                              |                 | P       | Mag, OD, Mfr, Ppr    | X                            | Yes                                | For Certification                    |
| Education   | Central Files | Institute Applications - Unsuccessful  | 2 years                   |                                |                 | 2 years | Ppr                  |                              |                                    | Follows municipal practice           |

**IIMC - RECORDS RETENTION SCHEDULE**

| Office of Record | Retention No.   | Records Description   | Retention / Disposition |                                |                 |        |                   | Comments / Reference               |   |   |
|------------------|---|---|-------------------------|--------------------------------|-----------------|--------|-------------------|------------------------------------|---|---|
| (OFR)            |   |   | Active (in office)      | Inactive (Off-site, OD or Mfr) | Total Retention | Vital? | Media Options     | Image: I=Import<br>M=Mfr<br>S=Scan | Destroy Paper after Imaged & QC'd?  |   |
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|                  | Litigation, investigations, complaints and/or claims suspend normal retention periods (retention resumes after settlement).               |   |                         |                                |                 |        |                   |                                    |   |   |
|                  | Retentions begin when the act is completed and imply full file folder + (2 years), since destruction is normally performed by file folder |   |                         |                                |                 |        |                   |                                    |   |   |
|                  |   |   |                         |                                |                 |        |                   |                                    |   |   |
| Education        | Central Files   | Institute Attendance List   | 1 year                  |                                | 1 year          |        | Mag, Ppr          |                                    | Institutes maintain transcripts; the Certificates now contain hours completed |   |
| Education        | Central Files   | Institute Directors Colloquium / Discussion Notes / Minutes / Summaries | 3 years                 |                                | 3 years         |        | Mag, Ppr          |                                    | Department Preference   |   |
| Education        | Central Files   | Institute Profiles  | 2 years                 | P                              | P               |        | Mag, OD, Mfr, Ppr | X                                  | Yes   | One original is retained for certification and historical |
| Education        | Central Files   | Institute Reports (Curriculum, Evaluation, etc. - from various States)  | 2 years                 | 5 years                        | 7 years         |        | Mag, OD, Mfr, Ppr | X                                  | Yes   | Department Preference                                     |

## IIMC - RECORDS RETENTION SCHEDULE

| Office of Record  | Retention No. | Records Description                              | Retention / Disposition |                                |                 |                 |                   | Comments / Reference         |                                    |  |
|---|---------------|--|-------------------------|--------------------------------|-----------------|-----------------|-------------------|------------------------------|------------------------------------|--|
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| FINANCE   |               |  |                         |                                |                 |                 |                   |                              |                                    |  |
| Finance   |               | 1099's Issued                                    | 2 years                 | 5 years                        | 7 years         |                 | Mag, OD, Mfr, Ppr | X                            | Yes                                | Department preference; IRS: 4 years after tax is due or paid (longer for auditing & contractor delinquency); Ca. FTB: 3 years; IRS Reg §31.6001-1(e)(2), R&T |
| Finance   |               | Accounts Payable (Invoices, etc)                 | 2 years                 | 5 years                        | 7 years         | Yes: Until Paid | Mag, OD, Mfr, Ppr | X                            | Yes                                | Department preference  |
| Finance   |               | Accounts Receivable (Includes memberships, etc.) | 2 years                 | 5 years                        | 7 years         | Yes: Until Paid | Mag, OD, Mfr, Ppr | X                            | Yes                                | May be retained solely on computer media after audit if a backup copy is provided; other cities show 3 -10 years   |
| Finance   |               | Annual Financial Report                          | 2 years                 | P                              | P               |                 | Mag, Mfr, OD, Ppr | X                            | No                                 | Department preference  |
| Finance   |               | Audits - Annual                                  | 2 years                 | P                              | P               |                 | Mag, Mfr, OD, Ppr | X                            | No                                 | Department preference  |
| Finance   |               | Audits - Single Act or Special Audits            | 2 years                 | P                              | P               |                 | Mag, Mfr, OD, Ppr | X                            | Yes                                | Department preference  |
| Finance   |               | Audits - Working Papers & Confirmation Letters   | 2 years                 | 3 years                        | 5 years         |                 | Mag, Ppr          |                              |                                    | Longer than 2 years for auditing purposes  |
| Finance   |               | Bank Deposit Slips                               | 2 years                 | 3 years                        | 5 years         |                 | Ppr               |                              |                                    | Auditor's preference; Other cities show 7 - 10 years   |
| Finance   |               | Bank Statements                                  | 2 years                 | 3 years                        | 5 years         |                 | Ppr               |                              |                                    | Auditor's preference; Other cities show 7 - 10 years   |
| Finance   |               | Budgets - Adopted                                | 2 years                 | 3 years                        | 5 years         | Yes: Current    | Mag, Ppr          |                              |                                    | Department preference  |

## IIMC - RECORDS RETENTION SCHEDULE

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| Litigation, investigations, complaints and/or claims suspend normal retention periods (retention resumes after settlement).               |               |   |                         |                                |                 |                              |                   |                              |   |
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| Finance   |               | Budgets - Working Files                           | 2 years                 |                                | 2 years         | Yes: Current                 | Mag, Ppr          |                              | For reference; follows municipal standards  |
| Finance   |               | Canceled Checks                                   | 2 years                 | 3 years                        | 5 years         |                              | Mag, Ppr          |                              | Auditor's preference; Other cities show 7 - 10 years                              |
| Finance   |               | Conference Registration Forms (Originals)         | 2 years                 | 3 years                        | 5 years         | Yes: Until Entered into IMIS | Mag, Ppr          |                              | Follows Accounting standards for daily sales records                              |
| Finance   |               | Credit Card Program (except Contract)             | 2 years                 | 3 years                        | 5 years         |                              | Mag, Ppr          |                              | Follows accounts receivable retention   |
| Finance   |               | Daily Sales Records (Batch Posting)               | 2 years                 | 3 years                        | 5 years         |                              | Mag, Ppr          |                              | Department preference   |
| Finance   |               | Depreciation Schedules                            | 2 years                 | 5 years                        | 7 years         |                              | Mag, Mfr, OD, Ppr | X                            | Auditors preference is life of asset + 3 years; Longer for ease of administration |
| Finance   |               | Expense Reports & Entertainment Records           | 2 years                 | 3 years                        | 5 years         |                              | Mag, Ppr          |                              | Conforms with other auditing standards  |
| Finance   |               | Financial Statements (Audited)                    | 2 years                 | P                              | P               |                              | Mag, Mfr, OD, Ppr | X                            | Auditors preference   |
| Finance   |               | Fixed Asset Reports and Information (Spreadsheet) | 2 years                 | 3 years                        | 5 years         |                              | Mag, Ppr          |                              | Department preference   |
| Finance   |               | General Ledgers - Year End                        | 2 years                 | 5 years                        | 7 years         |                              | Mag, OD, Mfr, Ppr | X                            | Auditor's preference; Other Cities have adopted 2 years - 20 years                |

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|------------------|---|---|-------------------------|--------------------------------|-----------------|--------|-------------------|------------------------------|------------------------------------|---|
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|                  |   |   |                         |                                |                 |        |                   |                              |                                    |   |
| Finance          |   | General Ledgers & Reports, Monthly        | 2 years                 | 3 years                        | 5 years         |        | Mag, Ppr          |                              |                                    | Retain info on MAS 90 system; Usually an auditor's preference; Other Cities have adopted 10 years |
| Finance          |   | ICMA, Deferred Compensation, & Retirement | 1 year                  | P                              | P               | Yes    | Mag, OD, Mfr, Ppr | X                            | Yes                                | Department preference   |
| Finance          |   | Inventories / Year End Only               | 2 years                 | 5 years                        | 7 years         |        | Mag, Mfr, OD, Ppr | X                            | Yes                                | Department Preference; Auditor's preference is 3 years  |
| Finance          |   | Tax Exemptions                            | 1 year                  | P                              | P               | Yes    | Mag, Mfr, OD, Ppr | X                            | No                                 | Department Preference; Meets IRS auditing standards   |
| Finance          |   | Tax Returns                               | 2 years                 | 5 years                        | 7 years         |        | Mag, Mfr, OD, Ppr | X                            | No                                 | Department Preference; Meets IRS auditing standards   |

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| HUMAN RESOURCES   |               |  |                             |              |                   |                                    |                                    |  |
| Human Resources   |               | Applications for Employment (Unsuccessful)             | 3 years                     |              | Ppr               |                                    |                                    | EEOC / FLSA / ADEA (Age) requires 3 years; State Law requires 2 - 3 years; 29 CFR 1627.3(a)(5) and (6), 8 CCR §11040.7(c), GC §12946.  |
| 10 Human Resources  |               | Employee Grievances                                    | Final Disposition + 2 years |              | Mag, Ppr          |                                    |                                    | All State and Federal laws require retention until final disposition of formal complaint; State requires 2 years after action is taken; GC §§12946, 34090  |
| Human Resources   |               | Payroll "Time Cards" Completed and Signed by Employees | 5 years                     | Yes: Current | Mag, Ppr          |                                    |                                    | Ca. requires 2 yr min.; IRS requires 4 yrs; FTB retains for 3 yrs; Published articles 5-8 years; Other cities 2 - 20 yrs; IRS Reg §31.6001-1(e)(2), 26 CFR 31.6001-1, R&T §19530; LC §1174(d)                          |
| Finance   |               | Payroll Registers                                      | 5 years                     |              | Mag, Mfr, OD, Ppr |                                    |                                    | IRS requires 4 years; Ca. requires 2 yr min.; FTB keeps 3 years; Published articles show 7 -10 years; Other cities have adopted 2 - 20 years; IRS Reg §31.6001-1(e)(2), 29 CFR 516.5 - 516.6, R&T §19530; LC § 1174(d) |

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| Human Resources   |               | Personnel Files: <b>Medical File - All</b> (Includes pre-employment physical, medical records, etc.) | Separation + 2 years    | 28 years                       | Separation + 30 years | Yes: Current | Mag, Mfr, OD, Ppr | X                            | Yes: When Inactive                 | Files maintained separately; Drug testing is required for 1 or 5 years (D.O.T. Requires 5 years for positive drug tests, refusals, annual summaries, etc, 1 year for negative tests); EEOC / FLSA / ADEA (Age) requires 3 years physical examinations; State Law requires 2 years; Claims can be made for 30 years for toxic substance exposure; 8 CCR §3204(d)(1) et seq., 29 CFR 1627.3(b)(v), GC §§12946, 60201; 49 CFR 655.71 et seq.; 49 CFR 382.401 et seq. C §§12046, 24090 |
|   |               |  |                         |                                |                       |              |                   |                              |                                    |  |

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| Human Resources<br><br>197  |               | Personnel Files: <b>Regular File</b><br>(Includes Application, W-4s, Excludes Medical Records) | Separation<br>+ 7 years |                                | Yes:<br>Current | Mag, Mfr,<br>OD, Ppr               | X                                  | Yes: After Separation<br><br>Department Preference;<br>EEOC/FLSA/ADEA (Age) requires 3 years for promotion, demotion, transfer, selection, or discharge; State Law requires 2 -3 years; retirement benefits is 6 years from last action; 29 CFR 1602.31 & 1627.3(b)(ii), 8 CCR §3204(d)(1) et seq., GC §§12946, 34090, 29 USC |

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| Office of Record  | Retention No. | Records Description              | Retention / Disposition |                                |                       |                  |                   | Comments / Reference         |                                    |
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| (OFR)   |               |                                  | Active (in office)      | Inactive (Off-site, OD or Mfr) | Total Retention       | Vital?           | Media Options     | Image: I=Import M=Mfr S=Scan | Destroy Paper after Imaged & QC'd? |
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| Human Resources   |               | Workers Compensation Claim Files | Separation + 2 years    | 28 years                       | Separation + 30 years | Yes: Open Claims | Mag, Mfr, OD, Ppr | X                            | Yes: When Inactive                 |
|   |               |                                  |                         |                                |                       |                  |                   |                              |                                    |
| Files maintained separately; Drug testing is required for 1 or 5 years (D.O.T. Requires 5 years for positive drug tests, refusals, annual summaries, etc, 1 year for negative tests); EEOC / FLSA / ADEA (Age) requires 3 years physical examinations; State Law requires 2 years; Claims can be made for 30 years for toxic substance exposure; 8 CCR §3204(d)(1) et seq., 29 CFR 1627.3(b)(v), GC §§12946, 60201; 49 CFR 655.71 et seq.; 49 CFR 382.401 et seq. GC §§12946, 34090 |               |                                  |                         |                                |                       |                  |                   |                              |                                    |

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| MCEF  |               |   |                         |                                |                 |              |                   |                              |                                    |   |
| MCEF  |               | Donors  | 2 years                 | 3 years                        | 5 years         |              | Ppr               |                              |                                    | Follows Accounts Receivable Retention; Other private organizations show 5 years   |
| MCEF  |               | Donors - Charter  | P                       |                                | P               |              | Mag, Mfr, OD, Ppr | X                            | Yes                                | Historical Value  |
| MCEF  |               | Endowments, Foundations: Outside Organizations  | 2 years                 |                                | 2 years         |              | Ppr               |                              |                                    | Resources outdated; follows municipal practice  |
|   |               | Grants (Applications, Reports, and Financial Information) - MCEF's application for a Grant from another Source      | 2 years                 | 3 years                        | 5 years         |              | Mag, Ppr          |                              |                                    | Uniform Admin. Requirements for Grants to Local Governments is 3 years from expenditure report; 29 CFR 97.42; Grant issuer has requirements under various CFR's |
| MCEF  |               | Grants or Scholarships given to IIMC members (Correspondence, Notices, UNSUCCESSFUL Applications, etc.)             | 2 years                 | 3 years                        | 5 years         |              | Mag, Ppr          |                              |                                    | Department Preference   |
| MCEF  |               | Grants or Scholarships given to IIMC members (Financial Information, Reports, SUCCESSFUL Applications, & Summaries) | 2 years                 | P                              | P               | Yes: Current | Mag, Mfr, OD, Ppr | X                            | Yes                                | Department Preference; Uniform Admin.. Requirements for Grants to Local Governments is 3 years from expenditure report; 29 CFR 97.42                            |
| MCEF  |               | Proposals & Donation Requests - GRANTED   | 2 years                 | 3 years                        | 5 years         | Yes: Current | Mag, Ppr          |                              |                                    | Follows Accounts Receivable Retention   |

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| MCEF  |               | Proposals & Donation Requests -<br><b>NOT GRANTED</b> | 2 years                 |                                | 2 years         |        | Mag, Ppr      |  | Follows municipal practice         |

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| MEMBERSHIP  |               |  |                                  |                                |                                  |                             |   |   |
| Member.   |               | Correspondence: IMIS Cancellation Notice           | After Entry into IMIS            |                                | After Entry into IMIS            | Mag, Ppr                    |   | Department preference   |
| Member.<br>201  |               | IMIS / Millennium Database                         | P                                |                                | P                                | Mag, OD                     |   | Department preference for historical membership data; Data Fields are interrelated; may be Imported into LaserFiche via computer file on a regular basis. |
| Member.   |               | IMIS / Millennium Printouts (Member Profiles, etc) | Copies - When No Longer Required |                                | Copies - When No Longer Required | Mag, Ppr                    |   | IMIS Database is the original record  |
| Member.   |               | Membership Applications                            | 5 years                          |                                | 5 years                          | OD, Mfr, Ppr                |   | Certification & Historical Value  |
| Member.   |               | Membership History Cards (Pre-Computer / Pre-IMIS) | 5 years                          |                                | 5 years                          | OD, Mfr, Por                |   | Summarizes past membership activity   |

## IIMC - RECORDS RETENTION SCHEDULE

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| PUBLIC RELATIONS / MARKETING  |               |   |                         |                                |                 |        |                   |                              |                                    |   |
| PR / Marketing  |               | Annual Reports  | 2 years                 | P                              | P               |        | Mag, OD, Mfr, Ppr | X                            | No                                 | Follows Executive Board and municipal practice  |
| PR / Marketing  |               | Conference Historical Files (Program, sample Delegate packet, etc.) | 2 years                 | P                              | P               |        | Mag, OD, Mfr, Ppr | X                            | Yes                                | Follows Executive Board and municipal practice  |
| PR / Marketing  | By Year       | News Digest   | 2 years                 | P                              | P               |        | Mag, OD, Mfr, Ppr | X                            | No                                 | Graphics maintains originals permanently for historical value; Follows Executive Board retention and municipal practice |

## IIMC - RECORDS RETENTION SCHEDULE

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| <i>Retentions begin when the act is completed and imply full file folder + (2 years), since destruction is normally performed by file folder</i>  |               |   |                         |                                |                 |        |                   |   |
| <b>RESOURCE CENTER</b>  |               |   |                         |                                |                 |        |                   |   |
| Resource Center 203   |               | Resource Center Publications Issued by IIMC | 5 years                 | P                              | P               |        | Mag, OD, Mfr, Ppr | X<br>No   |
| One original is retained for historical value; publications older than 5 years old should be removed from publication to membership unless reviewed and approved by appropriate IIMC committees (commitment to quality, contemporary information) |               |   |                         |                                |                 |        |                   |   |

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Chris Shalby, Executive Director  
**Date:** Friday, October 24, 2008  
**Subject:** SLCC Conference/Region XI Update



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## SLCC MEMBERSHIP

During my recent trip to the Society of Local Council Clerks Conference in Reading, UK, two of the items that SLCC's Chief Executive, Nick Randle, proposed to his Board relating to IIMC included:

- 1) An SLCC 2009 International Experience Programme to win a trip to the IIMC Conference in Chicago in May 2009; and
- 2) An offer to SLCC members to join IIMC (18 pounds/approximately \$36US) when renewing their SLCC membership.

1 - The International Experience Programme has the potential of bringing five SLCC members to Chicago. In 2008, IIMC reduced its Region XI Delegate registration fee to \$395US. And, since SLCC is sponsoring this program 100 percent, it's win-win all around.

2 - The second item is also beneficial to both parties. SLCC is including in its membership renewal form an opportunity to join IIMC for a reduced fee of 18 pounds. IIMC will bear no cost regarding this membership since its biggest costs would be the publication and mailing of the News Digest. However, since we will be producing the Digest on-line beginning January 2009, that issue is now irrelevant. SLCC members performing four of the eight core duties will have full membership status.

Management fully supports these two items. Management also believes that if any other Region XI Association (IMASA for one) is interested in joining IIMC through a similar arrangement, that we should be open to that as well.

## SLCC INSTITUTE

As for an Institute in the United Kingdom, SLCC's Institute, initiated approximately one year ago, currently has 164 members. The Institute's main goal to date is to increase membership. At this time, there are no plans to involve IIMC in the Institute process since the Institute is primarily in its infancy. However, with the potential of IIMC's membership growing through SLCC, perhaps, in the future, there may be the strong possibility of creating an international Certification program through IIMC.

ADSO – ASSOCIATION DEMOCRATIC SERVICE OFFICERS (working title)

During the Conference, I and Region XI Tom Van der Hoven met with John Austin, the Assistant Director of Corporate Governance for the Enfield Council in Middlesex to discuss the potential of creating a new organization in the UK. Tentatively titled the Association of Democratic Service Officers (ADSO), this organization's members are similar to IIMC members who work in a legislative government body, but not necessarily in the Clerk's office.

Currently, the bulk of this group's membership belongs to ACSESS, an organization that was affiliated with IIMC, but needs to branch out on its own since there are dissimilarities with their particular job responsibilities.

Since ADSO is barely into its planning stages, there is nothing at this point that IIMC can do. However, we reiterated to Austin that we would be more than happy to help in providing any materials (Constitution, News Digest, Education guidelines, applications) toward the development of this organization. If his schedule permits, he would be interested in attending the conference in Chicago. There is the potential for more members in the UK providing this group has an effective launch. However, at this time, all we can do is wait and provide them with information and materials.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Janis Daudt, Director of Member Services  
**Date:** October 6, 2008  
**Subject:** Member Services



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### Background:

Customer Service remains the highest priority in Member Services. We continue to respond to our member requests by updating our member information on a day to day basis, adding new members and communicating with members that are retiring or moving to a new location. Member Services reaches out to our New Members through an immediate response email letting them know that we received their membership application. It gives them a time line for our new member kit to be sent out and if they have any questions or concerns about IIMC and their membership. In January 2008 we created IIMC's New Member First Year Plan. The whole purpose is to see if retention rates are better with the start of the first year plan and a survey will go out in January 2009 to all new members who have received all of the items below. The plan is set up in this order.

1. New Member Kit
2. Three Month Membership Letter – Language of Local Government Book and Member letter
3. Six Month Membership Letter explaining steps toward earning CMC.
4. Nine Month Membership Letter touching upon committees, Mentor/Mentee Program, MCEF and Scholarships, News Digest and upcoming Annual Conference in Chicago, IL.
5. IIMC Dues Renewal Notice

One of our most favorable sources of customer service is our “IIMC Wants to Thank You” email. This email is sent to all members that have paid their dues. Those members that do not have emails receive a letter in the mail. We receive so many positive comments back from our members or we receive questions asking to be directed to the correct staff member for assistance.

Our Email Blasts continue to reach 80 % of our membership. We have placed an emphasis on “working emails” from our members. Through the News Digest and on letters sent out from Member Services, we ask that each member verify with their IT person that all iimc.com addresses be allowed through the firewalls in their municipality. We have sent email blasts throughout the year for the following:

- 2008 MCEF Silent Auction
- Athenian Leadership Dialogues
- Atlanta Conference
- Region X Newsletter
- Region VIII Conference and Newsletter
- Thank You for Renewing your IIMC Membership
- IIMC Headquarters' Update to Institute Directors and State/Provincial/National Associations
- Monthly IIMC E-Briefings

Unfortunately, with the hacking of the host server, IIMC is unable to send the email blasts as in the past. This could be a blessing in disguise. We needed to make a change from the prior csv mailing through our server which tended to bog heavily on our internet connections and we had spam problems. IIMC's Tech Specialist, Doug Griffith, suggested that we look into other email mailing services. IIMC is now using Constant Contact. It has hundreds of templates to choose from and is very easy to use. The Membership Survey was sent to all IIMC Members with email addresses using Constant Contact.

Member Services has looked at the dues renewal invoicing system and have added a "reminder" dues renewal to the mailing schedule. Firstly, a new billing is created for each quarterly billing. Secondly, a stamped "reminder" renewal will be sent before the quarter is up. Thirdly, a stamped "past due" renewal will be sent after the quarter has passed. Lastly, a stamped "final notice" will be sent prior to cancellation. Member Services has had many accomplishments in 2008. The new IIMC Exhibit Booth was used for the first time at the IIMC Conference in Atlanta. We used Zoomerang to complete the first IIMC Salary Survey since 2000-01. We are in the process of working on an IIMC CareerCenter for our Member's use and employers use through our web site. We hope to receive non-dues revenue for this new service. We are working with American Legal to create new search engines for our Membership Database on the Member's only section of our web site. This way, Member's will be able to email each other directly from the IIMC web site.

"Recruit a New IIMC Member" membership drive has continued to be successful. From January 07 to October 1, 2008 IIMC Members have recruited 152 New Members. We have had three IIMC raffle winners each receiving a \$250.00 American Express Card. All Member Recruiters and raffle winners through June 30, 2008 have been listed in the September 07, March 08 and September 08 News Digests. We have had a total of 63 New Members since January 08. With the approval of our Membership Committee, "Recruit a New IIMC Member" will be run throughout 2009. We will choose the fourth raffle winner the first week of 2009. A member can enter as many times as they want. We will continue to advertise the raffle winners and all recruiters in the News Digest.

Member Services is redesigning our IIMC postcard. The success of our IIMC postcard member drive could not easily be tracked thus the redesign of the postcard with a detachable return section addressed to IIMC Headquarters. It will be invaluable to know who the postcard is reaching and how many have responded. We are also prepared to give a free gift to anyone joining from the postcard member drive. The free gift is a blue vinyl flap folder with a gold IIMC logo imprinted in bottom right hand corner.

**Financial:**

Any financial needs have already been addressed in the 2008 budget.

**Summary:** Member Services is alive and well. Our Customer Service is spot on and we continue to be energized for the IIMC Members of today and the future IIMC Members of tomorrow. Tammy Schultz, Member Service Representative is always ready to answer any questions or produce information regarding member statistics for our members.

**Recommendation:**

Respectfully submitted.

## PURCHASE OF SERVICES AGREEMENT

This Purchase of Services agreement ("Agreement") is made effective January 1, 2009 by and between the International Institute of Municipal Clerks (Company) and the Municipal Clerks Education Foundation (Foundation).

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

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

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

### 1. Staffing & Expenses

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

- Implement the Foundation's approved Development Plan.
- Coordinate and provide support services to the Foundation Board of Directors. Provide the appropriate reports:
  - Walk run registration and pledges
  - MCEF payments made with IIMC dues - individual
  - MCEF payments made with IIMC dues - City
  - Credit card pledges/payments\*
  - Payroll deductions
  - Memorials
  - Society contributions\*
  - Individual checks made out to IIMC intended for MCEF\*
- And as required in Subsection 5 of this agreement

\* Restricted and Unrestricted; Credit card pledges/payments will be deducted according to pledge card request. Society contributions pledged, if other than by credit card, will be sent to the MCEF Treasurer and invoiced according to pledge request.

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

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

## 2. Term

The Company shall provide the above services to the Foundation pursuant to this Agreement for a term commencing on January 1, 2009 and ending December 31, 2009. Either party may terminate this agreement by providing the other party hereto, with six (6) months advance written notice.

## 3. Contract Renewal

Within 3 months of the end of this contract both parties shall indicate their interest in writing as to their desire to enter into negotiations to renew or extend this contract. Failure to provide said notice by either party shall be construed to mean that either party or both does not wish to extend or renew this contract.

## 4. Payment

The Foundation agrees to pay the amount of \$ 21,000.00, which shall constitute full and complete payment for service rendered. The above amount shall be invoiced by the Company in equal monthly installments of \$ 1,750.00.

## 5. Disposition of Funds

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

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

It is further agreed that all new sponsorship revenue generated by Foundation Board Members shall be shared between the Company and the Foundation on a minimum 60% Foundation, 40% Company basis.

It is further agreed that, all "new" revenue generated by the Company shall be shared between the Company and the Foundation on a 90% Company, 10% Foundation basis. New revenue shall include but not be limited to:

- a) Web-site Advertising which exceeds IIMC 2005 levels

This shall include all revenue derived from selling advertising space on the IIMC/MCEF web-site in excess of 2005 actual revenue.

- b) Broadcast fax and e-mail advertising

- c) News Digest Advertising which exceeds IIMC 2005 budget levels

d) New Affinity programs

This shall include all new affinity programs currently in development or as yet unplanned.

e) Any other programs, services or ventures that raise revenue for IIMC but shall not include donations in-kind or goodwill.

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

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

## 6. Disputes

Any disputes over eligible revenue or the sharing thereof shall be referred to the Presidents of the respective parties for resolution. In the event that a resolution cannot be found, the matter will be referred to a joint meeting of the Executive Committees of each party for final resolution by way of a majority vote.

## 7. Controlling Law

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

## 8. Headings

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

## 9. Final Agreement

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

## 10. Notices

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

To Foundation:  
Municipal Clerks Education Foundation  
Dale Barstow, President  
C/o Municipal Code Corporation  
Box 2235  
Tallahassee, FL 32316-2235

To Company:

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

#### 11. Severability

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

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

The International Institute of Municipal Clerks

\_\_\_\_\_  
President

\_\_\_\_\_  
Executive Director

The Municipal Clerks Education Foundation

\_\_\_\_\_  
President

\_\_\_\_\_  
Secretary



# *International Institute of Municipal Clerks*

Professionalism in Local Government through Education

September 5, 2008

Fr: Terry Tripp, Chair, IIMC Budget & Planning Committee

To: Chuck Tokar and the 2009 Conference Host Committee

## **Regarding the 2009 Conference in Chicago, IL**

In its efforts to reduce costs and guard against any loss regarding IIMC's 2009 Annual Conference in Chicago, IL, the Budget and Planning Committee will be presenting to the Board of Directors the following recommendations that are being provided to the 2009 Chicago Host Committee.

IIMC will be projecting the following:

- Attendance is 900 Delegates and 125 Guests/Spouses
- Registration cost is \$560 per Delegate and \$250 for Guests/Spouses

IIMC will be eliminating these luncheons and refreshment breaks:

- Thursday lunch in the exhibit hall
- Tuesday Institute Director's Colloquium lunch
- Saturday Annual Business Meeting luncheon and replace it with a morning Annual Business Meeting which will include tea sandwiches and scones break
- Refreshment break on Friday morning
- Refreshment break on Saturday morning

There are currently three scheduled General Session Speakers. However, if the Chicago Host Committee wants to add a fourth General Session Speaker, then it is to fund 100% of the speaker's costs.

IIMC requests that the Host Committee acquire school buses rather than coach buses for transportation for the Opening Reception and All Conference Event, thus saving IIMC \$30,000 from the initial proposal of using coach buses.

IIMC has reduced Audio Visual costs by \$10,000, providing the company supplied by the Host Committee is able to meet IIMC's requirements for the conference week.

IIMC's costs toward the Opening Reception at the Field Museum will be strictly for coffee, tea service and seating. Any costs for hors d'oeuvres, dessert or other food items will be at the expense of the Chicago Host Committee.\*\*

IIMC asks the Host Committee to either waive or pay the \$8,800 rental fee for the Field Museum.

\*\*If Delegate attendance drops to 800 or below, IIMC will cancel the Opening Reception.

IIMC anticipates that the host committee will continue its fund raising efforts to meet their obligations and assist in guarding against a loss on this conference.

By adhering to these recommendations, IIMC's 2009 Conference budget is now a \$615 surplus.



# *International Institute of Municipal Clerks*

Professionalism in Local Government through Education

October 7, 2008

## **Memorandum of Understanding**

THIS UNDERSTANDING IS BETWEEN

The International Institute of Municipal Clerks AND the Municipal Clerks of Illinois (MCI) Association/Host Committee for the May 19 – 23, 2009 Conference in Chicago, IL.

TO WIT:

The parties hereto agree to enter into a one-time agreement subject to the following terms and conditions. That the 2009 Conference Host Committee agrees to pay for the following events:

### **Opening Reception – May 19, 2009 – Field Museum**

Cost: approximately \$75,000 to \$85,000

- IIMC's financial commitment to help co-host this event is \$35,000 toward food, beverage, rental deposit, etc.
- MCI agrees to pay the balance of the total cost to co-host this event.

### **All Conference Event – May 22, 2009 – Navy Pier**

Cost: approximately \$116,000

- IIMC's financial commitment for this event is \$54,000 toward food, beverage, deposit, etc.
- MCI agrees to pay the balance of the total for this event, approximately \$62,000 or \$62/per person. However, a reduction in food will lower the per person cost.

### **Transportation – Opening Reception and All Conference-Event**

Cost: \$10,000

- IIMC will pay \$10,000 for transportation to the two event venues on Tuesday, May 19 and Friday, May 22, 2009, respectively.
- MCI is not responsible for paying any portion of the transportation to these two events.

### **General Session Speakers –**

MCI agrees to pay the total amount plus expenses to the following two speakers:

- James Lovell -- \$25,000 – MCI to pay entire fee plus expenses
- Second City Review - \$14,000 – MCI to pay entire fee

IIMC agrees to pay the total amount plus expenses to the following two speakers:

- Laurence Gonzales – IIMC to pay entire fee plus expenses
- Jeffrey Taylor – IIMC to pay entire fee plus expenses

### **Opening Ceremony Venue – Offsite from Palmer House Hotel**

MCI agrees to pay the rental, audio visual, labor and other costs if the Opening Ceremony (Wednesday, May 20, 2009) is to be held outside of the host hotel – Palmer House.

If these terms are agreeable to you, please sign below.

SIGNED THIS October 7, DAY OF 2008

The International Institute of Municipal Clerks

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Chris G. Shalby,  
Executive Director

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Charles Tokar, MMC  
2009 Host Committee Chair

# IIMC 2013

## Conference Proposals

|   | Atlantic City, NJ   | Hartford, CT  |
|---|---|---|
| <b>Host Hotel:</b>  | Trump Taj Mahal Casino Resort   | Marriott  |
| Sleeping Room Rate  | \$225 Friday and Saturday;<br>\$90 Sunday - Thursday                                | \$187   |
| Distance from Airport (s)   | 15 minutes to Atlantic City Int'l Airport;<br>60 minutes Philadelphia Int'l Airport | 12 miles from Bradley Int'l   |
| Cost of Ground Transport.   |   | ~\$35   |
| <b>Secondary Hotels</b>   | N/A   | Hilton, Crowne Plaza, Sheraton, Holiday Inn Express, Homewood   |
| Range of Rates  |   | \$132 - \$170   |
| <b>Convention Center</b>  | N/A   | Connecticut Convention Center   |
| Rental Fee  | N/A   | \$29,280. (Less \$20,000 CVB Subsidy; less \$12,000 estimated hotel rebate).<br>-\$2,720 balance can be applied to operational expenses at CTCC |
| Union or Right to Work  | Union/Right to Work   | Union   |
| Distance from Hotels  | N/A   | Daily shuttle service subsidised by CVB.<br>5-6 blocks  |
| <b>Proposed Offsite Venues</b>  | Cape May, Atlantic City Convention Center, AC<br>Marina                             | Connecticut Science Center, Jaycees Boat House, New England Air Museum  |
| <b>State/Regional Support Shown to IIMC Staff</b>   | Yes   | Yes   |
| <b>Desired Services (not yet negotiated)</b>  | Convention Center as offsite venue  | None  |
| <b>Proposed Dates</b>   | May 17-24, 2013   | May 17-24, 2013   |
| <b>Sponsored Reception(s)</b>   | TBA   | TBA   |
| <b>Comments</b>   |   |   |
| <b>Meet IIMC's RFP requirements</b>   | Yes   | Yes   |
| <b>Resources for a strong education program</b>   | Yes   | Yes   |
| <b>Physical capability to host a Conference (sleeping rooms, meeting space, appropriate venues to accommodate 1,000 - 1,500 attendees):</b> | Yes   | Yes   |
| Provide Housing in a single hotel close to meeting space  | Yes   | No  |
| Stipulate that if multiple hotels are used, they are within a 5-10 minute walk of meeting space   | N/A   | Yes - Daily Shuttle Provided N/C  |
| Offer unique off-site venues for the Opening Reception, Opening Ceremony, All-Conference Event, Private Receptions                          | Cape May, Atlantic City Convention Center, The Boardwalk                            | Connecticut Science Center, Jaycees Boat House, New England Air Museum, The Old State House, The Hartford Club, Bond Ballroom                   |

# IIMC 2013 Conference Proposals

|  | Atlantic City, NJ   | Hartford, CT  |
|--|---|---|
| <b>Demonstrate a high level of support from:</b>   |   |   |
| The Host City  | Yes   | Yes   |
| The CVB  | Yes   | Yes   |
| The State or Provincial or Intl. Associations  | Yes   | Yes   |
| The Host City Clerk  | Yes   | Yes   |
| <b>Offer low cost for meeting space, audio/visual, food/beverage, off-site venues, transportation and hotel sleeping rooms.</b>                                | Comp Meeting Space;<br>Staff Rooms @ reduced rates  | Following Rebates & City Subsidies  |
| <b>Financial support by waiving venue fees, sponsoring Conference events, providing in-kind services and assisting with developing corporate sponsorships.</b> | \$2 rebate per occupied room night, credited toward IIMC master account.<br>\$10,000 Food & Beverage credit toward IIMC master account. | \$50,000 Subsidy Package.<br>\$20,000 cash/credit to Connecticut Convention Center.<br>\$18,000 Supplement to Star Shuttle service for transportation to/from CCC.<br>\$7,000 transportation to/from Wednesday's off site event.<br>\$5,000 airfare, rooms, board reception<br>10% hotel rebate on rooms consumed |
| <b>Preferred IIMC Dates</b>  | Yes   | Yes   |
| <b>Are not located within a Region that has hosted an IIMC Conference in the past five (5) years.</b>  | Yes   | Yes   |

# **Developing IIMC into a Truly International Organisation**

**A discussion Paper by  
Nick Randle and Tom Van Der Hoven  
Region XI Directors**

## **Summary**

**IIMC has valid aspirations to be an international professional body but while it has an international dimension to its membership it is currently a primarily North American organisation. This paper discusses some of the issues which IIMC needs to address to achieve its aspirations to be the pre-eminent organisation for Clerks worldwide and makes proposals which might form a basis for moving forward.**

## **Background**

IIMC has in the past invested time, energy and resources into developing itself into an international organisation. It now wishes to grow further its engagement with the Clerks profession internationally.

IIMC has a number of advantages in being able to do this. These are:-

- Being based in the USA and drawing its membership from within state organisations in USA and Canada it has a relatively large membership and an infrastructure which already makes it an umbrella organisation with the participation of a range of state organisations.
- The solid foundations of an organisation which has existed for 60 years.
- International contacts, alliances and some international members which have resulted from earlier initiatives.
- A high quality annual conference which has provided a basis for encouraging and developing international relationships.

The major obstacles which need to be overcome in building a successful international organisation for clerks are various but the major ones can be identified as:-

- **Identification of the characteristics of the international member.** IIMC supports Clerks, which in the USA describes a particular role and professional specialism. While there are similar roles in probably every local government setting in every country, job titles, range of responsibility and legal environments vary widely. IIMC needs to define its membership characteristics sufficiently widely to ensure that appropriate professionals in each country are eligible to join and see benefit in doing so. However it should not be drawn so widely that members from different countries are unable to identify their common interest in being part of the same organisation.
- **Defining membership benefits which will attract international members.** While IIMC has a membership package which is very relevant to the USA there is not a great deal within that package which can readily be exported. In some countries existing national professional bodies provide services and education packages which are tailored to their national environment and with which IIMC will struggle to compete. In countries where such professional bodies are weak or non-existent IIMC may have an opportunity to fill a gap but this will require ongoing investment in membership recruitment and service delivery. IIMC needs to create services which are complimentary to those offered by

national bodies which exist while developing an infrastructure including founding national bodies to provide services where there is no existing provision.

- **Finance** Any major strategic development will require an investment of resources, which will, at a minimum, include staff time, money for building infrastructure and developing services. Currently IIMC finances are stretched and identifying sufficient resources to achieve major advances internationally will be a challenge.
- **The tyranny of distance.** Membership associations are people businesses and communication and networking is at the heart of what makes membership associations tick. While air travel and electronic communications media have made global organisations feasible, overcoming the problems of distance will always be a primary concern. Direct face to face meetings are preferable but costly. E communications need to be invested in to make them provide reasonable value viz a viz face to face meetings. If IIMC is to work as a global organisation IIMC will need to invest continuously in regular travel for its officers and in ever more sophisticated web based communications fora for its members so that it becomes and stays a relevant international community.

## Proposal

Given IIMC's current position and the challenges which it needs to address, a phased approach is probably essential. A long term investment will be required so IIMC needs to build resources in parallel with creating its international infrastructure and use all the tools at its disposal to achieve its long term goals. It is therefore appropriate to consider an approach based on phases such as those illustrated below

### Phase 1 (one to three years)

- Define the appropriate membership criteria for international members of IIMC and create the range of member services which IIMC will offer to members of international organisations as an incremental membership to their national offering.. Such services could **for example** include;
  - An internationally relevant IIMC qualification ( possibly based on CMC/MMC)
  - A relevant website with easy access to bulletin boards, e- fora, publications, educational downloads and creating a cyber professional community
  - Via arrangement with national organisations facilitate study tours, exchanges and affordable access to IIMC conference and other conferences world wide.
  - In concert with national organisations take positions on issues affecting the clerks profession worldwide (e.g. the environment) so that the IIMC brand is linked with the profession and these key issues
- Build alliances with key national organisations with a view to offering IIMC membership as an extension of their own membership by providing the additional; services describes above. Organisations with existing or proposed links with IIMC would be the foundations upon which an IIMC network of organisations might be built.
- Generate finance for international development through membership increase, services diversification and possibly support from grant giving bodies which promote international endeavour.

### Phase 2(three to ten years time)

- When finances allow appoint an international development manager whose role is to co-ordinate international development, work with national organisations and build continental centres.
- Continental centres would be national organisations in or individuals in each continental area who undertake to represent IIMC, co-ordinate IIMC activities both with Rancho Cucamonga and with other organisations in the region and build locally relevant IIMC

services. They would also foster the creation of IIMC sponsored local organisations in countries which did not have them.

- A European centre would be a natural early start as would possibly an African centre. In time centres in The Middle East, Asia, the Pacific, Latin America and of course North America could be established.
- As membership grows undertake more international conferencing, and other flagship IIMC activities

### **Phase 3 ( ten years plus)**

- At a certain point IIMC will need to review its constitution organisation and staffing to remodel itself from an international organisation based in one country to a multinational organisation based in many. This will no doubt throw up some problems to be resolved but given our aspirations and our starting point they will no doubt be good problems to have.

### **Conclusion**

The above discussion does not constitute a complete business plan but is more a series of signposts for the way forward. It is clear that as an organisation IIMC aspires to be a truly international body and it therefore needs a clear strategy to achieve this. Only a systematic approach which makes choices and sets priorities, and which takes a long term view will significantly affect the IIMCs international engagement and open it up to the large numbers of international members who might potentially wish to participate.

**We recommend** that a working group is established, with links to the international relations committee but with participation from the Executive Director, The Region XI directors, and at least one other member of the executive committee. Their remit would be to define a work programme for international development which meshes with the IIMC's core strategy and budget but which takes account of the issues signposted above. We recommend that the work programme should commence in 2009.

We request the Board's Consideration of these proposals.