



**International Institute of Municipal Clerks  
Board of Directors  
Annual Meeting Agenda  
May 18, 2009**

**Palmer House ~ Chicago, Illinois**



**International Institute of Municipal Clerks  
Board of Directors ~ Annual Meeting Agenda  
May 18, 2009  
Palmer House – Chicago, Illinois**

Meeting begins at 8:30 a.m.

1.	Call to order	
2.	Roll call	5
3.	Agenda approval	
4.	Consent agenda approval	
	a. DRAFT Minutes of November 7-8, 2008 – Mid-Year Board Meeting	7
	i. Executive Session Minutes- <b>Handout</b>	
	b. DRAFT Minutes of January 13, 2009 Board Teleconference – approval and ratification	31
	c. DRAFT Minutes of February 10, 2009 Board Executive Session Teleconference – approval and ratification - <b>Handout</b>	
	d. DRAFT Minutes of March 9, 2009 Board Teleconference – approval and ratification	33
	i. Executive Session Minutes- <b>Handout</b>	
	e. DRAFT Minutes of April 6, 2009 Board Teleconference – approval and ratification	35
5.	Executive Session	
6.	Education Department Report	41
7.	Executive Director's Update	43
8.	Committee reports <b>REQUIRING NO ACTION</b>	
	a. Budget and Planning Report	47
	b. Elections Committee Report	49
	c. Mentoring Committee Report	51
	d. Program Review & Certification Committee Report	53
	e. Research and Resource Committee Report	59
9.	Committee reports <b>REQUIRING ACTION</b>	
	a. Conference Education Committee Report	61
	b. Conference Policy Committee Report	65
	c. International Relations Committee Report	69
	i. Tech Team Report	72
	ii. IMASA Certification Program	86
	iii. Draft Itinerary IIMC Study tour 2009	87
	d. Membership Committee Report	89
	i. PR Marketing subcommittee presentation	93
	e. Public Relations Report	99
	i. IIMC Marketing Plan May 2009	101
	ii. Draft Survey 2009	109
	iii. Municipal Clerk Week Ideas	110
	f. Policy Review Committee Report	111
	g. Records Management Committee Report	159
	i. Records Management Report Addendum	163
10.	Financials	
	a. 2008 Year End Budget with notes	165
	b. 2009 Year to Date (March 31) Budget with notes	181
	c. 2009 Year to Date Revised Budget w/notes	195

11.	Staff Reports	
a.	Membership – Janis Daudt	197
12.	Annual Conference Updates	
a.	2009 - Chicago, IL – Tim Seeden/Shalby–Verbal	
b.	2010 – Reno, NV – Tim Seeden/Shalby–Verbal	
c.	2011 – Nashville, TN – Tim Seeden–Verbal	
d.	2012 – Portland, OR – Tim Seeden–Verbal	
e.	2013 – Atlantic City – Shalby - Verbal	
13.	National Affiliation and Association Activities	
a.	IMASA – (South Africa) – Dyanne Reese–Verbal	
b.	SLCC – (England) – Dyanne Reese–Verbal	
c.	SOLAR- (Scotland) – Dyanne Reese–Verbal	
d.	Region XI Affiliations and IIMC Membership	199
14.	Report From Directors	
a.	Region IX Board Mid Year Meeting location – Kolacy–Verbal	
15.	Other Business	
16.	MCEF – Dale Barstow	
17.	ADJOURNMENT	

# **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, CMC</b> Clerk of Council P.O. Box 1027 Savannah, GA 31402-1027 Phone: (912) 651-6441 X 3 Fax: (912) 651-4260 E-mail: dreese@savannahga.gov	5/23/2009	<b>Mary Lynne Stratta, MMC</b> City Secretary P.O. Box 1000 Bryan, TX 77805-1000 Phone: (979) 209-5002 Fax: (979) 209-5003 E-mail: mstratta@bryantx.gov	5/23/2009
<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> Clerk of Council 1131 Steubenville Ave. Cambridge, OH 43725 Phone: (740) 439-2640 Fax: (740) 432-1754 E-mail: clerkofcouncil@cambridgeoh.org	5/23/2009	<b>Charles E. Tokar, MMC</b> Village Clerk/Budget Officer 10455 S. Ridgeland Chicago Ridge, IL 60415 Phone: (708) 425-7700 Fax: (708) 425-9942 E-mail: ctsr2@msn.com	5/23/2009
<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> City Clerk/Registrar of Voters 389 Congress Street Portland, ME 04101 Phone: (207) 874-8677 X 8614 Fax: (207) 874-8612 E-mail: lcc@portlandmaine.gov	5/23/2009	<b>Bernice Dixon</b> Town Clerk 14 Park Place Vernon, CT 06066-3291 Phone: (860) 870-3617 Fax: (860) 870-3683 E-mail: bdixon@vernon-ct.gov	5/20/2010
<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> City Clerk P.O. Box 158 Ocean City, MD 21842-0158 Phone: (410) 289-8842 or 8824 Fax: (410) 289-7385 E-mail: cjacobs@ococean.com	5/20/2010	<b>Jane E. Williams-Warren, MMC</b> Municipal Clerk 155 Market Street, 3rd FL Paterson, NJ 07505 Phone: (973) 321-1310 Fax: (973) 321-1311 E-mail: jwilliams@patcity.com	5/12/2011
<b><u>Region III Director</u></b>	<b><u>Term of Service</u></b>	<b><u>Region III Director</u></b>	<b><u>Term of Service</u></b>
<b>Stephanie C. Kelly, CMC</b> Deputy City Clerk 600 East Fourth Street Charlotte, NC 28202-2857 Phone: (704) 336-4515 Fax: (704) 336-7588 E-mail: sckelly@ci.charlotte.nc.us	5/20/2010	<b>Glenda A. Morgan, MMC</b> Retired City Clerk P.O. Box 326 Thompson Falls, MT 59873 Phone: (406) 827-0954 Fax: E-mail: gamorgan777@yahoo.com	5/23/2009
<b><u>Region IV Director</u></b>	<b><u>Term of Service</u></b>	<b><u>Region IV Director</u></b>	<b><u>Term of Service</u></b>
<b>Barbara Blackard, MMC</b> City Clerk/Treasurer 205 Walnut Street Clarksville, AR 72830-3005 Phone: (479) 754-6486 Fax: (479) 754-4052 E-mail: clrksvil@cswnet.com	5/12/2011	<b>Eddie R. Myers, CMC</b> Dir. of Admin./City Clerk P.O. Box 1898 - 200 Forrest St. Hattiesburg, MS 39403-1898 Phone: (601) 545-4502 Fax: (601) 545-4608 E-mail: emyers@hattiesburgms.com	5/23/2009

<b><u>Region V Director</u></b>	<b><u>Term of Service</u></b>	<b><u>Region V Director</u></b>	<b><u>Term of Service</u></b>
<b>Kathryn A. Dornan, CMC</b> City Clerk 31555 Eleven Mile Road Farmington Hills, MI 48336-1165 Phone: (248) 871-2422 Fax: (248) 871-2411 E-mail: kdornan@fhgov.com	<b>5/23/2009</b>	<b>Brenda Kay Young, MMC</b> Town Clerk-Treasurer P.O. Box 446 Nashville, IN 47448-0446 Phone: (812) 988-7064 Fax: (812) 988-5527 E-mail: nashvillect@sbcglobal.net	<b>5/20/2010</b>
<b><u>Region VI Director</u></b>	<b><u>Term of Service</u></b>	<b><u>Region VI Director</u></b>	<b><u>Term of Service</u></b>
<b>Carolyn Brownfield, MMC</b> City Clerk/Finance Officer P.O. Box 234 Toledo, IA 52342-0234 Phone: (641) 484-2160 Fax: (641) 484-3360 E-mail: carolyntoledo@iowatelecom.net	<b>5/23/2009</b>	<b>Shari A. Moore, CMC</b> City Clerk Room 310 City Hall, 15 West Kellogg Blvd. Saint Paul, MN 55102 Phone: (651) 266-8686 Fax: (651) 266-8574 E-mail: shari.moore@ci.stpaul.mn.us	<b>5/12/2011</b>
<b><u>Region VII Director</u></b>	<b><u>Term of Service</u></b>	<b><u>Region VII Director</u></b>	<b><u>Term of Service</u></b>
<b>Rick Goeckner, MMC</b> City Clerk P.O. Box 648 Effingham, IL 62401-0648 Phone: (217) 347-7169 Fax: (217) 347-2675 E-mail: goeckner@ci.iffingham.il.us	<b>5/23/2009</b>	<b>Jerry Lovett-Sperling, MMC</b> City Clerk P.O. Box 70 Lindsborg, KS 67456-0070 Phone: (785) 227-3355 Fax: (785) 227-4128 E-mail: jls@lindsborgcity.org	<b>5/12/2011</b>
<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> City Clerk P.O. Box 9203 Moscow, ID 83843-1703 Phone: (208) 883-7015 Fax: (208) 883-7018 E-mail: skalasz@ci.moscow.id.us	<b>5/12/2011</b>	<b>Monica M. Simmons, MMC</b> City Clerk 34 Brays Island Drive Henderson, NV 89052 Phone: (702) 267-1400 Fax: (702) 267-1401 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> City Clerk 250 Madison Street Suite 2 Port Townsend, WA 98368-5738 Phone: (360) 379-5045 Fax: (360) 385-4290 E-mail: pkolacy@cityofpt.us	<b>5/20/2010</b>	<b>Colleen J. Nicol, MMC</b> City Clerk 3900 Main St. Riverside, CA 92522-0111 Phone: (951) 826-5557 Fax: (951) 826-5470 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> Deputy City Clerk Council Bldg-510 Main Street Winnipeg, MB R3B 1B9 CANADA Phone: (204) 986-7131 Fax: (204) 947-3452 E-mail: mlemoine@winnipeg.ca	<b>5/12/2011</b>	<b>Bernie White, CMC</b> Municipal Clerk 320 Esplanade Sydney, NS B1P 7B9 CANADA Phone: (902) 563-5020 Fax: (902) 564-0481 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> Chief Executive 1 The Crescent Taunton TA1 4EA ENGLAND Phone: 011-44-1823-253646 Fax: 011-44-1823-253681 E-mail: ceo@slcc.co.uk	<b>5/12/2011</b>	<b>Tom Van Der Hoven</b> Head of Administration Beech Hurst, Weyhill Rd. Andover, Hants SP10 3AJ ENGLAND Phone: 9-011-44-1264-368001 Fax: 9-011-44-1264-368099 E-mail: tvanderhoven@testvalley.gov.uk	<b>5/23/2009</b>

**DRAFT**

**DRAFT**

**DRAFT**

**INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS  
BOARD OF DIRECTORS  
MID-YEAR MEETING AGENDA  
NOVEMBER 7, 2008  
RIVERSIDE, CALIFORNIA**

**PRESENT WERE:** Dyanne Reese, President; Mary Lynne Stratta, President-Elect, Sharon Cassler, Vice President, and Chuck Tokar, Immediate Past President; Linda C. Cohen, MMC, I; Bernice Dixon, I; Carol L. Jacobs, MMC, II; Jane Williams-Warren, MMC II; Glenda A. Morgan, MMC, III; Barbara Blackard, MMC, IV; Eddie R. Myers, CMC, IV; Kathryn A. Dornan, CMC, V; Brenda Kay Young, MMC, V; Carolyn Brownfield, MMC, VI; Shari A. Moore, CMC, VI; Rick Goeckner, MMC, VII; Jerry Lovett-Sperling, MMC VIII; Stephanie Kalasz, VIII, Monica M. Simmons, MMC, VIII; Pamela R. Kolacy, MMC, IX; Colleen J. Nicol, MMC, X; Marc Lemoine, X; Bernie White, CMC, X; Nick Randle, XI; Tom Van Der Hoven, XI.

President Reese called the meeting to order at 3:43 p.m. Noting the lateness of the hour, President Reese announced plans to cover items 1 – 6 on the agenda today and resume the meeting tomorrow morning.

**ABSENT WAS:** Stephanie C. Kelly, CMC, III. Stephanie Kelly notified President Reese that she could not be present because of her husband's illness.

**PARTICIPATING WERE:** Chris Shalby, Executive Director; Dr. Mohammad Eftekhari, Director of Education/Research. Denice Cox, Office Manager; Pilar Archer, Accounting Manager; Janet Pantaleon, Finance Specialist; Tim Seeden, Association Solutions, Ltd.; Dale Barstow, President, MCEF Board of Directors.

**ALSO IN ATTENDANCE WERE:** Maureen Kane, Institute Director of California; Barbara Daniels; Peggy Hawker, Oregon; Vicki Miel, former IIMC President and Parliamentarian, Olivia Parks Woods, Retired Municipal Clerk - City of Atlanta.

**AGENDA APPROVAL: Motion by Barbara Blackard, 2<sup>nd</sup> by Jane Williams-Warren to approve the agenda; motion carried.**

**CONSENT AGENDA APPROVAL: Motion by Bernie White, 2<sup>nd</sup> by Tom Van der Hoven to approve and ratify the minutes listed on the consent agenda. With noted corrections, the motion carried.**

- a. DRAFT Minutes of May 16, 2008 - Board Meeting  
Corrections: Page 11, Annual Conference Updates (a): Change Atlanta, CA to Atlanta, GA
- b. DRAFT Minutes of May 22, 2008 - Board Meeting
- c. DRAFT Minutes of May 23, 2008 - Board Meeting
- d. DRAFT Minutes of July 8, 2008 Board Teleconference  
Corrections: Page 11, Annual Conference Updates (a): Change Atlanta, CA to Atlanta, GA  
Page 18, President's Report: Change Wilmington, DC to Wilmington, NC  
Page 20, Region II Report: Change October to April and Virginia to W. Virginia  
Page 16, Members Present: Add Marc Lemoine  
Page 20, Region IV Report: Change November 4 -5 to December 4 -5
- e. DRAFT Minutes of July 22, 2008 Board Teleconference
- f. DRAFT Minutes of October 7, 2008 Board Teleconference

**Motion by Bernie White, 2<sup>nd</sup> by Tom Van der Hoven to Approve and Ratify the Minutes as Corrected, Motion Carried.**

**APPROVED/RATIFIED**

**EXECUTIVE SESSION – Motion by Sharon Cassler, 2<sup>nd</sup> by Eddie Myers to go into Executive Session. Motion carried.**

**DRAFT**

**DRAFT**

**DRAFT**

After Resuming the Regular Order of Business, President Reese thanked the board for all the concern shown to her while recuperating from illness. She explained that an abscess had formed on her spine which caused problems with her mobility. She then recessed the meeting at 5:30 p.m. until tomorrow morning at 8:30 a.m.

**INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS  
BOARD OF DIRECTORS  
MID-YEAR MEETING AGENDA  
NOVEMBER 8, 2008  
RIVERSIDE, CALIFORNIA**

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

**EDUCATION DEPARTMENT UPDATE -- MOHAMMAD EFTEKHARI, PH.D.**

**A. EDUCATION REPORT SUMMARY**

- 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.

**B. EDUCATION GUIDELINES**

**C. EDUCATION REVISED FAQ**

- 1. Professional Certifications Granted June - Nov 2008**
- 2. Courses Reviewed and Approved;**
- 3. Job analysis for redesigning Curricula for Education Programs**
- 4. Received pro Ambassadors Trained**
- 5. 2009 Annual Conference Education Sessions**

Vice President Cassler posed questions regarding the Ambassador Program. Dr. Eftekhari clarified that the first group was trained but was not certified because the criteria had not been established yet. He stated that once that group has been certified, IIMC will publicize who they are. Colleen Nicol expounded by explaining that ambassadors will be experts regarding the Education Certification requirements in their own states. She noted that wherever she visits, there are education gurus and chairs who want to become ambassadors.

Tom Van Der Hoven commented that he did not see any update on IMASA and other Region 11 issues in the Education Report. Dr. Eftekhari responded that IIMC is negotiating with e-Cornell regarding a partnership with IIMC in Region 11. If this proposal is successful, it will address the needs in Region 11. South Africa was sent information to use. We reviewed and approved it and sent it back to them. We're awaiting their response. Bulgaria has been sent information regarding certification as well.



**DRAFT****DRAFT****DRAFT**

Kathryn Dornan questioned the provision referenced on page 37 of the Education Report requiring pre-approval for individuals to take a course. She recalled that this provision was changed to require notice after taking the course. Dr. Eftekhari responded that it is covered in the “Frequently Asked Questions” document. Dornan preferred that it be included in the guidelines. Dr. Eftekhari agreed to revise the guidelines to incorporate the language.

Dr. Eftekhari introduced his new staff members Emily Maggard and Marilyn Sanzo who joined the organization in August and September 2008. Colleen Nicol asked if IIMC is up to date in processing certification applications. Emily replied that they were pretty close to being on schedule, only about a week or so off. When asked how many were pending, Marilyn replied, “3 MMC’s and 83 CMC’s. Colleen Nichol related a situation where a clerk received notice via e-mail that she had been certified but was on vacation at the time. Nichol stated that it was weeks later before she learned that she had become certified and later received her official certificate and pin. Kathryn Dornan asked what was involved in the application process. Dr. Eftekhari stated that he reviews the application and when the applicant is certified, he sends them an e-mail notifying them that they have been certified and will receive certificate and pin at a later date. The certificate and pin are sent approximately 4 – 6 weeks after the e-mail notification because they are all processed at the end of the each month. Dornan expressed concern with that process. She thought that e-mail notification was inadequate for such a prestigious accomplishment and suggested that a form letter signed by the Education Director would be more appropriate. Dornan stated that she was invited to present a certification to the clerk in her region and she still had not received her certificate by the date of the event. Dr. Eftekhari noted that the Education Department was short of staff prior to August, 2008. However, he agreed that IIMC should be more responsive to customer service requests urged IIMC to be willing to provide the financial support needed to do so. Vice President Cassler concurred with Dornan’s position and would also like to see a form letter be sent out to the recipients. Dr. Eftekhari agreed to initiate the practice. President Reese stated that the certification is usually a 6-week process but suggested that if a special presentation is needed prior to that time, members notify the staff and to allow them to expedite the process.

Monica Simmons asked if there was any way region directors could be notified of certification revocations. She stated that if region directors are notified, they could assist IIMC in these situations. Dr. Eftekhari thought that this was excellent idea and stated that he could begin listing potential revocations in the Friday letter.

Dr. Eftekhari reported that the Education Department 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 and expert. To that end, it has taken the following actions:

- Identified Dr. Reed Castle as a suitable consultant to conduct the job analysis.
- Received a proposal from Dr. Castle that was shared with 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 Committee.

In addition, the Education Department continued the efforts to establish a partnership between the IIMC On-line Learning Institute.

### **Motion by Glenda Morgan to Accept the Report; 2<sup>nd</sup> by Eddie. Motion Approved.**

President Reese recognized several guests that were in attendance at today’s meeting and thanked them for attending.

- Maurine Kane, Institute Director of California
- Barbara Daniels, member
- Peggy Oregon, member
- Dale Barstow - MCEF President
- Vicki Miel, former IIMC President and MCEF Member

Vicki Miel informed the board that she had come out of retirement and was serving as clerk in a small town in Arizona.

### **COMMITTEE REPORTS REQUIRING NO ACTION**

#### **MUNICIPAL CLERKS EDUCATION FOUNDATION – CHAIR, DALE BARSTOW, MCEF PRESIDENT**

President Reese allowed the MCEF Report to be moved up on the agenda so that Dale Barstow could leave the meeting to prepare for the MCEF meeting scheduled on this date. There was no objection. Barstow made the following oral report.

**DRAFT****DRAFT****DRAFT**

Volunteer contributions are on track and are anticipated to be more than what was contributed in 2007. \$29,232 is expected to be granted to IIMC for its 2009 Education Programs from MCEF. Although no proceeds are anticipated from investments this year, financial advisors want MCEF to stay the course with its investments. MCEF will launch a Plan Giving Program developed by MCEF Board member Wayne Hussey soon. Barstow urged board members to remember MCEF in their wills and encouraged them to participate in the MCEF Walk-Run and Silent Auction during the 2009 Annual Conference. Members will soon receive a marketing letter encouraging you to make a contribution. We will send out about 200 – 300 letters. Because investments have not generated any proceeds this year, Barstow will go directly to individuals who contribute endowments and ask for contributions for scholarships. In past years, response has been very positive.

Colleen Nicol asked if MCEF was considering any new initiatives for programs. Barstow replied that Florida State Association is planning to give an MCEF Endowment and encouraged board members to ask your state associations about creating such an endowment. President-Elect Stratta thanked MCEF for the 17 Conference Grants that were awarded in Atlanta noting that recipients received credits for their certification. Tokar asked if Conference Grants would be available for the Chicago conference and Barstow replied that they would not since no funds were generated from investments this year. However, he recommended that IIMC use a portion of \$29,232 for Conference Grants that IIMC would receive. President Reese stated that the Executive Committee serves on MCEF and noted that she had contributed \$100 and funded an Endowment this year. Barstow also encouraged region directors to promote MCEF in their state association meetings. MCEF Talking Points are available for the directors' use.

**A. ETHICAL STANDARDS COMMITTEE,- CHAIR, JAMES VILLIESSE**

- i. Ethical Standards Report – (Posted on the IIMC website and published in the News Digest)**
- ii. Rules of Procedure**
- iii. Request for Investigation**

**COMMITTEE REPORT SUMMARY PRESENTED BY**

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. 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.

**B. MEMBERSHIP COMMITTEE – CHAIR, DAWN G. ABRAHAMSON**

**COMMITTEE REPORT SUMMARY PRESENTED BY**

Committee Goals and Objectives for the 2008/2009 included: IIMC Board Membership Challenge, The Recruit a New IIMC Member Campaign, Good Will Calling and IIMC Membership Survey. IIMC will host a booth at the National League of Cities Conference this fall in an effort to reach potential members and increase membership. 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.

**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.

**C. PROGRAM REVIEW & CERTIFICATION COMMITTEE – CHAIR, JOANN TILTON**

**COMMITTEE REPORT SUMMARY**

The Committee's Goals and Objectives were to:

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;
- b. Fold the Task Force recommendations and Director of Education reports into the membership dialogue; and

- c. Coordinate with the Research & Resource Committee the membership dialog structure.

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.

#### **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.

#### **D. PUBLIC RELATIONS & MARKETING COMMITTEE – CHAIR, VANESSA TURNER COMMITTEE REPORT SUMMARY**

The role of the Public Relations Committee is so closely aligned with the duties of the Institute's Public Relations Department. Chris Shalby has been very helpful in making certain that we are not duplicating efforts or making recommendations that are currently underway. A request was submitted earlier to reinforce the need for the additional funds for website development.

The Committee had four primary goals:

- a. assist with increasing membership;
- b. continue the implementation of the five-year plan;
- c. provide a continuous flow of articles to the Digest and other governmental publications on the role of the clerk; and
- d. develop criteria for promoting Municipal Clerks Week.

#### **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.

#### **E. RESEARCH AND RESOURCE COMMITTEE – LINDA SPENCE COMMITTEE REPORT SUMMARY**

The purpose of this 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. The committee responded promptly to all requests for information. A Listserv will be launched very soon. The Committee will coordinate with Program Review & Certification Committee to develop a survey/questionnaire for members on various issues.

#### **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.

**COMMITTEE REPORTS WERE GIVEN FOR INFORMATION ONLY. NO ACTION WAS REQUIRED OF THE BOARD.**

#### **COMMITTEE REPORTS REQUIRING ACTION**

##### **BUDGET AND PLANNING COMMITTEE – CHAIR, TERRY TRIPP**

##### **COMMITTEE REPORT SUMMARY - PRESENTED BY**

The 2008 Proposed year-end budget is projected to end with a profit of \$17,335. The 2009 Budget is expected to have a year-end profit of \$1,600. Staff has been requested to look at various options regarding a contingency

**DRAFT**

**DRAFT**

**DRAFT**

plan for litigation. As for the 2009 Conference, staff has been requested 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.

**MANAGEMENT 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.

Region Directors were asked to get the regions involved in supporting the silent auction and the trip that will be raffled at the 2009 Annual Conference.

**Motion by Chuck Tokar; 2<sup>nd</sup> by Tom Van Der Hoven to approve the report. Motion Carried.**

**CONFERENCE EDUCATION COMMITTEE – CHAIR, ALLAN SUSEN**

**COMMITTEE REPORT SUMMARY - PRESENTED BY**

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. The Committee’s Goals were as follows:

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.
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.

**MANAGEMENT RECOMMENDATION**

Committee recommended scanners for the conference: 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;

**DRAFT**

**DRAFT**

**DRAFT**

- 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.

Following discussion regarding the use of scanners at conferences, **a motion was made by Pam Kolacy to support an investigation into 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. 2<sup>nd</sup> by Stephanie, the Motion Carried.**

**Motion by Chuck Tokar; 2<sup>nd</sup> by Jean; to Approve the Report. Motion carried.**

#### **CONFERENCE POLICY COMMITTEE – CHAIR, BARBARA HOGELIN**

##### **COMMITTEE SUMMARY REPORT**

Conference Policy Committee Goals:

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, 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 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 provide input to the Budget Committee developing a financing strategy and building a reserve fund.

##### **MANAGEMENT RECOMMENDATION**

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 time orientation in Atlanta. We will continue along the same lines in Chicago.

As far as 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.

Director Shalby complimented the committee on doing a good job on the Conference Manual. The committee will be working with the city of Chicago to provide Region X and XI with a half-day, off-site session in Chicago. IIMC reduced the registration fee for Region X and XI and set up a Mentoring Table at the Annual Conference. The committee is continuing discussion regarding holding conferences outside the United States.

**Motion by Colleen Nicol; 2<sup>nd</sup> by Tom Van Der Hoven to accept the Report; Motion Carried.**

#### **ELECTION COMMITTEE – CHAIR, BRENDA CIRTIN**

**COMMITTEE SUMMARY REPORT**

The Committee is:

1. Asking that candidates be allowed unlimited e-mails to discuss their candidacy
2. Asking that the Board appoint someone other than the Executive Director to review election material for appropriateness
3. Proposing a policy change regarding the Executive Committee's endorsement of candidates.

**PROPOSED NEW POLICY:****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."

**MANAGEMENT RECOMMENDATION:**

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.

Director Shalby stated that there has been nothing that has come across staff's desk that is controversial. He reviews material to see if it meets IIMC's criteria. Colleen Nicol noted that Recommendations #2 and #3 have not been considered by the Policy Review Committee.

**Motion by Colleen Nicol; properly 2<sup>nd</sup>, to Approve Recommendation #1 and to Refer Recommendations 2 and 3 back to the PRC; 2<sup>ND</sup> by Bernie White.** Following discussion, the **Motion Carried.**

**APPROVED RECOMMENDATION #1****REFERRED RECOMMENDATION #2 AND #3**

Linda Cohen respectfully asked that until the policy is adopted, the Executive Committee refrain from making any recommendation pertaining to a candidate. President Reese agreed.

**INTERNATIONAL RELATIONS COMMITTEE REPORT – CHAIR, TAMI KELLY**

**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.

**COMMITTEE 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. Director of Education should report back to Committee with updates on any progress being made on his end.

**MANAGEMENT'S RECOMMENDATIONS**

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



**DRAFT**

**DRAFT**

**DRAFT**

starting a dialogue. We have 16 Bulgarian members who are CMC's. 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.

Past President Tokar questioned how Bojana Nedeltcheva was left out of being the representative for the organization since she had been involved since 1997. Vice President Cassler commented that she did not believe that was her intent. Tokar noted that Nedeltcheva was the one who sat up the organization and is the Institute Director. However, they are saying that there are now two separate associations. Director Shalby noted that IIMC does waive the registration fee for Institute Directors and that since Nedeltcheva is the Institute Director she would still qualify to have her registration fee waived.

**Motion by Tom ; 2<sup>nd</sup> by Stephanie Kalasz, Motion Approved.**

**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.**

**COMMITTEE 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. 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. A request was submitted for funding for enhancing the website to make it a communication tool for our members.

**MANAGEMENT'S RECOMMENDATION**

Develop and distribute targeted marketing materials to potential members with the following additions:

- a. member-to-member connection,
- b. exchange program, and
- c. 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. Kelly 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. In 2008, 19 members participated in the program.

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 registration fee, 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.

**Motion by Tom Van Der Hoven to Approve the Report; 2<sup>nd</sup> by Colleen Nicol, the Motion Carried. Rick Goeckner voted No.**

**DRAFT**

**DRAFT**

**DRAFT**

**Goal #3 - Identify and recommend to the Conference Education Committee topics and speakers of global relevance.**

**COMMITTEE 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 Kalasz will investigate an 'International Day' as part of the conference program with presenters from Region X and XI.

**MANAGEMENT'S RECOMMENDATION**

**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. Those attending Region X and XI sessions will receive extra credit.

**Motion by Tom Van Der Hoven to Approve; properly 2<sup>nd</sup>, the Motion Carried. Rick Goeckner voted No.**

**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.**

**COMMITTEE 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. It is the recommendation of this Committee to continue to offer the Study Program every other year (next offering to be in 2009). 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. It is also important for an IIMC Representative to accompany the participants for coordination purposes.

**MANAGEMENT'S RECOMMENDATION**

**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 though 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.

Marc Lemoine stated his appreciation for the Committee bringing this approach forward in building international relations. IIMC is now focusing its attention in certain areas -- South Africa and the United Kingdom. Past President Tokar initiated this change. Lemoine express the need for IIMC to build a foundation for International Relations then expand on it. Mr. Lance Decker (Strategic Planner) thought this was a very wise path to pursue. Past President Tokar enlightened new board with some background on IIMC International Relations. He stated that the Board voted two years ago to recommit to International Relations. IIMC planned to partner with the Society of Local Council Clerks (SLCC) to hold a conference in London, England. The objective was for SLCC or IIMC not to lose money to hold the conference. He stated that IIMC had worked very hard to pull off the conference but were unable to do so in the time provided. It is still an IIMC goal but must be financially feasible to do so. President Reese stated that IIMC is trying to systematically work on International Relations. There must be some mutual benefits derived from International Relations to justify the financial investment by IIMC. It was also noted that international members must become more involved in the process by describing what they want from the program.

Nick Randle stated in relation to the Whales Study Tour, he exchanged e-mails with Whales because they have a national parliament and tour the west coast. The intent is to include some education elements at the University of Gloucestershire and Oxford. We will end the conference in mid-England near Daventry. I have asked for IIMC objectives of the tour and we will build a program around that. It looks quite exciting!

**Motion by Tom Van Der Hoven to Approve; 2<sup>nd</sup> by Tokar, the Motion carried.**



**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 Aboard programs.

**COMMITTEE 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. If the Board has a suggestion or the desire to assist with goal, we welcome their involvement. 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. Recommend that articles on the study tour and exchange programs be submitted for the News Digest.

#### **MANAGEMENT'S RECOMMENDATION**

##### **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.

**Motion by Glenda Morgan to Approve; 2<sup>nd</sup> by Marc Lemoine, Motion Carried.**

**Goal #6 – Support an IIMC Exchange Program. IIMC members outside the U.S. have been asking for an Exchange Program.**

**COMMITTEE SUMMARY:** 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. We have one pair to Exchange this season. Continue to offer this new program and partner with SLCC, IMASA and other international associations to create the exchanges. \$6,000.00 requested of the Finance Committee for scholarships.

#### **MANAGEMENT'S RECOMMENDATION**

##### **Covered in Goal #2.**

Director Shalby clarified that the Exchange Program was approved at the Annual Conference in Atlanta and funding for it has been proposed in the 2009 budget. Three people have asked to participate: Karen Barrow (West Point, Virginia) Pamela Smith, (Sanibel, Florida) and Janina Patrus, (Redington Beach, Florida). We will ask clerks to publicize the Exchange Program in their areas and will announce that candidates can apply for the 2<sup>nd</sup> program that will be announced in May. SLCC will also be sponsoring a partnership exchange program. Nick Randle informed the board that South Africa decided to wait until we finalize the Exchange Program in the United Kingdom. A Chat Room established for this purpose has been established offering an opportunity for potential candidates to find each other. We will work on the details and hope to publish them by Christmas.

**Motion by Tom Van Der Hoven; 2<sup>nd</sup> by Stephanie Kalasz; Motion carried;**

#### **Region XI Report on International Relations**

Tom Van Der Hoven noted that he has been a member of the institute for many, many years. He joined because he wanted to make a difference. However, he recognizes that there is no clear strategy documented on how to proceed. To him, it appears that we have not sat down and determined how we vision the direction of International Relations. In his opinion, conducting a conference outside of America does not have to mean hosting a conference. IIMC must decide a direction and vision for the organization's International Relations.

**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 organization. This paper, written by Region XI Director and SLCC CEO, Nick Randle, discusses some of the issues which IIMC needs to address to achieve its aspirations to be the pre-eminent organization for Clerks worldwide and makes proposals which might form a basis

**DRAFT**

for moving forward.

**DRAFT**

**DRAFT**

**Major Obstacles:** 1. Identification of the characteristics of the international member;. 2. Defining membership benefits which will attract international members; 3. Finance; and, 4. The tyranny of distance.

Randle offered the following suggestions to the Board:

1. We need to decide the characteristics of members that we are trying to attract to the organization. Who are we trying to attract? It should not be too broad or too narrow.
2. We must try to generate revenue for IIMC and attract members in the thousands. Describe the benefits. Education, for example, skills and capabilities appropriate to all members. Build relations and networks. Generate means in which to communicate. Develop common interests and share experiences.
3. We recognize that finance is a problem but so are a lot of the issues that we discuss. If we are not going to slide back, we must focus on doing specific things. For example, focus on a long-term strategy. Divide it into 3 phases: 1-3 years 4-6 year and 7-10.
4. We would like to recommend a program to later develop a business plan. Develop templates like SLCC and IMASA. Is this feasible?
5. 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 objective would be to define a work program for international development which meshes with the IIMC's core strategy and budget but which takes into account the issues referenced above. We recommend that the work program commence in 2009.

Director Shalby stated that this is the first time that anyone has ever introduced anything in writing. He believes that it is long overdue and presents an excellent opportunity. The Board must be involved with each step-by-step approach. Colleen stated that she fully supported this plan of action and President-Elect Stratta concurred. She was thrilled to see something in writing and would like to see a Business Plan adopted as a part of IIMC's Strategic Plan in May. President Reese agreed noting that this initiative is geared toward membership and networking.

**Motion by Colleen Nicol to Approve; 2nd by Brenda Kay Young, The Motion Carried.**

#### **Mentoring Committee- Chair, Delores McKenzie and MARY HAYNES**

##### **COMMITTEE SUMMARY REPORT PRESENTED BY**

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. 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 RECOMMENDATION:**

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.

Under the leadership of new chairs, Delores McKensy and Mary Hynes, 22 mentors/mentees are participating in the program and 33 mentees are on the waiting list. A brochure will be printed in 2009.

**Motion by Colleen Nicol to Approve the report; 2<sup>nd</sup> by Bernice Dixon, the Motion Carried.**

#### **POLICY REVIEW COMMITTEE – CHAIR, PAMYL A MEANS**

##### **COMMITTEE SUMMARY REPORT PRESENTED BY BOARD LIAISON COLLEEN NICHOL**

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

**DRAFT**

**DRAFT**

**DRAFT**

input prior to the Board's deliberation and action on any changes made. In addition, the Committee recommends that the Executive Director be requested to contact a local codification vendor to codify IIMC Policies at a reduced rate once action is taken.

Past President Tokar requested that each item be voted on separately and the Board agreed.

1. 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".

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

**Motion by Colleen; 2<sup>nd</sup> by Tokar; Motion carried.** This is a Constitutional Amendment and must be voted on by IIMC members in May, 2009.

**APPROVED**

2. Include IIMC Code of Ethics in the New Member Orientation, 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.

Properly Moved and 2<sup>nd</sup>, a motion was made to accept the committee and management recommendations.

**APPROVED**

3. No amendment is needed to Policy B-1 (4) with respect to committee terms as 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.

**CONCURRED – NO ACTION REQUIRED**

4. Recommend 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 **employment** 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 **all** 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.

The Board recommended that a time certain be included in the recommended policy and that the committee consider the impact of this recommendation on Region XI members. Discussion was held regarding

**DRAFT**

**DRAFT**

**DRAFT**

whether or not a director should be required to serve at least half of the term without an election being held. Others thought that no more than six months should remain in the term.

**Motion by Colleen Nicol to refer back to PRC; 2<sup>nd</sup> by Brenda Kay Young** with inclusion of the feedback by the Board.

**REFERRED TO THE POLICY REVIEW COMMITTEE**

5. Request that the Executive Director draft amendments to Policies.  
(See #13)

**MANAGEMENT'S RECOMMENDATION**

These amendments have been drafted and will be considered by the Policy Review Committee on October 15, 2008. Please refer to 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.

**REFERRED TO POLICY REVIEW COMMITTEE**

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

**REFERRED TO BUDGET & PLANNING** for recommendation to the Board of Directors

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.

Bernie White explained that this policy was being recommended to reduce the influence of the Executive Committee on the Budget. However, during the lengthy discussion that followed, Board members expressed concerns with the Vice President and Immediate Past President being taken off of the Budget and Planning Committee and were opposed to the EC being eliminated at a future date. The Board thought that the Vice President, particularly, should have a say in a budget that could ultimately impact his/her term in office. Support was given to the elimination of the At-large committee member.

**Properly Moved and 2<sup>nd</sup>, the motion to Refer was Approved.**

**REFERRED BACK TO POLICY COMMITTEE**

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.

President Reese noted that she had not held any Executive Committee meetings since becoming President. Instead, she has held several teleconferences with the full IIMC Board.

**Properly Moved and 2<sup>nd</sup>, the Chair President Reese asked for a show of hands on the vote. 21 in favor and 1 opposed.**

**APPROVED** – This is a Constitutional Amendment and must be voted on by the membership in May 2009

9. Requested 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 – See PRC Addendum.

**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.

**See Items #14, 15, and 16**

10. Requested 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.

**DEFERED TO THE MAY BOARD MEETING REFERRED TO PRC**

11. 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 wording regarding this topic and we will employ that language in the Conference Preliminary Program.

**REFERRED TO THE CONFERENCE PLANNING COMMITTEE**

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 Review Committee. Any additional recommendations will be included in the committee's final report.

#### **MANAGEMENT'S RECOMMENDATION**

Supports the changes and recommendations to these policies.

#### **REFERRED TO COMMITTEES OF PURVIEW - APPROVED IN CONCEPT**

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.

#### **APPROVED**

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

**DRAFT**

**DRAFT**

**DRAFT**

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.

**APPROVED**

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.

#### **APPROVED**

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.

#### **REFERRED TO POLICY REVIEW COMMITTEE**

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.

#### **DEFERRED - TO THE MAY BOARD MEETING** due to lack of time

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.

**DEFERRED - TO THE MAY BOARD MEETING** due to lack of time

#### **RECORDS MANAGEMENT COMMITTEE – CHAIR, LISA JOHNSTON**

- i. Records Management Report –
- ii. Gladwell’s Report to Adopt Revised Retention Schedule
- iii. Revised Retention Schedule

#### **COMMITTEE SUMMARY REPORT**

The Records Management Committee received three tasks for 2008-2009:

- a. Revise Record Management Technical Bulletins and IIMC Retention Schedule.
- b. Investigate the possibility of developing reciprocity agreements for joint records management program with ARMA and/or NAGARA, leading to a separate IIMC certification.
- c. Recommend record management conference programs and/or presenters to the Conference Education Committee and Director Management Committee received three tasks for 2008-2009 of Education.

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. 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 RECOMMENDATION:**

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 this 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

**DRAFT**

**DRAFT**

**DRAFT**

cannot be accomplished especially if NAGARA would be awarding the RM Certificate. 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.

The Program and Certificate Committee Approved the recommendation.

**Motion by Glenda Morgan to Approve the Report; 2<sup>nd</sup> by Linda Cohen. Motion Carried.**

**APPROVED**

President Reese advised that Director Shalby must also have access to his Human Resources records; they are permanent records. **Stephanie Kalasz Moved to retain the Executive Director’s personnel file and individual responses in a locked file cabinet; 2<sup>nd</sup> by Carolyn Brownfield.** Following discussion, the **Motion was Approved.**

**APPROVED**

**2008 YEAR-END AND 2009 BUDGET**

**10. Financials**

- a. **2008 Revised Budget**
- b. **2009 Projected Budget**

Included in the 2009 budget is a merit/cola increase for staff. Staff has not received an increase since 2005. Funds are also included to purchase new computer and software. There will be a decrease in the cost of the telephone and fax contract, Decreased professional development by 50%. Due to the vacancy in IIMC’s building, there was an \$18,000 reduction in income. Executive travel was reduced by \$7000. Board Expense: \$11,000 was budgeted for elections but may not be needed. This year, staff is recommending the purchase of liability insurance for board members. Funds were budgeted for Strategic Planning, Phase 1 and 2. Ethics Committee: \$1,000. Study Tour funding was denied but we will pay with points earned through American Express instead. Chicago Conference: \$675,000 is expected in proceeds. It will include the cost of the quarterly publication of the newsletter and a \$25 dues increase.

A question was raised as to whether or not we have advertisers on our web site? Director Shalby replied, “Only sponsors”. Bernie White questioned why the population basis for member registration and why it is not the same across the board? Director Shalby replied that In New Orleans, the board voted to go back to a 3-tier dues structure with a percentage increase over a period of time. President Reese noted that even with the increase, her dues are still less than what they were 3 years ago.

A question surfaced regarding discontinuing advertisements in the News Digest. Director Shalby responded that he would discuss it with advertisers after the Board approves the recommendation. In addition, IIMC could advertise banners on e-briefings. Even if all the advertisers dropped out, it would not cost IIMC anything since we will be producing the New Digest electronically. Shalby acknowledged that IIMC will not produce a publication for those who do not have e-mail; however, we do plan to produce a quarterly publication. This recommendation is just for 2009; nothing precludes us from returning to the printed version in 2010 if funds are recouped. Some members expressed concern about the membership’s reception to discontinuing the monthly printed version of the digest. However, Linda Cohen noted that her region started e-mailing their newsletter and it has been very successful. Linda Cohen recommended that we send out an e-mail to the association advising members that we are changing from printed version to electronic version to become more green. Shalby stated that IIMC will still print three hard copies throughout the year in March, June or July and November. He added that the result of discontinuing all but the three printed publications will reduce the 2009 IIMC budget by \$45,000.

It was noted that during consideration of the budget, concerns were expressed about the Executive Director’s status as permanent vs. contract employee. This item has been placed on the agenda for the 2010 budget review.

Director Shalby stated that he would like to initiate a pilot program e-Cornell if the school would waive the \$25,000 fee for 6 months. If so, we would gauge it after 90 days and again after 6 months to determine the success of the program. Members could pay for the complete track or ala cart. It’s a win-win trial effort.

**Motion by Vice President Cassler to Adopt the 2008 Year-end Report and 2009 Budget as presented; 2<sup>nd</sup> by Monica Simmons, the Motion Carried.**

**APPROVED**

**11. STAFF REPORTS**

**a. EXECUTIVE DIRECTOR – REGION XI UPDATE**

During his 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 Program 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.

The International Experience Program 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 a win-win all around.

SLCC is including in its membership renewal form an opportunity to join IIMC for a reduced fee (18 pounds) at no cost to IIMC.

**MANAGEMENT RECOMMENDATION:**

Management fully supports both recommendations. Management would also be open to a similar situation with any other Region XI Association (i.e., IMASSA).

Director Shalby stated that while there, he met John Austin, the Assistant Director of Corporate Governance. The purpose was to discuss the potential of creating a new organization in the UK tentatively titled the Association of Democratic Service officers (ADSO) a group similar to IIMC. The bulk of this group's membership belongs to ACSESS, an organization affiliated with IIMC. He talked with John for at least an hour or so. Pending the board's approval, he would like to invite him to Chicago for the IIMC Annual Conference. John would be an excellent diplomat to promote IIMC. Tom Van Der Hoven has joined ADSO and serves on the Steering Committee and is helping to draft a constitution for them. They estimate a potential of 10,000 members. Chris would like to propose a joint membership with IIMC. All members that join the new association would automatically become members as well. Inviting John to Chicago will be a great benefit to establishing a joint membership.

**MANAGEMENT RECOMMENDATION:**

Management supports the recommendation to invite him.

President Reese noted that this is an administrative decision and that **NO ACTION IS REQUIRED** by the board.

**A Motion was made to prepare a resolution of invitation; 2<sup>nd</sup> by Stephanie; Motion Carried.**

**APPROVED**

**A Motion was made by Colleen Nicol to reduce Joint SLCC membership dues to 18 pounds; 2<sup>nd</sup> by Jane Williams-Warren; Motion Carried.**

**APPROVED**

**b. Membership – Janis Daudt gave the following report.**

Customer Service remains the highest priority in Members Services: In January 2008, we created IIMC's New Member First Year Plan. 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 toughing upon committees, Mentor/Mentee Program, MCEF and Scholarships, News Digest and upcoming Annual Conference in Chicago, IL.
5. IIMC Dues Renewal Notice

The most favorable customer service feature is our “IIMC Wants to Thank YOU” e-mail. It is sent to all members that have paid their dues.

Our E-mail Blasts continue to reach 80% of our membership. However, due to a recent hacking into our host server, IIMC is unable to send the e-mail blasts. Instead, IIMC is now using Constant Contact to communicate by e-mail. The Membership Survey was sent to all IIMC Members with e-mail addresses using Constant Contact. Member Services has looked at a Dues Renewal Invoicing System and have an added a reminder dues renewal to the mailing schedule.

Member Services had many accomplishments in 2008. The new IIMC Exhibit Booth was used for the first time at the IIMC Annual Conference in Atlanta. Zoomerang was used to complete the first IIMC Salary Survey since 2000-01. We are in the process of working on an IIMC Career Center for members and employers use through our web site. We hope to receive non-dues revenue from this service. It will be free for members but employers will pay \$200. 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. “Recruit a New IIMC Member” membership drive continues to be successful. We have gained 63 new members since January, 2008. A total of 152 new members have been recruited through the membership drive. We will be conducting it throughout the year. Plans are to run it throughout 2009. We are in the process of redesigning the IIMC Postcard. IIMC Members services will be working with our member to help them realize the value of IIMC value.

#### **RAFFLE WINNERS**

1. Mary Wilson
2. Judy Collins
3. Louise Hutchinson

All are efforts to improve retention levels. Currently, retention rates range from 90% - 92% (10,131 members).

#### **NO ACTION REQUIRED – INFORMATION ONLY**

#### **C. MCEF Purchase Agreement – Dale Barstow and Director Shalby.**

##### **PURCHASE AGREEMENT**

IIMC has initiated a Purchase Agreement to waive certain fees paid by MCEF for staffing and expenses. Director Shalby stated that it has gone over very well. MCEF agrees to pay \$21,000 annually for services rendered by IIMC. MCEF will be giving IIMC a one-time check that will go to IIMC Education. Once it is received, the board can decide how it wants to use it. Foundation Board Members will be shared between the Company and the Foundation -- 60% to the Foundation and 40% to IIMC. All “new” revenue generated by the Company will be shared with 90% going to the IIMC and 10% to the Foundation. MCEF does not receive any Exhibit funds.

**Motion by Eddie Myers; 2<sup>ND</sup> by Colleen; Motion carried.**

##### **APPROVED**

#### **12. Annual Conference Updates**

- a. 2009 - Chicago, IL – Tim Seeden and Chris Shalby

- i. Budget & Planning Letter
- ii. IIMC MOU

Tim Seeden gave a report from the 2009 Conference Host Committee regarding the IIMC 2009 Annual Conference in Illinois. A total of \$230,000 has been raised by the Illinois clerks to support the conference.

**Discount Proposal:** Director Shalby recommended that the board extend the discount program to Regions 5, 6, and 7 as an incentive to get more clerks to attend. Board members expressed support of the recommendation to suspend the policy and implement the proposal.

**Moved by Colleen; 2<sup>nd</sup> by Monica. Motion Carried.**

Chicago promotional post cards are to be sent to Director Shalby for NLC as well as to HQ to include in the new member package.

Members were urged to try to support the host hotel – the Palmer House which is newly renovated. The hotel rate is \$159. It was also recommended that attendees seek roommates to offset cost.

**2010 – Reno, NV – Tim (May 19 – May 28)**

**2011 – Nashville, TN**

**2012 – Portland, OR**

**Tim Seeden gave an update to the Board on plans for future conferences. He indicated that everything is on track for 2010.**

#### **NO ACTION REQUIRED – INFORMATION ONLY**

### **13. SITE SELECTION FOR THE 2013 IIMC ANNUAL CONFERENCE**

- **Atlantic City, New Jersey**
- **Hartford, Connecticut**

Tim Seeden presented a short video clip highlighting each city amenities. Clerks in both regions are excited about the prospect of hosting the conference and have vowed their support. Seeden has been in contact with the host hotels in both cities to discuss rates and discounts. Following a detailed discussion, the question was voted on by paper ballot. Attendees were asked to write their 1<sup>st</sup> choice on the ballot. The majority of votes were cast in favor of **Atlantic City, New Jersey**.

### **14. National Affiliation and Association Activities – (NO ACTION REQUIRED)**

#### **a. IMASA – (South Africa) – President Reese**

President Reese noted that she joined IMASA during her visit in South Africa. IMASA has a lot of respect for IIMC and want to piggyback on what IIMC already has established. She met with the Mayor of Durbin while attending the conference. *For a more detailed report of President Reese's visit, see President Reese's article in the July issue of the IIMC News Digest.*

#### **b. SLCC – (England) – Dyanne Reese (NO ACTION REQUIRED)**

President Reese recounted her visit to England for the SLCC conference. During her visit, she forged a relationship with the leaders and spoke before SLCC Board of Directors. While there, President Reese joined SLCC and was assigned to a Branch. SLCC's conference will be held in March. An invitation was extended to President Reese. If she attends, they will arrange for a meeting with her and Gloucestershire. President Reese would also be able to meet John on her return visit that she will fund. Director Shalby also attended and met members of the organization. As IIMC Executive Director, Shalby should be known by all of the international leaders. Nick Randall commented that President Reese was on the panel with one of our M President's and did an excellent presentation of behalf of IIMC. *For a more detailed report of President Reese's visit, see President Reese's article in the November issue of the IIMC News Digest.*

### **15. Region Directors Reports**

The Board received region reports from region directors updating members on activities within their regions.

**DRAFT**

**DRAFT**

**DRAFT**

16. **ADJOURNMENT** – There being no further business, the meeting adjourned at 6:30 p.m.

Respectfully Submitted,

Olivia Parks Woods  
Retired Municipal Clerk,  
City of Atlanta

IIMC BOARD OF DIRECTORS TELECONFERENCE  
TUESDAY, JANUARY 13, 2008

Time: 8 a.m. Pacific; 10:a.m. Central; 11:00 a.m. Eastern, 12 noon Atlantic, 4:00 p.m. United Kingdom

Presiding: Dyanne C. Reese, President

Roll Call:

Present: Dyanne C. Reese, Mary Lynne Stratta, Sharon K, Cassler, Charles E. Tokar, Linda C. Cohen, Bernice Dixon, Carol L. Jacobs, Stephanie C. Kelly, Glenda A. Morgan, Eddie R. Myers, Kathryn A. Dornan, Brenda Kay Young, Shari A. Moore, Rick Goeckner, Jerry Lovett-Sperling, Stephanie Kalasz, Monica M. Simmons, Pamela R. Kolacy, Colleen J. Nicol, Marc Lemoine, Bernie White, Nick Randle, and Tom Van Der Hoven.

Absent: Jane E. Williams-Warren, Barbara Blackard, and Carolyn Brownfield

Staff: Chris Shalby, Executive Director

President Reese welcomed the board and thanked them for their participation in this meeting format which provides an opportunity for increased communication with the board.

She then gave report on the status of litigation.

Chuck Tokar and Chris Shalby gave a report on the 2009 Conference in Chicago, Illinois. Chris Shalby stated that registration is in its early stages with 60 registered. The early bird extends for another two months. C. Tokar thanked the board for their approval of extending the conference discount to Region V and VII and the support they have received on their fundraiser. They are reviewing all the options for conference venues and participants and entertainment. Fundraising will continued and he thanks and solicited continued support in this area and getting the word out at all upcoming the state and regional meetings.

Monica Simmons reported on the 2010 Reno/Lake Tahoe conference. They are a small group who are working hard to ensure and successful, entertain and economical conference. They too are promoted the Chicago, Conference.

The Conference Scholarship Committee: Monica Simmons, Chair, Bernie White and Nick Randle reported that they have had several telecon meeting. Revamped the application process. The scholarship application is on the web page and several e-blasts will be sent out before the final closing date of February 29.

Nick Randle reports on the upcoming Study Tour to the UK and Wales., ending with the SLCC Conference October 17-25, 2009.

2009 Board Vacancies: Executive Director Shalby listed the Regions where those incoming board members have been identified. The deadline for candidates is January 23. We have two candidates for the office of Vice-President, Colleen Nicol and Carolyn Brownfield. C. Shalby was assured by those rotating off who have not submitted a representative that they would be forthcoming.

Carol Jacob solicited information from the Region Directors the selection and state rotation process for incoming board members. Her concern the present process/policy of Region II, where their largest membership state, New Jersey maintains on of the two seats, with the rotation only applying to one of them for the remaining states in the Region.. Board members offered their views and process which they use in have a written policy, outlining the rotation governing the rotation of their District Director. It was a consensus of the board that no one can be excluded in a region from seeking both seats, but that maybe, Region II, could revisit their policy. At the end of the discussion, board members, stated they will forward to Carol their written rotation policy and schedule. President Reese stated that this is a discussion for another time and Carol Jacobs pointed out that the New Jersey represent, Jane W, Warren was not on today, and did not want to exclude her for the conversation. President Reese stated that upon request, the board can revisit this question.

Strategic Planning Chris Shalby reported that the strategic plan leadership sub-committee has forward their objectives and they are very important in the next step of the board strategic planning session in May. S. Cassler agreed that it was important for each board members to respond and give input by the deadline. C. Nicol and B. Young concurred as they too forward the information to those service on their respectively sub-committee. C. Shalby added that the tentative dates for

DRAFT

DRAFT

DRAFT

board travel is May 16 and he will forward the travel schedule to the board. Invitations will be given to incoming board members to attend the Strategic Planning session. He along with President Reese will have a teleconference with the incoming members prior to May, to provide them an orientation session.

President Reese reported that in a response to questions on the Quill Award process, she requested that the Policy Review Committee review the following: Awarding to Past-Presidents; Committee makeup of the President and Past-Presidents, maximum number of awards per year, rescinding of award. A lengthy discussion of this request was held with input from C. Tokar, K. Dornan and S. Cassler. The three agreed that past-president should not be excluded. K. Dornan added that maybe the make-up of the committee and award criteria should be revamped. President Reese stated that we should await the recommendation of the Policy Review Committee and then debate the merits and then vote on the best practices.

Eddie Myers, chair of a three member ad-hoc committee, reported that he contacted Barbara Goeckner on her complaint in reference address the policy of an IIMC member attending the IIMC Conference as a guest/spouse. He believed after speaking with Barbara Goeckner and the two committee members, Linda Cohen and Pam Kolacy, they have resolved her concern for a written policy to address the issue which will be forward to the Policy Review Committee for a recommendation to the board. Barbara Goeckner membership has been restored and she is now working with Dr. Efterkari to have her certification reinstated. E. Myers spoke with Dr. Efterkari on the procedure of reinstatement and Dr. Efterkari informed him that there is a brief reference in the Q&A onto how to reinstate certification, but more information will be provided in the next revision. President Reese thanked the ad-hoc committee members for a successful resolution. Members added that they felt their role was not to recommend policy, but to forward it to the appropriate committee for consideration and report back to the board. President Reese thanked the committed members and since their mission has ended, this committee was resolved.

The Policy Review Committee made the following recommendation to amend the constitution "Qualifications of Candidates" which required a vote of the board:

Article XI (3) (2) Candidates for Region Directors : New Proposed Wording: to: Attended at least (3) Annual Conference for Candidates from Regions I through IX and two (2) Annual Conferences for candidates from Regions X and XI, which attendance may include the conference at which the candidate's term would begin;

Bernie White, serves as a liaison to the Policy Review and this amendment affects his Region and allows for someone from British Columbia to seek the office, with less than the required number of attendance to an IIMC Conference. This is a return to a policy that was in effect until several years ago it was changed for Region X from the two year requirement to three years. This does require a vote of the board now, to be voted on at the Annual Conference in May and then ratified by 2/3 of the membership within 90 of the annual meeting. C. Nichol moved for approval of this recommendation. Seconded by S. Kalisz and carried.

President Reese announced the following travel schedule: Executive Committee Meeting, February 27-29 - IIMC Headquarters; Region II, Annapolis, Maryland, Region III Gainesville, GA, January 10-18. She will be attending both meeting and Kathy Dornan will be attending and presiding at the Region III meeting in the absence of Glenda Morgan and Stephanie Kelly, both of whom were unable to attend.

Executive Director C. Shalby asked for approval of a resolution to amend the retirement plan to permit loans to staff members. This is through their Deferred Compensation Plan with ICMA-RC and will not financially or otherwise impact on IIMC. ICMA request a resolution which was distributed to the board and will be made a part of the records of this meeting. C. Nicols moved for approved, seconded by S. Cassler and carried.

An opportunity was given for each Region Director to make comments of the happening in their region as well as the Executive Committee members and the Executive Director.

President Reese thanked the board members for their participation today. The telecon lasted One Hour - forty-five minutes.

Meeting adjourned.

Submitted by  
President Dyanne Reese



**IIMC BOARD TELECONFERENCE**  
**MARCH 9, 2009**  
**DRAFT**

The teleconference was hosted by President Dyanne Reese at 11:00 a.m. EST. The roll was called and the following were present: Board Members: Mary Lynne Stratta, Chuck Tokar, Sharon Cassler, Bernice Dixon, Carol Jacobs, Stephanie Kelly, Barbara Blackard, Linda Cohen, Kathy\* (left the telecom prior to the end of the meeting), Dornan, Brenda Kay, Stephanie Kalasz, Rick Goeckner\* (left the telecom prior to the end of the meeting), Colleen Nichol, Monica Simmons, Jerry Lovett-Sparing, Pam Kolacy, Marc Lemoine, Bernie White, Jane William-Warren, Nick Randle\* (joined the teleconference late due to U.S. time change and was disconnected prior to the end of the meeting), Tom Van Der Hoven\* (joined the teleconference late due to U.S. time change) and Executive Director Chris Shalby.

Absent from the teleconference were: Eddie R, Myers, Carolyn Brownfield, Glenda Morgan, and Shari Moore,

Properly Moved and Seconded, the Board went into Executive Session to discuss a personnel matter.

The next item on the agenda was an update by Chuck Tokar regarding the status of the IIMC Annual Conference in Chicago, May 2009. He reported that the Host Committee met this week to review the progress made to date. He plans to visit the Palmer House Hotel and the Navy Pier next week. The location for the fireworks display will be moved if refurbishing is not completed by the time of the conference. Chuck expressed concern about the impact of the reduced number of conferees registered since the rates were initially based on 900 attendees. He has advised the hotel to reduce the number to 800 attendees based on registration to date. He continues to send out conference brochures to certain states promoting the conference, as well as to Regions 10 and 11. Chuck reiterated that the conference in Chicago will not be too expensive for conferees. Because it is within driving distance to so many states, members can drive to Chicago – even vanpool and can share a room. There will be Vegas style entertainment after the banquet, thanks to Monica Simmons and President Elect Stratta.

Chris Shalby commented that to date, the registered number of conferees is low and expressed concern with meeting the 85% required to secure the block of hotel rooms. He will meet with the hotel again next week and will reduce the anticipated number of attendees if the registration has not increased. The hotel has promised to still honor IIMC's negotiated room rate. However, he cautioned that there would need to be a major renegotiation with the hotel should the number fall below 700 registered conferees. Recognizing the economic conditions, he sent out E-briefings promoting the conference; provided lots of information to members about the conference; initiated discount rates to surrounding states and Region XI and consideration of increasing the educational point system for attending the conference. In addition the Early Bird Registration Rate will be extended. Sponsorship is on track even though the number of exhibitors is low.

President Reese advised that the Program Review and Certification Committee recommends increasing the number of educational points earned for attending the conference from four to eight to encourage attendance. The committee also recommended awarding two educational points for the two Athenian Dialogue sessions. A lengthy discussion ensued during which several members expressed concern that members who are unable to attend the conference may think that preference is being given to those who could afford to attend. They cautioned that repercussions could result in giving points just for attending the conference. Others suggested that the points go toward certification in order to entice members to attend. It was noted that credit is already being given for remote training through reviewing CD's. Attendees would be required to sign in at each session in order to receive credit. It was also recommended that educational points awarded be commensurate with the points given in members' local communities. Tokar noted that the Executive Committee supports the recommendation but President Reese clarified that she supported it being referred to the Program Review and Certification Committee for consideration. It was pointed out that since the registration fee had been reduced as much as possible, this was the only other option that could be used as an incentive to entice members to attend. Following discussion, **a Motion was made by Barbara Blackard to Adopt the recommendation of the Review and Certification Committee to allow two educational points for the Athenian Dialogue and a one-time option to increase the educational points from four to eight. Seconded by Chuck Tokar, the Motion was Approved 10 ayes – 8 nays with one abstention.**

There being no further business, the meeting adjourned at 2 p. m. EST.

Respectfully Submitted,  
Olivia Woods, Parliamentarian/Acting Secretary

**IIMC BOARD OF DIRECTORS TELECONFERENCE**  
**APRIL 6, 2009**  
**DRAFT**

The teleconference was hosted by President Reese. The meeting was called to order and the roll was called.

Also participating on the teleconference were: Board Members: Mary Lynne Stratta, Chuck Tokar, Bernice Dixon, Carol Jacobs, Stephanie Kelly, Glenda Morgan, Barbara Blackard, Kathy Dornan, Carolyn Brownfield, Shari Moore, Rick Goeckner, Colleen Nichol, Bernie White, Tom Van Der Hoven, and Eddie R. Myers\* (joined late in the conference)

Absent from the teleconference were Linda Cohen, Jane William-Warren, Brenda Kay Young, Monica Simmons, Stephanie Kalasz, Jerry Lovett- Sperling, Pam Kolacy, Marc Lemoine, Nick Randle and Sharon Cassler.

**COMMITTEE CHAIRS AND VICE-CHAIRS REPORT**

President –Elect Stratta gave the following report from the Committee Chair and Vice-Chair teleconference of April 2.

Participating in the teleconference were Lisa Burns, Barbara Hogelin, Brenda Cirtin, Tom van der Hoven, Dawn Abrahamson, Mary Haynes, Frances Kersey, Mary Johnson, Shirley Gentry, Joann Tilton, Deloris McKenzie, Lisa Johnston, Nancy Vincent and Diane Threewitt. Staff members participating were Chris Shalby, Denice Cox and Janet Panteleon.

President Reese announced that committee reports were due to be submitted by April 17.

**Conference Education Committee** – Lisa Burns reported that the scanning process that had been proposed for the IIMC Conference in Chicago would not occur this year. The education program will be finalized in 10 days as reported by Chris Shalby. Points for attending the conference have been increased. Clerks will be required to sign in at the sessions in order to receive credit for attendance. Attendance sheets will be collected by session conveners.

**Election Committee** – Brenda Cirtin reported that there will *not* be an election of officers at the conference this year. However, members will be voting on amendments to the Constitution. In order to count those votes, the committee will need to make changes to the manual. The committee is working on an information sheet to send out to members.

**International Relations Committee** – Tom Van Hoven reported that there is a new organization in the UK with a potential of 500-600 members for IIMC through joint membership. Although the steering committee is not in favor of automatic joint membership at this stage, members will given the option to sign up as members of IIMC at the time they join the UK organization. Van Hoven also reported on the International Relations Exchange Program between the Netherlands, Andries Knevel, Gripper for the Municipality of Maasbree in the City of Gennep and Pamela Smith CMC, City Clerk for the City of Sanibel, Florida; and, the Study Abroad Program in Wales. The President of Udite is from Wales and has indicated that he wants to participate in the tour. Finally, the subcommittee is trying to acquire website usage.

**IMASA Certification Program** – Tammy reported that the IMASA Board adopted a resolution approving the Certification Program and has hired a consultant to help draft a curriculum plan. Nick is going to host an education session for IR on Best Practices. IMASA is also working with the Conference Education Committee on requests for an off-site education session in Chicago. Chris Shalby noted that the deadline for changes to the Exchange Program is April 16.

**Membership Committee** – Dawn Abrahamson reported that the IIMC membership numbers had not changed much since the last report. We have added 10 new members as result of the “Recruit A Member” outreach and Regional Directors have brought in 35 new members. Goodwill emails were sent out and the Marketing Committee has prepared a proposal in PowerPoint format for us to review. The Membership Committee reviewed it and thinks that it is very appropriate to share with the board. The recommendation will be included in the Marketing Committee's report. Janis and Tammy added that they had been very busy during Municipal Clerks Week.

**Mentoring Committee** – Deloris McKenzie reported that the committee was pleased with numbers. She felt that last year's efforts at the Conference was a big plus and plans to have a Welcoming Table near the registration area again this year. Mary noted that they have ribbons for the Mentoring Committee that are black with gold letters and read MENTOR. She commented that it has been good program this year.

**Policy Review Committee** – Frances Kersey reported that during month of march met twice and considered four policy amendments (1) Executive Committee endorsement issue and came up with policy statement; (2) Membership of Budget and Planning Committee – Effective May 2010, the membership will change to have six members: President, President Elect will be voting members and four at-large members; President will be board liaison. The Board will make four appointments at large which shall be from different regions. The Chair, Vice Chair and Secretary will be appointed by the members of committee. The Chair will present the Annual Financial Report at annual conference. The committee considered term limits for appointees and include VP as non voting member and but after lengthy discussion, could not get a second on the motion for the Vice Chair to be a non-voting member. (3) Canceling Membership to enjoy reduced conference rate – The committee's recommendation is for “any IIMC member canceling within 60 days shall pay the non-member fee”. IIMC members must attend annual conference as full delegates; current IIMC members cannot attend as guest or exhibitor. (4) Quill Award – The committee established criteria; did modify; previous winners will review applications; no more than 3 per year; the committee developed the nomination process. (5) All presidential committee appointments must be confirmed by IIMC board of directors, effective in year 2010. All presidential appointments will need to be ratified by board of directors. Chris clarified that the provision would apply only to an ad hoc committee or a task force, not every committee; anything above standing committees. (6) The committee considered recommendation that awards be taken away from a person for certain reasons. (7) Membership terminated for members not in good standing, etc., had a recommendation from ESC in a three-page report saying cannot take away something that was given in past such as the Quill Award. They could see when a CMC does not renew they lose their CMC. The committee believes there should be provision to revoke honorary membership designation for certain reasons. President Reese issued four more items to be considered but the committee suggested they be put on agenda for committee to consider next year: delete requirement to attend two of three conferences – that is already a constitutional amendment; KRA is looking at requirements to become a board member; require IIMC board members meet in area of headquarters once every three years; develop comprehensive organization chart including MCEF etc.

Mary Haynes reported that they had been working with a subcommittee of the PR/C Committee on a Five-year Marketing Plan and distributed a draft of it. It already includes next year's goals and objectives for IIMC.

**Records Management Committee** – Lisa Johnston reported that the committee had been busy working on its goals and continuing to talk about acquiring IIMC's Records Management certificate would be getting more information to each other so that certification can review the information and determine how to proceed. The board will be considering giving its support for a national initiative concerning Records Management. President Reese noted that this item would be on the agenda for the Board's Teleconference on Monday. NLC's protecting records from natural disaster on the NLC website. Shirley Gentry has been named to the NAGARA International Government Committee. They will be looking at set of metrics to evaluate range of value of

archived records. Gentry expressed appreciation to IIMC for allowing two of staff members to make presentations at the annual conference in Chicago.

**PR/Committee** – Joann Tilton reported that the committee is still working on the Best Practices document and hopes to have it in final form for the committee's report in Chicago. Will be working with Records Management to re evaluate some of facts on the proposed Records Management Certification Program to make sure it has been given full consideration it's due. Since the last report, our committee was asked by President Reese to look at number of education points to be awarded for the Chicago conference and ALD's in Chicago. The Committee has also completed the Minority Report for consideration of future conferences.

**Executive Director and Staff** – Chris Shalby commented that today's information was an excellent report and commented that committee members had very difficult decisions to make during deliberations.

**Executive Committee** – EC members thanked the committees for their hard work. President Reese expressed her hope that this process had an impact on increasing communication between the committees in reaching their goals and objectives during her during her presidency. The meeting adjourned at 2:10 p.m.

#### **IIMC BOARD SUPPORTS PAHR RESOLUTION - “Preserving the American Historical Records”**

The Records Management Committee, chaired by Lisa Johnston requested that IIMC becomes a partner with other supporting organizations such as CoSA (Council of State Archivists) and NAGARA (National Association of Government Archives and Records Administrators) and SSA (Society of American Archivists). This bill will provide federal formula grants to every state for projects that preserve historical records and make them more accessible. Chris Shalby recommends supporting the recommendation stating that this would be an excellent opportunity of IIMC. It would provide a Webinar tag for IIMC. Following further discussion, a motion was made by Carol Jacobs that IIMC become partners with the sponsors of PAHR Legislation. Seconded by Colleen Nichol, the Motion was Unanimously Adopted. The resolution reads as follows:

Whereas the historical records housed in archives around the United States protect our rights as American citizens, hold government accountable, and educate, inform, and ensure the cultural heritage of this country; and

Whereas much of the American record - evidence of births, education, marriage, property owned, obligations satisfied, and criminal conduct is held at the state and local level; and

Whereas the preservation, access and use of the historical records held in states, regions, and localities around the country is essential to sustaining the information needs of government officials, lawyers, scholars, teachers, students, genealogists, business people and a wide range of users; and

Whereas our nation has recognized the importance of history by its support of national institutions - the National Archives, the Library of Congress, the Smithsonian Institution; and

Whereas the existing federal support is not adequate to reach the rest of our nation's archives being held in government agencies, state and local historical societies, archives and library history collections;

**Therefore, the International Institute of Municipal Clerks supports the passage of the Preserving the American Historical Records bill** to establish a formal program at the national level to develop programs and practices in each state and territory to ensure the historical records of this country receives the attention and use necessary to continue to document our heritage and support our democracy.

**Following a brief discussion, a Motion was made by Carol Jacobs for IIMC to Adopt a Resolution to support this important bill. Seconded by Glenda, the Motion was adopted unanimously.**

#### RECOMMENDATION TO REINSTATE EDUCATION COMMITTEE

President Reese stated that the next item on the agenda was a recommendation to reinstate the Education & Professional Development Committee to determine IIMC education program courses. President Elect Stratta stated that, at the recommendation of Executive Director Shalby and IIMC Leadership, this committee should be reinstated to focus on education from a global standpoint. She clarified that the Program Review and Certification Committee handles the technical aspect of Education requirements for clerks whereas the Education Committee would focus specifically on education and professional development. It would provide an overarching umbrella to ensure that IIMC provides excellence in its education programs. This committee would also be an advocate for education and provide a visual perspective from a global point of view.

Chris Shalby expressed support of the recommendation. He stated that in theory, one of the major purposes of IIMC is education yet there is currently no committee that directly reflects that focus. If approved, this committee would stand out as the impetus of education. He noted that for the past several years, the Conference Education Program has not had enough work to keep busy throughout the year. He supports the recommendation to combine Conference Policy and Conference Education Committees. Colleen Nichol also expressed support of the recommendation and believes that it is in accordance with IIMC goals. President Elect Stratta explained that the recommendation is to combine the two committees into one Conference Committee. That committee would submit a report to the Education Committee after each annual conference. President Elect Stratta commented that education has become a huge issue for IIMC and she believes that this recommendation is an effort to address those concerns, is well rounded, and meets the need of all members. Hearing no further discussion on the motion to combine the two committees, **Chuck Tokar** commented that it was an excellent idea and **Moved to create the Conference Committee. Seconded by Colleen Nichol, the Motion was approved unanimously. The chair then entertained a Motion by Colleen Nichol to eliminate the Conference Education and Conference Policy Committees. Seconded by Stephanie Kelly, the Motion was approved unanimously.**

In further discussion on the recommendation to reinstate the Education Committee, Tokar agreed that there should be an Education Committee but pointed out that after reviewing the proposed goals and objectives he believes they are too broad and contain too much fluff. He noted that they also cover many of the same provisions as the Program Review and Certification Committee. In view of the recent web based on-line education initiative and the conference education feature, Tokar suggested that the board may want to reconsider its recommendation in order to create one committee that covers all aspects of education. To the contrary, President Elect Stratta countered that the Program Review and Certification Committee performs the nuts and bolts duties and covers the technical aspects of education such as the number of points earned for certification and application review. On the other hand, the Education and Profession development Committee will champion education programs, implement the strategic plan as it relates to education and will be mission driven. It will serve as the over-reaching, over-riding committee that covers outreach, philosophy and value. She opined that today's motion is to approve IIMC's mission, concept and purpose of the Education & Professional Development Committee. Its goals and objectives may need to be reviewed and revised. Tokar suggested that its description be rewritten. Following further discussion, **a Motion to approve the reinstatement of the Education & Professional Development Committee was made by Colleen Nichol. Seconded by Carolyn Brownfield, the Motion was adopted unanimously.** President Elect Stratta thanked the board for their support.

#### PRESIDENT'S REPORT

IIMC has established a relationship with SOLAR and she recently accepted an invitation to attend their conference. She suggests that President Elect Stratta include the SOLAR conference as part of her international outreach. Shalby noted that we can offer SOLAR and the other International affiliations IIMC membership at the same rate approved for SLCC members at this year-mid year meeting. As with SLCC, there will be no additional cost to IIMC add then to our membership roster. They will receive the IIMC News digest on line and

e-briefings. It will provide for an excellent networking opportunity for IIMC membership. Van Hoven expressed strong support and thinks that the initiative will be very much appreciated by his new organization. **A Motion was made by Glenda Morgan that IIMC give the same reduced membership fee to international affiliations that was approved for SLCC in November. Seconded by Carol Jacobs, the Motion was adopted unanimously.**

#### OVERVIEW OF LITIGATION PROCESS

President Reese advised the board that she has requested Attorney Kelly Christenson to attend the conference in Chicago to address the board on the settlement agreement. She will follow-up to confirm her response.

#### UPDATE ON IIMC ANNUAL CONFERENCE IN CHICAGO

Chris Shalby reported that as of this date 638 delegates and 78 guests had registered for the conference. The early bird deadline will end April 30. The Athenian Dialogues is sold out.

Chuck Tokar gave an update on the annual conference and stated that he believes that we will exceed the numbers in Atlanta. He noted the E-briefings are helping as well as the post cards that are being sent out. Issues have surfaced and are being resolved regarding the Parade of Flags, Invocations, and the Memo of Understanding regarding the financial commitment by IIMC in the amount of \$35,000 to the Host Committee's for the Opening Reception. The total cost will be \$90,000. Two-thirds of that amount has been contributed by the Illinois Clerks (MCI). IIMC has contributed \$15,000 for transportation needs but there is a \$20,000 balance that has not yet been covered.

Chris Shalby clarified that during a teleconference with the Budget and Planning Committee on September 5, 2008, a letter from the chair, Terry Tripp to Chuck explaining the Board's dilemma. Following further discussion, Carol Jacobs asked if action on this item could be deferred pending final count of the number of conferees registered to attend. Chris Shalby recommended that the board could approve a draw down of \$10,000 to the host committee and then upon reaching attendance goal, the additional \$10,000 could be distributed. Upon discussion of this option, President Reese requested that this recommendation be forward to the Budget Committee and upon receiving a recommendation from them, the board can vote on it via e-mail.

President Reese announced that the Board of Directors is invited to the International Dinner this year. Because this is a first and we desire to minimize the expense of this addition, the invitation will include spouses only as guests of the board.

There being no additional discussion, the teleconference adjourned.

Respectfully Submitted,  
Olivia P. Woods  
Parliamentarian/Acting Secretary





**To:** IIMC Board of Directors  
**From:** Education Department  
**Date:** Tuesday, April 28, 2009  
**Subject:** Education



---

### **Background**

The Education Guidelines, approved by the IIMC Board at the 2006 mid year meeting, continue to be a source of frustration for a large number of members. Staff continues to work with each member, however, staff is bound to follow these policies, while members' frustrations are being launched at staff. At the 2008 Conference in Atlanta, a half-day session with the Board produced a few prominent points that helped loosen the grip on the guidelines. However, that did not seem to be enough and last fall's membership survey demonstrated that IIMC clearly overstepped its bounds in creating new education policies without taking the members' concerns and needs into account. Since late March 2009, staff has taken the initiative in eliminating some of the internal processes that has caused a bottleneck with the approval process. This small step has produced huge results in the CMC and MMC application approval process. But, it's not enough and more is needed.

### **Discussion**

Our current Education Department --Jennifer Ward, Emily Maggard and Marilyn Sanzo -- sans a Director of Education -- has been working diligently compiling a list of suggested revisions to the education guidelines. Jennifer, who has been with IIMC for nearly 15 years, and Emily and Marilyn, although have been with IIMC for less than one year, have enough experience and knowledge with the current guidelines, point system and courses that their guidance, suggestions and insight can truly benefit IIMC. The Education Department believes the ideas proffered will provide substantive solutions and staff is anxious to fold them into the upcoming process.

### **Financial**

There are no costs associated with this project.

### **Summary**

To create a process to streamline the components of the education guidelines.

### **Management's Recommendation**

To allow staff to work with the appropriate committees, to compile the KRA Board Education committee's changes and to glean what transpires from the Institute Director's colloquium to move forward with streamlining a new set of guidelines. With the Board's approval, staff can have revised guidelines by the Mid-year Board meeting in November 2009.

Management also requests that the Board approve the following paragraph -- as a brief news release -- to share with the membership this week during the Region meetings and elsewhere outside the Conference.

FOR IMMEDIATE RELEASE

May 19, 2009

*The IIMC Board of Directors has directed staff to work with the Education and Program Review and Certification Committees; and to incorporate the recent outcome from the membership survey and implement the Key Results Area findings from the on-going Board Development to revise the current guidelines and present recommendations to the Board at the mid year meeting in November. In the meantime, staff will continue to develop new internal methods of streamlining the approval process regarding certification and will continue to work with members to help the process along.*

*As always, IIMC appreciates and thanks its members for their on-going support in this matter and assures its members that the changes will provide positive results for all.*

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Chris Shalby  
Executive Director

**Date:** May 1, 2009

**Subject:** Executive Director's Update IIMC



---

### IS IIMC ON TRACK?

With today's uncertain economic environment, many associations have felt the heat of survival. Conference attendance is soft across the board; membership and fundraising are at an all time low, according to a recent survey by the American Society of Association Executives (ASAE). According to some non-profit "experts," Associations can survive tough economic times through these three options:

- grow revenue,
- reduce expenses, and
- improve existing processes.

IIMC has raised membership dues for 2009 and realized its largest dues revenue in 2008. The 2008 year-end budget realized a nice profit while showing a reduction in expenses across the board. Finally, I believe we're working on improving existing internal processes in our education area and constantly communicating with members about IIMC features and benefits through our monthly E-briefings.

IIMC members tend to have an emotional tie-in or value toward their membership. Behavioral economics teaches us that the majority of economic decisions people make are based more on emotion; even when rational facts are available. The degree to which a member is emotionally engaged in IIMC may be the difference in determining whether or not he or she writes that check during tough economic times.

Simply put, we want our members to develop an emotional connection with IIMC. Often, the difference is made not by what IIMC provides members, but in how IIMC makes them "feel" about themselves and their professional calling.

To ensure IIMC's continuity through this down economy and beyond, it's imperative that the board and staff are clear about how the decisions they make affect the financial health of the entire Organization.

In the past several months, I have contacted several similar associations to get a gauge on how the economy is affecting them and the steps they've taken to curtail downturn and how positive those moves were, and determine if IIMC can follow a similar path.

We realize that the economy is affecting IIMC members in many ways. Unfortunately, there is no blueprint designed for times like these. In researching how other non-profits (trade organizations) are handling the current economy, most of them are performing business as usual, however, they're extremely cautious with all their decisions.

The National League of Cities (membership driven) is expecting to lose membership dues. Coincidentally, IIMC went over the \$1 million mark for the first time ever in 2008. NLC conference attendance has been down and listless. They're in a hiring freeze, have reduced travel greatly and are exploring opportunities such as credit enhancement to help cities finance debt issues and trying to run a "green cities" conference wholly off-budget by collecting private funding from for profit companies.

The recent decision to increase education points for the 2009 Conference was nothing more than a fundamental way of trying to counter the negative effects of a recession and its immediate impact on our biggest fundraiser – the Annual Conference. The Conference is where I believe IIMC needed to be self-seeking and take care of itself in the short term.

In looking at other viable alternatives to draw attendees, there are none. We've already marketed this conference more than any other conference in recent memory. We will be engaging in aggressive conversations with the hotel to reduce expenses all around without eliminating other events or sessions, and staff has done its best to continue to promote this conference.

According to the trade publications, association conference attendance across the board is down between 9% and 15%.

As of this writing, our delegate attendance is hovering around 850, a far cry from early March where it was sitting at 350 with little hope of further movement. Although you can't quantify whether or not the extra educational points helped increase the numbers, you certainly can make a good case for it, as well as the additional marketing of this Conference.

The American Society of Newspaper Editors cancelled its 2009 convention, which was scheduled for April 26-29 in Chicago, citing low membership registration due to the economic challenges faced by newspaper editors and lack of registrants.

In a horrible economy, IIMC can take solace that it has done its absolute best to decrease the liability factor for this conference. No small feat, indeed.

I think we're doing the right things to keep IIMC moving forward. Whether it's idiosyncratic or pure luck, we are doing what the "experts" in this field would be telling us to do.

The following information provides a brief recap of each department:

#### ADMINISTRATION

Staff continues to handle a variety of subjects from the daily operation to overseeing the web site, including the newly added MCEF on-line auction. Our finances continue to be directed internally by the Executive Director, our Finance Specialist with external consulting by Accounting and Association Software Group. As you will see by the 2008 year end budget and annual audit, IIMC continues to progress in the financial area.

#### BUILDING

We remain one tenant short since August 2008. We've reduced the cost per square footage to .99 cents from \$1.25 per foot, making our rent one of the least expensive in the area. However, there is a dearth of empty buildings, nearly all of them newer than ours, that are offering low rent in much more accommodating space. We continue to work with our realtor.

#### ATHENIAN DIALOGUES

We have seen a growing interest in these Dialogues since we lowered the cost of the sessions to \$100. We've also seen our two largest Dialogues ever at this conference with one sold out at 32 and the other holding 23. We will be inducting several new fellows at the Opening Ceremony. With more members attending, this will have a positive impact on the budget.

#### CONFERENCE

This Department continues to operate both with staff and with Association Solutions as our external contractor working with future host cities, hotels, proposals and negotiations.

I continue to act as development director and work with the membership department in procuring exhibitors. Marketing, public relations and all other promotional activities are part of the Executive Director's responsibility.

#### EDUCATION

Since March 27, 2009, the Education Department has been operating without a Director of Education and will continue to do so for the remainder of the year. IIMC will most likely begin looking for a new Director in early 2010. Jennifer Ward, Emily Maggard and Marilyn Sanzo have immersed themselves in working to provide several new approaches to streamline the internal approval process while looking at new methods to improve and revise the current education guidelines. I commend Jennifer, Emily and Marilyn for taking the initiative to step up and labor through the deluge of work. Following are just a few of the items in which this group has been engaged:

- Added three additional online courses: *Public Organizations: Structure and Management*, *The History of Public Administration and Budgeting and Fiscal Management*. This brings our total courses to seven. More courses are planned during the coming year.

- Added two new CD ROMs to the CD ROM library: *Do Ethics Really Matter?* and *Managing Elections*
- Working on reviewing Advanced Election courses for Advanced Education points.
- Updated FEMA to max. 8 (eight) Continuing Education points for the CMC; max. 6 (six) Professional and Social points for the MMC.
- Working on increasing Association points of what is currently given to the Institute/Academy.
- streamlined certain areas of the approval process
- approved and distributed 115 CMC plaques in March and April
- the CMC process is now approximately 4 weeks lagging instead of the 8 to 10.

## MARKETING

Putting the News Digest on line has drawn support from members and no negative feedback from the advertisers. I believe we need a full year's cycle to determine the exact effects of this move, but so far it all seems positive. We appreciate the immediacy of the on line publication and the flexibility in recruiting new advertisers. Our annual savings will be approximately \$90,000 in printing and mailing costs.

Once IIMC's budget returns to a healthy status, this will be one of the first positions that we will need to staff.

## MEMBERSHIP

In 2009, the Membership Department has increased its efforts in renewing new members by providing the Institute Directors with membership packets; the Region Director's Challenge; and working with the Membership Committee to further our relationship with the members.

Our Region Director Challenge and the International Membership increase have been well received. Please read the Member Services report for more details.

Thank you.

## International Institute of Municipal Clerks

To: IIMC Board of Directors

From: Terry Tripp, Chair  
Budget and Planning Committee

Date: Monday, April 27, 2009

Subject: Budget and Planning Committee Report

---



### Background

This budget report may seem unusual and different than any other that you have seen. This year has been unusual and different than any we have experienced. In my 36+ years of affiliation and service with IIMC, I believe this time has been the most challenging and defining year of all. Challenging in terms of financial demands on a limited revenue stream and defining the character, commitment, and dedication of our Officers, Board of Directors, Executive Director and Staff.

The mission of IIMC, providing quality education and timely services, was always first and foremost in any action considerations, but always tempered with a keen sense of the budget impact. Tough decisions had to be made in order to present and live in a balanced budget environment and all of this was made possible because of the cooperation, trust, dedication and sincerity of our President, Dyanne Reese, her Executive Committee, The Board of Directors, Executive Director Chris Shalby and the entire staff. We recognized early on that business as usual was not going to be possible. Changes had to be made and tough measures were presented to Budget and Planning for consideration and implementation. We began our year with a proposed budget in the red in six digit figures and proceeded to brainstorm innovative and creative methods to attempt to present the Organization with a balanced budget and a blueprint to map our path to financial stability in the shortest time possible while maintaining the level of service that the members deserve and expect. For example, one of the cost savings proposals was to provide the News Digest online instead of printing a hard copy and mailing out to all 10,000 plus members. For many of us old timers this was a drastic deviation from our comfort zone, but one that is very progressive and positive in this information age and one that saved IIMC a lot of money. Many such ideas were presented and considered this year, and as a Budget & Planning Committee, we opened our minds and explored all of these possibilities. We have presented a balanced budget to the Organization, sensitive to the needs and demands of a growing membership, which I believe will provide sound financial stability and viability in the short term and for many years to come. We are not out of the woods yet, but with the leadership, present and future, the possibilities are unlimited. I, wholeheartedly and sincerely, thank all of the members of the Budget and Planning Committee for their collective knowledge, honesty, sincerity, commitment, and dedication to IIMC to achieve a workable plan for the Board of Directors to consider. I also wish to take a moment of personal privilege here to express my thanks to Chris Shalby for making this an enjoyable and successful experience in difficult and often seemingly impossible circumstances.

Through the storms we faced this year, Chris was always positive and always had a suggestion or an idea to work through the rough spots. His leadership to the board and with staff has been unparalleled and he has guided our ship with character, determination, dedication and heart.

### Management's Recommendation

We appreciate Terry's leadership, efforts, insight and no nonsense approach to help produce a solid budget while making sure we all adhered to the stringent requirements allocated to us. On behalf of staff, it was a pleasure working with him this past year and valued his opinion tremendously.





## International Institute of Municipal Clerks

**To:** The Executive Committee & the Board Directors  
**From:** Brenda M. Cirtin, Vice Chair  
The Elections Committee  
**Date:** April 26, 2009  
**Subject:** Year End Report



---

### Looking Back:

Earlier this year, the Election's Committee discussed and proposed the following recommendations:

- 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 #1 was approved at the Mid-Year Board Meeting**
  - **Recommendations #2 & 3 were referred to Committee. Linda Cohen respectfully asked that until the policy is adopted the Executive Committee refrain from making any recommendations pertaining to a candidate. President Reese agreed.**

These recommendations were forwarded to the Policy Committee and their recommendations forwarded onto the Board.

### Still Working On:

As there was no election for Vice President, the Elections Committee did not need to be involved in this process. However, we will be involved in the process for the election involving the adopting of the proposed constitutional amendments during the annual business meeting in Chicago. Following the meeting, we will be involved in the ratification by the membership of these changes.

We need to complete the rewriting of the Elections Manual for the Committee. There are changes that haven't been incorporated into the Manual and the changes and advances in technology also need to be incorporated.

Additionally, the Committee needs to write one or two articles for the News Digest to explain the changes and to encourage all members to vote and to follow the prescribed process. We attempted to do this in 2009, but were unsuccessful.

The Committee will be meeting in Chicago and will determine an action plan for achieving our accomplishments for 2010.

### MANAGEMENT'S RECOMMENDATION:

We anticipate this committee doing a major rewrite of the elections manual this summer. Yes, articles for the News Digest are welcome.



## International Institute of Municipal Clerks

**To:** IIMC Board of Directors  
**From:** Deloris McKenzie, CMC  
Chair Mentoring Committee

**Date:** April 16, 2009

**Subject:** Annual Committee Report to the Board

---



**Background:** IIMC's Mentoring Program was developed by the Education/Personal Growth Committee and was adopted by the IIMC Board in 2002. The first Mentoring Committee was created in May, 2004 and was charged to implement the components of the program.

Members: Deloris McKenzie, CMC, Mary L. Haynes, MMC, Marilyn K. Chittick, MMC, Juanita Crumley, Brenda Dennis, CMC, Bruce Hawkshaw, CMC, Janie N. Henderson, CMC, Elaine F. Hunt, MMC, Dorothy R. Jones, CMC, Sarah R. Lumpkin, CMC, Ashley Mitchell, CMC, Jennifer Naismith, CMC, Elizabeth Nolan, CMC, Terry R. Sharp, CMC, Denice M. Smith, CMC, Ronetta Taylor, MMC, Sybil E. Tillman, Amy Turner, MMC, Gail Waibel, MMC, Bernice Dixon, Jerry Lovett-Sperling, MMC, Janis Daudt

**Discussion:** A brochure was developed by the original Mentoring Committee and Staff. Some members of the 2008/2009 Mentoring Committee and Staff has re-written the brochure and will be placed in the 2009 Conference bags for all attendees. The Brochure will be sent by Staff to all new IIMC Members.

At the 2008 Conference, a welcome table was stationed adjacent the Registration Area and provided a warm welcome to the first-timers and to some veterans. This welcome table was manned by members of the 2007/2008 Mentoring Committee and Retirees. This welcome to the Conference was well received by everyone. The volunteers for this table was able to provide veteran advise as to what to expect from attending the Conference, when to be where, what not to miss, dress code, etc. This welcome table also provided the opportunity to offer the Mentor/Mentee application to everyone and to explain was the program was about. A number of attendees filled out an application at the welcome table. Following the close of the Conference, a number of applications was received by Staff as a direct result of the welcome table. This was a highly successful reach-out program to the new members.

**Financial:** It was requested and approved to purchase Mentor Ribbons for the Mentoring Committee to wear to the 2009 Conference to promote the Mentoring Program. Funds were requested to purchase sweets for the welcome table.

**Summary:** The Mentoring Program is successful in linking veteran Municipal Clerks with new Clerks or anyone desiring professional guidance. As of February, 2009, there are 23 Mentees and 24 Mentors. We have more than doubled our numbers of participants from last year. Staff Member Janis Daudt is to be commended for coordinating the Mentoring Program and handling the communication and assignment of matches. We greatly appreciate her expertise and dedication to this Committee. It is strongly recommended that this Program be continued and promoted.

### **Recommendation:**

Receive this report as information.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC President Dyanne Reese, MMC  
IIMC Board of Directors

**From:** Joann Tilton  
Program Review & Certification Committee Chair  
City of Manteca, CA

Nancy Vincent  
Program Review & Certification Committee Vice-Chair  
City of Thornton, CO

**Date:** April 19, 2009

**Subject:** 2008-2009 Program Review and Certification Committee  
Year-End Report

---



## Background

The Program Review & Certification Committee was tasked with the following goals and objectives, as set by the IIMC Board of Directors, for 2008-2009:

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.

Additionally, the PR/C Committee was asked to review and comment on the proposed Records Management Certification Program for IIMC as submitted by the IIMC Records Management Committee.

In March 2009, the PR/C Committee received an urgent request to review and provide input on the Executive Committee's proposal to increase the number of education points to eight (8) instead of four (4) and to provide two (2) education points instead of one (1) professional and social contribution points for the Athenian Dialogues in an effort to boost attendance in Chicago at the annual conference.

## Discussion

Goals and Objectives 1(A-C). As outlined in the PR/C Committee's Mid-Year Report to the Board of Directors, 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. The Committee felt that restatement and clarification of the October 2006 and May 2008 changes to the Education Guidelines would be helpful prior to formulation of future plans.

In working toward that end, and since the Mid-Year Report, 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 membership-wide **survey** results indicated that overwhelming majority of IIMC members are members in order to earn CMC/MMC certification. Members believe the Education/Guidelines/Requirements have become too complex. Frustration with the course review process extends to all levels - members, State Associations and Institute Directors. The process has been called arbitrary and cumbersome. The Committee understands the input gathered from the survey serves as the base that will guide the Board's discussion which will drive the future of the certification programs.

The current economy has added another level of frustration to the members as they see their training budgets frozen or drastically cut making it more difficult to attend traditional training opportunities.

The Committee developed a list of the **best practices** by reaching out to State Associations and Institute Director asking 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 prior to the annual conference in Chicago. It is the Committee's continued 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.

In October 2008, the Committee committed to submitting **articles for the News Digest** focusing on one to four Frequently Asked Questions (FAQ's) about certification. The intent is to highlight questions that are repeatedly asked and direct the reader to the IIMC Website and the posted FAQ's. 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.

While the sample video clips were prepared and reviewed by the Committee, IIMC staff informed the Committee the IIMC Website could not accommodate the clips. IIMC Staff and Committee Members suggested other options for dissemination of the information such as linking the clips to "You Tube" or approaching vendors who might be willing to assist with production of video segments at no cost to IIMC.

In late October 2008 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**. At the Committee's October 28, 2008 meeting, action was taken to recommend that the Board of Directors proceed with the job analysis.

The sub-committee formed to work with the Director of Education and Research to develop and outline a related time line for growing the conceptual **Education Ambassadors Program** submitted a draft outline on the proposed program. Questions were raised as to the difference between the proposed program and the existing Mentoring Committee. IIMC staff committed to providing the PR/C Committee is being finalized by Dr. Eftekhari and staff. The Education Ambassadors Program is still in the draft stage at the time of this report.

At the October 28, 2008 Committee meeting, Dr. Eftekhari reported on the work he and his staff have done with the University of Cornell to develop an "e-learning contract." The proposal would provide a learning opportunity for the membership. IIMC Members would have access to all courses on management and leadership via a link to the University's Website. Substantial discounts would be offered to IIMC Members. The Committee voted unanimously to conceptually approve the "**E-Learning**" proposal with the University of Cornell.

The IIMC Records Management Committee in conjunction with the NAGARA (National Association of Governmental Archivists and Records Administrators) submitted a **Records Management Certification** program proposal to the PR/C Committee for review and input. It was the consensus of the Committee that the proposed program should fall within the Education Guidelines as a proliferation of certification courses dilutes existing certification programs.

At the request of President Reese, the Program Review and Certification Committee reviewed the following two proposals:

1. **Increase the number of Education points for attendance at the 2009 IIMC Annual Conference to eight (8) instead of four (4); and**
2. **Grant two (2) Education points instead of one (1) Professional/Social Contribution point for Athenian Dialogues.**

All Committee members participated in this discussion. The following is a summary of the deliberations.

All Agree:

1. The economy and limited local government budgets are likely the main underlying cause of low conference attendance
2. A successful Chicago conference is critical to IIMC's financial health
3. Additional Education points may increase attendance

Majority opinion:

1. Grant 8 Education points for 2009 IIMC Annual Conference in Chicago for CMC, MMC and CMC Recertification as a one-time incentive until studied further.
2. Award 2 Education points for CMC, MMC, and CMC Recertification for Athenian Dialogues.
3. These are one-time incentives to help IIMC and the members, not permanent changes to Education Guidelines. The membership will understand that.

4. Departure from the Education Guidelines is warranted in light of the economic times and the membership will understand the difference.
5. We have to do something to help our clerks with limited budgets. This gains more points for the same investment.
6. We need to do something now to help the 2009 conference and to help our members, not wait for further study before implementation.

Related, but no strong consensus:

1. Design form to track sessions attended and allow incremental points or offer a blanket 8 points without tracking and trust the delegates will attend all sessions
2. Require assessment instrument for Athenian Dialogues.
3. Option to record 8 points as CMC Experience or MMC Professional/Social Contributions rather than Education points
4. This may affect Conference Academy attendance

Minority opinion:

1. Until the Education Guidelines are streamlined or amended, all should comply
2. The Institute Directors, our partners in Education, must weigh in on this.
3. State/Provincial/National Associations are required to meet current Guidelines and will find these exceptions as unfair and arbitrary measures to benefit 10% of the membership, leaving 90% without similar incentives. How do we handle the subsequent requests for the same accommodation?
4. The IIMC Board has committed to a Strategic Plan to systematically look at IIMC Education programs. These measures are circumventing that process.
5. At one point per two hours, the total conference Education content (less pre-conference MMC Academies and Athenian Dialogues) calculates to 7.75 points, not 8. No other education offering is permitted to round up the point value.
6. Since October of 2006, IIMC has been living through the fall-out of the Education Guidelines approved hastily without all stakeholder input. What are the unknown unintended consequences of these actions that will be voiced by the Institute Directors, State/Provincial/National associations and membership?

## **Financial**

The Program Review and Certification Committee required no financial expenditures during the past year.

## **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 alternate methods to distribute the FAQ 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.



Additionally, the Program Review and Certification Committee welcomes the opportunity to provide further study of the one-time incentives allowed for the the 2009 IIMC Annual Conference in Chicago, if that is the desire of the Board of Directors.

It has been an honor and privilege to work with the dedicated professionals on the PR/C Committee this past year. I humbly thank President Reese and the IIMC Board of Directors for allowing me the opportunity to serve as the Committee's Chair for 2008-2009.

**Recommendation**

Receive and file the year-end report of the Program Review & Certification Committee.

**Management's Recommendation:**

This committee has accomplished much this past year, including the most recent review of adding education points for the 2009 IIMC Conference. This was not only a difficult task, but one that required expediency and dealing with a highly controversial issue. Their commitment and belief in what IIMC was trying to accomplish can arguably be linked to the increase in delegate numbers for the conference.

With the recent changes to IIMC's education department, it will be nice to build upon the foundation that this committee has started.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Officers and Board

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

**Date:** May 7, 2009

**Subject:** Program Review & Certification Committee Year End Report - ADDENDUM



---

## Recommendation

An additional recommendation regarding the PR/C Committee's review of the Records Management Certification Program (submitted by the IIMC Records Management Committee) resulted from a conference call between the two Committee Chairs.

Both Chairs believe the review of a Records Management Certification program deserves additional time and collaboration to allow for a comprehensive recommendation to the Board. To this end, it is proposed that a joint sub-committee; composed of the 2008-2009 and 2009-2010 Chairs (or their designees) of the Program Review and Certification and Records Management Committees continue this project review. The subcommittee would look at the impacts and benefits to both the members and IIMC, consulting with IIMC staff as needed, and prepare a recommendation for the Board's consideration no later than the mid-year meeting.

## MANAGEMENT'S RECOMMENDATION

We have agreed with this Recommendation by the Records Management Committee in their report.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC  
**From:** Linda Spence & Sherry Mashburn, Chair & Vice-Chair  
**Date:** April 13, 2009  
**Subject:** Research and Resource Committee Year End Report



---

**Background:** Our committee has helped various Municipal Clerks throughout the year via e-mail answering a myriad of questions.

**Discussion:** We feel that this method of communication, sharing of ideas etc. is a very valuable tool and should be continued.

**Financial:** No financial needs at this time.

**Summary:** This committee definitely should continue and IIMC should promote this service to our members more than is currently done.

**Recommendation:** While we were charged with surveying the membership in concert with another IIMC committee this never happened. It is imperative that our communication with our members be enhanced.

## **MANAGEMENT'S RECOMMENDATION:**

This committee does an excellent job of dispersing communication among themselves regarding municipal questions. IIMC staff liaison does a nice job of coordinating this process. I do believe this committee should be assigned the task of reviewing IIMC's in-house publication and make recommendations to staff as to which publication needs to be update or completely rewritten.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Allan R. Susen, CMC  
Chair, Conference Education Committee  
**Date:** April 24, 2009  
**Subject:** Year-end Report



---

*The first part of this report as reference repeats our Mid-year Report.*

## **PART I**

### **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

### **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.

### **PART II**

### **Discussion:**

1. Following the Board of Directors' concurrence at the Mid-year meeting to investigate the feasibility of developing a scanning system for IIMC Conference delegates, Sub-committee #2 led by Carol Alexander, worked with staff member Marilyn Sanzo in the hope of developing such a system for the Chicago Conference. The purpose of such a system was to afford conference



delegates the opportunity to earn one education point for every two hours of education. Although we realized having the system in place for Chicago was an optimistic goal, we were very hopeful to have the system at least running on a limited trial/testing basis. Despite the amazing efforts of staff members and Carol, it became evident by late February early March that there were too many obstacles to have the system in place at the Chicago Conference.

As the Board continues to look at and examine IIMC education, the need for a proper scanning system should also be reviewed. Since conference delegates are being granted additional education points at the Chicago Conference, perhaps the need for a scanning system should be revisited.

2. During discussions the Conference Education Committee had with members of the Host Education Committee, it became evident that there was confusion with what the Host Committee was responsible for versus the IIMC Conference Education Committee and the IIMC Education Department. Peoria Municipal Clerk and Chair of the Chicago Education Committee; Mary Haynes, and I spoke about this many times. My preliminary investigation revealed this confusion was not specific to Chicago but was experienced by other recent Conference Host Committees. Mary and I were hopeful to develop a flow chart to better define the process. Mary did begin the fact finding but due to my work schedule, we were not able to complete this task. Incoming President, Mary Lynne Stratta, has assigned the development of a conference education flow chart as goal for next year's committee. As Chair of the new Conference Committee, development of the flow chart will be our first task.

### **Closing:**

In conclusion, I want to again 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 provided for our successful completion of the assigned tasks. 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 able to participate in only one teleconference but Lisa was always ready and willing to step up to the plate.

Staff members Jennifer Ward and Marilyn Sanzo also deserve thanks for all their efforts. Jennifer has done a tremendous job coordinating the education sessions for the Chicago Conference. Marilyn was extremely helpful doing research for the scanning project. Her efforts should not go unnoticed.

As always, I want to acknowledge Dr. Mohammad Eftekhari for his devotion to education and his efforts in expanding the education horizons of Municipal Clerks.

### **Management's Recommendation:**

The Education Staff did take a long, hard look at testing scanners in Chicago, but they were limited on time and upon further research, they discovered the equipment – hardware and software – to be non-proprietary and cost prohibitive. Staff, however, has started the research and will continue to search for a vendor that is amenable to IIMC's needs. We are aiming to have scanners for the 2010 conference.

As for developing a flow chart to differentiate the duties between the conference education committee and staff's responsibilities, Jennifer Ward's input into the final outcome of this process will be invaluable since she very much handles the daily logistics with creating the education program. We also believe the newly formed Conference Committee will be helpful in this regard.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** Board of Directors  
**From:** Barbara L. Hogelin, MMC/MPCC  
Conference Policy Committee Chairman  
**Date:** April 17, 2009  
**Subject:** Final Report for Conference Policy Committee



## Goals and Objectives

1. Observe, evaluate and review the schedule and format of the current conference, and make recommendations regarding same to the Executive Director and future Host Committees.

Committee suggestion: No one shared any conference schedule with Committee or gave Committee the opportunity to review, therefore, no work was done.

2. Review the Conference Planning Manual and Sponsor Program, especially the financial and other obligations/responsibilities of IIMC, Sponsors and Host Committee.

Committee suggestion: Committee read all the conference Planning Manual and didn't find anything to spend our time on.

3. In conjunction with Program Review and Conference Education
- Develop a mechanism to register attendance at conference.
  - Investigate and provide for more cost-efficient ways to accommodate and attract conference delegates from Regions X, XI and retired member.
  - Coordinates with the Mentoring Committee in expanding the conference mentoring registry and program.

Committee suggestion: A. Someone else is going to try out a mechanism to register attendance at the Chicago conference. **(I have since learned from the final teleconference call there will be no scanners at the Chicago Conference).**

B. Delegates attending from Regions X, XI will be able to visit Chicago city hall depts./ continue to help in reduced registration rates C. Offering to assist the retirees at the mentoring table/booth during registration.

## UNFINISHED BUSINESS:

Took no action on the following

Pam Means [meapc@sbcglobal.net](mailto:meapc@sbcglobal.net) asked me to forward the following suggested policy regarding IIMC Conferences for your committee's input. Once reviewed, please send your comments to Pam. Thank you, Chris Shalby

## IIMC Conferences

Create a policy to include the following criteria regarding IIMC Conferences that:

- IIMC should not accept bids from known high-cost or first-tier cities;
- All IIMC Conferences need to generate revenue; and

- Future host cities must meet a financial obligation of a minimum of \$150,000 in cash (in-kind contributions are also accepted); and that city needs to pay at least 50 percent of its pledged financial commitment to IIMC no later than August 1 prior to the beginning of the conference year; The balance of the monies can be paid in two additional installments – January 1 and March 31 of the conference year.

Committee Suggestion: There was not enough support of the committee to warrant action on this issue.

## **NEW BUSINESS:**

### **(From the Mid-Year Board Meeting)**

“cancelling (IIMC) membership to enjoy reduced conference rates”.

Conference Policy Committee

February 2009

Committee Suggestion:

### **Proposed Resolution**

#### **Membership Cancellation – Reduced Conference Rate – Reinstatement of Membership**

**WHEREAS**, the Constitution (Constitution) of the International Institute of Municipal Clerks (IIMC) states that the purpose of the organization is to enhance the professionalism, status and image of Municipal Clerk throughout the world; and

**WHEREAS**, the Constitution specifies six membership classes, along with explicit definitions of the membership classes; and

**WHEREAS**, the Constitution further specifies the privileges for each classification of membership that include the right to vote; hold office; participate in all IIMC educational programs and Certified and Master Municipal Clerk programs; and access to IIMC programs and services; and

**WHEREAS**, the Constitution remains silent specifically regarding; the resignation as a member from IIMC; the ability for a resigned member to register for the annual conference at the discounted rate intended for “guest”; and the reinstatement of membership thereafter with all rights and privileges; and

**WHEREAS**, the Executive Committee has requested the Conference Policy Committee to review such issues and to further submit recommendations.

**WHEREAS**, the Constitution states in **Article X – ETHICAL STANDARDS; A. Comprehensive Code of Ethics; Sub-section 3. Fraud and Breach of Trust:**

*Members shall not engage in behavior that is fraudulent or that constitutes a breach of trust. Such behavior includes without limitations:*

- a. using deceit to gain a personal advantage or benefit for oneself or others.*
- e. intentionally circumventing IIMC policy or procedures to gain personal advantage for oneself or others*

**WHEREAS**, the guidelines established by the Education Department of IIMC address the issues of utilizing Certified Municipal Clerk and Master Municipal Clerk designations by non-IIMC members; and

**WHEREAS**, the same guidelines of the Education Department also address the need for a reinstated member of IIMC to obtain recertification prior to again utilizing the Certified Municipal Clerk and Master Municipal Clerk designation.

**NOW THEREFORE BE IT RESOLVED**, that the Conference Policy Committee does hereby submit the following recommendations:

1. that the matter at hand be referred back to the Executive Committee for their action under the existing IIMC Constitution
2. that upon resignation, the applicable individual be informed in writing of the guidelines of the Education Department that requires recertification prior to utilizing the Certified Municipal Clerk or Master Municipal Clerk designation

**Management's Recommendation:**

It's not clear why this committee did not make a focused recommendation regarding **membership cancellations to attend an annual conference** and why it did not pursue the information below regarding IIMC Conferences. I believe these were important topics that needed to be addressed and it's unfortunate they were not. I believe these and a few other topics of utmost relevance regarding IIMC Conferences will need to be addressed by the newly formed Conference Committee. Management also believes that the Board should accept the bullet points below as Conference policy.

- IIMC should not accept bids from known high-cost or first-tier cities;
- All IIMC Conferences need to generate revenue; and
- Future host cities must meet a financial obligation of a minimum of \$150,000 in cash (in-kind contributions are also accepted); and that city needs to pay at least 50 percent of its pledged financial commitment to IIMC no later than August 1 prior to the beginning of the conference year; The balance of the monies can be paid in two additional installments – January 1 and March 31 of the conference year.



# International Institute of Municipal Clerks



**To:** Board of Directors  
**From:** Tami Kelly, MMC, Chair  
**Date:** April 15, 2009  
**Subject:** International Relations Committee Report

---

This Committee has been working via e-mail on the Goals & Objectives for this year.

**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.

**Summary:** Francois Allers has been working with IIMC to bring Certification to South Africa. IMASA is close to having a program in place (see attached report from Francois). Mr. Nick Randle has been working with IIMC concerning the SLCC Certification Program. In 2007, the SLCC implemented their own program. Tom Van Der Hoven has been appointed to a new Steering Committee in the UK. The Chairman of that group will be at the Chicago Conference.

**Recommendation:** Director of Education should report back to Committee with updates on any progress being made.

## MANAGEMENT'S RECOMMENDATION

Currently, IIMC has provided input for IMASA toward creating an Institute and we are now waiting to hear back from them. SLCC has its own certification program. With IIMC developing more on-line courses, applicable to all interested members, education programs can become more global than what currently exists. As of this writing, we have yet to hear from the new organization in the Netherlands, however, we will continue to make efforts. President Elect Stratta will be attending the SLCC conference in October in the UK and we hope by that time we can arrange a meeting with the Netherlands Organization. Their proximity to the UK will make for a quick and cost-efficient trip. John Austin from the newly formed ADSO in the UK is in attendance this week at our conference.

---

**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.

**Financial:** A request was submitted for funding for enhancing the website to make it a communication tool for our members and we still believe this to be a top area for funding.

**Summary:** Ms. Mina Barberis headed a subcommittee concerning Website enhancements. A report outlining the different types of enhancements available in today's web world is attached. A Conference Call took place Monday, 4/13, with an existing IIMC software provider who has additional packages to address many of the website enhancement needs.

**Recommendation:** Items from last year's survey continue to be issues needing addressed today:  
1. Revamp News Digest; 2. Update & embellish Website, a. 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.

While 4 and 5 have been addressed for this years Conference, we realize that they will need assessed every year. *We recommend continued pursuit of adding software to enhance the website.*

#### **MANAGEMENT’S RECOMENDATION**

As always, we welcome any suggestions regarding the News Digest and web site, however, this Committee needs to be specific in terms of what needs to be embellished. We are looking at addition more on-line sessions and also discussing webinars. This week, management will meet with one of IIMC sponsors, Granicus, to learn more about webinars and how we can implement them for education credit; and with author Eli Mina on how to transform his books regarding Parlimentary Procedures and 101 Board Room Problems into on line sessions.

As far as website enhancements, resources have been an issue; however, we will look to explore further some of these ideas.

---

**Background:** Goal #3 - Identify and recommend to the Conference Education Committee topics and speakers of global relevance.

**Summary:** Lucille Zucherro worked with the Chicago Education Committee to include off-site educational meeting(s) in this year’s conference program. Mr. Nick Randle will hold a Session titled “International Best Practices”.

**Recommendation:** Continue to request topics from Region X & XI members.

#### **MANAGEMENT’S RECOMMENDATION**

Chicago marks the third year that IIMC has offered off site city education sessions for our Regions X and XI delegates. We will always include topics related to those two regions and welcome input and participation from any Region X and XI members to lead sessions.

-----

**Background:** Goal #4 - Develop the 2009 Study Abroad 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.

**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. The 2009 Study Abroad Program will be held in Wales, U.K., from October 17 – 25. The route has been designated. The Tour Company selected and while we are working to obtain a slight reduction in cost, the latest rate (with only 10 participants) would be \$1,524.29 for hotel/transportation/breakfast/dinner/portage/admissions/guides/ and SLCC Conference registration. Flight pricing is separate. A tentative itinerary is attached.

Plans for the 2011 Study Abroad Program in South Africa have also started to take shape. IMASA has agreed to host this program and their Conference will take place from June 21 – 24, 2011 in Cape Town. Rather than ending the Program with the Association Conference, as we have done in the past, we believe it would be better to start with the Conference and tour afterwards in 2011 due to the timing with the IIMC Conference.

**Recommendation:** It is the recommendation of this Committee to continue to offer the Study Program every other year and fund an IIMC Representative to accompany the participants for coordination purposes.

#### **MANAGEMENT'S RECOMMENDATION**

We wholeheartedly support the Study Abroad Program and we will continue to promote and market the fall 2009 and summer 2011 program in E-Briefings and News Digest articles. These programs are an excellent vehicle to introduce IIMC to Region XI counterparts while building on established relationships.

This committee was allocated \$6,000 toward the exchange program; we're certain \$700 can be used toward a program coordinator.

-----

**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 Aboard programs.

**Summary:** Articles were submitted for the Study Abroad Program (2) and the Exchange Program. Mina submitted a 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:** Continue to work on Spotlight Articles. Request an Article from the participants in the Exchange Program and the 2009 Study Abroad Program.

#### **MANAGEMENT'S RECOMMENDATION**

Yes, there have been a few articles regarding the Study Abroad Program and the Exchange Program, but we've yet to see a Spotlight Article. We welcome all submissions and would be thrilled to publish them.

-----

**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 had one pair to Exchange this year between the U.S. and the Netherlands.

We are currently accepting applications for the next Exchange.

**Recommendation:** Continue to offer this new program and partner with SLCC, IMASA and other International Associations to create additional exchanges.

#### **MANAGEMENT'S RECOMMENDATION**

Both of the 2008 Exchange Program participants will be attending this conference and will be introduced at one of the general sessions as the winners of the program. We have promoted and will continue to promote the next program. We've extended the deadline to July 31, 2009 to generate more interest.



## Executive Summary

In May 2008, the International Institute of Municipal Clerks (IIMC) International Relations Committee assembled a team to address emerging Web technologies, also known as social media, new media and the next generation of the World Wide Web. These emerging tools are primarily Internet based activities for sharing, collaborating, and building common communities for interaction. The team was tasked with developing a vision/strategy for the use of Web technologies to enhance our virtual community, thereby increasing member participation, communication and learning.

The team examined the technologies based on the following five categories: RSS (Really Simple Syndication), Collaboration, Open Platform, Online Social Networks and Multiple Devices.

1. RSS feeds update users whenever content is updated. Users subscribe to an RSS feed, which notifies them whenever a change is made to the Web site, blog or podcast. They enable users to stay connected without having to visit individual sites for specific content.
2. Collaboration is the foundation of Emerging Web technologies. The users create content through crowd sourcing, where you rely on your audience for insight and information. This can prove to be a learning tool both inside and outside the organization. IIMC will be able to engage members in virtual conversations through blog comments, podcasts, virtual meetings, and instant messaging.
3. Open platforms allow Web tools to be used with one another. For instance, users can incorporate applications from one tool into another tool. Emerging Web technologies present unlimited possibilities and enhanced opportunities of communication for IIMC.
4. Online social networks are web-based communities where individuals can network, chat, post and collaborate with one another. The networks connect individuals who already know one another, as well as those who don't, but may share similar interests. Ultimately, these networks will help the city form personal relationships between members and citizens in the virtual realm.
5. Multiple devices allow Emerging Web innovations to be portable. Our lifestyle is becoming more transient, and people want information immediately. New Web technologies enable individuals to communicate with one another through mobile phones, portable media players, the computer and more. Users can choose which information they want to receive and how they want to receive it. By employing these new communication features, the IIMC website can remain relevant to its audiences.

This report clarifies why the IIMC should incorporate Emerging Web technologies into our daily business, provide explanations of the tools, supply recommendations for use, offer challenges and opportunities for consideration, and identify how to measure outcomes.

## Current Reality

...

## Vision

The IIMC is a quality service provider that delivers cost effective services and facilitates opportunities and outcomes valued by Clerks worldwide. Effective communications, establishing positive relationships and continuous learning are essential to building and sustaining an international professional community. The use of Emerging Web technologies directly supports this vision and the organization's Mission and Strategy. The use of these tools takes the organization to a new level of performance by improving service delivery and communication with members, potential members and their communities.

## Web Subcommittee Mission

Use of Emerging Web tools may support the IIMC's mission by:

- (1) Increasing awareness of products and services
- (2) Obtaining better consumer insights
- (3) Improving communication with members and staff
- (4) Enhancing the online experience
- (5) Collaborating with others
- (6) Increasing productivity
- (7) Enhance organizational learning

## Purpose and Need

Social technology continues to play a growing role in our day-to-day lives. Today, we converse with one another via e-mail, text and instant messages; watch movies and listen to music on our computers, iPods, cell phones, and other mobile devices; and connect with colleagues across the world through social networking sites like Facebook, MySpace and LinkedIn.

Social technologies are changing how we communicate with one another, and as a result, how we send and receive information. They have created new information channels that enable two-way communication and collaboration and, in effect, create a more transparent government. In order to stay relevant to our primary audiences it is essential that we embrace this new frontier.

Emerging Web Technologies address various purposes and needs within our innovative organization because of the following:

### Information Channels

Over the last 100 years, we've seen information channels change and expand. While traditional forms of communication like television, radio and print still have a place in modern communication plans, people receive information through blogs, social networking sites, text messages, instant messages and RSS feeds too. Modern culture has shifted from gathering around the radio or television for the 6 p.m. news (to) searching YouTube for the latest video clip of a topic or searching the blogosphere.

Or tuning in to 24-hour news channels

### Two-Way Communication

When the World Wide Web was introduced as a communications tool, it served as a platform to post information like its predecessors: print, radio and television. However, with the onset of the new millennium, the Web has morphed into a conversational communication channel featuring

blogs, social networking sites, chat rooms and instant messaging. Today, the user can create information and, consequently, news and online communities.

### Collaboration

As creators of information, users can also collaborate with one another to merge ideas and knowledge, commonly known as crowdsourcing. According to experts in the field, "Collaboration is seen in all types of Emerging Web applications, but especially in wikis, tagging and mashups. Collaboration also comes into play with blogs and podcasts when users are encouraged to leave comments and participate in the discussion." (<http://www.whatmakesuclick.typepad.com/>)

### Organizational and Individual Learning

Learning at every level of the organization creates opportunities for members to expand their capacity to deliver quality service, create a quality organization and enhance their professional development. According to the United States Department of Labor, informal learning accounts for 70 percent of the learning employees do on the job. As collaborative tools, Emerging Web applications provide opportunities for knowledge sharing, the creating of communities of practice, leveraging subject matter experts and the immediate application of knowledge and learning. They also enhance the organization's blended learning strategy by complementing traditional classroom training.

### Generational Differences

Within the organization and externally, the IIMC must communicate with a variety of generations. As the workforce shifts, evolving technologies will have increasing significance. Most studies report that individuals born after 1964 expect to receive information electronically and are more apt to work in teams to collaborate with one another. This generation of workers and citizens wants information quickly, efficiently and with a personal touch, and New Web technologies allow us to create mechanisms to do so.

### Communicate Using the Preferred Tools of the User

As the Internet continues to influence our day-to-day lives, the methods through which we give presentations, hold meetings and converse with one another will continue to change. People's skill sets are shifting and a growing number of skills include web-based competencies. As a new generation of members join the IIMC, it's important for us to recognize that people communicate and learn differently, and we must use the appropriate tools to reach individuals of different ages and backgrounds.

## **Explanation of Web Tools**

Web technology encompasses a wide range of tools that enhance creativity, information sharing and collaboration among users. These Web-based tools are both applications and services.

### ***Blogs***

A weblog or blog is an online publication with frequent, chronological entries detailing personal thoughts and opinions. Blogging is one of the easiest forms of self-publishing available; each blog entry or post has a unique URL. Bloggers are people who write for a blog. Blog readers can share and comment on posts as well as sign up for RSS feed that syndicates the blog's content.

Blogging is reaching mainstream activity levels. In April 2007, the blogosphere (sum of all blogs) reached 70 million. Since November 2002, it has been doubling in size almost every six months.

Blogs offer the organization the opportunity to communicate its message to and raise awareness among members and potential members who primarily use technology to access news and information. The best professional blogs put a human face on the organization and offer members insights on the organization. Internally, a blog can document progress on issues and projects and can be used as a tool to ask members to rate or categorize information.

Example:

**City of Eden Blogs** at <http://edenprairieweblogs.org/>

The City of Eden offers citizens two blogs, one from the City Manager and another from the Fire Chief. Through their blogs, these officials communicate with the public on a regular basis. They share personal and professional insights, comment on specific city functions and congratulate employees. They use the blogs to highlight what's special about their area. Both blogs are candid, informative and give the public a chance to hear what is important from a city leader's point of view.

### ***Instant Messaging***

Instant messaging (IM) is the act of instantly communicating between two or more people over a network such as the Internet. IM increases communication and collaboration by providing instant, non-intrusive communication between multiple parties. IM use has gained popularity because it offers several advantages over e-mail. With IM, users know if the person they are communicating with is online at that moment or not. Also, as compared to e-mail communication, IM eliminates many steps when sending and receiving messages.

More than 102 million people use instant messaging technology to communicate on a daily basis. For IIMC, it is essential to align services with communication technologies that suit our members' needs and allow IIMC staff, Board members, and Committees to use their time as efficiently and productively as possible.

Example:

**Live Help at Virginia.gov** at <http://www.virginia.gov/>

Virginias Live Help service debuted in August 2001. Visitors select the "Live Help" icon to begin a live, online chat with a customer service representative. Live Help provides portal visitors the information or service they seek in real time. Representatives also can use push technology to point users' web browsers directly to the desired web site.

### ***Photo Sharing***

Photo sharing, either public or private, is the uploading and publishing of digital images for the purpose of sharing with other people. Photo sharing is not limited to Web-based photo sharing services like Flickr, Buzznet, Photobucket, SnapFish or Kodak Gallery; personal computer networks, camera phones and other devices are equipped with applications that make photosharing possible.

Flickr is the fastest growing photo sharing site on the Web. It is also known as one of the first web sites to use keywords or "tags" to create associations and connections between images and photo sharing service users. IIMC can make the best use of web-based photo sharing sites such as Flickr by highlighting organizational services, showcasing professional fellowship and marketing events or programs.

Example:

**Los Angeles Police Department- Flickr Photostream** at

<http://www.flickr.com/photos/44683348@N00>

The Los Angeles Police Department uses Flickr to illustrate the great things that police officers do in the community, to share important events and as an officer recruitment tool.

## ***Podcasting***

VIDEO OR AUDIO FILE + RSS FEED = PODCAST. A podcast is an Internet program or clip show in a media file format. The file is uploaded with an RSS file by the creator to a server. To listen, the user then downloads the file to their computer or another device such as an MP3 player or Ipod equipped with headphones or a speaker.

What makes podcasting special is how they are delivered to the user. They are downloaded automatically by software capable of reading feed formats such as RSS or Atom. When the user's computer starts the software runs in the background.

Listeners do not need a media player to hear the podcast; their computer does all the work. In fact, 80% of all podcasts are consumed on the personal computer on which they were downloaded. IIMC can use podcasts to deliver important messages and promote services to the membership. Podcasting is another method for communicating with the membership about organizational information. It can also be a cost effective way of delivering certain types of training. IBM uses podcasting to deliver company information and on-demand training.

Example:

**Economic Development Department, City of Virginia Beach** at

<http://www.yesvirginiabeach.com/podcast.aspx>

Inside the press room on their web site, yesvirginiabeach.com, Economic Development is using podcasting as an alternative distribution platform for news, announcements, and business developments concerning Virginia Beach. Potential business prospects can receive updated information on Virginia Beach via their RSS reader.

## ***RSS***

RSS stands for "Really Simple Syndication" or "Rich Site Summary." It is a file format for delivering regularly updated information via the web. Its an easy way for Internet users to keep up with news and information.

RSS helps users avoid the conventional, time-consuming methods of browsing or searching for information on web sites. RSS allows the content to be delivered directly to Internet users without cluttering their e-mail inbox. RSS content is called a "feed." It can also be called a channel. RSS is written in the Internet coding language known as XML (eXtensible Markup Language).

An RSS reader is required to use RSS. An RSS reader is a small software program that collects and displays RSS feeds. RSS gives the user the ability to scan headlines from a number of news sources in a central location. By using RSS, IIMC can easily disseminate news, events and

information to Internet savvy members. RSS feeds can provide valuable and current information to members.

Example:

**City of Tampa, Florida** at <http://www.tampagov.net/>

The City of Tampa, Florida uses RSS to deliver official news releases and the Tampa News, an e-newsletter containing announcements and information about City of Tampa departments, projects and events. They are one of hundreds of local, state and national government organizations using RSS.

#### Social Networking

Social networking web sites are about establishing and maintaining personal connections and finding friends with shared interests. There are social networks for almost every conceivable topic and hobby; these sites range from photo sharing to music to book clubs to social activism. According to a January 2007 Pew Internet & American Life Project, in the past five years, social networking sites have moved from a niche activity into a phenomenon that engages tens of millions of Internet users of all ages. Social networking connects people globally and provides an avenue for international organizations to create virtual communities of practice across the enterprise, where members can learn from each other and create new knowledge. Social networks also create opportunities to establish relationships with non-member professionals in other organizations and associated professional fields.

Example:

**SC.gov on Facebook** at <http://www.facebook.com/pages/SCgov/12752057990>

The state government has translated their official web site into Facebook, a very popular, private online social networking utility. While anyone can view their public Facebook profile, registered Facebook users gain additional information and functionality when they visit the South Carolina Facebook profile. South Carolina's 150 fans can keep up with what's new and really connect with their state government the social way.

#### ***Video Sharing and Multimedia***

Video and multimedia sharing, either public or private, is the uploading and publishing of video and other multimedia for the purpose of sharing with other people. A hosting service allows registered users, either for free or fee-based, to upload, publish and share links to their videos and other multimedia.

Mass market availability of camera cell phones and other digital / audio recording devices have greatly increased the demand for web hosting of user-generated content. Hosting services such as YouTube cater to the increasing demand for user-generated content. Professional organizations can take advantage of alternative distribution channels to increase their brand awareness and foster information sharing.

Example:

**Virginia.gov on YouTube** at <http://www.youtube.com/user/Viriniagovernment>

The Commonwealth of Virginia is using a YouTube channel as an alternative delivery method to promote the state by providing interesting videos. The channel content ranges from videos of speeches by the Governor to Chesapeake Bay crabs.



## ***Virtual Worlds***

A virtual world is a computer-based simulated environment created and maintained for user inhabitations and interaction through text-based or graphical representations known as avatars. Virtual environments are being used for a variety of contexts: classroom teaching, informal learning, distance learning, business and e-applications.

There are a growing number of businesses and other organizations turning to 3-D environments to eliminate communication issues and other obstacles to collaboration. In addition, virtual worlds offer interactivity and freedom of movement that other collaboration tools such as web, video and teleconferences lack. As the line between real and virtual continues to blur, virtual worlds grant us many opportunities to engage members and deliver services.

Example:

### **California Department of Health Services, Second Life**

Re-created a 3-D model of a health clinic in Second Life, an Internet-based world in which people are represented by virtual body doubles called avatars. They used Second Life to train staff in setting up emergency clinics and treating patients. There are two major advantages in using a virtual world for this type of training: training can be done 24 hours, 7 days per week and no recruiting of real-life patient volunteers is needed.

## ***Widgets and Gadgets***

A web widget, also known as a widget, is a small program (or reusable code) that can be added to any web site including a blog or personalized start page. Widgets provide additional functionality. Some examples of widget include adding a YouTube playlist or a YouTube embedded player to your blog, signing up for RSS or bookmarking a web page using the social bookmarking site del.icio.us.

A gadget acts and looks like a widget. Since they are created with proprietary programming code, a gadget will work only with a specific web site or a set of specific web sites. For example, [Google Gadgets](#) can look and act like a widget, but, they only work on Google pages.

Example:

Ask **VBPL, Virginia Beach Public Library, Virtual Reference Service** at

<http://www.vbgov.com/askvbpl>

The Virginia Beach Public Library is using a Meebome instant messaging widget to chat with library customers. The widget is available on many different web pages, inside the online Library catalog as well as on the Library's MySpace profile. Using an IM widget removes technology barriers for library customers. They do not need to have a personal IM client to use the widget. Between September 17, 2007 and June 30, 2008, librarians assisted 209 customers via IM. Customers can also contact the library via email, telephone or in-person.

## ***Wikis***

A wiki is a collaborative web site and authoring tool that allows users to easily add, remove and edit content. Wikipedia, the online open-community encyclopedia, is the largest and perhaps the most well-known of these knowledge sharing tools. Wikis are popular collaboration tools because they allow registered or unregistered users to add, edit or delete content without knowing HTML

or other web-based computer languages, track changes made by users, and revisit different versions of wiki pages.

As the use of wikis has grown over the last few years, organizations and businesses all over the country have begun to use them to collaborate and share knowledge. Municipal government can best use wikis to promote civic engagement by allowing citizens to directly contribute their ideas. Wikis can impact service delivery by standardizing business processes, capturing tacit knowledge and creating a place to capture corporate knowledge.

Example:

**Future Melbourne, City of Melbourne, Australia , Planning Wiki at**

<http://www.futuremelbourne.com.au/wiki/view/FMPlan>

The City of Melbourne is using a wiki for public consultation when researching and drafting a new strategic plan. During May and June, six and one-half million people visited the site. The wiki enables wide-scale collaboration unrestricted by time or geographic constraints. This meant a wide variety of participants could take part whether as city residents, city workers, visitors or students. Since the participation is online, participation could occur on a 24 hour, 7 days a week basis. The public consultation period is almost complete.

## Internal vs. External Tools

Web innovations are rapidly changing the environment and culture for communication and collaboration. Many government entities have implemented a variety of tools to test the waters to determine which tools will add value to its services and communication methods.

One of the most difficult decisions governments face is not only when to implement new tools and communication strategies, but whether to utilize web-based applications or internally supported applications and functionality. A decision of this type requires multiple criteria to be applied:

Who is the audience you are trying to reach?

What is the business need you are trying to meet?

Does the proposed solution integrate with the system(s) and infrastructure already in place?

For external audiences it may make sense to use web-based tools. One reason is that the web is where people are searching for information and subject matter that is of interest to them. Many are participating in online communities where people with similar interests are involved. To reach this growing audience, we should target the tools where the audience (market share) is greatest and where user activity drives development of a more robust and user friendly environment. In most cases, by using a popular web-based tool, the organization can enter the arena with little to no costs (start-up and or/ongoing), such as the current IIMC group on facebook.

When a business need requires access to existing infrastructure, applications or databases, then internally developed or supported solutions may be more appropriate. Services that require access to organizational e-mail, office and productivity suites, organizational file structures, etc., need to be integrated to allow users to seamlessly navigate across systems and tools. This type of solution would also eliminate the need to host content or data in multiple locations making the solution more efficient and cost effective. In many instances, it may be appropriate to utilize both a web-based service and an internal application or service. In order to keep up with changing membership needs and trends for web-based tools and technology, the organization must use



the proper analytics and statistics to monitor use of service and communication mechanisms. Our users will tell us if we are still relevant and what is the next most popular and appropriate tool to use to connect with the community.

## 2008-09 IIMC Technology Subcommittee Membership

Mina D. Barberis, CMC  
Technology Subcommittee Chair  
City of Virginia Beach  
2401 Courthouse Drive, Room 281  
Virginia Beach, VA 23456  
757-385-8342  
[mbarberi@vb.gov](mailto:mbarberi@vb.gov)

Tom Van Der Hoven  
Head of Administration  
Test Valley Borough Council  
Beech Hurst, Weyhill Rd.  
Andover, Hants SP10 3AJ  
ENGLAND  
011-44-1264-368001  
[tvanderhoven@testvalley.gov.uk](mailto:tvanderhoven@testvalley.gov.uk)

Joseph E. David  
City Administrator/Secretariat  
Ethekwini Metropolitan Council  
P.O. Box 2147  
Durban 4000  
SOUTH AFRICA  
011-27-31-5611101  
[davidj@durban.gov.za](mailto:davidj@durban.gov.za)

Andries Knevel  
Management Consultant  
Heijenseweg 86  
6591 HD Gennep  
THE NETHERLANDS  
011-31-485-518510  
[andries@knevel.biz](mailto:andries@knevel.biz)

Mark Massey  
Clerk to the Commissioners  
Fulton County  
141 Pryor Street, SW, 10th FL,  
Atlanta GA, 30303  
404-612-8200  
[mark.massey@fultoncountyga.gov](mailto:mark.massey@fultoncountyga.gov)

Lori J. Mitchell, RMC/CMC  
Village Clerk  
Village of Machesney Park  
300 Machesney Road  
Machesney Park, IL 61115  
815-877-5432  
[LoriM@machesneypark.org](mailto:LoriM@machesneypark.org)

Elizabeth "Liz" Elder  
James City County Board of Supervisors  
101-C Mounts Bay Road  
P.O. Box 8784  
Williamsburg, VA 23187-8784  
757-253-6609  
[EElder@james-city.va.us](mailto:EElder@james-city.va.us)

## Research

### Sources Consulted

#### Blogs

Artnet, Bob. "Government Employee Blogs." TechRepublic, ZDNet.com.  
[http://news.zdnet.com/2422-13569\\_22-152731.html](http://news.zdnet.com/2422-13569_22-152731.html)

Brogan, Chris. "My Best Advice About Blogging." Chrisbrogan.com August 11, 2008.  
<http://www.chrisbrogan.com/my-best-advice-about-blogging/>

Flynn, Nancy. *Blog rules: a business guide to managing policy, public relations, and legal issues*. New York: AMACOM, American Management Association, 2006.

Jantsch, John. "The Hierarchy of Social Marketing." Ducttapemarketing.com. June 7, 2008.  
<http://www.ducttapemarketing.com/blog/2008/06/09/the-hierarchy-of-social-marketing/>

King, David Lee. "Why Use Twitter?" Davidleeking.com, July 9, 2008.  
<http://www.davidleeking.com/2008/07/09/why-use-twitter/>

Muise, Maurice. "Government Blogs: What They Are and Why You Need One (Or Two, Or Three...)" *Within Reach* (Environment Canada), Summer 2007. [http://www.publicsectormarketing.ca/ftp/WithinReach\\_07.pdf](http://www.publicsectormarketing.ca/ftp/WithinReach_07.pdf)

Wade-Hahn Chan. "DHS: Blogs give department a new voice." *Federal Computer Week*, April 15, 2008. <http://www.fcw.com/online/news/152248-1.html#>

Wyld, David. *The Blogging Revolution: Government in the Age of Web 2.0*. IBM Center for the Business of Government, 2007. <http://www.businessofgovernment.org/pdfs/WyldReportBlog.pdf>

#### **Examples:**

California Office of the Governor Blogs <http://gov.ca.gov/blog>

Eden Prairie, MN Blogs (City Manager, Fire Chief) <http://edenprairieweblogs.org/>

Social Brand Index (formerly the Twitter Brand Index) <http://www.socialbrandindex.com/>

Town of Blacksburg, VA Comprehensive Plan Task Force Blog <https://secure.bev.net/townplan/>

Ventura City, CA Manager Blog <http://www.cityofventura.net/cmblog/>

#### **Instant Messaging**

"2006 Workplace E-Mail, Instant Messaging & Blog Survey: Bosses Battle Risk by Firing E-Mail, IM & Blog Violators," Press Release, American Management Association, July 11, 2006. [http://www.amanet.org/press/amanews/2006/blogs\\_2006.htm](http://www.amanet.org/press/amanews/2006/blogs_2006.htm)

Flynn, Nancy. *Instant Messaging Rules*. New York: American Management Association, 2004.

Garrett, R. K., & Danziger, J. N. (2007). IM=Interruption management? Instant messaging and disruption in the workplace. *Journal of Computer-Mediated Communication*, 13(1), article 2. <http://jcmc.indiana.edu/vol13/issue1/garrett.html>

Jackson, William. "IM Use as a Government Tool? You Bet," *Government Computer News*, January 27, 2004. [http://www.gcn.com/online/vol1\\_no1/24770-1.html?topic=daily-updates#](http://www.gcn.com/online/vol1_no1/24770-1.html?topic=daily-updates#)

Petersen, Stephen. "Instant Messaging Goes Legit," *Government Technology*, Sept. 3, 2003. <http://www.govtech.com/gt/articles/66710>

Shiu, Eulynn and Amanda Lenhart. (2004). "How Americans use instant messaging." [http://www.pewinternet.org/PPF/r/133/report\\_display.asp](http://www.pewinternet.org/PPF/r/133/report_display.asp)

Wilkins, Jesse. "RU Ready for IM?" *The Information Management Journal*, May/June 2007, pgs 27-31.

#### **Examples:**

AskVBPL – Virginia Beach Public Library IM Reference Service

<http://www.vbgov.com/vgn.aspx?vgnextchannel=e582fd67f3ad9010VgnVCM100000870b640aRCRD&vgnnextparchannel=0b81fd67f3ad9010VgnVCM100000870b640aRCRD>

State Library of South Carolina <http://www.statelibrary.sc.gov/>

State of Virginia- Live Help <http://www.virginia.gov>

#### **Social Networking**

Kash, Wyatt. "Agencies advance use of online social networking tools," *Government Computer News*, November 1, 2007. [http://www.gcn.com/online/vol1\\_no1/45346-1.html](http://www.gcn.com/online/vol1_no1/45346-1.html)

Krill, Paul. "Web 2.0 scores successes in the enterprise," *InfoWorld*, June 18, 2008. [http://www.infoworld.com/article/08/06/18/Web-2-scores-successes-in-the-enterprise\\_1.html](http://www.infoworld.com/article/08/06/18/Web-2-scores-successes-in-the-enterprise_1.html)

Singh, Shiv. "Social Media Succeeding in the Enterprise," TheWorkplaceBlog.com, June 22, 2008.  
<http://www.theworkplaceblog.com/2008/06/>

Thomas, Zach. *Corporate Social Networks Will Augment Strategic HR Initiatives*, Forrester Research, Inc. April 25, 2008.

### **Examples:**

Are They Really Ready to Work?

[http://www.conference-board.org/pdf\\_free/BED-06-Workforce.pdf](http://www.conference-board.org/pdf_free/BED-06-Workforce.pdf)

Arlington County, Virginia Police Department

<http://profile.myspace.com/index.cfm?fuseaction=user.viewprofile&friendid=308008649>

California Department of Motor Vehicles

<http://www.myspace.com/californiadmv>

State of South Carolina:

MySpace- <http://www.myspace.com/scgov>

Facebook- <http://www.new.facebook.com/pages/SCgov/12752057990>

Virginia Governor Timothy Kaine MySpace profile

<http://profile.myspace.com/index.cfm?fuseaction=user.viewprofile&friendid=136853247>

Virginia Senator Jim Webb MySpace profile

<http://profile.myspace.com/index.cfm?fuseaction=user.viewprofile&friendid=76158698>

Workforce Readiness - <http://www.shrm.org/trends/08worplacereadiness.pdf>

### **Wikis**

Common Craft. "Wikis in Plain English." <http://www.youtube.com/watch?v=-dnL00TdmlY>

Elliott, Mark Alan. "Future Melbourne Wiki: From Consultation to Participation."

<http://www.futuremelbourne.com.au/wiki/view/FMPlan/FromConsultationToParticipation>

Farakas, Meredith. "Technology Goes Local," *American Libraries*, September 2008, page 50.

Frame, J. Davidson. "Government in a Wiki World," Tech Insider, NextGov.com, May 5, 2008. [Six part series]

[http://techinsider.nextgov.com/2008/05/government\\_in\\_a\\_wiki\\_world.php](http://techinsider.nextgov.com/2008/05/government_in_a_wiki_world.php)

Kirkpatrick, Marshall. "Wikis are Now Serious Business," ReadWriteWeb.com, May 19, 2008.

[http://www.readriteweb.com/archives/wiki\\_business.php](http://www.readriteweb.com/archives/wiki_business.php)

Logen, Coby. "How to Make a Wiki-Government," Dotgovwatch.com, January 2, 2008.

<http://www.dotgovwatch.com/?/archives/24-How-to-Make-a-Wiki-Government.html>

Perlman, Ellen. "Working in Wiki: How to Assemble Real Ideas in a Virtual World," *Governing*, May 2008, pgs 26-39.

<http://www.governing.com/articles/0805wiki.htm>

Wales, Jimmy. "'E-Government 2.0: Improving Innovation, Collaboration, and Access.'" Testimony of Jimmy Wales, Founder of Wikipedia and of the Wikimedia Foundation before the U.S. Senate Committee on Homeland Security and Governmental Affairs, December 11, 2007. [http://hsgac.senate.gov/public\\_files/121107Wales.pdf](http://hsgac.senate.gov/public_files/121107Wales.pdf)

### **Examples:**

Future Melbourne wiki

<http://www.futuremelbourne.com.au/wiki/view/FMPlan>

Stevens County Rural Library District (WA) Stevens County Wiki Project.

[http://scrlwiki.org/index.php/Main\\_Page](http://scrlwiki.org/index.php/Main_Page)

## Appendix

- 1) Matrix of Web 2.0 Technology and Government
- 2) Risk Tables for Government use of Web 2.0

**Matrix of Web 2.0 Technology and Government**

Technology	Simple Definition	Examples	Opportunity/Potential in Government
Blogs	Journal or diary with social collaboration (comments)	<a href="#">GovGab.gov</a> , <a href="#">20 federal agencies</a> , <a href="#">USA.gov government blog library</a> , <a href="#">Webcontent.gov</a>	Meaningful info delivered from a govt authority to new audiences. Puts human face on govt using informal tone. Opens public conversations
Wikis	Collaborative authoring & editing	<a href="#">Wikipedia</a> , <a href="#">GSA Collaborative Work Environment</a> , <a href="#">NASA</a> , <a href="#">U.S. Courts</a>	Workgroup or public collaboration for project management, knowledge sharing, public input. Contributions to 3 <sup>rd</sup> party sites e.g. Wikipedia
Video Sharing (and Multimedia)	Videos, images, & audio libraries	<a href="#">USA.gov Multimedia library</a> , <a href="#">NASA YouTube Channel</a> , <a href="#">Virginia YouTube Channel</a> , <a href="#">Americorps video contest</a> , <a href="#">Tobacco Free Florida contest</a>	Public outreach, education, training, other communication for "connected" and on-line audiences. How To videos & audios to improve service and achieve mission.
Photo-Sharing	Photo libraries	<a href="#">USA.gov fed/state photo libraries</a> , <a href="#">Flickr</a>	Cost saving potential. New audiences. Awareness.
Podcasting	Multimedia content with an enclosure for syndicating via RSS for use on iPod TM, Mp3 players & computers	<a href="#">White House</a> , <a href="#">NASA</a> , <a href="#">USA.gov federal podcast library</a> , <a href="#">Webcontent.gov</a>	More ways to get our message out to "connected" and on-line audiences. How To messages. Use in emergencies.
Virtual Worlds	Simulations of environments & people (Second Life, Active Worlds, Kaneva, ProtoSphere, Entropia Universe, uWorld)	<a href="#">NASA</a> , <a href="#">NOAA</a> , <a href="#">CDC in 2nd Life</a> , <a href="#">Natl Guard</a> , <a href="#">Dept of Energy</a> , <a href="#">Real Life Govt in 2nd Life Google group</a> , <a href="#">National Defense Univ Federal Consortium for Virtual Worlds</a>	Public outreach and other communication for "connected" and on-line audiences. Virtual Town Halls, Education, Training. Ability to bring people together worldwide for meetings, lectures, etc.
Social Networking Sites	Connecting people globally	<a href="#">EPA Facebook group</a> , <a href="#">NASA Colab</a> , <a href="#">MySpace</a> , <a href="#">LinkedIn</a> , <a href="#">Twitter</a>	Intranet use to address stovepipes within agencies. Cross government coordination. Public communities. Viral impact.
Syndicated Web Feeds	Automated notifications (think RSS)	<a href="#">USA.gov Federal RSS Library</a> , <a href="#">NOAAWatch</a>	Do more with RSS, XML/Web feeds. Expand reach. Ability to pull content together across government. Authoritative source. Reduce duplication.
Mashups	Combine content from multiple sources for an integrated experience	<a href="#">USA Search</a> , <a href="#">USGS</a> , <a href="#">NASA</a> , <a href="#">EPA</a> , <a href="#">Virtual Earth</a> , <a href="#">Google Earth</a> , <a href="#">Google maps</a>	Lots of potential. Improved govt reach, service, usefulness, and functionality. Integrate external data. Get licenses, stay vendor neutral. Make content available to others who create mashups
Widgets, Gadgets, Pipes	Small applications & code in Web pages or for desktop use	<a href="#">FBI widgets</a> , <a href="#">Veterans Affairs</a> , <a href="#">Census Population Clock &amp; NASA Planet Discoveries Desktop widgets</a>	Increase awareness, use, and usefulness of .gov sites, information, and service. Bring content to the user's home page (iGoogle, netvibes, etc)
Social News (Sharing, Tagging) Sites	Ways of sharing content with others	<a href="#">USA.gov</a> , <a href="#">NASA</a> , <a href="#">Govt blogs</a> , <a href="#">Digg</a> , <a href="#">Delicious Technorati</a> , <a href="#">AddThis</a>	Increase the popularity and use of .gov pages, information, and services. Viral marketing.

\*Note: it is understood that government policy, procedures, standards, and guidance are needed for many of these technologies.

March 3, 2008 Bev Godwin, USA.gov and Web Best Practices, GSA Office of Citizen Services

**Table 2. Public Risk for Web 2.0**

Web 2.0 Technology Use	Constituent Service Risk	Operational and Organizational Risk	Political Risk
Podcasting/webcasting meetings for external users	Irrelevance of content for target users Difficult to access relevant information	Increased cost of infrastructure	Video/audio content could be edited inappropriately
Internally facing blogs	Case/constituent data are inadvertently exchanged, in breach of privacy regulations	Productivity loss Insufficient participation due to fear of repercussions	Complaints about employer Favor political discussions (and factions) across all staff
Externally facing blogs	Editing process disappoints constituents by killing spontaneity Feeling that input is not being taken into account	Excessive effort to edit/police Inadequate/immature information management policy	Inappropriate posts Blog policing leads to accusation of excessive surveillance and insufficient transparency Viewpoints from different staff members may provide different versions of the truth
Wikis for intragovernment collaboration	Case/constituent data is inadvertently exchanged, in breach of privacy regulations	Unclear purpose Overlap/conflict with existing processes	Loss of control of political staff over documents produced by interagency collaboration
Wikis for external collaboration	Unclear purpose Inadequate feedback mechanism to report about actual impact of external contributions	Excessive effort to edit/police	Accusations of lack of transparency due to editing process
Tagging of government content by constituents	Search performances may be impacted Tag-vetting process can be disappointing	Effort to monitor the tagging process and remove inappropriate tags	Reputation impact due to inappropriate tags



Web 2.0 Technology Use	Constituent Service Risk	Operational and Organizational Risk	Political Risk
Hosting user-generated content	Editing and acceptance process can be slow and disappointing	Effort to (conditionally) accept and edit can be high Impact in information management process	Reputation impact due to inappropriate content that is not intercepted Accusations of censoring and lack of transparency as a consequence of the editing process
Creating and managing internally facing social network	Network is not perceived as compelling or magnetic	Excessive effort to keep it alive Productivity loss	Potential friction between elected and appointed officials due to subjects discussed by the latter
Creating and managing externally facing social network	Network is not perceived as compelling or magnetic Policing processes kill spontaneity and magnetism	Excessive effort to animate Excessive effort to police	Digital divide Reputation Strict policing leads to perceived lack of transparency
Participating in external social networks	Misuse of granular government information out of context may cause damage and have legal implications Constituents may be suspicious about the actual identity of a government staff member	Information quality and accountability Inadequate engagement rules Conflict with performance appraisal schemes	Legal exposure
Service ratings (external use)	Inability to show feedback in real time Inability to demonstrably connect service transformation initiatives to feedback	Effort in monitoring and following up	Perceived lack of transparency
RSS/ATOM feeds	Information overload Unused information	Information quality and accountability	Reputation impact if information is misused

Publication Date: 7 October 2008/ID Number: G00161226

Page 7 of 10

© 2008 Gartner, Inc. and/or its Affiliates. All Rights Reserved.

**Gartner**

Web 2.0 Technology Use	Constituent Service Risk	Operational and Organizational Risk	Political Risk
Mashing up nongovernment information	Reliance on inaccurate external information may cause damage	Effort in ascertaining external information quality	Perceived endorsement of nongovernment information
Making information mashable	Misuse of granular government information out of context may cause damage and have legal implications	Information quality and accountability	Reputation impact if information is misused Legal exposure

Source: Gartner (October 2008)

Publication Date: 7 October 2008/ID Number: G00161226

Page 8 of 10

© 2008 Gartner, Inc. and/or its Affiliates. All Rights Reserved.

**Gartner**

## **CERTIFICATION PROGRAM FOR MUNICIPAL ADMINISTRATORS IN SOUTH AFRICA: IMASA**

In pursuance of your request relative to progress made by IMASA with the implementation of a certification program for Municipal Administrators in South Africa, I wish to confirm as follows:

IMASA adopted the approach that Local Government Administration must be professionalized and that Municipal Administrators in South Africa must meet certain academic requirements. IMASA believe that the primary source of personal and professional effectiveness for Municipal Administrators will be through continuing education coupled with professional training and development. Membership of IMASA will ultimately be linked to the aforementioned academic requirements.

The ultimate goal is to request the Department of Provincial and Local Government to legislate a system of Certification/Accreditation for Municipal Administrators. It was resolved by IMASA that the development and implementation by IMASA of a certification programme for Municipal Administrators in consultation with DPLG, the LGSETA, SAQA, SALGA, IIMC, other relevant stakeholders and tertiary institutions, be approved. The support by IIMC as regards to assistance in developing education programs for our Institute is greatly appreciated.

Pursuant to the aforementioned resolution our Education, Training and Development Committee was requested to prepare a proposal for an educational, professional development and in-service training programme for approval by the Institute Council of IMASA. A draft course framework for the proposed certification programme has been drafted and has been linked with available unit standards in consultation with the LG SETA. An application for a discretionary grant has also been submitted to the LG SETA. Tertiary institutions have been approached to submit proposals, with costs for the development of the course framework and to administer the study programme. The final study programme and course content will eventually be submitted to the LG SETA for accreditation. Our education program proposal was also discussed with the Department of Provincial and Local Government and it was indicated that such an initiative is supported.

IMASA has finalised the Course Framework and Unit Standards have been adopted for the certification program. A consultant, Cas Olivier of OBET PRO has been appointed by IMASA to, in consultation with a Task Team, develop a Curriculum Assessment Plan, which draft curriculum assessment plan will also be forwarded to IIMC for perusal and input. Our proposed certification program was submitted to the University of South Africa in February 2009 for consideration and IMASA currently awaits feedback from UNISA with specific reference to a cost proposal to develop the training material and to enter into a partnership with IMASA.

We have also in February 2009 approached the Development Bank of Southern Africa for possible funding of the certification program.

## 2009 Study Tour DRAFT Itinerary

	Miles	
Saturday	Manchester	Airport to Hotel, informal 'get together', overcome 'jet lag'
Sunday	Carnarvon	Meet Katherine Owen, Carnarvon Town Clerk
		Education & Sight seeing
		Official 'Welcome' reception with SLCC President, CEO and key SLCC colleagues
Monday	Aberystwyth	Meet Jim Griffiths, Aberystwyth Town Clerk & SLCC Welsh Officer
		Education & Sight seeing
	100	
Tuesday	Cardiff (Capital City)	Meet Mark Galbraith, Llanelli Rural Clerk
		Education & visit Welsh Assembly
	68	
Wednesday	Cheltenham	Meet Elisabeth Skinner & James Derounian, University of Gloucestershire
		Site seeing
	41	
Thursday	Oxford	Education & visit College
	47	
	Daventry	Arrive National Conference venue
Friday &	Daventry	SLCC National Conference
Saturday	Daventry	SLCC National Conference, with lunchtime workshop
	78	
Sunday	Heathrow	Early morning departure
Entire tour accompanied by Alan Fairchild MBE, the SLCC External Affairs Officer & Past President of the Society		
TOTAL		513





# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC BOARD OF DIRECTORS  
**From:** DAWN G. ABRAHAMSON, MMC  
**Date:** APRIL 22, 2009  
**Subject:** MEMBERSHIP COMMITTEE ANNUAL REPORT

---



## **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 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 prepared and is actively sending new member packets to new members during their first year of membership. Region Directors were asked to assist by making contact with non-members and by providing IIMC brochures and membership applications through state associations. The Membership Committee is pleased to report that membership has remained steady throughout this past year. We are, however, seeing some cancellation in memberships due to budget constraints.

Members of the Committee were busy sending “Good Will” emails to every IIMC member. Responses from these emails were sent directly to Janis Daudt, Member Services Director for IIMC. It is the feeling of the Committee that these efforts should continue and that any negative feedback shared or questions raised should be followed up by both Headquarters and Committee members.

## **Summary:**

**IIMC Board Membership Challenge:** An IIMC Board of Directors Membership Challenge was conducted. The goal of this friendly competition among the Region Directors was to bring in as many new members as possible between July 2008 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. I’m happy to report that this friendly competition was successful and 35 new members were recruited as a result of the hard work of the Region Directors.

**The Recruit a New IIMC Member Campaign:** This Program continues to be a proven success for IIMC. In 2008, a total of 75 new members were gained through this Program, and as of April 22, 2009, a total of 13 new members have been joined.

**Recap on Membership Tally 2008/2009:** New members through all of 2008 and the first three months of 2009 total 744. Cancelled members through all of 2008 and the first three months of 2009 total 900. Reinstated members through all of 2008 and the first three months of 2009 total 65. New replacements through all of 2008 and the first three months of 2009 total 322.

Members of the Public Relations & Marketing Subcommittee have developed a creative idea to help with membership drives and new member recruitments. The attached PowerPoint is a result of their hard work and efforts. Vice Chair Mary Johnston and I have reviewed it and believe it to be an outstanding presentation that we believe the Board should consider at their May meeting. We believe these recruitment incentives will generate new members, which is what we are trying to achieve. Special recognition needs to go to Subcommittee Chair Julie Krueger, Mary Johnston, Glen Knox, Shaunna Lee-Rice, Lori Mitchell, and Richard Saathoff for their hard work and successful accomplishments.

**“Good Will Calling:”** One of the most important goals of the Committee for this year was 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. For this past year, the Committee has taken 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 was assigned a state/province/country and was asked to actively making one or two telephone calls or send 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.

The overriding concern we heard most when making contact with members was the same as last year; a feeling of frustration and/or mistrust. Responses the Committee received were that membership feels IIMC continues to change the rules regarding the Education program, the process is too complicated and cumbersome, inconsistent or little information is provided with respect to the CMC, MMC and CMC Recertification process, and a significant time delay is experienced once an application is submitted for consideration. Some members have indicated that they are giving up on moving forward in the program, therefore, they see no value to their membership in IIMC. Committee members and IIMC staff have done their best to encourage those members to retain their membership and continue to work with those in Leadership to help remedy the situation instead of giving up. The Committee agrees that membership has its benefits and the Committee has done its best to encourage members to become active in IIMC either by serving on a Committee or signing up for the mentor program or anyway they feel that they can be of benefit to our organization as well as benefiting themselves by seeing first hand what IIMC has to offer its members.

This past year was particularly challenging and that challenge was directly related to the poor financial state of the economy not only in the United States but also internationally. This was another concern the Committee heard when making contact with members. Many cities are facing severe budget reductions which will ultimately impact the memberships ability to perhaps not only continue their membership with IIMC but also significantly limit any travel and training budgets to allow members to attend education-related training.

**IIMC Membership Survey:** The IIMC Board of Directors developed 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 was distributed to all IIMC members requesting their input. The deadline to complete the survey was October 10, 2008 and the results were received and considered by the Board.

**Financial:**

We have no financial request at this time.

**Recommendations:**

As Chair of the Membership Committee, it has been an honor and privilege to serve IIMC in this capacity. It has been challenging at times due to the fact that there are several members of the Committee who were not active and did not contribute. I would like to echo the recommendation that Past Membership Committee Chair Sharon Cassler presented to the Board last year which is for the Board to consider re-thinking the size of the Committee. There were only 5 people who actively worked on the Committee, which does not include Region Directors and it seems unfair that there are Committee members using their appointment to gain points for their CMC or MMC applications while not actively participating with the Committee.

I would also strongly recommend that the Board receive, discuss and consider the proposal from the Public Relations and Marketing Subcommittee as mentioned earlier in my report.

**Attachment:**

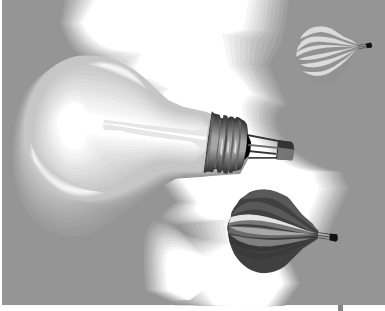
- Public Relations & Marketing Subcommittee Membership Marketing Proposal

**Management's Recommendation:**

We thank this committee for their efforts and perseverance in helping recruit new members while probing for answers as to how to improve IIMC through their "Goodwill Calling" program. We believed the Region Directors membership competition was successful and the Recruit A New Member to Win campaign continues to help with increasing membership.

The Public Relations/Marketing report's recommendations are part of that committee's report.





---

# IIMC Public Relations and Marketing sub-committee

Chair Julie Krueger, MMC  
Mary Johnston, MMC  
Glen Knox, CMC  
Shaunna Lee-Rice, CMC  
Lori Mitchell, CMC  
Richard Saathoff, MMC

# PR/Marketing Sub-Committee

## objective

---

Assist the Membership and International Relations Committees in marketing, targeting and increasing new members, providing incentives and a PR packet for state and regional associations.

# Incentive Program Goals

- ❖ Reward those who recruit new members at all levels
- ❖ Increase the numbers of the organization to broaden the knowledge base
- ❖ Increase the numbers of attendees at the Annual Conferences in order to further the recruitment efforts
- ❖ Give incentives to those who want to attend Annual Conferences
- ❖ Keep the organization stable in order to promote the Clerk profession
- ❖ Keep up with the ever changing world by expanding membership base



# Incentive Program process

When a member recruits a new member(s) that joins IIMC they would be eligible for:

1. Scholarship points equal to a \$200.00 discount toward an IIMC Conference
2. A discount on a function at a Conference
  - a. Their Region will also get the opportunity to enter a lottery if they or their staff cannot attend the Conference.
3. Public announcement of the winners' names, (perhaps at a regional meeting where their peers can hear it).
4. Publication of their name in the IIMC Newsletter.
5. Certificates of appreciation signed by the IIMC President.

# Additional options

If a member recruits members they would be eligible for an additional discount to a conference event or some other reward for those who can't attend the conferences such as:

1. For recruiting one new member IIMC merchandise valued to a maximum of \$50.
2. For recruiting three new members a \$75 American Express, VISA, MasterCard prepaid gift card
3. For recruiting five new members a \$150; combination of \$50 in merchandise and \$100 American Express, VISA, MasterCard prepaid gift card



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: The Board of Directors of IIMC

From: Public Relations and Marketing Committee

Date: April 17, 2009

Subject: Final Report



---

**Background:** The goals of the PR/Marketing Committee were to assist the Membership and International Relations Committees with increasing membership; continue the implementation of the Five-year Plan; support a continuous flow of articles to the Digest and the develop criteria and methodology for promoting Municipal Clerk's Week.

**Discussion:** I am proud to report that the committee members have done an outstanding job dedicated to the mission set for the committee by the IIMC. The committee was divided into four subcommittees to make recommendations to the Board on the aforementioned goals. In addition, as you are aware, several of the committees worked in conjunction with other committees to develop recommendations. The PR also reviewed the application for the Governance Award.

**Financial:** The financial request to update the website was covered in the overall IIMC Public Relations budget.

**Summary:** The Committee has worked very hard and has made recommendations that will be attached to this report. We feel certain that the implementation of these recommendations will further the goals of IIMC and serve to strengthen the membership, expand its profile in cities and towns across the country, and garner interest and participation in the IIMC.

**Recommendations:** Attached you will find a copy of the Five-year Plan which is inclusive of the goals and objectives of the PR/Marketing Committee as a whole. In addition, I am attaching recommendations from the subcommittees to accomplish some of the goals listed in the plan and will be beneficial to next year's committee.

## **MANAGEMENT'S RECOMMENDATION:**

One of the main components of this committee's 2008/09 charge was to help promote Municipal Clerks Week. In the past, IIMC promoted this Week to members and provided an array of materials to help them promote the office of the Clerk. That has not been working, since our members are reluctant to promote themselves. In retooling this promotion, IIMC staff asked members to send us the email address of their mayors and council members so we can announce Municipal Clerks Weeks directly to them. This was a popular move with more than 600 emails targeted to those specific individuals. No word on whether or not Clerks received any recognition, but it is the most requests we've ever received regarding this promotion.

We believe the survey to the Associations is beneficial and anticipate the results.

### **The five year plan:**

Working with the Membership Committee, staff continues to actively recruit new members. At this time, staff is compiling a list of First American Nations to generate new members.

Management's comments are in bold next to each directive:

- Mass mail IIMC membership postcards to all municipalities by January 2010 – **funds have been set aside for this promotion.**
- Provide additional educational information in IIMC News Digest along with a special section of Who's Who in IIMC to showcase municipal clerk professionalism by October 2009 – **we welcome these articles**
- Research the hiring of additional IIMC staff member or outside marketing firm to handle recruitment/marketing duties-decision by March 2010 – **this will have to wait until our resources are stable**
- Develop power point presentation as a marketing tool to be used at conferences, institutes and seminars by January 2010 (with Membership Committee) – **IIMC has a power point presentation that every Region Director can use to promote IIMC and it's programs.**
- "Region of the Month" Program to highlight region and recruit new members (with Membership Committee) – **Need more information on this program, but it has merit. Perhaps, the Region Directors can supply the News Digest with updates on their Regions.**
- Promote/market to Regions X and XI ListServe as global communication tool – **As part of our sponsorship agreement with MuniCode, we have our ListServ, however, we need to actively promote it.**
- Promote/market IIMC's ideals to other professional organizations (ICMA, NLC, ARMA etc.)-develop clerk articles for each associations' publications – **yet to accomplish articles but working on this. We have made progress in affiliating with ARMA, NAGARA, and CoSA.**
- Review current and past marketing strategies; update 5 Year Marketing Plan – **on-going**
- Assist other IIMC Committees to achieve their goals and objectives – **on-going**

### **Year 2 (2010-2011)**

- Research an increase in the membership fee schedule by January 2011 – **Per Policy, IIMC's next fee review will be in 2011**



# **INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**

## **FIVE YEAR MARKETING PLAN**

**2009 - 2014**

## **1.0 Executive Summary**

Founded in 1947, the International Institute of Municipal Clerks (IIMC) is the leading professional nonprofit association of Municipal Clerks and officials from cities and towns around the world. IIMC currently has approximately 10,100 Members, mostly from the United States and Canadian municipalities.

IIMC sponsors continuing education programs at its annual conference and through 46 university-based Institute programs. IIMC also offers professional certification and networking opportunities among its membership. IIMC provides research and information through its monthly News Digest, Web Site and Resource Center.

The work of the association is done through its leadership of a 26 member Board of Directors and their respective committees and task forces.

In addition, IIMC Headquarters staff provides Members of the association with the support and information they need.

The Municipal Clerks Educational Foundation (MCEF) is a related fundraising organization for IIMC. MCEF provides funds for educational programs and member scholarships among its many contributions. IIMC and MCEF appreciate the support of their donors and corporate partners.

Major challenges face IIMC for the future. These include the retention of current membership levels, recruitment of new Members, involvement of international Members and establishing new educational programs for Members. The Board of Directors, staff and committee members must continue to work toward providing quality educational programs and up to date information in the most effective manner for the future of this exceptional organization.

## **1.2 Mission Statement**

“The Mission of the International Institute of Municipal Clerks is to foster professionalism in local government through education”.

## **2.0 Situation Analysis**

Marketing all programs and services provided by IIMC is critical to the success of the organization. The basic market need is the expansion of educational programs and communicating the importance of membership and education certification to non-member municipal clerks around the world.

IIMC’s primary goal is to actively promote the continuing education and professional development of Municipal Clerks through extensive education programs, certification, publications, networking, annual conferences and research. As an educational catalyst, IIMC inspires Clerks to expand and advance beyond their present levels of development.

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.

## **2.1 Market Summary**

Through intense market analysis, IIMC has acquired sufficient knowledge to better understand its Members and their needs. As a result, IIMC is able to communicate in a manner that will enhance all services it provides to the membership.

### **2.1.1 Market Demographics**

**Geographics** – IIMC serves approximately 10,100 plus Members in municipalities of 250 people to more than 10 million people in United States, Canada, Eastern Europe, South Africa, Australia, Asia, and the Middle East.

**Demographics** – Membership consists of male and female Members. As of December 31, 2008, 43% had earned their Certified Municipal Clerk designation; 11% earned recertification; and 7 % had earned their prestigious Master Municipal Clerk designation.



**Market Behaviors** – IIMC continues to enjoy support by its Members for the educational sessions offered at the annual conference or through Long Distance Learning available on the association website. This is evident by the number of attendees at Institutes, Academies and the Annual Conference each year.

#### **2.1.2 Market Needs**

IIMC provides educational sessions and support to all of its Members for the purpose of obtaining certification through the organization. IIMC also provides access to its many services through the website and by offering long distance learning opportunities for Municipal Clerks unable to attend education sessions offered by IIMC.

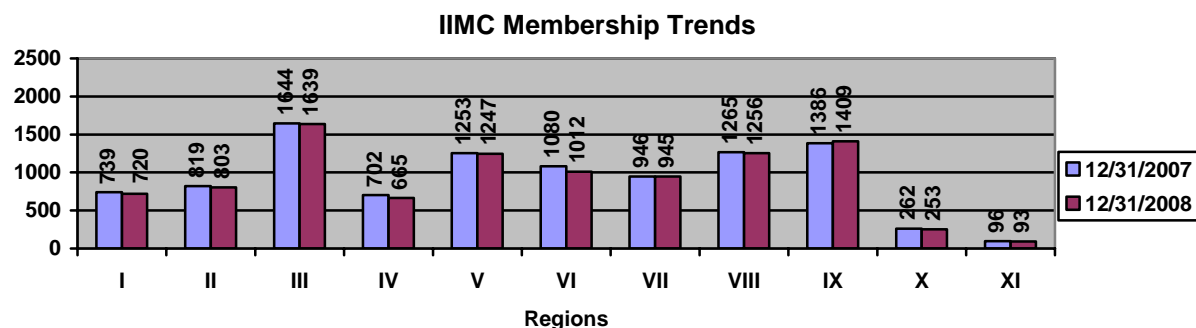
#### **2.1.3 Market Trends**

The market trend since 2002 has shown membership holding steady at approximately 10,200 Municipal Clerks and Associates. There is an increased demand for more services to Members via the Internet to reach Members who have no access to educational programs. There is also a need to increase the awareness of IIMC with state/provincial/national associations and help build and maintain working relationships with fellow municipal organizations such as ICMA, ARMA, NAGARA, and NLC.

#### **2.1.4 Market Growth**

There is a huge market need for IIMC to promote its products and services to all municipalities around the world. Currently, IIMC memberships has held steady at approximately 10,100 for the past three years. The goal for the Board of Directors is to increase membership by 1% each year over the next five years. Current membership as of December 31, 2008 is 10,048.

IIMC is in the initial stages of partnering with associations in the United Kingdom and Western Europe. These partnerships will expand IIMC's membership base and provide benefits to those municipal clerks in these regions.



	2009	2010	2011	2012	2013
Membership Growth (1%)	10,148	10,249	10,351	10,455	10,560

## 2.2 SWOT Analysis

### 2.2.1 Strengths

The following outlines key strengths of the organization:

- Communications with state/provincial/national associations
- IIMC website
- Monthly News Digest to all Members
- Educational sessions at institutes, academies and regional/annual conferences
- Message board for members to utilize
- Networking opportunities

### 2.2.2 Weaknesses

- Struggle to retain/increase membership
- Not meeting the educational needs of International Members
- Lack of available resources for IIMC staff to perform marketing duties
- Language barriers between North America and International Members

### 2.2.3 Opportunities

- Broaden the use of the Internet and Website to reach Municipal Clerks in smaller communities and international communities
- Update current publications to reflect the ever changing world of Municipal Clerks
- Increased communication with state/provincial/national organizations
- Provide educational sessions/institutes to meet the needs of International Members

#### **2.2.4 Threats**

- Members not completing certification due to change in education requirements
- Inability to reach Municipal Clerks in smaller municipalities
- Negative change in the economic climate could reduce the number of Members applying or renewing their memberships
- Communication barriers between North America and International Members

### **2.3 Alternative Providers**

Services are provided to the membership through state and provincial associations, state municipal leagues, records management associations and parliamentary associations.

### **2.4 Services Offered**

IIMC offers educational materials and seminars to all of its Members through institutes/academies, regional and annual conferences and through the IIMC website. IIMC provides networking opportunities for Municipal Clerks at conferences and seminars and on the website.

### **2.5 Keys to Success**

- Increase membership 1% each year for the next five years
- Expand services through the website such as a message board for Members to utilize
- Research and develop educational programs that meet the needs of today's Clerks around the globe
- Expand the recognition of IIMC to other affiliates.

- Increase communication by Region Directors to their respective membership in the form of a letter or newsletter.

## **2.6 Critical Issues**

IIMC strengths are impressive but the weaknesses have been identified and could be resolved. IIMC has many opportunities to experience growth in the next five years while making the organization financially sound. Increased efforts are needed to capture those non-member Municipal Clerks via advertising, publications, mailings and the website. IIMC has the ability to continually offer exceptional educational sessions to the membership.

Critical issues are as follows:

- Continue to offer programs that benefit all Municipal Clerks
- Communicate to public officials the value of IIMC membership and how membership will be a benefit to the community
- Increased communication by Region Directors to the membership.
- Education criteria for certification
- Retention of current members and attracting new members

# **International Institute of Municipal Clerks**

## **5 Year Marketing Plan Action Steps**

### **Year 1 (2009-2010)**

- Increase membership by 1% in all regions
- Mass mailing of IIMC membership postcards to all municipalities by January 2010
- Provide additional educational information in IIMC News Digest along with a special section of Who's Who in IIMC to showcase municipal clerk professionalism by October 2009
- Research the hiring of additional IIMC staff member or outside marketing firm to handle recruitment/marketing duties-decision by March 2010
- Continued promotion/marketing of Municipal Clerks Week in May
- Develop power point presentation as a marketing tool to be used at conferences, institutes and seminars by January 2010 (with Membership Committee)
- "Region of the Month" Program to highlight region and recruit new members (with Membership Committee)
- Promote/market to Regions X and XI ListServe as global communication tool
- Promote/market IIMC's ideals to other professional organizations (ICMA, NLC, ARMA etc.)-develop clerk articles for each associations' publications
- Review current and past marketing strategies; update 5 Year Marketing Plan
- Assist other IIMC Committees to achieve their goals and objectives

### **Year 2 (2010-2011)**

- Increase membership by 1% in all regions
- Review current and past marketing activities; update 5 year Marketing Plan
- Research an increase in the membership fee schedule by January 2011
- Review website development and upgrade if necessary

### **Year 3 (2011-2012)**

- Increase membership by 1% in all regions
- Review of IIMC's website making sure it is meeting the needs of the membership and update accordingly
- Market the credentialing of IIMC
- Preliminary discussion of future marketing needs; update 5 year Marketing Plan

### **Year 4 (2012-2013)**

- Increase membership by 1% in all regions
- Review the marketing activities for the past five years and set marketing goals for the next five years; update 5 year Marketing Plan

### **Year 5 (2013-2014)**

- Increase membership by 1% in all regions
- Review of website to see if it meets needs of membership
- Revamp of marketing materials
- Review and update 5 year Marketing Plan

DRAFT Survey  
IIMC Public Relations/Marketing Committee

PURPOSE: Learn what State and regional Associations need from IIMC to promote membership in IIMC:

Association Name:

Contact Information:

1. Does your State/Provincial Association currently promote the benefits of IIMC membership? If yes, please describe how it is promoted.
2. Does your Association produce a newsletter or other communication piece? How frequently?
3. Would your Association be interested in printing information regarding the benefits of IIMC membership in your publication?
4. Does your Association have a particular committee that promotes membership and professional development?
5. Do your IIMC Region Directors attend your Association conferences?
6. Is there an opportunity at your conferences for IIMC Directors or Committee representatives to discuss the benefits of membership in IIMC?
7. Would your Association like to have membership brochures and information regarding IIMC to distribute:
  - A. At your conferences?
  - B. With Association new member packets?
  - C. Other? (Please describe)

Additional Comments:

## Clerk's Week:

### Ideas to help promote Clerk's Week:

- Develop some sort of packet for Clerks to use when asked to make a presentation for Career Day at school. Include age appropriate information and maybe stickers/coloring book.
- Develop some sort of testimonial page for encouragement and use by our fellow Clerks.
- Offer a prize to encourage Clerks to ask their boards proclaim "Municipal Clerk Week" in their community. The Clerk would send proof of the proclamation being issued to IIMC and their name would go into a drawing (either all of IIMC or by Region or by State) for something from the coming soon "IIMC Boutique".
- Develop a history of the Municipal Clerk's Office and how duties/procedures of changed throughout time. We are the oldest legal profession.
- Encourage IIMC to send the press release to all the major newspaper with the contact information for the State Presidents. I know this is added work for IIMC but press release coming from HQ might seem so self-serving.
- Instead of mailing the information regarding Municipal Clerk Week directly to the Mayors, again so the request to proclaim Municipal Clerk Week doesn't seem so self-serving.
- There was talk at time of developing/pursuing a U.S. Commemorative Postage Stamp for Municipal Clerk Week. I don't remember why this wasn't pursued further.

**To:** IIMC BOARD OF DIRECTORS

**From:** POLICY REVIEW COMMITTEE  
PAMYLA MEANS, CHAIR

**Date:** APRIL 18, 2009

**Subject:** FINAL REPORT TO THE BOARD OF DIRECTORS

---



### **Background**

The Policy Review Committee was formed by the IIMC Board of Directors at the request of President Dyanne Reese. The purpose of this committee is to monitor and provide policy guidance to ensure purpose, consistency, accuracy and fair application of IIMC policies and procedures. To review policies, positions and perspectives regularly and recommend appropriate revisions to the IIMC Board of Directors.

### **Discussion**

The Policy Review Committee members (Attachment #1) were divided into subject area groups to assist in the formulation of recommendations which were subsequently approved by the entire committee and submitted to the IIMC Board of Directors for consideration. The review included comparison with the IIMC Constitution, current practice, and requests submitted. Sub-committees met numerous times and meetings of the entire committee were held on August 6, August 27 and September 17, October 15 and November 19, 2008, and January 21, March 11, April 1, and an email meeting on April 10, 2009.

### **Financial**

At the onset of the committee's process, a budget request was 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. These recommendations are contained in:

- 1) Mid Year Report dated October 6, 2008 – recommendations 1 through 12.
- 2) Addendum to Mid Year Report dated October 16, 2008 – recommendations 13 through 18.
- 3) Final report – recommendations 19 through 34.

Attached (Attachment #2) are minutes from the November 19, 2008 Policy Review Committee meeting outlining the outcome of the IIMC Board of Directors Mid Year Board Meeting and actions taken on this committee's recommendations.

Also attached for reference are minutes from the various Policy Committee meetings.

NOTE: IIMC's Management's Recommendations for the Policy Committee's recommendations 19 through 34 follow each recommendation rather than at the end of the report.



## **Recommendation**

In addition to recommendations 1 through 18, the committee submits the following recommendations:

19. That Article IV Officers and Region Directors, (B) be amended as follows:

“In the event that an IIMC Board member relocates their employment outside the region they represent, they may retain their position based upon the following conditions:

- i. Written documentation of support from their state/province/country association which they moved from; and
- ii. Written documentation of support from at least 2/3 of the states/provinces/or countries from the region which they moved from; and
- iii. Must have no more than one year left to complete his/her term; and
- iv. Must be eligible to retain full or additional membership to hold office; and
- v. Copies of documentation shall be filed with IIMC Headquarters.”

### **MANAGEMENT’S RECOMMENDATION:**

We agree with the policy. Over the last 10 years, we’ve had a half dozen board members and two presidents relocate during their term, yet fail to provide proper documentation (see #29) to ensure that they are supported in their new municipality.

20. That Policy M-4 (Honorary Members –Standards), paragraph 2 be amended as follows:

Upon retirement or assumption of positions other than Municipal Clerk, IIMC Past Presidents shall be presented to the Board of Directors for consideration of honorary membership status.

### **MANAGEMENT’S RECOMMENDATION:**

We agree that honorary awards (only award that is not chosen by a specific committee) need the Board’s approval rather than automatic status.

21. Amended previous recommendation regarding Policy M-3 (Dues) (Recommendation #12 as referred back to the Committee from IIMC Mid Year Board Meeting) to provide that memberships be cancelled when six months past due as is current practice. Previous recommendation was three months.

### **MANAGEMENT’S RECOMMENDATION:**

We agree with this recommendation and it is one that works best with Member Services staff.

22. That Constitution be submitted to the membership for amendment to include Region 10 in waiver of requirement to have attended three IIMC Annual Conferences in order to be eligible for Region Director election:

Article XI Annual Business Meeting and Election

(3) Qualifications of Candidates for Region Director

Attendance at three (3) Annual Conferences for candidates from Regions I through IX and two (2) Annual Conferences for candidates from Regions X and XI, which attendance may include the conference at which the candidate’s term would begin.

### **MANAGEMENT’S RECOMMENDATION:**

This recommendation will be voted upon at the annual business meeting. If passed, it will then be sent to the entire membership for their vote and, if passed, will be ratified in the Constitution. Management believes conference attendance has nothing to do with qualifying for a board position and that the entire qualification requirements to be on the Board need a major overhaul.

23. Refer to the Ethical Standards Committee request to develop a recommendation that would enable the IIMC Board to rescind awards/honors bestowed on an individual when membership is terminated not in good standing due to specified circumstances.

**MANAGEMENT'S RECOMMENDATION:**

We agree with this recommendation. However, we are not certain that an award such as the Quill can be rescinded, but certainly an honorary award can be.

24. Executive Committee Endorsements (Previous Recommendation #5) referred back to the Committee from IIMC Board Mid Year Meeting:
- a. Candidates are allowed unlimited e-mails to discuss their candidacy.
  - b. IIMC staff will continue to review all election materials including candidate brochures, biographies, etc., prior to distribution to the membership and, if there is any perceived impropriety with the information provided, the Executive Director will submit the information to the Election Committee for their final recommendation. Candidates can appeal the Executive Director's decision to the Election Committee.
  - c. The Executive Committee members should neither publicly endorse nor provide assistance to any candidate. (The committee members discussed if this recommendation was specific enough to address the Boards concern. The committee decided it would not be appropriate for the Policy Committee to include a list of rules for the candidates not to do. We agreed the word "publicly" included giving any support in writing, email, speeches, or money to a candidate would violate the policy).

**MANAGEMENT'S RECOMMENDATION:**

We agree with these recommendations; however, we don't believe a candidate should have the option of appealing something that the Executive Director has flagged as improper or questionable. The fact that the Executive Director has sent it to the Elections Committee, in essence, should be regarded as an appeal.

25. Recommend membership of Budget and Planning Committee be amended (Previous Recommendation #7 as referred back to the committee from the IIMC Mid Year Board Meeting):

Prelude: The Policy Committee feels it is imperative to have a check and balance between the Executive Committee and the Budget and Planning Committee. The current policy and procedures, with the EC and their appointees as members do not allow this to happen. The proposed policy changes ensure an "arms length" between the EC and the Budget and Planning Committee. The non-EC members of the committee are proposed to be phased in over time as appointees of the Board of Directors as a whole.

Policy Manual, Policy B-1 – Committees – Creation and Appointment:

**Budget and Planning Committee**

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

- 1. The Committee shall consist of not more than six (6) members.
- 2. The President and President Elect shall be voting members and fill two of the positions and the President shall serve as Board liaison.
- 3. Effective May 2010, the Board of Directors shall appoint four (4) members-at-large who, as far as practical, shall be from different regions with experience in financial budgeting. Committee applications will be received for the Board to consider.

4. Two appointees shall serve 3 year terms and two appointees shall serve 2 year terms; thereafter, all appointees will serve 2 year terms.
5. The Chair, Vice-Chair, and Secretary shall be appointed from the members-at-large by the Budget and Planning Committee.
6. The Chair of the Budget and Planning Committee will present the annual financial report to the membership at the annual conference.
7. The Executive Director shall attend all Committee meetings and participate as a non-voting member.

#### **MANAGEMENT'S RECOMMENDATION:**

Since I am also part of this committee, it's difficult for me to discuss its suggested new composition. I did not agree with some of the Policy Committee's recommendations and did voice my opinion.

I agree that this committee should have the responsibility to act in complete freedom regarding checks and balances when it comes to the Organization's budget. From a personal perspective, in the past 2 and half years, the Budget and Planning Committee has been one of the strongest in many, many years. The appointees understood their roles perfectly and believed they reported to the entire Board and Organization and not just the President or Executive Committee.

As far as selecting B&P committee members (#3), Management believe that applications should be vetted by staff and brought to the Board with Management's recommendation.

Management agrees that the Chair of this Committee should present the annual financial report to the membership at the annual business meeting.

26. Amend Policy C-8 – Conference Cancellations to address cancelling membership to enjoy reduced conference rates (Previous Recommendation #1 referred back to the committee from the IIMC Mid Year Board Meeting):

*Committees' comments: 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. IIMC staff shall determine the appropriate deadline dates noted in the policy written above and so publish in the conference materials as appropriate.*

Purpose: To establish a policy for conference cancellation and refunds.

Scope: General

- (1) All requests for cancellations must be made in writing to IIMC Headquarters by mail, fax (909/944-8545). Telephone cancellations will not be accepted. Cancellations received postmarked on or after (date), are non-refundable.
- (2) If written notice is received by (date) regardless of what is cancelled (Academy, Conference Registration or all), a full refund minus a US\$40.00 handling and processing charge will be received. If written notice is received between (date) and (date) 75% of the fee will be refunded. No refunds will be made after (date). Cash refunds are not available at the Conference.
- (3) 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 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.

- (4) IIMC Headquarters will process any refund due within 30 days after the end of the Conference.
- (5) 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.
- (6) Current IIMC members must attend the annual conference as full delegates. Current IIMC members cannot attend the annual conference as a guest or an exhibitor.

**MANAGEMENT'S RECOMMENDATION:**

We agree with all of these recommendations.

- 27. Recommend revision to Policy Manual, Policy M-1 – Membership – Awards regarding the Quill Award. President shall select three past Quill recipients who shall review the nominations and select recipient(s); no more than three awards each year. Serving members of the Board or present and past officers shall not be eligible for this award. See Attachment #3.

**MANAGEMENT'S RECOMMENDATION:**

We agree with everything regarding this recommendation and applaud the new Award Committee's composition. Attachment #3 also provides for a more comprehensive system and process of applying for and winning the award.

- 28. Recommend that Policy Manual, Policy M-4 – Membership – Honorary Members – Standards be amended to add:

- (5) Honorary Memberships may be terminated by recommendation of the Ethical Standards Committee and approval by the Board. If a membership is terminated, past record will be stricken.

**MANAGEMENT'S RECOMMENDATION:**

We concur and believe this action is fair and sends a positive message to the membership that there is recourse for improper or unethical action by a member.

- 29. Proposed amendment to previous recommendation regarding Constitutional amendment to Article IV Officers and Region Directors to add: "If a current Board member or Officer changes municipalities during their term regardless of whether that change is in the same state, out of state, province or country, IIMC requires a letter from the new municipality stating that the person is employed by that municipality and that the mayor and council are aware of their anticipation on the Board of Directors".

**MANAGEMENT RECOMMENDATION:**

We agree. Please refer to recommendation #19.

30. Recommend referral to the Ethical Standards Committee development of conflict of interest requirements for Board Members – to any member with a personal interest/gain in relation to a board consideration, must so disclose and recuse themselves from any participation. .

**MANAGEMENT’S RECOMMENDATION:**

We agree.

31. Recommend that the President work with staff to determine a viable meeting location for the IIMC Board of Directors Mid Year Meeting in the area of IIMC Headquarters (to occur at least every three years) to reduce costs, allow more IIMC staff to participate in this meeting, and board members to visit IIMC Headquarters.

**MANAGEMENT’S RECOMMENDATION:**

Currently, the only policy pertaining to meetings states that “The times and places of these meetings shall be set by the President.” However, there is no policy regarding how or why a location for the mid-year meeting is chosen. It’s been the practice of each President to choose a place and for staff to negotiate the details. Management agrees that there should be criteria set for a mid year location, keeping in mind, costs, travel, accommodations, MCEF. We also agree that every three years, a meeting held in the area of IIMC Headquarters is a logical choice to allow board members to visit headquarters and have all of staff attend a local board meeting.

32. Recommend amend Policy Manual, Policy B-1 - Committees – Creation and Appointment as follows:

Appointment Process (All Committees except the Executive Committee and Budget and Planning)

1. Unless otherwise specified, appointments to Committees shall be made by the Incoming President Elect and Vice President, prior to the end of their term, for the following year. Appointments to Committees shall be ratified by the Board of Directors.
2. The Committee Chairs shall be selected by Incoming President Elect and the Committee Vice Chairs shall be selected by the Vice President. Unless due to extenuating circumstances, the Vice Chair shall move to the position of Chair the following year.
3. Unless otherwise specified, appointments to Committees shall be for a period of one year commencing on the first day of the annual conference (see Election Committee for the exception.)
4. A Committee member whose term is expiring may be reappointed to the same committee at the discretion of the Incoming President and President-Elect; however no person shall be appointed to the same committee for a period to exceed 6 consecutive years.
5. At least six months prior to the annual conference, the Executive Director, or his/her designee shall place an advertisement in the News Digest soliciting volunteers to serve on Committees.
6. Members interested in serving on a Committee shall submit their name, address, phone and fax numbers, e-mail address and their Committee(s) of choice to headquarters in advance of the closing date.
7. All applicants who are not appointed to a committee shall be placed on a reserve list and shall be considered for appointment should a vacancy occur during the year.
8. The President may, at his/her discretion, remove a Committee member, Chair or Vice Chair.
9. The Incoming President shall appoint all Board Liaisons to Standing Committees.
10. The President shall appoint all Board Liaisons to Ad hoc Committees.
11. The Executive Director shall appoint all Staff Liaisons.

## Ad-hoc Committees and Task Forces

1. The President may, at his/her discretion, create an Ad-hoc Committee or Task Force to carry out special projects or tasks as may be determined.
2. Term lengths do not apply to Ad-hoc Committees and Task Forces and typically the Chair, Vice Chair and members shall remain on the Committee or Task Force for the duration of the project.
3. All Ad-hoc Committees and Task Forces shall meet during the annual conference and shall otherwise be governed by the policy for Standing Committees with respect to meetings and finances.
4. Appointments to Ad-hoc Committees and Task Forces, including Board liaisons, shall be made by the President and ratified by the Board of Directors.
5. All Ad-hoc Committees and Task Forces shall make bi-annual reports to the Board of Directors regarding progress and/or final recommendations.
6. Subcommittees of the Board of Directors and Board or Member liaisons to outside organizations and their committees shall be appointed by the President without ratification by the Board of Directors.

### **MANAGEMENT RECOMMENDATION:**

Management does not agree with recommendation #1 – “that all committee appointments shall be ratified by the board.” We’re not certain at which point this would occur. Since staff works with the President Elect and Vice President on acquiring names and creating a roster for each committee prior to the Conference, having the board ratify all committee members seems unnecessary. Management agrees that all Ad Hoc and Task Force creation need Board approval.

Management agrees with all the other points

33. That the IIMC Board of Directors considers submitting the following IIMC Constitutional Amendment to the membership (submitted under separate cover on April 17, 2009 – Attachment #4):

## **ARTICLE V – BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE**

### **B. MEETINGS**

3. Attendance: members of the Board of Directors shall be required to attend all regular meetings of the Board. When a Board member is absent unexcused from two regular meetings during a term of office, the position shall be deemed vacated and shall be filled in the manner prescribed in this constitution. Pursuant to Article VI (Powers and Duties of Board of Directors) the Board shall have the ability to allow at least one excused absence from an IIMC Board meeting within the three year term (excuse must be submitted in writing, approved by the President and submitted to the Board for ratification at the meeting). However, a Board member shall not relinquish their status during the last 12 months of their term if additional absence(s) occur due to an emergency and absence(s) are approved by the President and ratified by the Board.

### **MANAGEMENT’S RECOMMENDATION:**

Management agrees with the Committee’s recommendation to allow for one excused absence from an IIMC Board meeting within the three-year term, providing that the excuse is in writing and meets the approval of the President and Board. Since this is a volunteer Organization and our volunteers, which also includes our Board members, are an integral aspect of how IIMC functions, it occasionally happens that a Board member may find themselves unable to attend a meeting for valid reasons. Board absences are rare, certainly in my 16 years at IIMC; however, they do happen and the Board should express some leniency in that regard.

34. The Policy Committee has referred the following requests to next year's work program:

- (1) Develop a comprehensive organizational chart detailing internal and external relationships (IIMC, MCEF, etc,) and reporting authorities.
- (2) Develop recommendation regarding succession of the President to President Elect depending upon the amount of time remaining on the Presidents' term.

**MANAGEMENT RECOMMENDATION:**

- 1) This chart will need staff's input and will help current and incoming boards to delineate responsibilities in numerous areas from daily operation to conference to MCEF.
- 2) The committee needs to study this further, although there has been no case of this occurring to date.

END

# **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  
Napa, CA 94558

**5/18/2009**

**Frances W. Kersey, MMC**  
City Clerk  
City of Oklahoma City  
200 North Walker Avenue  
Oklahoma City, OK 73102-2232

**5/18/2009**

Phone: (707) 252 7876  
Fax:  
E-mail: meanc@shcglobal.net

Phone: (405) 297-2397  
Fax: (405) 297-3121  
E-mail: frances.kersey@okc.gov

**Member****Term of Service****Member****Term of Service**

**Gwen Azama-Edwards, MMC**  
Retired City Clerk  
From the City of Daytona Beach  
104 Water Turkey Court  
Daytona Beach, FL 32119

**5/18/2009**

**Mary Kayser, MMC**  
City Secretary  
City of Garland  
P.O. Box 469002  
Garland, TX 75046-9002

**5/18/2009**

Phone: (386) 767-8847  
Fax: (386) 760-8481  
E-mail: gwenjazama@aol.com

Phone: (972) 205-2404  
Fax: (972) 205-2399  
E-mail: mkayser@ci.garland.tx.us



**Member** **Term of Service**  
**Gloria A. Leija, MMC** **5/18/2009**  
City Clerk  
City of Casa Grande  
510 East Florence Blvd.  
Casa Grande, AZ 85222-4100  
  
Phone: (520) 421-8600 X 1110  
Fax: (520) 421-8604  
E-mail: gleija@ci.casa-grande.az.us

**Member** **Term of Service**  
**Tom G. Roberts, CMC** **5/18/2009**  
Unified Government Clerk  
Wyandotte County/Kansas City  
701 North 7th St.  
Kansas City, KS 66101-3064  
  
Phone: (913) 573-5260  
Fax: (913) 573-5005  
E-mail: troberts@wycokck.org

**Member** **Term of Service**  
**Olivia P. Woods, CMC** **5/18/2009**  
Retired Municipal Clerk  
From the City of Atlanta  
705 Tara Circle, S.E.  
Atlanta, GA 30354  
  
Phone: (404) 361-3847  
Fax: (404) 366-3127  
E-mail: opwoods@southernco.com

**Board Liaison** **Term of Service**  
**Colleen J. Nicol, MMC** **5/18/2009**  
City Clerk  
City of Riverside  
3900 Main St.  
Riverside, CA 92522-0111  
  
Phone: (951) 826-5557  
Fax: (951) 826-5470  
E-mail: cnicol@riversideca.gov

**Board Liaison** **Term of Service**  
**Bernie White, CMC** **5/18/2009**  
Municipal Clerk  
Cape Breton Reg. Municipality  
320 Esplanade  
Sydney, NS B1P 7B9  
CANADA  
  
Phone: (902) 563-5020  
Fax: (902) 564-0481  
E-mail: bjwhite@cbrm.ns.ca

**Member** **Term of Service**  
**Sheri L. Pierce, CMC** **5/18/2009**  
City Clerk  
City of Valdez  
P.O. Box 307  
Valdez, AK 99686-0307  
  
Phone: (907) 834-3408  
Fax: (907) 835-2992  
E-mail: spierce@ci.valdez.ak.us

**Member** **Term of Service**  
**Tiny B. Washington** **5/18/2009**  
Clerk of Council  
Columbus Consolidated Government  
P.O. Box 1340  
Columbus, GA 31902-1340  
  
Phone: (706) 653-4013  
Fax: (706) 653-4016  
E-mail: twashington@columbusga.org

**Member** **Term of Service**  
**Kathryn M. Young, CMC** **5/18/2009**  
City Clerk  
City of Colorado Springs  
P.O. Box 1575, MC110  
Colorado Springs, CO 80901-1575  
  
Phone: (719) 385-5103  
Fax: (719) 385-5114  
E-mail: kyoung@springsgov.com

**Board Liaison** **Term of Service**  
**Dyanne C. Reese, CMC** **5/18/2009**  
Clerk of Council  
City of Savannah  
P.O. Box 1027  
Savannah, GA 31402-1027  
  
Phone: (912) 651-6441 X 3  
Fax: (912) 651-4260  
E-mail: dreese@savannahga.gov

**Staff Liaison** **Term of Service**  
**Chris Shalby** **5/18/2009**  
Executive Director  
International Institute of Municipal Clerks  
8331 Utica Avenue, Ste. 200  
Rancho Cucamonga, CA 91730  
  
Phone: (909) 944-4162  
Fax: (909) 944-8545  
E-mail: chriss@iimc.com

## ATTACHMENT #2

### IMC POLICY REVIEW COMMITTEE MINUTES

WEDNESDAY, NOVEMBER 19, 2008 (1/11/09 update)

#### (1) Report from IIMC Board of Director's Mid Year Board Meeting

The following actions were reported from the IIMC Mid Year Board meeting (special thanks to Colleen Nicol, Bernie White, Olivia Woods and Chris Shalby):

1. 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".

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."

**ACTION:** Approved – Constitutional amendment to go before members May 2009

2. Include IIMC Code of Ethics in the New Member Orientation, included in the annual conference program book, and prominently displayed at the annual conference. Policy M-2 (Code of Ethics).

**ACTION:** Approved

3. No amendment to Policy B-1 (4) with respect to committee terms as it is clear in the current policy that re-appointments are allowed up to six years.

**ACTION:** Concurred

4. Recommend 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 **employment** 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 **all** states/provinces/or countries from the region which they moved from;
- c. Copies of documentation shall be filed with IIMC Headquarters."

**ACTION:** Referred back to Policy Committee to discuss amendments proposed above. The Board asked for discussion regarding the impacts of this recommendation on Region XI members as well as a recommendation if a director moves, at what point in a term would it be acceptable to permit someone to serve out a term even though they have left their region. Some Board members felt that at least half of the term should be expired before someone could stay in place and some also suggested six months.

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'.

**ACTION:** The Election Committee submitted a recommendation; however, the Policy Committee has not received that recommendation. This recommendation has been referred back to the Policy

Committee to review the Election Committee recommendation and resubmit to IIMC Board. The Board asked this committee to address how a policy would be applied and what it would not apply to.

6. Recommendation that 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). **See #14.**
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.  
**ACTION:** Approved in concept and referred back to Policy Committee with request that the Vice-President and Past President remain as members of the Budget & Planning Committee with voting rights and a recommendation for how the remaining committee members are selected (appointed by Board or Executive Committee)
8. Amend Article V Board of Directors and Executive Committee Section A Structure Subsection 2 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.  
**ACTION:** Approved (enthusiastically and unanimously) – constitutional amendment to be submitted to the membership in May 2009.
9. Request that the Executive Director draft amendments to Policies. **See #15.**
10. Request that the Executive Director 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.  
**ACTION:** Approved – Executive Director to submit draft to Public Relations & Marketing Committee and return to Policy Committee.
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.  
**ACTION:** Deferred pending recommendation from Conference & Planning Committee
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

**ACTION:** Approved in concept and referred.

13. Amend Policy A-2 (Memorials) 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.

**ACTION:** Approved.

14. Amend Policy A-4 (Revenues and Expenditures – The Budget Process) 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                      **Budget & Planning for recommendation to the Board of Directors**

20. In the event of an emergency or unanticipated requirement, the Executive Director may at his/her discretion, **with approval of the Budget and Planning Committee**, authorize the reallocation of budgeted expenditures from one account to another to meet the needs of the Corporation provided the total budget estimates are not exceeded and revenue targets are met.

21. 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.

22. 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.”

**ACTION:** Approved.

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.

**ACTION: Approved.**

16. Amend the IIMC Constitution and Policy M04 (Honorary Members – Standards) 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.

**ACTION:** See Recommendation #9 referred back to Policy Committee

**Honorary members are exempt from paying membership dues.**

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 remains at six months.

**ACTION:** Deferred to next Board meeting – lack of time.

18. Amend the IIMC Constitution, Article IV (Officers and Region Directors, subsection D (Vacancies) 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.”

**ACTION:** Deferred to next Board meeting – lack of time.

## ATTACHMENT #3

### Policy Manual Policy M-1 – Membership – Awards

#### Quill Award Policy

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

1. The Quill Award is open to all members of IIMC, deceased members, retired clerks or a clerk who has change positions.
2. Nominations shall be solicited annually from the membership. The following documentation shall be submitted to Headquarters no later than April 1st:
  - a. Resume of Nominee and reason for nomination;
  - b. A written endorsement from the State/Provincial or National Association;
  - c. A written endorsement from the IIMC Region Director.
3. Those receiving the Award shall represent all of the following Criteria:
  - a. At least ten years of service as a Municipal Clerk
  - b. At least ten years of IIMC membership
  - c. Strong and extensive participation in IIMC
  - d. Service in teaching fellow Municipal Clerks
  - e. Involvement with the initiation or administration of an IIMC-approved training Institute or program or any other activity that enhances the professionalism of IIMC members
  - f. Leadership in State/Provincial/National Municipal Clerk professional organizations
  - g. Significant and exemplary contribution to their community
  - h. Significant and exemplary contribution to their State/Province/Country
  - i. Significant and exemplary contribution to IIMC; and
  - j. Significant and exemplary contribution to peers
  - k. Attainment of the CMC Designation
4. IIMC President shall appointment three past recipients of the Quill Award to review the nominations and select the recipient(s).
5. No more than three (3) Awards shall be granted in any one year.
6. The Award and lapel pin shall be presented at an appropriate ceremony during the annual conference.
7. Serving members of the Board of Directors or present and past officers of IIMC shall not be eligible for this award as that such service in itself is the membership's highest recognition, validation of worth, and statement of value to the organization.
8. The names of Quill Award winners shall be published in the conference program and a ribbon shall be provided to all past recipients in attendance at the conference denoting them as award winners.

# **International Institute of Municipal Clerks Quill Award**

## **Nomination Instructions**

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

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

### **Quill Award Policy**

#### **A. Nominations**

1. The Quill Award is open to all members of IIMC, deceased members, retired clerks or a clerk who has changed positions.
2. Nominations shall be solicited annually from the membership. Serving members of the Board of Directors or present and past officers of IIMC shall not be eligible for this award as that such service in itself is the membership's highest recognition, validation of worth, and statement of value to the organization. The following documentation shall be submitted to Headquarters no later than April 1st:

#### **B. Eligibility Requirements**

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

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

#### **C. Selection Criteria**

The Executive Committee shall use the IIMC Quill Award Scoring Form for determining who the successful nominees are for the year. The President shall notify the recipient(s), the recipient's mayor and city manager, and confirm attendance at the annual IIMC, Inc. awards event. IIMC Quill Award Nomination Instructions Page 2 of 2



### **Instructions for Nominator**

- ☐ The completed nomination form and summary must be submitted to IIMC Headquarters by April 1<sup>st</sup>.
- ☐ The individual submitting the nomination should briefly summarize the reasons the nominee should be considered as the Quill Award. This should be done on the form provided or a separate sheet of paper and submitted with the completed nomination form. If the nomination comes from a Chapter or group, one person should be designated to submit the nomination form and summary.

The nominator shall ensure that the following are included with the nomination form:

- a. A written endorsement from the State/Provincial or National Association;
- b. A written endorsement from the nominees IIMC Region Director

- ☐ The nomination form should have complete and accurate information. Additional information that is not specified on the nomination form should not be included as it will not be considered for scoring.
- ☐ Only past and current service should be included on the nomination form. Future service (e.g. nominee is appointed to a committee beginning at a future date; recertification date is future date, etc.) cannot be counted and will not be scored.
- ☐ Points will not be awarded for being a scholarship or award recipient, nor for attendance at classes or conferences, etc. This information should not be included on the nomination form.

### **Instructions for Nominee**

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

# IIMC Quill Award Nomination Form

*Nomination Form should be submitted to IIMC Headquarters by April 1st*

## **Nominee's Contact Information**

Nominee's Full Name \_\_\_\_\_

Current Municipality \_\_\_\_\_ Appointment Date \_\_\_\_\_

Other information if not currently employed as a municipal clerk

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Business Phone \_\_\_\_\_ Email Address \_\_\_\_\_

Mailing Address \_\_\_\_\_

## **Years of Service**

Number of Years as Municipal Clerk: \_\_\_\_\_ yrs.

(Include all municipalities)

From \_\_\_\_\_ to \_\_\_\_\_

(Month/Year)

(Month/Year)

Number of Years as Deputy/Assistant Clerk: \_\_\_\_\_ yrs.

(Include all municipalities)

From \_\_\_\_\_ to \_\_\_\_\_

(Month/Year)

(Month/Year)

## **IIMC Membership/Certification**

Number of Years a Member of IIMC \_\_\_\_\_ yrs.

(Minimum of 10 years to qualify)

From \_\_\_\_\_ to \_\_\_\_\_

(Month/Year)

(Month/Year)

Date of CMC \_\_\_\_\_ Date of MMC \_\_\_\_\_

(CMC required for nomination)

Dates of CMC recertification: \_\_\_\_/\_\_\_\_/\_\_\_\_/\_\_\_\_

## **State, Provincial or National Association Membership/Certification**

Name of State, Provincial or National Association

Number of Years a Member of State Organization \_\_\_\_\_ yrs.

From \_\_\_\_\_ to \_\_\_\_\_

(Month/Year)

(Month/Year)

Date of Certification \_\_\_\_\_ Date(s) of Recertification \_\_\_\_/\_\_\_\_/\_\_\_\_/\_\_\_\_

(If applicable)

## **IIMC Service**

### **Region Director**

\_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Month/Year) (Month/Year)

\_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Month/Year) (Month/Year)

### **IIMC Committee Service**

Committee \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Month/Year) (Month/Year)

Committee \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Month/Year) (Month/Year)

Committee \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Month/Year) (Month/Year)

Committee \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Month/Year) (Month/Year)

### **IIMC Committee Chair Service<sup>1</sup>**

Committee \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Month/Year) (Month/Year)

Committee \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Month/Year) (Month/Year)

Committee \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Month/Year) (Month/Year)

Committee \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Month/Year) (Month/Year)

Committee \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Month/Year) (Month/Year)

Committee \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Month/Year) (Month/Year)

**State, Provincial or National Association Service**

Board Member \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Position) (Month/Year) (Month/Year)

Board Member \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Position) (Month/Year) (Month/Year)

Board Member \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Position) (Month/Year) (Month/Year)

Board Member \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Position) (Month/Year) (Month/Year)

Board Member \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Position) (Month/Year) (Month/Year)

Board Member \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Position) (Month/Year) (Month/Year)

**State, Provincial or National Association Committee Service**

Committee \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Month/Year) (Month/Year)

Committee \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Month/Year) (Month/Year)

Committee \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Month/Year) (Month/Year)

Committee \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Month/Year) (Month/Year)

Committee \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Month/Year) (Month/Year)

**State, Provincial or National Association Committee Chair Service<sup>1</sup>**

Committee \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Month/Year) (Month/Year)

Committee \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Month/Year) (Month/Year)

Committee \_\_\_\_\_ From \_\_\_\_\_ to \_\_\_\_\_  
(Month/Year) (Month/Year)

**Quill Award  
Scoring Form  
POINTS TOTAL**

Years as City Secretary/City Clerk 4 ea.

Year as Deputy/Assistant 1 ea.

MMC 50

CMC Recertification 20 ea

**IIMC Service**

Region Director 25/yr

Committee Service 3/yr.

Committee Chair Service<sup>1</sup> 5/yr.

**State Association Service**

Board Member 25/yr.

Committee Service 3/yr.

Committee Chair Service<sup>1</sup> 5/yr.

**Local Chapter Service**

Officer 5/yr.

Committee Service 1/yr.

Committee Chair Service<sup>1</sup> 2/yr.

**Special Projects/Service<sup>2</sup>**

IIMC 10 ea.

State Association 5 ea.

Local Chapter 5 ea.

Community Service 5 ea.

Other 5 ea.

**Creation of IIMC/State Association/Local Chapter/Education Sessions 50ea**

**Participation in IIMC/State Association/Local Chapter/Education Sessions**

Instructor 15 ea.

Panel Member 10 ea.

Convener/Coordinator (e.g. IIMC/State/Chapter Seminars) 3 ea.

**Leadership** 0 150 pts

**TOTAL SCORE**

**Specific Nomination/Scoring Category Footnotes**

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

**2Special Projects** – This could include the following: (1) Professional articles published in the State Association Newsletter, State Municipal League Magazine, IIMC Newsletter, authorship in a Municipal Clerks Handbook. (This does not include articles that are required as a result of a position that is currently held since points for that service are calculated as a part of holding that position; e.g. Scholarship Committee Chair is required to submit an article about the scholarship application, etc.) ; and (2)

Planning and coordinating local chapter seminars, IIMC conferences, service on State Municipal League committees, etc.

Name of Nominee:\_\_\_\_\_ Name of Scorer:\_\_\_\_\_

## ATTACHMENT #4

### INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Pamyla Means, Chair Policy Review Committee  
**Date:** April 17, 2009  
**Subject:** Constitutional Amendment – Board Member Absences - Urgency



---

**Background:** The Policy Review Committee was tasked with providing a recommendation to the IIMC Board of Directors regarding Board Member absences. We were asked to submit a recommendation immediately as time is of the essence.

**Discussion:** The IIMC Constitution that was amended in 1996 had the phrase “In the event that an officer or Director does not attend the said Annual Board Meeting and Mid-Term Meeting, the Board, unless a valid reason is given to the contrary, shall declare said office to be vacant and proceed to fill said office...” The current IIMC Constitution says “absent from two regular meetings during a term of office...”. There is an impending urgency as a Board Member currently has an extreme hardship and is seeking approval to be absent from the Annual meeting.

**Financial:** None.

**Recommendation:** That the IIMC Board of Directors considers submitting the following IIMC Constitutional Amendment to the membership:

#### ARTICLE V – BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE

##### B. MEETINGS

3. Attendance: members of the Board of Directors shall be required to attend all regular meetings of the Board. When a Board member is absent unexcused from two regular meetings during a term of office, the position shall be deemed vacated and shall be filled in the manner prescribed in this constitution. Pursuant to Article VI (Powers and Duties of Board of Directors) the Board shall have the ability to allow at least one excused absence from an IIMC Board meeting within the three year term (excuse must be submitted in writing, approved by the President and submitted to the Board for ratification at the meeting). However, a Board member shall not relinquish their status during the last 12 months of their term if additional absence(s) occur due to an emergency and absence(s) are approved by the President and ratified by the Board. .

Reference Materials attached:

- 1) Mid Year Report to the Board of Directors – October 6, 2008
- 2) Addendum to Mid Year Report to the Board of Directors –  
October 16, 2008
- 3) Minutes:  
November 19, 2008 (see Attachment #2)  
January 21, 2009  
March 11, 2009  
April 1, 2009  
April 10, 2009

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC BOARD OF DIRECTORS

**From:** POLICY REVIEW COMMITTEE  
PAMYLA MEANS, CHAIR

**Date:** OCTOBER 6, 2008

**Subject:** MID YEAR REPORT TO THE BOARD OF DIRECTORS

---



## **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:

12. 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.”

13. 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).

14. 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.

15. 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.”

16. 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’.

17. 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).

18. 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.

19. 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.

20. Directed the Executive Director to draft amendments to:
- Policy M-1 Education Honor Award to incorporate current practice of giving an award to an Institute Director each year at the annual conference;
  - Policy A-4 Revenues and Expenditures – the Budget Process to reflect current practice for scheduled budget reviews; and
  - 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.

21. 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.

22. 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.

19. 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.

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

<p><b>Department:</b> Administration</p> <p><b>Subject:</b> Investment Policy, Purpose, Goals and Guidelines</p> <p><b>Policy #:</b> A-1</p>	<p><b>Updating Policy:</b> <b>A-1</b> approved December 6, 2002</p> <p><b>Executive Committee:</b></p> <p><b>Board of Directors:</b></p> <p><b>Amended:</b> October 27, 2006</p>
--	--

*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.

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.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** IIMC BOARD OF DIRECTORS

**From:** POLICY REVIEW COMMITTEE  
PAMYLA MEANS, CHAIR

**Date:** OCTOBER 16, 2008

**Subject:** ADDENDUM TO MID YEAR REPORT - BOARD OF DIRECTORS

---

## 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.
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.
  7. 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>
  9. 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.
  10. 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.

11. 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.”

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.~~

~~2. ——— 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.**

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.**

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.
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.”

IIMC POLICY REVIEW COMMITTEE  
MEETING MINUTES  
WEDNESDAY, JANUARY 21, 2009

(2) Outstanding Assignments – refer to November 19 minutes for details:

1) Recommendation #4 – Board member relocation

**ACTION:** Constitutional amendment (Article IV Officers and Region Directors, (B) Region Directors) revised as follows:

“In the event that an IIMC Board member relocates their **employment** outside the region they represent, they may retain their position based upon the following conditions:

- i. Written documentation of support from their state/province/country association which they moved from; and
- ii. Written documentation of support from **at least 2/3** of the states/provinces/or countries from the region which they moved from; and
- iii. **Must have no more than one year left to complete his/her term; and**
- iv. **Must be eligible to retain full or additional membership to hold office; and**
- v. Copies of documentation shall be filed with IIMC Headquarters.”

2) Recommendation #5 – Executive Committee endorsements

**ACTION:** Continued to next meeting pending Election Committee recommendation and input from Group 2.

3) Recommendation #7 – membership of Budget & Planning Committee

**ACTION:** Continued to next meeting pending Group 2 input.

4) Recommendation #9 – Honorary Membership for Past Presidents

**ACTION:** Amend Policy M-4 (Honorary Members –Standards), paragraph 2:  
**Upon retirement or assumption of positions other than Municipal Clerk, IIMC Past Presidents shall be presented to the Board of Directors for consideration of honorary membership status.**

5) Recommendation #11 – canceling membership to enjoy reduced conference rates

**ACTION:** Continued to next meeting pending recommendation from Conference & Planning Committee.

6) Recommendation #17 – cancellation of membership for non payment

**ACTION:** Policy M-3 (Dues). The committee revised its recommendation to provide that memberships be cancelled when **six** months past due as is current practice.

(3) Special and urgent item – Region Director qualifications

**ACTION:** No action taken – item previously approved by committee. Constitutional amendment to include Regions 10 and 11 in waiver of requirement to have attended three IIMC Annual Conferences in order to be eligible for Region Director election.

(3) Special and urgent Item -

- a. Develop a recommendation that would enable the IIMC Board to rescind awards/honors bestowed on an individual when membership is terminated not in good standing due to specified circumstances.

**ACTION:** No action taken. This issue falls under the purview of the Ethical Standards Committee as stipulated in the IIMC Constitution.

- b. Develop a recommendation regarding the Quill Award process:

- \*Provide some criteria to be used in evaluating nominees
- \*Establish a maximum number of persons to be awarded a Quill Award in any one year
- \*Establish a process for selecting those to receive the award – the determination to be made by a committee that includes the President (such as Executive Committee)
- \*Provide that Past Presidents are not eligible to receive the Quill Award

**ACTION:** Referred to Sub Group 3 for input.

- c. Develop recommendation that all presidential appointments must be confirmed by the IIMC Board of Directors.

**ACTION:** Referred to Sub Group 1 for input.

Next meeting scheduled for Wednesday, March 11. Sub Groups to submit recommendations to committee members no later than February 25, 2009.

## MINUTES OF POLICY REVIEW COMMITTEE

### MARCH 11, 2009 1:00 p.m. CT

Attendance: Frances Kersey, Gwen Azama-Edwards, Mary Kayser, Tom Roberts, Olivia Woods, Colleen Nicol, Bernie White, Sheri Pierce, Kathryn Young and Chris Shalby.  
Absent: Pamyla Means, Gloria Leija, and Tiny Washington.

\*wording in green indicates action/discussion/amendments made at the March 11<sup>th</sup> meeting.

#### (1) a. Recommendation #5 – Executive Committee Endorsements

**Action:** Policy Manual amendment

*Board of Directors Recommendation #1:*

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

**APPROVED BY THE BOARD.**

#### Board of Directors Recommendation #2

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

**APPROVED.** Moved by Olivia, seconded by Tom. Ayes: Gwen, Mary, Frances, Tom, Sheri, Olivia, Kathryn. Abstain: Colleen. Absent: Bernie.

#### Board of Directors Recommendation #3

The Executive Committee **members** should neither **publicly** endorse nor provide assistance to any candidate.

The committee members discussed if this recommendation was specific enough to address the Boards concern. The committee decided it would not be appropriate for the Policy Committee to include a list of rules for the candidates not to do. We agreed the word “publicly” included giving any support in writing, email, speeches, or money to a candidate would violate the policy.

**APPROVED AS AMENDED:** (Amendment: add “members”). Moved by Tom, seconded by Olivia. Ayes: Ayes: Gwen, Mary, Frances, Tom, Sheri, Olivia, Kathryn. Abstain: Colleen. Absent: Bernie.

#### (1) b. Recommendation #7 – Membership of Budget and Planning Committee

**Prelude:** The Policy Committee feels it is imperative to have a check and balance between the Executive Committee and the Budget and Planning Committee. The current policy and procedures, with the EC and their appointees as members, do not allow this to happen. The proposed policy changes ensure an “arms length” between the EC and the Budget and Planning Committee. The non-EC members of the committee are proposed to be phased in over time as appointees of the Board of Directors as a whole.

**Action:** Policy Manual amendment revise as follows:

**Budget and Planning Committee**

~~1.~~

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

~~1 2.~~ The Committee shall consist of not more than six (6) ~~seven (7)~~ members ~~and one (1) Board Liaison, who, as far as practical, shall be from different regions and with financial budgeting experience.~~

~~2 3.~~ The President, ~~Immediate Past President~~ and ~~Incoming~~ President Elect shall be voting members and fill two ~~three~~ of the positions and the ~~Vice~~ President shall serve as Board liaison .

~~4.~~ ~~The remaining four positions shall be former Board Members to be appointed as follows:~~

~~a. Chair and one additional non-advancing member to be appointed by the Incoming President Elect.~~

~~b. Vice Chair to be appointed by the Vice President.~~

~~c. One appointment to be made by the Vice President immediately following their election to office.~~

~~3.~~ Effective May 2010, the Board of Directors shall appoint four (4) members-at-large who, as far as practical, shall be from different regions with experience in financial budgeting. Committee applications will be received for the Board to consider.

~~4.~~ Two appointees shall serve 3 year terms and two appointees shall serve 2 year terms; thereafter, all appointees will serve 2 year terms.

~~5.~~ The Chair, and Vice-Chair, and Secretary shall be appointed from the members-at-large by the Budget and Planning Committee.

~~6.~~ The Chair of the Budget and Planning Committee will present the annual financial report to the membership at the annual conference.

~~7.~~ The Executive Director shall attend all Committee meetings and participate as a non-voting member.

The Committee discussed considering term limits for the appointees, including the Vice-President as a non-voting member, and an application process for the appointees. After a lengthy discussion the following motions were considered.

**MOTION DIED FOR LACK OF A SECOND.** Moved by Olivia to allow the Vice-President to serve as a non-voting member except in the case of tie and serve as board liaison and recording secretary.

**MOTION FAILED.** Moved by Tom, seconded by Sheri to allow the Vice-President to serve as a non-voting member and serve as board liaison and recording secretary. Ayes: Mary, Tom, Olivia, and Sheri. Nays: Gwen, Frances, Bernie, and Kathryn. Abstain: Colleen.

**APPROVED.** Moved by Tom, seconded by Olivia to provide term limits for appointees: Two appointees to serve 2 year terms and two appointees to serve 3 year terms; thereafter, all appointees to serve 2 years terms. Ayes: Gwen, Mary, Frances, Tom, Bernie, Olivia, Sheri, and Kathryn. Abstain: Colleen.

**APPROVED.** Moved by Shari, seconded by Tom to provide the Chair of the Budget and Planning Committee will present the annual financial report to the membership at the annual conference. Ayes: Gwen, Mary, Frances, Tom, Bernie, Olivia, Sheri, and Kathryn. Abstain: Colleen.

(1) c. Recommendation #11 – canceling membership to enjoy reduced conference rates – pending recommendation from Conference & Planning Committee.

**APPROVED.** Moved by Mary, seconded by Gwen to include current IIMC members can only attend as a full member. Ayes: Gwen, Mary, Frances, Tom, Bernie, Olivia, Sheri, Colleen, and Kathryn.

**APPROVED.** Moved by Mary, seconded by Olivia, to include IIMC members cannot attend as guests or exhibitors. Ayes: Gwen, Mary, Frances, Tom, Bernie, Olivia, Sheri, Colleen, and Kathryn.

<b>International Institute of Municipal Clerks Policy Manual</b>
--

Department: Conference  Subject: Conference Cancellations and Refunds  Policy # C-8	Approvals  Staff:  Executive Committee:  Board of Director:
---	---

*Committees' comments: 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 received**. 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 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 end 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.**

Current IIMC members must attend the annual conference as full delegates. Current IIMC members cannot attend the annual conference as a guest or an exhibitor.

**IIMC staff shall determine the appropriate deadline dates noted in the policy written above and so publish in the conference materials as appropriate.**

**APPROVED.** Moved by Colleen and seconded by Tom to reschedule the remaining agenda items to another meeting. Ayes: Gwen, Mary, Frances, Tom, Bernie, Olivia, Sheri, Colleen, and Kathryn.

The meeting adjourned at 3:10 p.m. CT

IIMC POLICY REVIEW COMMITTEE  
MEETING MINUTES

WEDNESDAY, APRIL 1, 2009

Budget Committee Changes

Chris Shalby asked for clarification as to the effective date of the committee's recommendation regarding a change in composition of the Budget & Planning Committee. Tom Roberts indicated that the intent was to move into the new composition as of May 2010.

Outstanding Assignments (from March 11 meeting):

Develop a recommendation regarding the Quill Award process (1.d.):

- \*Provide some criteria to be used in evaluating nominees
- \*Establish a maximum to be awarded a Quill Award in any one year
- \*Establish a process for selecting
- \* Provide that Past Presidents are not eligible

President shall select three past Quill recipients who shall review the nominations and select recipient(s); no more than three awards each year. Serving members of the Board or present and past officers shall not be eligible for this award. Moved/seconded/carried to approve as attached.

Develop recommendation that all presidential appointments must be confirmed by the IIMC Board of Directors – Policy B-1. The committee asked Group #1 to reword the policy so that applies to committees such as those spelled out in the IIMC Constitution, standing committees, ad hoc, task force and named committees. It excludes sub-committees of the Board or those appointments covered by a previously authorized/adopted policy. It is recommended that this change be effective May 2010.

Report from Ethical Standards Committee re: Request for a recommendation that would enable the IIMC Board to rescind awards/honors bestowed on an individual when membership is terminated not in good standing due to specified circumstance. Moved/seconded/carried to recommend that Honorary Memberships may be terminated by recommendation of the Ethical Standards Committee and approval by the Board. If a membership is terminated, past record will be stricken.

Proposed amendment to previous recommendation regarding Article IV Officers and Region Directors to add: "If a current Board member or Officer changes municipalities during their term regardless of whether that change is in the same state, out of state, province or country, IIMC requires a letter from the new municipality stating that the person is employed by that municipality and that the mayor and council are aware of their anticipation on the Board of Directors." Moved/seconded/carried to approve.

Develop conflict of interest requirements for Board Members – to any member with a personal interest/gain in relation to a board consideration, must so disclose and recuse themselves from any participation. Moved/seconded/carried to refer this to the Ethical Standards Committee.

Delete the requirement to have attended 2 or 3 IIMC annual conferences in order to be eligible to serve on the IIMC Board of Directors as a Region Director and instead require that the person must be an IIMC member in good standing. No action/recommendation by the committee at this time, pending vote by the membership on changes that would affect Region X.



Require that the IIMC Board of Directors meet in the area of IIMC headquarters once every three years. The Committee recommends that the President work with staff to determine a viable location to keep costs down and allow more staff to participate in this meeting as well as the Board of visit Headquarters.

Develop a comprehensive organizational chart detailing internal and external relationships (IIMC, MCEF, etc,) and reporting authorities. The Committee was unable to address this and recommends that it be added to next year's work program.

Provide a recommendation to allow for Board Member excused absence due to unforeseen emergency. The committee will comment and recommend action on this item by April 10, 2009 via email.

Provide a recommendation regarding succession of the President to President Elect depending upon the amount of time remaining on Presidents' term. The Committee was unable to address this and recommends that it be added to next year's work program,

IIMC POLICY REVIEW COMMITTEE  
OUTSTANDING ISSUES

**APRIL 10, 2009 FINAL MINUTES**

The following are comments from the recommendations received:

**1.e. Develop recommendation that all presidential appointments must be confirmed by the IIMC Board of Directors – Policy B-1:**

International Institute of Municipal Clerks

**Policy Manual**

Department:	Board of Directors	Approvals
Subject:	<b>Committees – Creation and Appointment</b>	Staff:
Policy #:	B-1	Executive Committee: September, 2002
		Board of Directors: December 6, 2002
		Amended: May 22, 2004
		Amended: December 4, 2004
		Amended: November 12, 2005
		Amended: October 27, 2006
		Amended: March 8, 2007
		Ratified May 21, 2007

**Purpose:** To establish a policy for the creation of Committees and the appointment thereto.

**Scope:** Board of Directors

**Policy**

Standing Committees

- IIMC shall maintain the following standing Committees:
  - Executive Committee
  - Budget and Planning Committee
  - Conference Education Committee
  - Conference Policy Committee
  - Election Committee
  - Ethical Standards Committee
  - International Relations Committee
  - Membership Committee
  - Mentoring Committee
  - Program Review and Certification Committee
  - Public Relations and Marketing Committee
  - Records Management Committee
  - Research and Resource Committee
- Reformatting of Standing Committees shall be based upon the recommendation of the President and require a vote of the Board of Directors.
- Each committee shall have a chair, vice-chair and an appropriate number of members as needed to accomplish its particular goals and objectives (see Budget and Planning Committee for the exception.)

4. There shall be one or more members of the Board of Directors appointed to each committee who shall:
  - a. Be voting members of the Committee and act as liaison between the Committee and the Board.
  - b. Monitor the activities of the Committee and if required, advise the Chair of any concerns.
  - c. Keep the President, Executive Committee and Board of Directors apprised of the Committee's activities and progress and recommend any action if necessary.
5. There shall be at least one staff member appointed to each committee to serve as Staff Liaison who shall:
  - a. Be a non-voting member of the Committee and provide administrative support to the Committee.
  - b. Provide technical expertise where appropriate and requested.
  - c. Keep the Executive Director informed of the Committee's activities and recommend action if necessary.

#### Appointment Process (All Committees except the Executive Committee and Budget and Planning)

1. Unless otherwise specified, appointments to Committees shall be made by the Incoming President Elect and Vice President, prior to the end of their term, for the following year. Appointments to Committees shall be ratified by the Board of Directors.
2. The Committee Chairs shall be selected by Incoming President Elect and the Committee Vice Chairs shall be selected by the Vice President. Unless due to extenuating circumstances, the Vice Chair shall move to the position of Chair the following year.
3. Unless otherwise specified, appointments to Committees shall be for a period of one year commencing on the first day of the annual conference (see Election Committee for the exception.)
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-Elect~~, however no person shall be appointed to the same committee for a period to exceed 6 consecutive years.
5. At least six months prior to the annual conference, the Executive Director, or his/her designee, shall place an advertisement in the News Digest soliciting volunteers to serve on Committees.
6. Members interested in serving on a Committee shall submit their name, address, phone and fax numbers, e-mail address and their Committee(s) of choice to headquarters in advance of the closing date.
7. All applicants who are not appointed to a committee shall be placed on a reserve list and shall be considered for appointment should a vacancy occur during the year.
8. The President may, at his/her discretion, remove a Committee member, Chair or Vice Chair.
9. The Incoming President ~~Elect~~ shall appoint all Board Liaisons to Standing Committees.
10. The President shall appoint all Board Liaisons to Ad hoc Committees.
11. The Executive Director shall appoint all Staff Liaisons.

#### Executive Committee

The composition and duties of the Executive Committee are set out in Article V of the Constitution.

#### Budget and Planning Committee

SEE PROPOSED CHANGES FROM MARCH 11 MEETING

#### Conference Education Committee

The Conference Education Committee shall work to ensure the IIMC Annual Conference is the premier local government educational experience for all conference delegates.

#### Conference Policy Committee

1. The Conference Policy Committee shall review and recommend policy with respect to conference bidding and the selection process and shall act as a forum to discuss ways and means of improving the non-educational aspects of the conference experience.
2. The Committee shall consist of not more than nine (9) members and two (2) Board Liaisons. As much as possible this committee should be composed of members who have either hosted or shall host an annual conference.

## Election Committee

1. The Election Committee shall conduct and supervise all necessary IIMC elections and make recommendations for updating the Election Policy Manual.
2. Terms of the Election Committee shall commence at the end of the annual conference.

## Ethical Standards Committee

The composition and duties of the Ethical Standards Committee are set out in Article X of the Constitution.

## International Relations Committee

The International Relations Committee shall work to promote IIMC as a partner with national and provincial associations in providing local government professionals with premier educational opportunities, and second, as the international organization of choice for certification of local government professionals. This Committee shall also work to facilitate and promote interaction and networking between IIMC members in various parts of the world.

## Membership Committee

The Membership Committee shall work with the Public Relations and Marketing Committee, the International Relations Committee and staff to increase the number of IIMC members in all Regions.

## Mentoring Committee

The Mentoring Committee shall build relationships between experienced local government professionals and those new to their careers, utilizing especially the valuable knowledge resource that is our retired membership.

## Program Review and Certification Committee

The Program Review and Certification Committee shall work in concert with the IIMC Education Department in monitoring the content and quality of all non-Annual Conference educational programs, and determine the appropriate criteria for various certifications.

## Public Relations and Marketing Committee

The Public Relations and Marketing Committee shall work closely with the Membership Committee and the International Relations Committee to market, publicize and promote IIMC with the dual aims of attracting new members and raising the professional status and image of local government professionals.

## Records Management Committee

The Records Management Committee shall study and make recommendations to the Board of Directors on matters pertaining to records management and shall develop informational materials that will assist IIMC's members with their records management responsibilities.

## Research and Resource Committee

The Research and Resource Committee shall work in concert with the IIMC Education Department to gather information and data on an as-needed basis and provide said information to the IIMC Board of Directors and/or Committees to assist in the decision-making process. This Committee shall also respond to requests for information from IIMC members and suggest new methods for improving the availability and delivery of current and accurate information.

## Committee Goals and Objectives

1. Unless proscribed by the Constitution, Committee Goals and Objectives shall be established each year by the President Elect in consultation with the Vice President, Executive Director, Director of Education, Committee Chairs, Board Liaisons and staff as appropriate.

2. Each Committee shall report twice annually to the Board of Directors on their progress.
3. Each Committee Chair, in consultation with the Vice-Chair and Board Liaison(s), shall report to the President Elect the “Satisfactory” or Non-satisfactory” participation of each member of their assigned committee by January 31<sup>st</sup> of each year...

#### Meetings

1. Each Committee shall convene a meeting at the Annual Conference. Time shall be scheduled in the Conference Program for Committees to meet.
2. Committee members are expected to absorb the cost of telephone calls, faxes, and correspondence.
3. A Committee may, at its own expense, meet during the year; however it cannot commit IIMC to any action or expense without authorization from the Board of Directors.
4. Committees are encouraged to make use of teleconferencing and email in order to facilitate communication between their members as well as between committees if necessary. All teleconferences expected to be financed by IIMC shall be approved in advance by the Executive Director.

#### Finances

1. If a Committee deems it necessary to request financial assistance to conduct its affairs, it must submit a written budget request on the approved form to Headquarters no later than two weeks prior to the scheduled Budget and Planning Committee meeting.
2. No expenses should be incurred until such time as the Committee Chair has been advised that their funding request has been approved.

#### Ad-hoc Committees and Task Forces

1. The President may, at his/her discretion, create an Ad-hoc Committee or Task Force to carry out special projects or tasks as may be determined.
2. Term lengths do not apply to Ad-hoc Committees and Task Forces and typically the Chair, Vice Chair and members shall remain on the Committee or Task Force for the duration of the project.
3. All Ad-hoc Committees and Task Forces shall meet during the annual conference and shall otherwise be governed by the policy for Standing Committees with respect to meetings and finances.
4. ~~The process for making appointments to Ad-hoc Committees and Task Forces shall be at the discretion of the President.~~ Appointments to Ad-hoc Committees and Task Forces, including Board liaisons, shall be made by the President and ratified by the Board of Directors.
5. All Ad-hoc Committees and Task Forces shall make bi-annual reports to the Board of Directors regarding progress and/or final recommendations.
6. Subcommittees of the Board of Directors and Board or Member liaisons to outside organizations and their committees shall be appointed by the President without ratification by the Board of Directors.

END Policy B-1

## 2 Recommendation regarding Board member excused absences:

The constitution does not permit any excused absences for Board members attending IIMC Board meetings for emergencies such as illness or death.

Suggestion that the Constitution be amended (submitted to the membership) to: (1) allow at least one excused absence from an IIMC Board meeting within the three year term (excuse must be submitted in writing, approved by the President and submitted to the Board for confirmation at the meeting); (2) a Board member shall not relinquish their status during the last 12 months of their term if an emergency arises and the term expires at the annual conference.

## ARTICLE V – BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE

### B. MEETINGS

3. Attendance: members of the Board of Directors shall be required to attend all regular meetings of the Board. When a Board member is absent **unexcused** from two regular meetings during a term of office, the position shall be deemed vacated and shall be filled in the manner prescribed in this constitution. Pursuant to Article VI (Powers and Duties of Board of Directors) the Board shall have the ability to ~~(1)~~ allow at least one excused absence from an IIMC Board meeting within the three year term (excuse must be submitted in writing, approved by the President and submitted to the Board for ratification at the meeting); ~~(2)~~—However, a Board member shall not relinquish their status during the last 12 months of their term if **additional absence(s) occur due to** an emergency **arises; the emergency** and absence(s) are **is** approved by the President and ratified by the Board; **and the term expires at the annual conference.**



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Officers and Board  
**From:** Lisa Johnston, RM Chairman  
**Date:** 04/17/09  
**Subject:** Records Management Committee Final Annual Report



---

## 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.*

Midyear:

The original bulletins were jointly published by IIMC & NAGARA and were written by records professionals with a stipend provided by an NHPRC grant. Committee member Diane Gladwell volunteered to review and work on the bulletin that she originally wrote, as she had time. Although committee members were willing to review the bulletins, many did not feel that they had the level of expertise and/or the time to do the rewrite, however most members did feel that some updates would be useful to bring the bulletins current. In addition, the cost to print/publish these bulletins would be costly, unless a grant was received. Because of these constraints, the committee recommends that no more than two (2) bulletins be selected for detailed review and work in any year, unless grant funding has been secured.

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 worked 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 also developed 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.

We would recommend that this issue be discussed further in 2009-2010 to determine how this certification could work with our current structure.

3. *Recommend record management 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 was to have 4-6 articles run during this year, and this year we submitted 2-3.

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.

The Records Management Committee submitted a recommendation to IIMC Board to support the Partnership for the American Record legislation, which would provide funding at the state level for preservation of local government records. At the April 6<sup>th</sup> Board Teleconference, the Board adopted the Resolution of Support.

## **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**

The Committee has also selected topics and speakers for the 2009 Annual Conference. We look forward to learning from those speakers at the Chicago conference (Goal #3). Our work on the first part of Goal #1, Review of the Records Management Technical Bulletins progressed much more slowly. We find that the bulletins do need to be updated, but that the task is too large for volunteer committee members to accomplish in one year. Member Diane Gladwell worked 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 completed its assignment for Goal #2 (Records Management certification) and has forwarded a recommendation to Education and Program Review and Certification Committees. The recommendation has been reviewed by Program Review and Certification, however there are still some areas where clarification is needed. Joann Tilton, Chair of this committee and I have been in communication to resolve the concerns and develop a recommendation that can be presented to the Board at their spring meeting.

The Committee has been most energetic and responsive as a mostly e-mail committee. As a result, committee has been successful in achieving most of our goals. We will continue to monitor Records Management topics and issues and bring that information to our IIMC members.

## **Recommendation**

We would like to recommend the following:

The Records Management Committee would support an ancillary RM certification for clerks. As a second option, we would like to see the RM certificate from NAGARA be accepted for education credit toward the CMC or MMC designation. We understand that there are many issues to resolve to implement this program; however, we believe that it would be a benefit to our member clerks and should be pursued in the next year.

Support Preserving the American Record (PAHR) legislation. With our broad membership base, IIMC can be an active partner both as an organization and by encouraging our individual members.

For IIMC HQ: continue to work on implementing the document imaging program. While we are aware that HQ is short staffed, we believe the overall benefit to IIMC would justify pursuing this project. One way would be to adopt a “from this time forward” and concentrate on adding new items as they are created. Old items would be added based on some assessment of the need to access them and/or the ability to search within the documents. A number of our members have experience with this program and would be please to assist HQ in the project.

For IIMC HQ: As an organization of 60-plus years, IIMC maintains an archive of the history of the organization. To further the staff knowledge and ensure that these files continue to be protected and preserved, we would recommend attending a workshop such as the one sponsored by the Society of American Archivists entitled “Association Archives – Managing Your Institutional Memory” or work with the archival community in California to improve staff practices.

The Committee also recommends special commendation to Diane Gladwell for her work with IIMC HQ on improving the organization’s records management program.

I would like to thank Shirley Gentry, my committee vice-chair, and all the members who have shared their time and talents to make the Records Management Committee so productive.

**Management’s Recommendation:**

NAGARA RM Certification – IIMC should review this Certification strongly in the next few months and determine how to make it a viable commodity for its members. If the Certification is amenable to the membership and there’s an impact to the current budget, then staff and Budget and Planning will have to revisit the budget the Board. If the impact is not until the 2010 budget, then we will consider it for next year.

PAHR – The board of directors has already approved supporting this Act. We’ve already taken steps to promote it to our members through the News Digest and E-Briefings. We will continue to keep this as a high profile subject for our members.

Document Imaging – Lack of staff often precludes us from being on top of this record retention. We will make stronger efforts to make this work to our benefit.

Society of American Archivists – we would be interested in attending a workshop to learn how best to manage our Institutional Memory.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Officers and Board  
**From:** Lisa Johnston, RM Chairman  
**Date:** 05/01/09  
**Subject:** Records Management Committee Final Report  
ADDENDUM



---

## Recommendation

An additional recommendation regarding Goal #2 (*Investigate the possibility of developing reciprocity agreements for joint records management programs with ARMA and/or NAGARA, leading to a separate IIMC certification.*) resulted from a conference call between the Chair of Program Review (Joann Tilton) and the Records Management Chair (Lisa Johnston).

Both Chairs believe that the review of a Records Management Certificate/Certification program deserves additional time and collaboration to allow for a comprehensive recommendation to the Board. To this end, it is proposed that a joint sub-committee; composed of the 2008-2009 and 2009-2010 Chairs (or their designees) of the Program Review and Records Management Committees continue this project review. The subcommittee would look at the impacts and benefits to both the members and IIMC, consulting with IIMC staff as needed, and prepare a recommendation for the Board's consideration no later than the mid-year meeting.

## MANAGEMENT'S RECOMMENDATION

We agree that exploring the possibilities of a separate IIMC certification is warranted and should be assigned for further review.



## 2008 Year-End Budget Notes

The 2008 adopted Budget projected a year-end profit of \$2,787. Due to monitoring expenses in departments such as Executive Committee (travel), Education, an increase in Membership Revenue and keeping a careful eye on the bottom line, 2008 year-end actual ended at \$22,755 in the positive. A few items across the board that helped in overall expenses included reducing staff professional development and travel, using American Express points for Region XI travel, negotiating better contracts with our equipment vendors, and a few other minor cuts helped produce the overall final budget. Here are the salient points in each Department:

### ADMINISTRATION

- Contract Labor – We were over by \$10,000 for not initially budgeting Pilar Archer's time to attend the mid-year, budget and planning and the 2008 Conference. This has been corrected for 2009.
- Workers Comp – The 2007 Workman's Compensation audit invoice in the amount of \$1,665 is included in the 2008 expenses as the invoice was received after IIMC's annual financial audit.
- Computer/Software Support – We were over budget in this area by \$4,200 due to IIMC contracting additional non-budgeted support after finding a virus in our system.

Overall, this Department came in under budget by \$9,800.

### ATHENIAN DIALOGUES

We initially projected a profit of \$1,000 and YTD showed us at a profit of \$1,943.

### BUILDING

- We experienced a loss of revenue from one of our rental offices, approximately \$15,000.
- Mortgage Interest – We understated our interest by \$14,000. We have since corrected this for 2009.

### EXECUTIVE, BOARD AND COMMITTEES

- Executive Committee expenses including travel were reduced by \$22,000 from our initial projection of \$46,000. This is due in large part to a more thoughtful approach to where we're traveling and the residuals from those trips and the Executive Committee members using their own dollars for trips have helped.
- Board – Board of Directors conference expenses have been moved from Conference budget to Board of Directors Committee budget to accurately reflect all board meeting expenditures. Although a budget is not associated within the 2008 fiscal year for such expenses – expenses have been captured within the 2009 fiscal budget accordingly.

## 2008 CONFERENCE

Since Region III is our largest Region in terms of membership, we were optimistic that our initial projection of 950 delegates would be met. However, we were off by approximately 200. By renegotiating our contract with the hotel to eliminate attrition, having a fair amount of local speakers either waive or reduce their fees and travel expenses, a \$15 increase in Delegate registration fees, and a few minor adjustments on site, helped minimize our loss to \$18,430 from the projected profit of \$110,885. A good portion of the loss also was due to the start of a worsening economy and city cuts that prevented a better turnout. Most of this conference came in under budget except for audiovisual, photography, annual banquet and the all conference event.

We also renegotiated the MCEF Purchase Agreement, reducing IIMC's portion of the 80% - 20% sponsorship split with MCEF, to 90% - 10%, allowing us to realize approximately \$16,000 more than what we would have paid with the previous agreement.

## EDUCATION

This department was projected to end 2008 with a loss of \$279,884 instead of a YTD of \$155,000, a variance of \$124,000. Several components comprised this reversal in the overall budget:

- An increase of \$41,500 in revenue due to a huge increase in MMC, CMC and Recertification applications.
- Eliminating or severely reducing costs in these programs: NOCA Accreditation; Distance Education, and Program Development.
- Workers Comp – This department did not budget for workers compensation in 2008 – creating an over budget in the amount of \$2,447. This has been corrected and budgeted for 2009.

## MARKETING

The only area that exceeded budget was the News Digest. The magazine exceed the projected budget of \$93,000 by \$9,000 due to producing several issues over the regular 24 page limit, which is what we allocated for the year.

## MEMBERSHIP

This Department exceeded projected revenues by \$20,000, going over \$1 million in membership dues, a first in IIMC history and realizing after expenses \$900,000 - a variance of \$37,000 from the projected profit of \$864,300. This area, which has been charged with increasing its membership base by 2% each year, has certainly met these expectations.

- Workers Comp – This department did not budget for workers compensation in 2008 – creating an over budget in the amount of \$934. This has been corrected and budgeted for 2009.

**IIMC Financials**  
**FISCAL YEAR 2008**  
**Statement of Financial Position**  
**December 31, 2008**

**ASSETS**

***Current Assets***

General Checking - Vineyard	\$	70,317
MMA - Vineyard Bank		26,757
MMA - Vineyard Bank		55,885
Accounts Receivable		27,691
Inventory		9,682
Prepaid Expense		14,230
Prepaid Conference		33,240

**Total Current Assets**

**\$ 237,802**

***Property & Equipment***

Furniture	\$ 73,943		
Accum Deprn - Furniture		(70,763)	\$ 3,180
Office Equipment	42,028		
Accum Deprn - Office Equipment		(40,665)	1,363
Building	397,448		
Accum Deprn - Building		(75,583)	321,865
Building Improvement - No Rent	140,480		
Accum Deprn - Building Improvement		(31,721)	108,759
Building Improvement - Rent Only	24,928		
Accum Deprn - Building Improvement		(19,588)	5,340
Land			321,408
Building Rental	376,400		
Accum Deprn - Bldg Rental		(71,578)	304,822
Computer Equipment	77,644		
Accum Deprn - Computer Equipment		(63,426)	14,218
Computer Software	90,800		
Accum Amortization - Computer Software		(79,485)	11,315
Loan Cost	16,058		
Accum Amortization - Loan Costs		(4,416)	11,642

**Total Property and Equipment**

**\$ 1,103,912**

**TOTAL ASSETS**

**\$ 1,341,714**



**IIMC Financials**  
**FISCAL YEAR 2008**  
**Statement of Financial Position**  
**December 31, 2008**

**LIABILITIES & EQUITY**

***Current Liabilities***

Accounts Payables	\$ 43,630
Accrued Expense	26,913
Vacation Liability	19,925
ICMA Retirement Liability	-
Deferred Revenue - Dues	620,688
Deferred Revenue - Conference	22,588
Sales Tax Payable	54
MCEF Liability	2,703
MCEF Scholarship	-
<b>Total Current Liabilities</b>	<b><u>\$ 736,502</u></b>

***Long Term Liabilities***

Vineyard Bank - Mortgage	\$ 948,599
<b>Total Long Term Liabilities</b>	<b><u>\$ 948,599</u></b>

**EQUITY**

Equity	(391,529)
Property & Equip Reserves	(11,178)
Building Reserves	20,575
Operating Reserves	15,990
Net Income/(Loss)	22,755
<b>Total Equity</b>	<b><u>\$ (343,387)</u></b>

**TOTAL LIABILITIES & EQUITY**

**\$ 1,341,714**

**IIMC Financials**  
**FISCAL YEAR 2008**  
**SUMMARY TOTALS**

	2008	December 31, 2008			2008 Year to Date			
Department	Adopted Budget	Monthly Actual	Monthly Budget	Variance	YTD Actual	YTD Budget	Variance	2008 % Used
<b>INCOME:</b>								
Administration	23,850	2,016	1,988	29	25,024	23,850	1,174	104.9%
Athenian Leadership Society	15,000	2,315	1,250	1,065	12,920	15,000	(2,080)	86.1%
Building	81,400	3,836	6,783	(2,948)	66,363	81,400	(15,037)	81.5%
Conference	757,555	(150)	-	(150)	626,768	757,555	(130,787)	0.0%
Education	134,000	38,449	34,083	4,365	175,584	134,000	41,584	131.0%
Marketing	68,650	5,506	5,992	(486)	58,626	68,650	(10,024)	85.4%
Membership	1,012,000	86,552	84,333	2,219	1,032,368	1,012,000	20,368	102.0%
Other Income								
<b>Total Income</b>	<b>2,092,455</b>	<b>138,524</b>	<b>134,430</b>	<b>4,094</b>	<b>1,997,653</b>	<b>2,092,455</b>	<b>(94,802)</b>	<b>95.5%</b>
<b>EXPENSES:</b>								
Administration	403,050	38,366	34,538	3,828	389,826	403,050	(13,224)	96.7%
Athenian Leadership Society	14,000	580	1,167	(586)	10,977	14,000	(3,023)	78.4%
Building	163,564	14,239	13,630	609	161,743	163,564	(1,821)	98.9%
Board of Directors	54,000	6,401	47,125	(40,724)	79,263	54,000	25,263	146.8%
Committee - Executive	46,400	2,685	3,867	(1,182)	23,556	46,400	(22,844)	50.8%
Committees - Other	15,000	-	1,250	(1,250)	6,533	15,000	(8,467)	0.0%
Conference	646,670	4,458	4,167	292	645,197	646,670	(1,473)	99.8%
Education	413,884	39,317	33,907	5,410	333,043	413,884	(80,841)	80.5%
Marketing	185,400	16,259	18,155	(1,895)	193,310	185,400	7,910	104.3%
Membership	147,700	12,706	12,308	398	131,449	147,700	(16,251)	89.0%
<b>Total Expense</b>	<b>2,089,668</b>	<b>135,013</b>	<b>170,113</b>	<b>(35,100)</b>	<b>1,974,897</b>	<b>2,089,668</b>	<b>(114,771)</b>	<b>94.5%</b>
<b>PROFIT/(LOSS)</b>								
Administration	(379,200)	(36,349)	(32,550)	(3,799)	(364,802)	(379,200)	14,398	96.2%
Athenian Leadership Society	1,000	1,735	83	1,651	1,943	1,000	943	194.3%
Building	(82,164)	(10,403)	(6,847)	(3,556)	(95,381)	(82,164)	(13,217)	116.1%
Board of Directors	(54,000)	(6,401)	(47,125)	40,724	(79,263)	(54,000)	(25,263)	146.8%
Committee - Executive	(46,400)	(2,685)	(3,867)	1,182	(23,556)	(46,400)	22,844	50.8%
Committees - Other	(15,000)	-	(1,250)	1,250	(6,533)	(15,000)	8,467	0.0%
Conference	110,885	(4,608)	(4,167)	(442)	(18,430)	110,885	(129,315)	-16.6%
Education	(279,884)	(869)	176	(1,045)	(157,459)	(279,884)	122,425	56.3%
Marketing	(116,750)	(10,753)	(12,163)	1,409	(134,683)	(116,750)	(17,933)	115.4%
Membership	864,300	73,846	72,025	1,821	900,919	864,300	36,619	104.2%
<b>Net Profit/(Loss)</b>	<b>2,787</b>	<b>3,511</b>	<b>(35,683)</b>	<b>39,194</b>	<b>22,755</b>	<b>2,787</b>	<b>19,968</b>	<b>816.5%</b>
Control	-	0	-	-	0	-	-	

Notes

**IIMC Financials**  
**FISCAL YEAR 2008**  
**Administrative**

	2008	December 31, 2008			2008 Year to Date			
Description	Adopted Budget	Monthly Actual	Monthly Budget	Variance	YTD Actual	YTD Budget	Variance	2008% Used
<b>INCOME</b>								
Interest	2,800	166	233	(67)	2,380	2,800	(420)	85.0%
Misc Admin Revenue	50	100	4	96	1,645	50	1,595	3289.3%
MCEF Development Contract	21,000	1,750	1,750	-	21,000	21,000	-	100.0%
<b>Total Income</b>	<b>23,850</b>	<b>2,016</b>	<b>1,988</b>	<b>29</b>	<b>25,024</b>	<b>23,850</b>	<b>1,174</b>	<b>104.9%</b>
<b>OVERHEAD EXPENSES</b>								
Salary/Wages	116,500	12,816	9,708	3,108	116,902	116,500	402	100.3%
Contract Labor	105,300	11,956	8,775	3,181	115,317	105,300	10,017	109.5%
Salary Benefits	19,600	1,780	1,633	146	16,901	19,600	(2,699)	86.2%
Payroll Taxes-Employer	11,000	1,035	917	119	11,070	11,000	70	100.6%
Workers Comp Insurance	1,200	214	100	114	4,093	1,200	2,893	0.0%
Computer/Software Purchase	3,800	630	317	313	1,265	3,800	(2,535)	33.3%
Computer/Software Support	24,300	2,272	2,025	247	28,521	24,300	4,221	117.4%
Depreciation Furn/Amortization Exp	19,500	1,569	1,625	(56)	18,945	19,500	(555)	97.2%
Office Equipment Lease	2,800	85	233	(148)	1,636	2,800	(1,164)	58.4%
Office Equipment Maint	3,800	246	317	(71)	3,249	3,800	(551)	85.5%
Office Equipment Purchase	1,000	-	83	(83)	287	1,000	(713)	28.7%
Office Supplies	8,100	575	675	(100)	6,594	8,100	(1,506)	81.4%
Telephone	10,300	1,055	858	196	8,794	10,300	(1,506)	85.4%
Web Site	10,000	18	833	(815)	4,588	10,000	(5,412)	45.9%
Auditor Fees	11,500	962	958	4	11,500	11,500	-	100.0%
Auto Allowance	-	-	-	-	-	-	-	0.0%
Auto Mileage-Staff	300	-	25	(25)	121	300	(179)	40.2%
Copier	13,700	624	1,142	(518)	7,286	13,700	(6,414)	53.2%
Credit Card Fees	1,400	47	117	(69)	3,233	1,400	1,833	230.9%
Insurance-Retiree (*)	11,400	578	1,900	(1,322)	11,457	11,400	57	100.5%
Legal Fees	5,000	-	417	(417)	2,523	5,000	(2,477)	50.5%
Memberships	500	-	42	(42)	691	500	191	138.2%
Payroll Processing	1,600	268	133	134	1,589	1,600	(11)	99.3%
Postage/Courier/Mailing	1,800	201	150	51	2,120	1,800	320	117.8%
Printing	4,000	-	333	(333)	2,603	4,000	(1,397)	65.1%
Professional Develop/Training	4,000	-	333	(333)	625	4,000	(3,375)	15.6%
Shipping	1,000	42	83	(42)	1,228	1,000	228	122.8%
Subscriptions/Publications	200	-	17	(17)	327	200	127	163.5%
Taxes Business	-	25	-	25	50	-	50	0.0%
Staff Travel Accomodations	4,100	-	342	(342)	647	4,100	(3,453)	15.8%
Staff Travel Airfare	1,200	279	100	179	2,284	1,200	1,084	190.3%
Staff Travel Ground	250	75	21	54	318	250	68	127.2%
Staff Travel Meals	500	-	42	(42)	243	500	(257)	48.5%
Staff Travel Other	200	-	17	(17)	61	200	(140)	30.3%
Other	3,200	1,015	267	748	2,760	3,200	(440)	86.3%
<b>Total Administrative Expenses</b>	<b>403,050</b>	<b>38,366</b>	<b>34,538</b>	<b>3,828</b>	<b>389,826</b>	<b>403,050</b>	<b>(13,224)</b>	<b>96.7%</b>
<b>Net Profit/Loss</b>	<b>(379,200)</b>	<b>(36,349)</b>	<b>(32,550)</b>	<b>(3,799)</b>	<b>(364,802)</b>	<b>(379,200)</b>	<b>14,398</b>	<b>96.2%</b>

**IIMC Financials**  
**FISCAL YEAR 2008**  
**Athenian**

Description	2008	December 31, 2008			2008 Year to Date			
	Adopted Budget	Monthly Actual	Monthly Budget	Variance	YTD Actual	YTD Budget	Variance	2008% Used
<b>INCOME</b>								
Athenian Leadership Society	15,000	2,315	1,250	1,065	12,920	15,000	(2,080)	86.1%
<b>Total Income</b>	<b>15,000</b>	<b>2,315</b>	<b>1,250</b>	<b>1,065</b>	<b>12,920</b>	<b>15,000</b>	<b>(2,080)</b>	<b>86.1%</b>
<b>DIRECT EXPENSES</b>								
Athenian Leadership Society	14,000	580	1,167	(586)	10,977	14,000	(3,023)	78.4%
<b>Total Expense</b>	<b>14,000</b>	<b>580</b>	<b>1,167</b>	<b>(586)</b>	<b>10,977</b>	<b>14,000</b>	<b>(3,023)</b>	<b>78.4%</b>
<b>Net Profit/Loss</b>	<b>1,000</b>	<b>1,735</b>	<b>83</b>	<b>1,651</b>	<b>1,943</b>	<b>1,000</b>	<b>943</b>	<b>194.3%</b>

**IIMC Financials**  
**FISCAL YEAR 2008**  
**Building**

	2008	December 31, 2008			2008 Year to Date			
Description	Adopted Budget	Monthly Actual	Monthly Budget	Variance	YTD Actual	YTD Budget	Variance	2008% Used
<b>INCOME</b>								
Rental Income	81,400	3,836	6,783	(2,948)	66,363	81,400	(15,037)	81.5%
<b>Total Income</b>	<b>81,400</b>	<b>3,836</b>	<b>6,783</b>	<b>(2,948)</b>	<b>66,363</b>	<b>81,400</b>	<b>(15,037)</b>	<b>81.5%</b>
<b>DIRECT EXPENSES</b>								
Amortize Loan Costs	1,600	132	133	(1)	1,606	1,600	6	100.4%
Association Fees	2,364	230	197	33	2,418	2,364	54	102.3%
Depreciation Building	28,500	2,372	2,375	(3)	28,497	28,500	(3)	100.0%
Insurance Fire/Property	4,900	314	408	(94)	4,492	4,900	(408)	91.7%
Landscaping	5,400	280	450	(170)	4,870	5,400	(530)	90.2%
Mortgage Interest	57,100	5,778	4,758	1,020	71,558	57,100	14,458	125.3%
Office Cleaning - IIMC	3,200	240	267	(27)	3,060	3,200	(140)	95.6%
Property Tax	15,600	1,244	1,300	(56)	13,932	15,600	(1,668)	0.0%
Repair/Maint Building	8,600	1,800	717	1,083	9,697	8,600	1,097	112.8%
Repair/Maint Grounds	3,600	-	300	(300)	2,213	3,600	(1,387)	61.5%
Supplies	100	-	8	(8)	76	100	(24)	75.6%
Utilities	18,400	1,543	1,533	9	16,423	18,400	(1,977)	89.3%
Allocation to Bldg Reserve	10,000	-	833	(833)	-	10,000	(10,000)	0.0%
Office Cleaning - Tenants	4,200	307	350	(43)	2,902	4,200	(1,298)	69.1%
Commissions	-	-	-	-	-	-	-	0.0%
<b>Total Direct Expense</b>	<b>163,564</b>	<b>14,239</b>	<b>13,630</b>	<b>609</b>	<b>161,743</b>	<b>163,564</b>	<b>(1,821)</b>	<b>98.9%</b>
<b>Net Profit/Loss</b>	<b>(82,164)</b>	<b>(10,403)</b>	<b>(6,847)</b>	<b>(3,556)</b>	<b>(95,381)</b>	<b>(82,164)</b>	<b>(13,217)</b>	<b>116.1%</b>

**IIMC Financials**  
**FISCAL YEAR 2008**  
**2008 Executive, Board & Committees**

	2008	December 31, 2008			2008 Year to Date			
Description	Adopted Budget	Monthly Actual	Monthly Budget	Variance	YTD Actual	YTD Budget	Variance	2008% Used
<b>EXECUTIVE COMMITTEE:</b>								
Telephone	1,200	292	100	192	1,645	1,200	445	137.1%
Travel Accommodations	8,000	390	667	(276)	3,894	8,000	(4,106)	48.7%
Travel Airfare	32,000	1,547	2,667	(1,119)	13,818	32,000	(18,182)	43.2%
Travel Ground	2,000	286	167	119	1,936	2,000	(64)	96.8%
Travel Meals	3,000	169	250	(81)	2,116	3,000	(884)	70.5%
Travel Other	200	-	17	(17)	78	200	(122)	39.1%
Other	-	-	0	0	68	-	68	0.0%
<b>Total Expense</b>	<b>46,400</b>	<b>2,685</b>	<b>3,867</b>	<b>(1,182)</b>	<b>23,556</b>	<b>46,400</b>	<b>(22,844)</b>	<b>50.8%</b>
<b>BOARD OF DIRECTORS:</b>								
<b>General</b>								
Election Expense	1,500	-	125	(125)	10,692	1,500	9,192	712.8%
Insurance Officers & Directors	4,500	-	375	(375)	-	4,500	(4,500)	0.0%
Meeting Expenses	1,000	-	83	(83)	1,164	1,000	164	116.4%
Strategic Planning		4,803	0	4,803	6,778	-	6,778	0.0%
Postage	-	-	0	0	21	-	21	0.0%
Shipping	-	-	0	0	81	-	81	0.0%
Subscriptions/Publications	-	-	0	0	-	-	-	0.0%
Telephone	-	68	0	68	3,080	-	3,080	0.0%
Memorials	500	-	42	(42)	280	500	(220)	55.9%
<b>Mid-Year</b>								
Travel Accommodations	19,000	124	19,000	(18,876)	13,405	19,000	(5,595)	70.6%
Travel Airfare	18,000	714	18,000	(17,287)	13,805	18,000	(4,195)	76.7%
Travel Ground	1,500	40	1,500	(1,460)	2,550	1,500	1,050	170.0%
Travel Meals	7,700	177	7,700	(7,523)	12,502	7,700	4,802	162.4%
Travel Other	300	20	300	(280)	108	300	(192)	36.1%
<b>Conference</b>								
Conf. Accommodations - Board/EC	-	-	-	-	12,384	-	12,384	0.0%
Conf. Travel Airfare - Board/EC	-	-	-	-	430	-	430	0.0%
Conf. Travel Ground - Board/EC	-	-	-	-	294	-	294	0.0%
Conf. Travel Meals - Board/EC	-	-	-	-	992	-	992	0.0%
Conf. Travel Other - Board/EC	-	-	-	-	243	-	243	0.0%
<b>Total Expense</b>	<b>54,000</b>	<b>6,401</b>	<b>47,125</b>	<b>(40,724)</b>	<b>79,263</b>	<b>54,000</b>	<b>25,263</b>	<b>146.8%</b>
<b>BUDGET AND PLANNING:</b>								
Meeting Expenses	-	-	0	0	-	-	-	
Travel Accommodations	3,200	-	267	(267)	2,719	3,200	(481)	85.0%
Travel Airfare	3,600	-	300	(300)	2,190	3,600	(1,410)	60.8%
Travel Ground	700	-	58	(58)	281	700	(419)	40.1%
Travel Meals	1,500	-	125	(125)	1,003	1,500	(497)	66.8%
Travel Other	200	-	17	(17)	-	200	(200)	0.0%
Other	-	-	0	0	-	-	-	0.0%
<b>Total Expense</b>	<b>9,200</b>	<b>-</b>	<b>767</b>	<b>(767)</b>	<b>6,192</b>	<b>9,200</b>	<b>(3,008)</b>	<b>67.3%</b>
<b>CONFERENCE POLICY:</b>								
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>200</b>	<b>(200)</b>	<b>0.0%</b>
<b>EDUCATION / PERSONAL GROWTH:</b>								
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%
Shipping	-	-	0	0	31	-	31	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>31</b>	<b>200</b>	<b>(169)</b>	<b>15.4%</b>
<b>ELECTION CREDENTIALS:</b>								
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%
Postage/Courier/Mailing	-	-	0	0	-	-	-	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>200</b>	<b>(200)</b>	<b>0.0%</b>

**IIMC Financials**  
**FISCAL YEAR 2008**  
**2008 Executive, Board & Committees**

	2008	December 31, 2008			2008 Year to Date			
Description	Adopted Budget	Monthly Actual	Monthly Budget	Variance	YTD Actual	YTD Budget	Variance	2008% Used
<b>INTERNATIONAL RELATIONS:</b>								
Exchange Program	3,000	-	250	(250)	-	3,000	(3,000)	0.0%
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%
Telephone	-	-	0	0	27	-	27	0.0%
<b>Total Expense</b>	<b>3,200</b>	<b>-</b>	<b>267</b>	<b>(267)</b>	<b>27</b>	<b>3,200</b>	<b>(3,173)</b>	<b>0.8%</b>
<b>MEMBERSHIP:</b>								
Other	200	-	17	(17)	-	200	(200)	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>200</b>	<b>(200)</b>	<b>0.0%</b>
<b>MENTORING:</b>								
Telephone	200	-	17	(17)	21	200	(179)	10.5%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>21</b>	<b>200</b>	<b>(179)</b>	<b>10.5%</b>
<b>PROGRAM REVIEW:</b>								
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%
Telephone	-	-	-	-	217	-	217	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>217</b>	<b>200</b>	<b>17</b>	<b>0.0%</b>
<b>PUBLIC RELATIONS:</b>								
Telephone	-	-	-	-	46	-	46	0.0%
Other (Award)	200	-	17	(17)	-	200	(200)	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>46</b>	<b>200</b>	<b>(154)</b>	<b>0.0%</b>
<b>RECORDS MANAGEMENT:</b>								
Telephone	200	-	17	(17)	-	200	(200)	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>200</b>	<b>(200)</b>	<b>0.0%</b>
<b>RESEARCH:</b>								
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>200</b>	<b>(200)</b>	<b>0.0%</b>
<b>RESOURCE &amp; INFORMATION:</b>								
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>200</b>	<b>(200)</b>	<b>0.0%</b>
<b>TASK FORCE(S):</b>								
<b>ACCREDITATION / CREDENTIALING</b>								
Telephone	600	-	50	(50)	-	600	(600)	0.0%
<b>Total Expense</b>	<b>600</b>	<b>-</b>	<b>50</b>	<b>(50)</b>	<b>-</b>	<b>600</b>	<b>(600)</b>	<b>0.0%</b>
<b>Executive Committee</b>	<b>46,400</b>	<b>2,685</b>	<b>3,867</b>	<b>(1,182)</b>	<b>23,556</b>	<b>46,400</b>	<b>(22,844)</b>	<b>50.8%</b>
<b>Board of Directors</b>	<b>54,000</b>	<b>6,401</b>	<b>47,125</b>	<b>(40,724)</b>	<b>79,263</b>	<b>54,000</b>	<b>25,263</b>	<b>146.8%</b>
<b>Other Committees</b>	<b>15,000</b>	<b>-</b>	<b>1,250</b>	<b>(1,250)</b>	<b>6,533</b>	<b>15,000</b>	<b>(8,467)</b>	<b>0.0%</b>
<b>Total Expense</b>	<b>115,400</b>	<b>9,086</b>	<b>52,242</b>	<b>(43,155)</b>	<b>109,352</b>	<b>115,400</b>	<b>(6,048)</b>	<b>7.9%</b>
<b>Net Profit/Loss</b>	<b>(115,400)</b>	<b>(9,086)</b>	<b>(52,242)</b>	<b>43,155</b>	<b>(109,352)</b>	<b>(115,400)</b>	<b>6,048</b>	<b>7.9%</b>

# IIMC Financials

FISCAL YEAR 2008

Conference

	2008	December 31, 2008			2008 Year to Date			
Description	Adopted Budget	Monthly Actual	Monthly Budget	Variance	YTD Actual	YTD Budget	Variance	2008% Used
<b>INCOME</b>								
Registration Members-Full	554,350	(150)	-	(150)	390,300	554,350	(164,050)	70.4%
Registration Guest	31,250	-	-	-	24,450	31,250	(6,800)	78.2%
Donations & Sponsorships	62,325	-	-	-	63,975	62,325	1,650	102.6%
Exhibitor Program	28,000	-	-	-	30,700	28,000	2,700	109.6%
Registration Comp	(12,000)	-	-	-	(6,985)	(12,000)	5,015	58.2%
Cancellation Fee	5,000	-	-	-	3,161	5,000	(1,839)	63.2%
Option Tickets/Tours Royalty	2,000	-	-	-	-	2,000	(2,000)	0.0%
Misc Conference Revenue	47,450	-	-	-	75,227	47,450	27,777	158.5%
Academy Workshop	37,180	-	-	-	42,926	37,180	5,746	115.5%
Boutique Sales	2,000	-	-	-	3,014	2,000	1,014	150.7%
<b>Total Income</b>	<b>757,555</b>	<b>(150)</b>	<b>-</b>	<b>(150)</b>	<b>626,768</b>	<b>757,555</b>	<b>(130,787)</b>	<b>82.7%</b>
<b>DIRECT EXPENSES</b>								
Contract Labor	50,000	4,458	4,167	292	51,752	50,000	1,752	103.5%
Memberships	-	-	-	-	-	-	-	0.0%
Credit Card Fees	7,400	(0)	-	(0)	9,230	7,400	1,830	124.7%
Professional Develop/Training	-	-	-	-	-	-	-	0.0%
Telephone/Internet	-	-	-	-	7,192	-	7,192	0.0%
Planner Travel Accommm.	-	-	-	-	-	-	-	0.0%
Planner Airfare	2,500	-	-	-	615	2,500	(1,885)	24.6%
Planner Ground Travel	100	-	-	-	349	100	249	349.0%
Planner Travel Meals	200	-	-	-	622	200	422	310.9%
PlannerTravel Other	100	-	-	-	136	100	36	136.0%
Awards & Gifts	4,000	-	-	-	2,864	4,000	(1,136)	71.6%
Discount Program Refunds	-	-	-	-	-	-	-	0.0%
Meeting Rooms	-	-	-	-	-	-	-	0.0%
Office Supplies	-	-	-	-	83	-	83	0.0%
Shipping	3,000	-	-	-	3,221	3,000	221	107.4%
Lanyards/Bags/Gifts	4,300	-	-	-	4,938	4,300	638	114.8%
Conference Security	2,500	-	-	-	840	2,500	(1,660)	33.6%
Academy Speaker Fees	24,000	-	-	-	23,000	24,000	(1,000)	95.8%
Academy Speaker Accommodations	3,800	-	-	-	3,553	3,800	(247)	93.5%
Academy Speaker Meals	1,400	-	-	-	899	1,400	(501)	64.2%
Academy Speaker Travel	9,700	-	-	-	6,821	9,700	(2,879)	70.3%
Academy Materials/Supplies	1,000	-	-	-	201	1,000	(799)	20.1%
Academy Transportation	-	-	-	-	-	-	-	0.0%
Colloquium Institute Director	1,000	-	-	-	416	1,000	(584)	41.6%
Genl/Plenary Speaker Fees	40,000	-	-	-	31,000	40,000	(9,000)	77.5%
Genl/Plenary Speaker Accommodations	1,500	-	-	-	576	1,500	(924)	38.4%
Genl/Plenary Speaker Meals	500	-	-	-	116	500	(384)	23.3%
Genl/Plenary Speaker Travel	4,200	-	-	-	1,488	4,200	(2,713)	35.4%
Postage/Courier/Mailing	200	0	-	0	908	200	708	453.8%
Speakers Accommodations	5,000	-	-	-	1,559	5,000	(3,441)	31.2%
Speakers Fees	27,000	-	-	-	9,000	27,000	(18,000)	33.3%
Speakers/Convener Gifts	-	-	-	-	-	-	-	0.0%
Speakers Meals	1,200	-	-	-	78	1,200	(1,122)	6.5%
Speakers Travel	6,000	-	-	-	1,647	6,000	(4,353)	27.5%
Staff Travel Accommm.	8,500	-	-	-	11,530	8,500	3,030	135.6%
Travel Accommodations VIP	11,000	-	-	-	9,873	11,000	(1,127)	89.8%
Conf. Travel Airfare Staff	5,500	-	-	-	5,142	5,500	(358)	93.5%
Conf. Travel Ground - Staff	500	-	-	-	764	500	264	152.7%
Conf. Travel Meals - Staff	4,800	-	-	-	5,158	4,800	358	107.5%
Conf. Travel Other - Staff	200	-	-	-	143	200	(57)	71.7%
Conf. Transportation	5,000	(830)	-	(830)	-	5,000	(5,000)	0.0%
Conf. Transportation - VIP	2,000	-	-	-	1,437	2,000	(563)	0.0%
Audio/Visual	64,000	-	-	-	85,111	64,000	21,111	133.0%
Copier	500	-	175	-	120	500	(380)	24.0%



# IIMC Financials

FISCAL YEAR 2008

Conference

	2008	December 31, 2008			2008 Year to Date			
Description	Adopted Budget	Monthly Actual	Monthly Budget	Variance	YTD Actual	YTD Budget	Variance	2008% Used
Opening Reception	35,000	(1,485)	-	(1,485)	35,142	35,000	142	100.4%
All Conference Event	51,300	-	-	-	60,018	51,300	8,718	117.0%
Annual Banquet	45,000	-	-	-	58,798	45,000	13,798	130.7%
DJ	1,500	-	-	-	1,500	1,500	-	100.0%
Exhibit Hall	7,100	-	-	-	3,601	7,100	(3,499)	50.7%
Food & Beverage	170,000	-	-	-	158,648	170,000	(11,352)	93.3%
Meetings/Board/Comm.F&B/AV	5,170	-	-	-	12,400	5,170	7,230	239.9%
Opening Ceremony	-	-	-	-	362	-	362	0.0%
Private Receptions	10,500	2,315	-	2,315	9,696	10,500	(804)	92.3%
Onsite Labor	2,500	-	-	-	140	2,500	(2,360)	5.6%
Design Work	-	-	-	-	200	-	200	0.0%
Photographer	1,200	-	-	-	4,080	1,200	2,880	340.0%
Signage	300	-	-	-	-	300	(300)	0.0%
Conference Printing/Design Work	13,000	-	-	-	16,105	13,000	3,105	123.9%
Merchandise	1,500	-	-	-	1,466	1,500	(34)	97.7%
Other	-	-	-	-	662	-	662	0.0%
<b>Total Direct Expense</b>	<b>646,670</b>	<b>4,458</b>	<b>4,167</b>	<b>292</b>	<b>645,197</b>	<b>646,670</b>	<b>(1,473)</b>	<b>8.3%</b>
<b>Net Profit/Loss</b>	<b>110,885</b>	<b>(4,608)</b>	<b>(4,167)</b>	<b>(442)</b>	<b>(18,430)</b>	<b>110,885</b>	<b>(129,315)</b>	<b>8.3%</b>

**IIMC Financials**  
**FISCAL YEAR 2008**  
**Education**

	2008	December 31, 2008			2008 Year to Date			
Description	Adopted Budget	Monthly Actual	Monthly Budget	Variance	YTD Actual	YTD Budget	Variance	2008% Used
<b>INCOME:</b>								
MCEF Contribution/Policy 8	25,000	29,234	25,000	4,234	29,234	25,000	4,234	0.0%
Fees CMC	35,000	4,100	2,917	1,183	43,436	35,000	8,436	124.1%
Fees CMC Recertification	8,500	800	708	92	14,250	8,500	5,750	167.6%
Fees MMCA	-	-	-	-	-	-	-	0.0%
Fees MMCA Level 1	-	-	-	-	-	-	-	0.0%
Fees MMCA Level 2	-	-	-	-	(75)	-	(75)	0.0%
Fees MMC	25,500	6,225	2,125	4,100	59,455	25,500	33,955	233.2%
Pin CMC	-	-	-	-	30	-	30	0.0%
Pin MMCA	-	-	-	-	-	-	-	0.0%
Pin MMC	-	-	-	-	30	-	30	0.0%
Plaques CMC	7,000	980	583	397	6,900	7,000	(100)	98.6%
Plaques MMCA	-	-	-	-	-	-	-	0.0%
Distance Ed Registration	11,700	985	975	10	13,450	11,700	1,750	115.0%
Conference CD Rom	15,000	1,125	1,250	(125)	13,575	15,000	(1,425)	90.5%
IPE Survey	-	-	-	-	-	-	-	0.0%
Wyoming On-Line Institute	6,300	-	525	(525)	-	6,300	(6,300)	0.0%
Misc Education Income	-	-	-	-	300	-	300	0.0%
MCEF Scholarship	-	(5,000)	-	(5,000)	(5,000)	-	(5,000)	0.0%
<b>Total Income</b>	<b>134,000</b>	<b>38,449</b>	<b>34,083</b>	<b>4,365</b>	<b>175,584</b>	<b>134,000</b>	<b>41,584</b>	<b>131.0%</b>
<b>DIRECT EXPENSES:</b>								
Salary/Wages	242,000	29,467	20,167	9,300	239,751	242,000	(2,249)	99.1%
Salary Benefits	40,000	3,568	3,333	235	34,654	40,000	(5,346)	86.6%
Payroll Taxes - Employer	20,000	1,373	1,667	(294)	21,114	20,000	1,114	105.6%
Workers Comp Insurance	-	203	-	203	2,447	-	2,447	0.0%
Computer/Software	-	43	-	43	43	-	43	0.0%
Conference CD Rom	12,500	298	1,042	(744)	6,688	12,500	(5,812)	53.5%
Credit Card Fee	1,400	322	117	205	1,710	1,400	310	122.2%
Distance Ed	33,000	25	2,750	(2,725)	6,837	33,000	(26,163)	20.7%
Memberships	-	-	-	-	-	-	-	0.0%
NOCA Accreditation	7,000	-	-	-	-	7,000	(7,000)	0.0%
Pins CMC	1,050	-	88	(88)	-	1,050	(1,050)	0.0%
Pins MMCA	-	-	-	-	-	-	-	0.0%
Pins MMC	450	-	38	(38)	-	450	(450)	0.0%
Plaques	3,150	2,229	263	1,967	3,536	3,150	386	112.2%
Office Equipment Purchase	-	-	-	-	-	-	-	0.0%
Office Supplies	-	-	-	-	-	-	-	0.0%
Postage/Courier/Mailing	2,234	76	186	(110)	704	2,234	(1,530)	31.5%
Printing	1,200	-	100	(100)	-	1,200	(1,200)	0.0%
Shipping	2,800	699	233	465	5,725	2,800	2,925	204.5%
Professional Develop/Training	4,000	-	333	(333)	188	4,000	(3,812)	4.7%
Program Development	25,000	1,015	2,083	(1,068)	1,196	25,000	(23,804)	4.8%
Subscriptions/Publications	500	-	42	(42)	100	500	(400)	20.0%
Telephone	-	-	-	-	667	-	667	0.0%
Staff Travel Accommodations	2,000	-	167	(167)	737	2,000	(1,263)	36.8%
Staff Airfare	3,000	-	250	(250)	1,435	3,000	(1,565)	47.8%
Staff Travel Ground	1,000	-	83	(83)	412	1,000	(588)	41.2%
Staff Travel Meals	1,000	-	83	(83)	338	1,000	(662)	33.8%
Staff Travel Other	-	-	-	-	-	-	-	0.0%
Wyoming On-Line Institute	10,600	-	883	(883)	4,761	10,600	(5,839)	44.9%
<b>Total Direct Expense</b>	<b>413,884</b>	<b>39,317</b>	<b>33,907</b>	<b>5,410</b>	<b>333,043</b>	<b>413,884</b>	<b>(80,841)</b>	<b>80.5%</b>
<b>Net Profit/Loss</b>	<b>(279,884)</b>	<b>(869)</b>	<b>176</b>	<b>(1,045)</b>	<b>(157,459)</b>	<b>(279,884)</b>	<b>122,425</b>	<b>56.3%</b>

**IIMC Financials**  
**FISCAL YEAR 2008**  
**Marketing**

	2008	December 31, 2008			2008 Year to Date			
Description	Adopted Budget	Monthly Actual	Monthly Budget	Variance	YTD Actual	YTD Budget	Variance	2008% Used
<b>INCOME</b>								
Advertising	35,800	(15)	3,255	(3,270)	26,005	35,800	(9,795)	72.6%
Advertising/Sponsor	12,650	1,650	1,054	596	14,017	12,650	1,367	110.8%
Advertising Website	1,000	487	83	404	1,587	1,000	587	158.7%
Royalty - Liberty Mutual	500	432	42	390	1,342	500	842	268.4%
Royalty - MBNA MasterCard	4,000	979	333	645	3,536	4,000	(464)	88.4%
Royalty - Robert's Rule of Order	1,200	273	100	173	1,711	1,200	511	142.6%
Royalties Other - E.Mina	2,500	257	208	48	1,002	2,500	(1,498)	40.1%
Mailing Lists	500	-	42	(42)	1,048	500	548	209.5%
Merchandise	5,000	-	417	(417)	-	5,000	(5,000)	0.0%
Publications - All Except Book 8	3,000	1,443	250	1,193	7,717	3,000	4,717	257.2%
Publications - NAP	2,500	-	208	(208)	661	2,500	(1,839)	0.0%
<b>Total Income</b>	<b>68,650</b>	<b>5,506</b>	<b>5,992</b>	<b>(486)</b>	<b>58,626</b>	<b>68,650</b>	<b>(10,024)</b>	<b>100.0%</b>
<b>DIRECT EXPENSES</b>								
Salary/Wages	-	-	-	-	-	-	-	0.0%
Contract Labor	78,000	6,500	6,500	-	78,000	78,000	-	100.0%
Salary Benefits	-	-	-	-	-	-	-	0.0%
Advertising	-	-	-	-	71	-	71	0.0%
Auto Mileage	500	-	42	(42)	-	500	(500)	0.0%
Credit Card Fee	100	62	8	54	369	100	269	369.0%
Awards & Gifts	-	-	-	-	1,388	-	1,388	0.0%
Postage	-	7	-	7	44	-	44	0.0%
Design Work (non conference)	500	-	42	(42)	-	500	(500)	0.0%
Merchandise	1,000	259	83	175	316	1,000	(684)	31.6%
Shipping	100	-	8	(8)	320	100	220	319.7%
Staff Travel Accommodations	1,200	-	100	(100)	305	1,200	(895)	25.4%
Staff Airfare	800	-	67	(67)	592	800	(208)	74.0%
Travel Exhibit	3,000	-	2,250	(2,250)	3,093	3,000	93	103.1%
Staff Travel Ground	500	-	42	(42)	495	500	(5)	99.0%
Staff Travel Meals	500	-	42	(42)	246	500	(254)	49.2%
Staff Travel Other	200	-	17	(17)	237	200	37	118.4%
News Digest/Print/Mail/Design	93,000	8,438	8,455	(17)	102,180	93,000	9,180	109.9%
Printing - Book 8	4,000	-	333	(333)	572	4,000	(3,428)	14.3%
Printing /Publications	2,000	994	167	827	5,081	2,000	3,081	254.1%
<b>Total Direct Expense</b>	<b>185,400</b>	<b>16,259</b>	<b>18,155</b>	<b>(1,895)</b>	<b>193,310</b>	<b>185,400</b>	<b>7,910</b>	<b>0</b>
<b>Net Profit/Loss</b>	<b>(116,750)</b>	<b>(10,753)</b>	<b>(12,163)</b>	<b>1,409</b>	<b>(134,683)</b>	<b>(116,750)</b>	<b>(17,933)</b>	<b>0</b>

# IIMC Financials

FISCAL YEAR 2008

Membership

Description	2008	December 31, 2008			2008 Year to Date			
	Adopted Budget	Monthly Actual	Monthly Budget	Variance	YTD Actual	YTD Budget	Variance	2008% Used
<b>INCOME</b>								
Membership Dues	1,012,000	85,622	84,333	1,289	1,023,593	1,012,000	11,593	101.1%
Membership Late Fee	-	930	-	930	8,775	-	8,775	0.0%
<b>Total Income</b>	<b>1,012,000</b>	<b>86,552</b>	<b>84,333</b>	<b>2,219</b>	<b>1,032,368</b>	<b>1,012,000</b>	<b>20,368</b>	<b>102.0%</b>
<b>DIRECT EXPENSES</b>								
Salary/Wages	89,000	9,878	7,417	2,462	87,592	89,000	(1,408)	98.4%
Salary Benefits	18,600	1,512	1,550	(38)	16,313	18,600	(2,287)	87.7%
Workers Comp Insurance	-	76	-	76	934	-	934	0.0%
Payroll Taxes-Employer	8,000	721	667	55	7,530	8,000	(470)	94.1%
Auto Mileage	200	-	17	(17)	-	200	(200)	0.0%
Awards/Gifts	-	-	-	-	-	-	-	0.0%
Computer/Software Support	-	-	-	-	-	-	-	0.0%
Credit Card	3,500	236	292	(56)	3,787	3,500	287	108.2%
Dues Mailing	12,100	-	1,008	(1,008)	5,909	12,100	(6,191)	48.8%
Membership	-	-	-	-	265	-	265	0.0%
Office Equipment	-	-	-	-	42	-	42	0.0%
Postage/Courier/Mailing	7,000	233	583	(350)	5,956	7,000	(1,044)	85.1%
Printing Mbr Drive	1,300	-	108	(108)	1,605	1,300	305	123.4%
Professional Develop/Training	2,000	-	167	(167)	-	2,000	(2,000)	0.0%
Promotion	1,000	-	83	(83)	529	1,000	(471)	52.9%
Research Member Survey	-	-	-	-	350	-	350	0.0%
Research Salary Survey Services	1,600	-	133	(133)	-	1,600	(1,600)	0.0%
Shipping	-	49	-	49	598	-	598	0.0%
Staff Travel Accommodations	1,200	-	100	(100)	-	1,200	(1,200)	0.0%
Staff Airfare	1,500	-	125	(125)	-	1,500	(1,500)	0.0%
Staff Travel Ground	200	-	17	(17)	16	200	(184)	8.1%
Staff Travel Meals	400	-	33	(33)	24	400	(376)	6.0%
Staff Travel Other	100	-	8	(8)	-	100	(100)	0.0%
<b>Total Direct Expense</b>	<b>147,700</b>	<b>12,706</b>	<b>12,308</b>	<b>398</b>	<b>131,449</b>	<b>147,700</b>	<b>(16,251)</b>	<b>89.0%</b>
<b>Net Profit/Loss</b>	<b>864,300</b>	<b>73,846</b>	<b>72,025</b>	<b>1,821</b>	<b>900,919</b>	<b>864,300</b>	<b>36,619</b>	<b>104.2%</b>



## MARCH 2009

Although March shows a deficit of \$1,398, the year to date actual is \$43,837 in the positive. However, with litigation fees listed separately from the monthly budget but still part of the overall 2009 budget, March year to date posts a deficit of \$206,000 - \$250,000 is litigation.

The following expenditures were not part of the initial 2009 budget but have been partial incurred and listed within the March 2009 Financials

- Interest - Line of Credit to MCEF (litigation) - \$1,562 monthly/ \$18,744 annual. This is an ongoing 5-year commitment.
- Legal/Accounting – Additional fees incurred due to severance of employment contract and MCEF Line of Credit in the amount of around \$2, 000.
- Printing/mailing - March News Digest as part of litigation agreement - \$6,000 (one-time expense)

Our money market account holds \$236,525 – which includes current conference reserves until expenditures are incurred. IIMC cash flow is holding steady, and with 2009 Conference attendance now reaching 800 delegates and with staff continuing to work with the hotel and vendors to reduce expenses, we aim to hold out own. However, real Conference expenses will not be realized until the end of June. We remain optimistic.

Thank you.

**IIMC Financials**  
**FISCAL YEAR 2009**  
**Statement of Financial Position**  
**March 31, 2009**

**ASSETS**

***Current Assets***

General Checking - Vineyard		\$	272,330
MMA - Vineyard Bank			30,379
MMA - Vineyard Bank			206,146
Accounts Receivable			20,512
Inventory			9,682
Prepaid Expense			26,875
Prepaid Conference			43,491
<b>Total Current Assets</b>		<b>\$</b>	<b>609,414</b>

***Property & Equipment***

Furniture	\$ 73,943		
Accum Deprn - Furniture		(70,919)	\$ 3,024
Office Equipment	42,028		
Accum Deprn - Office Equipment		(40,869)	1,159
Building	397,448		
Accum Deprn - Building		(78,130)	319,318
Building Improvement - No Rent	140,480		
Accum Deprn - Building Improvement		(32,888)	107,592
Building Improvement - Rent Only	24,928		
Accum Deprn - Building Improvement		(20,479)	4,449
Land			321,408
Building Rental	376,400		
Accum Deprn - Bldg Rental		(73,990)	302,410
Computer Equipment	80,511		
Accum Deprn - Computer Equipment		(65,007)	15,504
Computer Software	90,800		
Accum Amortization - Computer Software		(80,871)	9,929
Loan Cost	16,058		
Accum Amortization - Loan Costs		(4,818)	11,240
<b>Total Property and Equipment</b>		<b>\$</b>	<b>1,096,033</b>

**TOTAL ASSETS**

**\$ 1,705,447**

**IIMC Financials**  
**FISCAL YEAR 2009**  
**Statement of Financial Position**  
**March 31, 2009**

**LIABILITIES & EQUITY**

***Current Liabilities***

Accounts Payables	\$ 66,029
Accrued Expense	18,268
Vacation Liability	19,925
ICMA Retirement Liability	-
Deferred Revenue - Dues	644,883
Deferred Revenue - Conference	310,902
Sales Tax Payable	13
MCEF Liability	883
MCEF Scholarship	-
<b>Total Current Liabilities</b>	<b><u>\$ 1,060,903</u></b>

***Long Term Liabilities***

Vineyard Bank - Mortgage	\$ 944,094
MCEF LOC	250,000
<b>Total Long Term Liabilities</b>	<b><u>\$ 1,194,094</u></b>

**EQUITY**

Equity	(368,773)
Property & Equip Reserves	(11,178)
Building Reserves	20,575
Operating Reserves	15,990
Net Income/(Loss)	(206,163)
<b>Total Equity</b>	<b><u>\$ (549,550)</u></b>

**TOTAL LIABILITIES & EQUITY**

**\$ 1,705,447**



**IIMC Financials**  
**FISCAL YEAR 2009**  
**SUMMARY TOTALS**

	2009							
Department	Adopted Budget	Monthly Actual	Monthly Budget	Variance	YTD Actual	YTD Budget	Variance	2009% Used
<b>INCOME:</b>								
Administration	23,900	1,881	1,992	(111)	5,632	5,975	(343)	94.3%
Athenian Leadership Society	12,000	2,705	1,000	1,705	7,900	3,000	4,900	263.3%
Building	69,000	3,836	5,750	(1,914)	11,507	17,250	(5,743)	66.7%
Conference	753,082	-	-	-	-	-	-	0.0%
Education	136,300	13,315	9,275	4,040	41,660	27,825	13,835	149.7%
Marketing	46,000	5,293	3,955	1,338	15,047	11,864	3,183	126.8%
Membership	1,102,000	84,692	91,833	(7,141)	251,509	275,500	(23,991)	91.3%
Other Income								
<b>Total Income</b>	<b>2,142,282</b>	<b>111,721</b>	<b>113,805</b>	<b>(2,083)</b>	<b>333,255</b>	<b>341,414</b>	<b>(8,159)</b>	<b>97.6%</b>
<b>EXPENSES:</b>								
Administration	411,944	43,817	35,279	8,538	100,482	103,936	(3,454)	96.7%
Athenian Leadership Society	11,800	-	983	(983)	3,717	2,950	767	126.0%
Building	172,401	10,959	14,367	(3,408)	35,292	43,100	(7,808)	81.9%
Committee - Board of Directors	81,760	691	400	291	4,792	5,700	(908)	84.1%
Committee - Executive	25,000	1,002	2,083	(1,081)	4,685	6,250	(1,565)	75.0%
Committees - Other	19,722	-	225	(225)	16	675	(659)	0.0%
Conference	752,407	4,458	4,458	(0)	13,376	13,375	1	100.0%
Education	413,150	27,126	34,429	(7,303)	68,177	103,288	(35,111)	66.0%
Marketing	95,730	12,905	7,978	4,928	26,619	23,933	2,686	111.2%
Membership	156,760	12,160	13,063	(903)	32,263	39,190	(6,927)	82.3%
<b>Total Expense</b>	<b>2,140,674</b>	<b>113,120</b>	<b>113,265</b>	<b>(146)</b>	<b>289,418</b>	<b>342,396</b>	<b>(52,978)</b>	<b>84.5%</b>
<b>PROFIT/(LOSS)</b>								
Administration	(388,044)	(41,936)	(33,287)	(8,649)	(94,849)	(97,961)	3,112	96.8%
Athenian Leadership Society	200	2,705	17	2,688	4,183	50	4,133	8365.1%
Building	(103,401)	(7,123)	(8,617)	1,493	(23,785)	(25,850)	2,065	92.0%
Board of Directors	(81,760)	(691)	(400)	(291)	(4,792)	(5,700)	908	84.1%
Committee - Executive	(25,000)	(1,002)	(2,083)	1,081	(4,685)	(6,250)	1,565	75.0%
Committees - Other	(19,722)	-	(225)	225	(16)	(675)	659	0.0%
Conference	675	(4,458)	(4,458)	0	(13,376)	(13,375)	(1)	100.0%
Education	(276,850)	(13,811)	(25,154)	11,343	(26,517)	(75,463)	48,946	35.1%
Marketing	(49,730)	(7,612)	(4,023)	(3,589)	(11,572)	(12,069)	497	95.9%
Membership	945,240	72,532	78,770	(6,238)	219,246	236,310	(17,064)	92.8%
<b>Net Profit/(Loss) before Litigation</b>	<b>1,608</b>	<b>(1,398)</b>	<b>539</b>	<b>(1,937)</b>	<b>43,837</b>	<b>(983)</b>	<b>44,819</b>	<b>-4461.2%</b>
Litigation Fee's		250,000		250,000	250,000		250,000	
<b>Net Profit/(Loss) after Litigation</b>	<b>1,608</b>	<b>(251,398)</b>	<b>539</b>	<b>(251,937)</b>	<b>(206,163)</b>	<b>(983)</b>	<b>(205,181)</b>	<b>20981.1%</b>

**IIMC Financials**  
**FISCAL YEAR 2008**  
**Administrative**  
**3/31/2009**

	2009							
Description	Adopted Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2009% Used
<b>INCOME</b>								
Interest	2,800	131	233	(103)	382	700	(318)	54.6%
Misc Admin Revenue	100	-	8	(8)	-	25	(25)	0.0%
MCEF Development Contract	21,000	1,750	1,750	-	5,250	5,250	-	100.0%
<b>Total Income</b>	<b>23,900</b>	<b>1,881</b>	<b>1,992</b>	<b>(111)</b>	<b>5,632</b>	<b>5,975</b>	<b>(343)</b>	<b>94.3%</b>
<b>OVERHEAD EXPENSES</b>								
Salary/Wages	125,000	9,552	10,417	(865)	24,507	31,250	(6,743)	78.4%
Contract Labor	115,000	12,388	9,583	2,805	29,763	28,750	1,013	103.5%
Salary Benefits	23,000	1,771	1,917	(145)	5,019	5,750	(731)	87.3%
Payroll Taxes-Employer	11,500	947	958	(11)	3,409	2,875	534	118.6%
Workers Comp Insurance	1,861	177	155	22	531	465	66	0.0%
Computer/Software Purchase	5,000	-	417	(417)	312	1,250	(938)	25.0%
Computer/Software Support	27,183	3,027	2,265	761	7,558	6,796	763	111.2%
Depreciation Furn/Amortization Exp	13,500	1,125	1,125	-	3,327	3,375	(48)	98.6%
Office Equipment Lease	1,800	85	150	(65)	468	450	18	104.1%
Office Equipment Maint	4,850	281	404	(123)	772	1,213	(440)	63.7%
Office Equipment Purchase	1,000	-	83	(83)	-	250	(250)	0.0%
Office Supplies	8,100	622	675	(53)	1,331	2,025	(694)	65.7%
Telephone	6,600	880	550	330	2,358	1,650	708	142.9%
Web Site	10,000	480	833	(354)	480	2,500	(2,021)	19.2%
Auditor Fees	11,500	958	958	(0)	2,874	2,875	(1)	100.0%
Auto Mileage-Staff	300	-	25	(25)	-	75	(75)	0.0%
Copier	8,500	643	708	(65)	1,891	2,125	(234)	89.0%
Credit Card Fees	1,400	13	117	(103)	88	350	(262)	25.1%
Insurance-Retiree (*)	11,400	1,652	1,900	(248)	3,352	3,800	(448)	88.2%
Legal Fees	5,000	6,308	417	5,891	6,308	1,250	5,058	504.6%
LOC MCEF Interest	-	1,562	-	1,562	3,124	-	3,124	0.0%
Memberships	800	-	67	(67)	-	200	(200)	0.0%
Payroll Processing	1,400	116	117	(0)	343	350	(7)	98.1%
Postage/Courier/Mailing	1,900	244	158	86	714	475	239	150.3%
Printing	-	-	-	-	-	-	-	0.0%
Professional Develop/Training	2,000	-	167	(167)	-	500	(500)	0.0%
Shipping	1,500	29	125	(96)	306	375	(69)	81.5%
Subscriptions/Publications	300	-	25	(25)	-	75	(75)	0.0%
Taxes Business	50	-	4	(4)	275	13	263	0.0%
Admin Accommodations	4,100	-	342	(342)	92	1,025	(933)	9.0%
Admin Airfare	2,400	838	200	638	838	600	238	139.6%
Admin Ground	800	105	67	38	144	200	(56)	72.2%
Admin Meals	1,000	-	83	(83)	-	250	(250)	0.0%
Admin Other	200	-	17	(17)	-	50	(50)	0.0%
Other	3,000	15	250	(235)	298	750	(452)	39.7%
<b>Total Administrative Expenses</b>	<b>411,944</b>	<b>43,817</b>	<b>35,279</b>	<b>8,538</b>	<b>100,482</b>	<b>103,936</b>	<b>(3,454)</b>	<b>96.7%</b>
<b>Net Profit/Loss prior to Litigation</b>	<b>(388,044)</b>	<b>(41,936)</b>	<b>(33,287)</b>	<b>(8,649)</b>	<b>(94,849)</b>	<b>(97,961)</b>	<b>3,112</b>	<b>96.8%</b>
Litigation Fee's		250,000		250,000	250,000		250,000	
<b>Net Profit/Loss after Litigation</b>	<b>(388,044)</b>	<b>(291,936)</b>	<b>(33,287)</b>	<b>(258,649)</b>	<b>(344,849)</b>	<b>(97,961)</b>	<b>(246,888)</b>	<b>352.0%</b>

# IIMC Financials

FISCAL YEAR 2008

Athenian

3/31/2009

2009							
Description	Adopted Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance
<b>INCOME</b>							
Athenian Leadership Society	12,000	2,705	1,000	1,705	7,900	3,000	4,900
<b>Total Income</b>	<b>12,000</b>	<b>2,705</b>	<b>1,000</b>	<b>1,705</b>	<b>7,900</b>	<b>3,000</b>	<b>4,900</b>
<b>DIRECT EXPENSES</b>							
Athenian Leadership Society	11,800	-	983	(983)	3,717	2,950	767
<b>Total Expense</b>	<b>11,800</b>	<b>-</b>	<b>983</b>	<b>(983)</b>	<b>3,717</b>	<b>2,950</b>	<b>767</b>
<b>Net Profit/Loss</b>	<b>200</b>	<b>2,705</b>	<b>17</b>	<b>2,688</b>	<b>4,183</b>	<b>50</b>	<b>4,133</b>

# IIMC Financials

FISCAL YEAR 2008

Building

3/31/2009

	2009							
Description	Adopted Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2009% Used
<b>INCOME</b>								
Rental Income	69,000	3,836	5,750	(1,914)	11,507	17,250	(5,743)	66.7%
<b>Total Income</b>	<b>69,000</b>	<b>3,836</b>	<b>5,750</b>	<b>(1,914)</b>	<b>11,507</b>	<b>17,250</b>	<b>(5,743)</b>	<b>66.7%</b>
<b>DIRECT EXPENSES</b>								
Amortize Loan Costs	1,606	134	134	0	402	402	1	100.1%
Association Fees	2,400	230	200	30	690	600	90	115.0%
Depreciation Building	28,100	2,339	2,342	(3)	7,017	7,025	(8)	99.9%
Insurance Fire/Property	4,000	628	333	295	1,256	1,000	256	125.6%
Landscaping	5,300	280	442	(162)	840	1,325	(485)	63.4%
Mortgage Interest	72,000	5,371	6,000	(629)	17,289	18,000	(711)	96.0%
Office Cleaning - IIMC	3,120	240	260	(20)	780	780	-	100.0%
Property Tax	15,000	1,125	1,250	(125)	3,375	3,750	(375)	0.0%
Repair/Maint Building	10,255	(900)	855	(1,755)	(372)	2,564	(2,936)	-14.5%
Repair/Maint Grounds	1,200	168	100	68	168	300	(133)	55.8%
Supplies	100	-	8	(8)	16	25	(9)	64.6%
Utilities	14,620	1,244	1,218	26	3,403	3,655	(252)	93.1%
Allocation to Bldg Reserve	10,000	-	833	(833)	-	2,500	(2,500)	0.0%
Office Cleaning - Tenants	1,700	100	142	(42)	429	425	4	101.0%
Commissions	3,000	-	250	(250)	-	750	(750)	0.0%
<b>Total Direct Expense</b>	<b>172,401</b>	<b>10,959</b>	<b>14,367</b>	<b>(3,408)</b>	<b>35,292</b>	<b>43,100</b>	<b>(7,808)</b>	<b>81.9%</b>
<b>Net Profit/Loss</b>	<b>(103,401)</b>	<b>(7,123)</b>	<b>(8,617)</b>	<b>1,493</b>	<b>(23,785)</b>	<b>(25,850)</b>	<b>2,065</b>	<b>92.0%</b>

# IIMC Financials

FISCAL YEAR 2008

Committees

3/31/2009

Description	2009							
	Adopted Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2009% Used
<b>EXECUTIVE COMMITTEE:</b>								
Telephone	1,500	137	125	12	318	375	(57)	84.7%
Travel Accommodations	6,100	-	508	(508)	2,179	1,525	654	142.9%
Travel Airfare	13,200	268	1,100	(832)	1,037	3,300	(2,263)	31.4%
Travel Ground	2,000	8	167	(159)	208	500	(292)	41.6%
Travel Meals	2,000	589	167	422	943	500	443	188.7%
Travel Other	200	-	17	(17)	-	50	(50)	0.0%
Other	-	-	0	0	-	-	-	0.0%
<b>Total Expense</b>	<b>25,000</b>	<b>1,002</b>	<b>2,083</b>	<b>(1,081)</b>	<b>4,685</b>	<b>6,250</b>	<b>(1,565)</b>	<b>75.0%</b>
<b>BOARD OF DIRECTORS:</b>								
<b>General</b>								
Election Expense	11,000	-	-	-	-	-	-	0.0%
Insurance Officers & Directors	4,500	-	-	-	3,170	4,500	(1,330)	0.0%
Meeting Expenses	-	-	-	-	-	-	-	0.0%
Strategic Planning	5,000	-	-	-	-	-	-	0.0%
Postage	50	-	4	(4)	-	13	(13)	0.0%
Shipping	50	-	4	(4)	-	13	(13)	0.0%
Telephone	4,000	376	333	43	1,207	1,000	207	0.0%
Memorials	700	-	58	(58)	100	175	(75)	57.1%
<b>Mid-Year</b>								
Travel Accommodations	15,000	-	-	-	-	-	-	0.0%
Travel Airfare	17,100	-	-	-	-	-	-	0.0%
Travel Ground	500	-	-	-	-	-	-	0.0%
Travel Meals	9,240	-	-	-	-	-	-	0.0%
Travel Other	300	-	-	-	-	-	-	0.0%
Travel Region Directors	-	-	-	-	-	-	-	0.0%
<b>Conference</b>								
Travel Accommodations	11,500	-	-	-	-	-	-	0.0%
Travel Airfare	500	-	-	-	-	-	-	0.0%
Travel Ground	300	-	-	-	-	-	-	0.0%
Travel Meals	1,820	-	-	-	-	-	-	0.0%
Travel Other	200	-	-	-	-	-	-	0.0%
<b>Total Expense</b>	<b>81,760</b>	<b>691</b>	<b>400</b>	<b>291</b>	<b>4,792</b>	<b>5,700</b>	<b>(908)</b>	<b>84.1%</b>
<b>BUDGET AND PLANNING:</b>								
Meeting Expenses	-	-	-	-	-	-	-	0.0%
Travel Accommodations	3,200	-	-	-	-	-	-	0.0%
Travel Airfare	4,000	-	-	-	-	-	-	0.0%
Travel Ground	500	-	-	-	-	-	-	0.0%
Travel Meals	1,500	-	-	-	-	-	-	0.0%
Travel Other	200	-	-	-	-	-	-	0.0%
Other	-	-	-	-	-	-	-	0.0%
<b>Total Expense</b>	<b>9,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>CONFERENCE POLICY:</b>								
Meeting Expenses	200	-	17	(17)	-	50	(50)	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>50</b>	<b>(50)</b>	<b>0.0%</b>
<b>EDUCATION / PERSONAL GROWTH:</b>								
Meeting Expenses	200	-	17	(17)	-	50	(50)	0.0%
Postage/Courier/Mailing	-	-	0	0	16	-	16	0.0%
Telephone	-	-	0	0	16	-	16	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>16</b>	<b>50</b>	<b>(34)</b>	<b>31.8%</b>
<b>ELECTION CREDENTIALS:</b>								
Meeting Expenses	200	-	17	(17)	-	50	(50)	0.0%
Postage/Courier/Mailing	-	-	0	0	-	-	-	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>50</b>	<b>(50)</b>	<b>0.0%</b>
<b>ETHICS:</b>								
Telephone	1,000	-	83	(83)	-	250	(250)	0.0%
<b>Total Expense</b>	<b>1,000</b>	<b>-</b>	<b>83</b>	<b>(83)</b>	<b>-</b>	<b>250</b>	<b>(250)</b>	<b>0.0%</b>

# IIMC Financials

FISCAL YEAR 2008

Committees

3/31/2009

	2009							
Description	Adopted Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2009% Used
<b>INTERNATIONAL RELATIONS:</b>								
Exchange Program	6,000	-	-	-	-	-	-	0.0%
Meeting Expenses	200	-	17	(17)	-	50	(50)	0.0%
Telephone	-	-	0	0	-	-	-	0.0%
<b>Total Expense</b>	<b>6,200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>50</b>	<b>(50)</b>	<b>0.0%</b>
<b>POLICY REVIEW</b>								
Telephone	200	-	17	(17)	-	50	(50)	0.0%
Codification								
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>50</b>	<b>(50)</b>	<b>0.0%</b>
<b>MEMBERSHIP:</b>								
Other	200	-	17	(17)	-	50	(50)	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>50</b>	<b>(50)</b>	<b>0.0%</b>
<b>MENTORING:</b>								
Telephone	200	-	17	(17)	-	50	(50)	0.0%
Promotion	450							
<b>Total Expense</b>	<b>650</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>50</b>	<b>(50)</b>	<b>0.0%</b>
<b>PROGRAM REVIEW:</b>								
Meeting Expenses	200	-	17	(17)	-	50	(50)	0.0%
Telephone	-	-	0	0	-	-	-	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>50</b>	<b>(50)</b>	<b>0.0%</b>
<b>PUBLIC RELATIONS:</b>								
Telephone	-	-			-			0.0%
Other (Award)	200	-	17	(17)	-	50	(50)	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>50</b>	<b>(50)</b>	<b>0.0%</b>
<b>RECORDS MANAGEMENT:</b>								
Telephone	200	-	17	(17)	-	50	(50)	0.0%
Publications								
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>50</b>	<b>(50)</b>	<b>0.0%</b>
<b>RESEARCH:</b>								
Meeting Expenses	200	-	17	(17)	-	50	(50)	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>50</b>	<b>(50)</b>	<b>0.0%</b>
<b>RESOURCE &amp; INFORMATION:</b>								
Meeting Expenses	200	-	17	(17)	-	50	(50)	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>50</b>	<b>(50)</b>	<b>0.0%</b>
<b>TASK FORCE(S):</b>								
<b>ACCREDITATION / CREDENTIALING</b>								
Telephone	500	-	42	(42)	-	125	(125)	0.0%
<b>Total Expense</b>	<b>500</b>	<b>-</b>	<b>42</b>	<b>(42)</b>	<b>-</b>	<b>125</b>	<b>(125)</b>	<b>0.0%</b>
<b>Executive Committee</b>	<b>25,000</b>	<b>1,002</b>	<b>2,083</b>	<b>(1,081)</b>	<b>4,685</b>	<b>6,250</b>	<b>(1,565)</b>	<b>75.0%</b>
<b>Board of Directors</b>	<b>81,760</b>	<b>691</b>	<b>400</b>	<b>291</b>	<b>4,792</b>	<b>5,700</b>	<b>(908)</b>	<b>84.1%</b>
<b>Other Committees</b>	<b>19,722</b>	<b>-</b>	<b>225</b>	<b>(225)</b>	<b>16</b>	<b>675</b>	<b>(659)</b>	<b>0.0%</b>
<b>Total Expense</b>	<b>126,482</b>	<b>1,693</b>	<b>2,708</b>	<b>(1,015)</b>	<b>9,493</b>	<b>12,625</b>	<b>(3,132)</b>	<b>1.3%</b>
<b>Net Profit/Loss</b>	<b>(126,482)</b>	<b>(1,693)</b>	<b>(2,708)</b>	<b>(1,015)</b>	<b>(9,493)</b>	<b>(12,625)</b>	<b>3,132</b>	<b>1.3%</b>

# IIMC Financials

FISCAL YEAR 2008

Conference

3/31/2009

	2009							
Description	Adopted Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2009% Used
<b>INCOME</b>								
Registration Members-Full	504,000	-	-	-	-	-	-	0.0%
Registration Guest	31,250	-	-	-	-	-	-	0.0%
Donations & Sponsorships	59,850	-	-	-	-	-	-	0.0%
Exhibitor Program	39,200	-	-	-	-	-	-	0.0%
Registration Comp	(7,000)	-	-	-	-	-	-	0.0%
Cancellation Fee	3,000	-	-	-	-	-	-	0.0%
Option Tickets/Tours Royalty	-	-	-	-	-	-	-	0.0%
Misc Conference Revenue	78,482	-	-	-	-	-	-	0.0%
Academy Workshop	41,300	-	-	-	-	-	-	0.0%
Boutique Sales	3,000	-	-	-	-	-	-	0.0%
<b>Total Income</b>	<b>753,082</b>	-	-	-	-	-	-	<b>0.0%</b>
<b>DIRECT EXPENSES</b>								
Contract Labor	53,500	4,458	4,458	(0)	13,375	13,375	(0)	100.0%
Memberships	-	-	-	-	-	-	-	0.0%
Credit Card Fees	10,000	(0)	-	(0)	0	-	0	0.0%
Professional Develop/Training	-	-	-	-	-	-	-	0.0%
Telephone/Internet	7,000	-	-	-	0	-	0	0.0%
Planner Travel Accomm.	-	-	-	-	-	-	-	0.0%
Planner Airfare	1,000	-	-	-	-	-	-	0.0%
Planner Ground Travel	100	-	-	-	0	-	0	0.0%
Planner Travel Meals	200	-	-	-	(0)	-	(0)	0.0%
PlannerTravel Other	100	-	-	-	-	-	-	0.0%
Awards & Gifts	4,000	-	-	-	-	-	-	0.0%
Discount Program Refunds	-	-	-	-	-	-	-	0.0%
Meeting Rooms	-	-	-	-	-	-	-	0.0%
Office Supplies	100	-	-	-	-	-	-	0.0%
Shipping	3,600	-	-	-	-	-	-	0.0%
Lanyards/Bags/Gifts	4,000	-	-	-	-	-	-	0.0%
Conference Security	1,500	-	-	-	-	-	-	0.0%
Academy Speaker Fees	24,000	-	-	-	-	-	-	0.0%
Academy Speaker Accommodations	4,400	-	-	-	-	-	-	0.0%
Academy Speaker Meals	1,600	-	-	-	-	-	-	0.0%
Academy Speaker Travel	9,900	-	-	-	-	-	-	0.0%
Academy Materials/Supplies	1,000	-	-	-	-	-	-	0.0%
Academy Transportation	-	-	-	-	-	-	-	0.0%
Colloquium Institute Director	1,000	-	-	-	-	-	-	0.0%
Genl/Plenary Speaker Fees	25,000	-	-	-	-	-	-	0.0%
Genl/Plenary Speaker Accommodations	1,500	-	-	-	-	-	-	0.0%
Genl/Plenary Speaker Meals	500	-	-	-	-	-	-	0.0%
Genl/Plenary Speaker Travel	3,700	-	-	-	-	-	-	0.0%
Postage/Courier/Mailing	800	(0)	-	(0)	(0)	-	(0)	0.0%
Speakers Accommodations	7,700	-	-	-	-	-	-	0.0%
Speakers Fees	32,000	-	-	-	-	-	-	0.0%
Speakers/Convener Gifts	-	-	-	-	-	-	-	0.0%
Speakers Meals	2,800	-	-	-	-	-	-	0.0%
Speakers Travel	21,000	-	-	-	-	-	-	0.0%
Staff Travel Accomm.	12,000	-	-	-	-	-	-	0.0%
Travel Accommodations VIP	10,000	-	-	-	-	-	-	0.0%
Conf. Travel Airfare Staff	6,000	0	-	0	0	-	0	0.0%
Conf. Travel Ground - Staff	700	-	-	-	-	-	-	0.0%
Conf. Travel Meals - Staff	5,690	-	-	-	-	-	-	0.0%
Conf. Travel Other - Staff	200	-	-	-	-	-	-	0.0%
Conf. Transportation	15,000	-	-	-	-	-	-	0.0%
Conf. Transportation - VIP	2,000	-	-	-	-	-	-	0.0%
Audio/Visual	88,500	-	-	-	-	-	-	0.0%
Copier	500	-	-	-	-	-	-	0.0%
Opening Reception	35,000	-	-	-	-	-	-	0.0%
All Conference Event	54,000	-	-	-	-	-	-	0.0%
Annual Banquet	87,727	-	190	-	-	-	-	0.0%

# IIMC Financials

FISCAL YEAR 2008

Conference

3/31/2009

	2009							
Description	Adopted Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2009% Used
DJ	-	-	-	-	-	-	-	0.0%
Exhibit Hall	10,000	-	-	-	-	-	-	0.0%
Food & Beverage	103,470	-	-	-	-	-	-	0.0%
Meetings/Board/Comm.F&B/AV	14,620	-	-	-	-	-	-	0.0%
Opening Ceremony	-	-	-	-	-	-	-	0.0%
Private Receptions	10,000	-	-	-	-	-	-	0.0%
Onsite Labor	54,000	-	-	-	-	-	-	0.0%
Design Work	200	-	-	-	-	-	-	0.0%
Photographer	4,000	-	-	-	-	-	-	0.0%
Signage	-	-	-	-	-	-	-	0.0%
Conference Printing/Design Work	16,000	-	-	-	-	-	-	0.0%
Merchandise	200	-	-	-	-	-	-	0.0%
Other	600	-	-	-	-	-	-	0.0%
<b>Total Direct Expense</b>	<b>752,407</b>	<b>4,458</b>	<b>4,458</b>	<b>(0)</b>	<b>13,376</b>	<b>13,375</b>	<b>1</b>	<b>100.0%</b>
<b>Net Profit/Loss</b>	<b>675</b>	<b>(4,458)</b>	<b>(4,458)</b>	<b>0</b>	<b>(13,376)</b>	<b>(13,375)</b>	<b>(1)</b>	<b>100.0%</b>



# IIMC Financials

FISCAL YEAR 2008

Education

3/31/2009

	2009							
Description	Adopted Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2009% Used
<b>INCOME:</b>								
MCEF Contribution/Policy 8	25,000	-	-	-	-	-	-	0.0%
Fees CMC	35,000	3,750	2,917	833	11,500	8,750	2,750	131.4%
Fees CMC Recertification	8,500	1,100	708	392	2,850	2,125	725	134.1%
Fees MMC	27,000	4,900	2,250	2,650	16,750	6,750	10,000	248.1%
Pin CMC	-	-	-	-	-	-	-	0.0%
Pin MMC	-	-	-	-	-	-	-	0.0%
Plaques CMC	8,000	665	667	(2)	2,065	2,000	65	103.3%
Distance Ed Registration	16,000	2,000	1,333	667	5,270	4,000	1,270	131.8%
Conference CD Rom	16,500	900	1,375	(475)	3,225	4,125	(900)	78.2%
New Institute Application Fees	300	-	25	(25)	-	75	(75)	0.0%
Misc Education Income	-	-	-	-	-	-	-	0.0%
MCEF Scholarship	-	-	-	-	-	-	-	100.0%
<b>Total Income</b>	<b>136,300</b>	<b>13,315</b>	<b>9,275</b>	<b>4,040</b>	<b>41,660</b>	<b>27,825</b>	<b>13,835</b>	<b>149.7%</b>
<b>DIRECT EXPENSES:</b>								
Salary/Wages	239,000	18,929	19,917	(987)	48,392	59,750	(11,358)	81.0%
Salary Benefits	36,000	2,925	3,000	(75)	8,344	9,000	(656)	92.7%
Payroll Taxes - Employer	20,000	1,742	1,667	76	5,770	5,000	770	115.4%
Workers Comp Insurance	2,100	170	175	(5)	509	525	(16)	97.0%
Computer/Software	-	-	-	-	-	-	-	0.0%
Conference CD Rom	15,000	-	1,250	(1,250)	-	3,750	(3,750)	0.0%
Credit Card Fee	2,500	310	208	102	714	625	89	114.2%
Distance Ed	33,000	1,080	2,750	(1,670)	1,650	8,250	(6,600)	20.0%
Memberships	1,400	-	117	(117)	-	350	(350)	0.0%
NOCA Accreditation	7,000	-	583	(583)	-	1,750	(1,750)	0.0%
Pins CMC	1,500	-	125	(125)	-	375	(375)	0.0%
Pins MMC	600	-	50	(50)	-	150	(150)	0.0%
Plaques	3,500	-	292	(292)	-	875	(875)	0.0%
Office Equipment Purchase	-	-	-	-	-	-	-	0.0%
Office Supplies	-	71	-	71	71	-	71	0.0%
Postage/Courier/Mailing	2,500	141	208	(68)	272	625	(353)	43.5%
Printing	1,500	-	125	(125)	-	375	(375)	0.0%
Shipping	3,000	162	250	(88)	839	750	89	111.8%
Professional Develop/Training	2,000	-	167	(167)	-	500	(500)	0.0%
Program Development	25,000	1,595	2,083	(488)	1,595	6,250	(4,655)	25.5%
Subscriptions/Publications	500	-	42	(42)	-	125	(125)	0.0%
Telephone	1,300	-	108	(108)	22	325	(303)	0.0%
Staff Travel Accommodations	1,500	-	125	(125)	-	375	(375)	0.0%
Staff Airfare	7,000	-	583	(583)	-	1,750	(1,750)	0.0%
Staff Travel Ground	750	-	63	(63)	-	188	(188)	0.0%
Staff Travel Meals	750	-	63	(63)	-	188	(188)	0.0%
Staff Travel Other	750	-	63	(63)	-	188	(188)	0.0%
Attendance Scanning Equipment	5,000	-	417	(417)	-	1,250	(1,250)	0.0%
<b>Total Direct Expense</b>	<b>413,150</b>	<b>27,126</b>	<b>34,429</b>	<b>(7,303)</b>	<b>68,177</b>	<b>103,288</b>	<b>(35,111)</b>	<b>0.0%</b>
<b>Net Profit/Loss</b>	<b>(276,850)</b>	<b>(13,811)</b>	<b>(25,154)</b>	<b>11,343</b>	<b>(26,517)</b>	<b>(75,463)</b>	<b>48,946</b>	<b>9.6%</b>

# IIMC Financials

FISCAL YEAR 2008

Marketing

3/31/2009

	2009							
Description	Adopted Budget	Monthly Actual	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2009% Used
<b>INCOME</b>								
Advertising	16,000	2,400	1,455	945	7,000	4,364	2,636	160.4%
Advertising/Sponsor	12,000	1,650	1,000	650	4,950	3,000	1,950	165.0%
Advertising Website	1,700	293	142	151	390	425	(35)	91.8%
Royalty - Liberty Mutual	800	-	67	(67)	-	200	(200)	0.0%
Royalty - MBNA MasterCard	3,000	-	250	(250)	-	750	(750)	0.0%
Royalty - Robert's Rule of Order	1,200	300	100	200	300	300	0	100.1%
Royalties Other - E.Mina/NAP	300	200	25	175	1,050	75	975	1400.0%
Mailing Lists	1,200	-	100	(100)	-	300	(300)	0.0%
Merchandise	2,500	-	208	(208)	-	625	(625)	0.0%
Publications	7,000	420	583	(164)	1,266	1,750	(484)	72.3%
Publications - Book 8	300	30	25	5	90	75	15	0.0%
<b>Total Income</b>	<b>46,000</b>	<b>5,293</b>	<b>3,955</b>	<b>1,338</b>	<b>15,047</b>	<b>11,864</b>	<b>3,183</b>	<b>100.0%</b>
<b>DIRECT EXPENSES</b>								
Contract Labor	81,900	6,500	6,825	(325)	19,500	20,475	(975)	95.2%
Salary Benefits	-	-	-	-	-	-	-	0.0%
Workers Comp Insurance	339	-	28	(28)	-	85	-	0.0%
Advertising	-	-	-	-	-	-	-	0.0%
Auto Mileage	200	-	17	(17)	-	50	(50)	0.0%
Credit Card Fee	250	14	21	(7)	88	63	26	140.8%
Awards & Gifts	935	-	78	(78)	-	234	(234)	0.0%
Postage	36	-	3	(3)	11	9	2	0.0%
Design Work (non conference)	500	-	42	(42)	-	125	(125)	0.0%
Merchandise	1,000	-	83	(83)	-	250	(250)	0.0%
Shipping	-	-	-	-	29	-	29	0.0%
Staff Travel Accommodations	600	-	50	(50)	-	150	(150)	0.0%
Staff Airfare	500	-	42	(42)	-	125	(125)	0.0%
Travel Exhibit	1,750	-	146	(146)	-	438	(438)	0.0%
Staff Travel Ground	500	-	42	(42)	-	125	(125)	0.0%
Staff Travel Meals	500	-	42	(42)	-	125	(125)	0.0%
Staff Travel Other	200	-	17	(17)	-	50	(50)	0.0%
News Digest/Print/Mail/Design	3,000	5,576	250	5,326	6,123	750	5,373	816.4%
Printing - Book 8	520	26	43	(17)	78	130	(52)	60.0%
Printing /Publications	3,000	790	250	540	790	750	40	105.3%
<b>Total Direct Expense</b>	<b>95,730</b>	<b>12,905</b>	<b>7,978</b>	<b>4,928</b>	<b>26,619</b>	<b>23,933</b>	<b>2,686</b>	<b>111.2%</b>
<b>Net Profit/Loss</b>	<b>(49,730)</b>	<b>(7,612)</b>	<b>(4,023)</b>	<b>(3,589)</b>	<b>(11,572)</b>	<b>(12,069)</b>	<b>497</b>	<b>95.9%</b>

# IIMC Financials

FISCAL YEAR 2008

Membership

3/31/2009

Description	2009							
	Adopted Budget	Monthly Actual	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2009% Used
<b>INCOME</b>								
Membership Dues	1,100,000	84,162	91,667	(7,505)	250,509	275,000	(24,491)	91.1%
Membership Late Fee	2,000	530	167	363	1,000	500	500	0.0%
<b>Total Income</b>	<b>1,102,000</b>	<b>84,692</b>	<b>91,833</b>	<b>(7,141)</b>	<b>251,509</b>	<b>275,500</b>	<b>(23,991)</b>	<b>91.3%</b>
<b>DIRECT EXPENSES</b>								
Salary/Wages	93,000	7,108	7,750	(642)	18,357	23,250	(4,893)	79.0%
Salary Benefits	18,000	1,335	1,500	(165)	3,791	4,500	(709)	84.2%
Payroll Taxes-Employer	8,100	663	675	(12)	2,382	2,025	357	117.6%
Workers Comp Insurance	900	32	75	(43)	175	225	(50)	77.7%
Auto Mileage	200	-	17	(17)	-	50	(50)	0.0%
Awards/Gifts	-	-	-	-	-	-	-	0.0%
Computer/Software Support	-	-	-	-	-	-	-	0.0%
Credit Card	4,500	126	375	(249)	1,045	1,125	(80)	92.9%
Dues Mailing	12,100	2,155	1,008	1,147	4,693	3,025	1,668	155.1%
Membership	530	-	44	(44)	-	133	(133)	0.0%
Office Equipment	-	-	-	-	-	-	-	0.0%
Postage/Courier/Mailing	12,100	741	1,008	(267)	1,559	3,025	(1,466)	51.5%
Printing Mbr Drive	2,000	-	167	(167)	-	500	(500)	0.0%
Professional Develop/Training	1,000	-	83	(83)	-	250	(250)	0.0%
Promotion	530	-	44	(44)	261	133	129	197.2%
Research Salary Survey Services	400	-	33	(33)	-	100	(100)	0.0%
Staff Travel Accommodations	1,200	-	100	(100)	-	300	(300)	0.0%
Staff Airfare	1,500	-	125	(125)	-	375	(375)	0.0%
Staff Travel Ground	200	-	17	(17)	-	50	(50)	0.0%
Staff Travel Meals	400	-	33	(33)	-	100	(100)	0.0%
Staff Travel Other	100	-	8	(8)	-	25	(25)	0.0%
<b>Total Direct Expense</b>	<b>156,760</b>	<b>12,160</b>	<b>13,063</b>	<b>(903)</b>	<b>32,263</b>	<b>39,190</b>	<b>(6,927)</b>	<b>82.3%</b>
<b>Net Profit/Loss</b>	<b>945,240</b>	<b>72,532</b>	<b>78,770</b>	<b>(6,238)</b>	<b>219,246</b>	<b>236,310</b>	<b>(17,064)</b>	<b>92.8%</b>

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Executive Director  
Finance Department  
**Date:** Monday, May 4, 2009  
**Subject:** 2009 Year to date revised notes



---

### Background -- Budget Notes - 2009

Since the approval of the 2009 budget, several key factors have taken place that require changes to the 2009 adopted budget. These key factors involve the litigation settlement and a decrease to membership dues revenue. Original adopted budget included a dues increase for the entire 2009 fiscal year but unfortunately the increase did not take place until 2<sup>nd</sup> quarter billing resulting in a loss of project income. IIMC has been working to minimize the current projected net loss and, with the direction of Budget and Planning Chair Terry Tripp, is suggesting the following 2009 budget modifications:

**2009 - Approved Budget** **\$ 1,608.00**

#### Budget Income Decreases

Mbrsvs – Membership Dues (30,000.00)

#### Budget Expenditure Increases

Admin – LOC MCEF Interest (18,750.00)  
Admin – Printing ( 2,500.00)  
Marketing – New Digest (10,000.00)  
Admin – Litigation (250,000.00)

#### Budget Expenditure Decreases

Admin – Professional Develop/Training 1,000.00  
Admin – Accommodations 2,100.00  
Building – Building Reserves 9,000.00  
BOD – Election 11,000.00  
B&P Travel – Airfare 1,000.00  
Educ – Conference CD Rom 15,000.00  
Educ – NOCA Certification 7,000.00  
Educ – Professional Develop/Training 1,000.00  
Educ – Program Development 15,000.00  
Educ – Staff Airfare 5,000.00  
Educ – Scanning Equipment 5,000.00  
Mbrsvs – Professional Develop/Training 500.00

**2009 Budget – Revised** **\$237,042.00**

Please note that the above noted changes do not take into consideration the final outcome of the 2009 conference.

### MANAGEMENT'S RECOMMENDATION:

That the Board of Directors approve the revised 2009 budget and continue to allow staff to seek ways to overcome the deficit.

**IIMC Financials**  
**FISCAL YEAR 2009**  
**SUMMARY TOTALS**

	2009							
Department	Revised Budget	Monthly Actual	Monthly Budget	Variance	YTD Actual	YTD Budget	Variance	2009% Used
<b>INCOME:</b>								
Administration	23,900	1,881	1,992	(111)	5,632	5,975	(343)	94.3%
Athenian Leadership Society	12,000	2,705	1,000	1,705	7,900	3,000	4,900	263.3%
Building	69,000	3,836	5,750	(1,914)	11,507	17,250	(5,743)	66.7%
Conference	753,082	-	-	-	-	-	-	0.0%
Education	136,300	13,315	9,275	4,040	41,660	27,825	13,835	149.7%
Marketing	46,000	5,293	3,955	1,338	15,047	11,864	3,183	126.8%
Membership	1,072,000	84,692	89,333	(4,641)	251,509	268,000	(16,491)	93.8%
Other Income								
<b>Total Income</b>	<b>2,112,282</b>	<b>111,721</b>	<b>111,305</b>	<b>417</b>	<b>333,255</b>	<b>333,914</b>	<b>(659)</b>	<b>99.8%</b>
<b>EXPENSES:</b>								
Administration	430,094	43,817	36,791	7,026	100,482	108,474	(7,992)	92.6%
Athenian Leadership Society	11,800	-	983	(983)	3,717	2,950	767	126.0%
Building	163,401	10,959	13,617	(2,658)	35,292	40,850	(5,558)	86.4%
Committee - Board of Directors	70,760	691	400	291	4,792	5,700	(908)	84.1%
Committee - Executive	25,000	1,002	2,083	(1,081)	4,685	6,250	(1,565)	75.0%
Committees - Other	18,722	-	225	(225)	16	675	(659)	0.0%
Conference	752,407	4,458	4,458	(0)	13,376	13,375	1	100.0%
Education	365,150	27,126	30,429	(3,303)	68,177	91,288	(23,111)	74.7%
Marketing	105,730	12,905	8,811	4,095	26,619	26,433	186	100.7%
Membership	156,260	12,160	13,022	(862)	32,263	39,065	(6,802)	82.6%
<b>Total Expense</b>	<b>2,099,324</b>	<b>113,120</b>	<b>110,820</b>	<b>2,300</b>	<b>289,418</b>	<b>335,059</b>	<b>(45,640)</b>	<b>86.4%</b>
<b>PROFIT/(LOSS)</b>								
Administration	(406,194)	(41,936)	(34,800)	(7,137)	(94,849)	(102,499)	7,649	92.5%
Athenian Leadership Society	200	2,705	17	2,688	4,183	50	4,133	8365.1%
Building	(94,401)	(7,123)	(7,867)	743	(23,785)	(23,600)	(185)	100.8%
Board of Directors	(70,760)	(691)	(400)	(291)	(4,792)	(5,700)	908	84.1%
Committee - Executive	(25,000)	(1,002)	(2,083)	1,081	(4,685)	(6,250)	1,565	75.0%
Committees - Other	(18,722)	-	(225)	225	(16)	(675)	659	0.0%
Conference	675	(4,458)	(4,458)	0	(13,376)	(13,375)	(1)	100.0%
Education	(228,850)	(13,811)	(21,154)	7,343	(26,517)	(63,463)	36,946	41.8%
Marketing	(59,730)	(7,612)	(4,856)	(2,756)	(11,572)	(14,569)	2,997	79.4%
Membership	915,740	72,532	76,312	(3,780)	219,246	228,935	(9,689)	95.8%
<b>Net Profit/(Loss) before Litigation</b>	<b>12,958</b>	<b>(1,398)</b>	<b>485</b>	<b>(1,883)</b>	<b>43,837</b>	<b>(1,145)</b>	<b>44,982</b>	<b>-3828.2%</b>
Litigation Fee's	250,000	250,000	250,000	-	250,000	250,000	-	
<b>Net Profit/(Loss) after Litigation</b>	<b>(237,042)</b>	<b>(251,398)</b>	<b>(249,515)</b>	<b>(1,883)</b>	<b>(206,163)</b>	<b>(251,145)</b>	<b>44,982</b>	<b>82.1%</b>

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Janis Daudt, Director of Member Services  
**Date:** May 1, 2009  
**Subject:** Member Services



---

### FIRST YEAR MEMBER PROGRAM

We have developed a “First Year Member Plan” to keep our new member encouraged and make them feel they are part of a family of Municipal Clerks. This is how it works:

- First month of IIMC Membership, the Member receives a new member packet with IIMC pin.
- Third month of IIMC Membership, the Member receives the Language of Local Government book, a letter from the Director of Member Services and an order form for the Language of Local Government book just in case there council or others in the clerk department want to order one.
- Sixth month of IIMC Membership the Member receives a letter from the Direct of Education asking them if they have started their education program with IIMC and if not, these are the steps to take to move forward in their profession.
- Ninth month of IIMC Membership the Member receives a letter from IIMC and the publication form describing some of our bulletins, publications and how they can order them along with a description of IIMC Committees they may be interested in joining in the future.
- One year later, they will receive their dues renewal and it is at this time, I believe we will see a change in retaining our members.

For those new IIMC Members in the months of January, February and March of 2008, we had 100% retention. For those new replacements and Free Membership with conference registration, we had 49% retention. We are very excited about these numbers.

### MEMBER SERVICES

Member Services continues to strengthen relationships with our Members. Questions and comments are answered and listened to, voice mail messages and email messages are answered in a very timely manner. Member Service 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. Our most favorable source 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 many positive comments back from our members.

Our Email Blasts are being sent through “Constant Contact” and reaches 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 accepted by their municipality. We have sent email blasts throughout the year for the following:

- MCEF Silent Auction On-Line
- Advertising Region Conferences and Newsletters
- Thank You for Renewing your IIMC Membership
- IIMC Headquarters' Update to Institute Directors
- IIMC E-Briefings
- Retired Member Reunion
- 63<sup>rd</sup> IIMC Annual Conference in Chicago

#### MARKETING PROMOTIONS

We will be sending out our postcard to several states and tribal communities after the May Conference.

Our "Recruit a New IIMC Member" membership drive has been terrific. This program was started in 2007 and has brought in a total of 172 new members. Each Recruiter's name is placed in a raffle for an AMEX card in the amount of \$250.00.

Our Region Director Challenge went very well. Nick Randle was the winner with 11 new members from the United Kingdom. Colleen Nicol was right behind with 9. The grand total was 35 new members. Congratulations and thank you to those that participated.

Member Services is very pleased with the International Membership increase. The new dues affiliation with SLCC has benefited both IIMC and SLCC. There is great interest in this program from other International Associations.

#### IIMC CAREERCENTER

Member Services introduced the IIMC CareerCenter to the membership in October 2008. This has increased our non-dues revenue and is an added benefit to all of our Members. They can upload their personal resumes for employers to peruse.

#### SALARY SURVEY

The 2009 IIMC Salary Survey will be sent to all IIMC Members with emails in June 09. Our 2008 Salary Survey was a success with a few suggestions made from the membership.

#### IIMC MEMBERSHIP DATABASE

We had a nice change to the membership database section of the web site. We can now email other members directly from the web site. Each member has three search engines to locate another Clerk. One is by typing in the first and last name of the Clerk they are searching for or typing in the municipality and state/province of the Clerk they are searching for. If they are searching for a Clerk outside of the US and Canada, they type in the country name.

#### **Recommendation:**

Respectfully submitted.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Chris Shalby  
Executive Director

**Date:** May 4, 2009

**Subject:** Region XI Affiliations and IIMC Membership

---



### BACKGROUND

During the April 6, 2009 Board of Directors teleconference, the Board approved to grant any Region XI member whose association has an affiliation agreement with IIMC the right to join IIMC for \$26US. Those associations include the following:

- ATAM (Portugal)
- IAM (Israel)
- JOSZ (Hungary)
- NAMCB (Bulgaria)
- SLCC (United Kingdom)
- UDITE (Europe)

Pending new Region XI affiliations can also be included in this policy.

- ADSO (United King)
- IMASA (South Africa)
- SOLAR (Scotland)

### DISCUSSION

In prior years, Region XI membership fees were reduced from \$75US to \$50US to the current \$26US. A large portion of those dues went toward the cost of mailing the monthly News Digest to each Region XI member. That cost was approximately \$5 per member which, at the current fee, would not have been cost effective to IIMC. The News Digest is now an on-line publication that bears no cost to IIMC to distribute to every member.

### FINANCIAL IMPACT

There is no bearing on IIMC's expenses. On the revenue side, the \$26US is bottom line.

### MANAGEMENT'S RECOMMENDATION

That the Board approves this new fee for all Region XI associations affiliated with IIMC and that the new fee become part of policy.