



**International Institute of Municipal Clerks  
Board of Directors  
Mid-Year Meeting Agenda  
October 26-27, 2018**

**Marriott Hotel – Little Rock, Arkansas**



# International Institute of Municipal Clerks

## IIMC Board of Directors Roster

### Stephanie Carouthers Kelly, MMC

**President** Term ends: May 22, 2019  
City Clerk  
City of Charlotte  
600 East Fourth Street 7th Floor  
Charlotte, NC 28202-2857  
**Phone:** (704) 336-4515  
**Fax:** (704) 336-7588  
**Email:** sckelly@charlottenc.gov

### Lana R. McPherson, MMC

**President Elect** Term ends: May 22, 2019  
City Clerk/HR Director  
City of De Soto  
P.O. Box C  
De Soto, KS 66018-0001  
**Phone:** (913) 586-5250  
**Fax:** (913) 583-3123  
**Email:** lmcperson@desotoks.us

### Mary Kayser, MMC

**Immediate Past President** Term ends: May 22, 2019  
City Secretary  
City of Fort Worth  
200 Texas Street  
Fort Worth, TX 76102  
**Phone:** (817) 392-6161  
**Fax:** (817) 392-6196  
**Email:** mary.kayser@fortworthtexas.gov

### Mary J. Johnston, MMC

**Vice President** Term ends: May 22, 2019  
Clerk of Council/Records Manager  
City of Westerville  
P.O. Box 6107  
Westerville, OH 43081-6107  
**Phone:** (614) 901-6410  
**Fax:** (614) 901-6401  
**Email:** mary.johnston@westerville.org

### Sandra "Sandy" Pinsonault, MMC

**Region I Director** Term ends: May 12, 2021  
Town Clerk  
Town of Dorset  
P.O. Box 24  
East Dorset, VT 05253-0024  
**Phone:** (802) 362-1178 X 2  
**Fax:** (802) 362-5156  
**Email:** dorsetclerk@gmail.com

### Joseph F. Powers, MMC

**Region I Director** Term ends: May 22, 2019  
Town Clerk  
Town of Wellfleet  
300 Main Street  
Wellfleet, MA 02667-7471  
**Phone:** (508) 349-0349  
**Fax:** (508) 349-0317  
**Email:** joseph.powers@wellfleet-ma.gov

### Douglass A. Barber, CMC

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

### Diane Pflugfelder, MMC

**Region II Director** Term ends: May 20, 2020  
Municipal Clerk/Administrator  
Township of Liberty  
349 Mountain Lake Rd.  
Great Meadows, NJ 07838  
**Phone:** (908) 637-4579  
**Fax:** (908) 637-6916  
**Email:** clerk@libertytownship.org

### Pamela Smith, MMC

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

### Sonja Tolbert, CMC

**Region III Director** Term ends: May 12, 2021  
City Clerk  
City of Albany  
P.O. Box 447  
Albany, GA 31702-0447  
**Phone:** (229) 438-3969  
**Fax:** (229) 878-3198  
**Email:** stolbert@albanyga.gov

# IIMC Board of Directors Roster

## **Janice Almy, MMC**

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

## **Leticia M. Vacek, MMC**

**Region IV Director** Term ends: May 12, 2021  
City Clerk  
City of San Antonio  
P.O. Box 839966  
San Antonio, TX 78283-3966  
**Phone:** (210) 207-7254  
**Fax:** (210) 207-7032  
**Email:** leticia.vacek@sanantonio.gov

## **Robbie Hume, CMC**

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

## **Leon Wright, MMC**

**Region V Director** Term ends: May 12, 2021  
Township Clerk  
Charter Township of Van Buren  
46425 Tyler Road  
Van Buren Township, MI 48111  
**Phone:** (734) 699-8909  
**Fax:** (734) 699-5213  
**Email:** lwright@vanburen-mi.org

## **Audra Etzel, MMC**

**Region VI Director** Term ends: May 20, 2020  
Deputy Clerk  
City of Rockford  
6031 Main Street  
Rockford, MN 55373  
**Phone:** (763) 634-8770  
**Fax:** (763) 477-4393  
**Email:** audrae@cityofrockford.org

## **Marie A. Moe, MMC**

**Region VI Director** Term ends: May 12, 2021  
City Clerk  
City of Portage  
115 W. Pleasant Street  
Portage, WI 53901  
**Phone:** (608) 742-2176 X 333  
**Fax:** (608) 742-8623  
**Email:** marie.moe@portagewi.gov

## **Bobby G. Busch, MMC**

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

## **Helen Ingold, CMC**

**Region VII Director** Term ends: May 12, 2021  
City Clerk  
City of Crestwood  
1 Detjen Drive  
Crestwood, MO 63126  
**Phone:** (314) 729-4711  
**Fax:** (314) 729-4794  
**Email:** hingold@cityofcrestwood.org

## **Elizabeth Burke, MMC**

**Region VIII Director** Term ends: May 22, 2019  
Town Clerk  
Town of Fountain Hills  
16705 E. Avenue of the Fountains  
Fountain Hills, AZ 85268  
**Phone:** (480) 816-5115  
**Fax:** (480) 837-3145  
**Email:** eburke@fh.az.gov

## **RaNae M. Edwards, MMC**

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

# IIMC Board of Directors Roster

## **Dawn G. Abrahamson, MMC**

**Region IX Director** Term ends: May 12, 2021  
City Clerk  
City of Vallejo  
P.O. Box 3068  
Vallejo, CA 94590-3068  
**Phone:** (707) 648-4528  
**Fax:** (707) 648-4535  
**Email:** dawn.abrahamson@cityofvallejo.net

## **Sheri L. Pierce, MMC**

**Region IX Director** Term ends: May 22, 2019  
City Clerk  
City of Valdez  
P.O. Box 307  
Valdez, AK 99686-0307  
**Phone:** (907) 831-0702  
**Fax:** (907) 835-2992  
**Email:** CovSheriPierce@gmail.com

## **Bonnie Hilford, CMC**

**Region X Director** Term ends: May 20, 2020  
Deputy City Clerk/Legislative Services Manager  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, AB T2P 2M5  
CANADA  
**Phone:** (403) 268-5878  
**Fax:** (403) 268-2362  
**Email:** bonnie.hilford@calgary.ca

## **Aleta Neufeld, CMC**

**Region X Director** Term ends: May 22, 2019  
City Clerk  
City of Lethbridge  
910-4 Avenue South  
Lethbridge, AB T1J 0P6  
CANADA  
**Phone:** (403) 359 7186  
**Fax:** (403) 320-7575  
**Email:** aleta.neufeld@lethbridge.ca

## **Djimmer Petrusma, MMC**

**Region XI Director** Clerk Term ends: May 12, 2021  
City of Dronten  
Postbus 100  
Dronten 8250 AC  
THE NETHERLANDS  
**Phone:** 011-31-0321-388 282  
**Fax:**  
**Email:** d.petrusma@gmail.com

## **Kathryn Richmond, CMC**

**Region XI Director** Term ends: May 20, 2020  
Town Clerk  
Waltham Abbey Town Council  
12 Eagle Close  
Waltham Abbey  
Essex EN9 3NA  
ENGLAND  
**Phone:** 011-44-1992-714949  
**Fax:** 01823-253681  
**Email:** kathryn.richmond@walthamabbey-tc.gov.uk



**International Institute of Municipal Clerks**  
**Board of Directors ~ Annual Meeting Agenda**  
**October 26 – 27, 2018**  
**Marriott Hotel – Little Rock, Arkansas**

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INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS  
Board of Directors Meeting  
May 19, 2018  
Waterside Marriott Hotel – Norfolk, Virginia  
Minutes

**CALL TO ORDER**

President Mary Kayser called the IIMC Board of Directors meeting to order at 8:00 a.m. Saturday, May 19, 2018.

**Board Members Present:**

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

The following IIMC staff members were present:

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

Also Present:

Region XI Consultant: Tom Van der Hoven, Region XI Consultant  
Municipal Code: Dale Barstow  
Past President: Colleen Nicol, MMC  
Marian Karr, MMC  
Awilda Hernandez, MMC

Incoming Board:

- Incoming Region III Director: Sonja Tolbert, CMC
- Incoming Region VI Director: Marie Moe, MMC
- Incoming Region VII Director: Helen Ingold, CMC
- Incoming Region IX Director: Dawn Abrahamson, MMC

**AGENDA APPROVAL**

An Executive Session was added to the agenda after the Foundation Report. The agenda was approved with correction.

**FOUNDATION REPORT**

Foundation report was presented by President Nicol and added the following:

- The IIMC Foundation website is now up and running
- We will be refocusing efforts to better promote the Foundation in order to raise more dollars
- 50 scholarships awarded; 39 from restricted and 11 from unrestricted funds
- Continue to offer two scholarships per Region
- Promoted the Foundation bracelet

In accordance with the approved agenda, the room was cleared and the board met in executive session beginning at 8:21 a.m. and the regular meeting was reconvened at 9:17 a.m.

Without objection a recess was taken at 9:17 a.m. and the meeting reconvened at 9:35 a.m.

**Executive Director Update**

ED Shalby gave an overview of the report adding the following:

- Proceeding into 2019, IIMC will be looking into the possibility of hiring either a full-time or part time/independent contractor to fill the position of Marketing/Communications. We will be looking at candidates with strong experience in writing, social media, and non-profit work.
- We projected 670 paying delegates for the Norfolk conference, and we have a total of 757 members and 36 guests attending, with Region II bringing in 137 delegates and overall for Regions II, III, and IV, there are 303 members.
- This year General Code is sponsoring a Conference Bingo which will engage all delegates and offer a free registration to next year's conference.

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

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

## **Campaign Guidelines - Revised Policy – Draft**

Management recommends revising current Policy 2.20.060 – Campaigning Guidelines – to include the IRS Dos and Don'ts bylaws and incorporate the verbiage to Section D. to include the same restrictions for Region Directors

Director Smith moved that we (the board) forward management's recommendations to the Elections Committee and the Policy Review Committee, which includes:

- 1) To review Policy 2.20.060 Campaigning Guidelines to include the IRS Do's and Don'ts bylaws.
- 2) Incorporate the word "neither" in the first sentence in D. of Policy 2.20.060 Campaign Guidelines with the addition of new words "nor Region Directors, first sentence in Section D of Policy 2.20.060, and
- 3) Add the words "prohibit the ED and/or any IIMC staff members from speaking to or asking an IIMC member to run for Vice President.

Director Powers moved to divide the question. **Motion adopted.**

After further debate, President Elect Kelly moved to reconsider dividing the question. The motion to reconsider was adopted. Motion to divide the question was lost.

After further debate, Director Neufeld moved to strike out #3 from the motion. Motion adopted.

The motion as amended was adopted.

President Elect Kelly moved to refer to the Elections Committee and Policy Review Committee the use of the IIMC logo during IIMC campaigning. **Motion adopted.**

Director Hume moved to refer to the Elections Committee and Policy Review Committee to create guidelines on candidate recruitment. **Motion adopted.**

President Elect Kelly moved to refer the Diversity and Inclusivity Policy to the Policy Review Committee. **Motion adopted.**

## **Hungary Affiliation Agreement**

IIMC has not had any form of communication with the Hungarian Association since 2005. In keeping IIMC on track and as transparent as possible with its Region XI affiliates, management recommends eliminating this affiliation.

Immediate Past President Buttiglieri moved to discontinue affiliation with the Hungarian Association.  
**Motion adopted.**

#### **RECESS**

Without objection, the meeting recessed at 10:45 a.m. and reconvened at 11:00 a.m.

#### **Education Department Report**

Assistant Director of Professional Development DiBlasi gave an overview of the report.

- The department is offering four Athenian Dialogues at this conference. These sessions have received a positive response and all have sold out bringing in additional revenue.
- Canada and South Carolina are showing interest in holding Athenian Dialogues in the near future.
- As of the date of this report, we have had 19 members take advantage of the MindEdge online learning opportunities. We hope to see additional registrations and be able to report back on the revenue received from this partnership.
- Since May 2017, we have awarded 378 CMC designations and 92 MMC designations.
- Dr. Long is currently researching the logistics of IIMC Accreditation regarding our CMC and MMC programs and will have updates during the Midyear Meeting in October 2018.

#### **Region XI Report**

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

- The key objective is to generate membership growth in Region XI focusing on how to retain those members and to provide them with services and products that will serve their needs.
- Will now focus on planning the 2019 Symposium and work with the International Relations Committee and the large number of members in Region XI to provide the products and services they will want to access.

#### **COMMITTEE REPORTS**

##### **Conference Committee**

Director Johnston gave an overview of the report.

##### **Education & Professional Development**

Director Barber gave an overview of the report.

##### **Elections Committee**

Director Edwards gave an overview of the report.

##### **Legislative Committee**

Director Ruch gave an overview of the report.

### **Membership/Mentoring Committee**

Director Almy gave an overview of the report.

### **Policy Committee**

Director Busch gave an overview of the report.

### **Records Management Committee**

Directors Anderson and Pierce gave an overview of the report.

### **Research and Resource Committee**

Directors DeMouth and Hume gave an overview of the report.

### **RECESS**

Without objection, the meeting recessed at 12:00 p.m. for lunch and reconvened at 1:05 p.m.

### **International Relations Committee**

Director Petrusma gave an overview of the report.

Director Petrusma moved to postpone Goal #4 (Market Regions X and XI to members in Regions I through IX) until the next meeting on Wednesday, May 23, 2018. **Motion adopted.**

### **Public Relations and Marketing Committee**

Director Richmond gave an overview of the report. The ED stated that parts of the committee's recommended Crisis Communication Plan will be incorporated in an overall plan, including IIMC Headquarters. A report should be available at the mid-year meeting.

### **Budget and Planning Committee**

Vice President McPherson gave an overview of the report and stated that Committee Chair Marc Lemoine will be giving the full report during the Annual Business Meeting on Wednesday, May 23, 2018.

### **Financials**

CPA Parker provided an overview of the audit report.

Director Buccholtz moved to accept the auditor's report. **Motion adopted.**

IIMC Finance Specialist Pantaleon presented the quarterly financial report for the period ending March 31, 2018.

### **STAFF REPORTS**

#### **Communications**

The report was received as presented by ED Shalby.

## **Member Services**

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

- As of the end of April 2018, IIMC's membership count is 14,704
- Norfolk conference brought in 222 first time attendees

The report was received as presented.

## **RECESS**

Without objection, the meeting recessed at 2:15 p.m. and reconvened at 2:35 p.m.

## **Annual Conference Updates** (Verbal by ED Shalby)

### **2019 – Birmingham, AL**

- President Elect Kelly, ED Shalby, Assistant of Professional Development DiBlasi and Ozimek (Your Event Solutions) will be attending site visit in July.
- Lee Frazier, MMC, is the Host Clerk
- Will have one Host Hotel
- Will be working on the Conference Logo
- Will have support from the CVB and Committee

### **2020 – St. Louis, MO**

- Karen Goodwin, MMC, is the Host Clerk
- Host Hotel is the Hyatt
- All events will be held at hotel
- Theme: Meet Me in St. Louis – Your Gateway to Education

### **2021 – Grand Rapids, MI**

- Will meet with Host Committee in Norfolk
- It will be IIMC's 75<sup>th</sup> Annual Conference

### **2022 – Little Rock, AR**

- Will work on Theme and Logo

ED Shalby stated that RFPs for 2023 are currently being submitted.

## **Directors Reports**

All Directors verbally presented reports from their regions.

## **Other Business**

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

**Adjournment**

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

Maria Miranda, Recorder

DRAFT

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS  
Board of Directors Meeting  
May 23, 2018  
Waterside Marriott Hotel – Norfolk, Virginia  
Minutes

**CALL TO ORDER**

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Board Members Present:

President Stephanie Carouthers Kelly, MMC  
President Elect Lana McPherson, MMC  
Vice President Mary J. Johnston, MMC  
Immediate Past President Mary Kayser, MMC  
Region I Director: Sandra Pinsonault, MMC; Joseph F. Powers, MMC  
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Region X Directors: Bonnie Hilford, CMC; Aleta Neufeld, CMC  
Region XI Director: Djimmer Petrusma, MMC; Kathryn Richmond, CMC

The following IIMC staff members were present:

Executive Director: Chris Shalby  
Office Manager: Denice Cox  
Parliamentarian: Connie Deford

Members were provided with a copy of Chapter 2.30 of the Policy Manual dealing with Region Director Responsibilities.

**Budget & Planning Committee Appointment**

In accordance with IIMC Policy, Vice President Johnston recommended Brian “Petie” Ruch, MMC, be appointed to the Budget & Planning Committee. He has just completed his term as Region VII Director. Director Buccholtz moved to approve the appointment. Motion adopted.

### **President, Executive Committee, and Executive Director Travels**

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

### **Budget & Planning Committee Meeting**

The Budget and Planning Committee will meet September 7<sup>th</sup> at IIMC Headquarters. The Executive Committee will meet on September 8<sup>th</sup>.

### **Mid-Year Board Meeting**

It was announced that the mid-year meeting will be in Little Rock, Arkansas. October 25-28, with Thursday and Sunday travel days.

### **Strategic Plan**

Executive Director Shalby noted that there will be a membership survey this summer, and the information obtained from survey will be used to work on a new IIMC Strategic Plan.

### **Executive Director Remarks**

The deadline for proposals for the 2023 Conference is in June. Site visits to the various locations will be scheduled during the summer months. There are three or four cities interested. Preference will be given for a city where a conference has not been held in the region in the last five years.

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

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

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

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

### **Policies for Board Approval**

Without objection, the board approved the executive director's recommendation to have the Policy Committee create the following policies:

- 1) Gift Policy to establish a monetary value on board gifts and what types of gifts are acceptable for a member of the IIMC Board of Directors
- 2) Conflict of Interest Policy regarding agenda items.

The development of a Campaign Policy was referred to the Policy and Elections Committees by the Board of Directors at their May 19<sup>th</sup> meeting.

#### **International Relations Committee Report**

The Board of Directors, at their last meeting, referred the International Relations Committee Report with recommendations, to this meeting. Director Djimmer moved to refer that report to the October mid-year meeting. Motion adopted.

#### **Adjournment**

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

Connie Deford  
Parliamentarian/Recorder

## **INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**

Annual Business Meeting

Marriott Hotel/Convention Center

Norfolk, Virginia

Wednesday, May 23, 2018

### **Call to order**

President Mary Kayser called to order the Annual Business Meeting at the 72<sup>nd</sup> Annual Conference of the International Institute of Municipal Clerks at 7:45 a.m. on Wednesday, May 23, 2018.

### **Invocation**

The invocation was provided by Tanya B. Lacey, CMC, Fredericksburg, Virginia.

### **Introductions and welcome**

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

### **Agenda**

Without objection, the agenda was approved as distributed.

### **Minutes**

Minutes of the May 24, 2017 Annual Business Meeting were distributed as approved by the Board of Directors (with corrected 2017 heading date). There were no corrections to the adopted minutes.

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

### **IIMC Year in Review**

President Kayser provided an overview of the accomplishments made by IIMC and its members during the past year.

### **Financial Report**

Budget Committee Chair, Marc Lemoine, MMC, Winnipeg, Canada, provided financial information for the year ended December 31, 2017, showing an increase of \$223,341 in net assets for the year.

## Constitution Amendments

After Elections Committee Chair Claudene Anthony, CMC, read Constitution Article XIV Amendments to the Constitution, President Kayser stated that three proposed amendments would be presented for consideration.

**Proposed Amendment #1:** Amend Article I, General, by inserting a new Section 4. Core Values and renumber subsequent sections. If adopted, would read:

Section 4. Core Values

Integrity:

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

Professionalism:

We strive for excellence within our profession.

Communication:

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

Innovation:

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

Integrity:

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

Amendment #1 was approved and will be distributed for a vote by the entire membership.

**Proposed Amendment #2:** Amend Article VI, Region Directors, Section 3, by adding the following language: No state, province, or country (as appropriate for the region) may have a member serve as a Region Director for consecutive terms on the Board of Directors, unless no other candidate applies. If adopted, would read:

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

Amendment #2 was approved and will be distributed for a vote by the entire membership.

**Proposed Amendment #3:** Amend Article VIII, Qualifications, Nominations, and Elections, Section 1, D, by striking out the current language and inserting, If elected attend the conference at which their term will begin.

If adopted, would read:

- D. If elected, attend the Annual Conference at which their term will begin.

Amendment #3 was lost by the following counted vote: Yes, 156. No, 208. The amendment will not be distributed for a vote by the entire membership.

### **Foundation Update**

Foundation President Colleen Nicol, MMC, Riverside, California, reported that the Foundation website is up and running. She stated that the Foundation is thriving thanks to the donations and help from IIMC members.

### **2018 Conference Resolutions**

Diane Whitbey, MMC, City of North Little Rock, moved adoption of the Resolution recognizing the City of Norfolk, Virginia, for the 72<sup>nd</sup> Annual Conference of the International Institute of Municipal Clerks. Resolution adopted.

Lana McPherson, MMC, DeSoto, Kansas, moved adoption of the Resolution recognizing Co-Host Clerks for the 72<sup>nd</sup> Annual Conference of the International Institute of Municipal Clerks. Resolution adopted.

Emily Kunze, Charlotte, North Carolina, moved adoption of the Resolution recognizing Host State for the 72<sup>nd</sup> Annual Conference of the International Institute of Municipal Clerks. Resolution adopted.

### **President's Award of**

President Kayser presented this special award to Tom Van Der Hoven.

### **Certificates of Appreciation – Outgoing IIMC Committee Chairs**

President Kayser presented Certificates of Appreciation to Outgoing IIMC 2017-2018 Committee Chairs:

- Budget & Planning, Marc Lemoine, MMC
- Conference, Alice Attwood, MMC
- Education & Professional Development, Colleen Nicol, MMC
- Elections, Claudene Anthony, CMC
- International Relations, Brenda Kay Young, CMC
- Membership/Mentoring, Marita Rhude, MMC
- Policy Review, Nancy Vincent, MMC
- Public Relations/Marketing, Anthony Mejia, MMC

Records Management, Sandra McKinley, CMC  
Research & Resource, Lanaii Benne, MMC

### **Certificate of Appreciation – Outgoing Region Directors**

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

Region I Director Carol Anderson, MMC, Torrington, CT  
Region III Director Lisa Vierling, MMC, High Point, NC  
Region IV Director Diane Whitbey, MMC, North Little Rock, AR  
Region V Director Mary Johnston, MMC, Westerville, OH  
Region VI Director Pamela DeMouth, MMC, Ankeny, IA  
Region VII Director Brian “Petie” Ruch, MMC Beardstown, IL  
Region IX Director Tracy Davis, MMC, Keizer, OR  
Region XI Director Djimmer Petrusma, MMC, Dronten, The Netherlands

### **Certificate of Appreciation – Outgoing Past President**

President Kayser presented a certificate of appreciation to Past President Vincent Buttiglieri, MMC, Ocean, NJ.

### **Election Results**

Election Committee Chair Claudene Anthony, CMC, reported that for the office of IIMC Vice President, Mary Johnston received 58% of the votes and Ann Uecker received 41%.

### **Oath of Office – Incoming Directors**

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

Region 1 Director Sandra Pinsonault, MMC, Dorset, VT  
Region III Director Sonja Tolbert, CMC, Albany, GA  
Region IV Director Leticia Vacek, MMC, San Antonio, TX  
Region V Director Leon Wright, MMC, Van Buren, MI  
Region VI Director Marie Moe, MMC, Portage, WI  
Region VII Director Helen Ingold, MMC, Crestwood, MO  
Region IX Director Dawn Abrahamson, MMC, Vallejo, CA  
Region XI Director Djimmer Petrusma, MMC, Dronten, The Netherlands

### **Oath of Office – Incoming Executive Committee**

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

Immediate Past President, Mary Kayser, MMC  
Vice President, Mary Johnston, MMC  
President Elect, Lana McPherson, MMC

President Stephanie Carouthers Kelly, MMC, was sworn in by IIMC Past President Jean Bailey.

### **President's Comments**

President Kelly's message is, "Together We Can!"

### **Invitation to 2018 IIMC Conference**

A video highlighting the City of Birmingham was presented for the 73<sup>rd</sup> Annual Convention to be held May 19-22, 2019.

### **Adjournment**

With no further business, the meeting adjourned at 8:38 a.m.

Connie M. Deford  
Recorder and Parliamentarian



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Chris Shalby, Executive Director  
**Date:** September 18, 2018  
**Subject:** 2018 Mid-Year Executive Director Update

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### Overview

The following is an overview of Headquarters, Operations and Personnel. Heading into 2019, we are looking to hire an assistant to work in both the Education and Membership Departments. The full staffing report will be part of the Budget and Planning Committee Report. **At the end of my report, we have two recommendations that require Board approval.**

### Administration

IIMC is fully staffed, with the exception of the Communications area (see staffing report in Budget Committee report in this Agenda). The Executive Director oversees this area. Staff assists with various marketing and communication responsibilities including the online E-zine *News Digest*. I believe current staff's experience, with six staff members having been with the Organization for more than 10 years, longevity, a strong belief in IIMC's mission, and an affinity toward the membership are important intangibles for IIMC employees.

Maria Miranda provides exceptional service in a variety of areas including proofing and editing all publications (*News Digest*, annual reports, etc.) assisting with accounts receivables on top of her administrative responsibilities. She also doubles as the Board minute taker and works on the Conference Opening Ceremony. Janet Pantaleon is devoted full time in the Finance Department. She will also be handling the 2019 Region XI Symposium/Study Abroad Program registrations. Janet also coordinates the Opening Ceremony and handles cashier responsibilities at the Conference. Denice Cox does an excellent job of managing the office, as well as overseeing certain parts of the Annual Conference (Board functions, F&B and Protocol Officer). She no longer oversees the building property or tenants, relinquishing her responsibilities in those areas except for suite 200. She is the Organization's main contact with the property management firm.

In 2019, we will also be researching and negotiating with a new member affinity program for associations -- **GetWindfall** – which will allow IIMC to provide members with benefits regarding loyalty shopping programs, car rental discounts, and more, while providing IIMC with rebates. With more than 15,000 members, this could be an additional and fruitful revenue stream and add value to IIMC membership. **\*\*\*This was a project for 2018 that did not materialize. We will try again in early 2019.**

### Building Update

All three offices are fully leased. **Burga Law**, a tenant since 2015, renewed its lease through 2020. The other two tenants – **Exact Staff and Studio Pink** - joined in July and August of 2016, respectively and have five-year contracts through 2021. All tenants' income has reduced IIMC's monthly mortgage liability from \$4,800 to \$500. The building revenue is reflected in the budget. In July 2017, we hired CityCom Property Management firm. Tenants are now responsible for contacting CityCom regarding their maintenance issues with IIMC signing off on all repairs.

## **ED Update – Page 2**

### **2018 Conference – Norfolk, Virginia**

The 2018 Conference in Norfolk was projected for 670 Delegates/35 guests and revenue of \$13,137. The year-end figures are projected to be \$137,392, an increase of \$124,255 over the original projections. The major reasons for Norfolk's profit were: an increase in attendance by an additional 57 delegates; sold out three hotels (no attrition); rebates and commissions on all three hotels (including late addition of the Courtyard); and continuing sponsors. The following brief comments highlight the success of the 2018 conferences:

The reason for the increase in projected revenue is due to:

- Increase in delegate registrations
- Addition of third hotel Courtyard Commissions
- Norfolk CVB rebate due to meeting our room block
- Increase in Academy registrations
- Decrease in overall Food and Beverage expenses
- Decrease in Audio Visual expenses
- Decrease in some speaker fees

## **CONFERENCE**

### **2019 Conference – Birmingham, Alabama**

We are projecting 700 Delegates/35 guests for the 2019 Conference and projected profit of \$45,810. The average attendance numbers from Conferences in 2015, 2016, 2017 and 2018 are approximately 670 delegates. However, Norfolk produced 727 Delegates, which allows us to increase our projections, knowing it's a conservative increase and one that can be met.

**NOTE:** Birmingham is a historic and vibrant city and offers plenty for Delegates and guests. Airlift is easy from anywhere in the world. We are in one host hotel and that hotel provides complimentary shuttle to and from the airport (10 minutes by car). Here are areas that we believe will make Birmingham an attractive conference:

1. One Host Hotel
2. Birmingham by car is between 3 to 8 hours from numerous states (AR, LA, TN, NC, GA);
3. Cost of doing business is amenable to IIMC;
4. The opportunity of adding vacation to a conference may attract more delegates;
5. Typical expenditures for delegates in Birmingham are affordable;
6. There are various historical attractions available to delegates;
7. The City of Birmingham will provide IIMC with \$50,000 in incentives -- \$25,000 in cash and up to \$25,000 in in-kind services to offset costs; and
8. Conference held in IIMC's largest membership Region III – 1,700 members

### **Hotel Room Block/Costs**

The Host Hotel is the Sheraton -- \$159/night with 17.5% sales tax and NO attrition.

The hotel is within a safe and secure area of the city with nearby establishments within walking distance. We have contracted 550 rooms each on peak nights for a total room block of 2,639. We should have no problem meeting our room block and the hotel has room for us to grow. There is also another hotel across the street from the Host Hotel that can accommodate IIMC if we sell out and the need arises.

## **ED Update – Page 3**

\*\*All education, general sessions, exhibit hall, lunches, refreshment breaks, opening ceremony, board meetings and ABM will be in the Birmingham Jefferson Convention Center (adjacent to the Sheraton). The annual banquet, right now, is slated to be at the Sheraton Hotel grand ballroom. The All Conference Event will be offsite in 2019.

### **Conference Delegate/Guest Registration Fees - 2019**

The current fees are \$600 early bird for Delegates and \$265 for Guests. We are not recommending an increase since we had one for 2016.

### **Early Bird Package/Marketing**

The Early Bird will be Monday, April 1, 2019 to save \$50.00 on registration. We believe an early bird date in April helps us with our marketing campaign. If the past three conferences are any indication of members booking early, we will need this date to help us negotiate another hotel if the need arises.

- Early Bird rate offered through Monday, April 1, 2019 – cost will be \$600.00
- After Early Bird - Tuesday, April 2, 2019 – cost will be \$650.00. In 2018, we had 99 members register after the early bird.

We now mail the program to members who have attended at least three conferences, instead of five, and keep all the other mailings the same. Doing so, IIMC will realize \$2,000 to \$4,000 in savings.

### **Rebates/Commissions Maximum**

The Sheraton is offering IIMC a 10% commission that will be divided between IIMC and YES (7% IIMC and 3% YES).

**City of Birmingham** -- In addition to the commission, the City of Birmingham is providing IIMC with a \$50,000 incentive -- \$25,000 in cash to IIMC and up to \$25,000 in in-kind contributions to help offset additional costs.

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

- Sheraton -- \$29,372 IIMC's maximum commission

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

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

**\*\*\*We need to visit the costs of these events since the price of food and beverage has increased since 2012.**

## ED Update – Page 4

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

### Areas to note for Birmingham include:

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

### Recommended Discounts and Savings

We will offer \$50.00 discounts to Region III (IIMC's population in this region is approximately 1,700) members (AL, NC, SC, FL, GA) and Region IV (total membership 637 -- TX, LA, MS, AR, OK) who attend Birmingham. Regions X and XI already receive a discounted conference rate of \$460US and \$395US, respectively. We have found the Region discount programs work well. In 2018, we had nearly 300 members from the discounted regions attend Norfolk. In 2016, 2017 and 2018, we've extended the discount program to the host region and other nearby regions that we deemed to be within close (driving/train/bus) proximity of the host city.

Other discount programs that Management recommends continuing in 2019 are:

- Academy sessions are \$179 and offer a \$50 discount for each additional Academy session after paying the \$179 fee for the first Academy. We had 234 registered for the Academies of which 62 plus Delegates took one or more Academies in Norfolk. We are keeping our Academies in Birmingham to six. We will have four Athenian Dialogues. We believe these numbers will do well to attract delegates and keep instructor fees to a minimum.
- Offer an incentive for any city that sends two or more Clerks to the conference a discounted flat rate of \$485.00 per delegate (**No other discounts - first timer or Region - would apply to the delegates paying \$485.00**). However, the first member from this group paying the full price would be able to take advantage of the first timer and Region discounts if applicable. Norfolk attracted 62 multiple attendees.

### Education

The Department continues to look for new education endeavors for IIMC members. They've created additional online education programs, expedited the application review process and grow the online courses. **The Department's report encompasses more details and the Education and Professional Development Committee's report has Board recommendations to consider that will benefit future programs.**

Dr. Long continues to work on creating new learning management systems, online courses, representing IIMC as a facilitator and teacher at Institutes and Association conferences, coordinating communication with the Institute Directors and being a soundboard on all things education. Currently, Dr. Long and the Department are working on future education endeavors such as Beyond the MMC and IIMC Accreditation.

## ED Update – Page 5

Assistant Director of Professional Development Ashley DiBlasi oversees the certification programs, Association course reviews, Institute Annual Reports, Athenian Dialogue process, Foundation scholarship and grant programs, social media and the logistical duties of planning the Annual Conference education program including speakers, conference transcripts and the smartphone app. Education Assistant Kellie Siggson is handling both CMC and MMC applications, education webpage maintenance, conference volunteer coordination and cross training on Institute Annual Reports, Association course reviews, Athenian Dialogue processes and conference logistics.

### Finance

The projected 2018 year-end budget will make it 11 consecutive years that IIMC will end the year in the positive. **The 2018 and 2019 projected year-end budget reports in this Agenda provide detailed accounts of IIMC's finances.** The Budget Committee's report also provides full details regarding this and next year's finances, as well as recommendations for the Board's review and approval.

### Marketing/Communications

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

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

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

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

### Membership

IIMC's membership numbers in Region I through X remain consistent. We are noticing as Baby Boomers retire some do not transition into Retired Members. We have seen growth in our Deputy Memberships since 2015. Our Inactive 2 Active Member Drive has brought in 224 new members since 2017. Municipalities find themselves with budget constraints, thus we see the ebb and flow of our association membership numbers. The 2018 membership budget will realize a profit of \$28,419. The budget was projected at \$997,635 and will end the year at \$1,026,054. Member Services Director Janis Daudt and Member Services Representative Tammy Storrie have nearly 35 years of combined experience that they use regarding customer relations, member recruitment, retention and other areas. **More information on the Department can be found in the Membership report.**

**Management's Comments/Recommendations -- Board Action Required**

**1 - IIMC Foundation**

At the Board meeting in May 2017, Management recommended to the IIMC Board of Directors that if future conferences were highly successful that the Board would have the option of providing the IIMC Foundation an additional 10% from IIMC sponsorship revenue. Currently, the IIMC/Foundation contract stipulates that 10% of conference sponsorship revenue is awarded to the Foundation.

If this recommendation is approved, IIMC would provide the Foundation with an additional **\$6,200.00**, reducing IIMC's overall 2018 bottom line by that figure.

At the same May 2017 meeting, the Board agreed to automatically pass \$100 from full paying exhibitors (\$1,500) to the IIMC Foundation. **Total earned for the Foundation is \$1,900.00**

If the combined totals (\$8,100) are approved, the 2018 bottom lines will be:

- Conference -- \$129,292 instead of \$137,392
- Overall Budget -- \$179,434 instead of \$187,534

**Management's Recommendation**

The Budget and Planning Committee and Management recommend that the Board approve the additional 10% in sponsorship revenue for the IIMC Foundation.

**2 - Dyanne Reese – IIMC Past President Honorary Membership**

**Chapter 6.30 -- HONORARY MEMBERS – STANDARDS**

**6.30.030**

**Policy.**

A. 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.

*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.*

B. 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.

C. The IIMC board of directors by a two-thirds vote of board members confers honorary memberships.

D. Recognition of new honorary members shall occur at the first annual meeting after the board of directors confers such honorary membership status.

## **ED Update – Page 7**

E. Honorary memberships may be terminated by a two-thirds vote of the IIMC board of directors without review of the ethics standards committee. An honorary membership may be terminated for reasons including but not limited to: willful disregard of Board approved actions, violation of the IIMC Code of Ethics or conviction of a felony by recipient. If a membership is terminated, past record of honoree will be stricken. (**November 2010**)

F. Honorary members are exempt from paying membership dues. [May 2009; November 8, 2008; October 27, 2006; May 21, 1995. Policy M-4].

### **Dyanne C. Reese Biography**

Dyanne C. Reese, MMC, Retired Clerk of Council, Savannah, Georgia served as IIMC President from 2008 to 2009 and was the first African American IIMC member Elected to this Office

A member since 1985, Dyanne has attended every Conference since joining IIMC. As a member, she worked on the Meeting Administration Committee creating the booklet, "The Language of Local Government." She participated in both IIMC Educational Summits and Chaired the EP/G Committee, adopting many educational initiatives. She received the "2001 Presidents Award of Merit," the 2003 IIMC Quill Award and was elected to the IIMC Board in 2003, representing Region III.

A more than 40-year employee of Savannah, Dyanne was appointed Assistant Clerk of Council in 1976 and Clerk of Council in 1985. A member of the Georgia Municipal Clerk/Finance Officers Association, she was "Georgia Clerk of the Year" in 1994 and President in 1997.

Among the many areas in which Dyanne was instrumental as IIMC President, are: She developed the first 3-year strategic plan for the Board (which continues today), helped to rebuild IIMC's finances through disciplined spending policies, created Board Development to improve Board roles and responsibilities, created the Policy Committee, and implemented a Constitution Task Force that made certain a new Constitution provided the Board with the authority to make decisions for the Organization.

### **Management's Recommendation**

That the Board bestow Honorary Membership to Dyanne Reese and that the presentation be made at the Opening Ceremony at the 2019 Conference in Birmingham, Alabama.



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

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### **Key Result Area 1 – Membership**

#### **Performance Objective:**

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

#### **Process Objectives:**

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

#### **Responsibility -- Member Services Department**

**Management’s Comments:** We are on target with Performance Objectives 1 and 2 as our membership base is currently more than 14,000. Objective 3 did not produce the results we expected; however, the department shifted their efforts to a new campaign – Inactive 2 Active – with outstanding results to date – 232 new members. We will continue with this membership campaign through the first quarter of 2019.

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### **Key Result Area 2 – Finance**

#### **Performance Objective:**

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

#### **Process Objectives:**

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

#### **Responsibility**

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

**Management’s Comments:** We have surpassed the target date of December 2018. Currently, our reserves are \$603,000 and we are optimistic that we will continue to increase this amount in the coming years.

## **Key Result Area 3 – Communications/Social Media**

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### **Performance Objective:**

- By February 2017 -- IIMC will have a full-time public relations/marketing employee to oversee all IIMC communication. This person will also be well versed in all aspects of social media.
- By May 2017 – IIMC presents for Board approval: Social Media marketing plan.  
**INCOMPLETE DUE TO BUDGET/RESOURCES. HOWEVER, WE ARE WORKING ON A NEW HIRE FOR 2020, PENDING BUDGET APPROVAL.**

### **Process Objectives:**

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

### **Responsibility -- Executive Director**

**Management’s Comments: We are not on target with a new hire, and we are proposing that we wait for this position until 2020 (see staffing report as part of Budget Committee’s report).**

## **Key Result Area 4 – Board Development**

### **Performance Objective:**

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

### **Process Objectives:**

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

### **Responsibility -- Board of Directors/Executive Director**

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

## **Key Result Area 5 – Education**

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### **Performance Objective:**

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

### **Process Objectives:**

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

**Responsibility:** Education Dept. & Education/Professional Development Committee

**Management's Comments:** We currently have 178 total on-line learning courses (7 with Captus Press, 44 with MindEdge, and more with FEMA, EdtoGo, etc.) and are looking to expand on that number in 2019. The Education Department currently has four courses in production.

## **Key Result Area 6 – IIMC and Diversity/Inclusivity**

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### **Performance Objective:**

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

### **Process:**

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

**Management's Comments:** We have completed our objectives and passed a Constitutional Amendment this past summer to include Core Values in the Constitution of which Diversity is part of those Core Values.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Chris Shalby, Executive Director  
Aleta Neufeld, Region X Director  
Bonnie Hilford, Region X Director

**Date:** September 18, 2018

**Subject:** Draft of Growing IIMC Region X - Canada

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## Summary

As an international professional body, IIMC has aspirations to grow Region X – Canada. When we discuss growth in this Region, we mean the following:

- Make IIMC more visible through its Region Directors
- Research the possibility of growing the membership (excludes affiliations)
- Research the possibility of providing continuing professional development/certification
- Research the possibility of affiliating with Institutes

This outline discusses some of the issues which IIMC needs to address to achieve its aspirations to be a premier international organization for Clerks in Region X and recommends ways for moving forward.

## Background

Although IIMC has not truly put forth concerted efforts, energy, time and resources to grow Region X in the past, it now wishes to increase its engagement with the Clerks profession in this Region.

IIMC has a number of advantages in being able to do this. These are:

- Being based in the US and drawing its membership from within state organizations, it has a relatively large membership and an infrastructure which already makes it an umbrella organization.
- The solid foundations of an organization which has existed for 70 plus years.
- Premier professional development and certification programs, especially with the increase of online education courses.
- A high-quality annual conference which has provided a basis for encouraging and developing international relationships.
- International contacts, affiliations and international members which have resulted from earlier initiatives.
- A working model (similar to the one in Region XI) that features bi-annual symposiums, study abroad programs and attendance at National Association conferences, via IIMC President, Executive Director and Region XI Directors.

The major obstacles, which need to be overcome in growing a successful Region X, are various but the major ones can be identified as:

- **Identification of the characteristics of the Region X member** - While there are similar roles in probably every local government setting in every country, job titles, and range of

responsibility, environments vary widely. IIMC needs to define its membership characteristics sufficiently to ensure that appropriate professionals are eligible to join and see the benefit in doing so. However, it should not be drawn so widely that Region X Clerks are unable to identify their common interest in being part of the same organization.

- **Clerks convincing their bosses of the importance and benefits of IIMC and obtaining the funding** -- With the US currency, we have to be very convincing. I believe that all clerks would jump at the chance to be a member or attend a conference, but it is not up to them – so we need to target the Chief Administrative Officers. Most Clerks we have heard from are only allowed to pick one – their provincial or IIMC but not both.
- **Defining membership benefits which will attract Region X members** - While IIMC has a membership package which is relevant to the US and, possibly Canada, could there be more to explore and export within that package. IIMC needs to create services which are complimentary to those offered by national bodies (AMCTO, LGMA, PMA, AMA) while developing an infrastructure to provide services where there is no existing provision, if applicable.
- **Finance** - Any major strategic development will require an investment of resources, which will, at a minimum, include staff and Region X Directors' time, and developing services. Currently, IIMC's finances are in excellent shape; therefore, there should not be an issue to allocate dollars to specific recruitment programs and travel for the Directors within the Region.
- **Distance** - Membership associations are people businesses and communication and networking is at the heart of what makes membership associations tick. While electronic communications and media make IIMC feasible, overcoming the problems of distance will always be a primary concern in this Region. Direct face-to-face meetings are preferable but costly. \*\*If IIMC is to function as a viable organization, it will need to invest in regular travel (within Canada) for its two Region Directors. \*\*This could be an immediate resolution since we have allocated funds in the budget for a consultant, we then could use those funds to allow travel for the two Directors.
- **Region Director Representation** – Having two Region Directors oversee an entire country seems painfully unproductive. Perhaps, there needs a review to determine whether or not adding one or two more directors to the Region could enhance visibility and communication. This would take a constitutional change, pending Board and membership approval.

## Proposal

- Given IIMC's current position and the challenges it needs to address, a thoughtful, and organic approach are probably essential. A long-term investment will be required so IIMC needs to build on its allocated resources and use all the tools at its disposal to achieve its long-term goals. Also, a survey to the Canadian IIMC membership or even to the Provincial Associations to pass along to their members (most are not members) to understand more of the issues from a broader audience. The following areas are recommendations that could help develop Region X:

- Define the appropriate membership criteria for IIMC Region X members and create the range of member services which IIMC can offer. Such services could include;
  - An internationally relevant IIMC qualification (possibly based on CMC/MMC)
  - A relevant website with easy access to bulletin boards, ListServs, publications and educational downloads
  - Via arrangement with national organizations facilitate Symposiums, study programs, and affordable access to IIMC Annual Conferences.
  - Research the possibility to hold IIMC Annual Conferences in Canada every 5 years.
- Strengthen existing affiliations without encroaching on their foundations.
- When finances allow, appoint a Region X development consultant to coordinate development and to work with national organizations and Region X Directors.

### **Action Plan - DRAFT**

We believe a first step is to form a committee with a mandate to consider the following:

- Understand the current provincial organizations, their mandate, membership and value and education they provide to their members (include a representative from some of those groups, i.e. AMCA, AMCTO and LGMA);
- Compare the services between IIMC and these organizations and how best to collaborate and support one another
- Increase IIMC's presence in Canada – increased conferences, symposiums, study programs etc.;
- Education differences and requirements between Canada, US and Europe;
- Website that is refreshed reflecting we truly are an international organization;
- Explore two Directors for Canada and is this working to its potential?
- Explore how to raise awareness and value of IIMC provincially.

### **Conclusion**

This draft is more a series of ideas, suggestions and recommendations to help pave the way forward. IIMC needs a strategy if it aspires to truly be an international body. Only a systematic approach which makes choices and sets priorities, and which takes a long-term view will significantly affect the engagement and open it up to the large numbers of Region X members who might potentially wish to participate.

We recommend that a working group is established, with links to the International Relations Committee and with participation from the Executive Director, the Region X Directors, and several other members from Region X and the Region X affiliates. Their goal would be to create a work plan designed to develop and mesh with the IIMC's core strategy and budget and which takes account of the issues listed above.

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

Along with the Region X Directors, we recommend that the Board approve this Draft in concept and allow us to move forward solidifying the plan further in 2019 and bring back a more concrete direction for the May 2019 Board meeting.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** Board of Directors

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

**Date:** September 7, 2018

**Subject:** 2018 Midyear Education Department Report

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Since the 2018 Annual Board of Directors Meeting in Norfolk, the Education Department has continued to work diligently to improve membership access to educational and informational resources in addition to planning the 2019 Annual Conference education program. Below you will find the highlights of these efforts.

### 2018 Annual Conference

- ❖ **Conference Transcripts** - 692 transcripts went out on June 19, 2018 to those that scanned into education sessions in Norfolk.
- ❖ **Conference Evaluations** – The 2018 Annual Conference Evaluation results were shared with the Conference Committee for feedback. In reading the evaluations it became clear that the Conference Scanning Policy needed to be addressed. **Staff has been monitoring this process carefully since 2015 and has provided a proposal requiring Board action following this report – Recommendation**
- ❖

### 2019 Annual Conference Education Program

In 2019, the Conference Education Program will include:

- ❖ **6 Academy Sessions** – Topics featured will include Self Advocacy, Working from Strengths, Leadership Mindset, Policy Making, Public Trust, and Social Media.
- ❖ **2 General Sessions** – “Finding the Funny in Change” – with Jan McInnis and “Play Something We Can Dance To” – with Matt Booth.
- ❖ **42 Concurrent Sessions** – In 2019, we will offer 42 concurrent education sessions.
- ❖ **Athenian Dialogues** – The department will be offering 4 Athenian Dialogues at the conference:
  - **Walking with the Wind: A Memoir of the Movement** by John Lewis, Michael D'Orso will be facilitated by Anne Uecker, MMC, City Clerk from St. Francis, WI and will be held at the Birmingham Civil Rights Institute
  - **The Junction Boys: How 10 Days in Hell with Bear Bryant Forged a Championship Team** by Jim Dent and Gene Stallings will be facilitated by Mary Lynne Stratta, MMC, City Secretary from the City of Bryan, TX and will be held at the Alabama Sport Hall of Fame
  - **The Rebellious Life of Mrs. Rosa Parks** by Jeanne Theoharis will be facilitated by Randi Johl, MMC City Clerk from the City of Temecula, CA
  - **I Never Had it Made** by Jackie Robinson will be facilitated Susan Domen, MMC, City Clerks from the City of Lake Elsinore, CA

- ❖ **Offsite Concurrent Education Session** – In 2019, we will be offering two offsite concurrent session which will take 200 pre-registered delegates through the Birmingham Civil rights District and to the Civil Rights Institute. This program will explore the Birmingham Civil Rights Institute (BCRI) that sits at the center of the past and new beginnings and chronicles the events, struggles, and victories of the Civil Rights Movement. This session will be led by the Education Team at the Birmingham Civil Rights Institute and will be offered on Tuesday, May 21, 2019 in the morning and again in the afternoon.
- ❖ **Smartphone Application** – The IIMC Smartphone App now resides on 3,728 devices worldwide and has been opened more than 121,900 times since its launch. For the 2019 conference, IIMC has upgraded and implemented social features into the app. Individual members will have the ability to create a profile within the app and communicate within the app including the ability to share photos of their conference experience within the in-app news feed. This feature will be very similar to a Facebook News Feed. IIMC Staff will also have the ability to communicate and push notifications to individual attendees if they have created a profile.
- ❖ **IIMC Gives Back** –The Department will be reaching out and extending a partnership opportunity to a local organization in Birmingham after the first of the year. This program allows IIMC members to contribute in a charitable way to the local communities that we visit and is well received by the members.

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### **Athenian Leadership Society**

As of this date, we have 60 approved Facilitators and 127 active Athenian Fellows. The Athenian Dialogue Policy has not bee update or revisited since its implementation in 2009. As this program continues to spread across the United States, IIMC Staff recognized the need to streamline, clarify and ensure that the policy evolves with the program. Staff worked with the Education and Professional Development Committee to assess each component of this policy. **A full report requiring Board action is found following this report - Recommendation**

## Online Learning

- ❖ **Captus Press**- Since our last meeting we have started production on four additional courses all based on sessions presented at the 2018 Annual Conference:
  - “Best Practices for Being the Best You” facilitated by Roseann McGrath
  - “From Stress to Resilience: Developing the Gift of Mental Toughness” facilitated by Faith Wood
  - “Electronic Records Management” facilitated by Jannette Goodall
  - “Creating Memorable Council Orientation Day Programs” facilitated by Debi Wilcox
- We project that these sessions will be live before the end of the year. Since the launch of the Captus Program in September of 2014, these programs have generated more than \$54,000 in revenue for IIMC.
- ❖ **MindEdge Learning** – At the 2017 Midyear Meeting, the Board approved a resale partnership with MindEdge Learning beginning January 1, 2018. IIMC received 40% of each registration fee collected through our website. There are currently 44 courses available to IIMC members through this partnership, all of which earn certification credit. To date, we have had 61 registrations which has generated \$1,587 in revenue.
- ❖ **Total number of Online Learning Opportunities** – As of this date, IIMC currently has **178** online learning opportunities listed on our website.

## Committee Work

- ❖ **Conference Committee** - The Department worked with the 2018-2019 Conference Committee to review the feedback received in the 2018 Conference Evaluations and discuss improvements and enhancements. The department thanks this committee for their thorough review and feedback regarding 2019 Conference Speaker Proposals received as well as the Conference Scanning Policy. Their full committee report is in this agenda.
- ❖ **Education and Professional Development Committee** – The Education and Professional Development Committee has been a busy committee since May. The Department thanks them for their hard work on the review of the Wyoming Institute Proposal, the Conference Scanning Policy and the Athenian Leadership Policy. This committee will also see a new Institute proposal for the State of Utah in the next several weeks.

❖

## IIMC Institutes

- ❖ **Education Advisory Group (EAG)** – The Education Advisory Group, which consists of six members, assisted in the planning of the Colloquium agenda at the 2018 Annual Conference in Norfolk. This session was well received by all Institute Directors and State Education Chairs in attendance. The EAG will play an integral part in planning for the 2019 Colloquium in Birmingham. Also, Dr. Long distributed a survey to the Institute Directors on September 4<sup>th</sup>, closing September 30<sup>th</sup>, to solicit ideas and topics for next year’s Colloquium.
- ❖ **Update on Institutes** - Annual Report reminders will begin going out in October. We will continue to emphasize the need for session titles, descriptions and hours for each program conducted during the year. We will also be asking for copies of certificates/transcripts, a yearly recap and future plans for the Institute.
- ❖ **ID Connection Newsletter** – The next edition will be sent September 19<sup>th</sup> and with the new video tools created by the department as well as a reminder about annual reports and the purpose they serve. The final edition for the year will go

out in mid-December and will feature this year's Institute Director's Award of Excellence winner.

- ❖ **New ID Resources** – As a direct request from the Institute Directors at the 2018 Colloquium, the Department created a quick 90 second video that introduces the education department staff to new Institute attendees. IDs were looking for a way to visually connect IIMC to the Institute as soon as their participants step into the programs. The department also released a brochure for new Institute Directors at the Colloquium and emailed it out to all IDs with the conference recap in June of this year.
- ❖ **Wyoming** – On July 23, 2018 the Education and Professional Development Committee approved Casper Community College as the education provider for the Wyoming Association of Municipal Clerks and Treasures. Their first program took place September 11-14, 2018.
- ❖ **Utah** – The Department received a new Institute Proposal from the state of Utah on September 5, 2018 seeking approval for a partnership with Couther Utah University. The proposal is currently under review and an update will be made on the status of the proposal at the Midyear Meeting.
- ❖ **New York** – The Education Department and the Education and Professional Development Committee approved a partnership with the New York Clerks and the State University of New York in January of 2017 with the commitment from the University to develop an Academy program for those working toward their MMC. As of the date of this report, this commitment has not been upheld and MMC applicants are feeling the impact this is having on their certification applications. The Department will work their new Institute Director during the annual reporting process at the end of the year to attempt to expedite the program development.
- ❖ **Institute Director Turnover** – In the last 12 months, IIMC has seen new Institute Directors in New York, Kentucky and Virginia in addition to Indiana, Wyoming and Utah.

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

- ❖ July Colorado and Wisconsin 40<sup>th</sup> Institute Programs
- ❖ Late July Athenian Dialogue for Region 7 Conference
- ❖ September 17-19 Arkansas Municipal Clerks Institute
- ❖ October 16 -19 Municipal Clerks of Illinois Institute and Academy

### **Other Departmental Work**

- ❖ **Beyond the MMC Program**

This is a certificate program that is being proposed to fill the void of continuing education opportunities for those who have achieved the MMC designation. **A full proposal for this program requiring Board action follows this report**

**Recommendation**

- ❖ **Accreditation**

Dr. Long is researching two accrediting bodies for continuing education.

### **Course Review Approvals**

Course Reviews continue to stream in and requests are answered within 10 days.

### **Certification/Verification**

Both the CMC and MMC certification processes continue to run smoothly. Applicants continue to express their satisfaction with the submission process itself and the quick turnaround time which remains at approximately 2-3 weeks. The department reviews approximately 120 application submissions each month ranging anywhere between 6 pages and a few hundred pages.

- ❖ **CMCs and MMCs** - Since the Annual Board Meeting on May 20, 2018 we have awarded **86 CMC** designations and **38 MMC** designations.
- ❖ **International Certification** – Since the Board meeting, we have not experienced a significant increase in application numbers from Region X or XI, however we have received more communication from Newfoundland & Labrador and are currently reviewing an advanced program for credit. We hope that this new program will generate more interest in the MMC program in that area as well as the CMC.
- ❖ **Calendly** – This calendar system continues to keep the department organized and simplifies application review phone calls for all parties involved. The department has added in links to our CMC and MMC videos into their appointment confirmations with the hopes of having some of the most frequently asked questions answered prior to our calls.
- ❖ **NEW Certification Brochures** – On August 15, 2018 the department released new certification brochures for both the CMC and MMC designations. These contain the same information that is already in existence yet presented in a different way. These include color and graphics and break down the information into smaller, digestible pieces. These brochures can be found immediately following this report.

### **IIMC Social Media**

The Department continues to share social media responsibilities with the Member Services Department. This includes management of Facebook and all associated private groups, Instagram, Flickr, Twitter and YouTube.

- ❖ Facebook currently has 2,358 page like with 13 private groups. The private group for the 2018 Conference Attendees was extremely well received and generated

loads of photos. The Department compiled these photos into a slide show recapping the conference from the perspective of the attendees.

- ❖ Instagram currently has 90 followers and continues to rank lower in the engagement scale as opposed to Facebook.
- ❖ Twitter has 242 followers. Weekly e-Briefings and announcement are posted automatically to this platform via our third-party apps.
- ❖ YouTube currently has 96 subscribers and thousands of video views between our 21 native videos.

## **IIMC Foundation**

### **The Education Department**

- ❖ **CMC/MMC Scholarships** – The 2019-2020 CMC/MMC restricted scholarship applications, which provide reimbursement for institute and academy attendance, will be posted in October.
- ❖ **2019 Conference Grants** – The release of these applications coincides with the release of the conference preliminary program. These applications are being updated and will be ready to launch at the appropriate time.
- ❖ **Region Grants** – Only 3 IIMC regions took advantage of this funding option in 2017. The Department will continue to advertise this opportunity, especially during the Course Review Process and pre-approving the education program for these meetings. The 2017 and 2018 applications are up online and available as of this date.
- ❖ **Jim Tinnin Online Learning Scholarship** – This new fund will be opened in 2019 and will be applicable to the IIMC Online Webinars that are hosted by Captus Press. Applications are currently being updated and will be ready to launch when appropriate.

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

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

As you can see, the Department is continuously working on embellishing the current education programs and searching for new opportunities while maintaining the integrity it has established over the years. We recommend that the Board approve the attached recommendations from the Education and Professional Development Committee (found in this Agenda) and the Department regarding Conference Scanning and Athenian Leadership Dialogues. We believe their recommendations can only improve IIMC's existing education structure regarding these two areas.

The **Beyond the MMC Program** was drafted by the Department for the Board's preview and direction. Once we receive the Board's directive, we will proceed.

Attachment A – Conference Scanning

Attachment B – Policy on Athenian Dialogue

Attachment B – Athenian Mentor/Mentee Agreement

Attachment C – Beyond the MMC Program

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Conference Committee  
IIMC Education and Professional Development Committee  
IIMC Board of Directors

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

**Date:** July 1, 2018

**Subject:** 2019 IIMC Annual Conference Scanning



Since 2010, IIMC has been using an electronic scanning system and following a Board Approved Scanning Policy to track delegate session attendance and provide transcripts to each attendee.

In 2017, the IIMC Board of Directors voted to suspend scanning for the annual conference in Montreal, Quebec. During this conference, the Education Department observed the temporary “self-tracking” system and reported back to the Board of Directors of its very successful implementation at the November 2017 Mid-Year Meeting. During that meeting, and at the Annual Board Meeting in May of 2018, the Department informed the Board that we would be watching the scanning process and evaluating the effectiveness of the scanning policy during the 2018 Conference. This report outlines those observations and findings.

During all conferences, IIMC staff must regulate room capacities per the hotel fire codes. To assist with these regulations, staff begins session scanning 15-20 minutes before the session starts. This allows us to monitor available seats and close sessions as necessary. For the past several years, delegates have begun arriving to sessions earlier and earlier in order to secure a seat. In 2018 delegates arrived as early as 60 minutes before the session start times. In addition to securing themselves a seat, many are also bringing conference bags and materials and saving seats for colleagues. Since 2015 this has been a major concern of the attendees and staff has been asked to correct this issue on multiple occasions.

As a result, we have attempted to build in scanning information into every speech at the conference, in all conference confirmation emails, into the printed program, in the smartphone app and in app push notifications. We also proposed a new seat-time policy to the Board, which was approved allowing facilitators to build breaks into the session with the hopes that personal breaks before, during and after the sessions would be fewer.

In 2018, staff attempted to regulate seat saving and overcrowding by closing session doors until 30-minutes before the sessions started and not allowing delegates to scan into the session until the scanning volunteers reported for duty. This process worked well in terms of the issues it corrected (fire code, seat saving, overcrowding, etc.) however, this resulted in lines being formed outside of the session rooms, an increased stress level from the delegates which is clearly

expressed in the 2018 Conference Evaluations, and a low number of delegates visiting the exhibit halls during meals and breaks.

During our post conference de-briefing process, we evaluated the scanning policy itself, it's viability in terms of today's conference and the overall delegate experience regarding the scanning process.

Based on this evaluation and direct floor observations as well as behind the scenes scanning data manipulation, staff requests that the Board issue the department a two-year observation period and suspend the scanning process during this timeframe. The scanning system would be replaced with the self-tracking method that was successfully used in Montreal and would be implemented as follows:

- All delegates will receive a document containing all possible session names (see attached example)
- This document will contain a line on which the delegate will sign their name attesting to attending the sessions marked
- The forms will be turned into a box at the registration desk prior to leaving the conference (or emailed to staff should they forget)
- The Education Department will collect each of these and generate a transcript for each participant based on the sessions they attest to attending
- Assessments will still be required for pre-conference Academy and Athenian Dialogue sessions

Eliminating the scanning policy regulations will lower the overall stress level of the delegates, eliminate long lines, lower the need for stringent session monitoring and provide our delegates with the opportunity to hold themselves accountable and abide by the IIMC Code of Ethics, which each has signed. This will also result in better flow throughout the conference and an increased number of delegates visiting the vendors in the exhibit hall during meals and breaks.

This elimination will also have a budgetary impact to IIMC as the scanning equipment rental and labor costs would not be necessary, resulting in a savings of approximately \$4,500 annually.

We look forward to more specifically discussing this proposal with the Board.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Education and Professional Development Committee  
IIMC Board of Directors

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

**Date:** August 15, 2018

**Subject:** Proposed Changes to Athenian Leadership Society Dialogue Policy



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The attached proposal is being submitted for your consideration to update the Athenian Leadership Society Dialogue Policy. We have included a draft copy as well as a copy of the existing policy for your review and comparison.

We are proposing these changes because the program has been growing exponentially over the past several years and we believe the timing was right to review and refresh these policies to ensure they were relevant and to continue to ensure quality Dialogue sessions in the future.

We look forward to your review and further discussion.

## Athenian Leadership Society Dialogue Policy

**Proposed Introduction:** The current Athenian Leadership Society Dialogue Policy was approved to begin on January 1, 2010. On {date} the Board approved revisions to this policy effective, January 1, 2019.

IIMC approved Institutes and State/Provincial/National Associations have full responsibility to procure an Athenian Dialogue. This responsibility includes hiring a facilitator and negotiating the contract, setting of fees to cover costs and marketing the Dialogue. Institute Directors who are approved Athenian Dialogue Facilitators may be contracted to conduct Dialogues. Participants are required to purchase their own books.

In this format, Athenian Dialogues remain an IIMC program, however, all logistics of the dialogue will be left up to the hosting organization. Below are specific details on the approval and logistical processes.

### **FACILITATION FORMAT FOR ATHENIAN DIALOGUES**

At this time, all 6-hour Athenian Dialogues must be conducted in-class to ensure that the content and meaning of the book and its key points are fully dissected and discussed.

### **INSTITUTE AND STATE/PROVINCIAL/NATIONAL ASSOCIATION DIALOGUES**

If an Institute or Association is interested in creating a Dialogue, they must:

- Procure their own Facilitator at a cost negotiated between Facilitator and hosting organization. Cost to participate can be determined by the hosting organization depending on Facilitator and room rental. Doing so can keep Dialogue costs at a minimum and will also eliminate the minimum requirement of 10 participants that IIMC requires to break even;
- Participants are required to purchase their own book and **read the entire book** prior to attending the Dialogue;
- Dialogues must be 6.0 educational hours in length;
- Seek pre-approval from IIMC for the Facilitator and book if this is a new Dialogue or a new Facilitator.

- For a new book, send the book title and author name to the Education Department for review with a brief paragraph describing how the leadership lessons within the book can be related back to the duties of a municipal clerk. New facilitators will need to go through the Facilitator application process outlined in this policy.
- If the Facilitator and book are not new to the program, the hosting organization must inform IIMC of the Dialogue's logistics by submitting a copy of the Dialogue registration form/flyer/brochure, a copy of the Facilitator's proposed agenda for the day and a copy of the learning assessment tool that will be administered.
- Assessments will be required from each participant seeking IIMC education points;
- Once the assessment form has been submitted, the hosting organization/facilitator will need to review and then distribute a certificate of completion stating the book title, date, location, number of points and signed by either the hosting organization or facilitator. Should an attendee already hold the MMC designation or opt to not complete the assessment, a certificate of completion will still be issued as above with the statement of "Attendance Only – No Learning Assessment" to replace the number of points listed.  
**IIMC is not responsible for keeping track of Dialogue attendance;**
- A list of approved books is available on the IIMC website, [www.iimc.com](http://www.iimc.com);
- Athenian Leadership Dialogues completed prior to November 23, 2013 earn 2 points each with completed assessment. Dialogues completed on or after November 23, 2013 earn 3 points each with completed assessment.

### **IIMC ANNUAL CONFERENCE DIALOGUES**

- IIMC will procure their own Facilitator at a cost negotiated between the two parties. Cost to participate can be determined by IIMC depending on Facilitator and room rental. Doing so will assist in minimizing Dialogue costs.
- IIMC will also select and assign books to facilitators contracted to perform the Dialogues.
- Participants are required to purchase their own books and **read the entire book** prior to attending the Dialogue.
- Dialogues must be 6.0 educational hours in length.

- Facilitators will be on rotation, with no facilitator presenting for successive years.
- IIMC members taking a Dialogue at the Annual Conference must complete an assessment to earn IIMC education points. Should an attendee already hold the MMC designation or opt to not complete the assessment, proof of completion for attendance credit will be issued void of points.
- Assessments will be submitted to the facilitator for review. The facilitator will provide IIMC with a list of attendees that satisfactorily completed the assessment. IIMC will issue proof of attendance and points earned on the Annual Conference transcripts.
- Facilitators must send copies of their Dialogue agenda and assessment to IIMC, prior to the Dialogue date, for its permanent files and review.
- Athenian Leadership Dialogues completed prior to November 23, 2013 earn 2 points each with completed assessment. Dialogues completed on or after November 23, 2013 earn 3 points each with completed assessment.

## HOW TO BECOME AN ATHENIAN LEADERSHIP SOCIETY FELLOW

If you are interested in becoming an Athenian Leadership Society Fellow, you must:

- Be an IIMC member in good standing;
- Submit the Athenian Leadership Society Membership Application and the required \$15 enrollment fee to IIMC;
- Complete 10 Dialogues (**participant is required to maintain attendance records**);
- Submit the Athenian Leadership Society Fellow Application and include 10 Dialogue Certificates/Transcripts;
- IIMC will verify the attendance and notify the applicant when they will be inducted as a Fellow;
- New Athenian Fellow Inductees will be recognized at the upcoming IIMC Annual Conference.

## FACILITATOR GUIDELINES

(As approved by the IIMC Board of Directors 1-25-11 and Amended 11-12-11)

The ideal Dialogue Facilitator should be an individual who is capable of comprehending and dissecting the essential leadership knowledge that is contained in and dispersed throughout the contents of an approved book. This knowledge must then be conveyed primarily through discussion, as opposed to lecture alone, eliciting input from each individual participant on the relevance and applicability of the principles and skills gleaned. The Facilitator must in essence build a “bridge” between the ideas contained in the selected book and the leadership concepts and principles that are relevant to the role of a Municipal Clerk.

A Facilitator must be an excellent communicator. They should be able to actively listen and ask pertinent, thoughtful questions. They must be skilled at keeping the conversation going, able to summarize participants’ unique contributions, and able to go beyond the pages of a single book to shed new light on the insights contained therein. They should be aware that additional research may be required for some Dialogues.

## Additional Requirements

### Requirements for IIMC Members

- Must hold an MMC Designation in good standing;
- Must be an IIMC member for at least 5 years;
- Must complete the 6-hour mentoring program;
- Must be inducted into the Athenian Leadership Society as a Fellow;
- In lieu of the Fellow requirement, an IIMC member who has attended a minimum of 3 Dialogues AND also meets one of the following criteria:
  - The facilitator applicant has served as an adjunct instructor, lecturer, or similar position at a college, university or other institutions of higher learning. Such a position must be verified in writing by the college or university and submitted to IIMC during the application process.
  - The facilitator applicant has presented programs at a Municipal Clerk Institutes or Academies, State/National/Provincial Association level education programs or IIMC Annual Conferences. Such experience must be verified in writing by the Institute Director or State Association Board of Directors and submitted to IIMC during the application process
- Must have experience facilitating or teaching adult education programs.

- Must submit the Athenian Facilitator Application form, a bio that supports the requirements, any supporting documentation showing facilitation experience and the “Mentor-Mentee Agreement”.
- Must Participate in IIMC approved and required Athenian Facilitator Training prior to hosting their first dialogue.

### **Requirements for Professionals and Academics**

- Working knowledge of the municipal clerk profession.
- Must understand the Athenian Dialogue program and its requirements.
- Must complete the 6-hour mentoring program.
- Must submit the Athenian Facilitator Application form, a bio that supports the requirements, any supporting documentation showing facilitation experience and the “Mentor-Mentee Agreement”.
- Must Participate in IIMC approved and required Athenian Facilitator Training prior to their first dialogue.

# **IIMC Athenian Dialogue Facilitator**

## **Mentor-Mentee Agreement**

As a mentor and mentee participant in IIMC's Mentor Program for Athenian Dialogue Facilitators, we agree to abide by the following guidelines:

1. Practice active listening, openness and respect in communication/feedback.
2. Meet together for a total of 6 hours that are scheduled at the Mentor and Mentee convenience (List dates and times in the table provided below). The following topics will be covered:
  - Planning for a 6-hour dialogue
    - Creating the agenda
    - Creating activities that enhance the dialogue
    - Selecting an assessment tool
    - Bringing in additional resources
  - Content to look for as a facilitator when reading selected book
  - How to prepare the presentation – different styles for presenting
  - Mentor's past experiences – what was learned
    - What they would do differently
    - How they reflect on past dialogues
3. Mentors will be responsible to reschedule any missed meetings.
4. Contact the Assistant Director of Professional Development, if you have any questions.

### **Mentor-Meeting Meeting Dates and Times**

Mentor/Mentee Meeting Date	Time

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Mentor Signature

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Mentee Signature

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Date



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Dr. Jane Anne Long, Director of Professional Development

Ashley DiBlasi, Assistant Director of Professional Development

Kellie Siggson, Education Associate

**Date:** September 17, 2018

**Subject:** Proposal for Beyond the MMC Program

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The attached proposal is being submitted for your review and consideration of the development and pilot of a professional development program for those members who have obtained their MMC. The program structure is a blended learning approach that includes three different content tracks in which participants may specialize.

We are requesting that once your review is complete, this proposal be sent to the Institute Directors as well as the Education and Professional Development Committee for feedback. Once feedback has been received, suggestions have been implemented and you provide final approval, we would estimate program launch in January of 2020.

We look forward to your review, questions and further discussion.

# **Proposal for Beyond the MMC Program**

## **Purpose**

This program is designed as a professional development certificate program for those clerks who have achieved their MMC designation.

## **Requirements**

The requirements of this program include the following:

- A current and up to date member of IIMC
- Completion of your MMC designation
- Commitment to a 6-month program
- Commitment (both time and financial) to attend the IIMC Annual Conference

## **Structure**

This program is designed to be a 6-month, 36-hour program which will be presented in a blended-learning format. Participants will have the opportunity to select one of three certificate tracks that comprise the 36-hour program. The program content will include

- A two-hour online orientation to the program and selected track
- 8 - four-hour online classes,
- A two-hour capstone class culminating at the IIMC Annual Conference.

Each 4-hour online class will include:

- 1.5 hours of content work (webinars, online presentations, videos and articles)
- 1.5 hours of assignment work
- 1 hour of online asynchronous discussion

It is being proposed that this program run once per year beginning in December and culminating the following May at the IIMC Annual Conference. Only one content track per year will be offered.

## **Program Content Tracks**

It is proposed to have 3 content tracks in which participants may specialize. These tracks include:

- Leadership in the 21<sup>st</sup> Century (32 hours)
- Diversity and Inclusivity (32 hours)
- Innovative Change and Process Improvement (32 hours)

The 3 content tracks will include the following courses:

### **Leadership in the 21<sup>st</sup> Century**

<b>Course Title</b>	<b>Hours</b>
Introduction to Leadership	4
The Leader Within	4
Habits of Highly Effective Leaders	4
The Leadership Challenge	4
Coaching for Performance Excellence	4
Managing Change and Transition	4
Leading Multiple Generations in the Workplace	4
Handling Conflicts in the Workplace	4

### **Diversity and Inclusivity**

<b>Course Title</b>	<b>Hours</b>
The Fundamentals and Evolution of Diversity and Inclusion	4
Employment Law – EEOC and Diversity	4
Trends Making the Case for Diversity and Inclusion	4
Elements of Culture in the Workplace	4
Measurement and Accountability for Diversity and Inclusion Initiatives	4
Inclusive Leadership	4
Diversity and Inclusion in Talent Management and Training	4
Advancing Diversity and Inclusion in Your Organization	4

### **Innovative Change and Process Improvement**

<b>Course Title</b>	<b>Hours</b>
Foundations of Organizational Development	4
Thinking Innovatively	4
Leading Innovation, Change, and Transition	4
Evaluating and Sustaining Organizational Change	4
Introduction to Process Improvement	4
Process Mapping	4
Implementing Process Improvements	4
Creating a Culture of Continuous Improvement	4

## **Participants and Cohort Size**

Participants will be brought together as a cohesive cohort of no more than 15 students. This cohort will work together through the content for the 6-month period of the program. The group will come together to present their capstone projects in a 2-hour meeting/celebration at the IIMC Annual Conference.

## **Explanation of Blended Learning**

Blended learning is a learning experience that is a combination of online and in-person meetings. Also, the online portion of the class will be completed at a distance via an online platform (Learning Management System) where students can interact with one another as well as their instructor. One online Learning Management System that is free is Schoology.

## **Admittance to the Program**

Interested participants will be required to complete an application which verifies that they meet the requirements for participation. They will also be asked to write 3-4 paragraphs stating the reason (s) they would like to be part of the program.

## **Program and Participant Cost**

We will be seeking instructors who will develop and teach the proposed courses for each track. We anticipate hiring one instructor for each respective track. We would pay for development and instruction as outlined below:

- We anticipate development would include 15 hours of content/assignments and assessment creation. For this we would pay \$1125 which is \$75 per hour. In comparison, Adjunct Faculty teaching a 12-week course spend approximately 126 hours between class time and prep time and are paid \$1500-\$2000 for the course development and instruction.
- Once the course is developed, the content may be re-used, and the cost of instruction will drop to \$500 per online course for approximately 6-7 hours of work per 36-hour course at \$75 per hour.

We propose charging \$895 or-\$995 per participant for 36 hours of interactive instruction. This does NOT include the cost of conference registration.

With 15 participants, this would bring in \$13,425 or \$14,925, respectively. Less the cost of development and instruction for the initial course cycle, we would have the opportunity to make \$11,800 or \$13,300, respectively. The only staff time involved would be in the registration of participants, the arrangements for the room at conference and the assistance with program orientation.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

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

**From:** **Karla D. Graham, Chair**  
**Mary Ann Hess, Vice Chair**

**Date:** **September 17, 2018**

**Subject:** **2018 Mid-Year Report – Conference Committee**



### **Background:**

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

**Committee Members:** Karla D. Graham, MMC, Chair; Mary Ann Hess, MMC, Vice Chair; Janet E. Gray, MMC; Angelia Huonker; Kristal A. Jones, CMC; Sadie Main, CMC; Leslie Wallace May, MMC; Shari A. Moore, MMC; Travis O. Morris, CMC; Lynnette Ogden, MMC; Kerry L. Rozman, MMC; Dana A. Schroeder, CMC; Lisa Westfall, MMC; Diane K. Whitbey, MMC

**Board Liaisons:** Dawn G. Abrahamson, MMC; Janice Almay, MMC; Lana R. McPherson, MMC

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

### **Discussion:**

In June 2018, the Committee received and reviewed the 2018 conference evaluations and feedback was provided to IIMC staff on the results and analytics of the Smartphone app.

Along with the evaluations, the Committee was asked to respond to the following questions:

- Does anything jump out in the evaluations that the committee feels that IIMC could improve upon or points we need to discuss?
- Are there any features to the smartphone app that could be enhanced or that may add value?
- Did the hour by hour schedule that we used in Norfolk work?

The Committee was advised that staff would use the feedback as a planning tool for the 2019 Annual Conference in Birmingham, Alabama. Reading the comments from the delegates who attended the Norfolk conference was very interesting and the statements were often consistent. The Committee hopes that staff found our feedback useful.

Throughout the month of August 2018, the Committee reviewed the conference speaker proposals. We were advised by IIMC that they were short on proposals for academy and concurrent sessions and members we were asked to put forward some of our own recommendations in this regard. The ratings were submitted to staff and those ratings were

compiled to assist in determining the sessions for the 2019 Conference. The committee was pleased with the variety of speakers and IIMC has some progressive and dynamic speakers to choose from for the Birmingham conference.

**Financial:**

No financial assistance is requested at this time.

**Summary:**

It is rewarding to be a part of the Conference Committee and assist with the different aspects of organizing an international conference. Very expansive efforts are contributed to selecting, organizing and finalizing the educational classes that IIMC members attend.

**Management's Comments:**

We, too, appreciate this committee's perspective and input into helping with the conference experience. The Committee will also be instrumental in reviewing the 2023 conference proposals with staff prior to the Board's review and decision.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Eelco Groenenboom, MMC - IRC Chair  
Stephen E. Powell, MMC-IRC Vice-Chairman

**Date:** September 18, 2018

**Subject:** Mid-Year Report for the Board of Directors



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### Background

The International Relations Committee (IRC) was assigned the following goals and objectives for the term May 20, 2018 through May 19, 2019.

1. Manage and run the booth annually at the IIMC Annual Conference which promotes international Programs and provides a focal point for international members.
2. Review content of programs for the 2019 Symposium and Study Abroad Programs to be held in the United Kingdom.
3. Assist in marketing Regions X and XI.
4. Create News Digest profiles featuring Region X and XI members.

### Discussion

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

The IRC is excited to manage and run the booth at the 2019 IIMC Annual Conference in Birmingham, Alabama. As demonstrated in Norfolk, IIMC Staff has developed a new pop up display to use in the booth. In Norfolk, there were many visitors at the booth. The IRC will manage the booth and provide Delegates with information, similar to what we did in Norfolk.

#### **Goal 2. Review content of programs for the 2019 Symposium and Study Abroad Programs to be held in the United Kingdom.**

The Steering Committee for the 2019 Symposium is finalizing the program. The Board's decision to hold the 2019 Symposium and Study Abroad program in the UK is in progress. Once the education component for these programs is finalized, the IRC will review the education program and provide input. In case of expectations, the IRC will consider the attractiveness of the programs from the North American perspective. We appreciate being involved in marketing these programs.

### **Goal 3. Assist in marketing Region X and XI.**

During their Board meeting in May 2018, the Board tabled the two former goals “develop communication plan for Region X and XI members” and “market Regions X and XI to Regions I through IX.” Determining that resources may be put to better use in developing a broader plan to expand Region X. More details and direction will be forthcoming from Staff (and, hopefully, from the Board) in the next few months.

### **Goal 4. Create News Digest profiles featuring Regions X and XI members.**

The IRC is excited to highlight our members from Regions X and XI. It’s a hard job to find members who have the time to write an article for the *New Digest* in a language that is not their native language. But, of course, the IRC will strive to highlight international members.

#### **Financial**

The IRC has no financial issues.

#### **Summary**

The IRC has a lot of work ahead of it. We will continue to reach out to Staff as we move these important discussions forward.

We thank President Stephanie Carouthers Kelly and the IIMC Board for allowing us the opportunity to work on this very important committee.

#### **Management’s Comments:**

We thank the Committee for their input and work in helping to develop the Symposium and Study Abroad Programs. We look forward to helping them in their booth at the 2019 Conference to promote International Relations for IIMC members.

Goal 3 – The Executive Director’s update in this Agenda includes a Draft outline for Region X.

Goal 4 – We have profiled Region XI members in the semi-annual Region XI Newsletter and, occasionally, in the News Digest.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

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

**From:** **Legislative Committee**  
Debra A. Mangen, MMC, Chair  
Randi Johl-Olson, JD, MMC, Vice Chair

**Date:** **September 18, 2018**

**Subject:** **Legislative Committee Midyear Report**



### Background

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

### Discussion

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

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

### Financial

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

### Recommendation

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

### **Committee Membership**

Debra A. Mangen, Edina, MN, Chair  
Patricia Anglin, St. John, NB, Canada  
Kimberly Passalaqua, New Hope, AL  
Lucinda Williams, Fullerton, CA  
Sandra Pinsonault, East Dorset, VT, Board  
Liason

Randi Johl, Temecula, CA, Vice Chair  
Johni Blankenship, Soldotna, AK  
Jennifer Ransom, Murrieta, CA  
Marie A. Moe, Portage, WI  
Chris Shalby, Staff Liaison

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

Unfortunately, the Chair of this committee, Deb Mangen, has been dealing with health issues which has prevented the committee from meeting these past few months. Mangen's situation is also forcing her to resign from her job in Edina, MN. Therefore, this report is last year's Committee's report. We wish Deb the best regarding her health. We look forward to a fresh report from incoming Chair Randi Johl-Olson, the individual who was instrumental in forming the structure of this Committee, turning it from an Ad Hoc to a standing Committee several years ago.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Ricca Charlon, CMC, Committee Chair 2018/19  
City Clerk, City of Ridgecrest

**Date:** September 17, 2018

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



The Membership & Mentoring Committee is comprised of the following members – Janice Bates as Vice Chair, Belinda Anderson, Barbara Blackard, Connie Diaz, Liz Gaynor, Carrie Johnson, Diane Judd, Pamela Little, Laura Nieto and Roxanne Schneider. Douglass Barber & Sonja Tolbert serve as our Board Liaisons. Janis Daudt & Tammy Storrie serve as our Staff Liaisons.

### **The Membership and Mentoring Committee's 2018/2019 Goals & Objectives:**

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

The Membership and Mentoring Committee has only had the opportunity to contact new members associated with the month of July so far. Most of those new members were international, so not too many calls were made. Committee members are looking forward to providing new members with information on the mentoring program. IIMC membership is strong at 14,772 members as of the July report. **Currently we have 31 Mentors and Mentees working together.**

The IIMC Membership and Mentoring Committee are not requesting any budget funding.

It is my pleasure to serve as the chair of this committee. I thank all the members of the IIMC Membership and Mentoring Committee for stepping up and serving on the Committee. We get the pleasure of welcoming the newest members to our IIMC family! #M&MCommitteeStrong

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

We appreciate the efforts of this Committee and the work involved at the conference, contacting members and with the Member Services Department. We look forward to an outreach plan for mentors and mentees as well as guidelines for structured mentoring agreements.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Stephen M. French, MMC  
Chairperson, Records Committee

**Date:** September 24, 2018

**Subject:** 2018 Mid-Year Board Meeting Report

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### Background

The Records Committee Goals and Objectives for the 2017-2018 program year are:

1. In working with the Research & Resources Committee, the Records Committee will complete a project to research and prepare a technical bulletin on Benchmarking. This bulletin will be modeled after the other bulletins created for IIMC and will be available for review by May 2019.

Chairpersons of the R&R Committee and the Records Committee have been in communication to establish a time frame to develop the technical bulletin and to distribute various tasks to the members of each committee. Ms. Kathy Montejo, Chairperson of the R&R Committee, has submitted a project funding request to IIMC for consideration to support this project.

2. Provide a minimum of 2-3 articles on records management that can be placed in the monthly "News Digest" for members

The Records Committee will provide these articles in the upcoming weeks to IIMC staff to be considered for inclusion in upcoming "News Digest" editions.

3. Provide contact information and reference materials for presenters who can lead educational sessions on records management skills for the 2019 IIMC Educational Conference in Alabama.

Members of the Records Committee have been asked to look for potential speakers for the 2019 Conference. A list of potential speakers will be provided to IIMC in the 1<sup>st</sup> quarter of 2019.

### RECOMMENDATION

That the IIMC Board (1) accept the appreciation of the Chair, Vice Chair, and Members of the 2018/2019 Records Committee for this opportunity to serve the members; and (2) receive and file this report.

### Management's Comments:

We thank the Committee for their work on future Technical Bulletins, News Digest articles and all the references regarding presenters for the 2019 Conference. The committee does an excellent job of working with the education department to build a records management track at annual conferences.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** President Kelly and IIMC Board of Directors

**From:** Kathleen M. Montejo, MMC, Chair  
Wynetta Bolder, CMC, Vice-Chair

**Date:** September 17, 2018



**Subject:** Research & Resource Committee 2018 Mid-Year Report

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### Background

The Committee's Goals and Objectives for 2018-19 are:

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

### Discussion

Progress on tasks:

Goal #1 - Technical Bulletin on Benchmarking - We have been in communication with the Chair and Vice-Chair of the Records Management Committee regarding this project and have been reviewing materials on benchmarking such as definitions and examples. We are preparing a work plan with project steps as well as a project timeline. This task has been an assigned goal of this Committee for several years and we are in hopes of moving this project forward this year.

Goal #2 - Review in-house publications - The Committee has received both documents from IIMC staff and will be reviewing them for recommended updates and enhancements soon.

Goal #3 - Developing and Disseminating Surveys - In mid-July, we reviewed the draft 2018 IIMC Member Survey and offered comments and input on question wording/clarity, answer options for survey questions and so forth.

Goal #4 - Respond to Member Questions - The Committee received and responded to a variety of email questions from IIMC staff based upon questions from the membership, including:

- Michigan Statewide Freedom of Access request for absentee ballots and related election materials - question was if the private group seeking the documents also requested the same materials from other states
- Features and terms of maternity/paternity leave employee benefit offered in our municipalities
- Revising and amending a City Council meeting agenda after it has already been published

Goal #5 - Expand content and resource links for IIMC Resource Library - Progress is continuing, albeit slowly, on the Municipal Clerk Duties Comparison booklet, showcasing the standard duties of municipal clerks, secretaries and recorders in each state/province/country.

## **Financial**

No financial expenditures to date.

## **Summary**

The Committee is working on our goals and hopes to be able to meet a majority of them within the next six months.

## **Recommendation**

With only 8 members on the Committee, we sometimes question our ability to adequately and thoroughly answer some of the questions from our membership. Even though our Committee members bring a great deal of experience to the Committee in terms of job knowledge, years of experience, geographic diversity, etc., we do feel the depth and breadth of our ability to answer some questions is limited and wonder if we are being a true resource to the membership. The Committee respectfully recommends that IIMC explore options for expanding and enhancing the membership listserv or another online forum to allow members to reach and connect with a greater number of members, thereby, increasing their ability to obtain a variety of responses and answers to their questions. The Committee is happy to assist in any way we can regarding this recommendation. Thank you for your consideration.

## **Management's Comments:**

We agree with the Committee's suggestion about expanding its Committee membership base to better handle requests. This will be a discussion with the Executive Committee when Committee appointments are made for next year's committees. We also concur with improving our ListServ to allow for easier access for Clerk to Clerk conversations. We are looking at a new website that will feature this component; however, in the meantime, we'll see what we can do with what we have.

We realize that it's been a few years since the Benchmarking Bulletin has been in the works. We believe the members will appreciate it once it's final. The Committee's expeditious responses to member questions is a plus and remains a feature that needs to be promoted to the membership.

Goal 2 – Both *Language of Local Government* and *Roll Call* are under review and we welcome the updates.

Goal 5 – The Municipal Clerks Comparison Chart is still an ongoing project.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Kittie L. Kopitke, Chair  
Education and Professional Development Committee

**Date:** September 15, 2018

**Subject:** Mid-Year Report

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### Background

The EPD got off to a busy start! Our goals are as follows:

1. Identify education resources for existing education and professional development opportunities to be reviewed by the Education Department.
2. Review applications filed for new Institutes.
3. As needed, work with the Education Department to ensure all aspects and development of current and new Municipal Clerk education programs, courses, etc., are consistent with IIMC's education guidelines.

### Discussion

The EPD met via teleconference on July 23, 2018 to review and discuss the Wyoming Education Proposal from Casper College. This is the first community college to request approval for an IIMC education program.

The EPD met via teleconference on August 9, 2018 to review and discuss the suspension of scanning at the IIMC Annual Conferences for the next two years, and then re-evaluate for future conferences. This is an attempt to alleviate long lines to get into sessions, and encourage delegates to visit with the vendors in the Exhibit Hall.

The EPD met via teleconference on September 6, 2018 to review and discuss revamped proposed guidelines for the Athenian Leadership Society Dialogue program to clarify coordination by hosting organizations and formalize the facilitator training.

### Financial

The EPD has no financial requirements at this time.

### Summary

It has been a pleasure to coordinate such an active and participatory Committee. We welcome the tasks and challenges as a municipal clerk's education is ongoing, evolving and should always be achieving the greatest outcome possible.

## **Recommendation**

**THE EDUCATION AND PROFESSIONAL DEVELOPMENT COMMITTEE, BY VOICE VOTE, APPROVED ACCEPTANCE OF THE WYOMING ASSOCIATION OF MUNICIPAL CLERKS AND TREASURERS CASPER COLLEGE INSTITUTE PROPOSAL WITH 10 AYES AND 1 ABSTAINING.**

*A MOTION WAS PROPOSED TO SUSPEND SCANNING FOR THE NEXT TWO YEARS AT THE IIMC CONFERENCE AND REPLACE IT WITH A DELEGATE SELF-TRACKING FORM. THIS ISSUE WILL BE RE-VISITED AFTER THE 2020 CONFERENCE. Donna Shortall moved for approval. Pamela Smith seconded the motion. A voice vote approved the recommendation with one opposed.*

*A RECOMMENDATION WAS PROPOSED TO APPROVE THE ALS DIALOGUE POLICY REVISION AS PRESENTED INCLUDING THE FACILITATOR MENTOR/MENTEE PROGRAM WITH THE ADDITION THAT FOR IIMC ANNUAL CONFERENCES, THE FACILITATORS ARE TO BE ON ROTATION, WITH NO FACILITATOR PRESENTING FOR SUCCESSIVE YEARS. This recommendation was approved by unanimous voice vote.*

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

We appreciate the work this Committee has provided the Board and we agree with their recommendations regarding Conference Scanning and the Athenian Dialogue Policy revisions.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Awilda Hernandez, MMC, Elections Chair  
Amy Warfield, CMC, Elections Vice Chair

**Date:** September 11, 2018

**Subject:** Mid-Year Report – Elections Committee



### Background

A request was received from President Kelly on behalf of the Board, to review and provide comments on draft policies regarding campaigning and elections that was presented by Executive Director Shalby at the May Board Meeting in Norfolk, VA.

### Discussion

The Elections Committee held a conference call on July 24 to discuss these items. The consensus of the committee was as follows:

1. **#1 Draft Policy on Elections and Board** – Follow the suggested recommendations from Management with the inclusion of the word “declared” in front of candidate in Section 2.20.060 (D).
2. **Review the use of the IIMC logo during IIMC campaigns** – Allow use of IIMC logo only for declared candidates in campaign materials subject to the approval of Executive Director and Election Committee.
3. **Guidelines on candidate recruitment** – Members interested in running for an elected position should be allowed to ask questions to Board Members about the position and its responsibilities. Executive Committee members nor Region Directors should not be allowed to recruit/draft candidates.

On September 4, Chair Hernandez had a conference call with Policy Committee Chair Carl and committee member Cassler to discuss each committee’s stand on these items.

### Financial - There is no financial impact from the above recommendations.

### Summary

The Election Committee has completed their task for the Mid-Year Report to the Board.

### Recommendation

The Election Committee’s recommendation is for the Board to take into consideration the suggestions presented above as well as the suggestions presented by the Policy Review Committee and make the best sound judgment for the furtherance of the association.

### Management’s Comments:

We appreciate the Committee’s recommendations and comments. Management agrees with their recommendations regarding items 1, 2 and 3 and also realize that their recommendation conflicts with the Policy committee’s recommendations. The Elections and Campaign topic remains a complex issue and may need special attention if the Board determines that both Committees are correct.













**To:** IIMC Board of Directors  
**From:** IIMC Policy Review Committee  
**Date:** September 17, 2018  
**Subject:** Use of the IIMC Logo  
[Chapter 1.15 – Authorized use for campaigns]

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### **Background**

At its meeting on May 19, 2018, in connection with a management recommendation tied to campaign restrictions (*see PRC Report on Proposed Board Governance Policies – Section 2.20.060*), the Board of Directors referred the question of appropriate uses of the IIMC logo in connection with campaign activities to both the PRC and the Elections Committee.

### **Discussion**

At its 2015 Annual Meeting, management raised concern about the use of the IIMC logo, which is not copyrighted but which has been in use for approximately 60 years, giving the association proprietary rights as a trademark or service mark. Therefore, the use and benefits of the logo need IIMC's permission. In response to this concern, the Board did refer joint to the Policy Review and Public Relations/Marketing committees the matter of developing a policy regarding acceptable use of the IIMC logo. The first formal policy on the use of the IIMC logo was returned with favorable recommendations from both committees and management and was adopted by the Board of Directors at its Annual Meeting on May 21, 2016 [codified as Chapter 1.15].

As noted in Section 1.15.030 of the policy, the IIMC logo is “a long established, unique, and well recognized symbol of IIMC.” Therefore, IIMC has an interest in ensuring the proper use of the logo in pursuance of its mission, strategic goals, and support of the membership. The PRC accepts this as fact.

In its consideration of the referral, the PRC concurred modifications were desirable in both Chapter 1.15 (Use of the IIMC Logo) and Chapter 2.20 (Elections and Campaigning). The PRC generally finds that the existing policy clearly provides a satisfactory method for securing authorization for the use of the logo (*see Section 1.15.030 B*). The primary concern appears to be the use of the IIMC Logo in connection with campaign activities where authorization is not expressly given; for example, an authorization for a specific use being interpreted incorrectly as a blanket authorization for any use of the logo. To address this potential loophole, the PRC recommends specific verbiage to better connect both policies with respect to campaign activities and authorized use of the IIMC Logo.

The PRC recommendations were shared with the Election Committee for their review.

### **Financial**

The PRC does not anticipate any financial impact resulting from the proposed amendment to the existing policy on use of the IIMC logo.

## **Summary**

The PRC recommends that the existing policies on Use of the IIMC Logo (Chapter 1.15) and Elections and Campaigning (Chapter 2.20) be amended to clearly reflect the intent that use of the IIMC logo be regulated to protect its status and recognition as the official standard and visual identification of this international professional association.

## **Recommendation**

The PRC recommends:

1. That the Board of Directors approve the following amendment to Chapter 1.15 (Use of the IIMC Logo), Section 030 B, as follows; to-wit:

**B. Except as stated herein, any and all requests to use the logo shall be submitted to the Executive Director or his/her designee, stating the purpose for which the logo will be used. A draft sample of how the logo will be used should accompany the request. For non-campaign use requests, the decision of the Executive Director, based on IIMC's best interests, shall be final as to whether or not permission is granted to use the logo. For requests to use the IIMC logo in campaign materials where there is any perceived impropriety with the information or use of the logo, the Executive Director will submit the request to the Election committee for their final recommendation.**

2. That the Board of Directors approve the following amendment to Chapter 2.20 (Elections and Campaigning), Section 060 by adding a new paragraph E, as follows; to-wit:

**E. All Candidates campaigning for any position have the right to use the IIMC logo in their campaign materials, subject to authorization under the existing policy, for each specific use of the logo.**

## **Management's Comments:**

We suggest accepting the Committee's recommendations regarding the use of the IIMC logo for campaign materials. We also agree with the Elections Committee regarding adding the word "declared" in front of candidate. We believe this is a sound policy.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** IIMC Policy Review Committee  
**Date:** August 16, 2018  
**Subject:** Proposed Diversity and Inclusivity Policy

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## 1) Background / History:

On May 19, 2018, the report entitled Executive Director's Update, dated April 11, 2018, was considered by the IIMC Board of Directors. The report contained the following recommendation:

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

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

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

On May 19, 2018, on the motion of President Elect Kelly, the above proposed policy amendment was referred to the Policy Review Committee by the IIMC Board of Directors.

On July 23, 2018, the Constitutional Amendments regarding Diversity and Inclusivity were declared passed and came into effect as part of the IIMC Constitution.

On August 15, 2018, the above referral was discussed by the Policy Review Committee.

## 2) Discussion:

The Policy Review Committee discussed the above referral. Discussion took place on the merit of the proposal. A review and discussion of the IIMC Diversity and Inclusivity Survey responded to by 1,870 IIMC members also took place. After discussion, the Policy Review Committee agreed that the above amendment should be made. A proposal was made and accepted to change the first sentence as follows:

*Diverse perspectives in IIMC's Membership and Leadership are ~~is~~ critical to the Organization's ongoing success.*

**3) Recommendation:**

That the following amendment be included in Section 1 of the IIMC Policy Manual:

***“Diversity and Inclusivity”***

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

**Management’s Comments:**

We thank the Committee for their review and agree with their change.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Camilla G. Pitman, MMC, Chair  
Karen Wingfield-Bond, CMC, Vice-Chair

**Date:** September 17, 2018

**Subject:** Public Relations and Marketing Committee  
Mid-Year Report



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**Purpose:** To market and promote IIMC and its ideals with the dual aims of raising the status and image of local government professionals and attracting new members from all regions.

The Public Relations and Marketing Committee met via conference call on July 25, 2018, to review the goals and objectives and to accept assignments. The conference call assisted with creating four separate sub-committees to address each of the goals and objectives. The following information is provided as an update of the work taking place.

### **Goal #1 -- Develop Communication Plan for the Organization's Hierarchy (Disaster Emergency Plan)**

Sub-Committee: Chair-Karen Wingfield-Bond; Theresa Pfyl; Lessette Aportela

Following the Committee's Final Report for 2017-2018, there was a request by the Board to incorporate aspects of the Crisis Communication Plan into a disaster emergency plan providing for an alternative method of staying in contact with the Board, membership and staff if a major disaster hit IIMC headquarters. To date, copies of emergency plans from committee members have been collected by the Sub-Committee as examples for review. IIMC staff is working on this assignment as well in order to collaborate with the Sub-Committee on proposed language. The Committee anticipates developing proposed language and submitting it as soon as available.

### **Goal #2 -- Submit at least one article for the *News Digest* in the area of best practices, management and leadership**

Sub-Committee: Chair - Recarda Cobb; Jennifer Ayre; Leon Wright; Camilla Pitman

During the conference call, suggestions were offered for articles including a focus on first time attendees to an Annual or Region Conference and a Q&A interview article between Clerk and Deputy Clerk. Suggestions were also made to include in the articles information to justify and validate reasons for attending IIMC Annual Conferences. Three articles have been submitted to the Executive Director for publication consideration.

Please note Goal #3, Item 4(b), below recommending the Committee annually submit an article for the *News Digest* spotlighting the PEGA recipient. If accepted, the article would be published later in the year and would serve as an additional tool in promoting interest in the PEGA.

## **Goal #3 -- Develop marketing plan for Program Excellence in Governance Award (PEGA), recognizing innovations and best practices**

Sub-Committee: Chair - Lindsey Grigg; Mary Johnston; Leon Wright; Lisa Fiueroa

During the conference call, the Committee reviewed and discussed opportunities to better market the PEGA as well as better spotlight the recipient and awarded project. The Committee Chair recognized the recipient's video marketing plan implemented in 2017-2018 and advised the 2018 PEGA recipient has been contacted and asked to produce a video for the IIMC website.

On behalf of the Sub-Committee, the following recommendations are submitted:

1. **Promotion on Website:** Determine a better way to navigate on the IIMC website to the PEGA webpage for easier access and to promote interest in applying.  
Recommend: (a) Place a symbol or icon link on the Home webpage to link quicker to the PEGA webpage specifically, or to the "Awards" webpage in general, to bring more attention to the PEGA. (b) Place a "media center" link on the PEGA webpage to quickly locate the videos submitted by past recipients.
2. **Promotion on Social Media:** Implement additional opportunities to promote the PEGA on social media sites.  
Recommend: (a) Promote the application process and recipient on social media sites, such as Facebook, Twitter, Instagram and e-Blasts, on a continual basis. (b) Include links on the social media sites of the videos submitted by past recipients.
3. **Promotion through Regions:** Implement better ways to promote PEGA through IIMC's Regions.  
Recommend: (a) Encourage Region Directors to promote the PEGA in their communications, publications, and social media outlets within their region. A sample promotion page has been developed for use in region newsletters and is attached for consideration. (b) Encourage Region Directors to promote and encourage "Like and Share" on PEGA postings on all social media sites with their region membership. (c) Encourage Region Directors to forward information in items 3(a) and 3(b) to their state/provincial organizations encouraging promotion and implementation of the same on those levels.
4. **Spotlight PEGA Recipient:** While recognition of the recipient is annually published in the News Digest after the IIMC Annual Conference, determine additional ways to spotlight the recipient and the awarded project.  
Recommend: (a) Issue an IIMC media release to the local and state media outlets of the recipient and municipality to increase recognition. (b) The Committee submits a Q&A article annually for the News Digest spotlighting the PEGA recipient more in depth (e.g. background, experience, qualifications, on the job photographs) while highlighting the awarded project. If accepted, the article would be published later in the year and would serve as an additional tool in promoting interest in the PEGA.
5. **How to Apply:** Applications are on line, however, promotion of applications is limited.  
Recommend: (a) Include information on "How to Apply" in the News Digest as a separate article or advertisement in conjunction with the spotlight article on the recipient, as described in item 4(b). (b) Include a webpage hyperlink in the e-Briefing under "Questions? Check here for Answers" for PEGA Award Information. (c) Following the award announcement, highlight the other applicants throughout the year in the e-Briefing

with a photograph and a short statement on how they are implementing the project they submitted.

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

Sub-Committee: Chair - Lisa Fiueroa; Theresa Pfyl, Recarda Cobb, Maria Aguirre

During the conference call, the Committee discussed opportunities to not only improve promotion of Municipal Clerk's Week, but also to expand the recognition of Municipal Clerk's Week year round. The Committee acknowledged there are activities taking place throughout the year that should be recognized but may not occur during Municipal Clerk's Week.

The Sub-Committee was tasked with (1) developing a list of suggestions creating marketing opportunities and preparing a statement explaining the purpose of the list and (2) reviewing the existing Municipal Clerk's Week webpage and linked materials and developing new marketing ideas, including implementing a celebration of "50 Years" since 2019 will be the 50<sup>th</sup> anniversary of Municipal Clerk's Week.

1. The Sub-Committee recommends the following statement and list of activities in advertising and promoting Municipal Clerk's Week.

*The role of the Municipal Clerk is one of the oldest professions and serves a critical role in municipal government. In 2019, IIMC will celebrate 50 years of Municipal Clerk's Week. IIMC would like to highlight the work/life experiences of its members as it celebrates a golden anniversary. In an effort to carry on IIMC's tradition of paying it forward, municipal clerks are encouraged to host a "Week of Giving," showcasing the dedication of IIMC members who make a difference by giving back to their municipalities and its citizens.*

*The following is a list of activities, events, and opportunities to use in sponsoring and promoting Municipal Clerk's Week while making a difference in your municipality and celebrating the role of municipal clerk.*

1. *A Special Day - A Day In The Life of a Municipal Clerk, Health Awareness Day, Volunteer Day, Unity Day, Love Day (Citywide Picnic), Clean Up/Shred-a-thon Day, etc.*
2. *Nursing Home Activities*
3. *Charity Drive (food, clothing, books, etc.)*
4. *Municipal Clerk Ball (nighttime event)*
5. *Clerk for a Day / Job Shadow Program*
6. *Lunch and Learn, Citizen Academy, or Mock Council Meeting*
7. *State of the Clerk Report*
8. *Coffee with the Clerk event*
9. *Vendor booth at city, community, association/institute, or festival event*
10. *Technology and social media updates to promote activities and events in the Municipal Clerk's Office*
11. *City Hall school tours and educational sessions on local government*
12. *Speaker / Presenter for area schools, municipal events, leadership training, etc.*
13. *Event in the Life of the City, recognizing historical date or event in municipality*
14. *Educational material about your municipality for distribution – coloring books, word find puzzles, etc.*
15. *Weekly / Monthly municipal column in your local media*

2. Regarding the linked material on the website, there is no proposed recommendations for amending the material other than updating the date and year. If the Board accepts implementing Item 1 above, the Committee will work with IIMC staff to amend and refresh the Municipal Clerk's Week webpage, encouraging members to post photographs and information on sponsored activities and events through social media and using that information to update the webpage appropriately.

In connection with the 2018-2019 year, the Sub-Committee recommends developing a branding in conjunction with the marketing material to recognize the 50<sup>th</sup> anniversary of Municipal Clerk's Week. The following logos are submitted as samples:

**Management's Comments:**

The Committee has done an excellent job of accomplishing the majority of their goals this term.

**Goal #1** – The committee met this goal and submitted copies of emergency plans to staff on time; however, staff (Executive Director) was not able to devote the time necessary to review and create one complete plan for the Board. This will be a priority in early 2019 and we will have a recommended Crisis/Emergency Plan for the Board to approve in May 2019.

**Goal #2** – As of this writing, the Committee has submitted three articles for future *News Digests*.

**Goal #3** – We recommend accepting the Committee's multi-tiered plan regarding how to market PEGA. Certainly, in the past few years, this Committee's persistence in marketing the Award has paid off with numerous submissions. We highlight the winner in the June-July *News Digest* and continuously promote the Award in weekly E-briefings. We look forward to working with the Committee on better implementation of the Award, including social media and website.

**Goal #4** – The Committee's recommendations on this goal will make an excellent article on Municipal Clerk's Week. We will work with the Committee on finalizing a design and using that design to promote the week's 50<sup>th</sup> Anniversary during the 2019 Conference.



## ATTACHMENT

### Goal #3 - Item 3(a) PEGA Promotion Page



### Program Excellence in Governance Award

The Public Relations and Marketing Committee encourages you to apply for the 2019 Program Excellence in Governance Award.

#### **Striving for Excellence & Seeking Greater Opportunities**

The Program Excellence in Governance Award was created in 2007 to foster excellence in governance and to enhance participation by IIMC members in their government entity and community.

#### **Award's Purpose**

The award encourages members to strive for excellence and to seek greater opportunities to develop innovative programs and techniques that will greatly benefit their communities and citizens and result in increased professional development and stature for Municipal Clerks.



The 2018 Program Excellence in Governance Award was presented during the IIMC Annual Conference in Norfolk to City Clerk Jannette Goodall, MMC, of the City of Austin, Texas, for Innovative Outreach to the Citizens.

Pictured L to R: Jannette Goodall and IIMC President Mary Kayser.

Established in 2007, the Program Excellence in Governance Award is given to those IIMC members (as defined by IIMC's Constitution) who have created and implemented programs or can provide specific examples of the elements of superior leadership as outlined in the seven adopted criteria:

**COST SAVINGS**

**INNOVATIVE REVENUE ENHANCEMENT**

**INNOVATIVE CUSTOMER SERVICE**

**INNOVATIVE OUTREACH TO THE CITIZENS**

**INNOVATIVE METHODS TO INCREASE PUBLIC SAFETY OR WELFARE TO THE COMMUNITY OR SEGMENTS OF THE COMMUNITY'S SOCIETY**

**INNOVATIVE WAYS OF COLLABORATION WITH OTHER MUNICIPAL DEPARTMENTS, OTHER CITIES, OR GOVERNMENTAL ENTITIES TO DELIVER BETTER SERVICE**

**LEADERSHIP**



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Andrew J. Pavlica, MMC; Vice-Chair,  
Budget & Planning Committee  
Bernie White, MMC; Chair,  
Budget & Planning Committee

**Date:** September 19, 2018

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



### Background

Membership on the 2018 / 2019 Budget and Planning Committee is comprised of:

- Bernie White, MMC, Chair
- Andrew J. Pavlica, MMC, Vice-Chair
- Stephanie Carouthers Kelly, MMC
- Lana McPherson, MMC
- Mary Johnston, MMC (Board Liaison)
- Mary Kayser, MMC
- Petie Ruch, MMC
- Chris Shalby, IIMC Executive Director (Non-Voting Staff Liaison)

2017 / 2018 Committee Goals as assigned are:

1. Develop and identify areas for improvement in the annual balanced budget, to be submitted to the Board of Directors for approval;
2. Develop a five-year capital items projected needs list;
3. Monitor quarterly expense and revenue reports from the Executive Director and bring areas of concern to the attention of the Board of Directors, ensuring the adopted budget is adhered to;
4. Review the expenses and revenues associated with the Annual Conference and report on profit/loss;
5. Review and report to the Board of Directors issues raised in the Auditor's Management Letter and Report.

### Discussion

Staff distributed to the committee information on the current 2018 budget and the proposed 2019 budget. A meeting of the Budget & Planning committee to review this information and create a proposed 2019 budget was held on Friday, September 7, 2018 at IIMC headquarters in Rancho Cucamonga, CA. All committee members, as listed on page 1 were present except Chairman White. Vice-Chair Pavlica chaired the meeting in his absence. Chairman White submitted comments regarding agenda items which were frequently reviewed by the Committee. IIMC Finance Specialist Janet Pantaleon and IIMC Financial Consultant Connie Parker also attended.

## Policy Review – Revenue and Finance

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

We discussed the policy, with minor wording changes suggested for clarity purposes and to ensure the policy matches current operations. These changes include changing **Section 4.05.30 Paragraph F**, striking “The hierarchy for approval of expenditures is as follows” and insert “The authority for approval of budgeted expenditures is as follows”. The Committee recommends striking “Executive Committee” and change \$10,000 to \$300,000. **In Paragraph H**, the Committee recommends striking “at his/her discretion”. **In section 4.10.110**, the Committee recommends striking “surplus funds” and inserting “unrestricted net assets”. **Section 2.35.080 (Committee Appointments – not included)** was discussed concerning appointment and removal of members. Staff will draft language and look at other organizations’ appointment and removal process. **A report will be presented to the Board at their May 2019 meeting.**

### 4.05.30 - F

The Executive Director shall provide to each Department Manager a delegation of authority for expenditure commensurate with the allocation of expenditure within that staff member’s portfolio of activity. **The hierarchy for approval of expenditures is as follows: The authority for approval of budgeted expenditures is as follows**

Funds from \$0 to \$1,000	Staff member
Funds from <del>\$1,001 to \$5,000</del> <b>\$1,001 to \$300,000</b>	Executive Director
<b>Funds from \$5,001 to \$10,000</b>	<b>Executive Committee</b>
<b>Unbudgeted</b> funds over \$10,000	Budget and Planning

### 4.05.30 - H

In the event of an emergency or unanticipated requirement, the executive director **may at his/her discretion**, with the approval of the budget and planning committee, may authorize the reallocation of budgeted expenditures from one account to another to meet the needs of the

### 4.10.110

#### **Delegation of authority.**

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

We reviewed the Annual Audit Draft Policy (**Attached**) and it was recommended to remove the entire paragraph “Auditor Independence” and to strike “Generally, to remain independent with respect to the audit” from the 3<sup>rd</sup> paragraph. It was also recommended by the Committee to begin the 5-year contract rotation after the 2020 audit.

The Annual Conflict of Interest Draft Policy was reviewed and a discussion ensued on the dollar amount to be considered as a substantial gift under Article II Definitions 2(c). It was determined that the amount not to exceed \$100 would be sufficient, however, the Committee decided to wait for the recommendations of the Policy Committee in regard to Article III, 4, Violations of Interest Policy. **This Draft Policy will be presented to the Board at the May meeting.**

The Conflict of Interest Draft Form to be completed by Incoming Region Directors for the duration of their term was reviewed, and the Committee recommended striking “in the past year” from Question 4 (A) and from other areas of the form. **This Draft Policy will be presented to the Board at the May meeting.**

Ms. Parker presented a Draft Operating Reserve Policy for Review and Discussion, which, if approved by the Board of Directors, would replace Chapter 4.20 in IIMC policies. **This Draft Policy will be presented to the Board at the May meeting.**

After a review of the Operating Reserve Notes, it was recommended to set the amount deposited into the Operating Reserves fund as a percentage, and to add “Financial Consultant with Budget and Planning Committee Oversight” to the policy.

A proposed Liquidity and Availability Policy was reviewed, and the Liquidity calculations will be added as a note to the Financial Statement in the future. **This Draft Policy will be presented to the Board at the May meeting.**

#### **Review of Auditor’s Management Letter & Report**

The Auditors Status Letter and Auditors Financial Statement were reviewed for the 2017 year-end audit and there were no significant audit findings.

#### **Develop a five-year capital items projected needs list**

This was reviewed by the Committee and ED Shalby explained the 2019 Capital Expenditure of \$75,000 for a new website which will allow members to manage their membership information along with other upgrades and features. This cost includes a website consultant to assist with the design and implementation of the new website. **Staff will begin to research the new website further in 2019 and, if needed, 2020. Moving forward requires Board approval.**

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

ED Shalby reported the 2018 Year End projected Budget is anticipated to end with a profit of \$187,534, an increase of \$161,991 from the initial projection of \$25,543. The main reason is that the 2018 Conference in Norfolk, VA, originally projected a profit of \$13,137, but is now anticipated to have a year-end profit of \$137,392.

#### **Review 2018 YTD projections with Notes**

**Monitor quarterly expense and revenue reports from the Executive Director and bring areas of concern to the attention of the Board of Directors, ensuring the adopted budget is adhered to.**

ED Shalby announced that the 2019 Birmingham, AL, Conference is projected to have 700 delegates/35 guests with a projected profit of \$45,810. The average attendance numbers from Conferences in 2015, 2016, 2017 and 2018 is approximately 670 delegates.

ED Shalby reported that Committees continue to be on target with their responsibilities and communicate primarily via teleconferences. There are two financial requests in the Wish List: 1) The Elections Committee has requested \$1,000 to either rent or purchase electronic voting equipment to handle voting at the Annual Business Meeting; and 2) Research and Resource has requested \$1,000 toward producing future Technical Bulletins. Included in the Budget is \$6,000 in Region X for either Region X Director travel and/or consultant.

ED Shalby reported that all tenants' income has reduced IIMC's monthly mortgage liability from \$4,800 to \$500 a month. In 2017, IIMC hired CityCom Property Management firm at a cost of \$600 monthly.

ED Shalby reported that the IIMC is looking to increase advertising dollars in the News Digest in 2019. Since 2014, the IIMC has operated without a Communications Director with Staff now sharing the duties. Management would like to see a Communications Director hired in 2020.

Membership revenue is projected to be \$1,001,700, a slight decrease from projections in the previous Budget. Concerns for 2019 continue to be budget reductions in local government, especially when a position is eliminated. Baby Boomer members are retiring and not remaining as retired members. There are approximately 14,800 IIMC Members.

Part of the 2019 Budget includes a request to increase annual membership dues by \$10 beginning with the first quarter dues billing, which takes place in October 2018. In coordination with this, Management proposes an Education/Membership Assistant hire in 2019, and a Communications Coordination hire in 2020.

#### **Budget and Planning Committee Recommendations:**

- 1. Accept the projected 2018 year-end budget as presented;**
- 2. Accept the projected 2019 budget as presented. The 2019 budget includes a \$10 - member dues increase for all members in Regions I through X; Small salary increases for seven staff members; Salary and benefits for an Education/Membership Departments Assistant; \$1,000 for Elections Committee regarding electronic voting at ABM; and \$1,000 for Research and Resource Committee regarding new Technical Bulletins;**
- 3. Accept the revisions to existing policies: 4.05.30 F; 4.05.30 H; and 4.10.110;**
- 4. Accept the New Annual Audit Policy (Attached); and**
- 5. Accept and provide the IIMC Foundation an additional 10% of IIMC sponsorship income from the 2018 Annual Conference (\$6,200).**

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

We support all of the Budget Committee's recommendations to the Board.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Janis Daudt, Director of Member Services  
Tammy Storrie, Member Services Representative  
**Date:** August 30, 2018  
**Subject:** Member Dues Proposal for Increase of \$10.00 - 2018-2019



A bit of history about IIMC dues increases over the past 20 years. Our database was updated in 1997 to our iMIS association software so we cannot go back any farther than that, but we tabulated that IIMC dues increased \$80.00 since 1998 for a Full Member and \$50.00 for an Additional Full Member. That is \$4.00 a year over 20 years for the Full Member and \$2.50 for the Additional Full and Associate Member.

IIMC is asking for a \$10.00 increase across the board (no bulk membership). Here is the breakdown:

Full Members paying \$160.00 will increase to \$170.00.

Full Members paying \$200.00 will increase to \$210.00.

Full Members paying \$260.00 will increase to \$270.00.

Additional Full Members and Associate Members paying \$100.00 will increase to \$110.00.

Overseas affiliates paying \$26.00 will increase to \$36.00.

Overseas Associate Members paying \$50.00 will increase to \$60.00.

Retired Members paying \$25.00 will increase to \$35.00.

There are associations that raise their dues "as needed" and do not have a regular dues increase schedule and at the same time there are some that raise their dues each year.

What impact do dues increases have on retention rates? Research indicates that a dues increase under 20% does not create a large drop in overall renewal rates. IIMC's retention rate is 88% over the past 12 months.

2014-2015	Retention Rate – 91%	Dues increase of \$10.00
2015-2016	Retention Rate – 89%	No increase
2016-2017	Retention Rate – 89%	Dues increase of \$5.00
2017-2018	Retention Rate – 88%	No increase

We can say that we do not receive feedback on dues increases. However, our members have asked to be notified as early as possible with regard to IIMC dues increases for their budgets.

### Management's Comments:

The Budget and Planning Committee supports this increase also. It is in their report in this Agenda.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Budget & Planning Committee

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

**Date:** August 20, 2018

**Subject:** 2019 and 2020 IIMC Staffing Needs

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Part of the 2019 budget includes a request to increase membership dues by \$10 beginning with the first quarter dues billing, which takes place in October 2018. Therefore, in reviewing our current staff and projecting our needs for the next three to five years, we will need to hire in two areas and are recommending a two-pronged approach to the following hires:  
Education/Membership Assistant in 2019; and Communications Coordinator for 2020:

- **2019 Education/Membership Assistant Position**

We believe that the projected 2019 budget will be able to weather an increase in additional staff. Since this is an entry level position with a full-time salary and benefits package of \$38,000 plus, IIMC is well-equipped to handle this financially for 2019 and beyond. **See below roles and responsibilities.**

- **2020 Communications Coordinator**

This position requires an experienced individual and a higher salary (projected salary for a minimum three years' experience is approximately between \$55,000 and \$60,000 without benefits). We are not comfortable with a hire for 2019. However, the membership dues increase of \$10 begins in first quarter 2019; therefore, IIMC will not fully realize this income until January 2020, when it had gone a full cycle year for billings.

**NOTE: I cannot see hiring a Communications Coordinator for 2019. However, I am confident the position can be filled in 2020. In researching the requirements and salary expectations, IIMC, at this time, does not have those resources to hire either full-time staff or independent contractor. It needs an individual experienced in marketing, public relations, writing, development, social media, web development and, most importantly, nonprofit experience or the desire to work in a nonprofit environment. I believe hiring an Education/Membership Coordinator will fulfill the social media area, immediately, allowing Ashley to take on a more proactive role in that regard for the time being.**

The Communications Coordinator will alleviate some of the responsibilities from the Executive Director, mainly the monthly online *News Digest*, the exhibit program and the conference preliminary and daily programs. Other marketing duties such as monthly promotions regarding Education and IIMC in general will also be this individual's responsibility.

## STAFFING NEEDS – PAGE 2

### Education/Membership Assistant

#### Education Department

We believe adding an individual to this Department will alleviate 10 to 15 hours of Kellie Siggson's weekly time for the following CMC and MMC Application.

- Scanning all mail received (Admission Applications and Designation Applications) and saving in the member's specific ID folder in the shared drives;
- Saving all applications received electronically into member's specific ID folder;
- Entering all education documents into iMIS to trigger task manager confirmations to membership;
- Shipping all certification packages including printing all CMC/MMC certificates, president's letters, packaging and postage application;
- Coordinating contact between member and Finance to process refunds, adjustments, etc.;
- Assisting with follow up between Membership Department and Education department regarding Associate Members and membership type upgrade relevant to certification guidelines/restrictions; and
- Cross train on CMC applications and eventually MMC.
- Assist on the floor at conference with member needs and session monitoring freeing Ashley to dedicate herself to speaker needs, smartphone app monitoring and program logistics

New responsibilities will include the following:

- Continue to train and assist with Course Reviews
- Athenian Leadership Society including:
  - Approval of new dialogues
  - Review and Approval of Athenian Fellowship applications
- CMC/MMC and Institute webpage updates including:
  - Form maintenance
  - Annual Institute program date updates
- Assist with year-end Institute Annual report reviews
- Cross train in Conference Education Program planning

With Kellie taking on the responsibilities above, this would provide more time for Ashley DiBlasi to focus on the following

- Institute Annual Report reviews, compliance monitoring and records keeping requirements – coming fully back in house in 2019
- Development and enhancement of certification requirement materials
  - Region/state specific information
  - Videos
  - Written materials
  - Interactive ways to communicate with membership

## STAFFING NEEDS – PAGE 3

- Possible association and institute level travel opportunities if needed
- IIMC Foundation:
  - New Jim Tinnin Scholarship application in 2019. Requires review of new applications, record keeping, and multiple forms of communication with the Foundation and individual applicants.
  - Streamline and clarify requirements/processes for CMC/MMC scholarships, Annual Conference Grants and Region Stipends. Additional time would be gained to advertise these with the goal of increasing application numbers
- Annual Conference Education Program enhancements
  - Implement and monitor new social aspects of the conference smartphone APP
  - Live streaming opportunities
  - Gamification
  - Exploring additional sponsorship and revenue generating advertisement opportunities for sponsors and exhibitors
- Social Media Maintenance, enhancements and information dissemination
  - Info is developed for both social media as well as weekly e-briefings
    - Certification/Education Information
    - Member highlights
  - YouTube content management
  - Monitoring of all IIMC Facebook Groups

### Membership Department

This individual will now take over Data functions for City Manager/Mayor email addresses into IMIS database; Prepare and mail new member packets; Sign and return purchase orders; prepare and distribute quarterly Final Notices; Research and change returned emails; File conference registrations.

These tasks will free Tammy Storrie's time to enter applications, make changes, respond to emails and contact members in a timely manner. It will allow Janis Daudt to take a proactive approach in contact members via phone and to do cross training with Tammy for conference registration.

This new hire will also attend the Conference and work with both departments, mainly Education, in helping facilitate the conference education program.

## STAFFING NEEDS – PAGE 4

### **Communications Coordinator**

The Communication Coordinator will be responsible for assisting the Organization in the development and implementation of its marketing, conference and public relations & communications activities. This will include social media marketing, content creation and any other public-facing communication, producing the monthly online *News Digest*, Conference preliminary and daily programs, exhibit program, promotional materials to coincide with the Education and Membership Departments' marketing needs, and other collateral literature as needed.

#### **Primary Duties and Responsibilities:**

##### **Manage, write & create content along with the following responsibilities:**

- Monthly online *News Digest*
- Web pages
- Brochures
- Social media
- Internal communication documents

##### **Assist in coordinating various marketing methods including but not limited to:**

- Direct marketing
- Exhibit Program, planning & preparations, booth, corporate branding
- Internet & social media
- Develop new methods of marketing Organization
- Strategically tell a consistent story through our marketing content
- Create membership campaigns
- Create education campaigns, promoting certification programs
- Performing market analysis and research

#### **Required Job Skills and Experience:**

- 5-years-experience in marketing/public relations
- Copy writing experience
- Understanding marketing disciplines such as: advertising, content creation, public relations,
- Ability to work independently and remain self-motivated with minimal direct supervision
- Ability to multi-task and prioritize work to meet deadlines
- Strong organizational skills and superb attention to detail
- "Can do" attitude willingness to roll up sleeves and contribute to the achievement of team and IIMC's objectives
- Excellent verbal, written and interpersonal communication skills
- Strong computer and phone skills with full comprehension of Microsoft Office, Quark, Photoshop & Illustrator
- Bachelor's degree; Marketing, Journalism, English or similar experience.

## **ANNUAL AUDIT (RECOMMENDED NEW POLICY)**

### **Arranging for the Annual Audit**

IIMC will arrange for an annual audit of the Organization's financial statements to be conducted by an independent accounting firm.

### **Auditor Independence**

~~IIMC may, from time to time, request the independent auditor to provide services outside the scope of the annual audit and tax return preparation. In connection with these non-audit services, it is imperative that the independent auditor remain independent in fact and in appearance to continue serving the Organization as its auditor.~~

**Generally,** To remain independent with respect to the audit, the Organization's auditors should not provide non-audit services that involve performing management functions or making management decisions nor should they provide non-audit services in situations where the non-audit services are significant/material to the subject matter of the audits (or where they would be auditing their own work in connection with the annual audit).

Therefore, it is the Organization's policy to evaluate any non-audit service requested from the independent auditor for possible impairments to the firm's independence, and to not permit the performance of any services that would impair independence.

In addition, for each non-audit service that is to be provided by the Organization's independent auditor, the Organization shall:

1. Designate a management level individual to be responsible and accountable for overseeing the non-audit service (to be determined by the Executive Director).
2. Establish and monitor performance of the non-audit service to ensure that it meets management's objectives (to be performed by the person designated in step 1).
3. Make any decisions that involve management functions related to the non-audit service and accept full responsibility for such decisions.
4. Evaluate the adequacy of the services performed and findings that result.

### **How Often to Review the Selection of the Auditor**

IIMC shall review the selection of its independent auditor in the following circumstances:

1. Any time there is dissatisfaction with the service of the current firm;
2. When a fresh perspective and new ideas are desired; or
3. Every 5 years to ensure competitive pricing and a high quality of service (this is not a requirement to change auditors every five years, but simply to reevaluate the selection).

## **Selecting an Auditor**

The selection of an accounting firm to conduct the annual audit is a task that must be taken seriously. IIMC needs to consider the following factors in selecting an accounting firm:

1. The firm's reputation in the Organization's industry.
2. The firm's demonstrated ability to provide the services requested in a timely manner.
3. The ability of firm personnel to communicate with Organization personnel in a professional and congenial manner.

The following information should be included in the written Request for Proposal (RFP) to be sent to prospective audit firms:

1. Period of services required
2. Complete description of the services requested (audit, management letter, tax returns, etc.)
3. Organization chart
4. Chart of account information
5. Financial information about the Organization
6. Copy of prior year reports (financial statements, management letters, etc.)
7. Other information considered appropriate
8. Description of proposal and format requirements
9. Due date of proposals
10. Overview of selection process (i.e., whether finalists will be interviewed, when a decision shall be made, etc.)
11. Identification of criteria for selection

Minimum Proposal Requirements from prospective CPA firms shall be:

1. Firm background
2. Biographical information (resumes) of key firm members who will serve IIMC
3. Client references
4. Information about the firm's capabilities
5. Firm's approach to performing an audit
6. Copy of the firm's most recent quality/peer review report, including any accompanying letter of findings
7. Other resources available from the firm
8. Expected timing and completion of the audit
9. Expected timing of delivery of reports
10. Cost estimate including estimated number of hours per staff member
11. Rate per hour for each auditor
12. Other information as appropriate

To narrow the proposals to the top selections, the Financial Consultant shall meet with the prospective engagement teams from each proposing firm to discuss their proposal. Copies of all proposals shall be forwarded to Executive Director, who makes the final decision on the auditor.

### **Preparation for the Annual Audit**

IIMC shall be actively involved in planning for and assisting with the Organization's independent accounting firm to ensure a smooth and timely audit of its financial statements. In that regard, the Finance Department must provide assistance to the independent auditors in the following areas:

#### ***Planning***

The Financial Consultant is responsible for delegating the assignments and responsibilities to finance staff in preparation for the audit. The Financial Consultant reviews the list of information requested by the auditors and assigns responsibility for each item to the appropriate staff. The Financial Consultant schedules and directs status meetings in the weeks leading up to the audit to review the progress of staff in preparing for the audit.

#### ***Involvement***

IIMC staff will do as much work as possible to assist the auditors and, therefore, reduce the cost of the audit.

#### ***Interim Procedures***

To facilitate the timely completion of the annual audit, the independent auditors may perform selected audit procedures prior to the Organization's year-end. By performing significant portions of audit work as of an interim date, the work required after year-end is reduced. IIMC staff will provide requested schedules and documents to assist the auditors during any interim audit fieldwork.

Throughout the audit process, IIMC will make every effort to provide schedules, documents and information requested by the auditors in a timely manner.

#### ***Concluding the Audit***

Upon receipt of a draft of the audited financial statements from its independent auditor, the Financial Consultant shall perform a detailed review of the draft, consisting of the following procedures:

1. Carefully read the entire report for typographical errors.
2. Trace and agree each number in the financial statements and accompanying footnotes to the accounting records and/or internal financial statements of IIMC.
3. Review each footnote for accuracy and completeness.

Any questions or errors noted as part of this review shall be communicated to the independent auditor in a timely manner and resolved to the satisfaction of the Financial Consultant

It shall also be the responsibility of the Financial Consultant to review and respond in writing to all management letter or other internal control and compliance report findings and recommendations made by the independent auditor.

### **Audit Adjustments**

It is IIMC's policy to review all adjustments prepared by the independent auditor in connection with the annual audit and, if in concurrence, record them in the general ledger.

The Organization may also receive a list of unadjusted differences (or passed audit adjustments) from the independent auditor in connection with the audit. If the Organization receives such a list, it shall be the responsibility of the Financial Consultant to review them and determine whether to record them in the current year.

### **Internal Control Deficiencies Noted During the Audit**

In accordance with generally accepted auditing standards, after the audit the Organization's independent auditors may provide a written communication of internal control deficiencies noted in connection with their audit. Not all deficiencies in internal control are required to be reported by the auditor. Only the following two types of deficiencies are required to be communicated:

1. **Material weakness** – A material weakness is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented or detected and corrected on a timely basis.
2. **Significant deficiency** – A significant deficiency is a deficiency, or combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

It is the Organization's policy that the Executive Director and Financial Consultant formally address all internal control deficiencies that are communicated by the auditor in writing. The Executive Director and the Financial Consultant shall prepare a written response, which shall include a corrective action plan, to each internal control finding.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Budget & Planning Committee

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

**Date:** August 20, 2018

**Subject:** 2018 Projected Year-End Budget Notes

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The 2018 Year End projected budget is anticipated to end with a profit of \$187,534, an increase of \$161,991 from our initial projection of \$25,543. The main reason for the growth in the bottom line is the 2018 Conference in Norfolk, originally projected at \$13,137 will now end the year with a profit of \$137,392. Key factors are: an increase in attendance, two sold out hotels with full rebates and commissions, and miscellaneous income from one overflow hotel, (2018 Budget included only two hotels), and reduced expenses (A/V, food and beverage and education).

Also adding to the bottom line is the Membership Department's projected year-end revenue of approximately \$28,419 over original budget. Our other departments have contributed slightly either in revenue or in reducing expenses, ensuring a strong bottom line.

Our restricted reserves are \$603,000 of which \$50,662 is allocated to the building reserve.

### STAFF

All Departments are operating as efficiently as possible. Staff provides help in other areas when needed.

### COMMITTEES

#### Executive Committee

We are projecting the EC travel budget will meet projections of \$29,800 by year-end. Major trips scheduled for the remainder of 2018 include President Kelly's Region XI visit to the UK with ED Shalby to attend the SLCC Conference in October and President Kelly's trip to IMASA Conference in South Africa (IIMC Past President Monica Simmons to accompany President Kelly). IMASA has not been as active in membership recruitment and participation as we hoped and was not on our list of visits for 2016 and 2017. \*\*\*Immediate Past President Simmons and Dr. Long visited IMASA in 2015 in hopes of creating a new Institute. A Region XI Director will be representing IIMC at the ADSO conference in the UK in November, providing IIMC a presence while simultaneously saving costs. The possibility of another Region XI Director representing IIMC at the VVG Conference in the Netherlands will provide the same results. The ADSO and VVG Conferences are both part of the EC budget travels.

The Executive Committee's commitment to adhere to a strategic and Board approved travel policy, employing Region Directors to represent the President and using our Corporate Credit Card points, as much as possible, has kept IIMC's EC travel budget healthy and consistent for nearly 11 years.

## **2018 Projected YE Notes – Page 2**

### **Board of Directors – General**

This area will be over budget primarily due to the hiring of a facilitator for Board Development for the upcoming October 2018 midyear meeting and a Parliamentarian (Connie Deford, IIMC's Parliamentarian has a conflict with her schedule and this year's midyear Board meeting). The Strategic Planning/Board Development line item now includes costs of Audio Visual and Food and Beverage to better delineate expenses. This budget includes the line item for a Region X consultant, which we will not use for 2018.

### **Other Committees**

Other Committees are expected to meet budget.

### **2018 Conference – Norfolk, Virginia**

The 2018 Conference in Norfolk was projected for 670 Delegates/35 guests and revenue of \$13,137. The year-end figures are projected to be \$137,392, an increase of \$124,255 over the original projections. The major reasons for Norfolk's profit were: an increase in attendance by an additional 57 delegates; sold out three hotels (no attrition); rebates and commissions on all three hotels (including late addition of the Courtyard); and continuing sponsors. The following brief comments highlight the success of the 2018 conferences:

The reason for the increase in projected revenue is due to:

- Increase in delegate registrations
- Addition of third hotel Courtyard Commissions
- Norfolk CVB rebate due to meeting our room block
- Increase in Academy registrations
- Decrease in overall Food and Beverage expenses
- Decrease in Audio Visual expenses
- Decrease in some speaker fees

### **Education**

The Department continues to work with Captus press regarding additional on-line courses. We currently have seven courses on line, four new courses in development, using 2018 Conference speakers. We anticipated launching these new courses by the end of 2018 and early 2019. We've generated approximately \$12,000 in rebates from these courses to date from 2018 including revenue received from the newly approved MindEdge learning. The CMC and MMC programs are hitting stride and we've not realized a decrease in those applicants.

## **2018 Projected YE Notes – Page 3**

## **Marketing**

It's been nearly 10 years since the *News Digest* has functioned as an on-line E-zine. IIMC has realized more than \$1 million in savings these past years by not printing and mailing a monthly edition. Being an on-line magazine allows IIMC expediency in member delivery and does not rely on advertising to help pay for costs toward printing hard issues. Due to their own financial struggles, however, many of our advertisers have either pulled their ads or reduced the rate of publishing. After these years, we don't expect to see a return in advertisers. There are still a few paying advertisers, but the bulk of the advertisers are awarded complimentary ads through their sponsorship and/or their vendor participation. However, those who continue to advertise are given more flexibility to negotiate costs amenable to their budgets and business.

## **Membership**

IIMC's membership numbers in Region I through X remain consistent. We are noticing as Baby Boomers retire some transition into Retired Members. We have seen growth in our Deputy Memberships since 2015. Our Inactive 2 Active Member Drive has brought in 207 new members since 2017. Municipalities find themselves with budget constraints, thus we see the ebb and flow of our association membership numbers. The 2018 membership budget will realize a profit of \$28,419. The budget was projected at \$997,635 and will end the year at \$1,026,054.

## **Management's Comments/Recommendations:**

At the Board meeting in May 2017, Management recommended to the IIMC Board of Directors that if future conferences were highly successful that the Board would have the option of providing the IIMC Foundation an additional 10% from IIMC sponsorship revenue. Currently, the IIMC/Foundation contract stipulates that 10% of conference sponsorship revenue is awarded to the Foundation.

If the Budget committee agrees to this recommendation, IIMC would provide the Foundation with an additional **\$6,600.00**, reducing IIMC's overall 2018 bottom line by that figure.

Also, the Board agreed to automatically pass \$100 from full paying exhibitors (\$1,500) to the IIMC Foundation. **Total earned from the Foundation is \$1,900.00**

If the following is approved, the 2018 total net profit in the conference bottom line will now be \$128,892.

## **Management's Recommendation**

That the Board approve the additional 10% in sponsorship revenue.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Budget & Planning Committee

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

**Date:** August 20, 2018

**Subject:** 2019 Management's Notes

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The 2019 budget is projected to end the year with a profit of \$17,345. In this budget, we have included the following:

- **\$10 increase in membership dues beginning with 1st quarter 2019 (Per IIMC Policy 6.10.030 - Membership dues are to be reviewed by the board of directors every two years require Board approval)**
- Small salary increases for seven staff members
- Salary and benefits for an Education/Membership Departments Assistant
- \$1,000 for Elections Committee regarding electronic voting at ABM
- \$1,000 for Research and Resource Committee regarding new Technical Bulletins

### Management's Comments

We continue to follow established procedures on finances and to try to anticipate and resolve potential problems while providing the Organization with excellent resources.

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

**Reserves** - IIMC has built its Board designated reserves to the \$603,000 it currently has through the following: realizing the salary of a Communications/Marketing Coordinator position (since 2014); successful conferences in 2012, 2013, 2014, 2016, 2017 and 2018; successful membership campaigns (2012 – 2015 and in 2017 through 2018); eliminating the cost of publishing a monthly magazine (since 2009) and creating an online one; cost cutting measures in operations (renegotiated equipment leases, etc.); refinancing headquarters' building; three fully leased office rentals; and overall diligence by staff, the Executive Committee and Board.

We are now working toward reaching the \$1 million mark (non-directive) within the next five years, depending on the new Board Strategic Plan (2019 – 2021). We will continue to look at ways of creating new revenue streams, IIMC basically has few avenues in which to operate: continue to produce revenue generating conferences by adhering to the current selection process, focusing on secondary markets, growing conference sponsorship (2018 we added one new sponsor SMARSH, but lost one in the process, providing us with a total of eight: Existing sponsors, Municode paid an extra \$6,500 for the conference APP and Laserfiche paid an extra \$5,000 for the Host Hotel room keys; bringing in an additional \$11,500); expand the exhibit program and discover new affinity programs.

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

We are still trying to research a new member affinity program for associations -- **GetWindfall** – which, if it's viable, will allow IIMC to provide members with benefits regarding loyalty shopping programs, car rental discounts and more, while providing IIMC with rebates. With more than 15,000 members, this could be an additional and fruitful revenue stream and add value to IIMC membership. This project was set aside but will tackle in early 2019.

## **ADMINISTRATION**

Maria Miranda provides exceptional service in a variety of areas including proofing and editing all publications (*News Digest*, annual reports, etc.) assisting with accounts receivables on top of her administrative responsibilities. She also doubles as the Board minute taker and works on the Conference Opening Ceremony and in other areas. Janet Pantaleon is becoming more and more involved in the daily accounting process and is devoted full time in that area. She will also be handling the Region XI Symposium/Study Abroad Program registrations for 2019. Janet also coordinates the Opening Ceremony and handles cashier responsibilities at the Conference. Connie Parker is a major asset to IIMC regarding our financial oversight and nonprofit compliance. As Office Manager, Denice Cox does an excellent job of managing the office, as well as overseeing certain parts of the Annual Conference (Board functions, F&B and Protocol Officer). She no longer oversees the building property or tenants, relinquishing her responsibilities in those areas except for suite 200. However, she still is the Organization's main contact with the property management firm.

## **BUILDING**

All three offices are fully leased. **Burga Law**, who occupies the 900 square foot office, renewed their lease through 2020. The other two tenants – **Exact Staff and Studio Pink** - joined in July and August of 2016, respectively and have five-year contracts through 2021. All tenants' income has reduced IIMC's monthly mortgage liability from approximately \$4,800 to \$500. The building revenue is reflected in the budget.

In July 2017, we hired CityCom Property Management firm. That cost is \$600 monthly, and the annual cost for 2018 and 2019 is \$7,200. Tenants are now responsible for contacting CityCom regarding their maintenance issues with IIMC signing off on all repairs. All future building repairs and improvements are listed either in the Building or in the Capital budgets.

**NOTE:** July 2018, we experienced major heat waves that exhausted the existing air conditioning units in suites 130 and 150. Repairs were estimated to be approximately \$15,000 (includes the cost of a new unit), however, between installing a new unit, labor and additional costs, final numbers hovered around \$20,000.

## COMMITTEES

Committees continue to be on target with their responsibilities and communicate primarily via teleconferences. There are two financial requests in the Wish List: 1) Elections Committee has requested \$1,000 to either rent or purchase electronic voting equipment to handle voting at the Annual Business Meeting; and 2) Research and Resource has requested \$1,000 toward producing future Technical Bulletins. We believe we may be able to trade out election equipment with one of IIMC's vendors, which would negate the Elections Committee's request. As for new Technical Bulletins, we always anticipate creating new ones, but have yet to find those authors. The Executive Committee's budget remains intact and includes costs for the Region XI travels including the 2019 Symposium. We've maintained this budget these past years; therefore, adding the Symposium in addition to the SLCC Conference for 2019 without increasing the projected budget, may prevent one or two domestic trips. Unless, the Committee wants to increase this line item, we recommend keeping it as is.

**NOTE: We've included \$6,000 in Region X for either Region X director travel and/or consultant**

## CONFERENCE

### 2019 Conference – Birmingham, Alabama

We are projecting 700 Delegates/35 guests for the 2019 Conference and projected profit of \$45,810. The average attendance numbers from Conferences in 2015, 2016, 2017 and 2018 is approximately 670 delegates. However, Norfolk produced 727 Delegates, which allows us to increase our projections, knowing it's a conservative increase and one that can be met.

**NOTE:** Birmingham is a historic and vibrant city and offers plenty for Delegates and guests. Airlift is easy from anywhere in the world. We are in one host hotel and that hotel provides complimentary shuttle to and from the airport (10 minutes by car). Here are areas that we believe will make Birmingham an attractive conference:

1. One Host Hotel
2. Birmingham by car is between 3 to 8 hours from numerous states (AR, LA, TN, NC, GA);
3. Cost of doing business is amenable to IIMC;
4. The opportunity of adding vacation to a conference may attract more delegates;
5. Typical expenditures for delegates in Birmingham are affordable;
6. There are various historical attractions available to delegates that we will promote;
7. The City of Birmingham will provide IIMC with \$50,000 in incentives -- \$25,000 in cash and up to \$25,000 in in-kind services to offset costs; and
8. Conference held in IIMC's largest membership Region III – approximately 1,700 members

### Hotel Room Block/Costs

The Host Hotel is the Sheraton -- \$159/night with 17.5% sales tax with NO attrition.

The hotel is within a safe and secure area of the city with nearby establishments within walking distance. We have contracted 550 rooms each on peak nights for a total room block of 2,639. We should have no problem meeting our room block and the hotel has room for us to grow. There is

also another hotel across the street from the Host Hotel that can accommodate IIMC if we sell out and the need arises.

\*\*All education, general sessions, exhibit hall, lunches, refreshment breaks, opening ceremony, board meetings and ABM will be in the Birmingham Jefferson Convention Center (adjacent to the Sheraton). The annual banquet, right now, is slated to be at the Sheraton Hotel grand ballroom. The All Conference Event will be offsite in 2019.

### **Conference Delegate/Guest Registration Fees - 2019**

The current fees are \$600 early bird for Delegates and \$265 for Guests. We are not recommending an increase since we had one for 2016.

### **Early Bird Package/Marketing**

The Early Bird will be Monday, April 1, 2019 to save \$50.00 on registration. We believe an early bird date in April helps us with our marketing campaign. If the past three conferences are any indication of members booking early, we will need this date to help us negotiate another hotel if the need arises.

- Early Bird rate offered through Monday, April 1, 2019 – cost will be \$600.00
- After Early Bird - Tuesday, April 2, 2019 – cost will be \$650.00.

In 2017, we reduced the number of preliminary programs mailed. We now mail the program to members who have attended at least three conferences, instead of five, and keep all the other mailings the same. Doing so, IIMC will realize approximately \$2,000 to \$4,000 in savings. That figure is reflected in the Conference printing budget.

### **Rebates/Commissions Maximum**

The Sheraton is offering IIMC a 10% commission that will be divided between IIMC and YES (7% IIMC and 3% YES).

**City of Birmingham** -- In addition to the commission, the City of Birmingham is providing IIMC with a \$50,000 incentive -- \$25,000 in cash to IIMC and up to \$25,000 in in-kind contributions to help offset additional costs.

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

- Sheraton -- \$29,372 IIMC's maximum commission

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

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

**\*\*\*We will need to revisit these costs in the future since the price of food and beverage has increased considerably since 2012.**

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

**Areas to note for Birmingham include:**

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

**Recommended Discounts and Savings**

We will offer \$50.00 discounts to Region III (IIMC's population in this region is approximately 1,700) members (AL, NC, SC, FL, GA) and Region IV (total membership 637 -- TX, LA, MS, AR, OK) who attend Birmingham. Regions X and XI already receive a discounted conference rate of \$460US and \$395US, respectively. We have found the Region discount programs work well. In 2018, we had nearly 300 members from the discounted regions attend Norfolk. In 2016, 2017 and 2018, we've extended the discount program to the host region and other nearby regions that we deemed to be within close (driving/train/bus) proximity of the host city.

Other discount programs that Management recommends continuing in 2019 are:

- Academy sessions are \$179 and offer a \$50 discount for each additional Academy session after paying the \$179 fee for the first Academy. We had 234 registered for the Academies of which 62 plus Delegates took one or more Academies in Norfolk. We are keeping our Academies in Birmingham to six. We will have four Athenian Dialogues. We believe these numbers will do well to attract delegates and keep instructor fees to a minimum.
- Offer an incentive for any city that sends two or more Clerks to the conference a discounted flat rate of \$485.00 per delegate (**No other discounts - first timer or Region - would apply to the delegates paying \$485.00**). However, the first member from this group paying the full price would be able to take advantage of the first timer and Region discounts if applicable. Norfolk attracted 62 multiple attendees.

**EDUCATION**

The Education Department continues to operate efficiently and has been consistently solid in meeting members' educational needs and staying abreast of education guideline improvements. Assistant Director of Professional Development Ashley DiBlasi oversees the certification programs, Association course reviews, Institute Annual Reports, Athenian Dialogue process, Foundation scholarship and grant programs, social media and the logistical duties of planning the Annual Conference education program including speakers, conference transcripts and the smartphone app. Education Assistant Kellie Siggson is handling both CMC and MMC applications, education webpage maintenance, conference volunteer coordination and cross training on Institute Annual Reports, Association course reviews, Athenian Dialogue processes and conference logistics.

Dr. Long continues her outreach work with the Institutes, is working on creating new online courses and being a soundboard on all things regarding education. **NOTE:** We are recommending adding a full-time employee to help relieve some of daily routine duties in order for Ashley and Kellie to concentrate more on meeting larger objectives in Education (see attached report on additional staff).

**NOTE: We've included \$15,000 toward the education component for the Region XI Symposium for 2019**

## **MARKETING**

Our *News Digest* advertising dollars continue to slip away as many of our advertisers have lost business. However, we continue to sell advertising, looking to increase these dollars in 2019. Advertising dollars for a magazine that is totally on-line results in bottom-line revenue.

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

Since October 2014, IIMC has operated without a Communications Coordinator. Staff shares those duties. The Board has asked us to consider hiring of a full-time Coordinator (per Strategic Plan).

**NOTE: I cannot see hiring a Communications Coordinator for 2019 (See IIMC Staffing Needs report). However, I am confident the position can be filled in 2020. In researching the requirements and salary expectations, IIMC, at this time, does not have those resources to hire either full-time staff or independent contractor. It needs an individual experienced in marketing, public relations, writing, development, social media, web development and, most importantly, nonprofit experience or the desire to work in a nonprofit environment. I believe hiring an Education/Membership Assistant will fulfill the social media area, immediately, allowing Ashley to take on a more proactive role in that regard for the time being.**

## **MEMBERSHIP**

The 2019 projected budget in membership revenue is \$1,001,700: A slight decrease in projections from the 2018 budget. The decrease in 2019 revenue is attributed to an increase in overall cost of doing business (printing, credit card fees, postage, membership drives). The concerns for 2019 continue to be budget reductions in local government, especially when a position is eliminated, thus reducing the number of members in a municipality from two or more to one. We are seeing Baby Boomers members retiring and not remaining retired members. Membership continues to be pivotal in the Organization's financial health. Our 2018 projected YE will exceed 2016 and 2017 budgets, proving that we are maintaining revenue in this area and that the \$5.00 increase in 2017 has finally gone through a one-year dues cycle. Also, 2016 generated a Region XI bulk membership scheme, increasing the overall membership numbers by 5,000, and a small portion of the income since Region XI Associations pay considerably less in

dues than Regions I through X. However, we are optimistic that Region XI members can bring in additional revenue with certification, at some point. **The Department will provide an update.**

### **2019 Membership Campaigns**

IIMC has successfully conducted four new member recruitment campaigns since 2012: 1) the Municipality campaign was created for 2012 and concluded in October 2013 and brought in 364 new members; 2) 2013, we created the small Municipality membership campaign and it concluded in 2015. In 2016, we conducted a third recruitment campaign directed at County Clerks and Special Districts. That campaign concluded in YE 2016. In 2017 the Membership Department embarked on another membership campaign, reaching out to inactive municipalities since 1997. This campaign will continue through 2018 and into early 2019 (to date we have 207 members from the inactive 2 active campaign). In 2019, the Department will revisit the Municipality campaign (3,000 possible new members). The costs for these campaigns are in the 2019 Membership Department budget.

The department has taken measures to ensure continuity of IIMC's 14,700 membership base, primarily by concentrating on contacting those members who are close to losing their membership, utilizing the Institutes to recruit new members, and continuous promotion to recruit new members. We are acutely aware of budget constraints and we're utilizing our monthly E-Briefings to promote IIMC services, education and features. We're also employing the Board in recruiting efforts (**see attached report on staffing needs and how that will help with membership retention, recruitment and overall service**).

### **2019 Membership Dues**

In 2017, we increased membership dues by \$5.00. This increase did not realize a full cycle in billing until 2018. We are asking for \$10.00 dues increase for 2019. That increase is reflected in the 2019 budget Wish List and will need Board approval prior to implementation. If approved the \$10.00 increase will not realize a full cycle in billing until 2020.

**IIMC Financials  
2019 Budget  
SUMMARY TOTALS**

9/7/2018

4:20pm

	2016	2017	2018	2018	2018	2019
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2018	Projected Year End	Budget
<b>INCOME:</b>						
Administration	538	705	500	2,068	4,000	3,000
Building	27,820	51,973	55,189	27,327	55,189	56,845
Conference	615,664	524,998	535,147	540,219	585,522	596,525
Education	158,631	197,685	165,300	79,918	165,750	181,550
Marketing	26,739	27,715	26,818	17,124	27,138	26,818
Membership	1,212,721	1,240,497	1,212,000	636,000	1,241,459	1,261,000
<b>Total Income</b>	<b>2,042,113</b>	<b>2,043,572</b>	<b>1,994,954</b>	<b>1,302,657</b>	<b>2,079,058</b>	<b>2,125,738</b>
<b>EXPENSES:</b>						
Administration	535,058	545,737	610,340	294,261	608,058	619,866
Building	135,965	131,418	145,850	72,753	149,579	149,750
Committee - Board of Directors	96,363	98,755	108,750	35,379	107,344	109,950
Committee - Executive	17,600	21,603	29,800	9,360	29,800	29,800
Committees - Other	10,252	14,459	12,500	1,643	12,904	19,300
Conference	472,214	462,326	522,010	420,135	448,130	550,715
Education	241,595	238,700	249,792	107,138	247,592	298,886
Marketing	71,387	69,823	76,004	44,605	72,712	76,762
Membership	224,064	238,416	214,365	102,815	215,405	253,365
<b>Total Expense</b>	<b>1,804,498</b>	<b>1,821,236</b>	<b>1,969,411</b>	<b>1,088,091</b>	<b>1,891,524</b>	<b>2,108,394</b>
<b>PROFIT/(LOSS)</b>						
Administration	(534,520)	(545,031)	(609,840)	(292,193)	(604,058)	(616,866)
Building	(108,146)	(79,445)	(90,661)	(45,426)	(94,390)	(92,905)
Board of Directors	(96,363)	(98,755)	(108,750)	(35,379)	(107,344)	(109,950)
Committee - Executive	(17,600)	(21,603)	(29,800)	(9,360)	(29,800)	(29,800)
Committees - Other	(10,252)	(14,459)	(12,500)	(1,643)	(12,904)	(19,300)
Conference	143,450	62,672	13,137	120,084	137,392	45,810
Education	(82,964)	(41,015)	(84,492)	(27,220)	(81,842)	(117,336)
Marketing	(44,648)	(42,108)	(49,186)	(27,481)	(45,574)	(49,944)
Membership	988,658	1,002,081	997,635	533,185	1,026,054	1,007,635
<b>Net Profit/(Loss)</b>	<b>237,615</b>	<b>222,336</b>	<b>25,543</b>	<b>214,566</b>	<b>187,534</b>	<b>17,345</b>

**IIMC Financials**  
**2019 Budget Worksheet**  
**Administration**

	2016	2017	2018	2018	2018	2019
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2018	Projected Year End	Budget
<b>INCOME</b>						
Interest	538	705	500	2,068	4,000	3,000
Misc Admin Revenue						
<b>Total Income</b>	<b>538</b>	<b>705</b>	<b>500</b>	<b>2,068</b>	<b>4,000</b>	<b>3,000</b>
<b>OVERHEAD EXPENSES</b>						
Salary/Wages	292,610	296,508	330,300	174,246.68	330,300	334,911
Contract Labor	60,000	60,000	48,000	24,000.00	48,000	48,000
Salary Benefits	50,045	54,183	67,900	30,245.37	67,900	67,200
Payroll Taxes-Employer	20,474	21,528	25,000	14,903.95	25,000	25,365
Workers Comp Insurance	1,148	1,718	2,890	609.93	1,400	1,800
Computer/Software Purchase	3,900	3,221	4,000	1,146.00	4,000	8,000
Computer/Software Support	36,298	38,246	41,150	20,244.62	41,150	42,800
Depreciation Furn/Amortization Exp	3,691	3,798	3,500	1,683.36	3,500	3,500
Office Equipment Lease	2,429	2,287	2,400	1,237.81	2,400	2,490
Office Equipment Maint	765	-	1,100	-	1,100	1,000
Office Equipment Purchase	1,164	139	950	855.57	950	1,200
Office Supplies	5,166	5,327	6,700	3,078.14	6,700	6,120
Telephone	10,564	10,253	10,000	5,228.30	10,000	10,200
Web Site	5,345	5,261	5,900	2,828.75	5,900	6,200
Auditor Fees	16,175	16,850	16,750	-	16,750	16,750
Auto Mileage-Staff	151	43	200	-	200	200
Copier	6,107	6,451	6,975	3,093	6,975	7,645
Credit Card Fees	2,216	2,821	2,500	1,018	2,500	2,500
Bank Analysis Fees	2,190	3,005	2,400	1,019	2,400	2,400
Insurance-Retiree (*)	1,415	1,332	1,400	1,608	1,608	1,700
Legal Fees	-	-	-	-	-	-
Memberships	820	919	800	594	800	800
Payroll Processing	5,217	5,447	5,400	3,060	6,000	6,150
Postage/Courier/Mailing	2,471	1,534	2,500	836	2,500	1,650
Printing	414	330	1,500	190	1,500	1,500
Professional Develop/Training	398	192	4,300	-	2,000	2,000
Shipping	203	114	-	-	-	-
Taxes Business	10	35	25	1,725	1,725	1,725
Admin Accommodations	-	-	3,900	-	3,900	3,900
Admin Airfare	583	1,560	5,000	-	5,000	5,000
Admin Ground	451	293	1,000	13	1,000	1,000
Admin Meals	980	1,077	2,000	-	2,000	2,960
Admin Other	-	-	200	-	200	200
Other	1,659	1,265	3,700	798	2,700	3,000
<b>Total Administrative Expenses</b>	<b>535,058</b>	<b>545,737</b>	<b>610,340</b>	<b>294,261</b>	<b>608,058</b>	<b>619,866</b>
<b>Net Profit/Loss</b>	<b>(534,520)</b>	<b>(545,031)</b>	<b>(609,840)</b>	<b>(292,193)</b>	<b>(604,058)</b>	<b>(616,866)</b>

**IIMC Financials**  
**2019 Budget Worksheet**  
**Building**

Description	2016	2017	2018	2018	2018	2019
	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2018	Projected Year End	Budget
<b>INCOME</b>						
Rental Income	27,820	51,973	55,189	27,327	55,189	56,845
<b>Total Income</b>	<b>27,820</b>	<b>51,973</b>	<b>55,189</b>	<b>27,327</b>	<b>55,189</b>	<b>56,845</b>
<b>DIRECT EXPENSE</b>						
Amortize Loan Costs	251	250	250	125	250	250
Association Fees	2,460	2,415	2,700	1,140	2,700	2,700
Depreciation Building	34,829	35,178	35,500	17,502	40,000	40,000
Insurance Fire/Property	4,962	4,987	5,200	1,444	5,200	5,200
Landscaping	4,881	4,594	4,200	2,275	4,200	5,000
Mortgage Interest	32,256	30,862	35,000	14,800	29,250	28,000
Office Cleaning - IIMC	3,060	3,060	3,150	1,080	4,200	3,150
Property Tax	15,363	15,395	15,400	7,619	15,400	15,400
Repair/Maint Building	11,799	6,807	11,000	10,287	16,000	12,700
Repair/Maint Grounds	842	5,380	2,300	1,902	3,315	7,050
Supplies	584	-	-	-	-	-
Utilities	12,504	13,250	15,850	6,169	15,850	15,000
Utilities - Tenant	-	-	-	-	-	-
Allocation to Bldg Reserve	-	-	1,000	-	1,000	1,000
Office Cleaning - Tenants	3,129	5,640	5,500	2,947	3,150	5,500
Property Manager		3,600	7,200	3,600	7,200	7,200
Commissions/Appraisals	9,045	-	1,600	1,864	1,864	1,600
<b>Total Direct Expense</b>	<b>135,965</b>	<b>131,418</b>	<b>145,850</b>	<b>72,753</b>	<b>149,579</b>	<b>149,750</b>
<b>Net Profit/Loss</b>	<b>(108,146)</b>	<b>(79,445)</b>	<b>(90,661)</b>	<b>(45,426)</b>	<b>(94,390)</b>	<b>(92,905)</b>

**IIMC Financials**  
**2019 Budget Worksheet**  
**Committees**

	2016	2017	2018	2018	2018	2019
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2018	Projected Year End	Budget
<b>EXECUTIVE COMMITTEE:</b>						
Telephone	23	3	500	-	500	500
Travel Accommodations	4,857	3,091	8,000	2,897	8,000	8,000
Travel Airfare	7,921	14,025	15,500	4,013	15,500	15,500
Travel Ground	2,460	2,355	2,000	768	2,000	2,000
Travel Meals	2,339	2,129	2,500	1,682	2,500	2,500
Travel Other	-	-	1,000	-	1,000	1,000
Shipping	-	-	-	-	-	-
Other	-	-	300	-	300	300
<b>Total Expense</b>	<b>17,600</b>	<b>21,603</b>	<b>29,800</b>	<b>9,360</b>	<b>29,800</b>	<b>29,800</b>
<b>BOARD OF DIRECTORS:</b>						
<b>General</b>						
Election Expense	-	-	100	-	100	100
Region XI Consultant	8,900	8,247	8,000	5,222	8,000	8,000
Region X Consultant			6,000		-	6,000
Parliamentarian Expense	5,574	5,822	7,200	4,179	8,800	7,200
Insurance Officers & Directors	8,130	8,751	9,500	2,823	7,400	3,200
Legal Fees	-	300	500	-	500	500
Meeting Expenses		1,561				
Strategic Planning/Board Development	15,870	6,967	5,000	8,494	17,200	12,500
Postage	-	-	100	-	100	100
Shipping	121	65	100	-	100	100
Telephone	361	85	750	95	750	750
Memorials	300	450	500	150	500	500
Other Expenses	960	-	500	-	500	500
	<b>General</b>	<b>40,216</b>	<b>32,248</b>	<b>38,250</b>	<b>20,962</b>	<b>43,950</b>
<b>Mid-Year</b>						
Travel Accommodations	12,143	19,399	14,000	-	14,000	14,000
Travel Airfare	11,752	13,774	17,000	1,523	17,000	17,000
Travel Ground	2,627	5,411	3,000	-	3,000	3,000
Travel Meals - All Meals	11,978	17,664	13,500	-	13,500	13,500
Travel Other	24	649	500	-	500	500
Parliamentarian Expense	446	539	-	-	-	-
Meeting Expenses - A/V	2,847	-	2,500	-	2,500	2,500
	<b>Mid-Year</b>	<b>41,818</b>	<b>57,436</b>	<b>50,500</b>	<b>1,523</b>	<b>50,500</b>
<b>Conference</b>						
Travel Accommodations	6,301	2,809	7,500	3,953	3,953	7,500
Travel Airfare	1,433	121	1,000	975	975	1,000
Travel Ground	170	218	500	93	93	500
Travel Meals	1,275	368	1,500	660	660	1,500
Board Meeting Expense - B/L/D	3,802	4,313	6,500	4,064	4,064	6,500
Audio/Visual	1,348	1,243	2,500	3,149	3,149	2,500
Travel Other	-	-	500	-	-	500
	<b>Conference</b>	<b>14,329</b>	<b>9,071</b>	<b>20,000</b>	<b>12,894</b>	<b>12,894</b>
<b>Total Expense</b>	<b>96,363</b>	<b>98,755</b>	<b>108,750</b>	<b>35,379</b>	<b>107,344</b>	<b>109,950</b>
<b>BUDGET AND PLANNING:</b>						
Travel Accommodations	3,259	3,484	2,000	-	3,500	3,500
Travel Airfare	3,263	3,486	4,500	1,369	4,000	4,500
Travel Ground	662	651	500	-	500	500
Travel Meals	2,160	2,333	1,400	-	2,500	2,500
Travel Other	-	-	200	-	200	200
Telephone						
<b>Total Expense</b>	<b>9,343</b>	<b>9,854</b>	<b>8,600</b>	<b>1,369</b>	<b>10,700</b>	<b>11,200</b>

**IIMC Financials**  
**2019 Budget Worksheet**  
**Committees**

	2016	2017	2018	2018	2018	2019
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2018	Projected Year End	Budget
<b>CONFERENCE:</b>						
Meeting/Telephone Expenses	118	11	200		200	200
<b>Total Expense</b>	<b>118</b>	<b>11</b>	<b>200</b>	-	<b>200</b>	<b>200</b>
<b>EDUCATION / PROFESSIONAL DEVELOPMENT:</b>						
Meeting/Telephone Expenses	436	84	200	11	200	200
<b>Total Expense</b>	<b>436</b>	<b>84</b>	<b>200</b>	<b>11</b>	<b>200</b>	<b>200</b>
<b>ELECTION:</b>						
Meeting/Telephone Expenses	-	-	100		100	100
Other						1,000
<b>Total Expense</b>	-	-	<b>100</b>	-	<b>100</b>	<b>1,100</b>
<b>INTERNATIONAL RELATIONS:</b>						
Study Abroad - <b>MOVE to Educ exp/inc line</b>	-	2,265	-	-		2,500
Meeting/Telephone Expenses	34	20	200	247	500	200
<b>Total Expense</b>	<b>34</b>	<b>2,285</b>	<b>200</b>	<b>247</b>	<b>500</b>	<b>2,700</b>
<b>LEGISLATIVE</b>						
Meeting/Telephone Expenses	29	18	-	4	4	200
Other (Award)		-	500	-	-	-
<b>Total Expense</b>	<b>29</b>	<b>18</b>	<b>500</b>	<b>4</b>	<b>4</b>	<b>200</b>
<b>MEMBERSHIP/MENTORING:</b>						
Meeting/Telephone Expenses	11	-	100	-	100	100
<b>Total Expense</b>	<b>11</b>	-	<b>100</b>	-	<b>100</b>	<b>100</b>
<b>POLICY REVIEW</b>						
Meeting/Telephone Expenses	83	32	200	-	200	200
<b>Total Expense</b>	<b>83</b>	<b>32</b>	<b>200</b>	-	<b>200</b>	<b>200</b>
<b>PROGRAM REVIEW:</b>						
Meeting/Telephone Expenses	57	-	-	-	-	-
<b>Total Expense</b>	<b>57</b>	-	-	-	-	-
<b>PUBLIC RELATIONS:</b>						
Meeting/Telephone Expenses	33	23	200	12	200	200
Other	-	-	-	-	-	-
<b>Total Expense</b>	<b>33</b>	<b>23</b>	<b>200</b>	<b>12</b>	<b>200</b>	<b>200</b>
<b>RECORDS MANAGEMENT:</b>						
Meeting/Telephone Expenses	-	-	100		100	100
IIMC/NAGARA Workshops	-	-	1,500			1,500
<b>Total Expense</b>	-	-	<b>1,600</b>	-	<b>100</b>	<b>1,600</b>
<b>RESEARCH:</b>						
Meeting/Telephone Expenses	-	-	200		200	200
<b>Total Expense</b>	-	-	<b>200</b>	-	<b>200</b>	<b>200</b>
<b>RESOURCE &amp; INFORMATION:</b>						
Meeting/Telephone Expenses	-	-	200		200	200
Other						1,000
<b>Total Expense</b>	-	-	<b>200</b>	-	<b>200</b>	<b>1,200</b>

**IIMC Financials**  
**2019 Budget Worksheet**  
**Committees**

	2016	2017	2018	2018	2018	2019
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2018	Projected Year End	Budget
<b>TASK FORCE(S): Diversity</b>		-	-			
Meeting/Telephone Expenses	108	1,339	200	1	200	200
Other Diversity		713	-		-	-
<b>Total Expense</b>	<b>108</b>	<b>2,052</b>	<b>200</b>	<b>1</b>	<b>200</b>	<b>200</b>
<b>Executive Committee</b>	17,600	21,603	29,800	9,360	29,800	29,800
<b>Board of Directors</b>	96,363	98,755	108,750	35,379	107,344	109,950
<b>Other Committees</b>	10,252	14,459	12,500	1,643	12,904	19,300
<b>Total Expense</b>	<b>124,215</b>	<b>134,817</b>	<b>151,050</b>	<b>46,383</b>	<b>150,048</b>	<b>159,050</b>
<b>Net Profit/Loss</b>	<b>(124,215)</b>	<b>(134,817)</b>	<b>(151,050)</b>	<b>(46,383)</b>	<b>(150,048)</b>	<b>(159,050)</b>

**IIMC Financials**  
**2019 Budget Worksheet**  
**Conference**

	2016	2017	2018	2018	2018	2019
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2018	Projected Year End	Budget
<b>INCOME</b>						
Registration Members-Full	473,876	412,105	410,350	454,538	448,538	428,350
- Comp - Full Registration	(38,570)	(35,670)	(34,420)	(38,690)	(38,690)	(34,420)
- Discount - First Timer	(7,850)	(5,050)	(6,750)	(9,750)	(9,750)	(6,750)
- Discount - Multi Attendee	(7,640)	(4,255)	(6,100)	(6,785)	(6,785)	(6,100)
- Discount - Conference Region	(17,900)	(3,100)	(7,500)	(11,800)	(11,800)	(7,500)
- Discount - Region X	(4,770)	(6,720)	(3,500)	(2,800)	(2,800)	(3,500)
- Discount - Region XI	(3,630)	(3,485)	(4,350)	(820)	(820)	(4,350)
- Discount - Speakers	(900)	-	(900)	(530)	(530)	(900)
- Discount - MCEF Scholarships	(7,660)	(11,715)	(13,200)	(11,415)	(11,415)	(13,200)
Registration Guest	9,110	19,895	9,275	11,545	11,545	9,275
Donations & Sponsorships	59,275	63,580	69,900	36,747	66,000	61,500
Exhibitor Program	34,400	17,400	35,000	28,500	28,500	49,000
Cancellation Fee	1,677	2,072	2,200	2,321	2,321	2,500
Misc Conference Revenue	72,770	43,954	38,442	39,533	52,528	70,920
Academy Workshop	39,261	26,577	25,000	36,686	36,686	30,000
Athenian Leadership Society	12,670	9,410	13,200	13,740	13,740	13,200
Offsite Education Program		-	6,000	(800)	6,000	6,000
Boutique Sales	1,545	-	2,500	-	2,255	2,500
<b>Total Income</b>	<b>615,664</b>	<b>524,998</b>	<b>535,147</b>	<b>540,219</b>	<b>585,522</b>	<b>596,525</b>
- Conference Full - Paying (*)	754	726	670		727	700
- Conference Retired	25	38	25		36	25
- Conference Guest	37	74	35		41	35
<b>DIRECT EXPENSES</b>						
Planner - Contract Labor	60,000	63,000	63,000	32,781	63,000	63,000
Planner Travel Accomm.	2,151	2,386	1,000	983	983	1,000
Planner Airfare	1,199	957	1,200	615	615	1,200
Planner Ground Travel	285	289	500	382	382	500
Planner Travel Meals	436	536	700	109	109	700
PlannerTravel Other	162	184	200	267	267	200
<b>Subtotal Planner Expenses</b>	<b>64,233</b>	<b>67,351</b>	<b>66,600</b>	<b>35,137</b>	<b>65,356</b>	<b>66,600</b>
Academy Speaker Fees	7,250	8,200	10,000	9,700	9,700	10,000
Academy Speaker Accommodations	2,975	946	3,000	2,067	2,067	3,000
Academy Speaker Meals	251	265	800	650	650	800
Academy Speaker Travel	1,836	2,135	5,000	3,093	3,093	5,000
Academy Materials/Supplies	79	866	1,000	-	-	1,000
Academy Transportation	-	-	-	-	-	-
<b>Subtotal Academy Expenses</b>	<b>12,391</b>	<b>12,412</b>	<b>19,800</b>	<b>15,510</b>	<b>15,510</b>	<b>19,800</b>
Genl/Plenary Speaker Fees	21,500	27,000	27,500	29,250	29,250	20,000
Genl/Plenary Speaker Accommodations	458	337	500	687	687	700
Genl/Plenary Speaker Meals	-	-	100	100	100	100
Genl/Plenary Speaker Travel	355	-	2,000	-	-	2,000
<b>Subtotal Gen/Plenary Speaker Expenses</b>	<b>22,313</b>	<b>27,337</b>	<b>30,100</b>	<b>30,037</b>	<b>30,037</b>	<b>22,800</b>
Speakers Fees	15,235	21,062	25,000	20,250	20,250	25,000
Speakers Accommodations	4,352	3,649	5,000	2,407	2,407	5,000
Speakers/Convener Gifts	325	-	500	-	-	-
Speakers Meals	182	1,593	1,000	533	533	1,000
Speakers Travel	2,271	6,858	6,000	3,256	3,256	6,000
Offsite Education - Transportation/Fees			1,200	450	1,250	2,500
<b>Subtotal Speaker Expenses</b>	<b>22,365</b>	<b>33,162</b>	<b>38,700</b>	<b>26,895</b>	<b>27,696</b>	<b>39,500</b>
Staff Travel Accomm.	9,223	7,283	7,100	3,555	3,555	11,090
Conf. Travel Airfare Staff	5,600	6,290	7,000	5,489	5,489	8,000
Conf. Travel Ground - Staff	554	1,463	1,500	996	996	1,500

**IIMC Financials**  
**2019 Budget Worksheet**  
**Conference**

	2016	2017	2018	2018	2018	2019
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2018	Projected Year End	Budget
Conf. Travel Meals - Staff	3,496	4,669	5,000	4,078	4,078	5,000
Conf. Travel Other - Staff	-	296	100	12	12	100
Conf. Travel Accomm. - Raffle Donation	685	673	650	687	687	750
<b>Subtotal Staff Expenses</b>	<b>19,559</b>	<b>20,674</b>	<b>21,350</b>	<b>14,818</b>	<b>14,817</b>	<b>26,440</b>
Travel Accommodations VIP	8,738	11,801	12,000	6,874	6,874	14,025
Conf. Transportation - VIP	-	1,926	1,800	1,574	1,574	1,700
<b>Subtotal VIP Expenses</b>	<b>8,738</b>	<b>13,728</b>	<b>13,800</b>	<b>8,449</b>	<b>8,448</b>	<b>15,725</b>
Opening Reception	33,946	18,260	25,000	19,452	19,452	25,000
All Conference Event	35,129	48,134	40,000	32,320	32,320	40,000
Opening Ceremony	500	6,490	500	588	588	500
<b>Subtotal Events Expenses</b>	<b>69,575</b>	<b>72,884</b>	<b>65,500</b>	<b>52,361</b>	<b>52,360</b>	<b>65,500</b>
Food & Beverage	100,952	69,195	97,500	97,796	97,796	122,000
Meetings Space/Labor	-	-	-	-	-	-
Colloquim Food & Beverage	-	-	750	-	-	1,800
Annual Banquet	26,114	42,455	40,000	34,665	34,665	51,000
Private Receptions	7,936	8,893	9,550	8,303	8,303	9,400
Meeting Expense - MCEF	2,611	2,399	5,250	2,734	2,734	4,200
<b>Subtotal F&amp;B Expenses</b>	<b>137,613</b>	<b>122,942</b>	<b>153,050</b>	<b>143,499</b>	<b>143,498</b>	<b>188,400</b>
Credit Card Fees	13,889	18,516	13,500	11,277	11,277	13,500
Hotel Room - Attrition	-	-	-	-	-	-
Professional Develop/Training	-	-	-	-	-	-
Athenian Leadership Society	1,966	1,594	2,000	500	500	3,000
Conference Consulting	-	-	-	-	-	-
Telephone/Internet	4,422	3,662	2,850	833	833	1,000
Awards & Gifts	6,156	2,454	3,800	2,243	2,243	3,800
Discount Program Refunds	-	-	-	-	-	-
Meeting Room	-	-	-	-	-	-
Office Supplies	415	364	360	755	755	500
Shipping	3,714	4,352	4,100	29	3,570	3,900
Lanyards/Bags/Gifts	2,487	2,726	3,000	7,715	3,914	4,000
Conference Security	283	907	900	-	-	1,500
Colloquium Institute Director	-	-	500	-	-	500
Postage/Courier/Mailing	437	434	300	(54)	390	450
Conf. Transportation	944	-	2,000	-	-	2,000
Audio/Visual	32,838	28,483	40,000	31,402	31,402	35,000
Copier	-	-	-	-	-	-
DJ	-	-	-	-	-	-
Exhibit Hall	14,536	2,499	6,000	3,946	3,946	6,000
Onsite Labor	-	-	-	-	-	-
Design Work	-	-	-	-	-	-
Photographer	2,000	4,531	3,800	3,450	3,450	3,800
Signage - Room Keys	1,668	3,450	3,500	2,104	2,104	3,500
Conference Printing/Design Work	19,976	15,308	15,000	17,945	17,945	15,000
Merchandise	2,693	-	2,500	6,408	3,204	1,500
Conference Scanning Expense	4,298	330	7,000	4,674	4,674	5,000
Other	1,746	1,043	1,000	-	-	1,000
Conference - App	597	643	1,000	201	201	1,000
Meeting Space Labor	361	537	-	-	-	-
<b>Subtotal Operating Expenses</b>	<b>115,427</b>	<b>91,835</b>	<b>113,111</b>	<b>93,430</b>	<b>90,408</b>	<b>105,950</b>
<b>Total Direct Expense</b>	<b>472,214</b>	<b>462,326</b>	<b>522,010</b>	<b>420,135</b>	<b>448,130</b>	<b>550,715</b>
<b>Net Profit/Loss</b>	<b>143,450</b>	<b>62,672</b>	<b>13,137</b>	<b>120,084</b>	<b>137,392</b>	<b>45,810</b>

**IIMC Financials**  
**2019 Budget Worksheet**  
**Education**

	2016	2017	2018	2018	2018	2019
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2018	Projected Year End	Budget
<b>INCOME:</b>						
MCEF Contribution/Policy 8	34,496	46,580	35,000	-	35,000	35,000
Symposium Program	-	5,776	-	-	-	5,000
Fees CMC	51,195	59,250	50,300	34,645	50,300	58,500
Fees CMC Recertification	(50)	-				
Fees MMCA Level 2						
Fees MMC	44,470	53,860	44,800	28,415	44,800	44,800
Pin CMC	90	120	100	120	200	100
Pin MMCA				30		
Pin MMC	60	-	100	90	150	100
Plaques CMC/MMC	14,365	15,275	12,000	7,375	12,000	12,750
Distance Ed Registration	13,705	16,824	23,000	8,943	23,000	25,000
New Institute Application Fees	300	-	-	300	300	300
<b>Total Income</b>	<b>158,631</b>	<b>197,685</b>	<b>165,300</b>	<b>79,918</b>	<b>165,750</b>	<b>181,550</b>
<b>DIRECT EXPENSES:</b>						
Salary/Wages	95,994	102,128	110,064	46,397	110,064	133,786
Contract Labor - Professional Dev Director	85,833	65,000	65,000	32,852	65,000	65,000
Salary Benefits	15,702	17,670	21,180	9,576	21,180	25,500
Payroll Taxes - Employer	8,998	9,456	10,128	5,240	10,128	12,900
Workers Comp Insurance	1,106	1,423	1,020	126	1,020	700
Computer/Software Support	1,526	1,691	1,500	83	1,500	1,500
Credit Card Fee	2,861	3,724	3,000	2,185	3,000	3,000
Distance Ed	1,000	1,000	7,500	-	7,500	7,500
Memberships	-	-	500	-	500	-
Pins CMC/MMC	2,311	2,322	2,200	-	-	2,300
Plaques	3,380	3,454	3,000	1,159	3,000	3,000
Postage/Courier/Mailing	1,014	923	1,600	477	1,600	1,600
Printing	-	3,125	1,800	-	1,800	1,800
Shipping	5,063	5,971	5,000	3,529	5,000	6,000
Professional Develop/Training	149	-	500	-	500	500
Program Development	35	-	500	-	500	4,000
Education Consultants	9,000	-	-	-	-	-
Subscriptions/Publications	-	-	-	-	-	500
Telephone	106	53	200	20	200	200
Staff Travel Accommodations	522	208	1,000	-	1,000	1,000
Staff Airfare	-	821	2,000	220	2,000	1,000
Staff Travel Ground	27	-	100	-	100	100
Staff Travel Meals	88	60	500	90	500	500
Staff Travel Other	-	-	500	-	500	500
- MCEF - Region Stipends	6,250	6,000	11,000	5,000	11,000	11,000
Region XI Symposium	632	13,669	-	185	-	15,000
<b>Total Direct Expense</b>	<b>241,595</b>	<b>238,700</b>	<b>249,792</b>	<b>107,138</b>	<b>247,592</b>	<b>298,886</b>
<b>Net Profit/Loss</b>	<b>(82,964)</b>	<b>(41,015)</b>	<b>(84,492)</b>	<b>(27,220)</b>	<b>(81,842)</b>	<b>(117,336)</b>

**IIMC Financials**  
**2019 Budget Worksheet**  
**Marketing**

	2016	2017	2018	2018	2018	2019
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2018	Projected Year End	Budget
<b>INCOME</b>						
Advertising	6,600	6,600	6,500	5,100	6,500	6,500
Advertising/Sponsor	16,317	15,950	15,518	6,004	15,518	15,518
Advertising Website - Boxwood	2,830	3,992	2,500	3,270	3,270	2,500
Royalty - Robert's Rule of Order	6	38	500	19	500	500
Royalties Other - E.Mina/NAP	196	252	200	112	200	200
Mailing Lists	370	345	500	-	500	500
Merchandise	-	45	100	2,255	-	100
Publications	288	494	1,000	232	500	1,000
Publications - Book 8	132	-	-	132	150	-
<b>Total Income</b>	<b>26,739</b>	<b>27,714</b>	<b>26,818</b>	<b>17,124</b>	<b>27,138</b>	<b>26,818</b>
<b>DIRECT EXPENSES</b>						
Salary/Wages	48,925	50,392	50,393	31,582	50,393	50,393
Contract Labor	-	-	-	-	-	-
Salary Benefits	7,045	7,210	7,858	3,778	7,858	8,329
Payroll Taxes	2,742	2,906	2,773	2,168	2,773	2,939
Workers Comp Insurance	384	465	480	88	480	400
Credit Card Fee	20	27	50	139	150	50
Awards & Gifts	1,628	1,775	1,300	2,808	2,808	2,000
Design Work - Region XI Newsletter	300	-	500	-	500	500
Merchandise	429	-	500	-	-	-
Shipping	-	-	100	103	150	100
Staff Travel Accommodations	-	-	600	-	600	600
Staff Airfare	-	286	500	-	500	500
Exhibit/Sponsorship	4,253	346	3,500	-	-	3,500
Staff Travel Ground	150	-	250	-	-	250
Staff Travel Meals	216	130	500	-	-	500
Staff Travel Other	-	-	200	-	-	200
News Digest - Design Work/Constant Cont	5,185	6,285	6,000	3,850	6,000	6,000
Printing - Book 8	110	-	500	90	500	500
Printing /Publications	-	-	-	-	-	-
<b>Total Direct Expense</b>	<b>71,387</b>	<b>69,823</b>	<b>76,004</b>	<b>44,605</b>	<b>72,712</b>	<b>76,762</b>
<b>Net Profit/Loss</b>	<b>(44,648)</b>	<b>(42,109)</b>	<b>(49,186)</b>	<b>(27,481)</b>	<b>(45,574)</b>	<b>(49,944)</b>

**IIMC Financials**  
**2019 Budget Worksheet**  
**Membership**

	2016	2017	2018	2018	2018	2019
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2018	Projected Year End	Budget
<b>INCOME</b>						
Membership Dues	1,210,522	1,238,007	1,209,000	634,695	1,238,459	1,258,500
Membership Late Fee	2,200	2,490	3,000	1,305	3,000	2,500
<b>Total Income</b>	<b>1,212,721</b>	<b>1,240,497</b>	<b>1,212,000</b>	<b>636,000</b>	<b>1,241,459</b>	<b>1,261,000</b>
<b>DIRECT EXPENSES</b>						
Salary/Wages	134,270	143,018	121,860	58,732	121,860	144,686
Salary Benefits	31,350	34,385	34,145	17,751	34,145	40,934
Payroll Taxes-Employer	11,837	12,661	11,050	5,879	11,050	13,800
Workers Comp Insurance	1,248	1,714	1,155	123	1,155	1,200
Auto Mileage	-	39	100		100	100
Awards/Gifts	3,186	-	-	-	-	-
Computer/Software Support	7,178	1,568	6,000	2,186	6,000	6,000
Credit Card	10,058	12,332	11,000	6,473	13,000	13,000
Dues Mailing	12,687	13,302	11,525	4,761	11,525	11,525
Membership	659	239	200	120	200	200
Office Equipment	-	-	100	-	100	-
Postage/Courier/Mailing	3,162	3,022	2,500	1,542	2,500	2,700
Membership Drive	7,643	9,664	12,000	4,229	12,000	14,000
Professional Develop/Training	-	-	500	-	500	500
Promotion	-	-	-	-	-	-
Printing	-	5,674	-	-	-	2,200
Research Salary Survey Services	780	780	780	1,020	1,020	1,020
Telephone Expense	7	-	-	-	-	-
Staff Travel Accommodations	-	-	700		-	750
Staff Airfare	-	-	500	-	-	500
Staff Travel Ground	-	17	100	-	100	100
Staff Travel Meals	-	-	100	-	100	100
Staff Travel Other	-	-	50	-	50	50
<b>Total Direct Expense</b>	<b>224,064</b>	<b>238,416</b>	<b>214,365</b>	<b>102,815</b>	<b>215,405</b>	<b>253,365</b>
<b>Net Profit/Loss</b>	<b>988,658</b>	<b>1,002,081</b>	<b>997,635</b>	<b>533,185</b>	<b>1,026,054</b>	<b>1,007,635</b>

# CAPITAL EXPENDITURES

## Five Year Plan

Below is a brief outline of a five-year capital expenditures plan. The expenditures are listed for 2018 through 2023

### **2018 Capital Expenditures**

2 Dell Computers @ \$1300 ea.	2,600
Ipad for ED (3 Yrs)	1,000
A/C unit	11,000
Records Storage System	4,500
	<b>TOTAL \$ 19,100</b>

### **2019 Capital Expenditures**

2 Dell Computers @ \$1300 ea.	2,600
A/C unit	11,000
Telephone Upgrade	1,800
Records Storage System	4,500
iMIS 20-300 EMS	75,000
	<b>TOTAL \$ 94,900</b>

### **2020 Capital Expenditures**

2 Dell Computers @ \$1300 ea.	2,600
A/C unit	11,000
One Apple Computer (3 Yrs)	3,500
	<b>TOTAL \$ 17,100</b>

### **2021 Capital Expenditures**

2 Dell Computers @ \$1300 ea.	2,600
Ipad for ED (3 Yrs)	1,000
A/C unit	11,000
	<b>TOTAL \$ 14,600</b>

### **2022 Capital Expenditures**

2 Dell Computers @ \$1300 ea.	2,600
A/C unit	11,000
	<b>TOTAL \$ 13,600</b>

### **2023 Capital Expenditures**

2 Dell Computers @ \$1300 ea.	2,600
A/C unit	11,000
	<b>TOTAL \$ 13,600</b>

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Chris Shalby  
Executive Director

**Date:** October 3, 2018



**Subject:** Communications Department Midyear Report

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

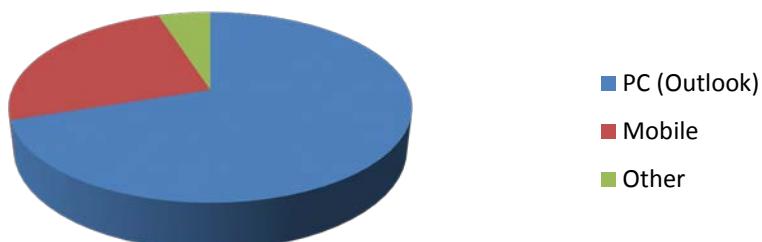
The Department continues to look for new ways of reaching out to IIMC stakeholders and does an excellent job of promoting education and Institute programs, and conveying general information to members. The *News Digest* grows with each issue as more and more diverse articles generate positive comments.

### E-briefings:

The Membership Department continues to produce the weekly and informational IIMC E-briefings. The layout is simpler to read and streamlines the information. The E-Briefings have an average open rate of approximately 25%, a considerable percentage in this area. IIMC's open rates definitely increase, between 30% and 65%, when the message is specific to the members such as Region or Conference news. Links embedded in the E-briefings are opened at an average of 21% to 27% of the time. Approximately 78% of the membership views the E-briefings on their PC; and 22%, nearly one quarter of the Membership, views the E-briefings on a mobile device.

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

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



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

**News Digest:**

The *News Digest* is produced monthly. We have focused on providing a broader perspective in each issue, making certain to reach all of our members, domestically and internationally. We've made a concerted effort to include more articles pertinent to our Regions X and XI membership base. We continue to search for new articles that are inclusive of our varied membership.

**Region XI Newsletter**

We continue to work with Region XI Consultant Tom van der Hoven to produce a semi-annual newsletter for our Region XI members.

The News Digest has an open rate of approximately 27%. Industry standards range between 18% to 22% open rate.

**Facebook:**

As of 9/17/2018, IIMC has 2,358 “likes” on Facebook ([www.facebook.com/itsmyiimc](http://www.facebook.com/itsmyiimc)) an increase of 611 new viewers (since October 2017). The IIMC page has a weekly reach (the number of people entering IIMC’s Facebook page) of approximately 1000 and nearly 350 members who post comments or share or like. The highest viewed post on Facebook as of today was the 2016 laying of the wreath at Arlington Cemetery by the Executive Committee, having been viewed by more than 114,359 people.

Fans are comprised of the following demographics:

18 – 24 years old – less than 10% for both men and women  
25 – 34 years old – 8% = women and 2% = men  
35 – 44 years old – 21% = women and 2% = men  
45 – 54 years old -- 27% = women and 3% = men  
55 – 64 years old – 24% = women and 2% = men  
65 plus years old – 9% = women and 1% = men

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

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

**Date:** **September 17, 2018**

**Subject:** **Member Services Mid-Year Report 2018 - 2019**

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The Member Services Department communicates effectively with our members to meet their expectations when they call, email or fax questions and concerns to us. We hope to build member confidence, provide a winning member experience, offer options and deliver the information they are seeking within our communication. We want them to be delighted they are IIMC members. It is an overall team approach with IIMC Staff in meeting our members' needs.

Our desire in Member Services is if our members are asked why they belong to IIMC, they will immediately know that we are more than just a member association. IIMC motivates, listens, respects and thanks them for being IIMC members. They will want to remain members and speak highly of their international membership to their peers.

In 2017, Member Services created the “Inactive 2 Active” Member Drive to market to inactive municipalities from our database that had never rejoined IIMC since 1997. Our mailing list had 3,740 possible new members when we began, and it has been a fruitful member drive with 224 joining IIMC since March 2017. We plan to continue this successful marketing drive into 2019 with one more mailing in January 2019. We will also revisit the member list from our 2012-member drive which brought in 364 new members through 2013. That list has approximately 3,000 municipalities recorded.

Our Region Director Challenge has brought in 5 new members – which is a decrease of 3 members from last year at this time. We appreciate the Region Directors participation and will watch for this number to grow as we get closer to March 2019. There are two free Birmingham registrations going to the Region Director that brings in the most new members.

For the Budget Committee meeting in September 2018, we have two reports which are attached regarding:

- Member drive information for the past two years and the upcoming drive for 2019.
- Membership dues increase and retention rates for the past four years.

The IIMC E-Briefing goes out once a week in a format that pleases our membership. Each small block represents information about the Annual Conference, Symposium, Study Abroad, IIMC Foundation, Certification Celebration, Events, and Links to IIMC's most viewed web pages. We continue to have a viewing percentage over 25% of our membership. We also send out News Updates for Regions announcing upcoming Athenian Dialogues, Region Newsletters and other Education opportunities. The Region specific e-blasts always have a higher percentage of member views on average of 32%. Individual e-News Digests are opened at a 27%.

Member Services updates all of the State/Provincial/National Association Presidents, Education Chairs, News Editors and Membership Chairs and their contact information on a monthly basis. If we have not been notified of the incoming President, we check the association website to see who the new President is and if the website has not been updated we make phone calls to collect all necessary information.

Members have the ability to pay their member dues online and update contact information at the same time. Our members don't have to pay their dues to update their membership information. It is convenient, and we have shared this information on the IIMC E-Briefing and will continue to do so. We have three buttons under "Membership tab" on our website that state:

- Join Now
- Renew Your Membership Dues
- Update Your Membership Information

We send out dues renewals as follows:

- First dues renewal by mail
- Reminder notice by mail
- Past Due notice by mail
- Final notice by mail
- Email
- Contact by phone

Member Services 2018 Salary Survey was completed by IIMC Members before the end of 2017. We had it online by January 2018. It was created in an Excel format instead of the pdf format from prior years. The member is now able to scroll through the information with the top header locked in place. We have 26 columns for members to peruse but feel that it is not user friendly due to the number of questions in the survey. We will redesign the 2020 Salary Survey.

Tammy inputs new membership applications daily and sends new member packets monthly. Tammy also sends the Month End Report to the Board along with excel reports which make it easy for the Region Directors to send out "Congratulations" and "Welcome to IIMC" letters.

We don't want our members to forget that IIMC Members have an added benefit through AVIS and it's a year-round flyer that they will find on our website under the Membership tab – Benefits of Membership. We include an AVIS coupon in the new member packets.

As of the date of this report, IIMC's Membership count is 14,840.

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

As always, this department excels in customer relations and making sure that the member's experience with IIMC is a fruitful and enjoyable one. We are recommending a dues increase beginning with the 2019 first quarter. That increase is also supported by the Budget and Planning Committee. It is in their report in this Agenda.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Janis Daudt, Director of Member Services  
Tammy Storrie, Member Services Representative  
**Date:** September 5, 2018  
**Subject:** Member Services Member Drive Report 2018-2019



The Member Services Department is pleased with the results of the Inactive 2 Active Member Drive (I2AMD) that began in January 2017. To date we have brought in 224 new members. Revenue in 2017 from the drive was \$21,960 and 2018 has seen \$14,200, both surpassing the budgeted \$12,000.00. We will continue with another mailing in October 2018 and carry it over into 2019 for one mailing and the participation will determine if we continue a 2<sup>nd</sup> mailing in 2019.

2017 – I2AMD Budget \$12,000.00	Revenue \$21,960.00
2018 – I2AMD Budget \$12,000.00	Revenue \$14,200.00 to date

In January 2019, IIMC will revisit the 2012 Member Drive now the 2019 Member Drive (19MD) list which was our first most expansive membership recruitment campaign in IIMC history bringing in 364 new members. We created criteria of a targeted mailing list of non-members in the United States that focused on 4,660 potential new members. The 2019 Member Drive list still holds approximately 3,800 to 4,000 municipalities for us to recruit.

2012-2013 Member Drive Budget -\$26,400.00	Revenue from 2012-2013 Drive - \$113,565.00
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In January 2019, we will mail out the (I2AMD) and the (19MD) marketing letter and member application. We will be verifying there is no duplication of municipalities on these lists. Should the I2AMD continue to do well, we will send again in March along with the (19MD).

I2AMD	Mail Jan 2019	TBD			Approx. 3500
19MD	Mail Jan 2019	Mail Mar 19	Mail Jun 19	Mail Sept 19	Approx. 3500

We will contact our new members to call them and thank them for joining IIMC and ask them if they have any questions regarding their new membership. We will provide staff contacts, promote the advantages of our education programs and answer all questions. We will plug our upcoming IIMC Annual Conference in Birmingham, Alabama and expound on the discounts that apply to them.

Our third Member Drive for 2019 is our Region Director Challenge which has brought in 3 new members for 2018-2019. The winner receives two free Birmingham registrations.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Janis Daudt, Director of Member Services  
Tammy Storrie, Member Services Representative  
**Date:** August 30, 2018  
**Subject:** Member Dues Proposal for Increase of \$10.00 - 2018-2019



A bit of history about IIMC dues increases over the past 20 years. Our database was updated in 1997 to our iMIS association software so we cannot go back any farther than that, but we tabulated that IIMC dues increased \$80.00 since 1998 for a Full Member and \$50.00 for an Additional Full Member. That is \$4.00 a year over 20 years for the Full Member and \$2.50 for the Additional Full and Associate Member.

IIMC is asking for a \$10.00 increase across the board (no bulk membership). Here is the breakdown:

Full Members paying \$160.00 will increase to \$170.00.

Full Members paying \$200.00 will increase to \$210.00.

Full Members paying \$260.00 will increase to \$270.00.

Additional Full Members and Associate Members paying \$100.00 will increase to \$110.00.

Overseas affiliates paying \$26.00 will increase to \$36.00.

Overseas Associate Members paying \$50.00 will increase to \$60.00.

Retired Members paying \$25.00 will increase to \$35.00.

There are associations that raise their dues "as needed" and do not have a regular dues increase schedule and at the same time there are some that raise their dues each year.

What impact do dues increases have on retention rates? Research indicates that a dues increase under 20% does not create a large drop in overall renewal rates. IIMC's retention rate is 88% over the past 12 months.

2014-2015	Retention Rate – 91%	Dues increase of \$10.00
2015-2016	Retention Rate – 89%	No increase
2016-2017	Retention Rate – 89%	Dues increase of \$5.00
2017-2018	Retention Rate – 88%	No increase

We can say that we do not receive feedback on dues increases. However, our members have asked to be notified as early as possible with regard to IIMC dues increases for their budgets.

### Management's Comments:

The Budget and Planning Committee supports this increase also. It is in their report in this Agenda.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board  
**From:** Tom van der Hoven  
Region XI Development Consultant  
**Date:** September 2012, 2018  
**Subject:** Development within IIMC Region XI in 2018/19



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

### **Background:**

This is my seventh report to the Board and follows on from the background and role explained in previous reports.

### The Role

To work closely with Region XI Directors, IIMC staff and the International Relations Committee.

My key objectives are to:

- Significantly grow membership of IIMC Region XI;
- Generate regular communications between IIMC, Region XI Directors and Region XI members which supplements and complements the material provided by IIMC;
- Commission and create value added material, products and services which members will regard as a member benefit; and
- Organize meetings and events in Region XI both to support the growth and development of region XI and as an additional benefit to IIMC members in region XI and other regions.

### **Discussion:**

#### Structure

The Region XI Management Board met in Norfolk in May and the Symposium Steering Committee has met via teleconferences and email on a number of occasions. The main focus has been to review the preparations for the 2019 Symposium.

#### Communication

Communication has always been, and will always be, a priority in Region XI. It is a challenge to engender a feeling of unity in a single region amongst associations in different countries and without a common language. The regular newsletter is our vehicle to share experiences and good practice. The latest newsletter was distributed in August 2018 following the annual IIMC conference and the next one is scheduled to be published in January/February 2019.

## **Membership**

A key objective of my role is to generate membership growth in Region XI. The revised bulk membership scheme agreed by the Board grew IIMC's total Region XI membership.

We need to focus on how to retain those members and to provide them with services and products that will serve their needs. The challenge will be in finding out what they expect from their membership as it will differ from association to association – one size does not fit all. This is the International Relations Committee's focus and I will be working with them on it.

## **2019 IIMC Region XI Symposium – United Kingdom**

The Symposium will be held on Thursday 6<sup>th</sup> and Friday 7<sup>th</sup> June 2019 in Stratford-upon-Avon and overlaps with SLCC's Leadership in Action event, taking place on 5<sup>th</sup> and 6<sup>th</sup> June 2019.

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

The overall theme of the Symposium is “**Broadening your Horizons**” with a sub-theme of ‘An international perspective on Citizen and Community engagement’. Arrangements for the Symposium are progressing well with several speakers, sponsors and exhibitors contracted.

I am working with IIMC's Executive Director and a UK-based company on the Study Abroad Tour. The tour will commence on Sunday 2<sup>nd</sup> June in Windsor and conclude on Friday 7<sup>th</sup> June in Stratford. On Monday 3<sup>rd</sup> June, a guided tour of Parliament in London will be hosted by a local member of parliament.

The tour will also include a visit to the city of Bath. Built for pleasure and relaxation, beautiful Bath has been a wellbeing destination since Roman times. The waters are still a big draw, both at the ancient Roman Baths and the thoroughly modern Thermae Bath Spa, which houses the only natural thermal hot springs in Britain you can bathe in. Further detail will follow in due course.

## **Focus for 2018/19**

The key focus for the immediate future will be to plan the 2019 Symposium and to work with the International Relations Committee and the large number of members in Region XI to provide the products and services they will want to access.

## **Recommendation: Members of the IIMC Board are invited to comment on the report.**

## **Management's Comments:**

Many thanks to Tom van der Hoven for all his work on building this Region, communicating with international affiliations and overseeing the Symposiums. As Tom mentioned, the plans and direction for the 2019 Symposium are underway. We are coordinating our efforts with SLCC, ADSO and SOLAR to create a significant Symposium with a true international focus. The 2019 Study Abroad Program has a tentative schedule that includes Windsor, Bath and concludes with the Symposium.