



**International Institute of Municipal Clerks  
Board of Directors  
Annual Meeting Agenda  
May 18-19, 2019**

**Sheraton Hotel – Birmingham, Alabama**



# 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:** lmcpherson@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

## 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

## 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

## Bobby G. Busch, MMC

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

## Elizabeth Burke, MMC

**Region VIII Director** Term ends: May 22, 2019  
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

## 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

## 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

## 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

## 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

## 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

**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

**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

**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

**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

**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  
May 18-19, 2019  
Sheraton Hotel – Birmingham, Alabama**

1.	Call to order	
2.	Roll call	3
3.	Agenda approval	7
4.	Consent agenda approval	
	a. DRAFT Minutes of October 26, 2018, Board Meeting – Little Rock, AR	9
	b. DRAFT Minutes of October 27, 2018 Board Meeting – Little Rock, AR	11
	c. DRAFT Minutes of February 8, 2019 Executive Committee Meeting – HQ	18
	d. DRAFT Minutes of Board Meeting Teleconference – March 20, 2019	21
5.	Executive Session – Personnel/Independent Contractors Discussion	
6.	Foundation Report Update – Nicol – Verbal -- NO ACTION REQUIRED	
7.	Executive Director Update – Chris Shalby – ACTION REQUIRED	25
	a. 2019 Conference Hotels Update	31
8.	Education Department Report — ACTION REQUIRED	35
	a. Task Force Update-Handout	
9.	Region XI Report – Tom Van Der Hoven – NO ACTION REQUIRED	41
10.	Committee Reports – Board Liaisons to Introduce Reports - NO ACTION REQUIRED	
	a. Conference	45
	b. Education/Professional Development	47
	c. Elections	49
	d. International Relations	51
	e. Legislative	53
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	a. Public Relations/Marketing	63
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12.	Financials – ACTION REQUIRED	
	a. 2018 Fourth Quarter Notes– Shalby/Parker/Pantaleon	97
	b. 2018 Fourth Quarter Financials	100
	c. 2018 Audit Report – Pantaleon/Parker/Shalby - Handout	
	d. 2019 First Quarter Notes & Financials – Shalby/Pantaleon/Parker	109

13.	Staff Reports – NO ACTION REQUIRED	
	a. Communications – Shalby	121
	b. Membership – Janis Daudt	125
14.	Annual Conference Updates	
	a. 2019 – Birmingham, AL – Shalby – Verbal	
	b. 2020 – St. Louis, MO – Shalby – Verbal	
	c. 2021 – Grand Rapids, MI – Shalby – Verbal	
	d. 2022 – Little Rock, AR – Shalby – Verbal	
	e. 2023 – Minneapolis, MN – Shalby - Verbal	
15.	Reports From Directors and Officers	
16.	Other Business and Announcements	
17.	Adjournment	



**International Institute of Municipal Clerks  
Board of Directors ~ Mid-Year Meeting  
October 26, 2018  
Marriott Hotel – Little Rock, Arkansas**

President Kelly called the Board meeting to order at 3:00 p.m.

The following were in attendance:

President Stephanie Carouthers Kelly, MMC  
President Elect Lana McPherson, MMC  
Vice President Mary Johnston, MMC  
Immediate Past President Mary Kayser, MMC  
Region I Directors: Joseph F. Powers, MMC; Sandra Pinsonault, MMC  
Region II Directors: Douglass A. Barber, CMC; Diane Pflugfelder, MMC  
Region III Directors: Pamela Smith, MMC; Sonja Tolbert, CMC  
Region IV Directors: Janice Almy, MMC; Leticia Vacek, MMC  
Region V Directors: Robbie Hume, CMC; Leon Wright, MMC  
Region VI Director: Audra Etzel, MMC  
Region VII Directors: Bobby G. Busch, MMC; Helen Ingold, CMC  
Region VIII Directors: Elizabeth Burke, MMC; RaNae M. Edwards, MMC  
Region IX Director: Sheri Pierce, MMC  
Region X Directors: Bonnie Hilford, CMC; Aleta Neufeld, CMC  
Region XI Director: Kathryn Richmond, CMC

Board Members Absent:

Region VI Director: Marie Moe, MMC  
Region IX Director: Dawn Abrahamson, MMC  
Region X Director: Djimmer Petrusma, MMC

Others present:

Executive Director, Chris Shalby  
Parliamentarian, Anne Guiberson  
Administrative Coordinator/Secretary, Maria Miranda

President Kelly administered the Oath of Office to Region II Director Diane Pflugfelder and Region VI Director Audra Etzel.

## **AGENDA**

The meeting agenda was approved as amended.

## CONSENT AGENDA

Minutes of the following meetings were approved as corrected:

- a. DRAFT Minutes of May 19, 2018 Board Meeting – Norfolk
- b. DRAFT Minutes of May 23, 2018 Board Meeting – Norfolk
- c. DRAFT Minutes of May 23, 2018 Annual Business Meeting – Norfolk
- d. DRAFT Minutes of May 19, 2018 Executive Session – Handout

The following corrections were made to DRAFT minutes of May 23, 2018 Board Meeting, Norfolk:

**CALL TO ORDER** – should read as follows:

President Kelly called the IIMC Board of Directors meeting to order at 12 Noon, Saturday, May 23, 2018.

The following corrections were made to DRAFT minutes of May 23, 2018 Annual Business Meeting, Norfolk:

Under the President's Award of Merit – Insert the word "Merit."

Director Busch moved to commence the Executive Session. Meeting went into Executive Session at 3:15 p.m.

President Kelly excused anyone who is not a Board member from the meeting in order to begin the Executive Session.

Maria Miranda, Secretary

**International Institute of Municipal Clerks  
Board of Directors ~ Mid-Year Meeting  
October 27, 2018  
Marriott Hotel – Little Rock, Arkansas**

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

The following were in attendance:

President Stephanie Carouthers Kelly, MMC  
President Elect Lana McPherson, MMC  
Vice President Mary Johnston, MMC  
Immediate Past President Mary Kayser, MMC  
Region I Directors: Sandra Pinsonault, MMC; Joseph F. Powers, MMC  
Region II Directors: Douglass A. Barber, CMC; Diane Pflugfelder, MMC  
Region III Directors: Pamela Smith, MMC; Sonja Tolbert, CMC  
Region IV Directors: Janice Almy, MMC; Leticia Vacek, MMC  
Region V Directors: Robbie Hume, CMC; Leon Wright, MMC  
Region VI Director: Audra Etzel, MMC  
Region VII Directors: Bobby G. Busch, MMC; Helen Ingold, CMC  
Region VIII Directors: Elizabeth Burke, MMC; RaNae M. Edwards, MMC  
Region IX Director: Dawn Abrahamson, MMC; Sheri L. Pierce, MMC  
Region X Directors: Bonnie Hilford, CMC; Aleta Neufeld, CMC  
Region XI Director: Kathryn Richmond, CMC

Board Members Absent:

Region VI Director: Marie Moe, MMC  
Region X Director: Djimmer Petrusma, MMC

Others present:

Colleen Nicol, MMC – Foundation President  
Diane Whitbey, MMC - North Little Rock, AR  
Susan Langley, Little Rock, AR  
Barbara Blackard, MMC – Clarksville, AR  
Camilla Pitman, MMC – Greenville, SC  
Janis Bates, MMC – Tipp City, OH  
Casey Carl, Minneapolis, MN  
Kim Jones – Arkansas Institute Director  
Dyanne Reese, MMC – Savannah, GA  
Dale Barstow, Municipal Code  
Executive Director, Chris Shalby  
Office Manager, Denice Cox  
Director of Member Services, Janis Daudt  
Member Services Representative, Tammy Storrie  
Director of Professional Development, Dr. Jane Long

Assistant Director of Professional Development, Ashley DiBlasi  
Education Associate, Kelly Siggson  
CPA, Financial Consultant, Connie Parker  
Finance Specialist, Janet Pantaleon  
Parliamentarian, Ann Guiberson  
Administrative Coordinator/Secretary, Maria Miranda

## **FOUNDATION REPORT UPDATE**

The verbal report was presented by Foundation President Nicol.

## **EXECUTIVE DIRECTOR UPDATE**

The report was presented by ED Shalby and the following recommendations were made:

- 1) The Budget and Planning Committee and Management recommended that the Board approve the additional 10% in 2018 sponsorship revenue for the IIMC Foundation.

Director Busch moved to accept the recommendations. **Motion carried.**

- 2) 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.

Director McPherson moved to accept management's recommendation. **Motion carried.**

In regards to the Draft of Growing IIMC Region X – Canada, Management recommended that, along with the Region X Directors, 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. There was no objection to the recommendation.

## **EDUCATION DEPARTMENT REPORT**

The report was presented by Assistant Director of Professional Development DiBlasi, Director of Professional Development Dr. Long and Education Associate Siggson adding the following:

### IIMC Gives Back

For the IIMC Gives Back, we will be partnering with the Greater Birmingham Humane Society for the 2019 Conference.

### Captus Press

Four online learning courses are now in production based on sessions presented at the 2018 Annual Conference.

### Certification/Verification

Since the Annual Business Meeting on May 20, 2018 IIMC has awarded 144 CMC Designations and 61 MMC designation.

### IIMC Foundation

The Jim Tinnin Online Learning Scholarship will be opened in 2019 and will be applicable to any of the 178 online webinars approved and listed on the IIMC website.

### Annual Conference Scanning

Staff is requesting 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.

Director Smith moved to suspend the scanning process and replace it with the self-tracking sheet for the next two years. **Motion carried.**

### Athenian Leadership Society Dialogue Policy

Within this report, the Education Department submitted a proposal, for the Board's consideration, to update the Athenian Leadership Society Dialogue Policy. Staff is proposing these changes because the program has been growing exponentially over the past several years and the timing is right to review and refresh these policies to ensure they are relevant and to continue to ensure quality Dialogue sessions in the future.

The following comments were made:

- Director Neufeld asked if it could be possible for IIMC to expand the book list to be more "International" as opposed to all "American."

Director Edwards moved that the Board accept the policy changes as well as the Mentor-Mentee Agreement as presented in the report. **Motion carried.**

### **RECESS**

The meeting recessed at 9:45 a.m. and reconvened at 10:00 a.m.

### Beyond the MMC Program

The report was presented by Dr. Long.

Director Powers moved to send this proposal to Institute Directors as well as the Education and Professional Development Committee for review. **Motion carried.**

### **COMMITTEE REPORTS**

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

### **EDUCATION/PROFESSIONAL DEVELOPMENT**

The report was presented by Director Pierce.

Since the motions to suspend scanning for the next two years and the proposed Athenian Leadership Society Dialogue policy changes were approved in the previous report, the committee recommends the following in this report:

The Education and Professional Development Committee recommended that the Board approve the acceptance of the Wyoming Association of Municipal Clerks and Treasurers Casper College Institute.

Director Abrahamson moved to accept this recommendation. **Motion carried.**

## ELECTIONS

The report was presented by Directors Powers and Hume with the following recommendation:

- 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.

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

## POLICY

Director Busch referred the presentation of the report to Committee Chair Carl.

Director Burke moved to invite Chair Carl to present the report. **Motion carried.**

Chair Carl presented the report and added that the Policy Review Committee recommended the following:

- 1) That the Board of Directors delete from its agenda further consideration of the management proposal related to Board governance and campaign regulations as reflected in IRS “Do’s and Don’ts Bylaws.”
- 2) That the Board of Directors approve the Policy Review Committee’s request for an extension to develop a proposed IIMC Leadership Code of Conduct, and associated operating framework, which would encourage diversity and inclusion in leadership positions.

ED Shalby reported the Election and Policy Committees’ recommendations were reviewed with IIMC’s attorney, who drafted a policy. The Board members reviewed the attorney’s draft Election policy.

The Board unanimously agreed to accept the attorney’s draft as presented as policy. (See attached).

### Use of the IIMC Logo

Director Wright moved to approve the following amendments recommended by the Elections Committee:

1. 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 interest, 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. Chapter 2.20 (Elections and Campaigning), Section 060 by addition a new paragraph E, as follows; to-wit:

E. All declared 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.

**Motion carried.**

### Proposed Diversity and Inclusivity Policy

The Policy and Review Committee recommended the following amendment be included in Section 1 of the IIMC Policy Manual as corrected:

Diversity and Inclusivity:

Diverse perspectives in IIMC's Membership and Leadership are 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.

Director Tolbert moved to accept the Committee's recommendation as corrected. **Motion carried.**

### **RECESS**

The meeting recessed at 11:55 a.m. and reconvened at 1:00 p.m.

### **PUBLIC RELATIONS**

The report by Director Wright recommended that the Board accept the multi-tiered plan regarding how to market PEGA under Goal #3.

Director Hume moved to accept the Committee's recommendation. **Motion carried.**

## BUDGET AND PLANNING

The report by Vice President Johnston suggested minor wording changes for clarity purposes and to ensure the policy matches current operations.

Section 4.05.30 Paragraph F – Should read as follows:

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 authority for approval of budgeted expenditures is as follows:

Funds from \$0 to \$1,000	Staff member
Funds from \$1,001 to \$300,000	Executive Director
Unbudgeted funds over \$10,000	Budget and Planning

Section 4.05.30 Paragraph H – Should read as follows:

In the event of an emergency or unanticipated requirement, the executive director, 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 corporation.

Section 4.10.110. Delegation of Authority – Should read as follows:

The executive director, or his/her delegated representative, has the authority to invest unrestricted net assets in accordance and conformity with the above guidelines.

[November 8, 2008; October 27, 2006; December 5, 2002. Policy A-1]

Director Smith moved to approve the Committee's recommendations as amended. **Motion carried.**

## FINANCIALS

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

Director Wright moved to accept the following:

- 2018 year-end budget
- 2019 projected budget
- Provide to the IIMC Foundation an additional 10% of IIMC sponsorship income from the 2018 Annual Conference (\$6,200) (Accepted earlier.)

**Motion carried.**

## STAFF REPORTS

Annual Audit (Recommended New Policy)

ED Shalby presented the new policy as amended.

Director Pinsonault moved to accept the new Annual Audit recommendation as presented in the report. **Motion carried.**



### Communications

The report was presented by ED Shalby.

### Membership:

The report was presented by Membership Director Daudt adding that as of the date of this report, the Region Director Challenge has brought in 7 new members.

### Region XI:

The report was presented by ED Shalby.

## **ANNUAL CONFERENCE UPDATES – ED Shalby**

### 2019 Birmingham, AL

- Host Clerk is Lee Frazier
- Birmingham is a vibrant city with lots to do
- One Host hotel, second one if needed
- A lot of Civil Rights history

### 2020 St. Louis, MO

- Karen Goodwin is the Host Clerk
- One Host hotel
- Vibrant city with lots to do

### 2021 Grand Rapids, MI

- Host hotel is the Amway Hotel
- Very nice city

### 2022 Little Rock, AR

- Diamonds theme
- Co-Host is Diane Whitbey

## **2023 ANNUAL CONFERENCE SITE SELECTION**

Handouts were distributed and ED Shalby presented the overview of the three anonymous bidding cities.

On the ballot, City A received 4 votes, City B received 0 votes, and City C received 20 votes. The 2023 Annual Conference will be held in Minneapolis, Minnesota.

## **REPORT FROM DIRECTORS**

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

## **ADJOURNMENT**

With no further business, the meeting adjourned at 5:00 p.m.

Maria Miranda, Secretary



## *International Institute of Municipal Clerks*

Professionalism in Local Government through Education

### **AGENDA**

#### **Executive Committee Meeting**

**Friday, February 8, 2019**

#### **Updates on Annual Board Meeting – Birmingham – EC/Shalby**

- ❖ **President Kelly welcomed the Committee; President Elect Lana McPherson, Vice President Mary Johnston, Immediate Past President Mary Kayser, Guests Sheri Pierce and Barbara Blackard.**

- ❖ **IIMC Board Development – Continuing Strategic Development**

– Friday 8 am – 2:30 pm – Ellen Freeman Wakefield Executive Session –

Shalby contract discussion with Board **List on Agenda**

- **Independent Contracts Expiring (2019) Tom van der Hoven; Dr. Jane Long; Sharon Ozimek --**

**Explain their roles to the Board of Directors – 3-year contracts**

IIMC Foundation Board Meeting – Friday – 3:30 to 5 pm – (EC/Shalby/Long) IIMC

Board Meeting – Saturday – 8 am to 5 pm (times may change)

IIMC/Foundation Board breakfast – 7 to 8 am (times may change)

Parliamentarian – Connie Deford • Minute taking – Maria Miranda

Constitution Amendments – None as of this writing

Committees and new Policies – Budget & Planning Policies – Communications Plan ABM process (swearing of new officers, election results, Constitution vote, Agenda, etc.) Annual Banquet (emcee, entertainment, etc.)

#### **Vice President Election Held March 18 to April 18**

**President Kelly speech at Banquet; President Elect McPherson speech at Annual Business Meeting**

#### **Department Updates - Staff**

Education department

Creation of Education Task Force (appointment/members/facilitator) – Discussion – **Telecon in March to approve Education Task Force/Communication is important**

Beyond the MMC

CMC for new Clerks who don't want to spend years acquiring one How to keep CMC's involved in continuing education and Institutes

On line Programs Certification

Programs

**Staff recommends review of Guidelines (Combine Institute & Education)**

**Institute Directors Orientation before Colloquium**

**Accreditation – Looking at new group.**

Communications/Marketing **E Briefs to get facelift; Hire Communications position in 2020;**

**Website update**

Membership **238 new members; 11 employers looking at Career Center; E-Brief 27% Click**

**Rate; Slimming down Salary Survey;**

Administration/Finance Building Update **Financials positive-Positive Pay Program to avert fraud**

## **Update on 2019 Conference – Birmingham, Alabama – Shalby**

Education – Academies and Concurrent Sessions. •. General Sessions

• Athenian Dialogues • Golden Gavel Luncheon • All

Conference Event Opening Ceremony Schedule –

Host Hotel – Sheraton/Birmingham Jefferson Convention Center

a. Overflow Hotels – Westin and Hilton (current status)

b. Sponsors

Off-site education event

All Conference Event – Monday, May 21

**Golden Gavel Luncheon – Pinning ceremony first-Tuesday at 12:30 pm**

Region Dinners – Tuesday, May 22

Entertainment Update

IIMC President's reception – Friday, 7 pm – TBD

President's VIP Board dinner – Saturday - Civil Rights Institute **Discussion held on how to mix up attendees-staff will review the distribution of table numbers to attendees**

## **Miscellaneous**

### **• Vice President Election - Update**

• Future conference updates – 2019, 2020, 2021, 2022, 2023 – Shalby

• 2019 Region XI Symposium update – Shalby

• 2019 Study Abroad Program update – Shalby

• Incoming Board teleconferences – 1) Orientation/Overview; 2) Roles and Responsibilities

• Outgoing Board exit interviews – after 2019 Conference

• Committee leadership meeting during the conference/Committee assignments and goals-**Sunday**

• Create 75<sup>th</sup> IIMC Anniversary Task Force/Ad Hoc Committee for 2021 Conference year-**have a creative competition for 2021, advertise in June 2020/deadline March 2021- a committee goal for next 2 years**

## **Future Travels**

• February 20-22 – Region III Meeting, Braselton, GA – Kelly

• March 14-15 – SOLAR Conference – Glasgow, Scotland – Region XI Director Richmond

• March 13-15 – Kansas Clerks Association Conference, Manhattan, KS - McPherson

• April 3-5 – California Clerks Association Conference, Anaheim, CA -- Kelly

• April 10-12 – Alberta Municipal Clerks Conference – Canmore, AB – Kelly

• April 17-19 – Virginia Clerks Association Conference – Roanoke, VA - Kelly

• June 2-9 – Study Abroad/Symposium – UK – McPherson and Shalby

Executive Committee – budget for 2019/20

Executive Director Travel -- TBD

Staff – TBD

## **Saturday, February 9, 2019 Executive Committee - Staff**

### **1. IIMC Committee Appointments and Goals and Objectives**

- a. President Elect – McPherson
- b. Vice President Elect – Johnston

#### **Review Committee Leadership Roles & Protocols at Conference**

**Budget – committee member to be determined**

**Conference – Add goal for 75<sup>th</sup> Anniversary celebration**

**Chair Mary Ann Hess, Vice Chair Kerry Rozman**

**Education – Add goal to review Education and Institute Guidelines  
as proposed by staff**

**Chair Peggy Hawker, Vice Chair Angela Johnson**

**Elections – Change goal #1 to Review Elections Manual**

**Add goal #2 to Review feasibility of Electronic Voting System**

**Chair Amy Warfield, Vice Chair Barbara Goeckner**

**International Relations - Develop strategies to communicate with  
Region 1-9 re: global**

**Chair Marc Lemoine, Vice Chair Sharon Cassler**

**Legislative – future of this committee?**

**Chair Randi Johl, Vice Chair Kathy Walker**

**Membership-goal #5 Continue to recruit**

**Goal #6 review instead of develop**

**Delete goal #4**

**Chair Carrie Johnson, Vice Chair Belinda Anderson**

**Policy Review-Strike “by other committees” in goal #3**

**Chair Kittie Kopitke, Vice Chair Tracy Davis**

**Public Relations & Marketing - reach out to current members to  
encourage them to serve**

**Work on 75<sup>th</sup> Anniversary initiative**

**Goal #3 add “promote” and delete develop**

**Goal #4 Develop new marking-strike existing materials**

**Remove goal #1**

**Chair Lisa Figueroa, Vice Chair Lindsey Grigg**

**Records Management – ask current members to serve-deadline to  
apply is 2<sup>nd</sup> week of March**

**Chair Jannette Goodall, Vice Chair Kathy Montejo**

**Resource and Research- delete goals #5 and #1**

**Chair Wynetta Bolder, Vice Chair Frances Taylor**

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS  
Board of Directors Teleconference Meeting  
March 20, 2019  
Minutes

**CALL TO ORDER**

President Stephanie Kelly, MMC called the IIMC Board of Directors teleconference meeting to order at 11:05 a.m. PST.

**Board Members Present:**

President Stephanie Kelly, MMC  
President Elect Lana McPherson, MMC  
Vice President Mary Johnston, MMC  
Immediate Past President Mary Kayser, MMC  
Region I Director: Sandra Pinsonault, MMC  
Region II Directors: Douglass Barber, CMC; Diane Pfulgfelder, MMC  
Region III Directors: Pamela Smith, MMC; Sonja Tolbert, CMC  
Region IV Directors: Janice Almy, MMC; Leticia Vacek, MMC  
Region V Director: Robbie Hume, CMC  
Region VI Directors: Audra Etzel, MMC; Marie Moe, MMC  
Region VII Director: Helen Ingold, CMC  
Region VIII Directors: Elizabeth Burke, MMC; RaNae Edwards, MMC  
Region IX Directors: Dawn Abrahamson, MMC; Sheri Pierce, MMC  
Region X Directors: Bonnie Hilford, CMC; Aleta Neufeld, CMC  
Region XI Director: Kathryn Richmond, CMC

**Board Members Absent:**

Region I Director: Joseph Powers, MMC  
Region V Director: Leon Wright, MMC  
Region VII Director: Bobby Busch, MMC  
Region XI Director: Djimmer Petrusma, MMC

**The following IIMC staff members were present:**

Executive Director: Chris Shalby  
Assistant Director of Professional Development: Ashley DiBlasi  
Education Associate: Kellie Siggson  
Education Assistant: Iris Hill  
Administrative Coordinator/Recorder: Maria Miranda

**Other Participants:**

Dr. Jane Long, Director of Professional Development  
Connie Deford, CMC/Parliamentarian

President Kelly welcomed everyone and presented a brief introduction into the Agenda items and asked Executive Director Shalby to briefly introduce Item 1 on the Agenda.

Director Shalby asked Dr. Long to give an overview of Item 1 in regards to the creation of the Task Force.

### **Item 1: Creation of an Education Task Force**

Dr. Long gave an overview of the report and stated that management and staff recommend that rather than continuing to piecemeal new ideas or plans regarding education, we should take an in-depth look at our total education programs. Therefore, management and staff recommend that IIMC President Kelly with the Board's approval authorize the Education Department to form a 20-person Education Task Force to further explore the potential benefits of "Beyond the MMC" and have conversations regarding continuing professional development and keeping members involved in certification.

Executive Director Shalby stated that if the Board approves the assembly of a Task Force, we will then ask the budget committee to allow funding for this to happen, approximately \$25,000. The funds would include air, hotel, meeting space and meal costs. Shalby also stated that the Board can approve the Task Force and the \$25,000 in funds but wait until after the Conference to use the monies since using the funds now would push the 2019 budget in the negative.

After some discussion, President Kelly asked for a vote from Board members in attendance.

Director Edwards moved to approve the creation of an Education Task Force as proposed in the report. **Motion carried.**

Director Burke moved to allocate the \$25,000 in funds for the Task Force after the conference as proposed in the report. **Motion carried.**

### **Item 2: Birmingham Conference Board Development/Meeting Update**

The Board Development will be on Friday from 8:00 a.m. to 2:30 p.m. The strategic plan will be reviewed, and a set of questions for board members have been developed. The Board meeting will begin at 3:00 p.m.

### **Item 3: Study Abroad Program/Symposium Update**

Director Shalby gave an update on the Study Abroad/Symposium stating that we have met the minimum with 36 participants to date.

### **Item 4: Conference Update**

Executive Director Shalby gave an overview of the 2019 Conference report and updated everyone in attendance on the status of all three hotels. He stated that, to date, we have:

- 511 registered Delegates
- 15 Guests
- 10 Sponsors
- 34 Exhibitors

We are about 150-200 registrations short of where we need to be by April 1<sup>st</sup>.

President Kelly thanked Director Shalby for the report.

**Item 5: Other Topics – Region Directors**

Region Director Hume took this time to update everyone on his current situation and thanked everyone for the opportunity to explain his current employment situation.

With no further comments or discussion, the meeting adjourned at 11:40 a.m. PT.

Maria Miranda, Recorder





## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Chris Shalby  
Executive Director

**Date:** April 5, 2019

**Subject:** Executive Director's Update

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### ***Overview***

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

- 1) Approve three Independent Consultant contracts – renewing for additional years
- 2) \*Windfall – Affinity Program
- 3) \*Emergency Disaster/Communication Recovery Plan

\*Both of these reports are Administrative driven and are included in IIMC's Public Relations/Marketing Committee Report. Board action will be part of the Committee's recommendations.

### ***Personnel***

We have nine full time staff, and five independent contractors: 1) Professional Development Director; 2) CPA/Financial Consultant; 3) Event Management; 4) International Consultant; and 5) Information Technology. Except for Communications/Marketing, IIMC is a fully staffed group of creative self-starters, who has the best interest in sustaining this Organization's viability and premier status as the only professional global Organization for Municipal Clerks. Our newest staff, Iris Hill, divides her time between the Membership and Education departments. Her responsibilities have provided staff the time to undertake additional duties to improve and streamline areas beneficial to the membership.

### ***Administration***

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

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

### ***New Web Site Launches in Summer***

We are excited to announce that sometime in mid-to-late July, IIMC will unveil its new website. The site features complete amenities, is aesthetically pleasing, fresh and attractive and facile to navigate. We believe it's a prominent addition to the Organization and one of which all members will be proud. CivicPlus, with staff's input, designed and hosts the site. We were able to waive all fees (\$15,000) in exchange for a three-year sponsorship and the ability to have their logo attached to the site.

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

For the past several years, Staff has been producing the monthly online *News Digest*. The Membership Department produces the weekly E-Briefings. The Department provides marketing and collateral support to all Committees and IIMC in general. Proceeding into the 2020 budget year, we will research the possibility of hiring either a full time or part time/independent contractor for the position to oversee the Marketing/Communications area. The Communications Department's report is part of this agenda and will feature current statistics on our E-Briefings, *News Digest* and other materials regarding membership communication.

### ***Education***

Our Education Department, which consists of Dr. Jane Anne Long, Ashley DiBlasi, Kellie Siggson and Iris Hill, are expeditious in their responses to members' education/certification questions, and are excellent working with members, Institute Directors and navigating through the certification processes. The Department oversees everything regarding education, certification, conference sessions and speakers and Institute coordination. The Department is in full swing regarding the newly created Education Task Force and are looking forward to its meeting later this year. **Their full report is in this Agenda.**

### ***Membership***

The Department continues to produce membership campaigns with much success. The last campaign -- Inactive 2 Active -- brought in nearly 270 reinstated members. This is the fourth extensive membership campaign that IIMC has embarked on in the last six years. **Please see the Department's report in this agenda.**

Janis Daudt and Tammy Storrie, with help from Iris Hill, oversee this department's work. This group is exemplary when dealing with IIMC members and is constantly looking for new and creative ways to recruit new members and maintain current membership. Their efforts helped make the 2018 year-end membership figures exceed the \$1 million mark, again, for the eleventh consecutive year.

### ***Finance***

Our existing policies and processes continue to steer us in a positive direction. We're diligent about administering the Organization's finances. 2018 was the eleventh consecutive year (2018 year-end budget review is part of this Agenda) that IIMC's bottom line placed in the positive. We will be augmenting our restricted reserves this year, increasing on the current reserves as of (4/5/19) \$603,000 (approximately adding another \$100,000) and also increasing our building reserve account and the mortgage escrow account.

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

## ED Update – Page 3

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

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

### *Conference – Birmingham, Alabama*

This is our fifth 4-day annual conference. We projected 700 paying Delegates and 35 guests – and a profit of \$45,810 for the 2019 Conference. As of April 10, we have 627 Delegates and 31 guests. With exhibitors, speakers, etc., our total number of attendees is estimated to be 833 which includes Region III that has 142 registered delegates – This Region is part of the discount program along with Region IV, bringing an overall total of 188 registrants. Per IIMC Conference Policy, both Regions X and XI have a set reduced registration fee for conferences.

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

**The 2019 Conference originally featured one hotel – the Sheraton – to handle all conference attendees. Unfortunately, a variety of events from flooding to a worldwide transition (Marriott purchased Sheraton) that occurred at the same time as announcing our conference registrations to other miscellaneous events, have put us in three hotels for this conference. (see report attached -- previously discussed on the 3/20 Board Teleconference).**

### *Exhibit Program/Sponsors*

IIMC occupies 56 exhibitor booths. We have 12 sponsors – **Laserfiche, Municode, American Legal, General Code, Granicus, MCCi, Diligent, PrimeGov Solutions, Kofile, SMARSH, Shure Sound and OnBase/Naviant** – featuring the most sponsors in recent conference history. Laserfiche is sponsoring the Delegate notebooks to be distributed at registration; Municode is sponsoring the conference mobile APP and Wi-Fi. Laserfiche and Municode paid additional costs to sponsor the notebooks and the APP and Wi-Fi, respectively. For 2019, we gained four new sponsors – OnBase/Naviant, Shure, Diligent and Kofile– all four have been vendors in the past and this year have agreed to be sponsors. This year's exhibitor program is higher than the past few years with a total of 56 booths. The exhibit program is strictly a bottom-line generating revenue component.

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

Last year, we recommended and the Board approved rebating \$100 from every (non-sponsor) full-booth sale to the IIMC Foundation as a way to help with fundraising. We increased the price of a booth by \$100 (from \$1,400 to \$1,500) and are projecting approximately a rebate to the Foundation of \$1,700 for 2019. We will provide the Board with current information at the midyear Board meeting

***Steps To Contain Costs***

- Our food and beverage minimum in the Birmingham Jefferson Convention Center is \$75,000, which we will meet. Having a lower food and beverage minimum allows us to have greater flexibility with menu selection and price points and also gives us the option to possibly hold events off site if all other factors work out – i.e. venue rental fees, transportation, etc.
- All hotels – the Sheraton, Westin and the Hilton – are offering 10% commissions on eligible rooms sold, which will help add revenue to the bottom line. In addition, the Hilton is offering a rebate of \$18.10 per eligible room sold, plus they will provide each IIMC guest with a \$15 gift card, as a gesture for their inconvenience, to be used in their in-house cafe. The City of Birmingham will be providing IIMC \$5,000 in in-kind services and \$25,000 in cash to use toward general conference expenses - they also provided \$ 20,000 for conference enhancements - for example Sunday night's Magic City Social, the offsite VIP dinner and offsite education sessions to name a few.
- We continue to offer discount programs for Academies, Regions III and IV, and first timers. Any City that sends two or more Clerks to the conference receives a discounted flat rate of \$485 per delegate. We have 59 members who took advantage of this discount. These measures are meant to increase attendance. We provide one year's complimentary membership for any Alabama Clerk (that never has been an IIMC member before) who attends the conference. As of this writing, we have no new members from Alabama that will be in attendance.

**Historical perspective:** The Board accepted our recommendations in 2011 to reduce expenses for two IIMC events beginning with the 2012 conference. The reduction in expenses in these two events continues in 2019. **NOTE: However, with rising operating costs, it continues to be a challenge to produce these types of events on these budgets:**

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

The above steps are meant to keep IIMC as proactive as possible to minimize costs instead of loss and to ensure revenue and help to keep us from having to raise the registration fees for our members. We are certain that the 2019 Conference's education program and networking events will be hugely successful. We are optimistic that with the attendance for paying delegates (which is less than what we expected), the Sheraton, Westin and Hilton hotels commissions and rebates and various efficiencies and cost saving measures that are realized throughout the week, we may meet or exceed our original projections.

***Headquarter Building -- Update***

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

**\*\*\*NEW\*\*\*Board Action Required – 2019**

**Independent Contractors –Action Required**

- Tom van der Hoven, International Consultant
- Dr. Jane Long, IIMC's Professional Development Director
- Sharon Ozimek, YES, IIMC's Event Management Company

**Management's Comments:**

We recommend approving the above independent contractors for additional three-year terms, each.

**Affinity Program -- Windfall**

For the past few years, IIMC has been working to build its affinity programs. Windfall, one of the companies we've been researching, has finally connected. Windfall is a free group savings program with more than 200,000 business members and hundreds of franchises and associations. Their strength in numbers allows them to offer deep discounts on everyday products such as office supplies, car rental companies, payroll services, hotels and more from some of the world's most recognized brands.

It is a turn-key program with no fees or obligations. We usually present these types of affiliate programs to the Board and recommend accepting them. This year, we submitted the proposal to the Public Relations/Marketing Committee for the committee to navigate the site and comment on its value. **The Committee's recommendation and Management's Comments are part of the Committee's report.**

**Emergency Disaster/Communication Recovery Plan**

This is a plan we've been working on for the past couple of years. With the various samples supplied by Public Relations/Marketing Committee members, and IIMC's IT consultant, we were able to create a working and fluid Plan that is considered a good start for an emergency. **The Committee's recommendation and Management's Comments are part of the Committee's report.**



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Chris Shalby, Executive Director  
**Date:** March 4, 2019  
**Subject:** 2019 Conference Hotels Update - Birmingham

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### Overview

As you know, the 2019 Conference now features three hotels: Host Hotel – Sheraton; Overflow Hotels – The Westin and the Hilton. The Westin is connected to the Sheraton and both hotels are connected to the Birmingham Jefferson Convention Center. The Hilton is several miles away and will require shuttle transportation, which the city will provide at no cost to IIMC.

When Birmingham bid on the 2019 conference five years ago, it offered one hotel, the Sheraton, to hold all of IIMC delegates and guests. That was a selling point in their bid package.

What follows is a timeline of what occurred, how the Sheraton communicated and handled the problem and everything that transpired to date:

### June 15, 2018

A water pipe broke which put one tower of the Sheraton (our host hotel) out of service.

### July 18-21, 2018

During our site visit in July, we asked about the status of the rooms for our conference in May 2019 and were told that the rooms would be repaired and back in service in time for our conference (we contracted 550 rooms on peak with a hotel that has an inventory of 757).

### October 2018

At the end of October, a massive system and platform change converting the Sheraton/Westin properties to the Marriott operating systems and procedures - a massive undertaking that resulted in some technical challenges and "hiccups" as a result of the conversion. Also, all the systems that were officially put in place are Marriott systems and all the employees are Sheraton employees so there was a learning curve happening at this time (to be expected). **NOTE: the Marriott purchased these properties in 2016 - IIMC signed the Sheraton contract in December 2014 and the official transitions occurred in October 2018.**

### November 28, 2018

The IIMC room block officially opened – IIMC Members complained about having problems trying to book rooms.

### November 29, 2018

IIMC began contacting the Sheraton management team for an explanation and resolution.

### November 30, 2018

A massive data breach at Marriott properties worldwide is announced affecting 500 million guests

**December 3, 2018**

IIMC Event Planner, Sharon Ozimek, spoke to Steve Miller - the General Manager at the Sheraton and found out that the tower of rooms may not be back in service by May 2019; therefore, efforts were being made to secure alternate blocks of rooms at the Westin (within the same complex as the Sheraton & the BJCC) and the Hilton UAB (which was a Doubletree on this date). This property (the Hilton) was selected because of its size and the ability to house the balance of the block and any overflow rooms we might contract - as opposed to introducing a 4th & 5th hotel. It is not within walking distance, so the Sheraton will be supplying and covering the cost of buses to transport guests from the Hilton to the BJCC and the Sheraton during the conference. The thought is better to do it on the front end then take all the reservations and then have to decide who gets moved out if the tower is not back in service. **NOTE: All commissions, concessions, comps, rates and attrition agreements remain the same as if we were all still in one hotel.** The hope is that the folks at the Hilton would eventually make their way back to the Sheraton.

**December 3, 2018**

We distributed an email to the IIMC Board, apprising them of the situation and soon after a notice was sent to all members within a few days of notifying the Board.

**December 4, 2018**

The Sheraton officially sold out (275 of the 550-room block is sold out).

**December 6, 2018**

The Westin block officially opens.

**December 11, 2018 –**

The Westin is officially sold out (200 of the 550-room block is sold out - combined with the Sheraton -- sell out means we have sold out 475 of our 550 room block on peak).

**December 19, 2018 –**

The Hilton UAB room block opens.

**December 20, 2018 –**

The overflow block of an additional 75 rooms on peak is contracted which now gives us a total of 625 rooms on peak.

**January 2, 2019 –**

62 of the 75 rooms have been sold at the Hilton

**January 14, 2019 –**

The 75 of the 550-room block is sold out and we are 10 sold into the overflow block.

**January 23, 2019**

30 of the 75 rooms on peak in our overflow block have been sold out - leaving 45 rooms available on peak. The next update is slated for February 11, 2019. **NOTE, the Hilton UAB has 294 rooms total so if we need more rooms, we could probably get them.**



### **February 4 - 5, 2019**

IIMC sent Sharon Ozimek to Birmingham to meet with the various properties and to gauge exactly where we are with our room block, etc. It was stressed that communication was the biggest problem and the hotel acknowledged the error of their ways. Part of the problem was so many things were happening simultaneously and also what was initially supposed to be a repair turned into a complete rehab due to some insurance issues and the official change in ownership. The change in philosophy from summer to fall was - as long as they are going in to repair - might as well do a total renovation.

During her visit, IIMC was informed that the Sheraton tower will not be open in time for our conference - the open date has been pushed out to October 2019. In addition to a total rehab - due to the method of renovation - the tower will not open a floor at a time but rather will only open when the entire tower is complete.

### **ALL CONFERENCE EVENT AT BARON'S FIELD**

- 800 tickets to the baseball game will be mailed to IIMC HQ office - everyone will need the ticket to enter the ballpark.
- All attendees will need a badge or wristband or some kind of identification so that ushers at the park will know they are part of our group and can access our private party areas - the HC has some ideas for this.
- HC still really wants the fireworks - will see where this lands down the road - they know that's on them - \$5,000.
- 

### **VIP DINNER AT Birmingham Civil Rights Institute (BCRI)**

- We are secured at the facility
- We have established the menu
- We are working on a seating arrangement that will allow more mingling between IIMC Board and Regions X and XI members
- Working on transportation since it's required

### **SUNDAY NIGHT OPENING RECEPTION & HC PARTY**

We will now be combining the two events, IIMC Networking Hour and the Birmingham Block Party, to make one great event. Once the menu is determined, we will include the entire fare in the program so the Delegates will be aware that this is "real" food as opposed to hors d'oeuvres.

### **CONCESSIONS**

The Sheraton hotel has agreed to a "make good" that will most likely be in the form of an additional AM or PM break for attendees and/or some kind of food enhancement. Those details are being worked on now.

Currently, we are having the Sheraton & Westin do a complete audit of all rooms - every IIMC delegate will receive the conference rate and we are ascertaining there are no duplicates. We have asked that they give us the reservation number that the guest receives - right now we get a guest # which is a different number and makes it very hard to match up reservations.

Once the audit is completed, we will follow-up with a few attendees that have made reservations to make sure that is what they intended. We are concerned a little bit that maybe people panicked and grabbed rooms that they don't really need and then will cancel down the road. We don't have attrition, but it does affect the commissions, etc.

**Hilton "extra" dollars.**

Right now, IIMC is slated to receive \$34.00/night. We will take the \$15.90/night commission out of that to make us "whole." That leaves an additional \$18.10/night in extra dollars. If all rooms sell out in the Sheraton/Hilton block of 75 and our overflow block of 75 - the "extra" dollars to IIMC would be valued at \$13,575.00 and right now we would use \$1,500 of that to provide all IIMC delegates with a \$10.00 gift card to use at the Hilton Restaurant/Coffee Shop - 150 guests at \$10.00/each.



**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  
Iris Hill, Education and Membership Assistant**

**Date: April 5, 2019**

**Subject: 2019 Education Department Report**

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Below please find highlights of our progress since May of 2018.

### **2019 Annual Conference Education Program**

The 2019 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. As of the date of this report, each of these sessions are approaching the registration maximum.
- ❖ **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 on a variety of relevant and timely topics.
- ❖ **Athenian Dialogues** – The department will be offering 4 Athenian Dialogues at in Birmingham. As of the date of this report, each of the sessions is either sold out with a waiting list or quickly approaching the maximum registration mark.
- ❖ **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. This session is approaching
- **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 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. We expect these sessions to reach full capacity before May 1<sup>st</sup>.
- ❖ **Smartphone Application** – The IIMC Smartphone App now resides on 3,957 devices worldwide and has been opened over 125,803 times since its launch. We expect that number to increase dramatically during the week of the conference. For the 2019 conference, IIMC has upgraded and implemented social features into the app. Individual members can 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 Greater Birmingham Humane Society has been selected as the 2019 IIMC Charity of Choice. Delegates will have the opportunity to donate items from this organization’s Amazon wish lists while simultaneously helping raise funds for the IIMC Foundation through the Amazon Smile program. All IIMC members have this opportunity whether they are physically joining us in Birmingham or not.

### **Athenian Leadership Society**

The Department thanks the Board for their approval of the revised Athenian Dialogue Policy. We feel that these changes were extremely timely and have seen the immediate benefit of these revisions.

As of this date we have 60 Facilitators and 131 official Fellows. All new inductees will be recognized at the Opening Ceremony on Monday, May 20, 2019.

The Department would like to thank IIMC member Melissa Thurman from California for reaching out and offering to reformat the approved book list for the program. Melissa created a searchable form and broke the list up by genre. Again, we thank her for her extra efforts.

### **Committee Work**

#### ❖ **Conference Committee**

The Department worked with the Conference Committee to review proposals and recommend sessions for the 2019 Conference Education program. As always, the Department thanks this committee for their hard work.

#### ❖ **Education and Professional Development Committee**

Since the Board Meeting in 2018, this committee has reviewed and provided feedback and recommendations in many items including the Athenian Leadership Society Policy, the draft of the “Beyond the MMC” program and a new Institute Proposal from the state of Utah. We thank this group for their continued dedication to Clerk Education and their always insightful perspectives.

### **IIMC Institute Update**

- ❖ **2018 Institute Annual Reports** - Of 48 IIMC-approved Institute programs, the Education Department has received 38 Annual Reports which is consistent with years past. All reports received have been reviewed and letters were sent to each Institute Director along with numerous resources to share with their Institute attendees.
  - **Reports Not Received:**  
Majority of the reports not received are from our Institute programs in Regions X and XI
- ❖ **ID Connection** - An electronic newsletter continues to be sent to the Institute Directors and sent on a quarterly basis.
- ❖ **Utah Institute** – Southern Utah University is now home to the Utah Municipal Clerks Institute and Academy. This new program was reviewed and approved by the department and the Education and Professional Development committee on December 20, 2018. As of March 2019, this Institute has already experienced an Institute Director turnover.
- ❖ **Idaho** – The department has been working with the Idaho Institute Director, Dr. Stephanie Witt, from Boise State University as well as the Association of Idaho Cities to ensure their educational offerings are in full compliance with our guidelines. During a conference call in January we stressed the necessity for pre-approval of all course offerings for clerks at their June conference and they have agreed to these terms.
- ❖ **United Kingdom** – We are currently in discussion with SLCC leadership regarding a recent change in their sponsoring institution. We will update the Board at the May 2019 meeting.
- ❖ **The Netherlands** – We are currently in discussion with the VVG regarding changes in their sponsoring institutions. We will update the Board at the May, 2019 meeting.
- ❖ **New York** – As of February 2019, the New York Institute has been disbanded through a mutual agreement between the Rockefeller Institute of Government and the two Clerk associations in the state. This state is currently exploring alternate Universities and met with the Department to discuss the proposal process that will need to be completed when their search is over.

- ❖ **Institute Director Turnover** – In the last 12 months, IIMC has seen new Institute Directors in multiple Institutes including: New York, Kentucky, Virginia, Indiana, Wyoming, Utah, and most recently, the Netherlands.
- ❖ **Education Advisory Group** – The Education Advisory Group (EAG) is a voluntary group of Institute Directors which is currently operating with five members. These five members continue to be a strong team and excellent resource for the department. In June we plan to put a call out for additional members so that more regions are represented on this group.
  - **Colloquium** – This year’s Institute Director’s Colloquium has expanded to include two informal gatherings that are optional and not sponsored by IIMC. There will be an informal dinner on Saturday, May 18<sup>th</sup> as well as a happy hour immediately following the Colloquium on Sunday, May 19<sup>th</sup>. This year’s Colloquium will be facilitated by Dr. Long with a presentation by Ellen Freeman-Wakefield. The focus will be on the future of clerk education in the next 5 years. Also, a New Institute Director Orientation will be held on Sunday, May 19<sup>th</sup> from 7a.m. till 8a.m.

**Department Travel** – Dr. Long has traveled to and presented at the following Education programs since we met in Norfolk, Virginia:

- 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
- January 25, 2019 Athenian Dialogue for Region 6 Conference- Lacrosse, WI

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

- April 17th - Athenian Dialogue - Ohio
- July 13th - Invitation to the New England Institute
- July 24-26th - Municipal Clerks of IL Summer Conference - Rockford, IL - Athenian Dialogue and Session Presentation
- September - Arkansas Institute

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

## Online Education Programs

- ❖ **Captus Press** – As of the date of this report, IIMC has released ten non-interactive, on demand webinars available through Captus Press. Three new programs were released since the 2018 Mid-Year Meeting and one more will be released prior to the conference in May. Since the inception of these programs in 2014, IIMC has had over 1,200 online registrations and has generated over \$55,000 in revenue. In 2018, we generated over \$19,000 in revenue from these programs and are projecting to generate approximately \$21,000 in 2019. We will be working with several IIMC conference facilitators and other professionals to continue to develop programs to better serve the IIMC membership.
- ❖ **MindEdge Learning** – This new online learning partnership was launched on January 1, 2018. As of the date of this report, we have had 76 course registrations and have received \$2,021.60
- ❖ **Ed2Go Online Programs** – IIMC has been a retail partner of Ed2Go since for many years now receiving a 10% rebate on each course registration, however it was brought to our attention that we had not been receiving rebates as the main contact for this information was a staff member that is no longer with IIMC. We have updated all information required as well as our website to ensure that IIMC will begin once again receiving. We look forward to seeing these rebate checks come in house.

## Course Review Approvals

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

## Certification

Applicants continue to express their satisfaction with the submission process itself and the quick turnaround time which remains between two and three weeks.

- ❖ **CMCs and MMCs** – As of today, we have awarded **309 CMC** designations and **110 MMC** designations since the Annual Board Meeting on May 19, 2018.
- ❖ **International Certification** – Since the Mid-Year Board Meeting, and the last statistics provided, we have not experienced a significant increase in application numbers from Region X or XI. The numbers above include numbers from these regions as well.
- ❖ **Region Director Tool Kit** – After the 2018 Mid-Year Meeting, the Department put together numerous resources to assist the Region Directors in answering certification question when traveling, answering emails or taking phone calls. We hope this information was valuable and has proven to be a good resource for the Board. We will continue to include this information each time a Board vacancy is filled.

## IIMC Foundation

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

- ❖ **Jim Tinnin Online Learning Scholarship** – At the end of 2018, the Foundation offered a new scholarship program specific to online learning opportunities available on the IIMC website. We received 41 application and 15 scholarships awarded. These are \$100 reimbursements valid for any programs completed in the 2019 calendar year. We look forward to seeing more reimbursement requests come in house as we progress through the year.
- ❖ **2019 Conference Grants** – We received 34 Conference Grant Applications for the 2019 Conference and awarded 19 Grants. We look forward to seeing these recipients in Birmingham.
- ❖ **CMC/MMC Scholarships** – The 2019-2020 CMC/MMC restricted scholarship applications, which provide reimbursement for institute and academy attendance closed on March 15th. We received 38 scholarship applications. As of the date of this report, recipients are still being finalized.
- ❖ **Region Grants** – 6 IIMC regions took advantage of this \$1,000 stipend opportunity in 2018. In 2019 thus far, we have received 5 Grant Applications. We look forward to seeing more regions take advantage of this financial assistance.

### **Accreditation**

Dr. Long has researched IACET (International Association for Continuing Education and Training) as an accrediting body for our credentials and due to the model for our education, this accrediting body is not a fit for IIMC.

However, Dr. Long is currently researching another accrediting body, The National Commission on Certifying Agencies, to determine if this organization would accommodate our education model and provide national accreditation for our certification. A verbal update will be provided to the Board at the May meeting.

The Education Department thanks the Board for the continued support as we continue to ensure that IIMC education programs remain current and relevant in today's world. We also thank the Board and the Budget Committee for the approval of an additional full time Staff member. Iris Hill started with IIMC and has proven to be an asset. The additional hands and fresh perspective will greatly impact the both the Education and Membership departments in a positive way allowing us to continue to grow as an organization.

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

We look forward to the work that will be created by the Education Task Force. We're also optimistic about some of the research in which the Department is engaged regarding accreditation, guidelines review and the continued overall streamlining of applications. As our newest staff member becomes more familiar in this Department, more time will be allotted for the current staff to cross train and develop in another capacities as well.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** IIMC Board

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

**Date:** March 24, 2019

**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 Board report and includes background and role explained in previous reports.

### The Role

To work closely with Region XI Directors, 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 and Symposium Steering Committee met on a number of occasions in 2018 by way of face-to-face meetings and teleconferences. The main focus has been to plan for the 2019 Symposium being held in Stratford-Upon-Avon in the UK.

#### 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 March 2019 and the next one is scheduled to be published following the IIMC annual Conference in May 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. Currently membership stands at close to 5,410 making Region XI the largest of IIMC's regions.

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 area of focus and I will be working with them on it.

#### 2019 IIMC Region XI Symposium

The Symposium will be held on Thursday 6<sup>th</sup> and Friday 7<sup>th</sup> June 2019 in Stratford-upon-Avon in the UK so that it overlaps with SLCC's Leadership in Action event which will take place on 5<sup>th</sup> and 6<sup>th</sup> June 2019. The overlap will be on Thursday 6<sup>th</sup> June.

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

We were able to negotiate very attractive room and day delegate rates at the Crowne Plaza Hotel in Stratford-upon-Avon due to the overlap with SLCC's event. Work on the detail of the event is well under way and an exciting and stimulating programme has been put together.

Registration is well under way with delegates from the US, Canada, Europe and the UK that have registered. At the time of writing the report we have 50 registered delegates with another 20 that are in the process of registering.

We, again, are supported by our two main sponsors namely Blachere Illumination and Modern.Gov. We have also attracted 10 exhibitors compared to 2 in 2014 and 1 in 2017. Two of the exhibitors are from the Netherlands.

The Study Abroad tour has attracted a lot of interest and as of today, we have 36 registered participants. The tour kicks off in Windsor, followed by a visit to Parliament in London, Bath, Bourton-on-the-Water and finally joining the Symposium in Stratford-upon-Avon. I will provide a further update on progress at the Board meeting.

#### Focus for 2019/20

The key focus for the immediate future is to ensure a successful Symposium in June 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:**

We're excited about the 2017 Symposium and believe the site and education components are exceptional. The Study Abroad program will feature mostly tours of Windsor, Parliament and Bath; however, the education sessions will be from the Symposium.

With Tom's and the Region XI Director's help, we continue to produce two Region XI newsletters annually, which is not easy considering the difficulties in getting articles from various people throughout the world. The IIMC *News Digest* now makes it a point to publish at least two international articles in each issue.

Region XI has never been as strong, yet, trying to determine what they truly need from IIMC is still an issue. Certification comes along slowly in the UK, while the Netherlands is more active in that regard. All in all, it may be the type of affiliation that is more conducive to friendship, networking and Symposiums and Study Abroad Programs than certification. All members from Region XI take their professional development seriously, however, not all rely on IIMC to provide it. We must continue to nurture the bond, respect their wishes toward their immediate needs, and proceed in cultivating the opportunity that this is a long-term relationship.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** Board of Directors

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

**Date:** March 25, 2019

**Subject:** Conference 2019 Report

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### **Background:**

The purpose of the Conference Committee is to evaluate and recommend education topics, speakers, sessions and general session speakers for the IIMC Annual Conference. The Committee also works with IIMC staff to review the overall conference design and format, consider speakers and topics, and deliberate diverse methods to improve the overall delivery of the annual conference.

### **Discussion:**

As indicated in its Mid-Year Report, the Committee assessed the 2018 Norfolk conference evaluations and provided feedback to IIMC staff on the results and analytics of the Smartphone app. The main comments raised in the conference evaluations were the long line-ups as delegates waited to scan into their next session, lack of food options in between sessions and not enough down-time to meet and speak with the vendors in the exhibition hall. Positive feedback was received on the quality of the speakers and the variety of the session topics. The Committee is hopeful that staff can incorporate some of the feedback to structure adjustments and improvements into the 2019 annual conference in Birmingham.

The Committee met by tele-conference on October 23, 2018 and reviewed the criteria for 3 cities who submitted proposals for the 2023 annual conference. Chris Shalby guided us through the review of the RFP schematic details and answered questions of the Committee members. Following the review, City “C” was selected as the successful bid, which was Minneapolis, Minnesota. The destination was confirmed by the Board at their mid-year meeting on October 26 and 27, 2018.

### **Financial:**

No financial assistance is requested at this time.

### **Summary:**

Thank you for the opportunity to serve on the 2018-2019 Conference Committee. All members expressed how rewarding an experience it was to contribute feedback on the 2018 Norfolk conference, evaluate the speaker submissions for the 2019 conference in Birmingham and participate in the selection of the site for the 2023 IIMC Annual Conference. The Chair and Vice Chair also wish to express their thanks to the hard-working Committee members in contributing their time and sharing their input, experience and professional advice over the past year.

### **Management’s Comments:**

We appreciate the Committee’s work on reviewing the 2018 conference, the 2019 Conference education program, and the 2023 conference process and selection.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

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

**Date:** March 18, 2019

**Subject:** Education and Professional Development 2019 Report

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EPD Members – Kittie Kopitke, Chair; Peggy Hawker, Vice Chair; Jilline Dobratz, Shakeitha Edwards, Angela Johnson, Tabatha Kaiser, Tina Knapp, Virginia Olsen, Ruth Post, Tony Russell, Donna Shortall, Michelle Smith, Toni Taber, and Nancy Vincent. Board Liaisons Helen Ingold, Sheri Pierce and Pamela Smith; Staff Liaisons Dr. Jane Long, Ashley DiBlasi, Kellie Siggson and ED Chris Shalby.

### **Background**

The Education and Professional Development Committee is tasked with the following:

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 Education and Professional Development Committee met via teleconference on Tuesday, November 27, 2018 at 1 p.m. CST to discuss the “Beyond the MMC” program proposal. In December, the Education and Professional Development Committee received the Utah Institute Proposal via email for their review and comments

### **Financial**

The EPD has no financial requirements at this time.

### **Summary**

It has been my distinct pleasure to be the chair of such a dedicated and participatory Committee. This group has voiced their opinions and concerns and was willing to listen and make changes to benefit the profession as a municipal clerk’s education is ongoing and evolving.

### **Recommendation**

*THE EPD COMMITTEE ASKS THAT STAFF CONTINUE TO EXPLORE THE BEYOND THE MMC PROGRAM AND SPECIFICALLY TO SEEK ADDITIONAL INPUT FROM THE INSTITUTE DIRECTORS. WE ALSO ASK THAT ADDITIONAL WORDING BE ADDED TO MORE CLEARLY DEFINE THE VALUE AND MOTIVATION FOR THE PROGRAM, STRESSING THE NEED FOR COMMITMENT TO THE PROFESSION AND THE WORTH OF CONTINUING EDUCATION.*

*THE COMMITTEE AGREED THAT THIS DISCUSSION SUMMARY MAY BE SHARED WITH THE INSTITUTE DIRECTORS; THE EPD COMMITTEE ALSO ASKS THAT THE INFORMATION PROVIDED BY THE INSTITUTE DIRECTORS BE SHARED WITH US.*

No additional discussion or information has been received at the time of this report.

*THE EPD COMMITTEE RECOMMENDS APPROVAL OF THE UTAH INSTITUTE PROPOSAL AND WISHES UMCA WELL AS THEY PROCEED WITH THEIR INSTITUTE IN MARCH 2019.*

**Management's Comments:**

We thank the Committee for their work throughout the year regarding Institute and education guidelines overview and the invaluable assistance they provide IIMC's Education Department. As for beyond the MMC, the Board approved the creation of an Education Task Force to begin working on specific areas of continuing professional development and where that may lead IIMC in the next 5 plus years.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

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

**Date:** April 5, 2019

**Subject:** Elections 2019 Report

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## Background

The Elections Committee is responsible for conducting and supervising all elections. This year the Committee was tasked with the following:

1. Review and provide comments on draft policies regarding campaigning and elections
2. The vetting of ballots for Vice President – 2 Candidates

## Discussion

The Elections Committee completed Task #1 and presented their findings to the Board for the Mid-Year Board meeting that was held in November 2018. Task #2 was completed at the end of February and the ballots went out to the association on March 18. Final day for voting will be April 18, and results will be announced at the annual meeting in Birmingham.

## Financial

There is no financial impact from the above tasks.

## Summary

The Elections Committee has worked well together and have performed the tasks appointed to them. At this time, I, Awilda Hernandez, would like to thank President Kelly and the Executive Board for the opportunity to Chair this great committee, it has been an honor. I would also like to thank the committee members for their dedicated service: Amy Warfield (Vice Chair), Scotty Lynn Kelly, Tammy Legacy, Millie Powell, Stephanie Settles, Lucrecia Wonsor, Robbie Hume, and Joseph Powers. Also, staff members Maria Miranda and Denice Cox.

## Recommendation

None.

## Management's Comments:

This Committee concluded one of its main objectives by the midyear meeting with their submittal of the Elections and Campaigning policy, which was put to use in the 2019 IIMC VP Elections. The Committee also vetted the 2019 VP Election Ballot and the results of the 2019 Elections. The Chair will also be providing the VP election results at this year's annual business meeting. We appreciate their work.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

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

**Date:** April 4, 2019

**Subject:** International Relations 2019 Report



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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 IRC has reviewed the education program of the 2019 Symposium and provided input. The IRC is thrilled that at this moment 23 participants will join the Study Abroad program in the UK and the Symposium of Region XI. We appreciate being involved in marketing these programs. There are 36 participants will join the Study Abroad and 40 for the Symposium.

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

At the final stage of this term of the IRC there is no new information then what already was addressed during the Mid Year meeting of the Board.

#### **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**

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 appreciate all the help we received from this Committee in promoting and for being good ambassadors regarding IIMC's international programs. They will have a booth at this conference to market the upcoming study abroad program and symposium. Their input regarding the upcoming June UK programs has been invaluable and the strong participation is indicative of that help. Regarding the *News Digest* articles, staff takes into consideration for each issue that there is at least one or two articles with an international focus, from Canada and everything outside of North America.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** Board of Directors

**From:** Randi Johl, JD, MMC, Interim Chair

**Date:** April 5, 2019

**Subject:** Legislative 2019 Report

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### Background

The Legislative Committee was created several years ago to provide legislative resources to IIMC's membership. The Committee's purpose was to 1) identify trends in state / provincial / national legislation impacting the Municipal Clerk profession, 2) provide links to state / provincial / national legislative resources, 3) work with the Research and Resource Committee to make information on state / provincial / national legislative resources available on the IIMC resource page, 4) monitor and review federal legislation pertinent to the profession, and 5) when appropriate provide relevant written reports regarding the same.

### Discussion

The Committee met via conference call twice over the last year and submitted articles for the *News Digest* regarding relationships with state municipal leagues and options for electronic participation in meetings. Unfortunately, the former Chair of the Legislative Committee Debra Mangen resigned and retired midway through the year due to health reasons and the committee did not progress further. In the upcoming year, the committee will schedule additional conference calls and proceed to submit articles for the *News Digest*, as well as take additional direction from the Board. The committee will also explore opportunities for engaging other stakeholders, such as the National League of Cities, on topics of mutual interest including the Voting Rights Act and national elections and make recommendations regarding the same.

### Financial

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

### Recommendation

The Committee has no specific recommendations at this time.

### Management's Comments:

We anticipate this Committee providing more information in the next year. As stated above, the Chair unexpectedly resigned due to health reasons. However, we look forward to working with the current chair and committee to see what develops in the next term. The Committee's *News Digest* article was published in the April 2019 issue.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Ricca Charlon, CMC,  
Chair, Membership/Mentoring Committee

**Date:** April 3, 2019

**Subject:** Membership/Mentoring 2019 Report

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### Background

The committee primarily works independently from their offices utilizing telephone and e-mail contact with our membership and IIMC staff. The Membership/Mentoring Committee was comprised of:

Janice M. Bates, MMC, Vice Chair – Tipp City, OH	Connie Diaz, CMC – Doral, FL
Belinda B. Anderson, MMC – Oberlin, OH	Diane Judd, CMC – Derby Line, VT
Barbara Blackard, MMC – Clarksville, AR	Roxanne L. Schneider, MMC – Dysart, IA
Liz Gaynor, CMC – Port Washington, NY	Laura M. Nieto, MMC – Irwindale, CA
Carrie W. Johnson, MMC – Orangeburg, SC	Pamela Little, CMC – Chenequa, WI

### Discussion

January 2019 membership showed 14,780 members. We continue to welcome new members to IIMC and reach out to cancelled members for reinstatement via personal phone calls and e-mails. The personal touch is proving to be successful in retaining membership or finding potential new members who have replaced those that have retired or moved to other careers.

The committee supplied an article for the 2019 January *News Digest* on Mentoring. Vice Chair Janice Bates wrote the '*Mentoring Matters*' article – Thank you Janice!

The committee members were an integral part of the committee's success. They should be commended for their efforts. It has been a pleasure to work with the dedicated individuals of the committee and staff who know the importance of our IIMC membership. We are encouraged by the new member numbers and continue to look forward towards further growth in 2020.

**Financial --** The committee sought no financial assistance for the 2019-2020 year.

### Summary

This has been an exciting year for the Membership/Mentoring committee as it is only our second year as a combination committee. We have learned along the way and the committee continues to be successful by actively reaching out to our membership. Although technology is helpful, personal contact seems to be the best method.

**Recommendation --** None

### Management's Comments:

We thank the Committee for the *News Digest* article and all the support they provide throughout the year for IIMC's Member Services Department. We also thank them for continuing to host a First Timer/Mentoring table at the Conference.





## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** IIMC Policy Review Committee  
By IIMC Executive Director Chris Shalby  
For the Committee

**Date:** April 5, 2019

**Subject:** Policy 2019 Report - Update

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Since the resignation of this Committee's Chair, Casey Carl, in November 2018, and its Vice Chair, Ed Benevides, in February 2019, the committee has been inactive for its final six months.

At the 2018 IIMC Midyear Board meeting, the Board approved the following recommendations as new policies:

1. The Board unanimously agreed to accept IIMC's attorney's draft on Elections and Campaigning.
2. Use of the IIMC Logo -- Declared 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.
3. Diversity and Inclusivity -- Diverse perspectives in IIMC's Membership and Leadership are 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.

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

This is a recap of the highlights from the 2018 Policy report. This report was sent to the committee for their input and acceptance. We thank this committee for its service and look forward to working with the new committee in the coming year.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Jannette Goodall, MMC  
Vice-Chair, Records Management Committee

**Date:** April 1, 2019

**Subject:** Records Management 2019 Report

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### Background

The Records Committee Goals and Objectives were:

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.

**Ongoing.** The Records Management Committee Chair and the R&R Chair were collaborating on this project. With the departure of the Records Management Chair, the Vice-Chair has reached out to the R&R Committee to inquire on status and determine what assistance can be provided.

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

**Completed:** Committee members either submitted proposals for educational sessions or assisted IIMC staff in identifying possible records management speakers located in the Birmingham area. Once the agenda for the 2019 Conference is finalized the Committee will assist IIMC in identifying sessions which would qualify for the Records Management Certification Program through the National Association of Government Archives and Records Administrators (NAGARA).

4. Review and provide feedback on a new technical bulletin on ECM Standards.  
**Completed:** Bulletin was distributed to members and feedback was collected and submitted on March 15, 2019. The Committee had no objection to the content or distribution of the information.

### Recommendation:

That the Board accept the Committee's appreciation for the opportunity to serve; and receive and file this report. The incoming 2019/2020 Committee is eager to move forward.

### Management's Comments:

The Committee's involvement with recommending education sessions for the Conference is always appreciated and so is their ongoing feedback with new Technical Bulletins. This summer IIMC, again, will be exhibiting at the NAGARA conference in a quid pro quo agreement with their Association.



## 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:** April 5, 2019

**Subject:** Research & Resource 2019 Report



Thank you to the members of this Committee for dedicating their time in service to their IIMC colleagues around the world. The sharing of their knowledge, expertise and experience has been invaluable and beneficial to other IIMC members. It is greatly appreciated.

### 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 (Role Call and Language of Local Government)
3. Assist in developing and disseminating surveys and questionnaires as requested by the Board of Directors, Committees, and staff.
4. Respond to member questions submitted to the IIMC website and staff.
5. Continue to expand content and resource links for the IIMC resource library.

### Discussion

Progress on tasks:

Goal #1 - Technical Bulletin on Benchmarking - This task has been an assigned goal of this Committee for several years. We were in communication with the Chair and Vice-Chair of the Records Management Committee regarding this project earlier this year. Unfortunately, due to some leadership changes on that Committee, the tasks did not move forward as much as anticipated. We hope this project can carry forward to the new year. We have prepared a work plan with project steps as well as a project timeline.

Goal #2 - Review in-house publications - The Committee has received both documents from IIMC staff and has been reviewing them for recommended updates and enhancements soon. We recommend this project move forward in the new year.

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:

- Best Practices in Municipal Clerk's Offices
- Request from IIMC Staff to review new Technical Bulletin
- Email Retention
- FOIA Requests and how to handle
- FMLA for maternity/paternity leave

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. It is recommended to move this project forward in the new year.

**Financial**

No financial expenditures to date.

**Summary**

The Committee has been working on our goals and although we did not achieve as much as we had originally hoped, it is our desire to have these projects continue to move forward.

**Recommendation**

To move forward to the new year the projects and programs the Committee has been working on for the past year.

**Management's Comments:**

We would definitely like to conclude the Benchmarking Bulletin since it's been in the works for some time, and we appreciate the work that the Committee performs on behalf of member requests. We also anticipate a better synergy with the committee and IIMC's new website regarding resource links and a Resource Library.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

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

**Date:** April 5, 2019

**Subject:** Public Relations and Marketing Committee  
2018-2019 Final Report

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**Background:** The Public Relations and Marketing Committee met via conference call on July 25, 2018, to review the goals and objectives and to create Sub-Committees and accept assignments. A mid-year report was submitted to the Board of Directors providing a summary of the activity completed at that time. The Committee met via conference call on March 27, 2019, to receive updates on outstanding goals and objectives, to review a new request involving a membership affinity program, and to consider nominations for the IIMC Program Excellence in Governance Award.

### **Summary:**

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

Sub-Committee: Chair-Karen Wingfield-Bond; Lessette Aportela; Camilla Pitman

Following a review of sample plans collected by the Sub-Committee, a proposed Emergency Disaster/Communication Recovery Plan was developed by IIMC's IT consultant and Executive Director Shalby and submitted to the Sub-Committee for review. The Sub-Committee reviewed the proposed plan and provided it to the Committee of the whole for comments.

The Committee recommends adoption of the proposed Plan with the understanding that the Plan is "fluid" and there are some additional actions which need to be completed. The Plan should be reviewed on a semi-annual basis to stay current with the needs of the organization. The proposed Plan is attached to this report and incorporated herein by reference.

The Sub-Committee specifically requests consideration be given to include the following:

- (1) Include in the Plan remote or Cloud based capabilities for immediate emergency situations;
- (2) Include in the Plan Cyber/Hacking crisis steps;
- (3) Review insurance and risk coverage for potential losses due to cyber/hacking which addresses members' professional and personal information (contact and financial information); and
- (4) Attach Appendices which are referenced in the Plan but not included in the proposal.

**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

Three articles were previously submitted for publication consideration to Executive Director Shalby as referenced in the Mid-Year Report.

**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 Fiuroa

Following acceptance by the Board of Directors of the Committee's recommendations in the Mid-Year Report, Executive Director Shalby was contacted to assist with updating the IIMC website. With programming updates currently occurring to the IIMC website, Executive Director Shalby has informed the Committee that the requests will be employed once the website updates are completed. The Committee believes once the recommendations are implemented, the updates will assist in bringing more attention to the PEGA and in directing members to the award information and YouTube links.

The video of 2018 PEGA recipient Jannette Goodall was received in March 2019 and has been downloaded to YouTube at the following link. <https://www.youtube.com/watch?v=5Yv0rzSf8d0>

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

Sub-Committee: Chair - Lisa Fiuroa; Recarda Cobb and Maria Aguirre

With the assistance of Executive Director Shalby, the Municipal Clerk's Week logo has been updated to recognize 2019 as the 50<sup>th</sup> year of Municipal Clerk's Week. Plans are to provide pins of the logo to attendees at the IIMC Annual Conference in Birmingham and to create a poster for the Conference to have at registration for attendees to sign.

**Goal #5 -- Windfall Membership Affinity Program**

In March, the Committee was asked to review a membership affinity program by Windfall, a company that offers discounts and benefits to members of associations. The program information was provided to the Committee for review and comments. The Committee finds the Windfall program to be beneficial to IIMC members and recommends consideration and approval of the same by the IIMC Board of Directors. The program is attached to this report and incorporated herein by reference.

**Recommendations:**

1. Review the Emergency Disaster/Communication Recovery Plan semi-annually, or sooner as necessary, to amend and keep the Plan current in case of emergency disasters. Review and implement the additional recommendations of the Sub-Committee.
2. Continue to encourage PEGA recipients to annually provide a three minute video as a promotional tool encouraging IIMC members to apply for the Award. Complete recommendations as provided in the September 17, 2018, Mid-Year Report once the website is available for updates.



3. Develop ways to promote Municipal Clerks not only during Municipal Clerk's Week in May but throughout the year. The Committee was very outspoken during the September 2018 conference call about promoting and bringing more attention to the community actions and involvement of Municipal Clerks during the year and not just in May during Municipal Clerk's Week.

**Management's Comments:**

The Committee has been busy its entire term. We thank the Committee for their work and agree with all of their Board recommendations regarding the following Goals:

#1 – We appreciate the members of this Committee for submitting samples of Disaster Plans from their respective municipalities. We took a bit of information from everyone and created a plan specific to IIMC's needs. IIMC's IT consultant Doug Griffith was instrumental in creating the IT Infrastructure part of the plan. As the Committee stated, this plan is fluid and will be reviewed by staff and future PR/Marketing Committees. The plan is long overdue.

#2 – We had five applicants for the 2019 PEGA award and one winner. We were able to promote last year's winner by uploading a video to IIMC's YouTube. The Committee provided us with several ideas for promoting this award, something which we will be able to do once our new website is up and running this summer.

#3 – The Municipal Clerks Week anniversary pins will be distributed at the Conference and we also have extra pins for Directors to distribute during their year of travel. We have a poster that we are encouraging delegates to sign.

#4 – Windfall – We recommend that the Board approve this affinity program for members. The program offers members various discounts for their choosing. Although IIMC does not receive any remuneration in terms of rebates or commissions, there is no obligation or contract. It's just another value-added service to afford our members.



## International Institute of Municipal Clerks Emergency Disaster/Communication Recovery Plan

This Emergency Disaster/Communication Recovery Plan encompasses two areas which would be deemed emergencies for the Organization:

1. Organizational Issues/Crisis
2. Disasters: Earthquakes, Fires and other natural disasters in Southern California

The former deals with organizational issues or a crisis and requires immediate response from IIMC's President, Executive Director and Board of Directors. The latter are an unplanned interruption to normal business function or process for an unacceptable period of time. To that end, IIMC must take inventory of its most important functions, in preparation for a disaster that might strike in the future. The following outlines the various steps required of IIMC staff and the Board to mitigate the effects through emergency disaster planning. The disasters range from the following:

### Section 1: Organizational Issues/Crisis

First of all, it's important to be able to recognize the difference between an issue and a crisis.

- An **ISSUE** is something negative that IIMC must deal with. It doesn't have any long-lasting impact on the reputation or bottom line of the Organization but, if left alone or handled badly, could turn into a crisis. An example of an issue could be negative comments about IIMC posted online or a tweet gone wrong situation or a conference disaster
- A **CRISIS** is something that *does* have a long-lasting effect on the reputation or bottom line of the Organization. An example of a crisis could be a scandal or corruption of the leadership or a natural disaster that affects or prevents IIMC from carrying out its activities.

### Communication

Regardless of the emergency or disaster, IIMC needs to quickly and accurately communicate the problem with its members, how we're handling and trying to mitigate it and a brief timeline of when work will resume.

The Executive Director is responsible for contacting IIMC's President and relaying the extent of the emergency, first to the IIMC Board of Directors and second to the IIMC members. This is done through a statement which is crafted by the Executive Director and President. The statement is then conveyed through E-Briefings, the website, twitter and other vehicles deemed appropriate to release such information.

IIMC's statement must acknowledge the crisis and its severity and aim to alleviate any fears our members might have. If the crisis occurred because of an IIMC mistake or error, we need to tell our members what steps we plan to take (or are already taking) to fix it. If the situation can't be fixed, tell our members how we plan to make them feel better and how we will improve going forward. *Communication is a two-way street.* Be prepared for people to engage in conversation with you and engage right back with them.

## Section 2: Goals of a Disaster Recovery Plan

The major goals of the disaster recovery plan are to:

- Minimize interruptions to normal operations.
- Limit the extent of disruption, damage, and economic impact.
- Establish alternative means of operation in advance.
- Train management and employees on emergency procedures.
- Provide for smooth and rapid restoration of service.

## Section 3: Disaster Response

### Normal Business Hours Response

During an emergency that happens during normal business hours, procedures are in place to evacuate personnel from the building, if ordered by property management.

#### Evacuation Team

Name	Position	Role
Denice Cox	Floor Warden	Oversees evacuation of entire floor, verifies floor clearance
Chris Shalby	Suite Monitor	Coordinates evacuation of IIMC staff, searches suite and verifies clearance
Maria Miranda	Group Leader	Leads staff into stairwell, out of building, and to Safe Refuge Area (see below)

Once evacuated, the employees should assemble at one of the following Safe Refuge Areas:

**Primary site:** The parking lot area closest to the tennis courts

**Alternate site:** Across the street in the empty lot if IIMC's parking lot is unsafe

Further instructions will be provided by the Fire Safety Director or Property Manager.

### After Business Hours Response

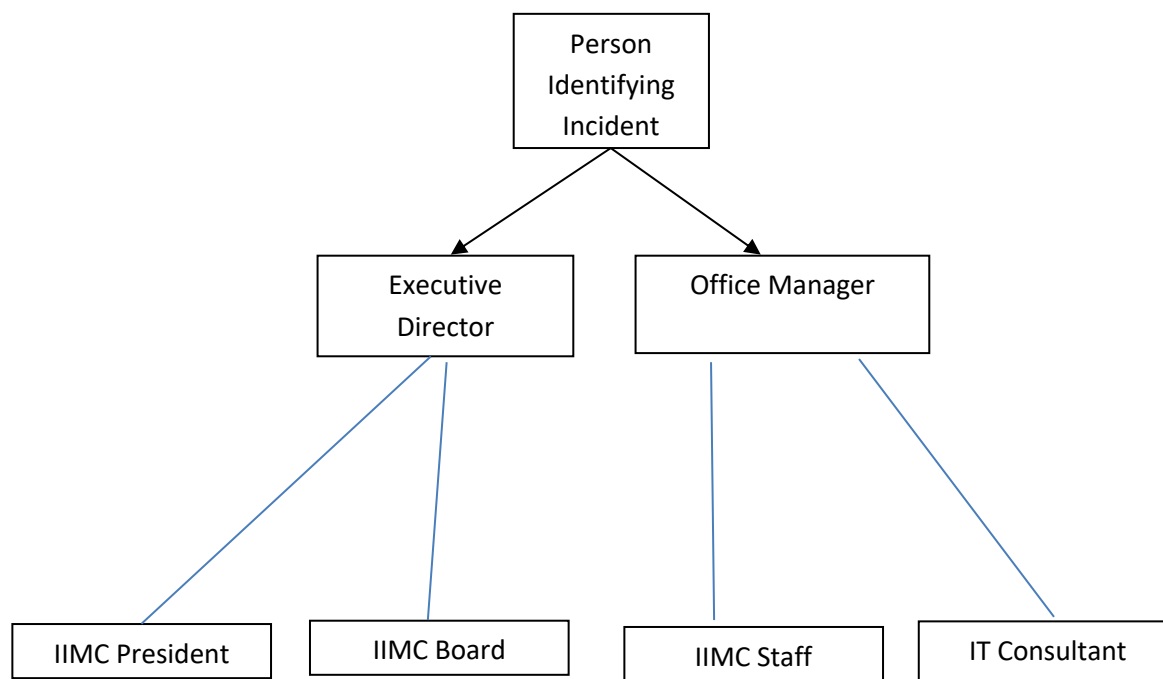
#### Disaster Recovery Team

Name	Position	Telephone
Chris Shalby – Team Leader	Executive Director	Home: 626/755-1045 Mobile: 626/755-1045
Denice Cox	Office Manager	Home: Mobile:
Janet Pantaleon	Finance Specialist	Mobile:

### Disaster Recovery Team Response

- The Disaster Recovery Team will communicate according to the Staff Calling Tree (below) and shall determine what information to pass on to any employees that are not on site.

- Use the Staff Contact List (Attachment A) to notify employees that the Disaster Recovery Plan has been enacted. Each member of the Disaster Recovery Team shall record the status of all notifications.



#### Disaster Recovery Team – Communication Plan

The Disaster Recovery Team will need to meet either in person or, more likely, via conference call using their cell phones. IIMC has a cloud base telephone system which can be used to communicate status information.

#### Disaster Recovery Steps

The following recovery actions are to be used as a guide. During a real disaster, circumstances may dictate that some or all of the steps documented may have to be altered. The Team leader should use his/her judgment while managing the recovery operation. (RTO).

#### Disaster Assessment

1. Assess the severity of the disaster to the office building and other affected areas.
  - a. Is the building accessible?
  - b. Is the IT infrastructure accessible?
  - c. What is the status of electrical and telecommunications systems in the area (utilities)?
  - d. What is the status of transportation systems in the area (roads, public transportation, etc.)?
2. The probability and accessing the IT infrastructure and the recovery time required should be evaluated to determine the appropriate recovery steps. See matrix below.

Probability of Restoring Access to IT Infrastructure		
	High	Low
Recovery Time	Long  Rebuild infrastructure at temporary location	Full rebuild of all infrastructure
	Short  No rebuild	Wait 24-48 hours for more information, then make decision on rebuilding

- If the recovery time is short and the probability of gaining access to the IT infrastructure is high, no rebuild will be necessary. Normal business operations will resume once access to the IT infrastructure is available.
- If the recovery time is short and the probability of gaining access to the IT infrastructure is low, the Disaster Recovery Team will wait for up to 48 hours to determine whether a rebuild is necessary.
- If the recovery time is long and the probability of gaining access to the IT infrastructure is high, the Disaster Recovery Team will begin rebuilding the IT infrastructure at a temporary location. If telecommunications systems are active and staff members have access to the internet, staff will be asked to work remotely. If the telecommunications systems are unavailable, then the Disaster Recovery Team needs to procure a larger office space for the temporary location.
- If the recovery time is long and/or the probability of restoring access to the IT infrastructure is low, a complete rebuild of the entire IT infrastructure may be necessary (see Section 7).

#### Disaster Recovery Rebuild Process

Once the disaster recovery team has assessed the situation and determined that a rebuild is necessary, the following critical functions must be implemented:

#### **Operational Functions**

Function	RTO
Secure recovery location	Within 18 hours
Purchase required furniture/supplies (if needed)	Within 18 hours
Determine employee recovery schedule (based on IT recovery progress)	Within 18-36 hours
Retrieve key organizational documents (Google Drive/Iron Mountain)	Within 6-12 hours

**IT Functions**

Function	RTO
Confirm data backup is intact	Within 12-24 hours
Purchase equipment	Within 24 hours
Deploy equipment	Within 24-36 hours
Restore server OS, then critical applications, then critical data	Within 36-72 hours
Deploy user workstations	Within 72 hours
Test core functionality (file sharing, databases)	Within 96-120 hours
Create and implement new data backup schedule	Within 96-120 hours

**Communications Functions**

Function	RTO
Notify staff	Within 6-12 hours
Notify Board	Within 6-12 hours

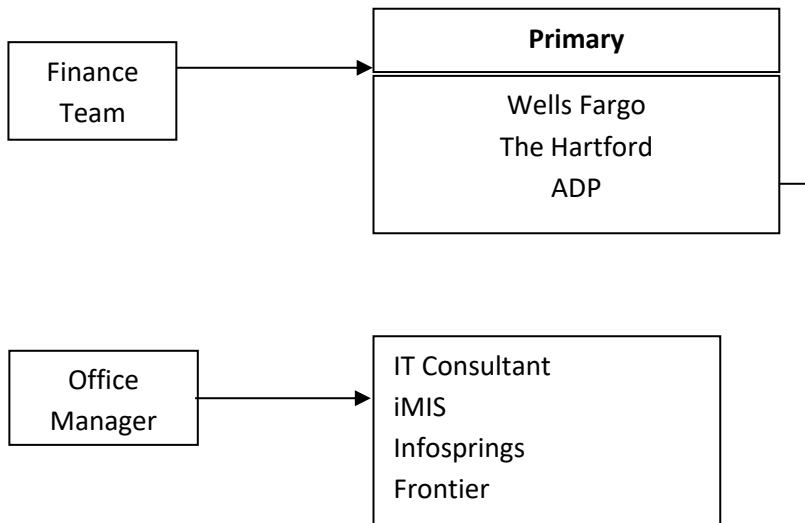
Extended Recovery

Management will discuss the timeframe and implementation steps for returning to the original location, if possible, or choosing a new permanent location. The Board of Directors will review and vote on management's recommendations.

**Section 4: Critical IT Vendors**

IT Vendors			
Name	Service Provided	Contact Person/E-mail	Telephone
Doug Griffith	IT Consultant	Doug Griffith <a href="mailto:dgriffith@cbsitservices.com">dgriffith@cbsitservices.com</a>	(909) 260--5020
Frontier	Telecommunications	Support@frontier.com (702) 316-6668 or (216) 816-7050 Account # 42114	(833) 533-7911
AASG	iMIS Database	Pilar Archer	(916) 601 5310
Infosprings	MAS90	Brad Boston	(909) 910-3737

### Vendor Calling Tree



### Section 5: Application Profile

This is a list of all applications that are involved with payroll, mission critical services, accounts payable/receivable, orders etc.

Application Name	Critical? Yes/No	Manufacturer	Comments
iMIS	Yes	ASI	Membership database
MAS90	Yes	SAGE	Financial database
Microsoft Office	Yes	Microsoft	Outlook (email), Word/Excel/Powerpoint/Access (productivity)

**Note on Microsoft Outlook:** Microsoft Office 365 (Exchange Online). Outlook provides convenience and advanced features, all IIMC staff can use [login.microsoftonline.com](http://login.microsoftonline.com) for email access from any location with secured Internet access.

### Section 6: Inventory Profile

This is a list of physical inventories that involves our LAN and WAN.

This list should include the following:

- Standard workstations
- Telephones
- Printers
- Servers
- Switches
- Firewall

Standard Workstationse

Dell OptiPlex 330/390

iMac

Telephone Handsets

8x8 Polycom

Printers

HP LaserJet

Physical Servers

1. **Name:** IIMCSFS  
**Model:** Dell PowerEdge T320  
**ST:** 4mz9v52  
**IP:** 192.168.0.  
**Function:** DC, DNS, AD, File sharing
2. **Name:** IIMC  
**Model:** Dell PowerEdge 1500  
**ST:** 9qp8z81  
**IP:** 192.168.0.104  
**Function:** Data File sharing – iMIS Reports/Crystal Reports
3. **Name:** IIMCDATA  
**Model:** Dell PowerEdge T300  
**ST:** HHDYH1  
**IP:** 192.168.0.20  
**Function:** File sharing – Membership Records, Company Shared Folders, User Shared Folders

Virtual Servers

Name: IIMCIMISVSM

Hardware: Dell PowerEdge T410

Service Tag: 4h9txr1

IP Address: 192.168.0.5

1. **Name:** IIMCIMIS  
**IP:** 192.168.0.8  
**Function:** iMIS Database, MAS 100
2. **Name:** ADSERVER  
**IP:** 192.168.0.9  
**Function:** Active Directory, DNS

Power Supply (Uninterrupted Power Supply (UPS))

APC Smart-UPS 2200 XL (S/N: AS1121242199)



Switches

Dell PowerConnect 2948-SFP Plus (S/N: 2TGGAIN9B07C0)

Firewall

SonicWALL TZ210 (S/N: 0017C5AF5524)

**Section 7: Backup Procedures**

The main backup procedures applies to the following servers:

- IIMCDATA
- IMIS
- IIMCIMIS
- IIMCIMISVSM

Backups are performed every weeknight to external USB drives. Backup jobs are configured specifically for each server listed above. The scheduling and scope of backups is as follows:

- IIMCDATA
  - Schedule: Backed up every weekday at 9:30pm
  - Scope (fully selected, no exclusions)
    - C:
    - Company Shared Folders
    - User Shared Folders
- IMISIMIS
  - Schedule: Backed up every weekday at 9:00pm
  - Scope (fully selected, no exclusions)
    - D:
    - Microsoft SQL Server Instances – iMIS Database
- IMIS
  - Schedule: Backed up every weekday at 11:30pm
  - Scope (fully selected, no exclusions)
    - D:
    - IMIS Directory
- IMISIMISVSM
  - Schedule: Backed up every Thursday at 5:00 pm
  - Scope (fully selected, no exclusions)
    - D:
    - System State

**Section 8: Recovery Plan**Employee Responsibilities

When notified by the Disaster Recovery Team that Disaster Recovery Plan (DRP) has been activated, the primary responsibilities of the employees will be to support the organization recovery effort and to activate their recovery procedures.

Disaster Recovery Team Responsibilities/Checklist

Read the entire section before performing any assignments. Refer to the Staff Calling Tree in Section 2 for primary notification responsibilities.

Critical Functions

Restore the following critical functions within the Recovery Time Objective (RTO). RTO is the amount of downtime before an outage threatens the survival of the organization. RTO is determined by the Disaster Recovery Team.

IT Infrastructure Requirements

The following are the minimum requirements for IT infrastructure at the recovery location:

- Two physical servers (or one physical server with a hypervisor – ability to create virtual servers)
  - One server/VM will replace the functionality of ADSEVER, IIMCDATA, IIMCFS:
    - Domain controller, Active Directory, DNS, file sharing
  - One server/VM will replace the functionality of IIMCIMIS, IMIS
    - Databases (iMIS, MAS100)
- Three server operating system licenses
  - 2 x Windows Server Standard
- One monitor for servers (VGA switch optional)
- 5-10 PC / Laptops
- Firewall
- Switch with at least 16 ports
- CAT5e/CAT6 Ethernet (RJ-45) cables of assorted lengths
- Printer
- Basic office supplies
- 3 Polycom Phones - staff will be asked to use personal cell phones for work purposes. Staff will be reimbursed for this usage.

**Section 9: Emergency Location Requirements**

Most disasters are isolated to a single building or block. During those situations an emergency location in the local area will be used for recovery. Some disasters are community wide and, as such, may eliminate the option of using the local emergency location. In those instances, we may resort to using more distant recovery sites.

The following should be considered when choosing a recovery site:

- Size of workable space (800-1,000 sq. ft.), with enough room for:
  - Three servers (in a server rack)
  - 5-10 workstations
  - Furniture (either purchased or provided by rental/leasing company)
  - At least one printer
- Access to bathrooms
- Proper data cabling and electrical wiring

In the event that choosing a more distant location is necessary, the Disaster Recovery Team should divide the available personnel into two groups: those who will go to the emergency location first and those who will be sent as replacements after a few days. The Disaster Recovery Team should not over commit resources during the first few days.

## Section 10: Recovery Box

The Disaster Recovery Team will consider creating a “Recovery Box.” This Recovery Box could contain specific items that our organization would need if our building were not accessible (permanent files, etc.).

Some items that could be contained in this box include:

- Copies of forms which would be needed immediately
- Copies of Procedure Manuals
- A small quantity of unique supplies which would be needed immediately

This box will be stored at a reachable location.

## Section 11: Rebuilding Process

The Disaster Recovery Team must assess the damage and begin the reconstruction of a new permanent location.

If the original site must be restored or replaced, the following are some of the factors to consider:

- What is the projected availability of all needed computer equipment?
- Will it be more effective and efficient to upgrade the computer systems with newer equipment?
- What is the estimated time needed for repairs or construction of the data site?
- Is there an alternative site that more readily could be upgraded for computer purposes?

## Section 12: Testing the Disaster Recovery Plan

In successful contingency planning, it is important to test and evaluate the plan regularly. Data processing operations are volatile in nature, resulting in frequent changes to equipment, programs, and documentation. These actions make it critical to consider the plan as a changing document. Use these checklists as you conduct your test and decide what areas should be tested:

**Table 1. Conducting a Recovery Test**

Item	Yes	No	Applicable	Not Applicable	Comments
Select the purpose of the test. What aspects of the plan are being evaluated?					
Describe the objectives of the test. How will you measure successful achievement of the objectives?					
Meet with management and explain the test and objectives. Gain their agreement and support.					
Have management announce the test and the expected completion time.					
Collect test results at the end of the test period.					
Evaluate results. Was recovery successful? Why or why not?					

Determine the implications of the test results. Does successful recovery in a simple case imply successful recovery for all critical jobs in the tolerable outage period?					
Make recommendations for changes. Call for responses by a given date.					
Notify other areas of results. Include users and auditors.					
Change the disaster recovery plan manual as necessary.					

**Table 2. Areas to be tested**

Item	Yes	No	Applicable	Not Applicable	Comments
Recovery of individual application systems by using files and documentation stored off-site					
Reloading of data from backups by using files and documentation stored off-site					
Ability to process on a different computer					
Ability of management to determine priority of systems with limited processing					
Ability to recover and process successfully without key people					
Ability of the plan to clarify areas of responsibility and the chain of command					
Effectiveness of security measures and security bypass procedures during the recovery period					
Ability to accomplish emergency evacuation and basic first-aid responses					
Ability of users of real-time systems to cope with a temporary loss of on-line information					
Ability of users to continue day-to-day operations without applications or jobs that are considered not critical					
Ability to contact the key people or their designated alternates quickly					
Ability of data entry personnel to provide the input to critical systems by using alternate sites and different input media					

Availability of peripheral equipment and processing, such as printers and scanners					
Availability of support equipment, such as air conditioners and dehumidifiers					
Availability of support: supplies, transportation, and communication					
Distribution of output produced at the recovery site					
Availability of important forms and paper stock					
Ability to adapt the plan to limit extent of damage from a disaster					

### Section 13: Disaster Plan Updates

This plan must be reviewed and updated by the Disaster Recovery Team. Information to be updated includes:

1. Changes to our network configuration, hardware inventory, applications, and backup schedules and procedures (every six months)
2. Documentation and results of testing the Disaster Recovery Plan (test schedule)
3. Changes to backup location(s)

Disaster Recovery plans are intended to be living documents. They should reflect the latest information available. The Disaster Recovery Team is responsible for reviewing and updating the Plan on a semiannual basis.

### The Disaster Recovery Team is also responsible for updating the following:

#### Disaster Recovery Team Roster

This section provides contact information for all personnel assigned to the team. This list is prone to change since team members may leave or join the team, names may change due to marriage and contact information may change. The Disaster Recovery Team should review and update the List.

#### Staff Contact List (Appendix A)

This section identifies the contact information for all Employees. The Disaster Recovery Team will review this list to determine that the list is complete and accurate.

#### Organizational Chart (Appendix B)

This section identifies the Employees by department. The Disaster Recovery Team will review this chart to determine that the chart is complete and accurate.

#### Vendor Contact List (Appendix C)

This section identifies the contact information for critical vendors. The Disaster Recovery Team will review this list to determine that the list is complete and accurate.

#### Equipment Asset Inventory (Appendix D)

This section lists important information (manufacturer, model/serial numbers, etc.) about assets defined as “equipment” by the organization.

Board Roster (Appendix E)

This section identifies the contact information for all Board members. The Disaster Recovery Team will review this list to determine that the list is complete and accurate.

Server Hardware & OS Configuration (Appendix F)

This section identifies specific technical details of the hardware and operating systems of the company servers.

Timeline for Restoring Critical Functions (Appendix G)

This section outlines the theoretical, day-by-day expectations for restoring the critical functions of the Foundation.

Recovery Box

This section identifies critical records or resources stored off site. The Disaster Recovery Team will review this information to determine that it is complete and accurate.



## FREE PROGRAM

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- no fees or obligations

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( Congratulations on your good fortune. )

## What is this program?

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*Windfall* is a free group savings program with over 200,000 business members and hundreds of franchises and associations. Our strength in numbers allows us to offer deep discounts on everyday products and services from some of the world's most recognized brands.

From office supplies and shipping services, to merchant processing and payroll services, your association enjoys deep savings every day.

- lower prices for top quality products
- premium *Windfall* member services
- completely customized, yet turn-key

## Who is eligible?

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### Questions?

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## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

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

**Date:** April 5, 2019

**Subject:** Budget & Planning Committee 2019 Report

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### 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

The Budget and Planning Committee met on September 7, 2018 at Headquarters in Rancho Cucamonga to review the 2018 budget year to date and the proposed 2019 budget. The midyear report was submitted on September 19 in time for the midyear Board meeting in late October in Little Rock, AR.

Since submission of the midyear report, the Committee has reviewed and monitored quarterly financial reports prepared by our excellent staff, including the fourth quarter report which was provided to the Committee on March 2019. The IIMC fiscal year matches the calendar year (January to December).

**Financial Position**

2018 was another successful budget year for IIMC. The positive financial results are most encouraging and are a testament to the commitment and hard work put forth by the Board and staff to be good stewards of IIMC's finances.

There was a time, not long ago, when IIMC's finances were not nearly as positive and challenges were numerous.

The projected net profit for 2018 is \$330,781 which is \$305,238 over projections.

Comparing December 2018 to December 2017, there was approximately \$108,444 more in profit as of 4<sup>th</sup> quarter than in 2017.

The Conference in Norfolk, VA, was a major financial success. In addition to positive results for the IIMC coffers, the Conference set new benchmarks and targets for educational and networking opportunities for the membership. The original number of delegates estimated for Norfolk was 670. The actual number of attendees was 727.

**Notable Highlights**

IIMC's assets and equity continue to show positive results. The current IIMC Board has continued the excellent work of recent Boards on the goal to eliminate debt. The mortgage on the building continues to decline and rental revenue and client leases are strong and committed into the future.

The budget centers are operating efficiently, and most departments report increased income levels and expenditures that are close to budget projections if not under budget.

In the few areas which are showing small deficits, the diversification of the revenue base and creation of some new revenue sources have supplemented and contained the inevitable minor deficiencies.

IIMC staff has competently forecasted and monitored the funds required to effectively operate. Some unexpected expenditures (i.e., malfunction of the air conditioning units) were promptly and successfully addressed to avoid additional over expenditures.

The turnaround in recent years in the positive financial position of this nonprofit Organization is remarkable and refreshing and is reflective of the hard work and commitment of the Board and its dedicated staff to keep IIMC's finances on course.

This is a continuation of strong budget performance. It is anticipated that 2019 will be another good year for IIMC.

President Kelly, the Executive Committee and the Board deserve full marks for cultivating an atmosphere of fiscal restraint coupled with progressive, long-term fiscal planning.

The creation of reserve accounts, progressive contemporary policy statements and five-year capital budgets are illustrative of a thriving and fiscally strong Organization where everyone's shoulder is pushing the Organization in the same direction to provide our membership with a large inventory of benefits. IIMC is in a very good place.

Final accolades must go to our highly professional staff. Our executive director provides yeoman and tireless effort to inspire a highly dedicated and service friendly staff.

The IIMC staff (although quite small) provide exceptional, competent and personal service anytime they are called upon. The volume of top quality and fiscally prudent customer service that gets done on a daily basis is outstanding and much appreciated by the Board and the general membership.

### **Recommendation**

The Budget and Planning Committee has reviewed the 2018 year-end financials and recommends their approval.

### **New Draft Policies**

As part of this year-end report, the budget and planning committee is forwarding four "draft" policies composed by our Financial Consultant Connie Parker, CPA. The drafts are meant to enhance our existing IIMC policies and to stay current with new IRS laws concerning nonprofits.

These draft policies were not ready in time for the Board's midyear meeting. They now have been further vetted by the Committee and are recommended for review and approval by the Board at their May 2019 Board meeting in Birmingham, AL

The attached policies are:

1. Conflict of Interest
2. Conflict of Interest Form – Incoming Board Members
3. Liquidity
4. Reserves

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

- 1. Accept the 2018 year-end budget as presented.**
- 2. Accept the new policies listed above and attached.**

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

We support all of the Budget Committee's recommendations to the Board. We appreciate this committee's oversight and as a sounding board throughout the year.

## 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:** March 1, 2019

**Subject:** NEW Policy on Conflict of Interest -- DRAFT

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### **Purpose**

The conflict of Interest Policy's purpose is to protect IIMC's nonprofit status when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an IIMC Officer or Director or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit organizations.

### **Definitions**

#### **Interested Person**

Any Director, Officer, or member of a committee with Board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.

#### **Financial Interest**

A person has a financial interest if the person has, directly or indirectly, through business, investment or family:

- An ownership or investment interest in any entity with which IIMC has a transaction or arrangement;
- A compensation arrangement with IIMC or with any entity or individual with which IIMC has a transaction or arrangement; or
- A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which IIMC is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors ~~that are~~ valued over \$100.00. ~~not insubstantial.~~

A financial interest is not necessarily a conflict of interest. Under Procedures, Section 2, a person who has a financial interest may have a conflict of interest only if the Board or committee decides that a conflict of interest exists.

### **Procedures**

#### **1 - Duty to Disclose**

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.



## **2 - Determining Whether a Conflict of Interest Exists**

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

## **3 -Procedures for Addressing the Conflict of Interest**

- a. An interested person may make a presentation to the Board or committee, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
- b. The IIMC President or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- c. After exercising due diligence, the Board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in IIMC's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.

## **4 Violations of the Conflicts of Interest Policy**

- a. If the Board has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- b. If, after hearing the member's response and after further investigation as warranted by the circumstances, the Board or committee determines whether or not the member has failed to disclose an actual or possible conflict of interest, it then shall take appropriate disciplinary and corrective action.

## **Records of Proceedings**

The minutes of the Board and all committees with Board delegated powers shall contain:

- a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Board's or committee's decision as to whether a conflict of interest in fact existed.
- b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

## **Compensation**

- a. Any Board member who receives compensation, directly or indirectly, from IIMC for services is precluded from voting on matters pertaining to that member's compensation.
- b. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from IIMC for services is precluded from voting on matters pertaining to that member's compensation.
- c. No Board or committee member whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from IIMC, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

### **Annual Statements**

Each Director, Officer and committee member with Board delegated powers shall annually sign a statement which affirms such person:

- a. Has received a copy of IIMC's conflict of interest policy,
- b. Has read and understands the policy,
- c. Has agreed to comply with the policy, and
- d. Understands IIMC is a nonprofit 501C (6) and to maintain its federal tax exemption, it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

### **Periodic Reviews**

To ensure IIMC operates in a manner consistent with its 501C (6) status and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews will be conducted.

The periodic reviews will, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information and the result of arm's length bargaining.
- b. Whether partnerships, joint ventures, and arrangements with management organizations conform to IIMC's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

### **Use of Outside Experts**

When conducting the Periodic Reviews, IIMC may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the Board of its responsibility for ensuring periodic reviews are conducted.

## Annual Conflict of Interest Information Form

IIMC, Inc.

**To be Completed Annually by Incoming Board of Directors for Duration of their Term**

1. Name: \_\_\_\_\_ Date: \_\_\_\_\_

2. Position: \_\_\_\_\_

Are you a voting Director? \_\_\_\_ Yes

Are you an Officer? \_\_\_\_ Yes \_\_\_\_ No

If you are an Officer, which Officer position do you hold: \_\_\_\_\_

3. I affirm the following:

I have received a copy of IIMC'S Conflict of Interest Policy. \_\_\_\_\_ (initial)

I have read and understand the policy. \_\_\_\_\_ (initial)

I agree to comply with the policy. \_\_\_\_\_ (initial)

I understand that IIMC is a membership organization and to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.  
\_\_\_\_\_ (initial)

4. Disclosures:

A. Have you, a family member, or an entity in which you own an interest, provided or purchased services or property to IIMC in the past year? \_\_\_\_ Yes \_\_\_\_ No

If yes, please describe the nature of the services or property and, if a family member is involved, the identity of the family member and your relationship with that person:

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B. Please indicate whether you, a family member, or an entity in which you own an interest, had any direct or indirect interest in any business transaction(s) in the past year to which IIMC was or is a party? Yes \_\_\_\_ No \_\_\_\_

If yes, describe the transaction(s) and, if a family member is involved, the identity of the family member and your relationship with that person:

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C. Were you, a family member, or an entity in which you own an interest, indebted to pay money to IIMC at any time in the past year (other than travel advances or valid expense advances, but including unreimbursed personal expenditures that are due to the IIMC)? Yes \_\_\_ No \_\_\_

If yes, please describe the indebtedness and, if a family member is involved, the identity of the family member and your relationship with that person:

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D. In the past year, did you, a family member, or an entity in which you own an interest, receive or become entitled to receive, directly or indirectly, any personal benefits from IIMC or as a result of your relationship with IIMC, that in the aggregate could be valued in excess of \$1,000, that were not or will not be compensation directly related to your duties to IIMC?

Yes \_\_\_ No \_\_\_

If yes, please describe the benefit(s) and, if a family member is involved, the identity of the family member and your relationship with that person:

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E. Are you, a family member, or an entity in which you own an interest, a party to or have an interest in any pending legal proceedings involving IIMC? Yes \_\_\_ No \_\_\_

If yes, please describe the proceeding(s) and, if a family member is involved, the identity of the family member and your relationship with that person:

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F. Are you aware of any other events, transactions, arrangements or other situations that have occurred or may occur in the future that you believe should be examined by IIMC'S Board of Directors in accordance with the terms and intent of IIMC'S conflict of interest policy?

Yes \_\_\_ No \_\_\_

If yes, please describe the situation(s) and, if a family member is involved, the identity of the family member and your relationship with that person:

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Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**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:** March 1, 2019

**Subject:** NEW Policy on Liquidity -- DRAFT

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**Liquidity and Availability**

IIMC strives to maintain liquid financial assets sufficient to cover 90 days of general expenditures. Financial assets in excess of daily cash requirements are invested in certificates of deposit, money market funds and other short-term investments.

## 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:** March 1, 2019

**Subject:** NEW Policy on Operating Reserves - DRAFT

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### **Operating Reserve Policy**

An operating reserve can be a valuable tool to help IIMC respond to temporary changes in circumstances or in its environment. By building and maintaining an operating reserve, IIMC has the ability to better manage its daily cash flow.

An operating reserve is an accumulation of unrestricted resources, often resulting from surpluses, which are available for use at the discretion of the IIMC Board of Directors. For the operating reserve to function effectively, IIMC's Board's policy addresses each of the following items:

- the purpose of building and maintaining the reserves,
- a calculation of the target amount,
- the intended use of the reserves,
- who will have the authority over use of the reserves,
- how the reserve account will be monitored, and
- a plan for replenishing the reserve balance.

#### **I. Operating Reserve Purposes**

The purpose of IIMC's Operating Reserve Policy is to build and maintain an adequate level of unrestricted net assets to support the Organization's daily operations in the event of unforeseen shortfalls. The reserve may also be used for one-time, nonrecurring expenses that will build long-term capacity, such as research and development or investment in infrastructure.

Operating reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. IIMC intends for the operating reserves to be used and replenished within a reasonable period of time. This Operating Reserve Policy will be implemented in conjunction with the other financial policies of the Organization and is intended to support the goals and strategies contained in those related policies and in strategic and operational plans.

#### **II. Definitions and Goals**

The Operating Reserve Fund is defined as the designated fund set aside by the IIMC Board of Directors. The minimum amount to be designated as operating reserve will be established in an amount sufficient to maintain ongoing operations and programs for a set period of time and measured in months. The operating reserve serves a dynamic role and will be reviewed and adjusted in response to internal and external changes.

The target minimum Operating Reserve Fund is equal to six (6) months of average recurring operating costs.

In addition to calculating the actual operating reserve at the fiscal year-end, the operating reserve fund target minimum will be calculated each year after approval of the annual budget. These reserves will be reported to the Budget and Planning Committee and Board of Directors and included in the regular financial reports.

### **III. Accounting for Reserves**

The Operating Reserve Fund will be recorded in the accounting system and financial statements as IIMC Board Designated Operating Reserve. The Operating Reserve Fund will be funded and available in cash or cash equivalents. Operating reserves will be maintained in segregated bank accounts or investment funds, in accordance with investment policies.

### **IV. Funding of Reserves**

The Operating Reserve Fund will be funded with surplus unrestricted operating funds. The Board of Directors may, from time to time, direct that a specific source of revenue be set aside for operating reserves.

The Executive Director and/or Chief Financial Officer will identify the need for access to reserve funds and confirm that the use is consistent with the purpose of the reserves as described in this Operating Reserve Policy. Determination of need requires analysis of the sufficiency of the current level of reserve funds, the availability of any other sources of funds before using reserves, and evaluation of the time period for which the funds will be required and replenished.

### **V. Shortfalls**

If the Operating Reserve Fund is and has been less than 80% of the target reserve minimum for two consecutive years, the Board of Directors will adopt an operating budget with a projected surplus sufficient to rebuild the Reserve Fund to its targeted reserve level over a prescribed number of years.

### **VI. Authority to Use Operating Reserves**

The Executive Director will submit a request to use operating reserves to IIMC's Budget and Planning Committee. The request will include the analysis and determination of the use of funds and plans for replenishment. IIMC's goal is to replenish the funds used within twelve (12) months to restore the Operating Reserve Fund to the target minimum amount. If the use of operating reserves will take longer than twelve (12) months to replenish, the request will be scrutinized more carefully. The Budget committee will approve or modify the request and recommend to the Board to authorize transfer from the Operating Reserve Fund

### **VII. Reporting and Monitoring**

The Executive Director and/or Chief Financial Officer is responsible for ensuring that the Operating Reserve Fund is maintained and used only as described in this Policy. Upon approval of the use of operating reserve funds, the Executive Director will maintain records of the use of funds and plan for replenishment. The Executive Director will provide regular quarterly progress reports to the Budget Committee and Board of Directors on restoring the fund to the target minimum amount.

The Executive Director and/or Chief Financial Officer will annually discuss what additional risk factors might be considered for the Organization and the impact of budgeting on operating reserve levels.

#### **VIII. Relationship to Other Policies**

The Executive Director and/or Chief Financial Officer maintains the following Board-approved policies, which may contain provisions that affect the creation, sufficiency and management of the Operating Reserve Fund:

- Investment Policy, including risk tolerance
- Policies related to Operating and Capital Budgeting

#### **IX. Review of Policy**

The Budget Committee reviews this Policy annually, at minimum, or sooner if warranted by internal or external events or changes. The Budget Committee will recommend policy changes to the Board of Directors.



INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** IIMC Budget & Planning Committee

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

**Date:** March 18, 2019

**Subject:** 2018 Fourth Quarter Notes - DRAFT

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Fourth Quarter, December 2018 YE reflects a Net Profit of \$330,781. This is \$305,238 over projected year to date budget of \$19,543. Comparing December 2018 with December 2017 – 2018 reflects approximately \$108,444 more in profit as of the 4th Quarter than in 2017.

**Reserve Balance**

MMA – Operating \$701,852  
MMA – Board Designated Reserves \$603,544

**Changes to account names have been made to comply with new IIMC reserve policies.**

**Administrative**

- **Income** – Earned \$3,687 more than budgeted
- **Expenses** – Expended \$22,140 less than budgeted
  - **General Comments:**
    - Office Equipment – Line item is over \$2,822 due to purchase of new phone equipment.
    - Taxes Business – Business taxes represent amounts due for unrelated business income taxes (UBIT) for Rental Income and Advertising. This amount is increased this year due to an increase in rental income due to full occupancy of rental spaces.

**Building**

- **Income** – Earned exactly as budgeted
- **Expenses** – Expended \$284 less than budgeted
  - **General Comments**
    - Building repairs is \$6,586 over budget due to unexpected issues with the air conditioning and heating units in the rental suites.

## Committees

- **Executive Committee** – Expended \$10,998 less than budgeted
- **Board of Directors** – Expended \$14,916 less than budgeted
  - Directors and Officers Insurance – expended \$6,677 less than budgeted due to renegotiation of insurance policy. Data not available at budget time.
  - Strategic Planning/Board Development – Expended \$8,176 more than budgeted due to addition of a second facilitator to work with Board on a new three-year strategic plan at midyear meeting in October 2018, and purchase of Board development books for Board workshop in May 2018..
- **Other Committees** - Expended \$4,470 less than budgeted
  - **General Comments** –
    - Overall Actual Expenses are under budget by \$30,383.

## Conference

- Conference YE has earned \$129,193
  - **Income** – Earned \$52,095 more than budgeted
  - **Expenses** – Expended \$63,961 less than budgeted
- Conference net income is 129,193. This is a \$116,056 increase over the budgeted \$13,137. The reason for the increase in revenue is due to:
  - Increase in registrations
  - Increase in retired member registrations
  - Increase in Academy registrations
  - Increase in miscellaneous income due to the addition of a third hotel

**NOTE:** Original budget for Delegates was 670. Actual Delegates attending was 727. Original budget for retired members was 25. Actual retired members attending was 36. Academies attracted more than we initially budgeted. Increase in miscellaneous income due to addition of third hotel which brought in more commissions and rebates. After signing contracts with second hotel we were able to renegotiate a \$10 rebate. Norfolk CVB gave us a full rebate for meeting the room block, all of which brought in additional \$18,210 in miscellaneous revenue.

## Education

- Education YE has a deficit of (\$31,841)
  - **Income** – Earned \$31,586 more than budgeted
  - **Expenses** – Expended \$21,065 less than budgeted
    - **General Comments-**
      - Increase in revenue is due to a \$31,300 increase in CMC and MMC fees.
      - Reduction in overall expenses of \$21,065.

## **Marketing**

- Marketing YE has a deficit of (\$44,423)
  - **Income** – Earned \$2,627 more than budgeted
  - **Expenses** – Expended \$2,135 less than budgeted
    - **General Comments-**
      - News Digest line item is over budget \$1,075 due to additional printing of Region XI Newsletters as well as design of the Foundation Annual Reports and other miscellaneous items.
      - Awards/Gifts line item is over budget \$1,508 as a result of the cost to purchase new Executive Committee travel gifts.

## **Membership**

- Membership YE has earned \$1,072,909
  - **Income** – Earned \$65,710 more than budgeted
  - **Expenses** – Expended \$9,564 more than budgeted
    - **General Comments –**
      - Bank Fees are over budget due to increase in members making online payments.

**IIMC Financials**  
**FISCAL YEAR 2018**  
**December 31, 2018**

**Statement of Financial Position**

	Current Year	Prior Year
<b>ASSETS</b>		
Current Assets		
Petty Cash	300	300
General Checking	523,747	329,245
MMA - Operating	688,865	684,939
MMA - Reserve Accounts	616,584	603,306
Accounts Receivable	48,555	12,840
Prepaid Expense	64,002	39,476
	1,942,053	1,670,105
Total Current Assets		
Land	321,408	321,408
Building and Improvements	546,366	571,008
Furniture and Equipment	9,251	12,618
Computer Software	-	-
Loan Cost	3,474	3,724
Total Property and Equipment	880,499	908,757
TOTAL ASSETS	2,822,551	2,578,862
<b>LIABILITIES AND EQUITY</b>		
Current Liabilities		
Accounts Payables	57,031	76,805
Accrued Expense	55,354	55,404
Deferred Revenue	893,226	931,772
Grants Payable	-	-
Due to MCEF	2,674	2,649
Total Current Liabilities	1,008,284	1,066,630
Long Term Liabilities		
Tenant - Security Deposit	4,358	4,358
Mortgage Loan	586,616	615,362
Total Long Term Liabilities	590,974	619,720
EQUITY		
Equity	892,512	670,175
Net Income/(Loss)	330,781	222,337
Total Equity	1,223,293	892,512
TOTAL LIABILITIES & EQUITY	2,822,551	2,578,862

# IIMC Financials

FISCAL YEAR 2018

SUMMARY TOTALS

December 31, 2018

Department	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME:							
Administration	705	500	4,187	500	3,687	3,687	4,187
Building	51,973	55,189	55,189	55,189	(0)	(0)	55,189
Conference	524,998	535,147	587,242	535,147	52,095	52,095	587,242
Education	197,685	165,300	196,886	165,300	31,586	31,586	196,886
Marketing	27,715	26,818	29,445	26,818	2,627	2,627	29,445
Membership	1,240,497	1,212,000	1,277,710	1,212,000	65,710	65,710	1,277,710
Other Income						-	
Total Income	2,043,572	1,994,954	2,150,659	1,994,954	155,705	155,705	2,150,659
EXPENSES:							
Administration	545,737	610,340	588,200	610,340	22,140	22,140	588,200
Building	131,418	145,850	145,566	145,850	284	284	145,566
Committee - Board of Directors	98,755	108,750	93,834	108,750	14,916	14,916	93,834
Committee - Executive	21,603	29,800	18,802	29,800	10,998	10,998	18,802
Committees - Other	14,459	12,500	8,030	12,500	4,470	4,470	8,030
Conference	462,325	522,010	458,049	522,010	63,961	63,961	458,049
Education	238,700	249,792	228,727	249,792	21,065	21,065	228,727
Marketing	69,823	76,004	73,869	76,004	2,135	2,135	73,869
Membership	238,416	214,365	204,801	214,365	9,564	9,564	204,801
Total Expense	1,821,235	1,969,411	1,819,878	1,969,411	149,533	149,533	1,819,878
PROFIT/(LOSS)							
Administration	(545,031)	(609,840)	(584,013)	(609,840)	25,827	25,827	(584,013)
Building	(79,445)	(90,661)	(90,377)	(90,661)	284	284	(90,377)
Board of Directors	(98,755)	(108,750)	(93,834)	(108,750)	14,916	14,916	(93,834)
Committee - Executive	(21,603)	(29,800)	(18,802)	(29,800)	10,998	10,998	(18,802)
Committees - Other	(14,459)	(12,500)	(8,030)	(12,500)	4,470	4,470	(8,030)
Conference	62,672	13,137	129,193	13,137	116,056	116,056	129,193
Education	(41,015)	(84,492)	(31,841)	(84,492)	52,651	52,651	(31,841)
Marketing	(42,108)	(49,186)	(44,423)	(49,186)	4,763	4,763	(44,423)
Membership	1,002,081	997,635	1,072,909	997,635	75,274	75,274	1,072,909
Net Profit/(Loss)	222,337	25,543	330,781	25,543	305,238	305,238	330,781

# IIMC Financials

FISCAL YEAR 2018

Administrative

December 31, 2018

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Interest	705	500	4,187	500	3,687	3,687	4,187
Total Income	705	500	4,187	500	3,687	3,687	4,187
<b>EXPENSES</b>							
Personnel Costs	373,937	426,090	418,199	426,090	7,891	7,891	418,199
Other	1,265	3,700	2,488	3,700	1,212	1,212	2,488
Staff Travel	2,973	12,300	3,162	12,300	9,138	9,138	3,162
Professional Develop/Training	192	4,300	398	4,300	3,902	3,902	398
Professional Services	76,850	64,750	65,350	64,750	(600)	(600)	65,350
Computer Costs	41,467	45,150	41,154	45,150	3,996	3,996	41,154
Office Equipment	8,876	11,425	14,247	11,425	(2,822)	(2,822)	14,247
Office Expense	22,818	26,600	24,367	26,600	2,233	2,233	24,367
Credit Card/Bank Fees	11,273	10,300	9,931	10,300	369	369	9,931
Insurance-Retiree	1,332	1,400	1,608	1,400	(208)	(208)	1,608
Memberships	919	800	919	800	(119)	(119)	919
Taxes Business	35	25	3,010	25	(2,985)	(2,985)	3,010
Depreciation Furn/Amortization Exp	3,798	3,500	3,367	3,500	133	133	3,367
Total Expense	545,737	610,340	588,200	610,340	22,140	22,140	588,200
Net Profit/Loss	(545,031)	(609,840)	(584,013)	(609,840)	25,827	25,827	(584,013)

## IIMC Financials

FISCAL YEAR 2018

Building

December 31, 2018

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Rental Income	51,973	55,189	55,189	55,189	(0)	(0)	55,189
Total Income	51,973	55,189	55,189	55,189	(0)	(0)	55,189
<b>EXPENSES</b>							
Amortize Loan Costs	250	250	250	250	0	0	250
Association Fees	2,415	2,700	2,280	2,700	420	420	2,280
Depreciation Building	35,178	35,500	39,342	35,500	(3,842)	(3,842)	39,342
Insurance Fire/Property	4,987	5,200	2,849	5,200	2,351	2,351	2,849
Mortgage Interest	30,862	35,000	29,491	35,000	5,509	5,509	29,491
Property Tax	15,395	15,400	15,936	15,400	(536)	(536)	15,936
Building Repairs and Maint	25,481	26,150	32,736	26,150	(6,586)	(6,586)	32,736
Utilities	13,250	15,850	13,617	15,850	2,233	2,233	13,617
Property Manager	3,600	7,200	7,200	7,200	-	-	7,200
Allocation to Bldg Reserve	-	1,000	-	1,000	1,000	1,000	-
Commissions/Appraisals	-	1,600	1,864	1,600	(264)	(264)	1,864
Total Expense	131,418	145,850	145,566	145,850	284	284	145,566
Net Profit/Loss	(79,445)	(90,661)	(90,377)	(90,661)	284	284	(90,377)

## IIMC Financials

FISCAL YEAR 2018

Committees

December 31, 2018

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>EXECUTIVE COMMITTEE:</b>							
Meeting Expenses	3	500	-	500	500	500	-
Travel	21,600	29,300	18,802	29,300	10,498	10,498	18,802
Total Executive Committee Expense	21,603	29,800	18,802	29,800	10,998	10,998	18,802
<b>BOARD OF DIRECTORS:</b>							
<u>General</u>							
Election Expense	-	100	-	100	100	100	-
Region XI Consultant	8,247	8,000	9,749	8,000	(1,749)	(1,749)	9,749
Region X Consultant	-	6,000	-	6,000	6,000	6,000	-
Insurance Officers & Directors	8,751	9,500	2,823	9,500	6,677	6,677	2,823
Legal Fees	300	500	906	500	(406)	(406)	906
Strategic Planning/Board Development	6,967	5,000	13,176	5,000	(8,176)	(8,176)	13,176
Memorials	450	500	300	500	200	200	300
Parliamentarian Expense	5,822	7,200	7,320	7,200	(120)	(120)	7,320
Other Expenses	150	1,450	249	1,450	1,201	1,201	249
General	32,248	38,250	36,767	38,250	1,483	1,483	36,767
<u>Mid-Year</u>							
Travel	56,897	48,000	43,451	48,000	4,549	4,549	43,451
Meeting Expense	539	2,500	313	2,500	2,187	2,187	313
Mid-Year	57,436	50,500	43,764	50,500	6,736	6,736	43,764
<u>Conference</u>							
Travel	3,516	11,000	6,091	11,000	4,909	4,909	6,091
Board Meeting Expense	5,556	9,000	7,213	9,000	1,787	1,787	7,213
Conference	9,071	20,000	13,304	20,000	6,696	6,696	13,304
Total Board of Directors Expense	98,755	108,750	93,834	108,750	14,916	14,916	93,834
<b>OTHER COMMITTEES</b>							
BUDGET & PLANNING	9,954	8,600	7,521	8,600	1,079	1,079	7,521
CONFERENCE POLICY	11	200	11	200	189	189	11
EDUCATION / PROFESSIONAL DEVELOPMENT	84	200	69	200	131	131	69
ELECTION	-	100	9	100	91	91	9
INTERNATIONAL RELATIONS	2,285	200	338	200	(138)	(138)	338
POLICY REVIEW	32	200	44	200	156	156	44
MEMBERSHIP	-	100	-	100	100	100	-
PUBLIC RELATIONS	23	200	33	200	167	167	33
LEGISLATIVE	18	500	4	500	496	496	4
RECORDS MANAGEMENT	-	1,600	-	1,600	1,600	1,600	-
RESEARCH	-	200	-	200	200	200	-
RESOURCE & INFORMATION	-	200	-	200	200	200	-
TASK FORCE(S) - DIVERSITY	2,052	200	-	200	200	200	-
Total Other Committees Expense	14,459	12,500	8,030	12,500	4,470	4,470	8,030
<b>Executive Committee</b>	21,603	29,800	18,802	29,800	10,998	10,998	18,802
<b>Board of Directors</b>	98,755	108,750	93,834	108,750	14,916	14,916	93,834
<b>Other Committees</b>	14,459	12,500	8,030	12,500	4,470	4,470	8,030
Total Expense	134,817	151,050	120,667	151,050	30,383	30,383	120,667
Net Profit/Loss	(134,817)	(151,050)	(120,667)	(151,050)	(30,383)	(30,383)	(120,667)



## IIMC Financials

FISCAL YEAR 2018

Conference

December 31, 2018

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Registration Members-Full	412,105	410,350	448,238	410,350	37,888	37,888	448,238
Registration Discounts	(69,995)	(76,720)	(82,590)	(76,720)	(5,870)	(5,870)	(82,590)
Registration Guest	19,895	9,275	11,545	9,275	2,270	2,270	11,545
Donations & Sponsorships	63,580	69,900	63,730	69,900	(6,170)	(6,170)	63,730
Exhibitor Program	17,400	35,000	28,500	35,000	(6,500)	(6,500)	28,500
Cancellation Fee	2,072	2,200	2,321	2,200	121	121	2,321
Misc Conference Revenue	43,954	38,442	56,652	38,442	18,210	18,210	56,652
Academy Workshop	26,577	25,000	36,686	25,000	11,686	11,686	36,686
Athenian Leadership Society	9,410	13,200	13,905	13,200	705	705	13,905
Offsite Education Program	-	6,000	6,000	6,000	-	-	6,000
Boutique Sales	-	2,500	2,255	2,500	(245)	(245)	2,255
Total Income	524,998	535,147	587,242	535,147	52,095	52,095	587,242
<b>EXPENSES</b>							
Conference Planner	67,351	66,600	67,179	66,600	(579)	(579)	67,179
Academy Expenses	12,412	19,800	15,510	19,800	4,290	4,290	15,510
General/Plenary Speakers Expenses	27,337	30,100	30,037	30,100	63	63	30,037
Speaker Expenses	33,162	38,700	27,695	38,700	11,005	11,005	27,695
Staff Conference Travel	20,674	21,350	14,818	21,350	6,533	6,533	14,818
VIP Travel	13,728	13,800	8,449	13,800	5,351	5,351	8,449
Conference Events	72,884	65,500	52,361	65,500	13,139	13,139	52,361
Food & Beverage	122,942	153,050	143,499	153,050	9,551	9,551	143,499
Audio/Visual	28,483	40,000	31,402	40,000	8,598	8,598	31,402
Conference Printing/Design Work	15,308	15,000	17,945	15,000	(2,945)	(2,945)	17,945
Conference Scanning Expense	330	7,000	6,283	7,000	717	717	6,283
Other Conference Expenses	47,713	51,110	42,871	51,110	8,239	8,239	42,871
Total Expense	462,325	522,010	458,049	522,010	63,961	63,961	458,049
Net Profit/Loss	62,672	13,137	129,193	13,137	116,056	116,056	129,193

## IIMC Financials

FISCAL YEAR 2018

Education

December 31, 2018

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME:</b>							
MCEF Contribution/Policy 8	46,580	35,000	34,944	35,000	(56)	(56)	34,944
Fees CMC	59,250	50,300	66,360	50,300	16,060	16,060	66,360
MMC Fees	53,860	44,800	60,040	44,800	15,240	15,240	60,040
Sales Pins and Plaques	15,395	12,200	16,625	12,200	4,425	4,425	16,625
Distance Ed Registration	16,824	23,000	18,317	23,000	(4,683)	(4,683)	18,317
Region XI Symposium	5,776	-	-	-	-	-	-
Total Income	197,685	165,300	196,886	165,300	31,586	31,586	196,886
<b>EXPENSES:</b>							
Personnel Costs	130,678	142,392	137,461	142,392	4,931	4,931	137,461
Staff Travel	1,088	4,100	662	4,100	3,438	3,438	662
Contract Labor - Professional Dev Director	65,000	65,000	65,000	65,000	0	0	65,000
Professional Develop/Training	-	500	-	500	500	500	-
MCEF - Region Stipends	6,000	11,000	8,000	11,000	3,000	3,000	8,000
Region XI Symposium	13,669	-	127	-	(127)	(127)	127
Distance Ed	1,000	7,500	-	7,500	7,500	7,500	-
Pins and Plaques	5,776	5,200	3,480	5,200	1,720	1,720	3,480
Program Development	-	500	-	500	500	500	-
Computer/Software Support	1,691	1,500	371	1,500	1,129	1,129	371
Office Expenses	10,073	8,600	8,762	8,600	(162)	(162)	8,762
Bank Fees	3,724	3,000	4,863	3,000	(1,863)	(1,863)	4,863
Memberships	-	500	-	500	500	500	-
Total Expense	238,700	249,792	228,727	249,792	21,065	21,065	228,727
Net Profit/Loss	(41,015)	(84,492)	(31,841)	(84,492)	52,651	52,651	(31,841)

## IIMC Financials

FISCAL YEAR 2018

Marketing

December 31, 2018

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Advertising	26,542	24,518	28,509	24,518	3,991	3,991	28,509
Royalty	290	700	165	700	(535)	(535)	165
Mailing Lists	345	500	-	500	(500)	(500)	-
Merchandise	45	100	-	100	(100)	(100)	-
Publications	494	1,000	771	1,000	(229)	(229)	771
Total Income	27,715	26,818	29,445	26,818	2,627	2,627	29,445
<b>EXPENSES</b>							
Personnel	60,973	61,504	60,839	61,504	665	665	60,839
Staff Travel	416	2,050	-	2,050	2,050	2,050	-
Bank Fees	27	50	20	50	30	30	20
Awards & Gifts	1,775	1,300	2,808	1,300	(1,508)	(1,508)	2,808
Design Work (non conference)	-	500	-	500	500	500	-
Merchandise	-	500	-	500	500	500	-
Postage and Shipping	-	100	103	100	(3)	(3)	103
Exhibit/Sponsorship	346	3,500	2,934	3,500	566	566	2,934
News Digest/Print/Mail/Design	6,285	6,000	7,075	6,000	(1,075)	(1,075)	7,075
Printing - Publications	-	500	90	500	410	410	90
Total Expense	69,823	76,004	73,869	76,004	2,135	2,135	73,869
Net Profit/Loss	(42,108)	(49,186)	(44,423)	(49,186)	4,763	4,763	(44,423)

## IIMC Financials

FISCAL YEAR 2018

Membership

December 31, 2018

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Membership Dues	1,238,007	1,209,000	1,275,030	1,209,000	66,030	66,030	1,275,030
Membership Late Fee	2,490	3,000	2,680	3,000	(320)	(320)	2,680
Total Income	1,240,497	1,212,000	1,277,710	1,212,000	65,710	65,710	1,277,710
<b>EXPENSES</b>							
Personnel	191,779	168,210	166,152	168,210	2,058	2,058	166,152
Staff Travel	56	1,550	145	1,550	1,405	1,405	145
Professional Develop/Training	-	500	-	500	500	500	-
Membership Drive	9,664	12,000	6,475	12,000	5,525	5,525	6,475
Research Salary Survey Services	780	780	1,020	780	(240)	(240)	1,020
Dues Mailing	13,302	11,525	10,893	11,525	632	632	10,893
Computer/Software Support	1,568	6,000	3,630	6,000	2,370	2,370	3,630
Office Expense	8,696	2,600	3,068	2,600	(468)	(468)	3,068
Bank Fees	12,332	11,000	13,179	11,000	(2,179)	(2,179)	13,179
Membership	239	200	239	200	(39)	(39)	239
Total Expense	238,416	214,365	204,801	214,365	9,564	9,564	204,801
Net Profit/Loss	1,002,081	997,635	1,072,909	997,635	75,274	75,274	1,072,909

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** IIMC Budget & Planning Committee

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

**Date:** April 22, 2019

**Subject:** 2019 First Quarter Notes - DRAFT

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First Quarter, March 2019 YTD reflects a Net Profit of \$294,156. This is \$276,811 over projected year to date budget of \$44,820. However, the projection of net profit for the year is expected to be as budgeted at \$17,345. Comparing March 2019 with March 2018 – 2019 reflects approximately \$141,098 less in profit than 2018. March 2018 reflected \$435,254 in profit as of the 1<sup>st</sup> Quarter.

### Reserve Balance

MMA – Operating	\$702,873
MMA – Board Designated Reserves	\$603,615

### Administrative

- **Income** – Earned \$290 more than budgeted
- **Expenses** – Expended \$9,420 less than budgeted
  - **General Comments**
    - Insurance Retiree - The line item is currently over budget. This is due to budget being dispersed over a 12-month period but invoices being due in first part of the year.

### Building

- **Income** – Earned \$156 less than budgeted
- **Expenses** – Expended \$1,845 more than budgeted
  - Property Taxes – Budget for this line item is disbursed over 12 months of the year. Line item is over budget due to first installment of property taxes being paid in March rather than April.

### Committees

- **Executive Committee** – Expended \$3,911 more than budgeted
  - Expenditures are over budget due to the EC Meeting held in February. Expenditures are expected to be within budget by the end of the year.
- **Board of Directors** – Expended \$20,103 less than budgeted
  - Expenditures for this committee will continue to be less than the budget until expenses for Conference, Mid-Year and other expenses are incurred.
- **Other Committee** - Expended \$5,425 more than budgeted
  - Study Abroad - Budget for this line item is over budget due to deposits made for the program. At this time the program is projected to break even.

## Page 2 – 2019 - 1<sup>st</sup> Quarter Notes

### Conference

Conference revenue and expenses represent amounts received and expended to date for the 2019 Conference.

- Conference net income is projected to be \$45,810.
  - As of April 22, 2019, the conference registrations are \$399,055 versus budget of \$428,350. We are estimating total registration of \$402,305 which may result in a decrease in conference registration revenue.

**\*\*Keep in mind that this is an estimate as we will not have a true depiction of the conference expenses until after the event closes in June 2019.**

- Conference YTD has earned \$264,566
  - **Income** – Earned \$40,908 less than budgeted
  - **Expenses** – Expended \$167,402 less than budgeted

### Education

- Education YTD has a deficit of (\$21,108)
  - **Income** – Earned \$1,151 more than budgeted
  - **Expenses** – Expended \$7,075 less than budgeted

### Marketing

- Marketing YTD has a deficit of (\$7,917)
  - **Income** – Earned \$3,443 more than budgeted
  - **Expenses** – Expended \$1,126 less than budgeted

### Membership

- Membership net income is projected to be as budgeted at \$1,007,635
- Membership YTD has earned \$257,344
  - **Income** – Earned \$9,006 more than budgeted
  - **Expenses** – Expended \$3,571 than budgeted

**IIMC Financials**  
**FISCAL YEAR 2019**  
**March 31, 2019**

**Statement of Financial Position**

	Current Year	Prior Year
<b>ASSETS</b>		
Current Assets		
Petty Cash	600	300
General Checking	939,361	639,100
MMA - Operating	689,840	685,902
MMA - Reserve Accounts	616,648	603,369
Accounts Receivable	21,323	4,691
Prepaid Expense	29,405	37,016
	2,297,177	1,970,378
Total Current Assets		
Land	321,408	321,408
Building and Improvements	536,513	562,257
Furniture and Equipment	8,454	11,776
Computer Software	5,625	-
Loan Cost	3,412	3,662
Total Property and Equipment	875,412	899,102
TOTAL ASSETS	3,172,589	2,869,481
<b>LIABILITIES AND EQUITY</b>		
Current Liabilities		
Accounts Payables	63,228	35,788
Accrued Expense	54,950	47,939
Deferred Revenue	950,845	842,571
Grants Payable	-	-
Due to MCEF	2,649	2,854
Total Current Liabilities	1,071,672	929,152
Long Term Liabilities		
Tenant - Security Deposit	4,358	4,358
Mortgage Loan	579,110	608,205
Total Long Term Liabilities	583,468	612,563
EQUITY		
Equity	1,223,293	892,512
Net Income/(Loss)	294,156	435,254
Total Equity	1,517,449	1,327,765
TOTAL LIABILITIES & EQUITY	3,172,589	2,869,481

# IIMC Financials

FISCAL YEAR 2019

SUMMARY TOTALS

March 31, 2019

Department	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME:							
Administration	1,027	3,000	1,040	750	290	(1,960)	3,000
Building	13,645	56,845	14,056	14,211	(156)	(42,789)	56,845
Conference	457,595	596,525	405,543	360,315	40,908	(195,302)	596,525
Education	38,648	181,550	46,538	45,388	1,151	(135,012)	181,550
Marketing	7,582	26,818	10,148	6,705	3,443	(16,670)	26,818
Membership	316,897	1,261,000	324,256	315,250	9,006	(936,744)	1,261,000
Other Income						-	
Total Income	835,393	2,125,738	801,581	742,618	54,643	(1,328,477)	2,125,738
EXPENSES:							
Administration	141,532	619,866	145,546	154,967	9,420	474,320	619,866
Building	42,142	149,750	39,282	37,437	(1,845)	110,468	149,750
Committee - Board of Directors	6,964	109,950	7,385	27,488	20,103	102,565	109,950
Committee - Executive	8,465	29,800	11,361	7,450	(3,911)	18,439	29,800
Committees - Other	141	19,300	10,250	4,825	(5,425)	9,050	19,300
Conference	79,238	550,715	140,977	308,379	167,402	409,738	550,715
Education	54,003	298,886	67,647	74,722	7,075	231,239	298,886
Marketing	18,026	76,761	18,065	19,190	1,126	58,696	76,761
Membership	49,629	253,365	66,912	63,341	(3,571)	186,453	253,365
Total Expense	400,139	2,108,393	507,425	697,798	190,373	1,600,968	2,108,393
PROFIT/(LOSS)							
Administration	(140,505)	(616,866)	(144,506)	(154,217)	9,710	472,360	(616,866)
Building	(28,497)	(92,905)	(25,227)	(23,226)	(2,001)	67,678	(92,905)
Board of Directors	(6,964)	(109,950)	(7,385)	(27,488)	20,103	102,565	(109,950)
Committee - Executive	(8,465)	(29,800)	(11,361)	(7,450)	(3,911)	18,439	(29,800)
Committees - Other	(141)	(19,300)	(10,250)	(4,825)	(5,425)	9,050	(19,300)
Conference	378,357	45,810	264,566	51,936	212,630	218,756	45,810
Education	(15,355)	(117,336)	(21,108)	(29,334)	8,226	96,228	(117,336)
Marketing	(10,445)	(49,943)	(7,917)	(12,486)	4,569	42,026	(49,943)
Membership	267,267	1,007,635	257,344	251,909	5,436	(750,291)	1,007,635
Net Profit/(Loss)	435,254	17,345	294,156	44,820	249,336	276,811	17,345



# IIMC Financials

FISCAL YEAR 2019

Administrative

March 31, 2019

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Interest	1,027	3,000	1,040	750	290	(1,960)	3,000
Total Income	1,027	3,000	1,040	750	290	(1,960)	3,000
<b>EXPENSES</b>							
Personnel Costs	103,465	429,276	102,893	107,319	4,426	326,383	429,276
Other	322	3,000	562	750	188	2,438	3,000
Staff Travel	-	13,260	608	3,315	2,707	12,652	13,260
Professional Develop/Training	-	2,000	197	500	303	1,803	2,000
Professional Services	12,000	64,750	12,000	16,187	4,187	52,750	64,750
Computer Costs	10,500	50,800	11,128	12,700	1,572	39,672	50,800
Office Equipment	3,111	12,335	3,545	3,084	(462)	8,790	12,335
Office Expense	6,464	25,670	7,943	6,418	(1,525)	17,727	25,670
Credit Card/Bank Fees	2,602	11,050	4,210	2,762	(1,447)	6,840	11,050
Insurance-Retiree	1,608	1,700	1,626	425	(1,201)	74	1,700
Memberships	594	800	-	200	200	800	800
Taxes Business	25	1,725	37	431	394	1,688	1,725
Depreciation Furn/Amortization Exp	842	3,500	797	875	78	2,703	3,500
Total Expense	141,532	619,866	145,546	154,967	9,420	474,320	619,866
Net Profit/Loss	(140,505)	(616,866)	(144,506)	(154,217)	9,710	472,360	(616,866)

## IIMC Financials

FISCAL YEAR 2019

Building

March 31, 2019

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Rental Income	13,645	56,845	14,056	14,211	(156)	(42,789)	56,845
Total Income	13,645	56,845	14,056	14,211	(156)	(42,789)	56,845
<b>EXPENSES</b>							
Amortize Loan Costs	62	250	62	62	-	188	250
Association Fees	570	2,700	570	675	105	2,130	2,700
Depreciation Building	8,751	40,000	9,852	10,000	148	30,148	40,000
Insurance Fire/Property	741	5,200	700	1,300	600	4,500	5,200
Mortgage Interest	7,402	28,000	7,053	7,000	(53)	20,947	28,000
Property Tax	7,619	15,400	7,897	3,850	(4,047)	7,503	15,400
Building Repairs and Maint	10,531	33,400	8,207	8,350	143	25,193	33,400
Supplies	-	-	-	-	-	-	-
Utilities	2,801	15,000	3,141	3,750	609	11,859	15,000
Property Manager	1,800	7,200	1,800	1,800	-	5,400	7,200
Allocation to Bldg Reserve	-	1,000	-	250	250	1,000	1,000
Commissions/Appraisals	1,864	1,600	-	400	400	1,600	1,600
Total Expense	42,142	149,750	39,282	37,437	(1,845)	110,468	149,750
Net Profit/Loss	(28,497)	(92,905)	(25,227)	(23,226)	(2,001)	67,678	(92,905)

# IIMC Financials

FISCAL YEAR 2019

Committees

March 31, 2019

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>EXECUTIVE COMMITTEE:</b>							
Legal Fees	-	-	-	-	-	-	-
Meeting Expenses	-	500	-	125	125	500	500
Memberships	-	-	-	-	-	-	-
Travel	8,465	29,300	11,361	7,325	(4,036)	17,939	29,300
Total Executive Committee Expense	8,465	29,800	11,361	7,450	(3,911)	18,439	29,800
<b>BOARD OF DIRECTORS:</b>							
<u>General</u>							
Election Expense	-	100	-	25	25	100	100
Region XI Consultant	3,062	8,000	2,875	2,000	(875)	5,125	8,000
Region X Consultant	-	6,000	-	1,500	1,500	6,000	6,000
Insurance Officers & Directors	2,823	3,200	2,903	800	(2,103)	297	3,200
Legal Fees	-	500	-	125	125	500	500
Meeting Expenses	-	-	-	-	-	-	-
Strategic Planning/Board Development	-	12,500	-	3,125	3,125	12,500	12,500
Memorials	100	500	-	125	125	500	500
Parliamentarian Expense	900	7,200	600	1,800	1,200	6,600	7,200
Other Expenses	79	1,450	-	363	363	1,450	1,450
General	6,964	39,450	6,378	9,863	3,485	33,072	39,450
<u>Mid-Year</u>							
Travel	-	48,000	-	12,000	12,000	48,000	48,000
Meeting Expense	-	2,500	-	625	625	2,500	2,500
Mid-Year	-	50,500	-	12,625	12,625	50,500	50,500
<u>Conference</u>							
Travel	-	11,000	1,007	2,750	1,743	9,993	11,000
Board Meeting Expense	-	9,000	-	2,250	2,250	9,000	9,000
Conference	-	20,000	1,007	5,000	3,993	18,993	20,000
Total Board of Directors Expense	6,964	109,950	7,385	27,488	20,103	102,565	109,950
<b>OTHER COMMITTEES</b>							
BUDGET & PLANNING	(0)	11,200	0	2,800	2,800	11,200	11,200
CONFERENCE POLICY	-	200	-	50	50	200	200
EDUCATION / PROFESSIONAL DEVELOPMENT	11	200	-	50	50	200	200
ELECTION	-	1,100	-	275	275	1,100	1,100
INTERNATIONAL RELATIONS	126	2,700	10,250	675	(9,575)	(7,550)	2,700
POLICY REVIEW	-	200	-	50	50	200	200
MEMBERSHIP	-	100	-	25	25	100	100
PUBLIC RELATIONS	(0)	200	0	50	50	200	200
LEGISLATIVE	4	200	-	50	50	200	200
RECORDS MANAGEMENT	-	1,600	-	400	400	1,600	1,600
RESEARCH	-	200	-	50	50	200	200
RESOURCE & INFORMATION	-	1,200	-	300	300	1,200	1,200
TASK FORCE(S) - DIVERSITY	-	200	-	50	50	200	200
Total Other Committees Expense	141	19,300	10,250	4,825	(5,425)	9,050	19,300
<b>Executive Committee</b>	8,465	29,800	11,361	7,450	(3,911)	18,439	29,800
<b>Board of Directors</b>	6,964	109,950	7,385	27,488	20,103	102,565	109,950
<b>Other Committees</b>	141	19,300	10,250	4,825	(5,425)	9,050	19,300
Total Expense	15,570	159,050	28,996	39,763	10,767	130,054	159,050
Net Profit/Loss	(15,570)	(159,050)	(28,996)	(39,763)	(10,767)	(130,054)	(159,050)

## IIMC Financials

FISCAL YEAR 2019

Conference

March 31, 2019

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Registration Members-Full	417,075	428,350	363,865	257,010	106,855	(64,485)	428,350
Registration Discounts	(71,920)	(76,720)	(59,725)	(46,032)	(13,693)	16,995	(76,720)
Registration Guest	9,540	9,275	6,360	5,565	795	(2,915)	9,275
Donations & Sponsorships	26,884	61,500	4,925	36,900	(31,975)	(56,575)	61,500
Exhibitor Program	28,200	49,000	23,350	29,400	(6,050)	(25,650)	49,000
Cancellation Fee	840	2,500	940	1,500	(560)	(1,560)	2,500
Misc Conference Revenue	-	70,920	9,000	42,552	(33,552)	(61,920)	70,920
Academy Workshop	34,151	30,000	34,288	18,000	16,288	4,288	30,000
Athenian Leadership Society	13,625	13,200	12,220	7,920	4,300	(980)	13,200
Offsite Education Program	(800)	6,000	10,320	6,000	4,320	4,320	6,000
Boutique Sales	-	2,500	-	1,500	(1,500)	(2,500)	2,500
Total Income	457,595	596,525	405,543	360,315	40,908	(195,302)	596,525
<b>EXPENSES</b>							
Conference Planner	16,856	66,600	17,341	17,910	569	49,259	66,600
Academy Expenses	-	19,800	-	11,880	11,880	19,800	19,800
General/Plenary Speakers Expenses	29,350	22,800	3,250	13,680	10,430	19,550	22,800
Speaker Expenses	-	39,500	4,550	23,700	19,150	34,950	39,500
Staff Conference Travel	6,535	26,440	8,691	15,864	7,173	17,749	26,440
VIP Travel	-	15,725	-	9,435	9,435	15,725	15,725
Conference Events	5,000	65,500	29,915	39,300	9,385	35,585	65,500
Food & Beverage	-	188,400	47,438	113,040	65,603	140,963	188,400
Audio/Visual	-	35,000	-	21,000	21,000	35,000	35,000
Conference Printing/Design Work	10,656	15,000	13,710	9,000	(4,710)	1,290	15,000
Conference Scanning Expense	1,440	5,000	-	3,000	3,000	5,000	5,000
Other Conference Expenses	9,401	50,950	16,083	30,570	14,487	34,867	50,950
Total Expense	79,238	550,715	140,977	308,379	167,402	409,738	550,715
Net Profit/Loss	378,357	45,810	264,566	51,936	212,630	218,756	45,810

## IIMC Financials

FISCAL YEAR 2019

Education

March 31, 2019

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME:</b>							
MCEF Contribution/Policy 8	-	35,000	-	8,750	(8,750)	(35,000)	35,000
Fees CMC	20,375	58,500	19,400	14,625	4,775	(39,100)	58,500
MMC Fees	12,590	44,800	14,555	11,200	3,355	(30,245)	44,800
Sales Pins and Plaques	3,655	12,950	4,790	3,238	1,553	(8,160)	12,950
Distance Ed Registration	1,728	25,000	4,322	6,250	(1,928)	(20,678)	25,000
New Institute Application Fees	300	300	-	75	(75)	(300)	300
Region XI Symposium	-	5,000	3,471	1,250	2,221	(1,529)	5,000
Total Income	38,648	181,550	46,538	45,388	1,151	(135,012)	181,550
<b>EXPENSES:</b>							
Personnel Costs	29,356	172,886	33,657	43,222	9,564	139,229	172,886
Staff Travel	220	3,100	-	775	775	3,100	3,100
Contract Labor - Professional Dev Director	16,250	65,000	16,350	16,250	(100)	48,650	65,000
Professional Develop/Training	-	500	-	125	125	500	500
Education Consultants	-	-	-	-	-	-	-
MCEF - Region Stipends	4,000	11,000	3,000	2,750	(250)	8,000	11,000
Region XI Symposium	-	15,000	6,359	3,750	(2,609)	8,641	15,000
Distance Ed	-	7,500	1,000	1,875	875	6,500	7,500
Pins and Plaques	1,159	5,300	1,169	1,325	156	4,131	5,300
Program Development	-	4,000	2,150	1,000	(1,150)	1,850	4,000
Computer/Software Support	83	1,500	413	375	(38)	1,088	1,500
Office Expenses	1,897	10,100	2,216	2,525	309	7,884	10,100
Bank Fees	1,038	3,000	1,333	750	(583)	1,667	3,000
Total Expense	54,003	298,886	67,647	74,722	7,075	231,239	298,886
Net Profit/Loss	(15,355)	(117,336)	(21,108)	(29,334)	8,226	96,228	(117,336)

## IIMC Financials

FISCAL YEAR 2019

Marketing

March 31, 2019

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Advertising	7,169	24,518	9,808	6,130	3,678	(14,710)	24,518
Royalty	97	700	-	175	(175)	(700)	700
Mailing Lists	-	500	-	125	(125)	(500)	500
Merchandise	-	100	-	25	(25)	(100)	100
Publications	316	1,000	340	250	90	(660)	1,000
Total Income	7,582	26,818	10,148	6,705	3,443	(16,670)	26,818
<b>EXPENSES</b>							
Personnel	15,695	62,061	15,507	15,515	9	46,554	62,061
Staff Travel	-	2,050	-	513	513	2,050	2,050
Advertising	-	-	-	-	-	-	-
Bank Fees	138	50	102	13	(90)	(52)	50
Awards & Gifts	-	2,000	-	500	500	2,000	2,000
Design Work (non conference)	-	500	-	125	125	500	500
Merchandise	-	-	-	-	-	-	-
Postage and Shipping	103	100	-	25	25	100	100
Exhibit/Sponsorship	-	3,500	437	875	438	3,063	3,500
News Digest/Print/Mail/Design	2,000	6,000	1,764	1,500	(264)	4,236	6,000
Printing - Publications	90	500	255	125	(130)	245	500
Total Expense	18,026	76,761	18,065	19,190	1,126	58,696	76,761
Net Profit/Loss	(10,445)	(49,943)	(7,917)	(12,486)	4,569	42,026	(49,943)

## IIMC Financials

FISCAL YEAR 2019

Membership

March 31, 2019

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Membership Dues	316,042	1,258,500	322,096	314,625	7,471	(936,404)	1,258,500
Membership Late Fee	855	2,500	2,160	625	1,535	(340)	2,500
Total Income	316,897	1,261,000	324,256	315,250	9,006	(936,744)	1,261,000
<b>EXPENSES</b>							
Personnel	37,410	200,620	45,366	50,155	4,789	155,254	200,620
Staff Travel	-	1,600	-	400	400	1,600	1,600
Professional Develop/Training	-	500	-	125	125	500	500
Membership Drive	2,000	14,000	6,253	3,500	(2,753)	7,747	14,000
Research Salary Survey Services	-	1,020	-	255	255	1,020	1,020
Dues Mailing	4,007	11,525	8,891	2,881	(6,010)	2,634	11,525
Computer/Software Support	1,733	6,000	619	1,500	881	5,381	6,000
Office Expense	691	4,900	603	1,225	622	4,297	4,900
Bank Fees	3,728	13,000	5,121	3,250	(1,871)	7,879	13,000
Membership	60	200	60	50	(10)	140	200
Total Expense	49,629	253,365	66,912	63,341	(3,571)	186,453	253,365
Net Profit/Loss	267,267	1,007,635	257,344	251,909	5,436	(750,291)	1,007,635





**INTERNATIONAL INSTITUTE OF MUNICIPAL CLERK**



**To:** IIMC Board of Directors

**From:** Chris Shalby  
Executive Director

**Date:** April 5, 2019

**Subject:** Communications Department 2019 Report

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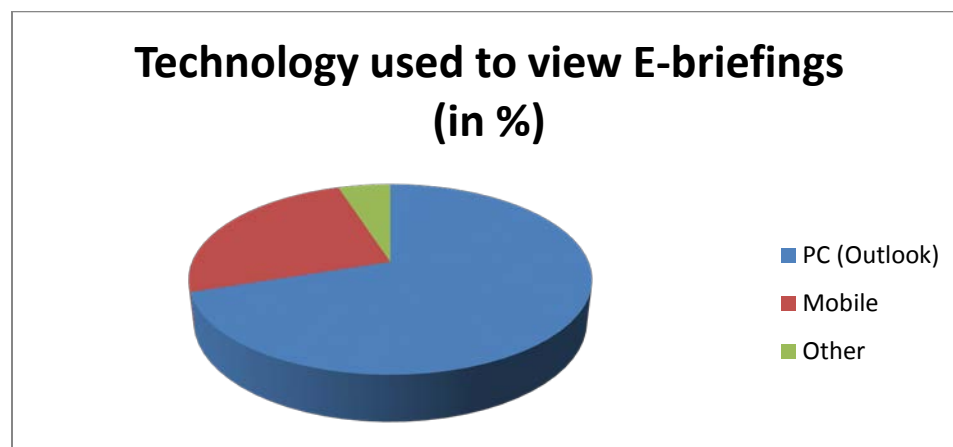
The Communications Department continues to operate in this fashion: ED Shalby oversees the department and works collaboratively with staff to produce marketing and collateral materials for the online *News Digest*, Conference, Symposium, etc. Staff helps produce the *News Digest* by procuring articles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

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

**E-briefings:**

The Membership Department continues to produce the weekly and informational IIMC E-briefings. The layout is simpler to read and streamlines the information. The E-Briefings have an average open rate of approximately 25%, a considerable percentage in this area. IIMC's open rates definitely increase, between 30% and 65%, when the message is specific to the members such as Region or Conference news. Links embedded in the E-briefings are opened at an average of 20% of the time. Approximately 79% of the membership views the E-briefings on their PC; and 21% of the Membership views the E-briefings on a mobile device.

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



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

### **News Digest:**

The *News Digest* is produced monthly. We have focused on providing a broader perspective in each issue, making certain to reach all of our members, domestically and internationally. We continue to search for new articles that are inclusive of our varied membership.

The *News Digest* has an open rate of approximately 30% (a 5% increase over one year ago) when distributed as a stand-alone piece. Industry standards range between 18% to 22%.

## **IIMC Social Media**

### **❖ Facebook**

- **Likes** - As of the date of this report, IIMC currently has 2,513 “Likes” on Facebook and posts continue to receive significant engagement from followers, especially the Certification Celebrations posted each Tuesday.
- **Region Groups** – These continue to do well and grow. Kudos to Region I, II and III. These groups are incredibly interactive and appear to be a great resource for clerk networking.
  - Region I = 48 members
  - Region II = 99 members
  - Region III = 252 members
  - Region IV = 50 members
  - Region V = 55 members
  - Region VI = 46 members
  - Region VII = 28 members
  - Region VIII = 49 members
  - Region IX = 56 members
  - Region X = 9 members
  - Region XI = 19 members
- **Closed Conference Facebook Group** - For those attending the 2019 Conference, we have created a closed group that requires Staff approval and is fully monitored in house. Members must be registered for the conference before their join request will be approved. This request came directly from IIMC members following the 2017 conference and was a huge hit in 2018. Staff created a photo slide show following the Norfolk Conference using all of the photos captured and shared by IIMC members at while in Virginia which has been viewed 99 times on our YouTube Channel.

- ❖ **Instagram** – Although IIMC has this social media platform, the social media survey conducted on 2017 confirmed that our efforts were better spent on Facebook as Instagram is a platform with little or no IIMC member engagement.

- ❖ **Twitter** – ED Shalby currently uses Twitter and the weekly IIMC E-Briefings get tweeted out automatically.
- ❖ **Flickr** – Flickr is used for posting IIMC Conference and Symposium photos. This platform allows members to download any and all photos free of charge.
- ❖ **YouTube** – The IIMC YouTube Channel currently has 108 subscribers. This channel has been a great resource and is an added benefit for all IIMC members. We have created playlists specific to Municipal Clerks Weeks, Member Highlights, IIMC Website Tutorials, IIMC Annual Conference and various other.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Janis Daudt, Director of Member Services  
Tammy Storrie, Member Services Representative  
Iris Hill, Member Services/Education Assistant

**Date:** April 10, 2019

**Subject:** Member Services 2019 Report

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Member Services started a member drive program in 2012. From 2012 our overall member drives have brought in 1,033 new members. This is a program that is working for IIMC and we aren't done yet. On March 1, 2017, IIMC created and distributed a new Member Drive called "Inactive 2 Active." Our database was holding more than 18,000 inactive members so it was decided to pull those profiles to find which municipalities had never re-joined IIMC. We discovered that there were 3,470 municipalities that remained inactive, which became our member drive. Total number of new members from this drive to date is 274. In March 2019, we started our newest member drive "MD19" and now have 16 new members.

Our Region Director Challenge brought in 20 new members. Our winning Director was Sonja Tolbert, MMC (Region III) who brought in 5 new members. She received two free Birmingham conference registrations. Thanks go to RaNae Edwards, MMC (Region VIII) - 4, Helen Ingold, CMC (Region VII) - 4, Janice Almy, MMC (Region IV) - 3, Audra Etzel, MMC (Region VI) - 3 and Joe Powers, MMC (Region I) - 1. Thanks to all for your participation.

We have personal contact with our membership daily. Whether it is discussing their job duties to verify their member type, changing a name, adding a membership, discussing payment of dues, answering conference questions or checking the date they became an IIMC member. If we can't answer their questions, we make sure they get answered by another staff member. Tammy Storrie inputs new membership applications daily and sends new member packets monthly. We follow up with email and phone calls, promptly. Tammy also distributes 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 for their Region. We have introduced Iris Hill, Member Services/Education Assistant to the paperwork that we receive daily. We are pleased to have Iris in Member Services as our plan is to expand our ability to have that personal contact with our members and share information about IIMC.

Member Services continues an effective progression of notifying the membership as to when their dues are ready to be paid. Our members can renew their dues online or by mail. We mail out dues renewals for each quarter and, when necessary, a reminder is mailed, a past due notice is mailed and the final notice is emailed to the member. Phone calls are made to each member in the final notice group. It has been a successful process in that more dues have been paid before a member is cancelled. Our membership count at the end of March 2019 was 14,835. The IIMC Foundation has added a flyer to the new dues renewal which is an introduction to their website and what the Foundation does for IIMC.

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

The IIMC E-Briefing is distributed weekly. Each small block on the E-briefing represents information about education programs, Annual Conference, Foundation news, certification celebrations, events, awards, career center, voting information and links to IIMC's most viewed web pages. We include dates with information/registration links of State/Provincial/National Association Meetings, Region Meetings and Institute Training Sessions.

The viewing percentage of members opening the E-Brief on average is 25% with click rates averaging 21%. The E-Briefing is opened on mobile devices at 21% and 79% on desktops. Specific topic e-blasts such as those directed to conference delegates, region newsletters, Municipal Clerks Week, Symposium and Study Abroad and Education receive higher percentages of open rates (31.5%) and click rates (30.4%). The *e-News Digest* does much better when sent as an individual email with open and click rates far exceeding those sent with the E-Briefing. IIMC E-Briefings also allow our members to click on Twitter, Flickr, Instagram and Facebook icons for easy access. It is an effective medium to communicate to our members and prospective members.

Conference registration started in November 2018 and continues to arrive daily. As of April 10, we have 168 First Time Attendees, 59 Multi Attendees from the same municipality and there are 5 Academy Sessions and 1 Athenian Dialogue open for registration. All others have reached their maximum class size. Our conferences run smoothly due to continuity from year to year and staff collaboration prior to the conference. The Cashier's Office and Registration work hand in hand for attendee convenience and satisfaction. At the time of this report, we have 627 delegates.

We use SurveyMonkey for all IIMC surveys and Board elections. We encounter several areas where some members have opted out of receiving surveys (ballots), while other members either did not receive a ballot or the ballot did not make it through the member's computer firewall. We respond to each individual and make certain they receive a ballot.

We are celebrating the 50<sup>th</sup> Annual Municipal Clerks Week – May 5-11, 2019 and advertised to more than 4,990 Mayors, Presidents, Administrators, Council Members, Selectman and Human Resources. We will be handing out a special pin for this occasion and our conference delegates are being asked to sign a poster which will then be displayed at IIMC headquarters. We delight in sending this email out as it expounds on the great individual(s) they have in their Clerk. We ask them to "Celebrate their Clerk" and create a plan for the week to announce how important the Clerk is to their municipality. IIMC provides posters, a proclamation and a list of ideas how to make this a special week for their Clerk.

The IIMC 2020 Salary Survey will be sent out in October 2019 and online in January 2020. Member Services will be reviewing a different method of sharing the collected information, making it easier for our members to view. The excel format now being used is not user friendly. There will be changes to the 2020 Salary Survey.

**Management's Comments:**

The department is constantly working toward providing our members with professional one-on-one personal service. From their weekly E-briefings to maintaining the membership base, to prepping for the conference and researching applications, IIMC is fortunate to provide this type of "concierge" service to its members.

The 2018 year-end budget will indicate that the department's revenue is the highest it's been in many years and proves how successful we've been with our membership recruitment marketing programs.

