



**International Institute of Municipal Clerks
Board of Directors
Mid-Year Meeting Agenda
November 15-16, 2019**

Hyatt Place – Greenville, South Carolina

International Institute of Municipal Clerks

IIMC Board of Directors Roster

Lana R. McPherson, MMC

President Term ends: May 20, 2020
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 J. Johnston, MMC

President Elect Term ends: May 20, 2020
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

Sheri L. Pierce, MMC

Vice President Term ends: May 20, 2020
City Clerk
City of Valdez
P.O. Box 307
Valdez, AK 99686-0307
Phone: (907) 834-3408
Fax: (907) 835-2992
Email: CovSheriPierce@gmail.com

Stephanie Carouthers Kelly, MMC

Immediate Past President Term ends: May 20, 2020
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

Sandra 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

Ann M. Quirk, MMC

Region I Director Term ends: May 25, 2022
Town Clerk
Town of Barnstable
367 Main Street
Barnstable, MA 02601
Phone: (508) 862-4049
Fax: (508) 790-6326
Email: ann.quirk@town.barnstable.ma.us

Teresa K. Hudson, MMC

Region II Director Term ends: May 25, 2022
City Clerk
City of Milford
201 South Walnut Street
Milford, DE 19963
Phone: (302) 424-8393
Fax: (302) 424-3558
Email: thudson@milford-de.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

Camilla G. Pitman, MMC

Region III Director Term ends: May 25, 2022
City Clerk
City of Greenville
P.O. Box 2207
Greenville, SC 29602-9601
Phone: (864) 467-4431
Fax: (864) 467-5725
Email: cpitman@greenvillesc.gov

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: jalmy@sandspringsok.org

Leticia M. Vacek, MMC

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

Janice M. Bates, MMC

Region V Director Term ends: May 25, 2022
Clerk of Council
City of Tipp City
260 S. Garber Drive
Tipp City, OH 45371
Phone: (937) 667-8425 X 3112
Fax: (937) 667-5816
Email: bates@tippcity.net

Leon Wright, MMC

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

Audra Etzel, MMC

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

Marie A. Moe, MMC

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

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

Kerry L. Rozman, MMC

Region VII Director Term ends: May 20, 2020
City Clerk
City of Clay Center
P.O. Box 117
Clay Center, KS 67432-0117
Phone: (785) 632-5454
Fax: (785) 632-3943
Email: cityclerk@claycenterks.com

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

Lisa Garcia, MMC

Region VIII Director Term ends: May 25, 2022
Deputy Town Manager/Town Clerk
Town of Florence
P.O. Box 2670
Florence, AZ 85132-2670
Phone: (520) 868-7552
Fax: (520) 868-7564
Email: lisa.garcia@florenceaz.gov

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

Scott Passey, MMC

Region IX Director Term ends: May 25, 2022
City Clerk
City of Edmonds
Civic Hall 121 5th Ave. N.
Edmonds, WA 98020-3792
Phone: (425) 672-5754
Fax: (425) 771-0266
Email: scott.passey@edmondswa.gov

Angila Bains, CMC

Region X Director Term ends: May 25, 2022
Manager, Legis. Services/Municipal Clerk
District of Saanich
770 Vernon Avenue
Victoria, BC V8X 2W7
CANADA
Phone: (250) 475-5494 X 3500
Fax: (250) 475-5440
Email: angila.bains@saanich.ca

Bonnie Hilford, CMC

Region X Director Term ends: May 20, 2020
City Clerk
City of Lethbridge
City Hall, 910-4 Avenue South
Lethbridge, AB T1J 0P6
CANADA
Phone: (403) 320-4083
Fax: (403) 320-7575
Email: bonnie.hilford@lethbridge.ca

Djimmer Petrusma, MMC

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

Kathryn Richmond, CMC

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

**International Institute of Municipal Clerks
Board of Directors ~ Annual Meeting Agenda
November 15-16, 2019
Hyatt Place – Greenville, South Carolina**

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	ii. Return to a 5-day conference for 2021	
	iii. Increase Delegate/Guest registration fees by \$25 per category	
c.	2022 – Little Rock, AR - -Shalby	
d.	2023 – Minneapolis, MN - Shalby	
15.	2024 Annual Conference – Shalby – Handout	
16.	Report from Region Directors	
17.	Other Business and Announcements	
a.	Honorary Membership – McPherson Verbal	
18.	Adjournment	

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS
Board of Directors Meeting
May 17, 2019
Sheraton Birmingham Hotel – Birmingham, Alabama
Minutes

CALL TO ORDER

President Stephanie Kelly called the IIMC Board of Directors meeting to order at 3:37 p.m. Friday, May 17, 2019.

Board Members Present:

President Stephanie C. 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 A. 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 Directors: Robbie Hume, CMC; Leon Wright, MMC
Region VI Directors: Audra Etzel, MMC; Marie Moe, MMC
Region VII Director: Helen Ingold, CMC
Region VIII Director: Elizabeth Burke, MMC; RaNae M. Edwards, MMC
Region IX Directors: Dawn Abrahamson, MMC; Sheri L. Pierce, MMC
Region X Directors: Bonnie Hilford, CMC; Aleta Neufeld, CMC
Region XI Director: Djimmer Petrusma, MMC; Kathryn Richmond, CMC

Board members excused:

Region VII Director: Bobby Busch, MMC (Excused)

The following IIMC staff members were present:

Executive Director: Chris Shalby
Parliamentarian: Connie Deford

Incoming Board:

Incoming Region I Director: Ann Quirk, MMC
Incoming Region II Director: Teresa Hudson, MMC
Incoming Region III Director: Camilla Pitman, MMC
Incoming Region V Director: Janice Bates, MMC
Incoming Region VIII Director: Lisa Garcia, MMC
Incoming Region IX Director: Scott Passey, MMC

Approval of Agenda

The agenda was approved as amended to insert "Region X Report re. holding the IIMC Conference in Canada in 2024 between Item #8 Education Committee Report and Item #9 Region XI Report.

CONSENT AGENDA

Minutes of the following meetings were approved as corrected:

- a. DRAFT Minutes of October 26, 2018 Board Meeting – Little Rock
- b. DRAFT Minutes of October 27, 2018 Board Meeting – Little Rock
- c. DRAFT Minutes of March 20, 2018 Board Meeting Teleconference

The following correction was made to the minutes of October 27, 2018 were corrected to change the policy section from 2.20.060 (D) to 2.20.070.

The Board went into Executive Session at 3:45 p.m. and reconvened at 4:21 p.m.

Following announcements, the meeting adjourned at 4:22 p.m.

Connie M. Deford
Parliamentarian and Recorder

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS
Board of Directors Meeting
May 18, 2019
Sheraton Birmingham Hotel – Birmingham, Alabama
Minutes

CALL TO ORDER

President Stephanie Carouthers Kelly called the IIMC Board of Directors meeting to order at 8:05 a.m. Saturday, May 18, 2019.

Board Members Present:

President Stephanie C. 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 A. 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 Directors: Robbie Hume, CMC; Leon Wright, MMC
Region VI Directors: Audra Etzel, MMC; Marie Moe, MMC
Region VII Director: Helen Ingold, CMC
Region VIII Director: Elizabeth Burke, MMC; RaNae M. Edwards, MMC
Region IX Directors: Dawn Abrahamson, MMC; Sheri L. Pierce, MMC
Region X Directors: Bonnie Hilford, CMC; Aleta Neufeld, CMC
Region XI Director: Djimmer Petrusma, MMC; Kathryn Richmond, CMC

Board members absent:

Region VII Director: Bobby Busch, MMC (Excused)
Region I Director: Joseph Powers, MMC (Resigned)

The following IIMC staff members were present:

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

Also Present:

Region XI Consultant: Tom Van der Hoven

IIMC Foundation: Dale Barstow

Incoming Board:

Incoming Region I Director: Ann Quirk, MMC

Incoming Region II Director: Teresa Hudson, MMC

Incoming Region III Director: Camilla Pitman, MMC

Incoming Region V Director: Janice Bates, MMC

Incoming Region VIII Director: Lisa Garcia, MMC

Incoming Region IX Director: Scott Passey, MMC

Foundation Report Update

Foundation report was presented by Dale Barstow adding the following:

- The Foundation will be adding two additional endowments this year.
- 38 scholarships were awarded this year: 32 from restricted and 6 from unrestricted funds.
- Would like to see all Directors reach out to members and encourage them to apply for the CMC and MMC Scholarships.
- Update the Foundation website.
- Will be refocusing efforts to better promote the Foundation in order to raise more dollars.
- Will be continuing to offer two scholarships per Region.

Executive Director Update

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

- We projected 700 paying delegates for the Birmingham conference, and we have a total of 644, 33 guests, with Regions 3 and 4 bringing in 194 registrants.
- This year we are projecting a rebate to the Foundation of \$1,800 from the exhibit booth sales.

Shalby also presented Management's recommendation to approve the following Independent Contractors for additional three-year terms each:

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

Director Pinsonault moved to approve additional three-year terms for each of the contractors. **Motion adopted.**

Education Department Report

Director of Professional Development Dr. Long gave an overview of the report adding the following:

- Since the New York Institute was disbanded in February 2019, IIMC is currently working to find another Institute.
- An Athenian Dialogue in Oregon has been added to her schedule for April 2020.
- An additional online course will be offered through Captus Press in July 2019. To date, Captus Press has generated revenue of \$6,600.
- Currently researching another accrediting body and will have an update for the Board at the mid-year meeting in November.

Education Associate Siggson added the following:

- As of this report, we have awarded 309 CMC designations and 110 MMC designations since the Annual Business Meeting in May 2018.

Item 8a – Education Task Force Selection Process (Handout)

Dr. Long presented the report which detailed the process used to select the recommended members of the Education Task Force along with the volunteer list.

The volunteer list has 25 names and the meeting minutes for the Board Teleconference held in March 2019 states that 20 volunteers will be selected. Past President Kayser moved to amend the minutes from the Board Teleconference held on March 20, 2019 to add 25 after 20- and before person. **Motion adopted.**

The sentence will now read as follows:

Therefore, management and staff recommend that IIMC President Kelly with the Board's approval authorize the Education Department to form a 20-25 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.

After discussion, it was also recommended that staff revise list to assign additional volunteers to Region IX as well as possible changes in Regions IV and XI. Director Hume moved to approve the Education Task Force Volunteer List with recommended changes and the staff will provide a new, updated list when the members agree to serve. **Motion adopted.**

RECESS

Without objection, the meeting recessed at 9:42 a.m. and reconvened at 10:10 a.m.

Verbal Report by Region X Director Neufeld

Director Neufeld verbally reported that in order to grow membership in Region X, IIMC should consider holding a conference in Canada in 2024. She is aware that IIMC is currently accepting RFPs but would like to present a motion that the Board consider suspending the conference selection process for 2024 and hold the conference in Canada for that year.

Director Neufeld moved to suspend the conference selection process for 2024. With 23 Board members voting in favor the motion was adopted.

Director Neufeld moved to hold the IIMC 2024 Conference in Calgary, Canada. **Motion adopted.**

Director Shalby stated that IIMC will continue to accept RFPs until the deadline of June 2, 2019. He will notify the competing cities that the conference will be held in Canada in 2024 and encourage them to resubmit the RFP for a future conference.

Region XI Report

Consultant van der Hoven presented the report and added that the key focus for the immediate future is to ensure a successful Symposium in June.

With no comments or questions from the board, President Kelly thanked Consultant van der Hoven for his dedication and hard work.

COMMITTEE REPORTS

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

Public Relations and Marketing Committee

Director Almy inadvertently gave an overview of the report.

ED Shalby presented the proposed Emergency Disaster/Communication Recovery Plan. The proposed plan was submitted to the Committee for comments. The Public Relations and Marketing 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, and the plan should be reviewed on a semi-annual bases to stay current with the needs of the organization.

Director Almy moved to accept the Emergency Disaster/Communication Recovery Plan as proposed in the report. **Motion adopted.**

ED Shalby presented the Windfall Membership Affinity Program, a company that offers discounts and benefits to members and associations. He stated that the Public Relations and Marketing Committee found the Windfall program to be beneficial to IIMC members and recommends consideration and approval of the same by the IIMC Board of Directors.

Director Almy moved to accept the Windfall program as presented in the report. **Motion Adopted.**

Without objection, the Budget and Planning Committee Report and the IIMC Financials were postponed until after lunch.

STAFF REPORTS

Communications

The report was received as presented by ED Shalby.

Member Services

The report was received as presented by Member Services Director Daudt.

Annual Conference Updates (Verbal by ED Shalby)

2019 – Birmingham, AL

- All Conference Event will take place at Regions field and first pitch will be thrown by President Kelly.

2020 – St. Louis, MO

- Site visit will be in July – (Shalby, DiBlasi, McPherson and Ozimek to attend)
- Karen Goodwin, MMC, is the Host Clerk
- One Host Hotel - Hyatt
- Theme: Meet Me in St. Louis – Your Gateway to Education

2021 – Grand Rapids, MI

- Will meet with Host Committee
- It will be IIMC's 75th Annual Conference
- Host Committee working on theme

2022 – Little Rock, AR

- Will work on Theme and Logo

2023 – Minneapolis, MN

- Shalby meeting with Host Clerk to begin planning

Directors Reports

All Directors verbally presented reports from their regions.

Executive Committee Member Reports

All members of the executive committee provided verbal reports.

Recess

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

Budget and Planning Committee

Committee Chair Johnston provided the report stating that as part of this year-end report, the budget and planning committee is asking the Board to approve the 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 policies are:

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

Director Barber moved to accept the four new policies. **Motion adopted.**

Financials

CPA Parker and Finance Specialist Pantaleon provided an overview of the following:

- 2018 Fourth Quarter Notes
- 2018 Fourth Quarter Financials
- 2018 Audit Report
- 2019 First Quarter Notes and Financials

Past President Kayser moved to accept the 2018 audit report. **Motion adopted.**

Other Business

Director Hilford asked if IIMC would consider reimbursement for two nights during conference instead of one as most of the Board pay for the extra night out of pocket.

ED Shalby stated that such decision would be up to the Board.

After discussion, Director Hilford moved that the Policy Manual, Section 2.45.03, Subsection C, be amended by striking out “the extra night(s)” and inserting “two nights” before accommodation. **Motion adopted.**

Adjournment

The Board meeting adjourned at 2:21 p.m.

Maria Miranda, Recorder

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS
Annual Business Meeting
Birmingham, Alabama
Wednesday, May 22, 2019

Call to order

President Stephanie Carouthers Kelly, MMC, called to order the Annual Business Meeting at the 73nd Annual Conference of the International Institute of Municipal Clerks at 7:45 a.m. on Wednesday, May 22, 2019.

Invocation

The invocation was provided by Gregory Saxton, South Carolina Association President, Town Clerk, Awendaw, South Carolina.

Introductions and welcome

Those seated at the head table were introduced, and President Kelly welcomed all delegates and thanked them for attending the conference.

Agenda

Without objection, the agenda was approved as distributed.

Minutes

Minutes of the May 23, 2018 Annual Business Meeting were distributed as approved by the Board of Directors. There were no corrections to the adopted minutes.

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

IIMC Year in Review

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

Financial Report

Budget Committee Chair, Bernie White, MMC, Retired Clerk from Cape Breton, Nova Scotia, Canada noted that IIMC financial Information for the Year Ended December 31, 2018 shows that IIMC is in a strong position with a positive change in net assets of \$330,778.

Foundation Update

Foundation President Mary Lynne Stratta , MMC, Bryan, Texas, reported that the Foundation was created in 1984 and as of March 31, 2019 has contributed over \$1 million to education for IIMC members. Also, as of the end of March, the Foundation had over \$2 million, and the interest on those funds support IIMC education programs.

On behalf of the New Jersey Clerks Association, Vincent Buttiglieri, MMC, Township of Ocean, and Andrew Pavlica, MMC, City of Garfield, presented a \$10,000 check for a Foundation Endowment.

IIMC Education Update

IIMC Assistant Director of Professional Development Ashley DiBlasi provided information on additional education opportunities. We have more than 300 new MMCs since last year's annual meeting.

2019 Conference Resolutions

Lana McPherson, MMC, DeSoto, KS, moved adoption of the Resolution recognizing the City of Birmingham, AL, for the 72nd Annual Conference of the International Institute of Municipal Clerks. Resolution adopted.

Lana McPherson, MMC, DeSoto, KS, moved adoption of the Resolution recognizing the Host Clerk for the 73rd Annual Conference of the International Institute of Municipal Clerks. Resolution adopted.

Lana McPherson, MMC, DeSoto, KS, moved adoption of the Resolution recognizing Host State for the 73rd Annual Conference of the International Institute of Municipal Clerks. Resolution adopted.

President's Award of Merit

President Kelly presented this special award to Bernie White, Newfoundland, Canada.

Recess of Meeting

An emergency recess was called as all attendees evacuated the building at 8:37 a.m. because of a fire alarm. The “all clear” was sounded at 8:44 a.m., and members returned to the room. The meeting resumed at 8:50 a.m.

President's Award of Merit (continued)

President Kelly continued her presentations to Andrew Pavlica, MMC, City of Garfield, New Jersey, and to Monica Martinez Simmons, MMC, Settle, Washington.

Certificates of Appreciation – Outgoing IIMC Committee Chairs

President Kelly presented Certificates of Appreciation to Outgoing IIMC 2018-2019 Committee Chairs:
Budget & Planning, Bernie White, MMC
Conference, Karla Graham, MMC
Education & Professional Development, Kittie Kopitke, MMC
Elections, Awilda Hernandez, MMC
International Relations, Eelco Groenenboom, MMC
Legislative, Debra Mangen, MMC
Membership/Mentoring, Ricca Charlton, CMC
Policy Review, Casey Carl
Public Relations/Marketing, Camilla Pitman, MMC
Records Management, Stephen French, MMC
Research & Resource, Kathleen Montejo, MMC

Certificate of Appreciation – Outgoing Region Directors

President Kelly presented Certificates of Appreciation to the Outgoing IIMC Region Directors:
Region I Director Joseph Powers, MMC, Wellfleet, MA
Region II Director, Douglas Barber
Region II Director, Heidi Brunt
Region III Director Pamela Smith, MMC, Sanibel, FL
Region V Director Robbie Hume, MMC, Lawrenceburg, KY
Region VIII Director, Elizabeth Burke, MMC, Fountain Hills, AZ
Region X Director Aleta Neufeld, CMC, Lethbridge, Alberta, Canada

Certificate of Appreciation – Outgoing Past President

President Kelly presented a certificate of appreciation to Past President Mary Kayser, MMC, Ft. Worth, TX.

Election Results

Election Committee Chair Awilda Hernandez, MMC, reported that for the office of IIMC Vice President, Sheri Pierce received 64.63% of the 1,682 votes cast.

Oath of Office – Incoming Directors

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

Region 1 Director Ann Quirk, MMC, Barnstable, MA

Region II Director Teresa Hudson, MMC, Milford, DE

Region III Director Camilla Pitman, MMC, Greenville, SC

Region V Director Janice Bates, MMC, Tipp City, OH

Region VIII Director Lisa Garcia, MMC, Florence, AZ

Region IX Director Scott Passey, MMC, Edmonds, WA

Region XI Director Angila Bains, CMC, Saanich, BC, Canada

Oath of Office – Incoming Executive Committee

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

Immediate Past President, Stephanie Carouthers Kelly, MMC, by Dyanne Reese, MMC

Vice President, Sheri Pierce, MMC, by Tracy Davis, MMC

President Elect, Mary Johnson, MMC, by Sharon Cassler, MMC

President Lana McPherson, MMC, was sworn in by IIMC Past President Tom Roberts.

President's Comments

President McPherson's message focused on the power of one, and that each of us should "Be the One!"

Invitation to 2018 IIMC Conference

A video highlighting the City of St. Louis was presented for the 74th Annual Convention in 2020 with the theme "Meet Me in St. Louis."

Adjournment

With no further business, the meeting adjourned at 9:22 a.m.

Connie M. Deford

Recorder and Parliamentarian

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS
Board of Directors Meeting
May 22, 2019
Birmingham, Alabama
Minutes

CALL TO ORDER

President Lana McPherson called the IIMC Board of Directors meeting to order at 12:00 Noon, Wednesday, May 22, 2019.

Board Members Present:

President Lana R. McPherson, MMC
President Elect, Mary J. Johnston MMC
Vice President, Sheri L. Pierce, MMC
Immediate Past President Stephanie Carouthers Kelly, MMC
Region I Director: Sandra Pinsonault, MMC; Ann M. Quirk, MMC
Region II Directors: Teresa K. Hudson, MMC; Diane Pflugfelder, MMC
Region III Directors: Camilla G. Pitman, MMC; Sonja Tolbert, CMC
Region IV Directors: Janice Almy, MMC; Leticia M. Vacek, MMC
Region V Directors: Janice M. Bates, CMC; Leon Wright CMC
Region VI Directors: Audra Etzel, MMC; Marie A. Moe, MMC
Region VII Directors: Helen Ingold, CMC
Region VIII Director: RaNae M. Edwards MMC; Lisa Garcia, MMC
Region IX Directors: Dawn G. Abrahamson, MMC; Scott Passey, MMC
Region X Directors: Angila Bains, CMC; Bonnie Hilford, CMC
Region XI Director: Djimmer Petrusma, MMC; Kathryn Richmond, CMC

Members Excused:

Region VII Director, Bobby G. Busch, MMC

The following IIMC staff members were present:

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

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

Budget & Planning Committee Appointment

In accordance with IIMC Policy, Vice President Pierce recommended Gail Pomroy, MMC, be appointed to the Budget & Planning Committee. President Elect Mary Johnston moved to approve the appointment. Motion adopted.

President, Executive Committee, and Executive Director Travels

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

Budget & Planning Committee Meeting

The Budget and Planning Committee will meet September 13th at IIMC Headquarters. The Executive Committee will meet on September 14th.

Mid-Year Board Meeting

It was announced that the mid-year meeting will be in Greenville, South Carolina November 14-17, with Thursday and Sunday travel days. The board development topic will be a continuation of the strategic planning that was the subject of last Friday's meeting.

Executive Director Remarks

Site visits to Canadian cities will be made for the 2024 convention—probably working with Calgary. Other cities that bid for the 2024 convention will be encouraged to resubmit for the 2025 convention.

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

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

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

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

Policies for Board Approval

Ann Quirk moved to refer policy recommendations to the Public Relations & Marketing and Membership/Mentoring Committees regarding adding “Professional” to the title “Municipal Clerk.” Motion adopted.

On a motion by Past President Kelly, protocols of committee chairs presenting reports to the board at the mid-year and annual meetings was referred to the Policy Committee.

Bonnie suggested that a policy to hold the annual conference in Canada every 7 years be referred to the Policy Committee. Janice Almy suggested every 10 years. ED Shalby stated that he could send RFPs only to Canadian cities every 7 years. After discussion about whether it would be cost effective to hold the conference in Canadian cities, Director Edwards moved to refer to the Policy Committee regarding holding the annual conference in Region X every 7-10 years and define what “cost effective” means.

Without objection, possible reimbursement for the board development day at the 2019 conference was referred to the Budget Committee for further consideration.

Following discussion, Director Almy moved to refer to the Budget and the Policy Committees the creation of a new policy regarding board member reimbursement for two days at the annual conference. It was clarified that this would be for current board members.

Education Task Force

Questions were raised about what was agreed to regarding changing proposed task force members. Region IX is willing to give up one of the three from that region in order to have Peggy Hawker, Chair of the Education and Professional Development Committee, appointed. Chris noted that there will still be 3 members from Region IX.

2019 EC/ED Upcoming Travel

Plans for 2020 site visit, NAGARA Conference, and National League of Cities were reviewed.

Adjournment

With no further business, the meeting adjourned at 12:42 p.m.

Connie Deford
Parliamentarian/Recorder

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Chris Shalby, Executive Director
Date: October 14, 2019
Subject: 2019 Mid-Year Executive Director Update



Overview

The following is an overview of Headquarters, Operations and Personnel. Heading into 2020, we are looking to hire a Communications Coordinator. The Budget Committee Report includes more information. **At the end of my report, we have five recommendations that require Board approval.**

Administration

IIMC has nine full-time employees. Seven staff members have been with the Organization for more than 10 years. They offer institutional history, experience, a belief in IIMC's mission, and an affinity toward the membership.

Maria Miranda provides service in many areas including proofing and editing publications (*News Digest*, etc.) and assists with accounts receivables on top of her administrative responsibilities. She also is the Board minute taker and works on the Conference Opening Ceremony. Janet Pantaleon handles the Finance Department. She also handled the 2019 Region XI Symposium/Study Abroad Program registrations. Janet also coordinates the Opening Ceremony and handles cashier responsibilities at the Conference. Denice Cox manages the office, and all areas of human resources, oversees certain parts of the Annual Conference (Board functions, F&B, Protocol Officer) and administers the website. She no longer oversees the building property or tenants, relinquishing her responsibilities in those areas except for suite 200 (HQ). She is the Organization's main contact with the property management firm.

In July, we launched the new IIMC Website, providing not only a fresh aesthetic, but also a streamlined approach to IIMC services. We are still ironing out some minor details, but the responses to date from members have been excellent.

In September, we launched an affinity program -- **Windfall** -- which provides members from Regions I - X with benefits regarding loyalty shopping programs. There is no revenue stream with this program. It is a value-added service for those members who wish to participate.

Building Update

All three offices are fully leased with one lease expiring February 2020 and two others in summer of 2021. We are optimistic that the tenants will renew. All tenants' income has reduced IIMC's monthly mortgage liability from approximately \$4,800 to \$104.00. More details are in the Budget Report in this Agenda. In July 2017, we hired CityCom Property Management firm. Tenants are now responsible for contacting CityCom regarding their maintenance issues with IIMC signing off on all repairs.

In May 2020, we will spend approximately \$20,000 on resurfacing the second-floor hallways and stairs. More information with full budget implications will be forthcoming in early 2020.

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2019 Conference – Birmingham, Alabama

The 2019 Conference in Birmingham was projected for 700 Delegates/35 guests and revenue of \$45,810. The year-end figures are projected to be \$100,910, an increase of \$55,100 over the original projections. The major reasons for Birmingham's profit were: sold out three hotels (no attrition); rebates and commissions on all three hotels (including late addition of the Hilton overflow Hotel); and an increase in the number of sponsors. The following comments highlight the success of the 2019 conferences:

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

- Increase in sponsorships – from 8 to 12
- Miscellaneous Conference Revenue
 - Addition of third hotel (Hilton) Commission
 - The City provided IIMC with \$60,000 in incentives -- \$35,000 in cash and \$25,000 in in-kind services to offset costs
 - Birmingham CVB rebate due to meeting our room block
- Increase in Academy registrations
- Decrease in overall Food and Beverage expenses
- Scanning was removed for 2019, another savings
- Decrease in General session and Academy speaker fees
- Decrease in other conference expenses

CONFERENCE -- 2020 Conference – St. Louis, Missouri

We are projecting 700 Delegates/35 guests for the 2020 Conference and a projected loss of \$215. The average attendance numbers from Conferences in 2015, 2016, 2017, 2018 and 2019 is approximately 670 delegates. However, even with Birmingham numbers arriving at less than projected, we are confident that 700 is doable for St. Louis.

NOTE: St. Louis offers plenty for Delegates and guests. Airlift is easy from anywhere in the world and it is a 15-minute ride from the airport to the Hotel. We are in one host hotel and that hotel is walking distance to the site of the All-Conference Event, requiring no transportation. Here are areas that we believe will make St. Louis an attractive conference:

1. One Host Hotel – Will receive soft refresh/renovations before May 2020;
2. St. Louis by car is between 3 to 8 hours from numerous states;
3. Typical expenditures for delegates in St. Louis are affordable; and
4. There are various attractions available to delegates that we will promote.

Hotel Room Block/Costs

The Host Hotel is the Hyatt Regency Hotel -- \$165/night with 17.9% sales tax and 80% attrition. Food and beverage minimum is \$100,000, a figure we can meet and have exceeded the past few conferences.

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The hotel is within a safe and secure area of the city with a few nearby establishments within walking distance. We have contracted 600 rooms each on peak nights for a total room block of 2,995 (need to meet 2,394 to avoid attrition). We anticipate meeting our room block and the hotel has minimum rooms for us to grow. There are also two overflows hotels within short walking distance from the Hyatt: The Drury is across the street; and the Hilton is two short blocks away. Both properties can accommodate IIMC if we sell out and the need arises.

*All education, general sessions, exhibit hall, lunches, refreshment breaks, opening ceremony, board meetings, annual banquet and ABM will be in the Hyatt Regency Hotel. The All Conference Event will be offsite in 2020 and does not require transportation since it will be at the Gateway Arch, a 5-minute walk from the host Hotel.

Conference Delegate/Guest Registration Fees - 2020

The current fees are \$600 early bird for Delegates and \$265 for Guests.

Early Bird Package/Marketing

The Early Bird will be **Monday, March 30, 2020** to save \$50.00 on registration. If the past three conferences are any indication of members booking early, we will need this date to negotiate another hotel if the need arises.

After Early Bird - **Tuesday, March 31, 2020** – cost will be \$650.00. In 2019, we had 20 members register after the early bird. Increasing the late fee helps in two areas: 1) spurs delegates to register early; and 2) increases revenue to IIMC.

In 2017, we reduced the number of preliminary programs mailed. We now mail the program to members who have attended at least three conferences, instead of five, and keep all the other mailings the same. IIMC will realize approximately \$2,000 to \$4,000 in savings (between printing and postage).

Rebates/Commissions Maximum

The Hyatt Regency is offering IIMC a 10% commission that will be divided between IIMC and YES (65% IIMC and 35% YES).

City of St. Louis -- In addition to the Hotel commission, the City of St. Louis is providing IIMC with \$6,500 – toward convention related expenses.

Total Rebates/Commissions/CVB per occupied room block (miscellaneous conference revenue):

- Hyatt Regency Hotel -- \$32,180 IIMC's maximum commission (includes 65% and \$6,500).

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

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

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

Areas to note for St. Louis include:

- Cities are reluctant to pay for conference travel; thus, having an impact on overall attendance.
- We are working with an excellent host committee and the St. Louis CVB is helpful.
- The central location helps to reduce the cost of travel for attendees.

Recommended Discounts and Savings

We will offer \$50.00 discounts to Region VII (IL, KS, MO) and Region VI (IA, MN, WI) IIMC's population in these regions is approximately 1,450. Regions X and XI already receive a discounted conference rate of \$460US and \$395US, respectively. We have found the Region discount programs work well. In 2019, we had 194 members from the discounted regions attend Birmingham. The past four conference, we've extended the discount program to the host and other nearby regions that we deemed to be within close (driving/train/bus) proximity of the host city.

Other discount programs that Management recommends continuing in 2020 are:

- Academy sessions are \$179 and offer a \$50 discount for each additional Academy session after paying the \$179 fee for the first Academy. We had 234 registered for the Academies in 2019. We are keeping our Academies in St. Louis to six. We will have four Athenian Dialogues. We believe these numbers will do well to attract delegates and keep instructor fees to a minimum.
- Offer an incentive for any city that sends two or more Clerks to the conference a discounted flat rate of \$485.00 per delegate after initial Delegate registrations at full price (**No other discounts - first timer or Region - would apply to the delegates paying \$485.00**). However, the first member from this group paying the full price would be able to take advantage of the first timer and Region discounts if applicable. Birmingham attracted 57 multiple attendees.

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Education

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

Dr. Long provides outreach work and liaises with the Institutes, is working on creating new online courses and is a soundboard on all things regarding education. She is overseeing the Education Task Force. **The Education Department's report is in the Agenda.**

Finance

The projected 2019 year-end budget will make it 12 consecutive years that IIMC will end the year in the positive. **The 2019 and 2020 projected year-end budget reports in this Agenda provide detailed accounts of IIMC's finances.** The Budget Committee's report also provides full details regarding this and next year's finances, as well as five recommendations for the Board's review and approval.

Marketing/Communications

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

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

Since October 2015, IIMC has operated without a Communications Coordinator. Staff shares those duties. The Board has asked us to look into the hiring of a full-time Coordinator (per Strategic Plan). We did not recommend hiring for this position for 2019 – primarily experience and costs, and the need to evaluate the entire operation, including transitioning to a new website, streamlining current staff's responsibilities (if possible) and ascertaining that the new communication hire is fully versed in writing, marketing, social media, development, etc.

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

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Membership

IIMC's membership numbers in Region I through X remain consistent. We are noticing as Baby Boomers retire some do not transition into Retired Members. We have seen growth in our Deputy Memberships since 2015. Our Inactive 2 Active Member Drive has brought in 224 new members since 2017. Municipalities find themselves with budget constraints, thus we see the ebb and flow of our association membership numbers. The 2019 membership budget will realize a profit of approximately \$1,047,370. Member Services Director Janis Daudt and Member Services Representative Tammy Storrie have nearly 35 years of combined experience that they use regarding customer relations, member recruitment, retention and other areas. Iris Hill also adds support in this Department and is cross training in various areas of membership. **More information on the Department can be found in the Membership report in this Agenda.**

Management's Comments/Recommendations -- Board Action Required

1 – Executive Director Succession Planning - Attached

We recommend that the Board approve the Succession Plan in concept as Policy (place holder). The Plan was sent to the Policy committee for their review and comments and will be part of the Committee's year-end report in May 2020.

2 – Current Conference Process regarding Volunteers - Attached

Currently, IIMC staff follows the attached Conference Volunteers process. Since this is an internal process, we are recommending that the Board accept this process as policy and allow staff to include it in the Annual Conference section of the IIMC Policy Manual.

3 – IMASA Association – South Africa

IMASA is a professional institute established in 1997 to serve Municipal Clerks who are employed or studying toward a career in municipal administration throughout Southern Africa. IIMC is active in all nine Provinces of South Africa. IIMC has approximately 117 Clerks. IIMC's official affiliation dates to 2009; however, IIMC has had a relationship with its predecessor going back to the mid-1990s.

At the Region XI meeting in Birmingham, AL, Winnie Baloyi, IIMC's president, asked if IIMC would consider making the Association part of IIMC's bulk membership scheme. IIMC is not on par financially with our other Region XI affiliates, therefore, they asked if the IIMC Board would consider including them in the scheme for \$250.00US annually, to benefit their members through the *News Digest*, E-Briefings and exposure to professional development programs. Currently, the Region XI membership scheme costs \$2,000US for SLCC, the VVG and ADSO.

Since communication and outreach is produced electronically, there is no financial burden to IIMC. Also, the Region XI members did not have any issues with the reduced rate for IIMC, considering their financial situation.

Management recommends that the Board approve IIMC to be part of the Region XI bulk Membership Scheme for the annual dues of \$250.00US

4 – 2021 Study Abroad Program and Symposium – The Netherlands

At our Region XI meeting at the SLCC Conference in October, we discussed the possibility of holding the 2021 Study Abroad/Symposium program in September 2021 in Amsterdam, the Netherlands, depending on suitable venues and costs. IIMC Region XI consultant Tom Van Der Hoven attended the VVG Conference in October and met with VVG and IIMC member Hans Rijs, who is overseeing the logistics regarding these two events. Hans will be looking at venues prior to a potential IIMC visit in February or March 2020.

The Region XI Management Board has agreed that holding the 2021 program in the Netherlands would be a wonderful, engaging and educational experience for all participants. We've been in Belgium twice and the UK once, therefore, it's nice to move the sites around and share with our Region XI affiliates. More details will be forthcoming and, hopefully, a draft itinerary will be available prior to the 2020 Conference.

Management recommends that the Board accept the 2021 Study Abroad/Symposium program to be held in the Netherlands.

5 – IIMC Annual Conference Grants – Region XI

As part of promoting the annual conference, IIMC provides two conference grants per region. Although, we average at least 60 to 70 percent participation through these grants, Region XI members, year in, year out, are inadvertently excluded from qualifying due to the Grant's Criteria, specifically the three bullet points below:

- **Preference will be given to IIMC Members who are working toward the CMC designation.**
- **Second preference will be given to IIMC Members who are working on their MMC designation.**
- **Applicants must have an Admission for CMC or MMC Application on file with IIMC**

This wording excludes anyone not in the CMC/MMC program, which is most of Region XI members.

In discussing this with the Education Department, there is a possibility that removing these restrictions may attract Region XI members to apply for the Grant. We can't ascertain if this is true; however, it's a start.

Management recommends that the Board approve the removal of these three restrictions regarding Conference Grants and Region XI members.

Management's Recommendation

Management recommends that the Board accept all five recommendations.



International Institute of Municipal Clerks

Professionalism in Local Government through Education

IIMC Executive Director Continuity/Succession Planning

This document is meant to serve as an outline to the IIMC Board of Directors to ensure that IIMC is prepared, at least in process, for the departure of its Executive Director and the Organization's future.

IIMC Board of Directors

There are several key areas that the IIMC Board should consider regarding the process:

1. Understand the role of the Executive Director;
2. Align vision with the Board as the transition is crafted (who do you want, types of soft skill, characteristics, fundamentals, experience, etc.);
3. Develop transition plan for all types of departures; and
4. Cultivate internal leaders as part of your plan.

Staff

IIMC has always been supportive of Staff and committed to its professional development. The Staff functions primarily on its own with Executive Director oversight. It's imperative that an interim or new Executive Director be informed of how Staff operates. A heavy-handed individual would ruin the chemistry and independence of how Staff functions.

Note: In hiring a new Executive Director, IIMC Staff will need to be involved initially to provide their perspective regarding what constitutes a qualified candidate. Staff has a good understanding of the skills, experience and demeanor that will lead to success within the office. Positive organizational culture is essential to a successful organization, and Staff certainly has a perspective that needs to be considered. The IIMC Staff should also meet/interview the final list of candidates to gauge the fit; however, Staff should not be in the final decision-making process. Staff should assist the leadership in the process unless a staff member is a candidate.

The IIMC Board needs to be cognizant that while they will interact with the Executive Director during teleconferences, Board meetings and the Annual Conference, Staff is with him/her at least 40 hours per week and that he/she will have a tremendous impact on their professional development, job satisfaction and career path.

Scenario 1 – Resignation/Retirement

Barring any unforeseeable circumstances and under the current Executive Director's contract, 45 days' notice must be provided to the IIMC Board of Directors if the Executive Director is resigning. During this period, the Board should decide on some fundamental issues and begin the search process. Initial considerations should be:

Page 2-2-2 – ED Continuity/Succession Planning

1. Whether or not to contract with an executive recruiter
2. The role of the current Executive Director (IIMC Staff should be involved in providing its opinion regarding the needs of the position in terms of their relationship with the Executive Director).
3. Should the search take longer than the notice period, which of the following options would best serve IIMC until a new Executive Director is selected and onboard:
 - a. Ask the Executive Director to remain, if in good standing, amenable to the Board.
 - b. Ask a Staff member to serve as interim. If so, should this person be one of the potential internal candidates?
 - c. Hire an external interim Executive Director. If so, there are plenty of resources for hiring interim nonprofit CEOs.

Scenario 2 – Agreement Non-Renewal or Termination without cause

The current Executive Director's employment agreement may be renewed upon the mutual agreement of both parties. In the event the contract is not renewed, or the Executive Director is terminated without cause, the leadership may wish to follow the process in Scenario #1.

Scenario 3 – Sudden Illness/Unavailability

- A. If the Executive Director becomes ill and is unable to perform his/her duties for a limited period of time but is expected to recover and return to full performance, the leadership may wish to do nothing for that time or appoint a Board Liaison from existing Staff. Another option would be to select an interim Executive Director from Staff or someone may be brought in from the outside (see **IIMC Constitution Article XI – Section 3 – Vacancy**).
 - a *In the event of a temporary vacancy in the position, the Board of Directors will name an interim Executive Director and will determine the process in hiring a new Executive Director.*
- B. If the Executive Director becomes ill and is physically or mentally disabled in a manner that would prevent the performance of his/her duties and a return, the leadership should consider selecting an interim Executive Director either from the IIMC Staff or someone may be brought in from the outside (see **IIMC Constitution Article XI – Section 3 – Vacancy**). After this choice is made, the process in Scenario #4 should provide guidance.

If faced with one of these scenarios, the Board needs to consider a wide variety of factors too numerous to address here. The important thing to keep in mind is we have a great Staff. A short or even medium absence could easily be handled by the team.

Page 3-3-3 – ED Continuity/Succession Planning

Scenario 4 – Death/Termination for Cause

In the event of the Executive Director's death or termination, the IIMC Board of Directors needs to decide on some fundamental issues and begin the search process. Initial considerations are:

1. Whether to contract with an executive recruiter
2. The role of Staff in the transition period.
3. Until a new Executive Director is selected and onboard, which of the following options would best serve IIMC:
 - a. Ask a Staff member to serve as interim. If so, should this person be one of the potential internal candidates?
 - b. Hire an external interim Executive Director.

If the leadership needs the assistance of an executive recruiter or an AMS (Association Management and Services), many are available - SmithBucklin and Korn Ferry to name a few.

Conclusion

Succession planning is an awkward and difficult topic. And, like many awkward and difficult topics, organizations tend to avoid discussing it. Most boards simply never carve out the time to create a realistic and strategic succession plan.

This document is intended to provide the IIMC Board with a general outline for business continuity and succession planning. IIMC is in good, capable hands regardless of these scenarios and would have enough time to make good, long-term decisions on behalf of the Organization and the Staff.



International Institute of Municipal Clerks

Professionalism in Local Government through Education

IIMC Conference Volunteers

All IIMC Member and Non-Member Volunteers will comply with the instructions from IIMC Staff and are expected to conduct themselves in a courteous, professional and respectful manner, refraining from language and actions that might bring discredit to themselves, their municipality and IIMC. Per IIMC's Code of Conduct Policy posted in IIMC Annual Conference Program approved by the Board, March 5, 2012.

NOTE #1: All Volunteers will receive a green volunteer ribbon.

NOTE #2: Non-paying volunteers CANNOT attend education sessions unless they purchase a Day Ticket.

NOTE #3: Day Tickets include all of the activities going on Monday, Tuesday or Wednesday.

NOTE #4: Event Tickets are for specific events such as Opening Reception, Opening Ceremony, All-Conference, etc.

IIMC Member Volunteers (IIMC members who have purchased a Conference Package)

- IIMC Member will register, with payment, for the Conference deducting any discounts that apply.
- All registered IIMC Members choosing to volunteer will give their name to the Host Committee Volunteer Chair.
- All registered IIMC Member Volunteers may attend education sessions and receive education points during the conference.
- All registered IIMC Member Volunteers may attend all activities offered in the conference package (see below):
 - Opening Reception
 - Opening Ceremony
 - Concurrent Education Sessions/Workshops
 - Admission to Exhibit Hall
 - General Sessions
 - Two Luncheons
 - All Conference Event
 - Annual Business Meeting Breakfast and Annual Banquet

IIMC Members that Volunteer for one or two days only (An IIMC Member who has not registered for the Conference and will not be attending the full Conference)

- Unregistered IIMC Members are assigned to work with the Host Committee Volunteer Chair.
- If the unregistered IIMC Member volunteers to work Saturday or Sunday and would like to attend the Opening Reception Sunday evening, they must purchase an individual event ticket.
- If the unregistered IIMC Member volunteers to work on Monday, Tuesday or Wednesday, and would like to attend all or any events for that particular day, they will need to purchase individual Day tickets (Day Tickets include education sessions, a general session and all activities for that day).
- Day tickets will include concurrent education sessions and general session and will earn education credits. Individual Day Ticket prices vary for each day.
- Individual Event Tickets are also available for Monday, Tuesday and Wednesday.

Non-Member Volunteers (An individual who is a spouse, guest, city employee or a Clerk, but not an IIMC member)

- Non-Member Volunteers are assigned to work with the Host Committee Volunteer Chair.
- Non-Member Volunteers are not allowed to attend any concurrent education sessions.
- Non-Member Volunteers interested in participating in daily activities must purchase an Individual Event Ticket:
 - Opening Reception
 - Opening Ceremony
 - Admission to Exhibit Hall lunch
 - All Conference Event
 - Annual Business Meeting Breakfast and Annual Banquet



Memorandum of Understanding

This agreement made this 23rdth day of October 2009, between the International Institute of Municipal Clerks (IIMC), and the Institute of Municipal Administration for Southern Africa (IMASA).

Whereas IIMC and IMASA are desirous of developing a partnership for the mutual promotion and benefit of each organization;

AND WHEREAS IIMC and IMASA share a common goal of promoting the professionalism of their members;

THE PARTIES HERETO AGREE AS FOLLOWS:

1. IIMC and IMASA hereby enter into a formal agreement from the date of signing hereof.
2. IIMC and IMASA shall extend an annual reciprocal invitation for up to two members to attend their respective annual conferences. Said invitation will include:
 - a. Complimentary registration and accommodations for the duration of the Annual Conference;
 - b. The opportunity to conduct education related sessions, and/or address the full membership at general functions or events.
3. IIMC and IMASA agree to place an active link on their respective web sites: www.iimc.com and www.imasa.org.za to announce this memorandum of understanding.
4. IIMC and IMASA agree to reciprocate receiving regular newsletters and publications.
5. IIMC agrees to recognize IMASA as an official affiliate of IIMC on the IIMC web site and in the *IIMC News Digest*. IMASA agrees to recognize IIMC as an official affiliate on the IMASA website and in the monthly *IMASA Newsletter*.
6. IIMC and IMASA agree to identify programmatic opportunities that are in keeping with the overall goals of each organization.
7. IMASA members may join IIMC for the affiliation Region XI cost, allowing qualified members participation in IIMC and Municipal Clerks Education Foundation (MCEF) education programs, scholarships, grants and other opportunities.
8. Either party may terminate this agreement with six months written notice.

International Institute of Municipal Clerks

Mary Lynne Stratta
Mary Lynne Stratta, MMC

President

Christian G. Shalby
Christian G. Shalby,
Executive Director

Institute of Municipal Administration for Southern Africa

M. E. Heitbrink
M. E. Heitbrink
National President

Signature

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Dr. Jane Anne Long, Director of Professional Development
Ashley DiBlasi, Assistant Director of Professional Development
Kellie Siggon, Education Associate
Iris Hill, Education and Membership Assistant

Date: September 15, 2019

Subject: 2019 Mid-Year Education Department Report



Below please find highlights of our progress since the Annual Meeting in May of 2019.

2020 Annual Conference Education Program

The 2020 Conference Education Program will include:

- ❖ **6 Academy Sessions** – Topics featured will include Meeting Management, Conflict Management, Employee Appreciation, Resilience, Influence & Impact and Information Security
- ❖ **2 General Sessions** – “*Working Smarter, Instead of Harder*” – with Dr. Nick Bontis and “*Mindful Leadership*” – with Pandit Dasa.
- ❖ **42 Concurrent Sessions** – In 2020, we will offer 42 concurrent education sessions on a variety of relevant and timely topics. We will be offering numerous repeated sessions in 2020 based on direct positive feedback from the 2019 conference evaluation.
- ❖ **Athenian Dialogues** – The department will be offering 4 Athenian Dialogues in St. Louis. All dialogues will be held at the Hyatt.
 - **Creativity, Inc: Overcoming the Unseen Forces That Stand in the Way of True Inspiration** by Ed Catmull, Amy Wallace will be facilitated by Montana Co-Institute Director, Ashley Kent.
 - **Undaunted Courage: The Pioneering First Mission to Explore America's Wild Frontier** by Stephen Ambrose will be facilitated by veteran Athenian Facilitator, Paul Craig.
 - **The Everything Store: Jeff Bezos and the Age of Amazon** by Brad Stone will be facilitated by Dawn Michanowicz, MMC, Retired Town Clerk, From the Town of Sterling, Massachusetts
 - **One Giant Leap: The Impossible Mission That Flew Us to the Moon** by Charles Fishman will be facilitated by Chuck Tokar, MMC Mayor/Retired Village Clerk From the Village of Chicago Ridge, Illinois.

- ❖ **Offsite Concurrent Education Session** – In 2020, we will be offering two offsite concurrent session which will take 200 pre-registered delegates through the incredible St. Louis Union Station. This program will explore the history of the train station dating back to the 1904 World's Fair and the multiple revitalizations that this historical landmark has undergone since. This session will be facilitated by the Education Coordinators at Union Station and will be offered on Tuesday, May 20, 2020 in the morning and again in the afternoon.
- ❖ **Smartphone Application** – The IIMC Smartphone App now resides on 4,542 devices worldwide and has been opened over 167,527 times since its launch with 36,484 of those onsite in Birmingham, Alabama. The social features rolled out with the 2019 version were thoroughly enjoyed by the delegation and will be carried into future conferences.
- ❖ **IIMC Gives Back** – The Department will be exploring options for this program after the first of the new year and will announce our findings when available.
- ❖ **Region Meetings** – In 2020, Region Meeting will be held on Monday morning following the Opening Ceremony. The department hopes that this change encourages networking and connections early in the conference and assists in planning region dinners and other impromptu meetings.

Athenian Leadership Society

As of this date we have 65 Facilitators and 137 official Fellows. We are proud to announce that we recently approved our first Athenian Facilitator from Region X, long time IIMC conference presenter, Faith Wood. We look forward to seeing the first Athenian Dialogue held in Canada!

Committee Work

❖ **Conference Committee**

The Department worked with the Conference Committee to review proposals and recommend sessions for the 2020 Conference Education program. As well as reviewing the feedback from the 2019 Conference Evaluation. As always, the Department thanks this committee for their hard work.

❖ **Education and Professional Development Committee**

Since the Board Meeting in May, this committee has reviewed and approved a new long-standing leadership program offered by the National Association of Counties. More information can be found in the section for online learning later in this report.

The Department will be working with this committee during the second half of the term to review the Education and Institute Guidelines and determine if there are areas that can be clarified and or revised to ensure relevance and practicality.

Online Education Programs

IIMC now offers 194 online learning opportunities on our website, all of which have earned a long-standing approval. Some of those include:

- ❖ **Captus Press** – As of the date of this report, IIMC has released eleven non-interactive, on demand webinars available through Captus Press. Three new programs were released since the 2018 Mid-Year Meeting and an additional course went live in June 2019. In 2018, we generated over \$19,000 in revenue from these programs and between January and August of 2019 we have generated \$19,111 which is on track for our projection of \$21,000 by year end. We have recently contracted with one instructor to create an online course for with estimated completion by December 2019. We are also inviting 3-4 other presenters to create online learning opportunities for us for completion in the first quarter of 2020.
- ❖ **MindEdge Learning** – This new online learning partnerships launched on January 1, 2018. As of the date of this report, we have had 93 course registrations and have received \$2,713.40
- ❖ **Ed2Go Online Programs** – IIMC has been a retail partner of Ed2Go since for many years now receiving a 10% rebate on each course registration.
- ❖ **NACo High Performance Leadership Academy** – Since we last met, the Education and Professional Development Committee has approved a new online learning opportunity from the National Association of Counties (NACo). The High-Performance Leadership Academy is a 48 hour leadership program eligible for 8 CMC Experience, 8 MMC Advanced Education or 8 MMC Professional Contribution points. NACo has given IIMC members a \$300.00 scholarship toward the registration costs of the program. IIMC receives no rebates from this program but we are delighted to be able to share a top-notch program with the membership.

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** – Since the Annual Board Meeting on May 18, 2019, we have awarded **139 CMC** designations and **37 MMC** designations. Overall totals are as follows: CMC Grand total = 4,744; MMC Grand total = 1,373.

- ❖ **International Certification** – Since the Annual 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 Press Releases** – During the Board Development session in May, the Board requested press releases to be sent to region directors when a new certification is achieved in their region. As of September, this has been implemented with the intention of improving both internal and external communication.

IIMC Foundation

The Education Department acts as a liaison for the Foundation and holds the records for all scholarships and grants. For the upcoming year, Staff has revised the submission process to streamline the process and prompt applicants to include all of the required documents. All applications will be completed using an online form submission process. Applications for the following scholarships & grants will be posted and available for submission on October 1, 2019.

- ❖ **Jim Tinnin Online Learning Scholarship** – The 2020 application period will run from October 1-31, 2019. Recipients will be selected in November and will receive a \$100 reimbursement for an IIMC approved online course completed through our website during the 2020 calendar year.
- ❖ **2020 Conference Grants** – The 2020 application period will run from October 1, 2019 – February 12, 2020 and will cover the general registration costs for the 2020 Annual Conference for two members per region. Recipients will be selected in March of 2020.
- ❖ **CMC/MMC Scholarships** – The 2020-2021 CMC/MMC restricted scholarship applications, which provide reimbursement for institute and academy attendance will be available from October 1, 2019 – March 1, 2020. For this next round, recipients will be reimbursed up to \$400 for the registration fees of attending the program and will be required to submit receipts for reimbursement.
- ❖ **Region Grants** – The 2020 Region Stipend application will be made available on October 1st and will be accepted for the entire 2020 calendar year. This program offered a \$1,000.00 stipend that can be applied to the costs of running an IIMC approved Region Meeting Education program.

IIMC Institute Update

- ❖ **ID Connection** - An electronic newsletter continues to be sent to the Institute Directors and sent on a quarterly basis.
- ❖ **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. A call for new members will go out in the Fall ID Connection in October.

- **Colloquium** – This year’s Institute Director’s Colloquium expanded to include two informal gatherings that were optional and not sponsored by IIMC. We had 22 attendees at the informal dinner on Saturday, May 18th and about 15 attendees at the happy hour immediately following the Colloquium on Sunday, May 19th. Feedback from the ID’s was positive about these events and they have asked to have them continue next years. The Colloquium was facilitated by Dr. Long with a presentation by Ellen Freeman-Wakefield. The focus was on the future of clerk education in the next 5 years. There were 5 groups who completed SWOT analyses and those have been compiled into one document. The Institute Directors were sent a copy of the compiled SWOT analyses in August and asked to provide what they see as the top 5 priorities for the coming 1-5 years. Once those are compiled, they will be sent back out to the Institute Directors and with the support of the EAG we will have some activities to complete prior to the next Colloquium. The overall goal is a strategic focus for the Institutes in the next 1-5 years.
- An orientation New Institute Director Orientation was held on Sunday, May 19th from 7 a.m. till 8 a.m and facilitated by several “seasoned” Institute Directors.

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

- July 12-15 – Attended NEMCI in Connecticut
- July 24th & 26th – Illinois Summer Conference – Dialogue and Session Presentation
- August 20th – Wisconsin Municipal Clerks Association – Session Presentation
- September 16th- 17th – Arkansas Clerk Institute – Session Presentation and Dialogue
- October 11th – 12th – Virginia Institute – Session Presentation and Dialogue

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.

On September 5, Dr. Long attended a workshop given by the Institute for Credentialing Excellence in Chicago, regarding accreditation of our certification programs by the National Commission for Certifying Agencies. Given the information gathered at this session, Dr. Long’s recommendation is we take accreditation off the table because structurally, operationally and with current resources, IIMC just isn’t a good fit for accreditation.

Education Task Force

Since the Board meeting in May, the Education Task Force members have been finalized, confirmed and we have completed one group conference call in early August.

Dr. Kathy Duncan, full Professor at the University of La Verne, has been named as the facilitator of this group. Dr. Long will be working closely with her, handling logistics of the meetings and communication with the Task Force Members. The Task Force is using the free learning management system, Schoology, as a means for off-line group communication.

The 26-member group has been broken into three sub-groups based on the discussion topics the Board approved. Members provided their group preferences and distribution was pretty evenly divided. The focus of the three sub-groups will be:

1. Group 1 – Relevance of Certifications
2. Group 2 – Delivery Methods
3. Group 3 – Engagement in Professional Development

There will be two sub-group video conference calls prior to the on-site meeting in Ontario, California on November 1-2. We will have an update report for the Board as to the progress of the Task Group at the mid-year meeting in November.

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.

Management's Comments:

The Department continues to research new methods of making professional development courses and programs accessible to our members. Two areas to note: The Education Task Force and their findings (the group had yet to meet at the time of this writing) and eliminating further research on IIMC accreditation. Management concurs with Dr. Long's findings on the latter: The requirements are as stringent as they were 12 years ago when IIMC first ventured into this area. However, we will remain cognizant of future developments in accreditation, especially if they're amenable and viable to IIMC.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: **Board of Directors**

From: **Mary Ann Hess, MMC, Chair**
Kerry L. Rozman, MMC, Vice Chair

Date: **September 17, 2019**

Subject: **2019 Conference Report**



Background:

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

Committee Members: Mary Ann Hess, MMC, Chair
Kerry L. Rozman, MMC, Vice Chair
Sarah Bydalek, MMC
Ashley Clatterbuck
Janet E. Gray, MMC
Angelia Huonker
Kristal A. Jones, CMC
Sadie Main, CMC
Shari A. Moore, MMC
Travis O. Morris, CMC
Roxanne L. Schneider, MMC
Lauren Stewart, CMC
Lisa Westfall, MMC
Diane K. Whitbey, MMC

Board Liaisons: Helen Ingold, CMC
Camilla G. Pitman, MMC

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

Discussion:

In June 2019, the Committee received and reviewed the evaluations from the 2019 IIMC annual conference in Birmingham. The committee provided their comments and feedback of the evaluation results to the IIMC staff.

The Staff asked for our overall impression and opinions of the scanning process:

- Committee members noted the pros and cons of the scanning process, but overall the majority of the evaluations were to keep using the self-tracking system and omit the scanning process. One member commented that in the past, she found it very distracting to hear people being beeped in and out during sessions.

The Committee was advised that staff would use their comments and feedback as a planning tool for the 2020 Annual Conference in St. Louis, Missouri. Reading the comments from the conference delegates was very interesting and overall, the Committee agreed that the attendees thoroughly enjoyed the conference, especially the outdoor All-Conference event on Monday night. The Committee hopes that staff found our feedback useful.

Throughout the month of July 2019, the Committee reviewed the conference speaker proposals for the 2020 Conference. The ratings were submitted to staff and those ratings were compiled to assist in determining the sessions for the 2020 Conference. Committee members were very impressed with the variety and quality of proposed speakers for the 2020 Conference. Based on the excellent topics and presenters, the Conference will certainly be an outstanding one.

Financial:

No financial assistance is requested at this time.

Summary:

The Conference Committee enjoyed reviewing the evaluations and proposed speaker/training sessions and being included in the process of organizing an international conference. Thank you to the staff for their extensive work on making our educational sessions “world-class”.

Management’s Comments:

As always, we appreciate the Committee’s efforts in all things regarding the Conference. At the time of this writing, the Committee had yet to meet with staff regarding the 2024 conference site selection. However, we will meet via telecon prior to the Board meeting in November.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Peggy Hawker, MMC, Chair
Angela Johnson, MMC, Vice Chair

Date: September 11, 2019

Subject: 2019 Education/Professional Development Report



Background

The purpose of the IIMC Education and Professional Development Committee is to ensure IIMC provides excellence in professional education and development programs by serving in a supporting role to the Education Department; and work cooperatively with IIMC in suggesting programs and outreach of education for municipal clerks.

The 2019/2020 Education and Professional Development Committee members are: Angela Johnson, MMC, Vice Chair, Town of Meeteetse, Wyoming; Jennifer Carfagno, CMC, City of Pinellas Park, Florida; Jilline Dobratz, CMC, Village of Jackson, Wisconsin; Jonathan Draper, City of Torrington, Connecticut; Shakeitha Edwards, City of Opp, Alabama; Elizabeth Garcia-Beckford, CMC, City of North Lauderdale, Florida; Tami Kelly, MMC, City of Grove City, Ohio; Tina Knapp, MMC, Orange County Sanitation District, Fountain Valley, California; Ruth Post, MMC, City of Philomath, Oregon; Donna Shortall, CMC, Town of Rockland, Massachusetts; Michelle Smith, CMC, City of Reading, Pennsylvania; Pamela Smith, MMC, City of Sanibel, Florida; Toni Taber, CMC, City of San Jose, California; Anne Uecker, MMC, City of Saint Francis, Wisconsin; Nancy Vincent, MMC, City of Thornton, Colorado; Dawn Abrahamson, MMC, Board Liaison, City of Vallejo, California; Janice Bates, MMC, Board Liaison, City of Tipp City, Ohio; Diane Pflugfelder, MMC, Board Liaison, Township of Liberty, New Jersey; Sonja Tolbert, CMC, Board Liaison, City of Albany, Georgia; Ashley DiBlasi, Staff Liaison; Iris Hill, Staff Liaison; Jane Anne Long, Staff Liaison; Kellie Siggson, Staff Liaison; and Peggy Hawker, MMC, Chair, City of Newport, Oregon.

The 2019/2020 IIMC Education and Professional Development Committee was assigned the following goals and objectives for this year:

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

In late June, the Committee was asked to review an existing online learning opportunity that staff believed might be a good addition to the online learning opportunities listings on the IIMC website. The program is the NACo High Performance Leadership Academy Program, which is a 12-week leadership program that results in 48 credit hours of training and a certificate upon completion.

In this program, groups of 40 – 60 participants are accepted into each cohort and broken into smaller sub-cohorts of 8 – 10 participants based on their time zone. The time commitment is approximately three – five hours weekly with required Thursday and Friday video conferencing meetings.

The retail price of this program is \$1,995 USD, however, NACo has extended a scholarship opportunity to IIMC members resulting in a \$300 discount, for a total cost of \$1,695.

This program is offered by a county association, which could deter registrations, but the IIMC Education Department felt that it is important to have offerings available for county members (of IIMC) to demonstrate inclusivity. Staff reviewed the program content and demo videos and concluded that the program seems to be general enough to cover all types of municipal government – not just county government.

As requested by IIMC staff, this information, along with the program content and demo videos, was shared with the Education and Professional Development Committee.

Ten Committee members responded, and the responses were all supportive of further exploration of this opportunity. The Committee comments were shared with staff (are listed below), and staff comments are included below in red (bold and black):

- Absence of socializing and networking opportunities; (**Although there is no physical, face-to-face interaction, the small cohorts are conducive to socializing and networking.**)
- Cohort model helps to foster a sense of community and connectivity; (**Agreed – the cohorts are broken up by participant time zone and allow for direct conversation, socializing, and networking weekly.**)
- How many educational points would be allowed to be used toward certification; (**48 hours translates into eight CMC experience or eight MMC advanced education or eight MMC professional contribution points at the rate of one point per six educational hours pursuant to the Education Guidelines.**)
- Concern that the fact that the program is offered by a county-geared organization could be a deterrent to municipal clerks; (**IIMC's diverse membership includes county clerks so this program would fulfill a direct need/request to provide additional educational opportunities for that sector of the membership. Although the program is offered by an association that serves counties, the leadership content within the program can be translated across all branches of local government. The speakers contributing to the program are from a variety of industries and are not specific to county government. We have attached an example of some of the videos that are found within the program for reference.**)

- Potential impact on Institute attendance; (**Since this program is eligible for CMC experience, and not for CMC education, there is no direct impact on Institute attendance. Most of the IIMC approved Institutes do not offer training for county clerks, so there is no really direct impact for the County Clerk Institute/Academy attendance. As with the current online learning opportunities listed on the IIMC website, MMC applicants have numerous opportunities to accrue advanced education and professional contribution points outside of Institute/Academy attendance. The impact on the Institutes from this program would be no different than the existing opportunities that are already available to the IIMC membership.**)
- What do the 48 continuing education credits apply for; (**See above.**)
- Would the credits be used toward the MMC or CMC or a totally new certification; (**IIMC does not offer any designation outside of the CMC and MMC, nor are there plans to offer a new designation. This program would be eligible for points toward the CMC and MMC designation as outlined above.**)
- Is this program associated with college accreditation; (**No. This program is offered by an association.**)
- Could the four hours weekly be divided into one hour daily; (**The self-study portions can be broken up as needed. The live cohort call must be attended as scheduled.**)
- What are the responsibilities of the group leader; (**They will simply be assisting the group by helping keep the cohort conversation on track.**)
- Are group leaders recognized for their increased responsibilities, and if so, how; (**No. They are not.**)
- Is the \$300 discount offered to every participant, or just those awarded scholarships; (**Every IIMC member would receive a \$300 scholarship toward the registration fees for this program.**)
- Since there are many of these types of programs in the marketplace, what vetting was performed to identify this as one that should be offered; (**This program was brought forward by an IIMC member seeking credit to take it. After reviewing the program content in detail, the Education Department reached out to NACo and had a lengthy conversation regarding the program format, content, and options that IIMC members would have. This same vetting process applies to most of the programs that IIMC approves on a daily basis, and to those that are currently listed as approved on the IIMC website.**)
- What qualifies this particular program as one that IIMC, and its members, would want to support and encourage our peers/members to enroll in and complete; (**IIMC feels that the content of the program is at an exceptionally high level in both quality and detail. Staff feels that the interactive format and leadership speakers at the highest level in their industries will provide an excellent opportunity for IIMC members to enhance their own leadership skills and grow as both municipal employees and as individuals.**)

Please keep in mind that the department would, and has, approved this program for individual use on CMC and MMC applications already. This review is simply to make the program known to the entire membership by posting it on the IIMC website.)

- Are there similar more cost-effective programs. (**There are many certificate-type programs on the market today. There are also many opportunities listed on the IIMC website that are less expensive. This particular one that is under review would be considered a top-notch program in terms of the content and quality of the speakers.**)

Generally, the consensus of the Committee is that it could be a great opportunity, but that additional information is needed to make an informed decision. The Committee believes the program warrants further consideration.

Financial

The Education and Professional Development Committee has no financial requirements at this time.

Summary

The 2019/2020 Education and Professional Development Committee welcomes additional assignments as they arise. We look forward to working with IIMC staff to meet the goals and objectives of this Committee.

Recommendation

No recommendations at this time.

Management's Comments:

For years, this Committee has provided support, guidance and has been an excellent sounding board for IIMC's Education and Professional Development programs. As we can surmise by the report, there was plenty of thought and discussion that occurred in the NACo program review.

As the Department continues to flourish and find new methods of improving professional development for its members, it's imperative IIMC can rely on this Committee's insight and perspective. Committee Chair Peggy Hawker is part of the Education Task Force.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

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

Date: September 16, 2019

Subject: 2019 Elections Report



Background

We have not had any meetings (Comm Calls) since the Annual meeting.

Discussion – None to submit at this time

Financial - There is no financial impact from the above recommendations

Summary

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

Recommendation

We look forward to working on any matters that the Board feels needs review in regards to the election processes of the IIMC.

Management's Comments:

The Committee's work will be in reviewing and vetting ballots, if applicable, regarding elections for IIMC Region Director and Vice President for 2020 and coordinating any election efforts at the 2020 Annual Business Meeting.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: **Board of Directors**

From: **Marc A. Lemoine, MMC, Chair**
Sharon Cassler, MMC, Vice Chair

Date: **September 17, 2019**

Subject: **2019 International Relations Report**



Background

Membership on the 2019 / 2020 International Relations Committee is comprised of:

- Marc Lemoine, MMC, Chair
- Sharon K. Cassler, MMC, Vice Chair
- Carol L. Anderson, MMC
- Naomi Bibi, SLCC member
- Susan Jackson, CMC
- Monica Martinez Simmons, MMC
- Lynnette Ogden, MMC
- Susan M. Ortiz, MMC
- Bruce Poole, MMC, SLCC member
- Bonnie Hilford, CMC, Board Liaison
- Kathryn Richmond, CMC, Board Liaison
- Denice Cox, Staff Liaison
- Jane Anne Long, Ed.D., Staff Liaison
- Tom Van Der Hoven, Staff Liaison

The 2019 / 2020 Committee Purpose is:

To facilitate the exchange of information, knowledge, and experience between IIMC members and promote affiliations in Regions X and XI.

2019 / 2020 Committee Goals as assigned are:

1. Manage and run the booth annually at the IIMC Annual Conference which promotes international Programs and provides a focal point for international members.
2. Work with Region XI Consultant and ED to provide possible locations for 2021 Study Abroad and Symposium programs
3. Create *News Digest* profiles featuring Region X and XI members.
4. Develop strategy on educating the membership on the value of global membership.

Discussion

The committee undertook its first goal of managing the International Relations Booth at the 2019 IIMC Conference in Birmingham, Alabama. The booth was part of the vendor area and was open whenever conference goers had access to the vendor area.



S. Cassler, S. Domen, E. Groenenboom in Birmingham, May 2019

Numerous members of the committee, both past and present, volunteered to ensure representatives were present at the booth during the various time periods required from May 19 to May 21. The booth was very popular with conference goers and provided information related to the upcoming 2019 Symposium and Study Abroad program and how conference goers could attend.

information on IIMC, its mandates, international affiliations/membership and other information on how IIMC could provide value to Clerks from outside of the United States. And, most importantly, it offered a first stop for international delegates who had never attended a conference before, who simply needed a smiling volunteer to greet them and help provide context for their conference experience.

The committee worked with the International Relations Consultant during the past period on referring member questions, including possible new affiliations in areas such as Puerto Rico. The committee will continue to work closely with Tom Van Der Hoven throughout the remainder of its term to share member concerns, provide information to our international members and develop ideas for the 2021 Study Abroad/Symposium.

The committee will continue to work on its final two goals in the remainder of its term, with plans to submit at least one news article to the *News Digest* featuring an international member.

Financial -- The committee has no financial requirements at the present time.

Summary & Recommendations -- We thank President Lana McPherson and the IIMC Board for allowing us the opportunity to work on this committee and look forward to further contributing towards our assigned goals in the next part of our term.

Management's Comments:

This committee's brand continues to grow within IIMC. The booth in the exhibit hall the past several years is a big draw, as well as the committee's input into past and future Study Abroad and Symposium programs. Once the 2021 programs begin to take shape, the Committee will be relied upon to provide ideas, concerns and develop the program within the framework of IIMC's and Region XI parameters.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

TO: **Board of Directors**

FROM: **Randi Johl-Olson, MMC, Chair**
Kathy Walker, CMC, Vice Chair

DATE: **September 2019**

SUBJECT: **2019 Legislative Report**



BACKGROUND

The general purpose of the Legislative Committee is to identify trends in legislation impacting the municipal clerk profession, provide legislative information to IIMC for the benefit of the membership, monitor legislation pertinent to the profession, and when appropriate provide relevant written reports regarding the same.

DISCUSSION

Over the last few years, the Legislative Committee has continued to periodically meet via conference call to discuss topics of mutual concern in the legislative space. Various articles for the IIMC Digest have been submitted as a result of those discussions. In addition, a legislative focused session was held at the Annual Conference in 2018 with participation from the National League of Cities at the suggestion of legislative committee members. A conference call with the current legislative committee, appointed in May 2019, will be held in the near future with the hopes of generating additional article submissions for upcoming newsletters.

FINANCIAL

None - The Legislative Committee meetings are held via conference call and the Committee's work is conducted via email.

SUMMARY

During the upcoming year, the Legislative Committee looks forward to continuing its work in the legislative space in the manner indicated above.

RECOMMENDATION

The Committee does not have a specific recommendation for the Board at this time.

Management's Comments:

This Committee is off to a slow start, but we are hopeful that 2020 will provide more information to the Board. We may have to revisit this committee's purpose. Committee Chair Randi Johl-Olson has done an excellent job of helping to create this committee a few years ago and maintaining it; however, its impetus may have subsided due to the time commitment involved in staying abreast of state/provincial legislation.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: **Board of Directors**

From: **Carrie W. Johnson, MMC, Chair**
Belinda B. Anderson, MMC, Vice Chair

Date: **September 17, 2019**

Subject: **2019 Membership/Mentoring Report**



Background:

In June of this year, I created an IIMC Membership and Mentoring Checklist in which I sent out to all our committee with items that needed to be addressed this year. All members were asked to add, comment or change anything in this checklist as we are using this as a guide for this year. Our main goal is to increase membership and develop new ways in order to accomplish this goal. See Below:

INCREASE MEMBERSHIP PER REGION 5% - MAIN GOAL

- Notify State Agencies of IIMC Membership Drive of new Clerks for possible recruitment via their website, annual meetings or conferences
- Create a contest among committee members that whoever brings in the most, new members by a certain date be given their membership the following year to IIMC at no charge
- Continuation of contacting new members with a card or note welcoming them to IIMC, send them also possible conference information or upcoming events as well as information on the Mentoring Committee
- Possibly add information to the IIMC Website about Membership – Making it new and sharable (if not already and emphasizing the mentoring aspect to new clerks). Add pictures to the IIMC Website of Committee and their emails
- Request Budget Funding from the IIMC Board for possible promotion materials/membership slicks/retention materials – hardcopies and digitized
- Have information at the Annual Conference in 2020 for prospective members for current members to take back to their organization or nearby cities including training opportunities.

NEWSLETTER (NEWS DIGEST)

- Have Committee Members make suggestions for newsletter in April and goals for the upcoming year and review prior goals and accomplishments
- Include information in the IIMC *News Digest* of the Mentoring Committee members and their contacts

NOTIFICATION TO MEMBERS

- Continue to welcome new members to IIMC sending them a personal note or card as well as congratulating all new CMC's and MMC's per region.
- Reach out to non-renewed members to see why they did not renew. List the reasons so they can be discussed at a future meeting or call in case IIMC Board needs to be involved.
- Increase awareness at State Annual Meetings. Wear your IIMC pins. Share the membership materials and possible advertising in state association websites or newsletters.
- Share with members information in your region on all educational opportunities via hardcopy or digital
- Consult with IIMC Liaison and President as needed
- Communication is always important: email, phone or mail. Get the word out

CONTEST

A contest was created among our Committee to see who could bring in the most, new members by way of a personalized membership application and once the application is received by IIMC that committee person receives credit for the member. The Committee member with the most members will receive their next year's IIMC membership "free".

COMMUNICATION

Each month, all committee members receive a listing of all new members and new certifications for the month. Each committee member is assigned at least one to two Regions where they reach out to each new member with an introduction and to congratulate new certifications whether it is an MMC or CMC. One committee member is assigned the task to reach out to cancelled members to find out why they may have cancelled and report back to the chair. The Chair of the Committee then addresses the liaison as needed. I will say that this has also has created a spark in some that have asked for a mentor.

MEMBERSHIP/MENTORING APPROVAL

In reference to the Proclamation for the Municipal Clerks Week, the Membership/Mentoring Committee for IIMC agrees that the proposed language changes be amended to include "Professional." The Committee feels that this will give a more personal as well as a formal feel to the document.

COMMERCIAL FOR WEBSITE

I have asked for committee members to create commercials perhaps on their phones of why we need mentors and how have mentors may have helped you in the past. This can be done at the state meetings and I will be collecting them and sending them to IIMC for review and editing for possible publication on the website.

MODEL MENTORING PROGRAM AND BROCHURE

The Committee has been tasked to create a new brochure and/or make comments and changes to the existing one and work on the program outline as it needs an update. I have asked for volunteers to consult with me on this project and we should have a conference call on this soon.

I have begun to make notes on this project and intend to move forward with this and should have an update by January.

NEWS ARTICLE

An upcoming news article will be forthcoming from this committee for publication. I would also ask that a spotlight be done on one of our committee members and listing all the members of the committee and their emails along with the article. (See Checklist 2)

PROMOTION

A group that offers nothing to its members will likely see its roster shrink instead of grow. Every group needs to offer an incentive for joining, especially if you charge dues or ask your members to donate their time. I know that in the past new members were given an IIMC pin. Is this still in effect? Could another small token be given to any new mentee?

Management's Comments:

We look forward to the Committee's intra challenges. We're excited that they have already brought in one new member from the challenge. They seem enthusiastic and their goals are challenging but achievable.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: David F. Bryant III, MMC, Chair
Lindsey Grigg, MMC, Vice Chair

Date: September 16, 2019

Subject: 2019 Public Relations and Marketing Report



Background: The Public Relations and Marketing Committee met via conference call on July 8, 2019, to review the goals and objectives and to accept assignments. The conference call resulted in committee members volunteering to address each of the goals and objectives. The following information is provided as an update of the work taking place.

Goal No. 1: Submit at least 1 article for the News Digest in the area of best practices, management and leadership.

Committee Chair Lisa Figueroa and Committee Member David Bryant stated they would work together to come up with an article. The article would be on notary best practices as this is an area that affects all clerks. This would be an opportunity to collaborate with the National Notary Association to come up with an article for submission.

Goal No. 2: Promote marketing plans for Program Excellence in Governance Award, recognizing innovation and best practices.

Committee Chair Lisa Figueroa recommended having each clerk's association share the program in their newsletters and to partner with other entities like Governing Magazine to get the word out. Former PRMC Chair Camilla Pittman suggested reaching out to the 2019 winner for a video to place on the IIMC website. Committee to send items to IIMC Executive Director Chris Shalby.

Goal No. 3: Develop existing materials and new marketing ideas for Municipal Clerk's Week.

Board Liaison Scott Passey updated the Municipal Clerks Week Proclamation to include the suggested language "Professional" throughout the document. The updated version has been sent to IIMC Executive Director Chris Shalby. Committee Member Lisa Figueroa suggested promoting #municipalclerkswEEK, encourage selfies, etc. and follow it up with an interactive map of all the cities that adopted a proclamation.

Goal No. 4: Work with Conference committee to generate ideas to celebrate IIMC's 75th Anniversary. (IIMC's 75th anniversary will be in 2021 when we are in Grand Rapids, MI. and may have a budget impact)

Committee Member Lindsey Grigg provided the group with several 75th anniversary ideas to review and share with the Conference Committee. Committee Member David Bryant suggested revisiting a postage stamp to celebrate the clerk's profession on the 75th anniversary of IIMC. Research is ongoing.

Discussion: Additional committee meetings to finish goals and review any outstanding items.

Financial: No budget requested for this year.

Summary: The PRMC is excited to provide items for the established goals for this year.

Recommendation: Goal No. 1 accept suggestion of notary best practices article.

Goal No. 2 promote Program Excellence in Governance Award in member association newsletters.

Goal No. 3 accept updated Clerk's Week Proclamation language changes and promote #municipalclerksweek with map of adopted proclamations.

Goal No. 4 committee to collaborate with Conference Committee on IIMC 75th Anniversary ideas.

Management's Comments:

First of all, we appreciate David Bryant stepping in for former Chair, Lisa Figueroa, who had to resign for work-related reasons. We agree with the Committee's recommendations: We look forward to publishing an article on Notary Best Practices; We are currently promoting PEGA via *News Digest* articles and E-Briefings; the new MCW Proclamation will now hold the official heading of Professional Municipal Clerks Week (this will now be carried and published in all materials regarding the celebratory week); and we are looking forward on the Committee generating ideas to celebrate IIMC's 75th Anniversary beginning in late 2020 through year-end 2021, culminating in the 2021 75th Annual Conference in Grand Rapids.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Jannette Goodall, MMC, Chair
Kathleen Montejo, MMC, Vice Chair

Date: September 13, 2019

Subject: 2019 Records Management Report



Background: The purpose of the RIM Committee is to develop informational resources to assist members with their records management needs. The Committee has held one conference call and has been corresponding through email on the following goals of the Committee.

1. Recommend records management educational sessions for the Annual Conference.

Completed: The Committee identified “management of social media records” as a topic that members would be interested in attending. The Committee Chair worked with a resource at the Texas State Library and Archives Commission and was able to contact information to Ashley at IIMC on a possible speaker in the Missouri area. Another possible option briefly discussed with Ashley was a panel consisting of two representatives from different social media vendors and two municipal clerks to talk about social media and how they are managing social media.

In addition, the Committee Chair worked with Ashley to put together an Academy Session for the Conference on cybersecurity as the new front for disaster planning.

2. **Prepare a minimum of two articles regarding best practices for records management.**

Ongoing: A couple of Committee members are working on a joint article and Committee members are also looking for other published articles that could be published with permission in the *News Digest*.

3. **Identify at least 2 issues and create content for the online Resource Centre of ordinances, policies and best practices.**

Ongoing: Committee volunteers are reviewing the existing online resources to ensure they are still viable links and will provide feedback on sites to remove and new resource to add.

4. **Review and possibly update, current or create new IIMC Technical Bulletins.**

Ongoing: The Committee has two areas that we were requested to review.

Content Management: The Committee was asked to explore the feasibility of working with Robert Blatt on reviewing and updating some of the material that had been previously developed in conjunction with Mr. Blatt, IIMC and NAGARA. Following discussions with Mr. Blatt the Committee will be assisting with reviewing and providing feedback on three primary documents.

- Considerations for content management systems
- Project management checklists
- Assessment Standards

Emergency Planning Resources: The Committee was asked to explore an idea proposed to IIMC by Lisa Johnston on Emergency Planning and the creation of “SWAT” Team. Following discussions with Lisa Johnston there are a number of ideas the Committee will be working on evaluating.

- Coalitions among multiple local governments that could serve as a source of information, shared training and possibly even some level of SWAT assistance. This could be through informal or formal agreements.
- Creating formal networks that Clerks could have as a resource in their areas of advice when an incident occurs. Someone that you could pick up the phone and call and explain what happened, what you have done and ask “now what”.
- Evaluating the possibility of requesting IIMC create a standing committee for disaster recovery – this I think could also include “information security and incident involving security breaches”. It would have to be a Committee that worked closely with the RIM Committee – maybe a formal relationship of Chair of one committee is the Vice chair of the other or something.
- Creation of resources such as checklists on different topics:
 - How to talk to first responders when an incident occurs
 - Who do you call for advice or assistance
 - What resources exist in each state, especially at universities

Recommendation

The 2019/2020 Records Management Committee is eager to move forward on these projects and look forward to making recommendations as the projects move forward. The Committee requests that the IIMC Board (1) accept the appreciation of the Chair, Vice Chair, and Members of the 2019/2020 Records Committee for this opportunity to serve the members; and (2) receive and file this report.

Management’s Comments:

We thank the Committee for their work and involvement with the Education program for the Conference. IIMC staff is also working with Robert Blatt on the creation of new Technical Bulletins. We anticipate receiving the Bulletins in 2020. The Bulletins will be complimentary to download to IIMC members. Blatt may also be presenting an education session at the Conference in St. Louis.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Wynetta Bolder, CMC, Chair
Date: October 1, 2019
Subject: 2019 Research & Resource Report



Background

To assist with surveying the membership on various issues as necessary; and to ensure the members are provided with quick and accurate answers to inquiries through membership network and resource library.

Discussion

2019-2020 Goals & Objectives presented to the Committee:

1. Review in-house publications (Role Call and Language of Local Government)
2. Assist in developing and disseminating surveys and questionnaires as requested by the Board of Directors, Committees, and staff.
3. Respond to member questions submitted to the IIMC website and staff.
4. Review and possibly update, current or create new IIMC Technical Bulletins.

Thus far, the committee has responded to the following requests/inquiries:

- i. Longevity pay/rates/method of calculation
- ii. Recording/Transcribing Equipment
- iii. Vendors that design/upfit council/commissioner chambers
- iv. Agenda Procedures Policy/Manual
- v. Social Media Policy/Manual
- vi. Vetted language for salary survey to be sent out to Regions I through X in October

Financial -- None

Summary

The Research & Resource Committee has been busy addressing inquiries in a timely manner and continues to be ready should any additional questionnaires or surveys be needed. The committee stands willing to help out in any way when called upon. Any suggestions from the Board of Directors are most certainly welcome.

Recommendation

The Committee does not have any specific recommendations for the Board of Directors at this time other than to endorse and support its ongoing efforts.

Management's Comments:

We always appreciate the Committee's work on various membership topics, especially their expeditious responses to member inquiries. They've vetted the 2020 salary survey. We look forward to their help with new Technical Bulletins and whether or not to continue printing current publications such as the *Language of Local Government* and *Roll Call*.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Kittie Kopitke, MMC, Chair
Tracy Davis, MMC, Vice Chair

Date: September 17, 2019

Subject: 2019 Policy Report



Background The Policy Review Committee was tasked with two assignments:

Protocol regarding Committee Chairs attending and presenting reports to the Board at the mid-year and annual meetings

Additional board reimbursement

Discussion The Committee discussed both of these matters via email with the entire Committee participating in the discussions.

Financial There is no financial impact regarding Committee Chairs (or their designee) attending the mid-year and/or annual meetings as those costs would be borne solely by the member attending.

The financial impact of the additional night of reimbursement for those attending the mid-year and annual meetings for Board Development and/or Board meetings has been addressed by the Budget Committee.

Summary

It is a privilege to work with a group of clerks dedicated to making IIMC a wonderful organization.

Recommendation

The Policy Review Committee is making the following two recommendations:

IIMC Policy 2.35.210 Meetings.

ADD

E. Any committee member wishing to address the Board at the mid-year or annual meeting shall advise the Executive Director and Executive Committee of their intent to attend at least 10 business days prior to the meeting date. Any and all travel expenses are to be borne by the member.

IIMC Policy 2.45.030
AMEND SUB PARAGRAPH C

*C. All other Board members are responsible for their own expenses except when requested to arrive earlier or stay later than the normal conference period. Board members will be reimbursed for ~~the up to two (2) the extra night (s)~~ accommodation, parking and meals only **regarding Board Development and/or Board Meetings**. If a meal is provided by IIMC no reimbursement is allowed.*

Management's Recommendations:

We agree with the committee's recommendations regarding the revised verbiage in **Policy 2.35.210** for committee members attending Board mid-year and annual meetings and **Policy 2.45.030** regarding reimbursement of funds for Board members attending Board Development and Board meetings.

The Committee has also been tasked to review the Executive Director Succession Plan (attached to ED update in this Agenda), which was sent to them after the 2019 midyear deadline. They will provide comments and recommendations in their year-end 2020 report to the Board for the May meeting in St. Louis.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: **Board of Directors**

From: **Andrew J. Pavlica, MMC**
Chair

Date: **September 17, 2019**

Subject: **2019 Budget & Planning Report**



Background

Membership on the 2019 / 2020 Budget & Planning Committee is comprised of:

- Andrew J. Pavlica, MMC, Chair
- Petie Ruch, MMC, Vice-Chair
- Lana McPherson, MMC
- Mary Johnston, MMC
- Sheri L. Pierce, MMC (Board Liaison)
- Stephanie Carouthers Kelly, MMC
- Gail Pomroy, MMC
- Chris Shalby, IIMC Executive Director (Non-Voting Staff Liaison)

2019 / 2020 Committee Goals as assigned are:

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

Discussion

Staff distributed to the committee information on the current 2019 budget and the proposed 2020 budget. A meeting of the Budget & Planning committee to review this information and create a proposed 2020 budget was held on Friday, September 13, 2019 at IIMC Headquarters in Rancho Cucamonga, California. All committee members, as listed above were present. IIMC Finance Specialist Janet Pantaleon and IIMC Financial Consultant Connie Parker also attended.

Policy Review – Revenue and Finance & Budget Committee Appointment Procedure

The Committee reviewed Title 4 of the IIMC Policy Manual, Revenue and Finance. This is comprised of sections 4.05 through 4.20, which is the relevant policy governing IIMC budgets, investments, accounting policies and the reserves. The Committee also reviewed the revised Budget Committee Appointment Policy which is comprised of section 2.35.080.

Policy Review – Revise Existing Policy on Conference Expenses for the Board

The Committee reviewed Section 2.45.030 C of the IIMC Policy Manual, Expenses – Conference. The Committee concluded that the Policy should remain as written, with minor revisions, regarding Board Members being responsible for their own expenses except when requested to arrive earlier or stay later than the normal conference period. This will authorize the change of the prior practice and the implementation of the new practice to reimburse the hotel cost of two nights for the Board Development day and the Board Meeting day prior to the start of the Annual Conference.

New ICS/CDARS Programs

The Board reviewed the ICS/CDARS Programs which allows IIMC to deposit all its funds with Manufacturers Bank and have the Bank, in turn, deposit those funds into other banks, ensuring that IIMC is always in compliance with FDIC insurance limits. It is believed that having one bank handle and invest IIMC funds provides peace of mind knowing that if something catastrophic were to happen with the banking industry, IIMC would never be in a liability regarding FDIC compliance. It also provides IIMC with one Bank to perform these types of major transactions as opposed to the handful of banks IIMC was using.

Review of Auditor's Management Letter & Report

The Auditor's Status Letter and Auditors Financial Statement were reviewed for the 2018 year-end audit and there were no significant audit findings, making it eight consecutive years without any significant findings.

Five Year Capital Items Projected Needs List

The 2019 - 2024 Five Year Capital Expenditures Plan was reviewed by the Committee. ED Shalby explained the proposed expenditures regarding Computer equipment acquisition, A/C Unit costs, Telephone Upgrades, Records Storage System costs, and other reasonable upgrades and expenditures.

2019 Projected Year-End Budget Notes

ED Shalby and the Financial Staff reported that the 2019 Year-End projected budget is anticipated to end with a profit of \$141,106, an increase of \$106,461 from the initial projection of \$34,645. The main reasons for the growth in the bottom line are the 2019 Conference in Birmingham, Alabama, originally projected at \$45,810, will now end the year with a profit of \$100,910. There were several reasons for the success of the Birmingham Conference. There was an increase in sponsorships from 8 to 12, there was the addition of a third hotel (The Hilton) which led to commissions and rebates, the City provided IIMC with \$60,000 of incentives - \$35,000 in cash and \$25,000 in in-kind services to offset costs, there were Birmingham CVB rebates, an increase in Academy Sessions, decreases in overall Food and Beverage expenses, scanning was removed for 2019 which resulted in savings, there were decreases in General Session and Academy speaker fees, and a decrease in other Conference expenses. Also adding to the budget bottom line is the Membership Department's projected year-end revenue of approximately \$1,303,500 over the original budget of \$1,261,000, an increase of \$42,500. Other IIMC Departments have contributed slightly either in revenue or in reducing expenses, ensuring a strong bottom line. Board Designated Reserves are approximately \$703,000. The EC travel budget will either meet projections of \$29,800 by year end or come in slightly under. However, with cost of airline traveling increasing, it was recommended that there be a \$2,500 increase in the 2020 EC travel budget. The Education Department's work with Captus Press regarding additional on-line courses will generate approximately \$19,000 in rebates by year-end. In regard to Marketing, it has been 10 plus years since the *News Digest* has functioned as an on-line E-

Zine. IIMC has realized more than \$1 million in savings these past years by not printing and mailing a monthly edition. Using conservative principles, the 2020 Budget's bottom line is now at \$4,373 and the 2020 Conference in Saint Louis, Missouri is projected to be \$215 in the red. Although the overall bottom line and the Conference budget are not as healthy as projected in the past, there is much optimism that the year-end 2020 Budget will match past performances.

Summary

The Committee incorporated the following items into the 2020 Budget: a \$2,500 increase in the Executive Committee travel budget, a 65% - 35% split with the Conference Planner, a \$2,000 increase for airline expense for the Education Director, a \$2,500 increase for the Region XI Consultant, increases for each of eight staff members, a salary for a Communications Coordinator, and an increase in the Executive Director's Salary over 3 years. The Budget Committee discussed the registration fees for the 2020 Annual Conference Delegates and Guests, and the Executive Committee decided against raising the registration fees for the 2020 Conference. An increase was suggested to be postponed for consideration until the 2021 Annual Conference considering that it is IIMC's 75th Anniversary and it may possibly be a 5-day Conference, pending Board discussion and approval.

As noted above, the projected 2020 Budget income is \$2,228,907, with expense at \$2,224,534, and an anticipated net profit of \$4,373. This is compared to the 2019 Budget of income of \$2,207,660, with expense of \$2,066,554, and a net profit of \$141,106. IIMC's Finances are anticipated to remain strong due to conservative projections which is why the anticipated 2020 net profit is only \$4,373. Budget performance from the previous few years has exceeded projections and contributing factors to this ongoing financial situation includes the efforts of the IIMC Board in recent years to create and implement policies and procedures that ensure budgets are adhered to and proper oversight of finances is in place. The lion's share of the praise for IIMC's financial success, however, is reserved for IIMC Staff, who operationalize the budget and finance policies. Staff continues to be committed to maximizing customer service within budgets and are often looking for ways to constrain costs without affecting deliverables. The Committee offers its praise to both the IIMC Board and IIMC Staff and urges continued vigilance in the future to ensure IIMC's long-term health.

Budget and Planning Committee Recommendations

Recommendation 1: The Committee recommends the minor changes to IIMC Policy 2.45.030 with the slight amendments to match the Policy Committee's recommendation:

C. All other Board members are responsible for their own expenses except when requested to arrive earlier or stay later than the normal conference period. Board members will be reimbursed for the up to two (2) the extra night (s) accommodation, parking and meals only regarding Board Development and/or Board Meetings. If a meal is provided by IIMC no reimbursement is allowed.

Recommendation 2: The Committee recommends that the Board accept the projected 2019 budget as presented, understanding that there may be slight modifications between now and year-end.

Recommendation 3: The Committee was also involved in the negotiation process with the Executive Director. In regard to the Executive Director's contract renewal: This year, the Executive Committee initiated negotiations, yet the May 2019 Board minutes stipulated that negotiations were delegated to the Budget and Planning Committee. There is no clear and concise delineation of responsibility for who has authority to conduct employment contract negotiations with IIMC's Executive Director. The process was cumbersome and, at times, ostensibly unsystematic and confusing due to a lack of policy and process as to how this is handled. The Budget and Planning Committee includes the Executive Committee as part of its membership and it seemed reasonable for this matter, this year, to be handled by the Committee, although, a smaller negotiation team would seem to be more workable. It was proposed that the IIMC President and the Budget Chair be the two-persons authorized to negotiate the Executive Director's employment contract in the future. It is recommended that the Policy Review Committee be given the charge to address this matter and formulate a written policy concerning the establishment of a Committee with the authority to negotiate future employment contracts with the Executive Director.

Recommendation 4: That the IIMC Board of Directors adopt the 2020 Budget with budgeted income of \$2,228,907, expenses of \$2,224,534, and profit of \$4,373.

Recommendation 5: The hiring of a full-time, in-house Communications Coordinator to begin in 2020.

Management's Comments:

We appreciate the Committee's oversight, insight and advice throughout the year regarding all things budget. As for the Committee's recommendations, Management agrees with all five recommendations and recommends that the Board approve them. And, regarding the Committee's **Recommendation 3:** Management thanks President McPherson and the Executive Committee for having awareness and fortitude to discuss the lack of policy and process in ED contract negotiations. We look forward to developing a new organized structure for future negotiations.

**IIMC Financials
2020 Budget
SUMMARY TOTALS**

9/19/2019

10:44am

	2017	2018	2019	2019	2019	2020
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of July 2019	Projected Year End	Budget
INCOME:						
Administration	705	4,187	3,000	5,787	12,000	19,750
Building	51,973	55,189	56,845	34,192	56,845	61,552
Conference	524,998	587,242	596,525	630,578	630,578	572,535
Education	197,685	196,886	181,550	102,662	176,550	178,520
Marketing	27,715	29,445	26,818	17,225	28,187	32,800
Membership	1,240,497	1,277,710	1,261,000	768,030	1,303,500	1,363,750
Total Income	2,043,572	2,150,659	2,125,738	1,558,474	2,207,660	2,228,907
EXPENSES:						
Administration	545,737	588,200	619,866	336,139	612,907	638,522
Building	131,418	145,566	149,750	81,254	146,930	145,760
Committee - Board of Directors	98,755	93,834	109,950	38,153	111,599	120,700
Committee - Executive	21,603	18,802	29,800	17,207	29,800	32,300
Committees - Other	14,459	8,030	19,300	875	13,600	17,300
Conference	462,326	458,049	550,715	503,417	529,668	572,750
Education	238,700	228,727	281,586	157,005	287,930	290,061
Marketing	69,823	73,869	76,761	47,068	77,991	153,361
Membership	238,416	204,801	253,365	147,218	256,130	253,780
Total Expense	1,821,236	1,819,878	2,091,093	1,328,336	2,066,554	2,224,534
PROFIT/(LOSS)						
Administration	(545,031)	(584,013)	(616,866)	(330,352)	(600,907)	(618,772)
Building	(79,445)	(90,377)	(92,905)	(47,062)	(90,085)	(84,208)
Board of Directors	(98,755)	(93,834)	(109,950)	(38,153)	(111,599)	(120,700)
Committee - Executive	(21,603)	(18,802)	(29,800)	(17,207)	(29,800)	(32,300)
Committees - Other	(14,459)	(8,030)	(19,300)	(875)	(13,600)	(17,300)
Conference	62,672	129,193	45,810	127,161	100,910	(215)
Education	(41,015)	(31,841)	(100,036)	(54,343)	(111,380)	(111,541)
Marketing	(42,108)	(44,423)	(49,943)	(29,843)	(49,804)	(120,561)
Membership	1,002,081	1,072,909	1,007,635	620,812	1,047,370	1,109,970
Net Profit/(Loss)	222,336	330,781	34,645	230,138	141,106	4,373

IIMC Financials
2020 Budget Worksheet
Administration

	2017	2018	2019	2019	2019	2020
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of July 2019	Projected Year End	Budget
INCOME						
Interest	705	4,187	3,000	4,227	12,000	19,750
Misc Admin Revenue				1,560		
Total Income	705	4,187	3,000	5,787	12,000	19,750
OVERHEAD EXPENSES						
Salary/Wages	296,508	331,840	334,911	191,966	334,911	348,608
Contract Labor	60,000	48,000	48,000	28,000	48,000	48,000
Salary Benefits	54,183	60,255	67,200	34,578	67,200	64,800
Payroll Taxes-Employer	21,528	24,227	25,365	17,057	25,365	26,400
Workers Comp Insurance	1,718	1,877	1,800	1,383	1,800	2,450
Computer/Software Purchase	3,221	2,196	8,000	1,858	8,000	8,280
Computer/Software Support	38,246	38,958	42,800	23,615	42,800	48,139
Depreciation Furn/Amortization Exp	3,798	3,367	3,500	2,031	3,500	3,650
Office Equipment Lease	2,287	2,458	2,490	1,752	2,490	2,526
Office Equipment Maint	-	-	1,000		1,000	1,000
Office Equipment Purchase	139	4,377	1,200	678	1,200	1,200
Office Supplies	5,327	5,301	6,120	5,087	6,120	6,450
Telephone	10,253	11,653	10,200	6,680	10,200	11,160
Web Site	5,261	5,699	6,200	1,733	6,200	-
Auditor Fees	16,850	17,350	16,750		17,350	17,350
Auto Mileage-Staff	43		200	45	100	200
Copier	6,451	7,412	7,645	4,759	7,645	9,129
Credit Card Fees	2,821	2,031	2,500	3,262	5,000	5,000
Bank Analysis Fees	3,005	1,853	2,400	2,190	2,400	5,000
Insurance-Retiree (*)	1,332	1,608	1,700	1,626	1,626	1,700
Legal Fees	-		-		1,000	1,000
Memberships	919	919	800	325	800	800
Payroll Processing	5,447	6,046	6,150	3,670	6,150	6,300
Postage/Courier/Mailing	1,534	1,524	1,650	954	1,650	1,680
Printing	330	190	1,500	317	1,500	1,500
Professional Develop/Training	192	398	2,000	197	2,000	3,000
Shipping	114					-
Taxes Business	35	3,010	1,725	37	1,000	1,000
Admin Accommodations	-	407	3,900	(57)	500	2,500
Admin Airfare	1,560	1,339	5,000	626	1,200	4,000
Admin Ground	293	211	1,000	69	200	500
Admin Meals	1,077	1,205	2,960	524	1,000	2,000
Admin Other	-	-	200	-	-	200
Other	1,265	2,488	3,000	1,175	3,000	3,000
Total Administrative Expenses	545,737	588,200	619,866	336,139	612,907	638,522
Net Profit/Loss	(545,031)	(584,013)	(616,866)	(330,352)	(600,907)	(618,772)

IIMC Financials
2020 Budget Worksheet
Building

	2017	2018	2019	2019	2019	2020
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of July 2019	Projected Year End	Budget
INCOME						
Rental Income	51,973	55,189	56,845	34,192	56,845	61,552
Total Income	51,973	55,189	56,845	34,192	56,845	61,552
DIRECT EXPENSE						
Amortize Loan Costs	250	250	250	146	250	250
Association Fees	2,415	2,280	2,700	1,330	2,280	2,710
Depreciation Building	35,178	39,342	40,000	22,989	40,000	40,000
Insurance Fire/Property	4,987	2,849	5,200	1,634	2,800	3,000
Landscaping	4,594	4,546	5,000	2,604	5,000	4,800
Mortgage Interest	30,862	29,491	28,000	16,471	28,000	26,500
Office Cleaning - IIMC	3,060	2,880	3,150	1,440	3,150	3,120
Property Tax	15,395	15,936	15,400	7,897	15,400	15,900
Repair/Maint Building	6,807	17,079	12,700	9,233	12,700	14,250
Repair/Maint Grounds	5,380	2,080	7,050	1,083	7,050	2,500
Supplies	-	-	-	-	-	-
Utilities	13,250	13,617	15,000	7,756	15,000	15,000
Utilities - Tenant	-	-	-	-	-	-
Allocation to Bldg Reserve	-	-	1,000	-	1,000	1,000
Office Cleaning - Tenants	5,640	6,151	5,500	4,473	5,500	7,900
Property Manager	3,600	7,200	7,200	4,200	7,200	7,200
Commissions/Appraisals	-	1,864	1,600	-	1,600	1,630
Total Direct Expense	131,418	145,566	149,750	81,254	146,930	145,760
Net Profit/Loss	(79,445)	(90,377)	(92,905)	(47,062)	(90,085)	(84,208)

IIMC Financials
2020 Budget Worksheet
Committees

	2017	2018	2019	2019	2019	2020
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2018	Projected Year End	Budget
EXECUTIVE COMMITTEE:						
Telephone	3		500		500	500
Travel Accommodations	3,091	3,463	8,000	3,937	8,000	8,000
Travel Airfare	14,025	12,134	15,500	9,163	15,500	18,000
Travel Ground	2,355	1,454	2,000	2,239	2,000	2,000
Travel Meals	2,129	1,751	2,500	1,868	2,500	2,500
Travel Other	-		1,000	-	1,000	1,000
Other	-	-	300		300	300
Total Expense	21,603	18,802	29,800	17,207	29,800	32,300
BOARD OF DIRECTORS:						
General						
Election Expense	-	-	100	-	100	100
Region XI Consultant	8,247	9,749	8,000	6,496	8,000	10,500
Region XI Expenses		-			1,000	1,000
Region X Consultant		-	6,000	-	6,000	3,000
Parliamentarian Expense	5,822	7,320	7,200	3,979	7,200	7,200
Insurance Officers & Directors	8,751	2,823	3,200	2,903	2,903	3,200
Legal Fees	300	906	500	-	1,500	1,500
Meeting Expenses	1,561	2,244	-	-	-	-
Strategic Planning/Board Development	6,967	13,176	12,500	5,147	12,500	6,250
Postage	-		100	-	100	100
Shipping	65	124	100	272	100	100
Telephone	85	125	750	53	750	750
Memorials	450	300	500	400	500	500
Other Expenses	-	-	500		500	500
	General	32,248	36,767	39,450	19,249	41,153
Mid-Year						
Travel Accommodations	19,399	13,735	14,000		14,000	20,000
Travel Airfare	13,774	16,153	17,000	1,799	17,000	17,000
Travel Ground	5,411	1,578	3,000		3,000	5,000
Travel Meals - All Meals	17,664	11,984	13,500		13,500	18,000
Travel Other	649	-	500		500	500
Parliamentarian Expense	539	276	-		-	-
Meeting Expenses - A/V	-	37	2,500		2,500	1,000
	Mid-Year	57,436	43,764	50,500	1,799	50,500
Conference						
Travel Accommodations	2,809	3,953	7,500	6,910	9,750	12,000
Travel Airfare	121	1,149	1,000	1,337	1,337	1,000
Travel Ground	218	288	500	91	91	500
Travel Meals	368	701	1,500	1,327	1,327	1,500
Board Meeting Expense - B/L/D	4,313	4,064	6,500	4,727	4,727	6,500
Audio/Visual	1,243	3,149	2,500	2,714	2,714	2,500
Travel Other	-		500	-	-	500
	Conference	9,071	13,304	20,000	17,105	19,946
Total Expense	98,755	93,834	109,950	38,153	111,599	120,700
BUDGET AND PLANNING:						
Travel Accommodations	3,484	3,610	3,500		3,500	4,000
Travel Airfare	3,486	1,838	4,500	727	4,500	5,000
Travel Ground	651	207	500		500	500
Travel Meals	2,333	1,866	2,500		2,500	2,500
Travel Other	-	-	200		200	200
Telephone	-	-				
Total Expense	9,954	72	11,200	727	11,200	12,200

IIMC Financials
2020 Budget Worksheet
Committees

	2017	2018	2019	2019	2019	2020
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2018	Projected Year End	Budget
CONFERENCE:						
Meeting/Telephone Expenses	11	11	200		100	100
Total Expense	11	11	200	-	100	100
EDUCATION / PROFESSIONAL DEVELOPMENT:						
Meeting/Telephone Expenses	84	69	200		100	200
Total Expense	84	69	200	-	100	200
ELECTION:						
Meeting/Telephone Expenses	-	9	100		100	100
Other			1,000		-	1,000
Total Expense	-	9	1,100	-	100	1,100
INTERNATIONAL RELATIONS:						
Study Abroad - MOVE to Educ exp/inc line	2,265		2,500	-	-	-
Meeting/Telephone Expenses	20	338	200	135	200	200
Total Expense	2,285	338	2,700	135	200	200
LEGISLATIVE						
Meeting/Telephone Expenses	18	4	200		100	100
Other (Award)	-					
Total Expense	18	4	200	-	100	100
MEMBERSHIP/MENTORING:						
Meeting/Telephone Expenses	-	-	100		100	100
Total Expense	-	-	100	-	100	100
POLICY REVIEW						
Meeting/Telephone Expenses	32	44	200		100	200
Total Expense	32	44	200	-	100	200
PUBLIC RELATIONS:						
Meeting/Telephone Expenses	23	34	200	13	100	100
Other	-	-	-		-	-
Total Expense	23	34	200	13	100	100
RECORDS MANAGEMENT:						
Meeting/Telephone Expenses	-	-	100		100	100
IIMC/NAGARA Workshops	-	-	1,500		1,000	1,500
Total Expense	-	-	1,600	-	1,100	1,600
RESEARCH:						
Meeting/Telephone Expenses	-	-	200		100	100
Total Expense	-	-	200	-	100	100
RESOURCE & INFORMATION:						
Meeting/Telephone Expenses	-	-	200		100	100
Other			1,000		-	1,000
Total Expense	-	-	1,200	-	100	1,100
TASK FORCE(S): Education	-	-				
Meeting/Telephone Expenses	1,339		200		200	200
Other Diversity	713	73				

IIMC Financials
2020 Budget Worksheet
Committees

	2017	2018	2019	2019	2019	2020
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2018	Projected Year End	Budget
Total Expense	2,052	-	200	-	200	200
Executive Committee	21,603	18,802	29,800	17,207	29,800	32,300
Board of Directors	98,755	93,834	109,950	38,153	111,599	120,700
Other Committees	14,459	8,030	19,300	875	13,600	17,300
Total Expense	134,817	120,667	159,050	56,235	154,999	170,300
Net Profit/Loss	(134,817)	(120,667)	(159,050)	(56,235)	(154,999)	(170,300)

IIMC Financials
2020 Budget Worksheet
Conference

Description	2017	2018	2019	2019	2019	2020
	Actual Year End	Actual Year End	Budget	Actual YTD as of July 2019	Projected Year End	Budget
INCOME						
Registration Members-Full	412,105	448,238	428,350	402,215	402,215	428,350
- Comp - Full Registration	(35,670)	(38,690)	(34,420)	(37,110)	(37,110)	(34,420)
- Discount - First Timer	(5,050)	(9,750)	(6,750)	(7,250)	(7,250)	(6,750)
- Discount - Multi Attendee	(4,255)	(6,785)	(6,100)	(6,440)	(6,440)	(6,100)
- Discount - Conference Region	(3,100)	(11,800)	(7,500)	(8,500)	(8,500)	(7,500)
- Discount - Region X	(6,720)	(2,800)	(3,500)	(2,380)	(2,380)	(3,500)
- Discount - Region XI	(3,485)	(820)	(4,350)	(2,050)	(2,050)	(4,350)
- Discount - Speakers	-	(530)	(900)	(1,200)	(1,200)	(900)
- Discount - MCEF Scholarships	(11,715)	(11,415)	(13,200)	(10,800)	(10,800)	(13,200)
Registration Guest	19,895	11,545	9,275	10,255	10,255	9,275
Donations & Sponsorships	63,580	63,730	61,500	70,754	70,754	84,750
Exhibitor Program	17,400	28,500	49,000	28,350	28,350	35,000
Cancellation Fee	2,072	2,321	2,500	3,683	3,683	2,500
Misc Conference Revenue	43,954	56,652	70,920	130,724	130,724	32,180
Academy Workshop	26,577	36,686	30,000	35,739	35,739	30,000
Athenian Leadership Society	9,410	13,905	13,200	12,818	12,818	13,200
Offsite Education Program	-	6,000	6,000	10,320	10,320	12,000
Boutique Sales	-	2,255	2,500	1,450	1,450	2,000
Total Income	524,998	587,242	596,525	630,578	630,578	572,535
- Conference Full - Paying (*)	652	727	643			
- Conference Retired	38	36	30			
- Conference Guest	74	41	37			
DIRECT EXPENSES						
Planner - Contract Labor	63,000	64,823	63,000	36,750	63,000	66,000
Planner Travel Accom.	2,386	983	1,000	2,133	2,133	2,200
Planner Airfare	957	615	1,200	1,664	1,664	1,500
Planner Ground Travel	289	382	500	453	453	500
Planner Travel Meals	536	109	700	36	36	200
Planner Travel Other	184	267	200	286	286	300
Subtotal Planner Expenses	67,351	67,179	66,600	41,322	67,572	70,700
Academy Speaker Fees	8,200	9,700	10,000	7,000	7,000	10,000
Academy Speaker Accommodations	946	2,067	3,000	1,868	1,868	3,000
Academy Speaker Meals	265	650	800	646	646	650
Academy Speaker Travel	2,135	3,093	5,000	3,194	3,194	4,000
Academy Materials/Supplies	866	-	1,000	540	540	1,000
Academy Transportation	-	-	-	-	-	-
Subtotal Academy Expenses	12,412	15,510	19,800	13,248	13,248	18,650
Genl/Plenary Speaker Fees	27,000	29,250	20,000	14,500	14,500	23,000
Genl/Plenary Speaker Accommodations	337	687	700	934	934	1,000
Genl/Plenary Speaker Meals	-	100	100	147	147	300
Genl/Plenary Speaker Travel	-	-	2,000	1,201	1,201	2,000
Subtotal Gen/Plenary Speaker Expenses	27,337	30,037	22,800	16,782	16,782	26,300
Speakers Fees	21,062	20,250	25,000	26,987	26,987	35,000
Speakers Accommodations	3,649	2,407	5,000	5,228	5,228	5,000
Speakers Meals	1,593	533	1,000	238	238	1,000
Speakers Travel	6,858	3,256	6,000	4,112	4,112	8,000
Offsite Education - Transportation/Fees	-	1,250	2,500	2,760	2,760	3,000
Subtotal Speaker Expenses	33,162	27,695	39,500	39,325	39,325	52,000
Staff Travel Accom.	7,283	3,555	11,090	11,224	11,224	13,000
Conf. Travel Airfare Staff	6,290	5,489	8,000	7,983	7,983	8,000
Conf. Travel Ground - Staff	1,463	996	1,500	776	776	500
Conf. Travel Meals - Staff	4,669	4,078	5,000	4,442	4,442	5,000
Conf. Travel Other - Staff	296	12	100	2	2	100
Conf. Travel Accomm. - Raffle Donation	673	687	750	747	747	750
Subtotal Staff Expenses	20,674	14,818	26,440	25,174	25,174	27,350
Travel Accommodations VIP	11,801	6,875	14,025	12,542	12,542	12,500

IIMC Financials
2020 Budget Worksheet
Conference

Description	2017	2018	2019	2019	2019	2020
	Actual Year End	Actual Year End	Budget	Actual YTD as of July 2019	Projected Year End	Budget
Conf. Transportation - VIP	1,926	1,574	1,700	1,512	1,512	1,500
Subtotal VIP Expenses	13,728	8,449	15,725	14,054	14,054	14,000
Opening Reception	18,260	19,452	25,000	33,030	33,030	30,000
All Conference Event	48,134	32,320	40,000	38,711	38,711	40,000
Opening Ceremony	6,490	588	500	603	603	500
Subtotal Events Expenses	72,884	52,361	65,500	72,344	72,344	70,500
Food & Beverage	69,195	97,796	122,000	117,868	117,868	120,000
Colloquim Food & Beverage	-	-	1,800	589	589	1,000
Annual Banquet	42,455	34,665	51,000	45,246	45,246	50,000
Private Receptions	8,893	8,303	9,400	9,008	9,008	9,000
Meeting Expense - MCEF	2,399	2,734	4,200	2,872	2,872	3,000
Subtotal F&B Expenses	122,942	143,499	188,400	175,583	175,583	183,000
Credit Card Fees	18,516	16,005	13,500	11,863	11,863	13,500
Athenian Leadership Society	1,594	500	3,000	3,048	3,048	3,500
Telephone/Internet	3,662	833	1,000	2,548	2,549	1,000
Awards & Gifts	2,454	2,243	3,800	1,642	1,642	2,000
Office Supplies	364	755	500	788	788	800
Shipping	4,352	3,569	3,900	4,547	4,547	5,000
Lanyards/Bags/Gifts	2,726	3,914	4,000	3,032	3,032	3,000
Conference Security	907		1,500	-	-	1,500
Colloquium Institute Director	-		500			500
Postage/Courier/Mailing	434	123	450	160	160	450
Conf. Transportation	-		2,000	3,420	3,420	1,000
Audio/Visual	28,483	31,402	35,000	37,532	37,532	40,000
Exhibit Hall	2,499	5,846	6,000	3,459	3,459	6,000
Photographer	4,531	3,450	3,800	3,450	3,450	3,500
Signage - Room Keys	3,450	2,104	3,500			3,500
Conference Printing/Design Work	15,308	17,945	15,000	22,487	22,487	18,000
Merchandise	-	3,204	1,500	6,560	6,560	2,500
Conference Scanning Expense	330	6,283	5,000			2,000
Other	1,043	123	1,000	50	50	500
Conference - App	643	201	1,000	999	999	2,000
Meeting Space Labor	537					-
Subtotal Operating Expenses	91,835	98,501	105,950	105,586	105,586	110,250
Total Direct Expense	462,326	458,049	550,715	503,417	529,668	572,750
Net Profit/Loss	62,672	129,193	45,810	127,161	100,910	(215)

IIMC Financials
2020 Budget Worksheet
Education

	2017	2018	2019	2019	2019	2020
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of July 2019	Projected Year End	Budget
INCOME:						
MCEF Contribution/Policy 8	46,580	34,944	35,000		35,000	35,000
Symposium Program	5,776		5,000		-	-
Fees CMC	59,250	66,360	58,500	40,860	58,500	58,000
Fees MMC	53,860	60,040	44,800	37,595	44,800	48,800
Pin CMC	120	120	100	-	100	100
Pin MMCA		30	-		-	-
Pin MMC	-	90	100		100	100
Plaques CMC/MMC	15,275	16,385	12,750	10,855	12,750	11,520
Distance Ed Registration	16,824	18,317	25,000	13,352	25,000	25,000
New Institute Application Fees	-	600	300		300	
Total Income	197,685	196,886	181,550	102,662	176,550	178,520
DIRECT EXPENSES:						
Salary/Wages	102,128	108,547	133,786	72,369	133,786	138,950
Contract Labor - Professional Dev Director	65,000	65,000	65,000	37,917	65,000	65,000
Salary Benefits	17,670	18,865	25,500	12,315	25,500	25,766
Payroll Taxes - Employer	9,456	9,503	12,900	6,754	12,900	13,200
Workers Comp Insurance	1,423	546	700	523	700	945
Computer/Software Support	1,691	371	1,500	1,279	1,800	1,500
Credit Card Fee	3,724	4,863	3,000	2,647	3,000	4,000
Distance Ed	1,000		7,500	1,000	7,500	7,500
Memberships	-					
Pins CMC/MMC	2,322			6,444	6,444	2,000
Plaques	3,454	3,480	3,000	2,339	4,700	3,000
Postage/Courier/Mailing	923	989	1,600	594	1,600	1,600
Printing	3,125		1,800		1,800	1,800
Shipping	5,971	7,725	6,000	5,613	6,000	6,000
Professional Develop/Training	-		500		500	500
Program Development	-		4,000	3,075	4,000	-
Education Consultants	-					
Subscriptions/Publications	-		500		500	-
Telephone	53	48	200	37	200	200
Staff Travel Accommodations	208	352	1,000		300	1,000
Staff Airfare	821	220	1,000		500	5,000
Staff Travel Ground	-		100	100	100	100
Staff Travel Meals	60	90	500		100	500
Staff Travel Other	-		500		-	500
- MCEF - Region Stipends	6,000	8,000	11,000	4,000	11,000	11,000
Region XI Symposium	13,669	127	-			-
Total Direct Expense	238,700	228,727	281,586	157,005	287,930	290,061
Net Profit/Loss	(41,015)	(31,841)	(100,036)	(54,343)	(111,380)	(111,541)

IIMC Financials
2020 Budget Worksheet
Marketing

Description	2017	2018	2019	2019	2019	2020
	Actual Year End	Actual Year End	Budget	Actual YTD as of July 2019	Projected Year End	Budget
INCOME						
Advertising	6,600	6,600	6,500	5,100	6,500	3,500
Advertising/Sponsor	15,950	16,408	15,518	7,402	15,518	24,500
Advertising Website - Boxwood	3,992	5,501	2,500	4,269	4,269	2,500
Royalty - Robert's Rule of Order	38	25	500	500	500	500
Royalties Other - E.Mina/NAP	252	140	200	56	200	200
Mailing Lists	345		500		500	500
Merchandise	45		100	-	-	100
Publications	494	506	1,000	25	200	1,000
Publications - Book 8	-	265	-	373	500	-
Total Income	27,714	29,445	26,818	17,225	28,187	32,800
DIRECT EXPENSES						
Salary/Wages	50,392	50,393	50,393	29,396	50,393	111,970
Contract Labor	-					
Salary Benefits	7,210	7,258	8,329	3,897	8,329	17,428
Payroll Taxes	2,906	2,880	2,939	2,473	2,939	8,473
Workers Comp Insurance	465	307	400	238	400	790
Credit Card Fee	27	20	50	9	50	50
Awards & Gifts	1,775	2,808	2,000	3,230	3,230	2,000
Design Work - Region XI Newsletter	-		500	235	500	500
Merchandise	-					
Shipping		103	100		100	100
Staff Travel Accommodations	-		600		600	600
Staff Airfare	286		500		500	500
Exhibit/Sponsorship	346	2,934	3,500	3,041	3,500	3,500
Staff Travel Ground	-		250		250	250
Staff Travel Meals	130		500	190	500	500
Staff Travel Other	-		200		200	200
News Digest - Design Work/Constant Contact	6,285	7,075	6,000	4,044	6,000	6,000
Printing - Book 8	-	90	500	315	500	500
Printing /Publications	-					
Total Direct Expense	69,823	73,869	76,761	47,068	77,991	153,361
Net Profit/Loss	(42,109)	(44,423)	(49,943)	(29,843)	(49,804)	(120,561)

IIMC Financials
2020 Budget Worksheet
Membership

	2017	2018	2019	2019	2019	2020
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of July 2018	Projected Year End	Budget
INCOME						
Membership Dues	1,238,007	1,275,030	1,258,500	764,745	1,300,000	1,360,000
Membership Late Fee	2,490	2,680	2,500	3,285	3,500	3,750
Total Income	1,240,497	1,277,710	1,261,000	768,030	1,303,500	1,363,750
DIRECT EXPENSES						
Salary/Wages	143,018	121,519	144,686	84,562	144,686	149,700
Salary Benefits	34,385	33,193	40,934	18,650	40,934	37,650
Payroll Taxes-Employer	12,661	10,890	13,800	7,930	13,800	14,000
Workers Comp Insurance	1,714	550	1,200	513	1,200	950
Auto Mileage	39		100		50	100
Awards/Gifts	-		-			
Computer/Software Support	1,568	3,630	6,000	1,155	6,000	5,700
Credit Card	12,332	13,179	13,000	8,234	13,000	13,000
Dues Mailing	13,302	10,893	11,525	8,549	11,525	13,765
Membership	239	239	200	180	200	
Office Equipment	-		-			620
Postage/Courier/Mailing	3,022	3,068	2,700	2,093	2,700	3,000
Membership Drive	9,664	6,475	14,000	8,366	14,000	10,500
Professional Develop/Training	-		500	-	500	750
Promotion	-		-			
Printing	5,674		2,200	5,797	5,797	1,100
Research Salary Survey Services	780	1,020	1,020	1,188	1,188	1,500
Telephone Expense	-					
Staff Travel Accommodations	-		750		100	685
Staff Airfare	-		500		250	500
Staff Travel Ground	17	130	100		100	100
Staff Travel Meals	-	15	100		100	110
Staff Travel Other	-		50		-	50
Total Direct Expense	238,416	204,801	253,365	147,218	256,130	253,780
Net Profit/Loss	1,002,081	1,072,909	1,007,635	620,812	1,047,370	1,109,970

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Budget & Planning Committee

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

Date: August 19, 2019

Subject: 2020 IIMC Staffing Needs



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

In February 2019, we hired Iris Hill to work as an Education/Membership Assistant.

In our original report, we projected our next hire to be a Communications Coordinator in 2020.

• 2020 Communications Coordinator

This position requires an experienced individual and a higher salary (projected salary for a minimum three years' experience is approximately between \$55,000 and \$60,000 without benefits). We believed the membership dues increase of \$10 beginning in first quarter 2019; will help realize this income beginning in January 2020, when the dues increase had gone a full cycle year for billings.

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

Communications Coordinator

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

STAFFING NEEDS – PAGE 2

Primary Duties and Responsibilities:

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

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

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

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

Required Job Skills and Experience:

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

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Budget & Planning Committee

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

Date: August 19, 2019

Subject: 2019 Projected Year-End Budget Notes



The 2019 Year End projected budget is anticipated to end with a profit of \$141,106, an increase of \$106,461 from our initial projection of \$34,645. The main reasons for the growth in the bottom line are the 2019 Conference in Birmingham, originally projected at \$45,810 will now end the year with a profit of \$100,910. Key factors are: three sold out hotels with full rebates and commissions; four additional sponsors, totaling 12; miscellaneous income from the City of Birmingham; and reduced expenses (food and beverage, education program speakers) in other areas.

Also adding to the bottom line is the Membership Department's projected year-end revenue of approximately \$1,303,500 over original budget of \$1,261,000, an increase of \$42,500. Our other departments have contributed slightly either in revenue or in reducing expenses, ensuring a strong bottom line.

Our Board Designated Reserves are approximately \$703,000.

STAFF

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

COMMITTEES

Executive Committee

We are projecting the EC travel budget will either meet projections of \$29,800 by year-end or come in slightly under. Major trips scheduled for the remainder of 2019 include President McPherson's Region XI visit to the UK with ED Shalby to attend the SLCC Conference in October (we used IIMC corporate credit card points for this trip, saving approximately \$5,000 in cash). A Region XI Director will be representing IIMC at the ADSO conference in the UK in November, providing IIMC a presence while simultaneously saving costs. The possibility of another Region XI Director representing IIMC at the VVG Conference in the Netherlands will provide the same results. The ADSO and VVG Conferences are both part of the EC budget travels.

The Executive Committee's commitment to adhere to a strategic and Board approved travel policy, employing Region Directors to represent the President and using our Corporate Credit Card points, as much as possible, has kept IIMC's EC travel budget healthy and consistent for nearly 12 years. **NOTE:** With cost of airline travel increasing, we will increase this line item for the EC 2020 travel budget (more information in the 2020 budget discussion).

2019 Projected YE Notes – Page 2

Board of Directors – General

This area will meet or slightly exceed budget primarily due to the possibility of employing an attorney to review the new Executive Director contract. The Strategic Planning/Board Development line item now includes costs of Audio Visual and Food and Beverage to better delineate expenses. This budget also includes the line item for a Region X consultant, which we will not hire for 2019. Until a future Region X plan is developed and approved by the Board, this line item is now used to fund travel and marketing for the two Region X Directors.

Other Committees

Other Committees are expected to meet budget.

2019 Conference – Birmingham, Alabama

The 2019 Conference in Birmingham was projected for 700 Delegates/35 guests and revenue of \$45,810. The year-end figures are projected to be \$100,910, an increase of \$55,100 over the original projections. The major reasons for Birmingham's profit were: sold out three hotels (no attrition); rebates and commissions on all three hotels (including late addition of the Hilton overflow Hotel); and an increase in the number of sponsors. The following comments highlight the success of the 2019 conferences:

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

- Increase in sponsorships – from 8 to 12
- Miscellaneous Conference Revenue
 - Addition of third hotel (Hilton) Commission
 - The City provided IIMC with \$60,000 in incentives -- \$35,000 in cash and \$25,000 in in-kind services to offset costs
 - Birmingham CVB rebate due to meeting our room block
- Increase in Academy registrations
- Decrease in overall Food and Beverage expenses
- Scanning was removed for 2019, another savings
- Decrease in General session and Academy speaker fees
- Decrease in other conference expenses

Education

The Department continues to work with Captus press regarding additional on-line courses. We currently have eleven courses on line, with more new courses in development, using 2018-2019 Conference speakers. We've generated approximately \$17,780 (as of 7/31/19) in rebates from these courses in 2019. We also provide members with two other online options; however, both of those options – MindEdge and Ed2Go – have generated little revenue. The CMC and MMC programs are hitting stride and we've not realized a decrease in those applicants.

2019 Projected YE Notes – Page 3

Marketing

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

Membership

IIMC's membership numbers in Region I through X remain consistent. We are noticing as Baby Boomers retire, few transition into Retired Members. We have seen growth in our Deputy Memberships since 2015. Our **Inactive 2 Active** Member Drive has brought in 296 new members since 2017 (as of 8/15/19). Municipalities find themselves with budget constraints, thus we see the ebb and flow of our association membership numbers. The 2019 membership budget will realize a profit of \$42,500. The budget was projected at \$1,261,500 and will end the year at \$1,303,500

Management's Comments:

At the Board meeting in May 2017, Management recommended to the IIMC Board of Directors that if future conferences were highly successful that the Board would have the option of providing the IIMC Foundation an additional 10% from IIMC sponsorship revenue, beginning with the 2018 Conference. Currently, the IIMC/Foundation contract stipulates that 10% of conference sponsorship revenue is awarded to the Foundation.

Also, the Board agreed to automatically pass \$100 from full paying exhibitors (\$1,500) to the IIMC Foundation. **Total earned from the Foundation from the 2019 Conference Exhibit Program is \$1,800.00**

Management's Recommendation

We are not recommending providing the Foundation with an additional 10% from this year's 2019 conference revenue, since we're already using operating cash to fund the Education Task Force and reimbursing the Board for the additional night's stay in Birmingham – both items are not allocated in the 2019 budget.

We recommend that the Committee accept the projected 2019 budget as presented.

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: October 1, 2019

Subject: 2020 Budget Overview - Management's Notes



The 2020 budget is projected to end the year with a profit of \$4,373. This figure includes increases in several areas including Executive Committee Travel (costs of airlift); staff; independent contractors; and the hiring of a communications coordinator.

Management's Comments

We continue to follow established procedures on finances and to try to anticipate and resolve potential problems while providing the Organization with excellent resources. The following areas and departments highlight points for information and discussion:

Board Designated Reserves - It has taken IIMC nearly a decade plus to build its Board Designated Reserves to the \$703,000 it currently has through the following: realizing the salary of a Communications/Marketing Coordinator position (since 2014); successful conferences in 2012, 2013, 2014, 2016, 2017, 2018 and 2019; successful membership campaigns (2012 – 2015 and in 2017 through 2019); eliminating the cost of publishing a monthly magazine (since 2009) and creating an online E-zine; cost cutting measures in operations (renegotiated equipment leases, new website, etc.); refinancing headquarters' building; three fully leased office rentals; and overall diligence by staff, the Executive Committee and Board. We are now working toward reaching the \$1 million mark (non-directive) within the next five years, pending on the new Board Strategic Plan (2019 – 2021).

Revenue Generation

We continue to look at ways of creating new revenue streams: IIMC basically has few avenues in which to operate: continue to produce revenue generating conferences by adhering to the current selection process, focusing on strictly secondary markets, and growing conference sponsorship (2019 we added four new sponsors: **Diligent**; **Kofile**; **Onbase/Naviant**; and **Shure**, totaling 12 with overall gross revenue of \$109,500 (existing sponsors, Municode paid an extra \$6,500 for the conference APP and Laserfiche paid an extra \$5,500 for delegate books); expanding the exhibit program and discovering new affinity programs.

The Education Department continues to aid in revenue accountability via the creation of wholly owned IIMC on-line courses (eleven to date with additional courses in the works) and the CMC and MMC applications. Beginning in 2018, we partnered with a new online education company - **MindEdge** – (per Board's approval) that offers members nearly 40 plus courses (average course is five hours of education and cost is approximately \$79 per course) with IIMC receiving 40% in rebates from each course. We've also just started a new partnership with **NACo (County Association)** for its online programs. Although our focus on these types of online programs are first and foremost to provide education and professional development for IIMC members, gaining additional revenue is always a plus.

ADMINISTRATION

Maria Miranda provides exceptional service in a variety of areas including proofing and editing all publications (*News Digest*, annual reports, etc.) assisting with accounts receivables on top of her administrative responsibilities. She also doubles as the Board minute taker and works on the Conference Opening Ceremony and in other areas of conference. Janet Pantaleon is diligently involved in the daily accounting process and is devoted full time in that area. She handled the 2019 Region XI Symposium/Study Abroad Program registrations and will do the same for the 2021 programs. Janet also coordinates the Opening Ceremony and handles cashier responsibilities at the Conference and monitors the E-payment module on the website. Connie Parker is a major asset to IIMC regarding our financial oversight and nonprofit compliance. As Office Manager, Denice Cox does an excellent job of managing the office, as well as overseeing parts of the Annual Conference (Board functions, F&B and Protocol Officer for our international guests) and does an outstanding job as our web site administrator. She no longer oversees the building property or tenants, relinquishing her responsibilities in those areas except for suite 200. However, she still is the Organization's main contact with the property management firm.

BUILDING

All three offices are fully leased. **Burga Law** renewed their lease through February 2020. The other two tenants – **Exact Staff and Studio Pink** - joined in July and August of 2016, respectively, and have five-year contracts through 2021. All tenants' income has reduced IIMC's monthly mortgage liability from approximately \$4,800 to \$104.03. With 100% occupancy, IIMC's portion of monthly mortgage in the next 12 months is as follows:

- Beginning September 2019 -- \$53.38
- Beginning February 2020 - \$14.53
- Beginning July 2020 – IIMC will now be gaining \$38.47/monthly
- Beginning September 2020 – IIMC's monthly gain will be \$90.92

The building revenue is reflected in the budget.

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

COMMITTEES

Committees continue to be on target with their responsibilities and communicate primarily via teleconferences. We believe we may be able to trade out election equipment with one of IIMC's vendors, which would negate the Elections Committee's request of \$1,000. As for new Technical Bulletins, we are currently negotiating a possible six new Bulletins at no cost to IIMC. Although there would be no charge for members to access these bulletins. If this becomes fruitful, we would not require the Records Management Committee's \$1,500 and the Resource Committee's request for \$1,000. There is one financial request in the Wish List: Increasing Executive Committee Travel Airfare by \$2,500 based on 2019 airlift costs. We propose increasing it by \$2,500 from its current \$29,800 to \$32,300.

NOTE: We've included \$3,000 in Region X for Region X director travel in 2020: Until we develop a more comprehensive plan to grow this Region.

CONFERENCE

2020 Conference – St. Louis, Missouri

We are projecting 700 Delegates/35 guests for the 2020 Conference and projected loss of \$215. The average attendance numbers from Conferences in 2015, 2016, 2017, 2018 and 2019 is approximately 670 delegates. However, even with Birmingham numbers arriving at less than projected, we are confident that 700 is doable for St. Louis.

NOTE: St. Louis offers plenty for Delegates and guests. Airlift is easy from anywhere in the world and it is a 15-minute ride from the airport to the Hotel. We are in one host hotel and that hotel is walking distance to the site of the All-Conference Event, requiring no transportation. Here are areas that we believe will make St. Louis an attractive conference:

1. One Host Hotel – Will receive soft refresh/renovations;
2. St. Louis by car is between 3 to 8 hours from numerous states;
3. Typical expenditures for delegates in St. Louis are affordable; and
4. There are various attractions available to delegates that we will promote.

Hotel Room Block/Costs

The Host Hotel is the Hyatt -- \$165/night with 17.9% sales tax and 80% attrition. Food and beverage minimum is \$100,000, a figure we can meet and exceeded the past few conferences.

The hotel is within a safe and secure area of the city with nearby establishments within walking distance. We have contracted 600 rooms each on peak nights for a total room block of 2,995 (need to meet 2,394 to avoid attrition). We anticipate meeting our room block and the hotel has minimum rooms for us to grow. There are also two overflows hotels within short walking distance from the Hyatt: The Drury is across the street; and the Hilton is two short blocks away. Both properties can accommodate IIMC if we sell out and the need arises.

**All education, general sessions, exhibit hall, lunches, refreshment breaks, opening ceremony, board meetings, annual banquet and ABM will be in the Hyatt Regency Hotel. The All Conference Event will be offsite in 2020 and does not require transportation since it will be at the Gateway Arch, literally, 150 feet from the host Hotel.

Conference Delegate/Guest Registration Fees - 2020

The current fees are \$600 early bird for Delegates and \$265 for Guests.

Early Bird Package/Marketing

The Early Bird is Monday, March 30, 2020 to save \$50.00 on registration. An early bird date in March helps with our marketing campaign. If the past three conferences are any indication of members booking early, we will need this date to negotiate another hotel if the need arises.

- Early Bird rate offered through Monday, March 30, 2020 – cost will be \$600.00
- After Early Bird - Tuesday, March 31, 2020 – cost will be \$650.00 In 2019, we had 20 members register after the early bird. Increasing the late fee helps in two areas: 1) spurs delegates to register early; and 2) increases revenue to IIMC.

In 2017, we reduced the number of preliminary programs mailed. We now mail the program to members who have attended at least three conferences, instead of five, and keep all the other

2020 Budget – Page 4

mailings the same. Doing so, IIMC will realize approximately \$2,000 to \$4,000 in savings. That figure is reflected in the Conference printing budget.

Rebates/Commissions Maximum

The Hyatt is offering IIMC a 10% commission that will be divided between IIMC and YES (65% IIMC and 35% YES).

City of St. Louis -- In addition to the Hotel commission, the City of St. Louis is providing IIMC with \$6,500 – toward convention related expenses.

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

- Hyatt Regency Hotel -- \$32,180 IIMC's maximum commission

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

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

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

Areas to note for St. Louis include:

- Cities are reluctant to pay for conference travel; thus, having an impact on overall attendance.
- We are working with an excellent host committee and the St. Louis CVB is helpful.
- The central location helps to reduce the cost of travel for attendees.

Recommended Discounts and Savings

We will offer \$50.00 discounts to Region VII (IL, KS, MO) and Region VI (IA, MN, WI) IIMC's population in these regions are approximately 1,450) members who attend St. Louis. Regions X and XI already receive a discounted conference rate of \$460US and \$395US, respectively. We have found the Region discount programs work well. In 2019, we had 194 members from the discounted regions attend Birmingham. In 2016, 2017, 2018 and 2019, we've extended the discount program to the host region and other nearby regions that we deemed to be within close (driving/train/bus) proximity of the host city.

Other discount programs that Management recommends continuing in 2020 are:

- Academy sessions are \$179 and offer a \$50 discount for each additional Academy session after paying the \$179 fee for the first Academy. We had 234 registered for the Academies. We are keeping our Academies in St. Louis to six. We will have four Athenian Dialogues. We believe these numbers will do well to attract delegates and keep instructor fees to a minimum.

2020 Budget – Page 5

- Offer an incentive for any city that sends two or more Clerks to the conference a discounted flat rate of \$485.00 per delegate after initial Delegate registrations at full price (**No other discounts** -

first timer or Region - would apply to the delegates paying \$485.00). However, the first member from this group paying the full price would be able to take advantage of the first timer and Region discounts if applicable. Birmingham attracted 57 multiple attendees.

EDUCATION

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

Dr. Long provides outreach work with the Institutes, is working on creating new online courses and being a soundboard on all things regarding education and overseeing the Education Task Force.

MARKETING

Our *News Digest* advertising dollars continue to slip away as many of our advertisers have lost business. However, we continue to sell advertising, but are not always successful. Advertising dollars for a magazine that is totally on-line results in bottom-line revenue.

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

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

NOTE: We have funding to hire a Communications Coordinator for 2020 (See IIMC Staffing report attached). In researching the requirements and salary expectations, IIMC, at this time, has those resources to hire either full-time staff or independent contractor (preference for a F/T in-house employee), depending on salary requirements and experience. It needs an individual experienced in marketing, public relations, writing, development, social media, web development and, most importantly, nonprofit experience or the desire to work in a nonprofit environment. This search will begin in January 2020 with an expected date of hire to be February 2020.

MEMBERSHIP

The 2020 projected budget in membership revenue is \$1,363,750. A slight increase in projections from the 2019 budget. The increase in 2020 revenue is attributed to realizing the full cycle of the \$10 membership increase that began with the January 2019 billings. And, although we are not recommending a membership-dues increase in 2020, we need to realize that overall cost of doing business (printing, credit card fees, postage, membership drives) continues to increase. The concerns for 2020 continue to be budget reductions in local government, especially when a position is eliminated, thus reducing the number of members in a municipality from two or more to one. We are seeing Baby Boomers members retiring and not many are remaining retired members. Membership continues to be pivotal in the Organization's financial health. Our 2020 projected YE will exceed 2018 and 2019 budgets, proving that we are maintaining revenue in this area and that the \$10.00 dues increase in 2019 will go through a one-year dues cycle in 2020. Also, in 2016, IIMC generated a Region XI bulk membership scheme, increasing the overall membership numbers by 5,000, and a small portion of the income since Region XI Associations pay considerably less in dues than Regions I through X. However, we remain optimistic that Region XI members can bring in additional revenue with certification, at some point.

2020 Membership Campaigns

IIMC has successfully conducted four new member recruitment campaigns since 2012: 1) the Municipality campaign was created for 2012 and concluded in October 2013 and brought in 364 new members; 2) 2013, we created the small Municipality membership campaign and it concluded in 2015 with 355 new members. In 2016, we conducted a third recruitment campaign directed at County Clerks and Special Districts. That campaign concluded in YE 2016. In 2017 the Department embarked on another membership campaign, reaching out to inactive municipalities since 1997. This campaign has ceased (we renewed 295 members from this campaign). In 2020, the Department will revisit the Municipality campaign (3,000 possible new members). The costs for these campaigns are in the 2020 Membership Department budget.

The department has taken measures to ensure continuity of IIMC's 14,500 membership base, primarily by concentrating on contacting those members who are close to losing their membership, utilizing the Institutes to recruit new members, and continuous promotion to recruit new members. We are acutely aware of budget constraints and we're utilizing our monthly E-Briefings to promote IIMC services, education and features. We're also employing the Board in recruiting efforts.

Janis Daudt and Tammy Storrie continue to be the main point of contact with members. Also, Iris Hill also adds support in this Department and is cross training in various areas of membership.

2020 Membership Dues

We are not seeking a dues increase for 2020. In 2019, we increased membership dues by \$10.00.

Management's Recommendations:

We recommend the Budget and Planning Committee and the Board of Directors accept and support the following recommendations regarding what is incorporated in the 2020 budget.

IIMC Financials

FISCAL YEAR 2019

September 30, 2019

Statement of Financial Position

	Current Year	Prior Year
ASSETS		
Current Assets		
Petty Cash	300	300
General Checking	277,473	370,339
MMA - Operating	1,037,659	687,870
MMA - Reserve Accounts	706,824	616,517
Accounts Receivable	31,846	105,355
Prepaid Expense	54,669	42,985
	2,108,770	1,823,365
Total Current Assets		
Land	321,408	321,408
Building and Improvements	516,809	558,534
Furniture and Equipment	6,860	10,093
Computer Software	5,281	-
Loan Cost	3,287	3,537
Total Property and Equipment	853,645	893,571
TOTAL ASSETS	2,962,415	2,716,936
LIABILITIES AND EQUITY		
<i>Current Liabilities</i>		
Accounts Payables	30,150	52,281
Accrued Expense	38,229	44,504
Deferred Revenue	856,956	794,934
Due to Foundation	-	2,649
Total Current Liabilities	925,335	894,368
<i>Long Term Liabilities</i>		
Tenant - Security Deposit	4,358	4,358
Mortgage Loan	564,059	593,875
Total Long Term Liabilities	568,417	598,233
<i>EQUITY</i>		
Equity	1,223,293	892,512
Net Income/(Loss)	245,371	331,824
Total Equity	1,468,663	1,224,335
TOTAL LIABILITIES & EQUITY	2,962,415	2,716,936

IIMC Financials

FISCAL YEAR 2019

SUMMARY TOTALS

September 30, 2019

Department	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME:							
Administration	3,125	3,000	11,064	2,250	8,814	8,064	13,560
Building	41,209	56,845	43,999	42,634	1,366	(12,846)	56,845
Conference	584,057	596,525	627,608	596,525	26,762	26,762	627,608
Education	158,761	181,550	136,812	136,163	650	(44,738)	206,459
Marketing	23,185	26,818	25,106	20,114	4,993	(1,712)	27,487
Membership	956,639	1,261,000	985,911	945,750	40,161	(275,089)	1,314,500
Other Income						-	
Total Income	1,766,976	2,125,738	1,830,501	1,743,435	82,746	(299,557)	2,246,459
EXPENSES:							
Administration	432,511	619,866	435,715	464,900	29,185	184,151	610,457
Building	115,168	149,750	100,558	112,312	11,754	49,192	146,342
Committee - Board of Directors	49,521	109,950	52,418	82,463	30,045	57,532	108,599
Committee - Executive	16,867	29,800	17,534	22,350	4,816	12,266	29,400
Committees - Other	8,001	19,300	15,019	14,475	(544)	4,281	47,198
Conference	435,833	550,715	517,003	534,965	17,962	33,712	532,754
Education	165,728	298,886	204,758	224,165	19,406	94,128	291,530
Marketing	57,014	76,761	58,976	57,571	(1,405)	17,785	79,491
Membership	154,507	253,365	183,149	190,024	6,875	70,216	258,335
Total Expense	1,435,152	2,108,393	1,585,130	1,703,223	118,093	523,263	2,104,106
PROFIT/(LOSS)							
Administration	(429,386)	(616,866)	(424,650)	(462,650)	37,999	192,216	(596,897)
Building	(73,960)	(92,905)	(56,559)	(69,679)	13,120	36,346	(89,497)
Board of Directors	(49,521)	(109,950)	(52,418)	(82,463)	30,045	57,532	(108,599)
Committee - Executive	(16,867)	(29,800)	(17,534)	(22,350)	4,816	12,266	(29,400)
Committees - Other	(8,001)	(19,300)	(15,019)	(14,475)	(544)	4,281	(47,198)
Conference	148,224	45,810	110,604	61,560	49,044	64,794	94,854
Education	(6,967)	(117,336)	(67,946)	(88,002)	20,056	49,390	(85,071)
Marketing	(33,830)	(49,943)	(33,870)	(37,457)	3,587	16,073	(52,004)
Membership	802,132	1,007,635	802,762	755,726	47,036	(204,873)	1,056,165
Net Profit/(Loss)	331,824	17,345	245,371	40,211	205,159	228,026	142,353

IIMC Financials

FISCAL YEAR 2019

Administrative

September 30, 2019

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME							
Interest	3,125	3,000	9,505	2,250	7,255	6,505	12,000
Misc Admin Revenue	-	-	1,560	-	1,560	1,560	1,560
Total Income	<u>3,125</u>	<u>3,000</u>	<u>11,064</u>	<u>2,250</u>	<u>8,814</u>	<u>8,064</u>	<u>13,560</u>
EXPENSES							
Personnel Costs	320,791	429,276	312,988	321,957	8,969	116,288	429,276
Other	1,410	3,000	1,697	2,250	553	1,303	3,000
Staff Travel	1,381	13,260	3,249	9,945	6,696	10,011	5,300
Professional Develop/Training	-	2,000	302	1,500	1,198	1,698	1,000
Professional Services	36,000	64,750	36,676	48,562	11,886	28,074	66,350
Computer Costs	31,429	50,800	38,197	38,100	(97)	12,603	50,800
Office Equipment	8,279	12,335	9,124	9,251	127	3,211	12,335
Office Expense	18,001	25,670	17,484	19,253	1,768	8,186	21,150
Credit Card/Bank Fees	7,365	11,050	11,265	8,287	(2,977)	(215)	14,150
Insurance-Retiree	1,608	1,700	1,626	1,275	(351)	74	1,626
Memberships	721	800	325	600	275	475	970
Taxes Business	3,000	1,725	47	1,294	1,247	1,678	1,000
Depreciation Furn/Amortization Exp	2,525	3,500	2,734	2,625	(109)	766	3,500
Total Expense	<u>432,511</u>	<u>619,866</u>	<u>435,715</u>	<u>464,900</u>	<u>29,185</u>	<u>184,151</u>	<u>610,457</u>
Net Profit/Loss	<u>(429,386)</u>	<u>(616,866)</u>	<u>(424,650)</u>	<u>(462,650)</u>	<u>37,999</u>	<u>192,216</u>	<u>(596,897)</u>

IIMC Financials

FISCAL YEAR 2019

Building

September 30, 2019

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME							
Rental Income	41,209	56,845	43,999	42,634	1,366	(12,846)	56,845
Total Income	41,209	56,845	43,999	42,634	1,366	(12,846)	56,845
EXPENSES							
Amortize Loan Costs	187	250	187	187	-	63	250
Association Fees	1,710	2,700	1,710	2,025	315	990	2,280
Depreciation Building	27,174	40,000	29,557	30,000	443	10,443	40,000
Insurance Fire/Property	2,146	5,200	2,101	3,900	1,799	3,099	2,800
Mortgage Interest	22,190	28,000	21,120	21,000	(120)	6,880	28,000
Property Tax	15,936	15,400	8,320	11,550	3,230	7,080	16,412
Building Repairs and Maint	28,494	33,400	21,637	25,050	3,413	11,763	33,400
Supplies	-	-	-	-	-	-	-
Utilities	10,066	15,000	10,526	11,250	724	4,474	15,000
Property Manager	5,400	7,200	5,400	5,400	-	1,800	7,200
Allocation to Bldg Reserve	-	1,000	-	750	750	1,000	1,000
Commissions/Appraisals	1,864	1,600	-	1,200	1,200	1,600	-
Total Expense	115,168	149,750	100,558	112,312	11,754	49,192	146,342
Net Profit/Loss	(73,960)	(92,905)	(56,559)	(69,679)	13,120	36,346	(89,497)

IIMC Financials

FISCAL YEAR 2019

Committees

September 30, 2019

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
EXECUTIVE COMMITTEE:							
Legal Fees	-	-	-	-	-	-	-
Meeting Expenses	-	500	-	375	375	500	100
Travel	16,867	29,300	17,534	21,975	4,441	11,766	29,300
Total Executive Committee Expense	16,867	29,800	17,534	22,350	4,816	12,266	29,400
BOARD OF DIRECTORS:							
<i>General</i>							
Election Expense	-	100	-	75	75	100	100
Region XI Consultant	7,401	8,000	6,496	6,000	(496)	1,504	8,000
Region XI Expenses							1,000
Region X Consultant	-	6,000	-	4,500	4,500	6,000	3,000
Insurance Officers & Directors	2,823	3,200	2,903	2,400	(503)	297	2,903
Legal Fees	-	500	-	375	375	500	1,500
Strategic Planning/Board Development	8,494	12,500	6,147	9,375	3,228	6,353	12,500
Memorials	200	500	450	375	(75)	50	500
Parliamentarian Expense	5,397	7,200	4,579	5,400	821	2,621	7,200
Other Expenses	125	1,450	366	1,088	722	1,084	1,450
General	24,440	39,450	20,940	29,588	8,647	18,510	38,153
<i>Mid-Year</i>							
Travel	12,187	48,000	11,548	36,000	24,452	36,452	48,000
Meeting Expense	-	2,500	-	1,875	1,875	2,500	2,500
Mid-Year	12,187	50,500	11,548	37,875	26,327	38,952	50,500
<i>Conference</i>							
Travel	5,681	11,000	12,488	8,250	(4,238)	(1,488)	12,505
Board Meeting Expense	7,213	9,000	7,441	6,750	(691)	1,559	7,441
Conference	12,894	20,000	19,929	15,000	(4,929)	71	19,946
Total Board of Directors Expense	49,521	109,950	52,418	82,463	30,045	57,532	108,599
OTHER COMMITTEES							
BUDGET & PLANNING	7,521	11,200	9,997	8,400	(1,597)	1,203	9,998
CONFERENCE POLICY	-	200	-	150	150	200	100
EDUCATION / PROFESSIONAL DEVELOPMENT	51	200	-	150	150	200	100
ELECTION	9	1,100	-	825	825	1,100	100
INTERNATIONAL RELATIONS	338	2,700	135	2,025	1,890	2,565	200
POLICY REVIEW	44	200	-	150	150	200	100
MEMBERSHIP	-	100	-	75	75	100	100
PUBLIC RELATIONS	33	200	13	150	137	187	100
LEGISLATIVE	4	200	-	150	150	200	100
RECORDS MANAGEMENT	-	1,600	-	1,200	1,200	1,600	1,100
RESEARCH	-	200	-	150	150	200	100
RESOURCE & INFORMATION	-	1,200	-	900	900	1,200	100
TASK FORCE(S) - EDUCATION	-	200	4,874	150	(4,724)	(4,674)	35,000
Total Other Committees Expense	8,001	19,300	15,019	14,475	(544)	4,281	47,198
Executive Committee	16,867	29,800	17,534	22,350	4,816	12,266	29,400
Board of Directors	49,521	109,950	52,418	82,463	30,045	57,532	108,599
Other Committees	8,001	19,300	15,019	14,475	(544)	4,281	47,198
Total Expense	74,389	159,050	84,970	119,288	34,317	74,080	185,197
Net Profit/Loss	(74,389)	(159,050)	(84,970)	(119,288)	(34,317)	(74,080)	(185,197)

IIMC Financials

FISCAL YEAR 2019

Conference

September 30, 2019

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME							
Registration Members-Full	448,238	428,350	402,215	428,350	(26,135)	(26,135)	402,215
Registration Discounts	(82,590)	(76,720)	(75,730)	(76,720)	990	990	(75,730)
Registration Guest	11,545	9,275	10,255	9,275	980	980	10,255
Donations & Sponsorships	61,930	61,500	75,379	61,500	13,879	13,879	75,379
Exhibitor Program	28,500	49,000	28,350	49,000	(20,650)	(20,650)	28,350
Cancellation Fee	2,321	2,500	3,683	2,500	1,183	1,183	3,683
Misc Conference Revenue	55,342	70,920	123,024	70,920	52,104	52,104	123,024
Academy Workshop	36,686	30,000	35,739	30,000	5,739	5,739	35,739
Athenian Leadership Society	13,830	13,200	12,923	13,200	(278)	(278)	12,923
Offsite Education Program	6,000	6,000	10,320	6,000	4,320	4,320	10,320
Boutique Sales	2,255	2,500	1,450	2,500	(1,050)	(1,050)	1,450
Total Income	584,057	596,525	627,608	596,525	26,762	26,762	627,608
EXPENSES							
Conference Planner	51,429	66,600	51,822	50,850	(972)	14,778	67,572
Academy Expenses	15,510	19,800	13,248	19,800	6,552	6,552	13,248
General/Plenary Speakers Expenses	30,037	22,800	16,782	22,800	6,018	6,018	16,782
Speaker Expenses	27,695	39,500	39,325	39,500	175	175	39,325
Staff Conference Travel	14,818	26,440	26,075	26,440	365	365	26,075
VIP Travel	8,449	15,725	14,054	15,725	1,671	1,671	14,054
Conference Events	52,361	65,500	72,344	65,500	(6,844)	(6,844)	72,344
Food & Beverage	143,499	188,400	175,597	188,400	12,803	12,803	175,597
Audio/Visual	31,402	35,000	37,532	35,000	(2,532)	(2,532)	37,532
Conference Printing/Design Work	17,945	15,000	22,487	15,000	(7,487)	(7,487)	22,487
Conference Scanning Expense	6,283	5,000	-	5,000	5,000	5,000	-
Other Conference Expenses	36,405	50,950	47,738	50,950	3,212	3,212	47,738
Total Expense	435,833	550,715	517,003	534,965	17,962	33,712	532,754
Net Profit/Loss	148,224	45,810	110,604	61,560	49,044	64,794	94,854

IIMC Financials

FISCAL YEAR 2019

Education

September 30, 2019

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME:							
MCEF Contribution/Policy 8	34,944	35,000	-	26,250	(26,250)	(35,000)	51,479
Fees CMC	51,310	58,500	53,435	43,875	9,560	(5,065)	58,500
MMC Fees	45,570	44,800	48,570	33,600	14,970	3,770	55,000
Sales Pins and Plaques	12,465	12,950	14,220	9,713	4,508	1,270	16,180
Distance Ed Registration	13,872	25,000	20,587	18,750	1,837	(4,413)	25,000
New Institute Application Fees	600	300	-	225	(225)	(300)	300
Region XI Symposium	-	5,000	-	3,750	(3,750)	(5,000)	-
Total Income	158,761	181,550	136,812	136,163	650	(44,738)	206,459
EXPENSES:							
Personnel Costs	98,829	172,886	118,142	129,665	11,522	54,744	172,886
Staff Travel	662	3,100	100	2,325	2,225	3,000	1,000
Contract Labor - Professional Dev Director	48,750	65,000	48,750	48,750	0	16,250	65,000
Professional Develop/Training	-	500	88	375	288	413	500
MCEF - Region Stipends	5,000	11,000	5,000	8,250	3,250	6,000	11,000
Region XI Symposium	-	15,000	0	11,250	11,250	15,000	-
Distance Ed	-	7,500	1,000	5,625	4,625	6,500	7,500
Pins and Plaques	2,319	5,300	9,955	3,975	(5,980)	(4,655)	11,144
Program Development	-	4,000	3,075	3,000	(75)	925	4,000
Computer/Software Support	330	1,500	2,929	1,125	(1,804)	(1,429)	3,400
Office Expenses	6,130	10,100	12,085	7,575	(4,510)	(1,985)	10,100
Bank Fees	3,710	3,000	3,635	2,250	(1,385)	(635)	5,000
Total Expense	165,728	298,886	204,758	224,165	19,406	94,128	291,530
Net Profit/Loss	(6,967)	(117,336)	(67,946)	(88,002)	20,056	49,390	(85,071)

IIMC Financials

FISCAL YEAR 2019

Marketing

September 30, 2019

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME							
Advertising	22,363	24,518	24,530	18,389	6,142	12	26,287
Royalty	159	700	84	525	(441)	(616)	200
Mailing Lists	-	500	-	375	(375)	(500)	300
Merchandise	-	100	-	75	(75)	(100)	-
Publications	663	1,000	492	750	(258)	(508)	700
Total Income	23,185	26,818	25,106	20,114	4,993	(1,712)	27,487
EXPENSES							
Personnel	46,281	62,061	45,860	46,546	685	16,201	62,061
Staff Travel	-	2,050	190	1,538	1,348	1,860	2,050
Bank Fees	17	50	32	38	6	18	50
Awards & Gifts	2,808	2,000	3,230	1,500	(1,730)	(1,230)	3,230
Design Work (non conference)	-	500	235	375	140	265	500
Postage and Shipping	103	100	50	75	25	50	100
Exhibit/Sponsorship	2,000	3,500	3,936	2,625	(1,311)	(436)	5,000
Design/News Digest/Misc	5,715	6,000	5,099	4,500	(599)	901	6,000
Printing - Publications	90	500	345	375	30	155	500
Total Expense	57,014	76,761	58,976	57,571	(1,405)	17,785	79,491
Net Profit/Loss	(33,830)	(49,943)	(33,870)	(37,457)	3,587	16,073	(52,004)

IIMC Financials

FISCAL YEAR 2019

Membership

September 30, 2019

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME							
Membership Dues	954,614	1,258,500	981,936	943,875	38,061	(276,564)	1,311,000
Membership Late Fee	2,025	2,500	3,975	1,875	2,100	1,475	3,500
Total Income	956,639	1,261,000	985,911	945,750	40,161	(275,089)	1,314,500
EXPENSES							
Personnel	122,410	200,620	140,897	150,465	9,568	59,723	200,620
Staff Travel	-	1,600	-	1,200	1,200	1,600	600
Professional Develop/Training	-	500	53	375	323	448	500
Membership Drive	6,475	14,000	10,557	10,500	(57)	3,443	14,000
Research Salary Survey Services	1,020	1,020	1,188	765	(423)	(168)	1,188
Dues Mailing	8,221	11,525	10,902	8,644	(2,259)	623	13,000
Computer/Software Support	3,341	6,000	2,104	4,500	2,396	3,896	6,000
Office Expense	2,599	4,900	5,417	3,675	(1,742)	(517)	9,097
Bank Fees	10,261	13,000	11,791	9,750	(2,041)	1,209	13,000
Membership	180	200	240	150	(90)	(40)	330
Total Expense	154,507	253,365	183,149	190,024	6,875	70,216	258,335
Net Profit/Loss	802,132	1,007,635	802,762	755,726	47,036	(204,873)	1,056,165

CAPITAL EXPENDITURES

Five Year Plan

Below is a brief outline of a five year capital expenditures plan. The expenditures are listed for 2019 through 2024.

2019 Capital Expenditures

3 Dell Computers @ \$1300 ea.	3,900
A/C unit	11,000
Telephone Upgrade	1,800
Records Storage System	4,500
iMIS 20-300 EMS	75,000
TOTAL	<u>\$ 96,200</u>

2020 Capital Expenditures

3 Dell Computers @ \$1300 ea.	3,900
A/C unit	11,000
One Apple Computer (3 Yrs)	3,500
iMIS 20-300 EMS - License	18,000
2 Computer Servers @ \$10,000 ea	20,000
TOTAL	<u>\$ 56,400</u>

2021 Capital Expenditures

3 Dell Computers @ \$1300 ea.	3,900
Ipad for ED (3 Yrs)	1,000
Cell Phone for ED (3 Yrs)	400
A/C unit	11,000
iMIS 20-300 EMS - License	18,000
TOTAL	<u>\$ 34,300</u>

2022 Capital Expenditures

3 Dell Computers @ \$1300 ea.	3,900
A/C unit	11,000
iMIS 20-300 EMS - License	18,000
TOTAL	<u>\$ 32,900</u>

2023 Capital Expenditures

3 Dell Computers @ \$1300 ea.	3,900
A/C unit	11,000
iMIS 20-300 EMS - License	18,000
TOTAL	<u>\$ 32,900</u>

2024 Capital Expenditures

3 Dell Computers @ \$1300 ea.	3,900
A/C unit	11,000
iMIS 20-300 EMS - License	18,000
TOTAL	<u>\$ 32,900</u>

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERK

To: IIMC Board of Directors

From: Chris Shalby
Executive Director

Date: October 9, 2019

Subject: Communications Department Report



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

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

E-briefings:

The Membership Department continues to produce the weekly and informational IIMC E-briefings. The layout is simpler to read and streamlines the information. The E-Briefings have an average open rate of approximately 26%, with a click rate of 18%, considerable percentages 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.

Technology used to view E-briefings (in %)

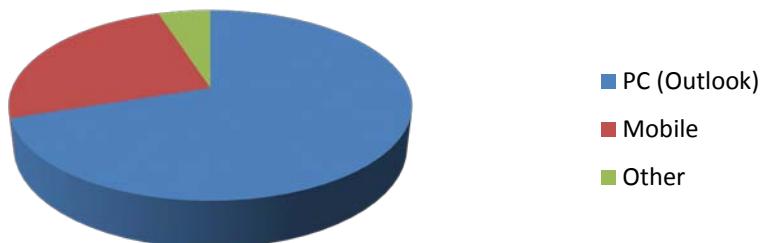


Figure 1: Devices used to view E-briefing

News Digest:

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

The *News Digest* has an open rate of approximately 26% 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 2,741 “Likes” on Facebook and posts continue to receive significant engagement from followers, especially the Certification Celebrations posted each Tuesday.

Fans are comprised of the following demographics:

18 – 24 years old – less than 10% for both men and women

25 – 34 years old – 8% = women and 2% = men

35 – 44 years old – 21% = women and 2% = men

45 – 54 years old -- 27% = women and 3% = men

55 – 64 years old – 24% = women and 2% = men

65 plus years old – 9% = women and 1% = men

- **Region Groups** – These continue to do well and grow. Kudos to Region II, III and V. These groups are incredibly interactive and appear to be a great resource for clerk networking.

- Region I = 52 members
- Region II = 124 members
- Region III = 291 members
- Region IV = 63 members
- Region V = 98 members
- Region VI = 49 members
- Region VII = 32 members
- Region VIII = 55 members
- Region IX = 62 members
- Region X = 9 members
- Region XI = 20 members

- **Closed Conference Facebook Group** – The 2019 Group had 183 members. We will not create a Group for 2020 since the Conference APP has a newsfeed and other social media options

- ❖ **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. We have 193 followers
- ❖ **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 122 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. The videos have been viewed 2,473 times overall.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

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

Date: **September 20, 2019**

Subject: **Member Services Mid-Year Report 2019-2020**



IIMC Membership Offers You More in U.S. Savings and Discounts with Windfall

Your IIMC membership has new perks! As a member of the International Institute of Municipal Clerks, you are part of a large group with buying power. Our mission is to maximize this potential by providing U.S. members, their businesses and families with exclusive offers on the products and services you use most.

New IIMC member benefits recently added help you stretch your dollar through discount rates on office supplies, shipping and many other necessary business services and products. The best part, it's completely FREE. No fees or obligations to buy – just great savings! Here's an overview of the discounts you can enjoy:

- **Office Depot:** up to 75% off office essentials
- **ADP:** up to 20% off payroll services
- **FedEx:** up to 54% off select express, ground & international shipping
- **USPAY:** credit card processing rates less than 1%
- **AccountingDepartment.com:** discounted online accounting services
- **4imprint:** 10% off promotional products
- **SterlingNOW:** fast, reliable & complete background checks
- **Avis/Budget:** up to 35% off personal & business rentals nationwide
- **RX Discount Card:** up to 75% off prescriptions not covered by insurance
- **Ticket Deals:** up to 60% on tickets to theme parks, movies & more
- **1-800 Flowers:** 15% off gifts from the family of brands

Your IIMC membership connects you to top-quality benefits to help you excel. Discover what IIMC member benefits can offer you. Visit iimc.savingcenter.net today. (See attached flyer)

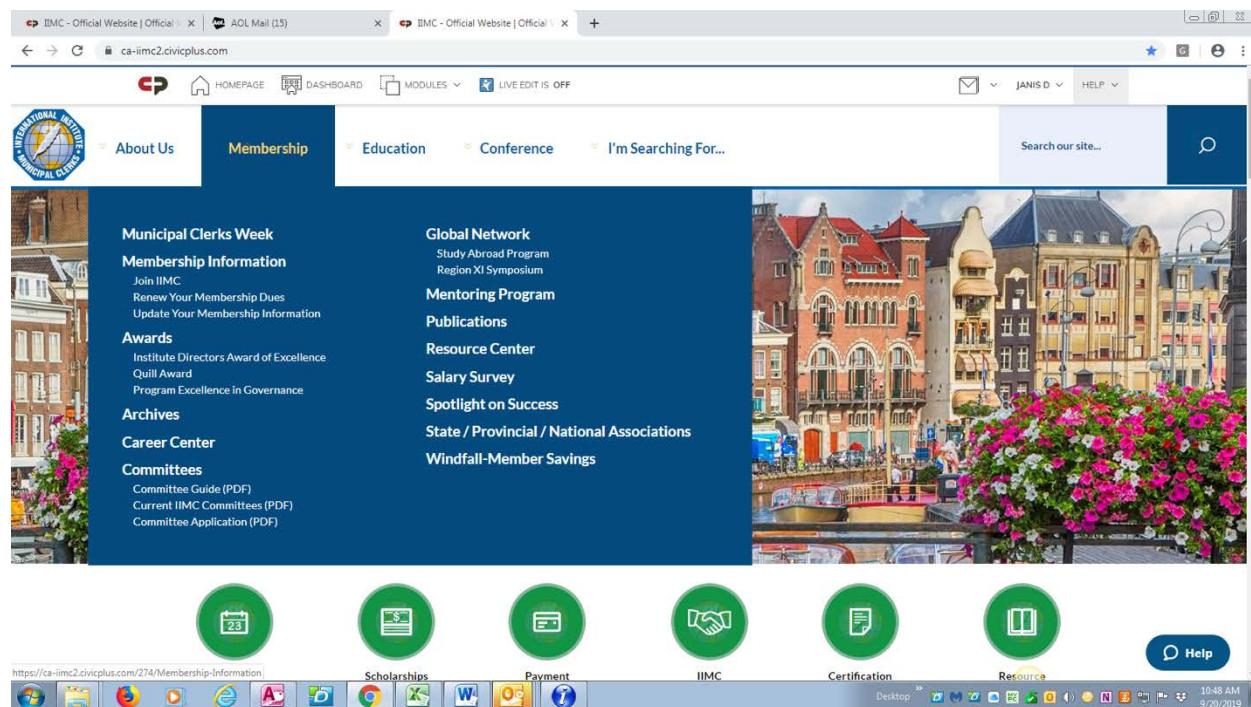
Our Member Drives continue to be successful. In 2017, we created the "Inactive 2 Active" Member Drive to market to inactive municipalities from our database not rejoining IIMC since 1997. We have brought in 304 new members since 2017. In February 2019, we began the MD19 drive which is a continuation of the Member Drive that brought in 364 in 2012-13. We have brought in 58 new members in 2019.

Our Region Director Challenge has brought in 2 new members. We appreciate the Region Directors participation and will watch for this number to grow as we get closer to March 2020. IIMC provides two complimentary St. Louis conference registrations to the Region Director that brings in the most, new members.

For the Budget Committee meeting in September 2019, we shared some statistics for the following:

- Since the first member drive in 2012 through present, we have brought in 944 new members. Of those members, 609 remain. That is a 65% retention rate for drive members only.
- Our Career Center began in March 2009 and through today we have brought in \$30,589 in non-dues revenue.
- IIMC E-Briefings are opened 26.6% and there are 25.7% clicks on specific links. We find when we distribute the *e-News Digest* by itself there are 25.6% opens and 20.8% clicks. When we include the *e-News Digest* in an E-Briefing, the digest receives a 6.9% open rate.

IIMC's newly designed website allows our members to locate what they are looking for with ease. We have eliminated the member only section at this time. Our members may email or call us when in need of member contact information.



Our Members have the convenience to pay their member dues online and update contact information at the same time. We have three buttons under "Membership" on our website that states:

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

We have personal contact with our members daily, making certain we catch those members whose dues are about to expire, answer questions about the conference, dues renewals, membership, member transfers or retirements and to discuss the many job descriptions we receive from prospective new members each week. Tammy Storrie inputs new membership applications daily. Iris Hill sends new member packets bi-monthly. We follow up with email

and phone calls promptly. Tammy also sends the Month End Report to the Board along with excel reports which make it easy for the Region Directors to send out “Congratulations” and “Welcome to IIMC” letters.

We send out dues renewals as follows:

- First dues renewal by mail
- Reminder notice by mail
- Past Due notice by mail
- Final notice by mail, email and phone contact

The IIMC E-Briefing is distributed weekly in a format that seems to please our membership. Each small block represents information about the Annual Conference, IIMC Foundation, Certification Celebration, Events, and Links to IIMC’s most viewed web pages. We have added “New, Updated and Reminder” icons to the blocks so our members know that there is new or updated information in that particular block and the reminder makes it easier to note deadline dates. We have included dates with information/registration links of State/Provincial/National Association Meetings, Region Meetings and Institute Training Sessions. This has been popular, and we continue to have a viewing percentage of more than 25% of our membership. We also send out News Updates for Regions announcing upcoming Athenian Dialogues, Region Newsletters and other Education opportunities. The Region-specific e-blasts always have a higher percentage of member views.

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

We have created a “proactive” Retired Member Letter which is being sent to our 15 year or more members making them aware that IIMC has a membership waiting for them when they leave their profession. The letter provides answers to questions they might have when and if they plan to retire soon or years out such as the cost, home contact information needed and their retired benefits.

Member Services has distributed the 2020 Salary Survey to all IIMC Members to complete and we hope to have it prepared and online by January 2020. For the last two years it was presented in an Excel format instead of the pdf format from prior years. It is not user friendly and we will be presenting the new format in January 2020.

Our St. Louis conference registration database is up and ready for our members to register via mail, email and online.

As of the date of this report, IIMC Membership count is 14,805. (See attached Region Report)

Management’s Comments:

The Department continues to be first and foremost IIMC’s most effective source of communicating person-to-person with members. The statistics regarding the Membership Drives, the revenue from the Career Center and the E-Briefings and E-Digests prove that IIMC evolves regarding keeping our members engaged. The new website is a welcome addition to all departments and we will continue to look for new methods of growing the membership base.



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IIMC REGIONAL MEMBERSHIP UPDATE

9/20/2019

REGION I	**REGION VI**	**REGION X**	
CONNECTICUT	94	173	ALBERTA 40
MAINE	36	222	BRITISH COLUMBIA 111
MASSACHUSET	225	225	MANITOBA 2
NEW HAMPSHI	30	620	NEW BRUNSWICK 4
NEW YORK	224		NEWFOUNDLAND LABRADOR 21
RHODE ISLAND	54		NORTHWEST TERRITORIES 3
VERMONT	37	338	NOVA SCOTIA 2
SUBTOTAL	700	309	ONTARIO 34
		199	QUEBEC 1
REGION II	**SUBTOTAL**	846	SASKATCHEWAN 3
DELAWARE	38		**SUBTOTAL** 221
DISTRICT OF C	1		
MARYLAND	75	203	**REGION XI**
NEW JERSEY	249	345	AUSTRALIA 1
PENNSYLVANIA	40	67	BELGIUM 2
VIRGINIA	195	58	BERMUDA 1
WEST VIRGINIA	20	207	BULGARIA 1
SUBTOTAL	618	44	ENGLAND 4784
		138	ISRAEL 1
REGION III		6	NEPAL 2
ALABAMA	325	17	NEW ZEALAND 1
FLORIDA	666	195	SCOTLAND 2
GEORGIA	203	68	SOUTH AFRICA 3
NORTH CAROLI	505	1348	THE NETHERLANDS 512
SOUTH CAROLI	77		WALES 13
SUBTOTAL	1776		**SUBTOTAL** 5323
REGION IV			
ARKANSAS	89	111	
LOUISIANA	59	1062	
MISSISSIPPI	178	148	** GRAND TOTAL ** 14805
OKLAHOMA	107	354	
TEXAS	216	1675	
SUBTOTAL	649		
REGION V			
INDIANA	185		
KENTUCKY	126		
MICHIGAN	440		
OHIO	183		
TENNESSEE	94		
SUBTOTAL	1028		

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board

From: Tom van der Hoven
Region XI Development Consultant

Date: August 18, 2019

Subject: Development within IIMC Region XI in 2019/20



The purpose of my report is to inform the Board of the focus of my work as Region XI Development Consultant in 2019/20 and to seek the Board's input and support.

Background:

This is my eighth report to the Board and follows on from the background and role explained in previous reports.

The Role

To work closely with Region XI Directors, IIMC staff and the International Relations Committee.

My key objectives are to:

- Significantly grow membership of IIMC Region XI;
- Generate regular communications between IIMC, Region XI Directors and Region XI members which supplements and complements the material provided by IIMC;
- Commission and create value added material, products and services which members will regard as a member benefit; and
- Organize meetings and events in Region XI both to support the growth and development of Region XI and as an additional benefit to IIMC members in region XI and other regions.

Discussion:

Structure

The Region XI Management Board met in Birmingham, Alabama in May 2019 with the main focus of discussions being the arrangements for the third IIMC Region XI Symposium and Study Tour in the UK. The Board also asked IIMC staff to consider if articles and news of specific interest could be highlighted in a separate communication as it is sometimes difficult to find it amongst the plethora of other information circulating in the *News Digest* and E-briefings. The Board is due to meet again in October 2019 prior to the SLCC conference in the UK.

IMASA (South Africa) had requested the IIMC Board to consider a reduced rate for them due to their particular circumstances. The Region XI Management Board supported the request and it is now on the IIMC's Board's agenda to consider at this meeting (See Executive Director's Report).

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 produced in July 2019 following the successful Symposium in the UK and the next one is scheduled to be published in January 2020.

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 and it currently stands at more than 5,300 members.

We need to focus on how to retain those members and to provide them with services and products that will serve their needs. The challenge will be in finding out what they expect from their membership as it will differ from association to association – one size does not fit all.

This is an area of focus of the International Relations Committee, and I will be working with them on it. The Executive Director and I met with the Chairman of ADSO (UK) in May and discussed a number of matters that would assist them. One of the solutions identified was a dedicated contact person within their Association and this has been actioned. Paul Wickenden who attended the Symposium has been nominated as that contact and we will work closely with him and the Chairman.

We have also been requested to investigate if there is a relevant democratic membership organization in Puerto Rico (see attached letter) that might be interested in affiliation with IIMC. A further update will be provided at the Board meeting.

2019 IIMC Region XI Symposium and Study Tour

I think it is fair to say that both the Study Tour and the Symposium turned out a great success. The feedback from delegates have been overwhelmingly positive with 100% rating it excellent/good, that they found it of use to their local authorities and that they would like to attend a future event.

The Study Tour attracted 34 participants whilst around 160 delegates attended the Thursday and about 80 the Friday of the Symposium. On the Thursday, we overlapped with SLCC's Leadership in Action event and hence the higher attendance on the Thursday. Delegates came from the US, Canada, England, Wales, Scotland, the Netherlands and Belgium. The gala dinner at Warwick Castle proved to be a popular attraction with 113 attendees. We also attracted 10 exhibitors and sponsors. These have all contributed to us being able to deliver an excellent event within budget and closing with a small surplus.

A diverse range of topics were offered such as: *After Brexit, Leadership and High Performance, Celebrity Experience, Digital Devolution or Actual Revolution* to name a few. Delegates also had an opportunity to attend a choice of facilitated discussions and breakout sessions.

Feedback on the Symposium and Study Tour and articles have featured in both the *News Digest* and the Region XI newsletter.

This was a team effort and I would like to thank the Executive Director and his staff, representatives of the various associations within Region XI who played key roles and our Region XI Directors for their support.

I have met with the Executive Director, IIMC President, SLCC, ADSO and SOLAR representatives and the Region XI Directors prior to the SLCC conference in the UK in October to discuss the next Region XI Symposium. Right now, we are exploring the possibility of holding it in the Netherlands. As of this report, I have met with VvG representatives at their annual conference in the Netherlands in October after the SLCC conference. The Executive Director will update you on that at your midyear meeting.

Focus for 2019/20

The key focus for the immediate future will be to plan the next Symposium and to continue working with the International Relations Committee and the large number of new 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:

It is a pleasure working with Tom. His commitment to IIMC and Region XI is exemplary as evidenced by his efforts and time. The 2019 Study Abroad and Symposium were flawless in structure, planning and execution. We look forward to the 2021 programs and we will have more details at the midyear. Lastly, in the Executive Director's report, we recommend that the Board accept IMASA's request to belong to the Region XI bulk membership scheme, a recommendation that Tom also supports.

The Hon. Rafael Cordero-Santiago,

Dear Sir,

I work as the International Development Consultant for the International Institute of Municipal Clerks (IIMC) in the US.

IIMC is an international Organisation with approximately 15,000 members worldwide. It is a professional, non-profit association that promotes continuing education and certification through university and college-based institutes and provides networking solutions, services and benefits to its members worldwide. Its focus is towards Municipal Clerks, City Secretaries, Recorders, Legislative Administrators, Directors of Corporate, Business, or Administrative Services, and those with similar titles who serve Legislative Governmental Bodies in administrative capacities with management responsibilities and duties including four of the following:

- a. General management;
- b. Meeting administration;
- c. Financial management;
- d. Stewardship of by-laws, articles of incorporation, ordinances, resolutions and other legal instruments;
- e. Custody of the official seal and execution of official documents;
- f. Records management;
- g. Human resources;
- h. Elections administration.

We would like to explore the possibility of future collaborative arrangements between IIMC and a similar organisation, if it exists, in Puerto Rico. However, we have not been able to establish whether such an organisation exists and would appreciate it if you could advise or point us in the right direction. IIMC works with Universities, National Institutes and members to establish and build world class professional standards in our professional sphere. It offers two professional designations - Certified Municipal Clerk and Master Municipal Clerk - which aim to provide a comprehensive certification which will be recognised everywhere for those in our focus group.

Based in Los Angeles, IIMC currently has members and affiliated Institutes in the USA, Canada, The UK, the Netherlands, Belgium, South Africa, Israel, Australia, New Zealand, Portugal, Bulgaria, Hungary, and countries in the Caribbean. You can visit the website at <http://www.iimc.com>. IIMC has arrangements for working with affiliates to promote professional standards and provide member services tailored to the national need.

I hope you will be able to assist us in this matter. I look forward to hearing from you in due course.

Kind regards
Tom van der Hoven
IIMC International Development Consultant
[E mail: tvanderhoven@iimc.com](mailto:tvanderhoven@iimc.com)