



November 2019

News Digest

The Premier Organization for Municipal Clerks Since 1947



**Getting Involved In Your Organization
By Volunteering On An IIMC Committee**

See page 7

TABLE of CONTENTS

President's Message	3
Honor Your Mentor During National Mentoring Month	5
Proven Rules For Effective Leadership: Don't Mistake A Clear Vision With A Short Distance	6
Getting Involved In Your Organization By Volunteering On An IIMC Committee	7
Communicating During a Crisis	10
2020 IIMC Board Vacancies: Make A Difference In IIMC's And Your Future!	12
The Pause That Refreshes – And Spares You A Whole Lot Of Grief!.....	14
St. Louis Conference Spread	16
Walk the talk: Cities Urged To Study Footpaths For Better Land Use.....	18
Pega – An Award You Can Win – And Should.....	20
2020 Quill Award Nominations.....	22
Calendar.....	27



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Founded in 1947, IIMC has 70 years of experience improving the professionalism of Municipal Clerks. IIMC has more than 10,000 members representing towns, small municipalities and large urban jurisdictions of more than several million people.

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President's Message

Lana McPherson, MMC

IIMC President, 2019-2020



Hello, IIMC Family!

Although the calendar says Fall has begun, here in Kansas, we are still seeing a lot of green and the rain is still falling, often. I'm waiting for Mother Nature to showcase her array of beautiful colors in dressing the trees and for the big orange harvest moon to shine. While waiting for Fall's finery, your IIMC Budget Committee met at HQ in September with Budget Chair Drew Pavlica, MMC and Executive Director Chris Shalby to finalize the 2020 budget. Your IIMC Board of Directors will approve the 2020 budget at the IIMC mid-year Board meeting in November in Greenville, SC.

September brought a change to your IIMC Board of Directors as Bobby Busch, my fellow Kansan, retired from the City of Neodesha, KS. Bobby's city held a retirement reception for him, and Kansas Clerks came from far and wide to share in this very bittersweet event. On behalf of IIMC, I was blessed to present Bobby with a certificate of recognition for his service on several committees as well as serving as a Region VII Director representing Kansas. Bobby was my backup



person for sending out our CFC requests and he was a great travel buddy as we would fly out together from KCI to attend IIMC conferences. I know many of you have great memories of fun times and humor shared

with Bobby. Although we had to say a fond farewell to Bobby, Kansas' seat at the IIMC Board of Directors will be filled by Kerry Rozman, MMC, City Clerk in Clay Center, KS, through May 2020. Welcome, Kerry!

The red shoes were off to Birmingham, UK the first week in October to attend the SLCC conference. Congratulations are in order as this was the 45th anniversary year for the SLCC! The conference was called to order and the awards ceremony took place. It was a joy to see many of our SLCC friends honored with prestigious awards for their outstanding service to their communities and to SLCC. One of the awards was given to Katherine Owen of Wales, whom many of you on the US side have met at previous IIMC conferences. Another great joy was visiting with Elisabeth Skinner, the Academic Leader of the SLCC, who has been appointed a Member of the Order of the British Empire (MBE).

The SLCC program and presenters were outstanding with some famous UK personalities. John Sergeant, the BBC's former Chief Political Correspondent & Strictly Come Dancing Star, gave us his insight and reflection on the political and democratic changes taking place, especially on the controversial topic of Brexit and the potential impact upon local government.

For those who are sports fans, we heard from Derek Redmond, a retired British athlete. During his career, he held the British record for the 400 meter sprint, and won gold medals in the 4x400 meter relay at the World Championships and European Championships. However, his career was blighted by a series of injuries. At the 1992 Olympic Games in Barcelona, he tore his hamstring in the 400 meter semi-final but continued the race limping and, with assistance from his father, managed to complete a full lap of the track as the crowd gave him a standing ovation. That determination was obvious in his presentation of how leadership

Continued on page 4



President's Message...Continued from page 3

and teamwork can overcome obstacles. He said, "Crazy ideas of today become the norm of tomorrow." His team made a life-changing decision at the last minute before the big race, a decision his coach didn't want to abide by — yet did, and the team won the gold medal. Sometimes you need to be innovative and do something different to achieve an even greater accomplishment. Have an honest conversation with your team; listen twice as much as you speak; and, bring the rivals in your team together to share best practices to form a winning team.

There were excellent presentations and thought-provoking ideas throughout the conference. I truly enjoyed hearing from David Preston, past SLCC President and now retired after 44 years of being a Clerk, as he spoke about the lessons he learned from working with elected officials and the public. With David's sense of humor and experiences, we ended the conference on a high note.

During the conference, I heard a great quote and learned it was said by Elizabeth Skinner, MBE, and Academic Leader of the SLCC. She said, "Innovation is meant to be interrupted." Ponder that statement and then challenge yourself to think outside the box during the next meeting you participate in. It is more important to agree as a team than to win an individual argument.

As with all conferences, the banquet evening was the highlight. SLCC President Sarah Jeffries requested I wear my red "Dorothy" shoes and join her as we proceeded into the banquet. Sarah has had a busy year traveling around the UK encouraging Clerks to move forward with their education. It was her platform during the year to help broaden the Clerks' knowledge and support SLCC in its work to assist local council professionals. She said, "*Education is the way forward as knowledge is power and brings confidence to us all.*" Once again, Michael King, the Chairman of SLCC, entertained us with his outstanding voice in an impromptu solo at the request of President Sarah. The chain of office was then formally presented by President Sarah to incoming SLCC President Linda Larter, MBE (a strong leader and "Member of the British Empire"). Another great conference is now in the books for SLCC. Be on the lookout for some exciting things coming from Region XI in the future. And, remember to "Keep in touch with the Dutch" for exciting news for 2021.

One more note, please don't forget to let IIMC ED Shalby know of your talent. The list is growing, but I know there are many more talented Clerks out there who haven't yet responded to the call for talent. Be the one to make a difference to a fellow Clerk. Remember, it only takes one kind word to start a conversation.





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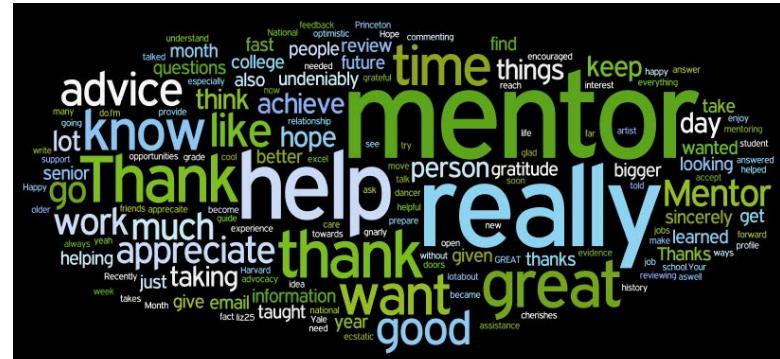
Honor Your Mentor During National Mentoring Month

Every Municipal Clerk has at least one experienced Municipal Clerk who is their mentor. Many of us have more than one Clerk who has guided us, counseled us, encouraged us, taught us, consoled us and inspired us. So, how do we thank them?

January is National Mentoring Month: And, an excellent way to thank your mentor(s) is to make a donation to the IIMC Foundation in their honor. It's easy! Just visit iimcfoundation.com to make an online donation, or if you'd prefer to send a check, just mail your donation and the name and address of your mentor to IIMC Foundation Treasurer Roxanne Schneider, MMC, City Clerk, Dysart, PO Box 686, Dysart, IA 52224. Your mentor(s) will receive a letter from the Foundation informing them of your generous gift in their honor.

Pay it forward. Your contribution to the Foundation will help fund Clerk education programs, scholarships and grants. Plus, there's no better way to honor your mentor(s) than passing along the gifts they gave to you.

Remember – when we all give a little, we all learn a lot!



5 Strategies for **Driving Digital Transformation**

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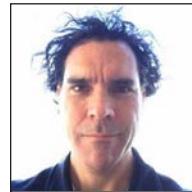
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Proven Rule For Effective Leadership: Don't Mistake A Clear Vision With A Short Distance.

By Dr. Tim Rahschulte

Think about the vision you have, your big goals, and the associated change effort needed to realize those goals and ultimate vision. I bet your vision is something amazing, something insanely great, something desperately needed. Perhaps it's a better mousetrap; maybe it's aiming for a personal best, a new product to overcome some frustration of a current product; or it could be something new that'll connect people in a deep and meaningful way. Whatever it is, the clearer your vision, the better. You need to be able to convey the vision so that others see more than just your enthusiasm. They need to see real possibility and their work and purpose in that vision. They need to be able to share that vision with others as their own. It's equally important that you and those excited to journey with you understand that a clear vision, while great, is not likely synonymous with a short distance.

There's perhaps no better illustration of this than when President John F. Kennedy delivered his famous "We choose to go to the moon" speech at Rice Stadium in Houston, Texas. It was a hot September day in 1962 when he declared, "We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone." It was a clear vision, but not a short distance.

It was seven years after the speech, on July 20, 1969, Apollo 11 landed the lunar module Eagle on the moon. The individuals involved certainly didn't mistake a clear vision with a short distance—as measured by time or space.

Our vision may not include intergalactic space exploration, but it will include goals. The thing about goals is that the clearer they are, the easier they are to communicate; and the easier they are to communicate, the easier they are to "see" as being possible. If you can get others to see your goals as clearly as you've envisioned them, it's easier for them to adopt them as their own.

The creator of the vision and those working to achieve it need to "see" the target—the ultimate vision and

goals along the journey to reaching that vision. You see, sometimes, when the target or vision is too far away, or even out of sight, markers and guideposts need to be used as intermediate goals and as a tracking mechanism to measure both accuracy in alignment of work leading to the vision and cadence in progress of the work needed to accomplish the vision on time. Louie Ehrlich, a former president of information technology at Chevron, said, "We use aiming points." These aiming points break down a really big vision into more addressable feats of victory and success. For example, aiming points enable climbers to summit Mount Everest; they enable climbers to get from base camp to camp 1, then camp 2, then camp 3, then camp 4, which is referred to as the Death Zone, before reaching the summit nearly thirty thousand feet above sea level. On a high-visibility day, those trekking up the mountain can see the vision—the summit—clearly, but they know the clarity they have of their targeted vision isn't a short distance. Therefore, they need and use aiming points to set a path of realization to that vision.

Think about your vision. What aiming points do you have for yourself and your team? How are those aiming points helping to enable the realization of reaching that envisioned future state? To help ensure your success, cast a clear vision so that others see it as you do. Break it down into short-term goals and near-term wins with aiming points—monthly wins, weekly wins, and daily wins if possible.

You'll never achieve any vision in one fell swoop, but if you reach your aiming points with appropriate accuracy and cadence, you'll reach your bigger goals along the journey to ultimately achieving your vision.

Editor's Note: Dr. Rahschulte is the CEO of the Professional Development Academy and chief architect of the NACo High Performance Leadership program (www.naco.org/skills). He is the co-author of *My Best Advice: Proven Rules For Effective Leadership*. This is one in a series of articles from Dr. Rahschulte on Leadership.

Getting Involved In Your Organization By Volunteering On An IIMC Committee

Committee Work Is Accomplished Through Teleconferences and Emails

Editor's Note: IIMC members who serve on an IIMC Committee will receive one point per year toward CMC Experience or two points per year toward MMC Professional Contributions

Associations are driven by their missions and largely measured by their success in achieving mission-related goals. Good governance provides the vision and direction to ensure that an association is on the right path. Involvement is the key to growth and development. The core and essence of IIMC rests with its volunteers. Volunteers are needed to help an organization in many ways: fundraising, conference planning, coordinating special projects and developing new ideas. Each project depends on the effort put forth by the volunteers. As a volunteer, working on an IIMC Committee conveys a pledge that the members are committed to helping their Organization's development and looking out for its present and future interests. An IIMC Committee is one of the most productive tools this Organization has to work with. Whether you are chairing a committee or serving as a committee member, you face the challenge of getting involved in the work the committee was formed to accomplish.

"IIMC provides a setting for its members where they can enhance their skills and proficiency toward becoming effective leaders," said IIMC President Lana McPherson, MMC, De Soto, Kansas. "Volunteering for a Committee is an excellent way for members to use their creative abilities and talents to help the system."

IIMC needs Committee members who are prepared to work. Committees meet via teleconference to review the previous year's accomplishments and discuss strategies and objectives for the upcoming year. The majority of Committee work is done throughout the year through teleconferences and E-mails. IIMC's growth is attributable to you -- the members.

The findings of a committee have a direct impact of the decisions made by the Board of Directors. The energy you put into your work on the Committee has a direct influence on the direction your Organization takes.

Your contributions and your participation on the Committee will determine its success or failure. If you participate, get involved, and encourage others on the



Committee to do so, the Committee will be successful. Enthusiasm is contagious.

Put your input and insight to good use by volunteering for Committee work. You can find and complete an application on www.iimc.com, click on Membership.



The St. Louis Walk of Fame is a nonprofit organization founded in 1988 to provide a showcase for the cultural heritage of St. Louis and to advance the knowledge, awareness and appreciation of great St. Louisans and their accomplishments. Its mission is also to encourage pride in the community and career inspiration in individuals.

The Walk of Fame consists of brass stars and bronze plaques embedded in the sidewalks of the Delmar Loop to honor people from the St. Louis area who have made major national contributions to our cultural heritage. Each star features the name of an honoree and the accompanying plaque contains a biography summarizing his or her achievements and connection to the city. These informative plaques distinguish the St. Louis Walk of Fame from similar projects throughout the country and make ours educational as well as entertaining.

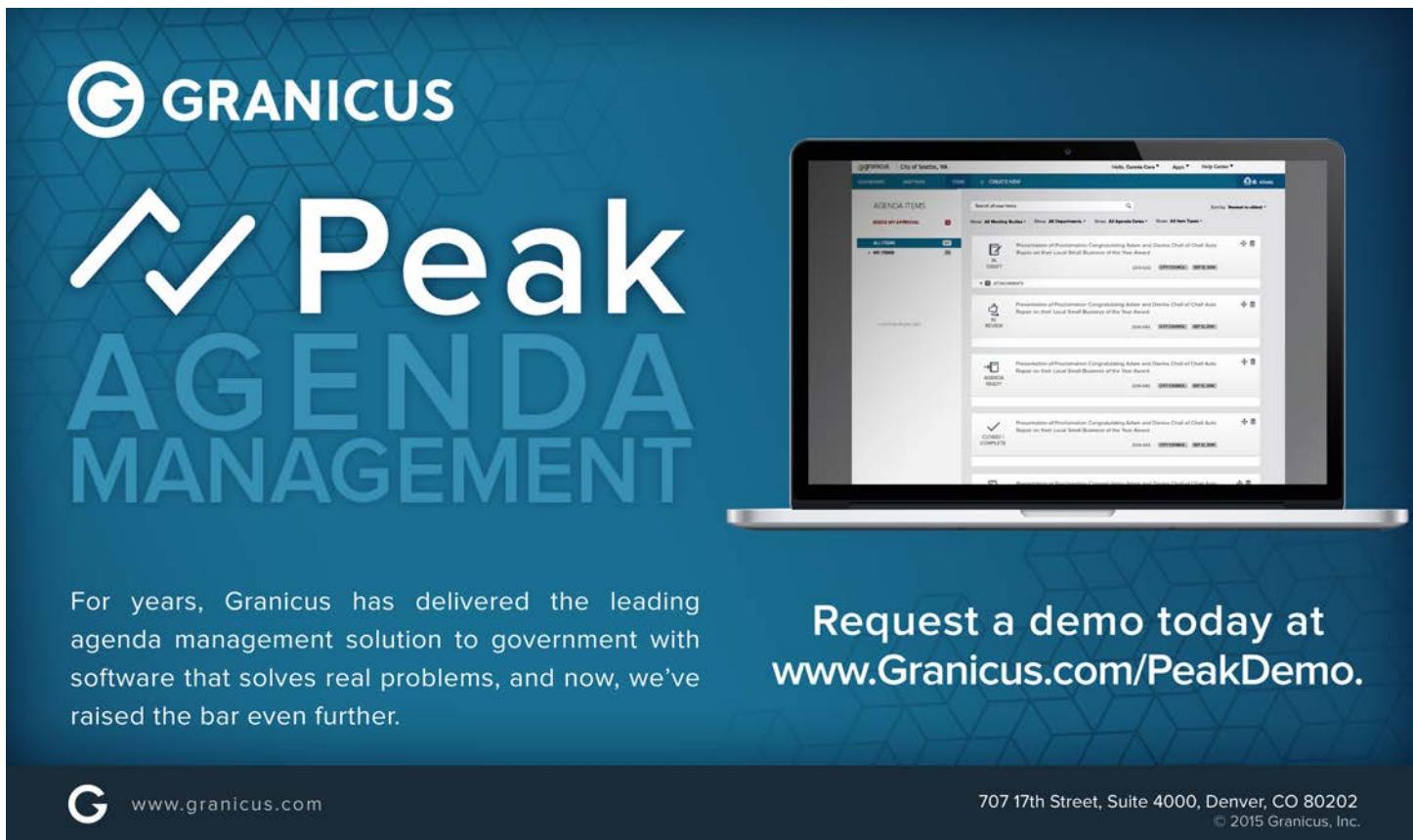
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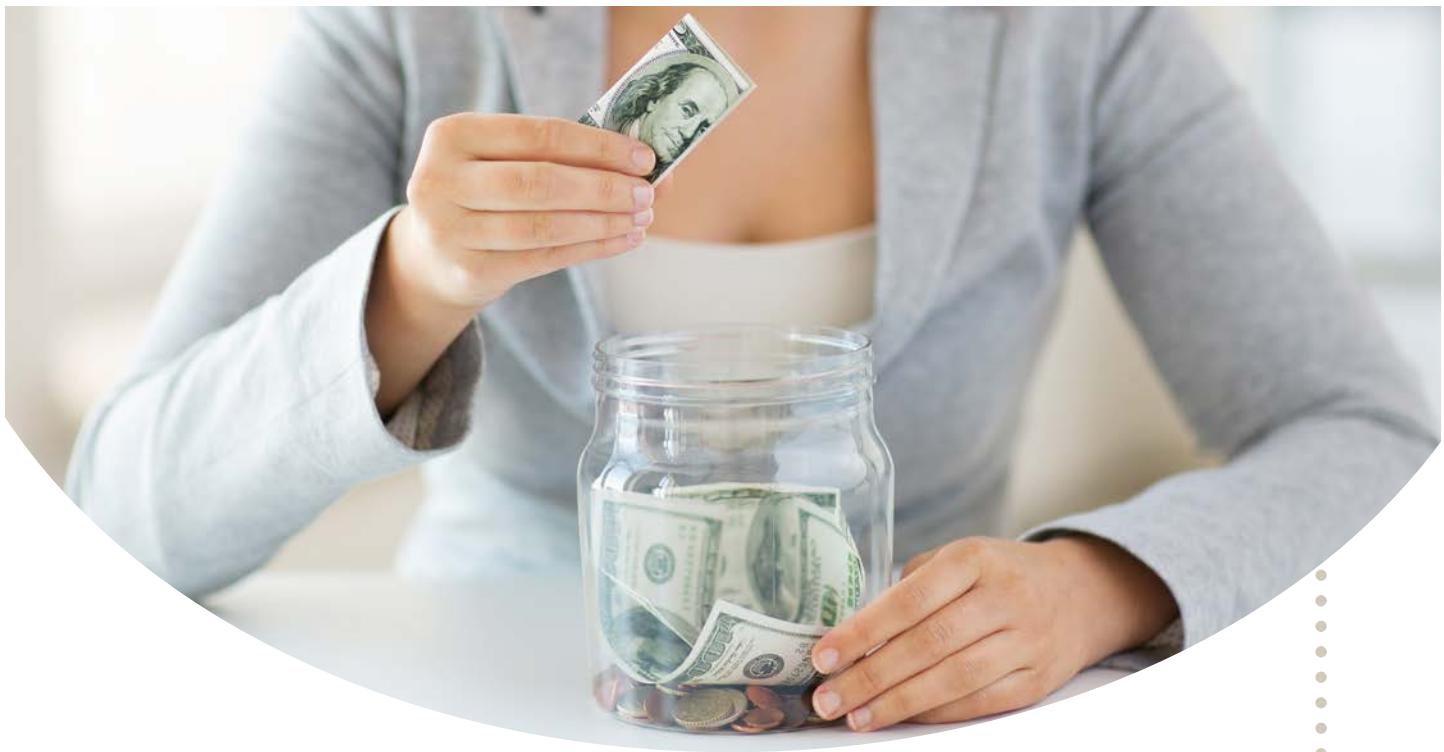
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Communicating During a Crisis

By Hannah Jones and Shanna Draheim

On June 12, 2016, a man walked into Orlando's Pulse nightclub carrying an assault rifle and a handgun. He began shooting into the crowd of more than 300 people, ultimately killing 49 and injuring 58. It was the worst mass shooting in American history at that time. Within minutes of the shooting, the Orlando Police Department (OPD) was on the scene, and over the next few hours relied on their adopted crisis management plan to communicate among public safety officials, with people in the nightclub (including the shooter), and with the public. Their use of social media—specifically Twitter—to share information with the public helped maintain calm in the community and avoid misinformation.

Has Your City Planned for the Worst?

Local governments communicate with their constituents regularly about municipal services and facilities, community events, policy changes, and other current events. This communication takes many forms and is increasingly reliant on technology-based communication tools.

But what happens when communities are faced with an emergency? Are municipal systems able to effectively communicate information, ensure calm and stability, and create trust with their constituents? While none of us likes to think about the possibility of a disaster in our community, crisis management is an increasingly important part of public safety and communications strategies.

The Michigan Municipal League has been exploring how cities communicate during natural disasters, civic unrest, crime, terrorism or other crises to identify lessons communities can learn from their peers. We reviewed over a dozen examples from across the U.S., including short-term events such as the Orlando nightclub shooting and the September 11 attacks, as well as multi-day (or longer) events, such as the Baltimore riots and the 2017 flooding in mid-Michigan.

While each community is different and warrants a crisis communications approach that meets the needs of its residents and businesses, there are some strategies that have consistently made an impact on whether crisis

communications are successful. Some key lessons the League has identified include:

- **Create a Crisis Communications Plan in Advance**

Pre-establishing a crisis communications plan, and training staff on those strategies, improves crisis response by ensuring the use of the right tools, better utilizing staff time during critical moments, and reducing confusion and misinformation with the public. The City of Orlando, for example, had a strong communications response to the Pulse Nightclub shooting because they had an existing crisis communications plan that was based on the needs their community demographics (over 60 percent of Orlando's population is under the age of 40, so they had pre-determined that Twitter would be a good method of real-time communication). Most importantly, the city practiced their plan in simulation drills so that during the actual crisis the response team operated smoothly.

Advanced planning also helps communities identify technology or other communications limitations, such as power outages or technology issues. During the San Diego wildfires, for example, the county had trouble communicating with responding firefighters from other jurisdictions because of radio incompatibilities. This resulted in a less effective response and put both residents and responders in greater danger.

Local governments may also need to utilize other resources and volunteers during or after an emergency event. For example, since the 9/11 terrorist attacks, New York City's emergency plan includes a list of volunteers with "essential skills" who can be called upon to help with things like traffic control, ferry landings, and assisting vulnerable citizens during a crisis situation.

- **Designate a Single Point of Contact for Communications**

Designating a specific point of contact for working with the incident command and communicating with the public helps reduce confusion and ensure that accurate and timely information is shared.

During the September 11 terrorist attacks, then-New

Continued on page 11



York City Mayor Rudy Giuliani was the primary spokesperson during press briefings, utilizing others to give technical updates or additional information as needed. While the state and Governor Pataki were involved and present, the mayor was the communications point person, which helped limit conflicting information and build trust with the community.

- **Provide Timely Updates**

While it may seem obvious, providing timely information to the public and media decreases the opportunity for rumors and misinformation to spread via social media and other outlets. During the Pulse Nightclub shooting, the OPD needed to create an explosion to gain entry to the club. They immediately tweeted what they had done and asked the public not to panic or block emergency phone lines reporting the explosion.

Conversely, during Hurricane Katrina public officials in New Orleans did not provide timely information to the public on storm impacts and emergency resources available, and there was insufficient

information sharing between government agencies. The result was days of chaos and danger for residents.

- **Clear and Consistent Messaging is Essential**

Articulating a clear and consistent message is one of the most important parts of communicating during a crisis. Cities that focused on crafting and delivering easily understandable messaging during a crisis, and consistently repeating essential communication points, were more successful in reducing further danger, calming public fears, and managing the chaos of crisis situations.

For example, the mid-Michigan counties impacted by severe flooding in 2017 coordinated on messaging and information for their constituents on road closures, water damage, emergency services and response, and ultimately clean-up efforts. Each unit of government then made that information available through their own tools such as dedicated websites. Facebook or emergency notification systems such as Nixie.

Continued on page 19

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2020 IIMC Board Vacancies: Make A Difference In IIMC's And Your Future!

In the past few years, IIMC members who have served on the Board of Directors have been involved in many aspects in providing a vision for the Organization. Some of the salient points include but are not limited to:

- Producing a third three-year strategic plan;
- Creating a Diversity/Inclusivity Task Force;
- Overseeing the Organization's financial health and producing historic restricted reserves;
- Creating progressive Organizational policies;
- Initiating an advanced conference selection process;
- Producing successful revenue generating conferences;
- Increasing membership to an all-time high in Region XI;
- Maintaining transparent and open communications with all members.

These are just a handful of the tangible accomplishments in which each Board was involved.

As an IIMC member, you, too, have the opportunity to make an impact on your Organization. Have you ever wanted to shape policies, programs and develop strategic plans to help your colleagues? Can IIMC benefit from your ideas and perspective? Do you want to convey to 15,000 colleagues that you value the efforts of your Organization and that you want to have a voice in its growth and future? Do you want your decisions, direction and vision about IIMC's future to directly impact the membership?

If you've answered yes to any of these questions, then it's time to take that initial step forward and put your leadership and knowledge to task by serving as an IIMC Board of Director.

2020 Board vacancies are available in the following Regions and as Vice President on the Executive Committee:

Region Director Vacancies

- II DC, DE, MD, NJ, PA, VA, WV
- IV AR, LA, MS, OK, TX
- VI IA, MN, WI

- VII IL, KS, MO
- VIII AZ, CO, ID, MT, NE, NV, NM, ND, SD, UT, WY
- X CANADA
- XI OUTSIDE NORTH AMERICA

Qualifications of Candidates:

A Director's term of office is three years. To qualify for office as a Region Director, a candidate must:

- A. Be an IIMC member for at least three (3) years.
- B. Have served at least three (3) years as a Municipal Clerk or other office as defined in IIMC's Constitution, Article II, Membership, Section 2 A.
- C. Have attended at least two Annual Conferences. Attendance may include the conference at which the candidate's term would begin.
- D. Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member during the term of office.
- E. Provide written support of candidacy from the legislative governmental body they represent.
- F. Provide written support of candidacy from their state, provincial, or national association within the Region in which they are running.

Vice President:

To qualify for the office of Vice President, a candidate must:

- A. Be an IIMC member for at least three (3) years.
- B. Have served on the IIMC Board for three (3) years prior to time of election.
- C. Have served at least three years as a Municipal Clerk or other office as defined in IIMC's Constitution, Article II, Membership, Section 2 A.
- D. Have attended at least two Annual Conferences. Attendance may include the conference at which the candidate's term would begin.

Continued on page 13



- E. Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member during the term of office, which shall include terms as President-Elect, President and Past President.
- F. Provide written support of candidacy from the legislative governmental body they represent.

The Vice President automatically advances to President Elect and then to President. All Candidates (Region Directors and Vice Presidents) running for office must submit to Headquarters the following:

- Complete and return Nominating Forms announcing his or her candidacy 120 days prior to the Annual Meeting (Form must be returned to IIMC HQ no later than Wednesday, January 22, 2020);
- A current, high quality photograph (Digital, JPG) picture is required to be published in the online News Digest; A 200-word essay (not to exceed 200 words in Word File, not in PDF) on their qualifications, emphasizing activities in the Municipal Clerk's profession (essay will be published in the on-line *News Digest*).

You can obtain Nominating Forms online at www.iimc.com under Board of Directors, or by contacting Executive Director Chris Shalby at: chriss@iimc.com. Nominating Form, photograph, essay and the endorsement of candidacy can be sent electronically to Executive Director Chris Shalby.

Candidates agree and understand that the above information will be published as received in the *News Digest*.

Elections – Region Director

If there is one Region Director candidate, no election is held and the candidate is declared elected. If there are two or more candidates, IIMC will conduct a Region election 30 or more days prior to the beginning of the Annual Conference. Full, Additional Full, Associate, Retired and Honorary Members can vote for Region Director. Election results are provided to the candidates prior to the Annual Conference and are announced to the membership at the Annual Business meeting.

Continued on page 15

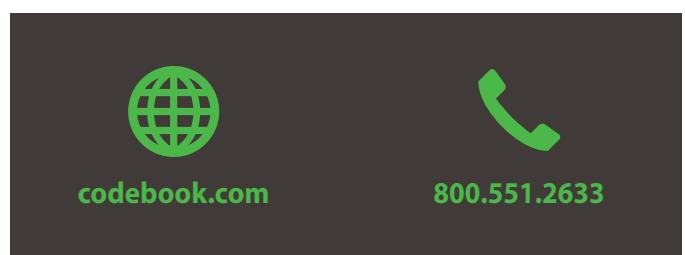


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The Pause That Refreshes – And Spares You A Whole Lot Of Grief!

By Ron Price MA

Perhaps you've heard the expression: "I'm so mad, I'm going to give him a piece of my mind!" Well, I don't know about you, but I don't have enough extra pieces of my mind to be giving any of it away. It is true, however, that in your life (and mine) there will be times when you are so upset with someone that you just want to tell them off and put them in their place.

If you're honest, you must admit that telling someone off feels good at the moment. But when you stop to consider the long-term ramifications of such behavior, you might think twice before letting loose. I love the quote by George Thompson, author of *Verbal Judo: The Gentle Art of Persuasion*, who said: "Never use words that rise readily to your lips, or you'll give the greatest speech you'll ever live to regret."

Another well-known phrase (and common state of mind) is, "I was so mad I couldn't think straight." This is not just a figure of speech. When you get upset and angry, you begin to leave the thinking part of your brain (the frontal lobe) and enter into your emotional part (the Deep Limbic System, or Amygdala). By definition, therefore, you are no longer in your thinking brain.

When this happens, all bets are off, and you are capable of ridiculous, unthinking acts. Road rage comes to mind as an obvious example. This also explains why some people get so upset at work they storm off the job, only to get to their vehicle and regret their impulsivity.

Daniel Goleman, an authority in the field of Emotional Intelligence (EQ), coined the term "emotional hijacking" to describe what happens when you let your emotions overrule your thoughts. Again, while this is an all-too-common experience, the consequences can be devastating to workplaces, relationships, and one's overall health and well-being. I don't know about you, but I can think of lots of lousy reasons for taking out my anger and frustration on others, but very few good ones.

Due to space limitations, I can already tell I'm going to have to come back and revisit this topic another time, but for now, I want to leave you with a tip that will help to prevent future episodes of emotional hijacking. That tip is to have a time-out signal, especially with people



with whom you regularly interact. When you engage with co-workers, family members, or others, frequently, there is a strong possibility that at some of your encounters one or both of you will not be in a positive state of mind or mood. At those times, you must be careful not to say or do anything that could jeopardize the future of the relationship, and that's where calling a time-out can be so helpful.

The nature of the time-out signal is not as important as the implementation of it. You could use the sports signal of one hand across the top of the other. You could use words or gestures (polite ones only, please) to communicate to the other person that now is not the best time to continue in conversation. You could say one of two statements. You could say, "I need a timeout" or "we need a timeout." I strongly recommend you never say to another adult, "you need a timeout." If you say those words, you will likely find out how accurate they are.

While I strongly advocate the implementation of a time out when emotions are active, there is one element that you must observe, or your best intentions will fail. Whenever you call a time-out, you are responsible for calling the time-in. This is timeout not cop out. If someone important to you wants to speak with you about something you have the right to say I will not

Continued on page 15



The Pause That Refreshes -...Continued from page 14

talk about it right now, but you do not have the right to say I will never speak to you about it. By calling a time out and letting the other party know when you will engage in the conversation (typically within 24 hours) you give each of you a chance to cool down, return to your thinking brains, and have a rational, productive conversation.

So often people get upset and walk off, leaving the other person to wonder if you are coming back or not. While you are likely seeking to avoid the argument, they are unclear if you are rejecting them or the relationship. So, please, determine an effective time out signal that you can resort to when needed, but quickly follow the signal by suggesting a time when you will be willing to engage. I won't tell you this technique is foolproof, but I can assure you it holds great promise for preventing conflict and avoiding unnecessary damage and grief.

If you'll permit me to close with one last expression, regarding calling a time out - "try it, you'll like it."

Editor's Note: Ron Price MA is the owner/operator of Productive Outcomes, Inc. He has authored two books *Play Nice in Your Sandbox at Work* and *Play Nice in Your Sandbox at Home*. For more information visit www.PlayNiceinYourSandbox.com or send an e-mail to Ron@PlayNiceinYourSandbox.com.

2020 IIMC Board Vacancies ...Continued from page 13

Elections – Vice President

If there is one Vice President candidate, no election is held and the candidate is declared elected. If there are two or more candidates, IIMC will conduct an election 30 or more days prior to the beginning of the Annual Conference. Election of a vice-president shall be conveyed to all Full, Additional Full, Associate, Retired and Honorary Members. Election results are provided to the candidates prior to the Annual Conference and are announced to the membership at the Annual Business meeting.

Here's your chance to help lead the Organization dedicated to furthering the Municipal Clerk's profession. By joining the IIMC Board of Directors, you can expect to work hard, and have a rewarding experience in return. As an IIMC Board member, you will devote time, energy, and ideas to lead the Organization forward. IIMC is looking for individuals committed to the Organization's mission and vision.

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The preliminary program will be mailed in November to any member who has attended an IIMC Conference within the last three years, and to all Region VII members. The Program will be available online via IIMC's website at www.iimc.com.

More information regarding the Conference, education sessions, general speakers, Athenian Dialogues, Academies, and events will be in each issue of the *News Digest* and weekly E-Briefings.



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- Self-Inflicted Overload: A Session for Overworked Municipal Clerks
- Creating a More Resilient Workplace
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- How to Build a High Functioning Team Out of Your Existing One
- Maximizing your Effectiveness in your Organization
- Creating a Positive Work Culture Through Authentic Appreciation
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- Developing Future Leaders Within Your Organization
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- Parliamentary Perplexities: At Least 50 Shades of Gray!

Continued on page 17



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As if having one of the most iconic structures in America wasn't enough, St. Louis is home to a second – and this one has been reinvented...again!

The first train pulled into St. Louis Union Station on September 1, 1894 at 1:45 p.m., ushering in a new and exciting time for St. Louis. The City known for being the gateway to the West suddenly became a gateway to all of America. Over the next several years, Union Station would become one of the largest and busiest passenger rail terminals in the world transporting passengers such as President Harry Truman, Joe DiMaggio, Joan Crawford and St. Louis baseball teams the Browns and the Cardinals. The station saw some of its highest traffic during the World's Fair of 1904 and World War II. The final passenger train departed on October 31, 1978 at 11:38pm, closing the first chapter in the station's history. While St. Louis Union Station lay dormant for a time, St. Louis itself continued to grow, bringing Busch Stadium, the Enterprise Center and City Museum right around the corner.

Rather than let the grand architecture of Union Station go to waste, the building found new life. Converted in the early 1980s, Union Station now features the stunning four diamond St. Louis Union Station Hotel and The Grand Hall at Union Station. The Train Park currently includes beautiful festival space – home to the Polar Express, food outlets, an outdoor plaza and fire and light show. The destination

Tuesday, May 19, 2020

10:00 a.m. – 12:00 p.m.

OR

1:30 p.m. – 3:30 p.m.

Fee: \$60.00

continues to flourish with the construction of the St. Louis Aquarium, St. Louis Wheel, Carousel, Mini Golf, Ropes Course and Mirror Maze.

Celebrate the 125th anniversary of this National Historic Landmark and experience all that St. Louis Union Station has to offer by joining IIMC for this Offsite Concurrent Education Session. Don't miss your opportunity to hear firsthand how Union Station has fused nostalgia and renovation creating a travel destination that echoes the building's original purpose of exploring in a new direction.

Pre-registration (onsite registrations are not allowed) and payment of a \$60.00 fee is required to attend this Offsite Concurrent Education Session. This session is limited to 100 pre-registered delegates per time slot (200 delegates total). Delegates must register by Friday, May 1, 2020. Registrations will be accepted on a first-come, first-served basis.





Walk the talk: Cities Urged To Study Footpaths For Better Land Use

By Carey L. Biron

Mapping informal footpaths could help city planners tackle a range of urban issues stemming from depopulation and vacant land, researchers said on Wednesday.

At the beginning of the decade, the northern U.S. city of Detroit had more than 5,680 informal paths, many of them in low-income neighbourhoods, according to a study by the University of Michigan and Illinois State University.

By 2016 those numbers had plummeted, with total footpath length falling by 70% in the Lower Eastside of Detroit, found the report -- which combined satellite imagery and interviews - as the city fenced off and transferred vacant land to private developers and others. For a city in which a quarter of residents have no vehicle and poor access to public transit, the effect is significant, said co-author Joshua Newell, an associate professor at the University of Michigan.

“The city might want to formalize this, to look at how residents have used these paths, to facilitate the flow of traffic and also to deal with safety challenges,” he told the Thomson Reuters Foundation.

From Finland to the United States, cities are turning to informal footpaths — also known as “desire lines” — to inform a more organic, responsive form of planning and fight issues like urban decay.

Officials in Detroit, a post-industrial city that has lost 65 percent of its population since the 1950s, are seeking to redevelop vast swathes of vacant land, totalling 23 square miles (60 sq km), according to the report.

“The city has such large amounts of (vacant) land, and they’re not going to be able to sell all of these lots, so they’ll have to think creatively to rescale the city and use it in a different way,” said Newell in a phone interview.

A city hall spokesman did not respond to a request for comment.

Continued on page 19

Clerks deserve the complete picture

Public records requests are a challenge. Receiving requests and tracking them is often a manual process. Searching for documents to fulfill requests may involve desks, file cabinets or even warehouses. And that's just what you know about. *How do the many people that work for your community preserve and classify documents? How can you fulfill requests if records are lost or destroyed?*

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by Hyland

Other cities have followed suit, with Finnish officials looking to where people walk in parks after snow has covered official pathways to guide future planning, for instance, and several U.S. universities using similar strategies.

Paying attention to desire lines “helps with using space in ways that is not only efficient but useful,” said Andrew Furman, an associate professor at Canada’s Ryerson University, who has studied the issue.

Furman said the Detroit study is important because it “reinforces how invisible desire lines often are when viewing many different maps of an area.”

Many cities in the United States, Europe, Japan and elsewhere are suffering from declining populations amid post-industrial economic transitions, Newell said, and should be thinking about auditing their own footpaths. For any city “thinking about redevelopment and transferring land from city to private or other uses, this is a key component,” he said.

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• Engage with Media on Emergency Communications Planning

Attention from the media during emergencies can be both helpful and harmful to the city’s response. On one hand, the press can help relay important information to the public. On the other, they may contribute to panic by releasing incomplete or inaccurate information or even hinder emergency response with their presence. For example, during a massive fire in Grand Forks, North Dakota, there were so many media helicopters in the air that the fire department could not use their own helicopters to fight the fires from the air. Communities can avoid these issues by working with the media in advance and including them in the city’s official emergency communications planning process.

As communities continue to face ever-evolving public safety challenges, it is important to be deliberate in thinking and planning for how to communicate with residents. Crisis events are chaotic, and rapidly changing technology means social media and alternative news sources often compete with official information (and misinformation). Deploying some of the best practices described above can help ensure that communities have an effective emergency response, protect public safety, and maintain trust with residents.

Editor’s Note: This article first appeared in *The Review*, the official magazine of the Michigan Municipal League. Hannah Jones can be contacted at hannahjonesy122@gmail.com. Shanna Draheim is the director of policy development for the League. You may contact her at sdraheim@mml.org.

The Museum at the Gateway Arch



<https://www.gatewayarch.com/>



An Award You Can Win – And Should!

Past winners have included: Seattle, WA; Austin, TX; Rancho Cordova, CA; San Antonio, TX; Costa Mesa, CA; Countryside, IL; Frisco, TX.

Winning an award can mean a great deal to your professional reputation and your city's positive public perception. It matters, to your peers at city hall and residents in the community, when a respected third party recognizes your office for excellence.

The IIMC Program Excellence in Governance Award (PEGA) is the top award for programmatic or technical achievement in our profession. Let me share three reasons why you should take the time to apply for the PEGA in 2020:

1) You Can Win It: Most awards require a career to achieve and are given primarily to those with a history of long-term involvement in the IIMC. In contrast, any City Clerk that demonstrates excellence has a shot at winning the PEGA. You don't

have to be the best City Clerk, just really good at something that matters to your community or your peers. The categories in the award are so broad that pretty much any program will fit. It's a very inclusive and egalitarian concept that exceptional programs can be recognized, regardless of tenure as a Clerk or the ability, funding, time and institutional support to be involved in the IIMC leadership structure. Don't let that opportunity pass you by!

- 2) **Your Office:** Most people at City Hall still don't understand what City Clerks Offices really do. Just the collaborative process of writing the PEGA application gives you an excuse to highlight something you've done well to your City's management team. If you win, you'll go into your next salary negotiation as an international award-winning City Clerk. If you don't, you'll still have been successful at reminding folks that the City Clerk's Office is much more than just centralized clerical staff. Also, sharing an exceptional program will allow us, your peers, to emulate what you've done. As they say, imitation is the sincerest form of flattery.
- 3) **Community Pride:** Winning the PEGA validates for the public that you've done something exceptional with their hard-earned tax dollars. So, when you win the award, IIMC will work with your office to contact your local paper and a presentation of the award can be arranged at a Council meeting.

So, the challenge is to think about something you're doing that's great. Throw off the City Clerk's natural coat of shyness and write the application and apply. You, your City and your profession will be better for it.

For more information, please contact IIMC Executive Director Chris Shalby at chriss@iimc.com.

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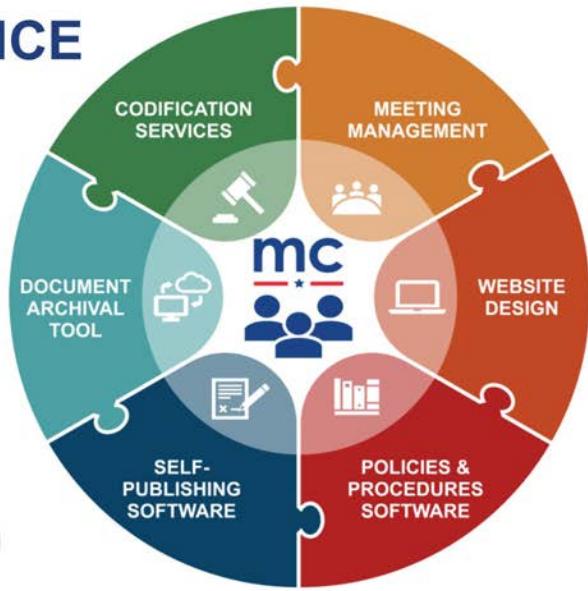
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2020 Quill Award

Nominations are now being accepted for the 34th Annual Quill Award.



Created in 1987, the prestigious Quill Award recognizes IIMC members who have made a significant and exemplary contribution to their community, state or province and IIMC. More importantly, the individual must support the goals and philosophies outlined in IIMC's Code of Ethics.

The criteria include length of service, strength and extent of participation in IIMC, service in teaching fellow Municipal Clerks, involvement with the initiation or administration of an IIMC-approved training Institute or program or any other activity that enhances the professionalism of IIMC members.

ELIGIBILITY

The Quill Award is open to all members of IIMC, deceased members, retired clerks or a clerk who has changed positions. Serving members of the Board

of Directors or present officers of IIMC shall not be eligible for this award. Past Presidents will be eligible for the Quill Award four (4) years after completing service on the Executive Committee.

DOCUMENTATION

Nominations shall be solicited annually from the membership. The following documentation shall be submitted to Headquarters no later than **April 1st of the year** of the Award:

- Resume of Nominee and reason for nomination,
- Nomination Form,
- A written endorsement from the State/Provincial or National Association, and
- A written endorsement from the IIMC Region Directors.

CRITERIA

Those receiving the Award shall represent all of the following Criteria:

- At least ten years of service as a Municipal Clerk;
- At least ten years of IIMC membership;
- Strong and extensive participation in IIMC;
- Service in teaching fellow Municipal Clerks Involvement with the initiation or administration of an IIMC-approved training Institute or program or any other activity that enhances the professionalism of IIMC members;
- Leadership in State/Provincial/National Municipal Clerk professional organizations;
- Significant and exemplary contribution to their community;
- Significant and exemplary contribution to their State/ Province/Country;
- Significant and exemplary contribution to IIMC;
- Significant and exemplary contribution to peers; and
- Attainment of the CMC Designation.

For more information, go to:

www.iimc.com/Membership/Awards/Quill Award

For questions, contact IIMC Executive Director, Chris Shalby at chriss@iimc.com

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Check Out a Creature Feature at the Saint Louis Zoo



Scientific Name *Equus grevyi*

The Grevy's zebra is the largest of the three zebra species. It has a long head and neck, with an erect striped mane running from the top of the head down to the upper back. Its ears are extremely large and rounded.

What's the first thing you notice about a zebra? Its stripes! Although it may not be obvious when you look at them, the black-and-white stripes of a zebra actually help the animal hide from predators. A striped animal standing motionless in grass and low shrubs is nearly invisible, since the stripes blend in with the background.

Stripes help when the zebras are on the move, too. When a herd of zebras is running from a lion or a leopard, the blur of fast-moving stripes makes it hard for the cat to distinguish between animals, and therefore to separate one to chase.

The stripes of a Grevy's zebra are very narrow, compared with the stripes of other zebras, and the striping continues all the way down the legs to the hooves.

Zebras spend about nearly two-thirds of their day eating. Like all members of the horse family, they primarily graze on grasses. During drought or when grass is scarce, they may also eat bark and leaves.

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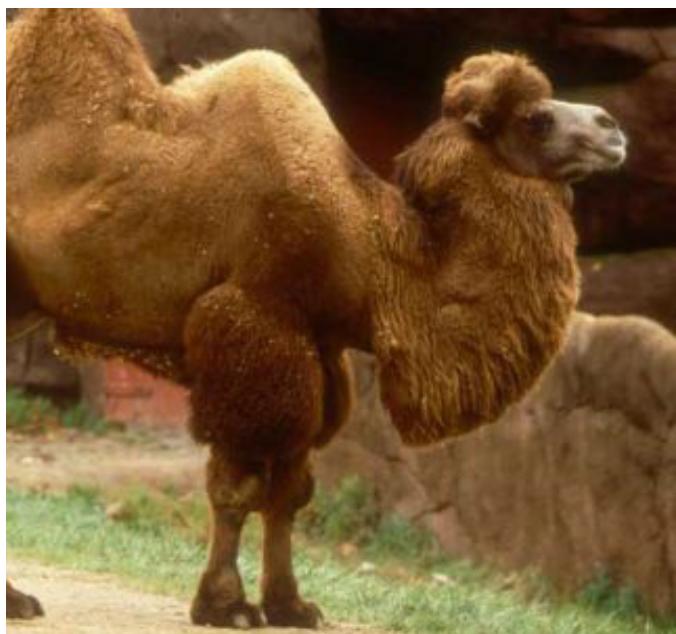


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Scientific Name *Camelus bactrianus*

Camels' adaptations to their desert lifestyle are well-known. Long eyelashes and elongated nostrils protect them from blowing dust and sand. Camels can survive without water for long periods of time, and energy-rich fat stored in their humps enables them to survive long periods without food. When camels do eat, they will forage on any plants available.

Pregnancy in camels lasts for 11 months and calves are generally born in March and April. Spring is also the time when Bactrian camels completely shed their thick dark winter coat, leaving them almost hairless during the hot summer months.

Although domesticated Bactrian camels number in the millions, there are less than 1,000 wild camels left in their native range in Mongolia.

Did you know? The two humps of Bactrian camel calves lay flat against their sides at birth.

To learn more about the Zoo: www.stlzoo.org/



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Per the IIMC Education Guidelines, there are 44 courses offered by MindEdge that are eligible for **1 CMC Experience, 1 MMC Advanced Education, or 1 MMC Professional Contribution** point per 6 educational contact hours with completion of the required learning assessment.

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For more information on these brand new online learning opportunities visit www.iimc.com.

St. Louis Free Attractions

This one's a no-brainer. There are literally so many free things you can do in the city that we can't fit them into our word count, but here's a few to begin with: The St. Louis Science Center; the award-winning St. Louis Zoo; the Contemporary Art Museum; and the Cathedral Basilica of Saint Louis. Trust us, you won't get bored here.

Visit this website for a list of FREE things to do in St. Louis:
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2019-2020 CALENDAR OF EVENTS

November 6-8	The 21st IIMSA Annual Meeting and Conference	February 5-7	California Master Municipal Clerk Academy
November 11-15	Kansas City Clerks & Finance Officers Assn (CCMFOA) Institute and Master Academy	March 15-20	Michigan Association of Municipal Clerks (MAMC) Clerk's Institute
November 13	North Carolina Association of Municipal Clerks New Clerks Institute	March 15-20	Nebraska Municipal Clerk Association (NMCA) Institute and Academy
November 13-15	North Carolina Association of Municipal Clerks Master Clerks Academy I & II	March 22-27	Michigan Association of Municipal Clerks (MAMC) Clerk's Institute
November 14	Municipal Clerks Association One Day Academy Session	April 14-17	City Clerks Association of California (CCAC) Annual Conference
November 15-16	IIMC Board of Directors Mid-Year Meeting	April 16-17	Texas Municipal Clerks Public Funds Investment Seminar
November 17	Alaska Association of Municipal Clerks Advanced Academy	June 7-10	Assn. of Municipal Managers, Clerks & Treasurers of Ontario (AMCTO) Conference
November 18-19	Alaska Association of Municipal Clerks Conference	June 8-11	The Local Government Management Association of British Columbia (LGMA) Annual General Meeting and Conference
November 20-22	New England Assoc. of City & Town Clerks (NEATCT) 52nd Annual Conference	June 8-12	Arizona Municipal Clerks Institute
November 21-22	The Association of Democratic Service Officers (ADSO) Annual Conference	June 23-25	Arizona Municipal Clerks Academy
November 27	Exello.net (Belgium) Management Congress	June 18-19	Texas Municipal Clerks Records Management Seminar
December 4-6	Alabama Association of Municipal Clerks & Administrators 5th Annual Winter Conference	August 20-21	Texas Municipal Clerks OMA, PIA, Agenda Seminar
December 5-7	IIMC Region IV Meeting in San Antonio, TX	September 23-25	IIMC Region VIII Conference
2020		September 23-25	California Master Municipal Clerk Academy
January 22-24	IIMC Region III Conference in Orlando, FL	October 29-30	Texas Municipal Clerks Graduate Institute & Annual Business Meeting
January 28-30	IIMC Region II Conference in Atlantic City, NJ	December 1-3	Michigan Association of Municipal Clerks (MAMC) 2020 Master's Academy
January 30-31	Texas Municipal Clerks Election Law Seminar		
February 2-4	Georgia Clerks Education Institute/Conference		



St. Louis Union Station



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Grand Rapids, MI



76th Annual Conference
Little Rock, AR



77th Annual Conference
Minneapolis, MN

Sunday, May 17 thru Wednesday, May 20, 2020

Sunday, May 9 thru Wednesday, May 12, 2021

Sunday, May 22 thru Wednesday, May 25, 2022

Sunday, May 14 thru Wednesday, May 17, 2023