



News Digest

The Premier Organization for Municipal Clerks Since 1947

Municipal Clerks Week
May 3 - 9, 2020



See a typical 19th-century Bavarian farmstead, visit animals, and watch them perform at Grant's Farm, a top family attraction. Catch a free tram with a narrated tour to reach the heart of the farm. Along the way, you'll visit a deer park and see numerous species in their habitats. More than 900 animals live at the site, among which are Budweiser Clydesdale horses, buffalos, elephants, camels, and kangaroos. Kids can feed and play with baby goats, and ride carousels. But remember this, the baby goats can be a handful sometimes. Open to the public since 1954, the farm has been visited by more than 24 million tourists.

Attractions: Grants Cabin • Deer Park • Tier Garden (See page 30)

2020 Proposed Constitutional Amendment
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Founded in 1947, IIMC has 70 years of experience improving the professionalism of Municipal Clerks. IIMC has more than 15,000 members representing towns, small municipalities and large urban jurisdictions of more than several million people.

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- UDITE (Europe)
- IMASA (South Africa)
- NAMCB (Bulgaria)
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President's Message

Lana McPherson, MMC

IIMC President, 2019-2020



Here we are making history living in the second month of a new year and a new decade! It's already February 2020! How are you doing with your New Year's resolutions? Did you remember to "Honor a Mentor" during the month of January? If you didn't get that accomplished, today is a good day to make that happen. And, during the month of 'love and valentines,' what better time to do it? I was pondering on what does February truly mean, other than being known as the 'month of love' and 'valentines'. So, I Googled it and here's a tidbit of what I found.

February is from the Latin word Februarius, meaning "to purify." February was known as the "Month of Purification" during ancient Roman times. It is a transitional time, finding itself just after a month of reflection and New Year's resolutions. February is the second (and shortest) month of the year in the Julian and Gregorian calendar with 28 days in common years and 29 days in leap years, with the quadrennial 29th day being called the leap day. It is the first of five months to have fewer than 31 days (the other four being April, June, September and November) and the only one of these to have a length of fewer than 30 days. February is the third and last month of meteorological winter in the Northern Hemisphere. In the Southern Hemisphere, February is the third and last month of summer (the seasonal equivalent of August in the Northern Hemisphere, in meteorological reckoning). All of the above doesn't sound nearly as much fun as making a valentine box in grade school or searching for just the right sentiment in a card for a special person. Yes, I'm a true sentimentalist and I'm hoping for a month of love for all.

During this past year, your IIMC and committees have been reviewing and applying some 'transitioning' in our policies and procedures to remove a few barriers some felt were keeping Clerks from being more involved. Just as we review and make revisions in our City Code to transition and reflect the times of today's world, IIMC

members want to ensure we keep our professional Organization in tune with current trends. And, with your help in serving on the task forces, committees and surveys, that's happening! Please let your IIMC Board of Directors know your thoughts and ideas. By sharing our ideas and comments, we are helping transition and shape a very bright future for our fellow Clerks.

Our international annual conference in St. Louis is just around the corner and the excitement is really beginning to build! Please keep reading the E-briefings and your monthly News Digest for all the details on our conference, the places to visit and explore in St. Louis, plus join in with your fellow Clerks on the IIMC Conference App. Many thanks to Municode for this special conference App that keeps us all connected and updated during our time at conference. Another one of the exciting 'transitions' your IIMC is providing to all of us.

Your Executive Committee will be meeting at IIMC HQ this month to review all the exciting events forthcoming in May, as well as to ensure we are doing all we can to keep IIMC current, trendy and professional as 2020 begins this new decade of professional Municipal Clerk education. The success of IIMC comes from each of you being the one to step out, step up, and participate in our committees, task forces, educational training, Athenian Dialogues, and all things IIMC where each one of us can make a difference by volunteering to help. Remember this is OUR Organization and each one of us is a member — a committed member — in ensuring the future for the Clerks coming after us. If each one of us commits to doing one thing for our IIMC in 2020, that means more than 14,000 acts of volunteerism will be totally AWESOME! New Year, New Decade, NEW volunteers! Let's rock our world and our Organization by committing to Being the One to step up this year to volunteer and make a difference!



2020 Proposed Constitutional Amendment

At the IIMC Board of Directors midyear meeting held in Greenville, South Carolina on Saturday, November 16, 2019, the Board voted to amend IIMC's Constitution by removing from **Article VIII Qualifications, Nominations and Elections - Section 2 – Qualification of Candidates for Region Director – F.**

The Board's reasoning: in its constant quest to continue to be an inclusive Organization to all its members, deleting the sentence removes another hurdle toward applying for a seat on the Board of Directors, allowing the possibility of generating more interest among its membership. The proposed amendment will not have a negative or financial impact on the Organization.

The proposed amendment's merit will be discussed and evaluated with the attendees at the Annual Business Meeting on Wednesday, May 20, 2020 in St. Louis, MO.

If the proposed amendment is approved by majority vote at the Annual Business Meeting, the proposed amendment will be distributed for a vote by the entire membership. Members will have sixty (60) days following the Annual Business Meeting to vote on the proposed amendment.

The constitutional amendment shall be adopted if two thirds of the votes cast are in favor of the proposal. The effective date of the amendment will be the 61st day following the Annual Business Meeting, unless otherwise specified.

Amend Article VIII, Qualifications, Nominations, and Election, Section 2 by striking out subsection f.

CURRENTLY READS:

Section 2. Qualification of Candidates for Region Director

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 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.

PROPOSED AMENDMENT:

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- 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.~~

IF ADOPTED WOULD READ

Section 2. Qualification of Candidates for Region Director

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- 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.

IIMC Annual Conference Updates

At the IIMC Board of Directors midyear meeting in November 2019, the Board approved and awarded the following regarding two future conferences:

2021 – Grand Rapids, MI – 5-Day Conference Returns

In honor of IIMC's 75th Annual Conference, the Board approved bringing back the five-day conference to Grand Rapids, MI. And, depending on what conference surveys indicate, the Board will reassess its future conferences to determine the viability of bringing back the five-day conference or keeping it as a four-day event.

Calgary, Alberta, Canada, 78th Annual IIMC Conference

The Board of Directors awarded the 2024 IIMC Annual Conference to Calgary, Canada.

This will be the second IIMC Annual Conference to be held in Canada within seven years. The Board, in its mission to be a truly international Organization, designated Canada as its conference site for 2024. The Board is optimistic that Calgary will be a successful meeting, matching the 2017 Annual Conference in Montreal. Montreal attracted close to 1,000 attendees with a record high 74 guests.



Welcome to the Old Courthouse!

The Old Courthouse was the site of the first two trials of the pivotal Dred Scott case in 1847 and 1850. It was also where Virginia Minor's case for a woman's right to vote came to trial in the 1870s. You may tour this historic structure, and visit the restored courtrooms to learn more about our 19th century judicial system.

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Proven Rule For Effective Leadership: Don't Confuse Effort With Progress Or Output With Outcomes

By Dr. Tim Rahschulte

How often do you greet people throughout the day and ask, "How's it going?" or "What are you working on?" Probably a lot. How often do you get an immediate response such as, "Wow, there's a lot going on," or "We're really busy working on a lot of things today?" Is the response one of effort or progress? It's easy to be busy, and it's good to be busy. Output is important. But it's far better to make progress on a major outcome. So yes, busy is good, but productive is much better. Effective leaders ensure their team is producing outcomes and not mired in busywork.

Effectiveness and success are about progress, not effort. They're about outcome, not output. Now some people view output and outcome as mere semantics, and that's unfortunate—the differences are much more profound than semantics alone. An outcome is something your customers, clients, and employees can actually see and experience. These are results, and they serve as a measure of performance—not just effort, but performance. Anyone or any team of people in your company may very well be busy working on a number of things, but that busyness doesn't assure an effective outcome. It's for this reason that the best leaders focus on outcomes rather than outputs.

Bob Behn, a lecturer at Harvard's John F. Kennedy School of Government, said, "The only thing that counts is an outcome. The only thing worth counting is an outcome." Agreed! In a time of gross self-aggrandizing efforts, busyness, and a wide sense of self-entitlement, our reality is that no one really cares how hard you work. You're expected to work hard but working hard doesn't guarantee your success. Outcome trumps output, accomplishment trumps effort, value actions trump value statements, and results trump any level of intent.

Let's think about output versus outcome through the lens of products for a moment. There's no arguing that McDonald's has sold a lot of hamburgers over the years. It's been calculated (and posted in marketplace.org) that they sell about 75 burgers every second. That's well over two billion burgers sold in a year. According to the NPD Group's food-service market research,



there are about nine billion burgers sold and consumed every year. So, while McDonald's sells the most by far, consumers do have options. Besides McDonald's, we can buy burgers from In-N-Out Burger, Five Guys, Shake Shack and Red Robin, to name a few. But let's get back to outputs versus outcomes. Selling more burgers is an output, not an outcome. Shake Shack doesn't want to be compared to McDonald's, and while they may be happy with selling more burgers, they're focused on something even more important to them: the consumer's experience. Their desired outcome is a positive customer experience and they believe that outcome occurs from using better ingredients, providing better service, and perhaps offering a better environment. Certainly, you'll pay for that difference. Shake Shack burgers are more expensive than a burger at McDonald's. You can buy a hamburger from McDonald's for about a dollar. It'll cost at least three times that amount at the other restaurants mentioned. But what are they creating? What's the outcome? It's not about the number of burgers sold but rather the customer's experience.

Outcome isn't about making or selling more stuff. That's output. Outcome is the impact you have on customers. It's much more aligned with the vision of the future state. It's the reason Maserati isn't focused on catching Volkswagen to be the number one seller of automobiles. Maserati isn't focused on that output.

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The Pause That Refreshes

And Spares You A Whole Lot Of Grief!

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 so 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 time-out" 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 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)

Continued on page 8

Rather, their vision and focus are on creating the best user experience for their buyers, drivers of high-performance automobiles.

This experience isn't just limited to consumers. It's applicable to employees as well. Think about the outcomes you're aiming to provide your customers. The only way they'll experience what you have envisioned is through interaction with your employees — the products and services they provide. With that in mind, what interactions do you have with your employees? What experiences are you providing them? What outcomes do you want your employees to have so that, in turn, they'll create the outcomes you have planned for your customers? All of your actions matter because you're always influencing those around you. You're either enabling those around you to be great or inhibiting them from being so. If you're intentionally creating experiences for your employees to be great and do great work, that'll lead to higher levels of engagement and customer service from them, which will lead to better outcomes all around.

As a parting note here, it is understood that outputs are important for managers within organizations.

They'll likely always be measured. The importance of this rule, however, is that while outputs may provide some perspective about the busyness of your business, don't allow the focus on outputs to blind you to the importance of your outcomes. The best leaders align outcomes to their vision and understand (and measure) the outcomes they intend to realize among their team, across the enterprise, with their products and services, and with their customers and clients.

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.



74TH ANNUAL CONFERENCE • MAY 17 TO 20, 2020

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 spent the last 30 plus years as a mediator and life coach helping people resolve their differences with others. He has authored two books *Play Nice in Your Sandbox at Work*, and *Play Nice in Your Sandbox at Home*, and he provides keynotes/workshop training on a variety of work skills. For more information visit www.PlayNiceinYourSandbox.com or send an e-mail to Ron@PlayNiceinYourSandbox.com.

The Jewel Box



The Jewel Box (also known as the St. Louis Floral Conservatory and the City of St. Louis Floral Display House) is a greenhouse located in Forest Park, St. Louis, Missouri. It now serves as a public horticultural facility and is listed on the National Register of Historic Places (NRHP).

It was designed by architect William C. E. Becker and built in 1936 by the Robert Paulus Construction Company. It consists of five stepped, composition-covered wood roofs with clerestories, rather than a regular glass roof, in order to prevent damage from frequent hailstorms.

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Farmers' Markets Play a Vital Role in Local Economy

By Heidi Hormel, Contributing Writer



Farmers' markets actually cultivate more than peas. They help create "town squares." When properly administered, these markets can encourage social activity. For this and other reasons, municipalities around the state and across the country are capitalizing on the benefits farmers' markets can bring to a community.

The Farmers Market Coalition has reported that the number of farmers' markets, according to the U.S. Department of Agriculture, has nearly quadrupled from 2000 to 2017. More importantly, growers selling locally can create 13 full-time jobs for every \$1 million revenue, and they return more than three times as much of their sales to the local economy, as compared with a chain store.

This style of market is not new, many communities have old market structures or at least pictures of farmers' markets.

Today, though, these markets are changing and adapting to a new style of shopper.

Big Picture

The state is very supportive of farmers' markets as opportunities for growers to sell goods.

Shannon Powers, press secretary for the PA Department of Agriculture, said one of the trends the department has seen for quite some time is that "people want locally produced items and they want to know the story behind their food."

Farmers' markets can be a place to provide this kind of interaction. Consumers know that "what they are buying directly benefits my neighbors and community."

A January report from the Farmers Market Coalition (FMC) for the City of Pittsburgh, Allegheny County, found that farmers' markets can serve as small farm and business incubators, bolstering a growing body of research that points to their economic benefits.

In a survey of farmers' market farmers completed by American Farmland Trust and FMC, four out of five vendors reported regularly discussing their farming practices with customers. In addition to giving purchasers knowledge of regional agriculture, the purchases help ensure farmers can make a living off products, typically grown within 100 miles of the market.

Perhaps of greatest interest to boroughs is the fact that the Pittsburgh study found farmers' markets can serve

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as “community-building and community-defining institutions.”

Changing times

Telford Borough, in Bucks and Montgomery counties, deliberately chose to have an evening market.

Telford’s Night Market, created and run by the Souderton-Telford Main Streets, took the place of a traditional farmers’ market that had closed. The market is in its first season.

Jordana Fitzgerald, director of operations for Souderton-Telford Main Streets, explained the idea for changing the day and time for the markets was so people could stop by on the way home from work.

“It was appealing when we polled the general public.”

The farmers-vendors also found the change beneficial because they could be at another market on Saturday.

Fitzgerald said theirs is a “curated open-air market — not everyone who applies gets in.”

Producers must also prove that the food or items being sold have ingredients that are sourced within 150 miles.

“This is what our demographic wanted,” Fitzgerald said.

Carlisle Borough, Cumberland County, has a producers-only market that adheres to similar restrictions on where the food and products come from.

Farmers on the Square works in conjunction with the Downtown Carlisle Association but is its own non-profit entity. It was created in 2009 after another market failed.

Mackenze Burkhart, market manager, explained that the organization and resulting market grew out of the grassroots effort of local farmers and food enthusiasts.

The goal of the Carlisle market is to provide access to local and healthy products that come from a 50-mile radius.

Typically, it has 25 vendors and usually have turn away vendors during the outdoor season, which held on private property in the borough’s square. In the winter, the market is held with fewer vendors at the Carlisle Theatre.

Farmers on the Square is a weekday market that relies on residents as customers. There are generally two crowds: retirees in the late afternoon and business people after work.

To appeal to the broadest range of shoppers, Burkhart works to keep a balance of vendors to provide food to eat at the market and take home.

“It’s a difficult balance to strike,” she admitted, especially since they adhere strictly to their producer-only values.

Linda Reid, the event coordinator for Telford Borough’s Recreation Department, which includes its farmers’ market, agreed that people want to know where their food comes from, to make sure its nourishing and “clean.”

She said that shoppers feel almost virtuous coming to a farmers’ market by buying items in season and helping local businesses.

Community Builders

“I think farmers’ markets are popular because they provide a sense of community people are looking for,” Burkhart said.

At Farmers on the Square, for example, there is kids programming and live music on a regular basis to encourage people to come, shop, and have fun. The other markets provide similar entertainments.

Additionally, “People have gotten hip to idea of supporting local,” Bruckart said. In PA, there is also a drive for people to connect to their roots, which often includes farming.

Expanding on this idea of community, Farmers on the Square offers Carlisle Fresh Match, which was created in conjunction with the Project SHARE food bank.

Last year the program raised \$15,000 that was used to “match” up to \$20 in Supplemental Nutrition Assistance Program funds and up to \$10 per week for the Farmers Market Nutrition Program (FMNP) or Senior FMNP monies.

Reid said that Perkasie’s market has brought more foot traffic to downtown — one of its objectives with a significant uptick in shoppers on Saturday mornings of the market.

Supporting the community also comes in the form of providing one free spot a week for a local non-profit.

“The better we do and better for the town,” Reid said. Telford’s Night Market provides opportunities for community building with Coffee with a Cop and

Continued on page 13

Dinner with the Mayor that provide information about the community. Less formally, the market allows residents to mingle with neighbors, enjoy music, and shop too.

Running a Market

Regardless of its origins or who is responsible for keeping the “lights” on, a farmers’ market is a business and must be overseen.

In Perkasie Borough, the farmers’ market had been run by volunteers for about 20 years, before it went into decline.

As part of a 2014 comprehensive plan, the borough learned that residents loved Perkasie events and the market. The borough decided to take on both of these.

Reid was hired and told that a part of her job was to “fix” the farmers’ market.

She went out and visited as many farmers markets as she could to see what would and would not work for Perkasie. She also did a lot of pre-marketing and sending out surveys to see what residents wanted.

Beyond getting the markets up and running, all of the market managers have been tasked with getting out the word, from social media to borough newsletters.

So, people are coming to the market and vendors may be doing well, but there is more.

Regulations and insurance

State, county, and even local regulations could affect vendors.

The state requires that farmers’ market vendors get a retail food license to operate a food facility, whether the market is inside or outside. Plus, all foods and beverages must be from an “approved” source.

If the production (or storage) of the food is not occurring at the farmers’ market, the production site must be under inspection, whether a home-style establishment or a retail food facility.

In Perkasie, the county is also involved in the selling of food at the market. However, Reid said that farmers bringing raw or selling whole produce need no permits.

The borough itself does require that the vendors have general liability insurance with Perkasie as the named insured.

Burkhart in Carlisle said that their vendors need insurance, too. Any other regulations are overseen by the appropriate authority.

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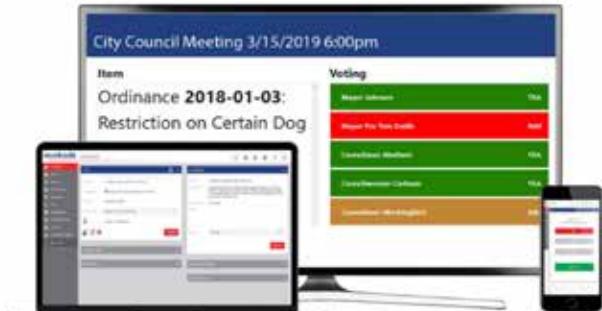
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What Self-Driving Cars Will Really Do To Cities?

Without Careful Planning, The Damage They Do Could Be Extreme.

By Cameron Roberts

It's 2035, and you're going to a movie. As you walk out the door, you reach for your phone instead of the car keys because you don't have a car. Instead, you've ordered your ride to come to you.

The car that arrives has no driver or steering wheel. As you climb in, the electric motor silently comes to life, and the car whisks you into an aerodynamic peloton of vehicles, slipping through cross-traffic at intersections without stopping.

This utopian vision is a common prediction for the disruption of today's road transportation. This future of autonomous, on-demand electric vehicles is tantalizing. It promises a hands-free solution to various transportation woes.

The prevailing belief is that a system of self-driving cars will solve several environmental and social problems without us needing to worry about messy stuff like politics, activism, or changing our travel habits.

Unfortunately, this future will almost certainly never come to pass. Self-driving cars, left to their own devices, will likely do more harm than good. To avoid that outcome, we'll have to turn off autopilot and shape the system of autonomous mobility so that it best serves both our needs and the needs of the planet.

More roads, more cars

Futurama, a General Motors-sponsored diorama at the 1939 New York World's Fair made a similar promise: Fast and efficient highways would make traffic congestion and accidents a thing of the past.



Once these highways were actually built, however, induced demand quickly clogged them up, as people took advantage of the new roads to make new trips that they didn't make before.

Autonomous vehicles risk a more dangerous version of the same phenomenon. Not only will efficient autonomous highways tempt people to drive further, but the ability to work—or even sleep—while traveling will make people think much less of a two-hour commute.

Cars might also become less energy efficient as they're modified to meet the demands of users. Passengers may run them at higher speeds because they're safer, which consumes more energy due to aerodynamic resistance. Car manufacturers can also begin to design larger vehicles to accommodate mobile offices and bedrooms.

Continued on page 15



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This might be mitigated somewhat by electric vehicles, but that electricity may still come from fossil fuels. Plus, bigger vehicles with bigger batteries will produce more carbon emissions as a by-product of their construction.

These processes could, theoretically, be carbon-neutral, but that may not occur quickly enough. The safe bet is to reduce the number of kilometres travelled, rather than increasing them.

There's also the threat of an empty vehicle traveling many kilometers. Why search for a parking spot when you could send your car home?

Scholars who have used computer models and other techniques to predict the environmental impact of autonomous vehicles have found the mass use of private self-driving cars could lead to increases in carbon emissions of up to 200%.

Robo-taxi rejection

Most of the utopian visions of self-driving cars assume that they will be shared, rather than owned privately. This would be a more sustainable option.

Unfortunately, people are attached to their cars. They like having a vehicle that is instantly dispatchable, that they can use as a mobile storage locker, and that signals their social status.

Shared vehicles might also be uncomfortable. Because of the risk of vandalism and mess caused by unsupervised passengers, robo-taxis might be equipped with hard plastic, bus-style seats, rather than the plush upholstered interiors that motorists are accustomed to.

Surveys show if autonomous taxis cost \$1 per mile, only 10% of respondents would give up their car to use them. Even if they were completely free, a quarter of motorists would still keep their cars.

Autonomous taxis are far more likely to win over cyclists, pedestrians, and transit riders. But this would likely make those people's trips less sustainable.

None of this will be helped by the fact that autonomous vehicle enthusiasts envision a future of road systems free of traffic lights, which will rarely provide space for cyclists or pedestrians.

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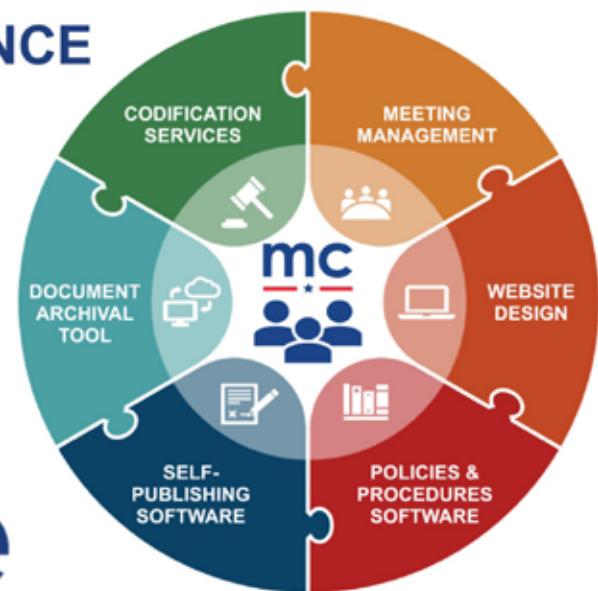
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IIMC Seeks New Board Members

Application
Deadline March
15, 2020

The International Institute of Municipal Clerks (IIMC) Foundation was established in 1984 as a tax-exempt Foundation under Section 501 c (3) as a nonprofit organization to raise funds for its partner, the International Institute of Municipal Clerks (IIMC). All funds provided to IIMC by the Foundation are used to promote, train, and educate Municipal Clerks, making them proficient in the services they provide to the citizens of their community. The Foundation raises funds for scholarships for IIMC approved Institutes; educational materials and tools; educational seminars; and other educational programs.

There are FOUR vacancies on the IIMC Foundation Board:

- 2 vacancies in Category A
- 2 vacancies in Category B
- 0 vacancy in Category C

Category A - Active or retired members in good standing with IIMC with at least five years of IIMC membership and who have supported the Foundation with regular contributions.

Category B - Persons with skills in education, government, foundations or corporations with preference given to non-Clerks.

Category C – Persons with skills in finance/investment with preference given to non-clerks.

The preference being given to non-Clerks in certain categories is an attempt for more diversity in the Board make-up. However, active/retired Clerks who believe they meet a specific skill area may also apply for that category addressing specific expertise they have in a particular area. The Foundation Board also encourages Clerks who know of an individual with expertise in these specific areas to make that individual aware of the opportunity to apply. Appointments will be made at the Foundation Board meeting held in conjunction with the IIMC Conference in May 2020.

Applicants for all Board positions must have an understanding of the purpose of the Foundation and its role

in conjunction with IIMC and how the Foundation raises funds.

The successful candidates will be chosen based on their commitment to the Foundation and the following criteria:

- The person has knowledge of fundraising and the time and willingness to raise funds.
- The person has a demonstrated desire to promote the education and professionalism of Municipal Clerks.
- The person has knowledge of or accessibility to foundations, corporations or individuals that may contribute to the IIMC Foundation.
- The person can attend at least two Board Meetings a year, perform committee work, assist with Foundation duties at the annual conference, and personally contribute financially.

IIMC Foundation Board members are expected to absorb their own travel expenses to the extent possible, as every effort is made to keep Board expenses to a minimum and maximize funds available for education. IIMC Foundation Board members are expected to be active contributors to the Foundation.

The Nominating Committee will recommend the successful candidate(s) to the Foundation President. The President will forward the applications to the Foundation Board for consideration at the Foundation's Annual Meeting. The Chair of the Nominating Committee will notify the successful applicant(s) in writing and will also notify in writing those applicant(s) not chosen.

Send resumes to Beverly Hammerstrom, Chair of the Nominating Committee at bhammer103@aol.com.

The Nominating Committee will conduct a telephone interview with applicant(s) and may require references as part of the application process. For more information and questions, contact Beverly Hammerstrom at bhammer103@aol.com or 734-847-8415.

She said a special challenge was that the borough did not allow food trucks, something that the market was interested in offering. Farmers on the Square asked for and got special permission for that.

She said that to keep the market going and grow sustainably they must continue to offer a wide variety of options, such as the food trucks.

Telford had a big challenge in getting farms to come, especially after the previous market had closed.

At the same time, the number of farms participating had to be limited so there was not too much of the same thing being sold.

Even choosing the dates of the market came under scrutiny. Reid said the choice was strategic, so "there was something to do every week if you lived in this area."

Looking ahead

As a self-sustaining non-profit market, Farmers on the Square hopes to have a full-time manager in time.

Telford may bring on more farms as the market grows.

Fitzgerald said that there were discussions early on about how many vendors could fit in their current spot at the train station. But for the next few years the market will definitely stay put.

With awards for excellence in programming and as the best market in Bucks County, the Perkasie isn't resting on its laurels.

"The market's almost like a living organism," said Reid. "It takes passion and commitment."

For 2019, she has plans to introduce a loyalty card to keep core shoppers returning as well as a dog days event, a Teddy Bears' Picnic, and a Red, White, and Blue event, among others.

"It's complex and it's a big job," Reid said but added that it's more than a job being market manager. "It's like a family."

Editor's Note: This article is reprinted with permission from the June 2019 issue of the *Pennsylvania Borough News*.

Best-case scenario

But what if your autonomous trip to the theatre looked a bit different?

In a model being explored by many scholars and experiments in Europe, the autonomous vehicle that picks you up on your way to the movie theatre would be more like a last-mile shuttle for public transit.

It would move slowly but comfortably, picking up multiple passengers on its way to the local transit hub, where you would board a fast and efficient light rail line. You would still arrive at the movie with time to spare.

This model could supplement existing forms of sustainable mobility rather than competing with them, making car ownership less mandatory. And because owning a car predisposes people towards using a car, this could be a powerful way to support sustainable transportation.

Shared, slow, autonomous shuttles integrated with public transit and other forms of sustainable mobility would get around a lot of technology's current hurdles. They could, for example, drive slowly enough that there would be very little risk of them hurting or killing anyone.

If paired with other forms of sustainable urban transportation policy, such as committed support for bike lanes, as well as fast, efficient, and cheap public transit networks, they could play a key role in helping to realize a transportation scenario with vastly reduced car use, which could be our best shot at averting the worst consequences of climate change.

This outcome, however, will not emerge autonomously. It will require us to actively shape the mobility system through regulation, activism and planning.

It will require pushing back against vested interests that support dependence on private cars. And it will require us to reconsider our travel habits.

In short: Autonomous vehicles will not automatically drive us to a better transportation future. We'll have to take the wheel ourselves.

Editor's Note: Cameron Roberts is a researcher in sustainable transportation at Carleton University. This article is republished from the *Conversation*.

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The preliminary program was 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 is available online via IIMC's website at www.iimc.com.

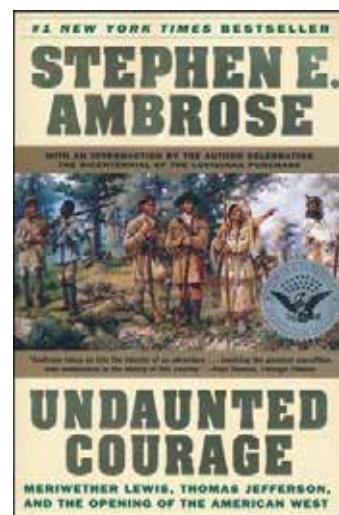
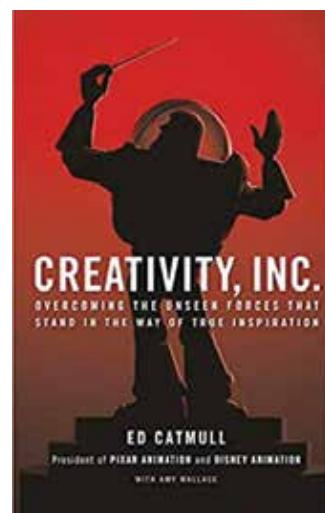
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More information regarding the Conference, education sessions, general speakers, Athenian Dialogues, Academies, and events will be in each issue of the *News Digest* and weekly E-Briefings.

Athenian Leadership Society Dialogues

Athenian Dialogues are conversations that go far beyond the usual knowledge, recall and application process. These profoundly personal sessions delve deep into the leadership principles and practices found within the incredible stories you will see below.

If you have never attended an Athenian Leadership Society Dialogue before, IIMC invites you to experience the excitement for yourself in St. Louis. If you are already a Dialogue Veteran, we welcome you back and hope you will find the selections below to be enticing, thought-provoking, timely and as memorable as the unique stories embedded in the pages.

Athenian Leadership Society Dialogues are limited to a minimum of 10 participants and a maximum of 30 participants per session on a first-come, first-served basis. Each Dialogue is worth 3 CMC Education or 3 MMC Advanced Education points with the completion of a learning assessment. **Participants are required to purchase and read the book prior to the session. Due to the pre-work that is involved (reading of the book), on-site registrations are not permitted.**



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Creativity, Inc: Overcoming the Unseen Forces That Stand in the Way of True Inspiration

by Ed Catmull, Amy Wallace

Facilitated by:

Ashley Kent

Asst. Program Coordinator

Montana Municipal Clerks Institute

Montana State University, Bozeman, Montana

From Ed Catmull, co-founder (with Steve Jobs and John Lasseter) of Pixar Animation Studios, comes an incisive book about creativity in business. *Creativity, Inc.* is a book for managers who want to lead their employees to new heights, a manual for anyone who strives for originality, and the first-ever, all-access trip into the nerve center of Pixar Animation—into the meetings, postmortems, and “Braintrust” sessions where some of the most successful films in history are made. It is, at heart, a book about how to build a creative culture—but it is also, as Pixar co-founder and president Ed Catmull writes, “an expression of the ideas that I believe make the best in us possible.” For nearly 20 years, Pixar has dominated the world of animation, producing such beloved films as *Toy Story*, *Monsters, Inc.*, *Finding Nemo*, *The Incredibles*, *Up*, and *WALL-E*, which have gone on to set box-office records and garner thirty Academy Awards. The joyousness of the storytelling, the inventive plots, the emotional authenticity: In some ways, Pixar movies are an object lesson in what creativity really is. Here, in this book, Catmull reveals the ideals and techniques that have made Pixar so widely admired—and so profitable.

As a young man, Catmull had a dream: to make the first computer-animated movie. He nurtured that dream as a Ph.D. student at the University of Utah, where many computer science pioneers got their start, and then forged a partnership with George Lucas that led, indirectly, to his founding Pixar with Steve Jobs and John Lasseter in 1986. Nine years later, *Toy Story* was released,

Saturday, May 16, 2020
9:00 a.m. – 4:00 p.m.
Fee: \$110.00

changing animation forever. The essential ingredient in that movie’s success was the unique environment that Catmull and his colleagues built at Pixar, based on philosophies that protect the creative process and defy convention.

Pre-registration (onsite registrations are not permitted) and payment of a \$110.00 fee is required to attend this Athenian Leadership Society Dialogue. To receive points, each participant is required to complete a learning assessment. This dialogue is limited to 30 registered delegates. Delegates must register by Friday, May 1, 2020.

Undaunted Courage: The Pioneering First Mission to Explore America's Wild Frontier

by Stephen Ambrose

Facilitated by:

Paul Craig

Springfield, Illinois

Saturday, May 16, 2020
9:00 a.m. – 4:00 p.m.
Fee: \$110.00

Early in the 18th century, Napoleon’s dream of establishing a French-colonial empire in North America began to collapse. Unsuccessful attempts to put down a revolt in Saint-Dominique, and escalation of the conflict with the United Kingdom, created a financial crisis for France. These events led to the sale of the Louisiana Territory to the United States for \$15,000,000. With this purchase, the United States acquired 828,000 square miles, which nearly doubled its size. President Jefferson wanted control of the Mississippi River port of New Orleans and with the Louisiana Purchase he got New Orleans plus a land connection all the way to the Pacific Ocean.

In 1803, Jefferson commissioned the Corps of Discovery as a unit of the United States Army and named his personal secretary, Captain Meriwether Lewis to lead the expedition from Wood River, IL, to the Pacific Ocean. Captain Lewis chose William Clark as his co-leader. In

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Can We Fix 911?

A movement is underway to bring emergency medical services into the 21st century.

By Mattie Quinn

An ambulance's wailing sirens, a fire truck's flashing lights: These are a constant feature of urban life, as ubiquitous as a Starbucks on every corner or a traffic jam at 5 p.m.

But nearly a third of the times an ambulance or a fire truck speeds by to answer a 911 call, there is no actual emergency. The number of 911 callers who don't need to go to a hospital emergency department sits at around 30 percent, according to Kevin McGinnis of the National Association of State EMS Officials.

The "false alarms" are more than an annoyance; they are a drain on the public purse, a frustration for responders and often an unhelpful source of assistance for the caller. It's a problem that's been around almost as long as 911 systems have. What is changing is the approach some cities and counties are taking to the way emergency medical services are delivered. Namely, a number of EMS officials are working to align their services with other community health goals. For instance, instead of automatically dropping a 911 caller at a hospital's emergency department, an ambulance could, when appropriate, be rerouted to bring a person in distress to a sobering center, an urgent care clinic or a warming center.

"Frequent flyers" -- those who call 911 more than once a month -- could be enrolled in a program that would help them address their chronic health conditions. Health issues that aren't truly an emergency could be triaged by a nurse watching via an iPad in a call center when the call comes in.

There is a new program that, in a number of localities, is helping get the job done: community paramedicine. Although the concept first appeared in health literature nearly two decades ago, it started to gain real-world traction about five years ago. Since then, the adoption momentum has been increasingly swift.

Community paramedicine programs, sometimes referred to as mobile health care, work to address the underlying causes of why someone called 911. If the caller would be better served in a non-emergency room setting, they'll take her there. If the responders can dress a non-urgent wound and book an appointment the next day with a caller's primary care provider, they'll do that. There are currently more than 200 community paramedicine programs in the country of varying degrees of size and scope. Many of them were started in

response to a specific community problem. One program in Wake County, N.C., for instance, began as a way to reroute chronically inebriated callers to a sobering center instead of the ER. In Fort Worth, Texas, a community paramedicine program was born after uncompensated emergency care for just two dozen frequent flyers cost the city close to \$1 million in a single year.

Whatever the incentive, the concept is attracting attention for the way in which it addresses the immediate pressure of the 911-misuse problem, as well as the possibilities it holds for a long-term answer. EMS



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officials across the country all sing a similar refrain: Our health-care system can't continue with this status quo. In too many instances, high-priced, technically sophisticated health resources are serving health issues that could and should be treated in less expensive and more effective ways.

It's not only the high cost of the current system that's an issue. It is also demoralizing for EMS personnel, says Janet Coffman of the Healthforce Center at the University of California, San Francisco. "Folks feel frustrated," she says of EMS responders. "They start to see the same people over and over again. They think, 'I can take Mr. Smith to the ER every time he's having a psychotic break, but I know that's only going to help for a little time.'" Or they know a person is homeless and doesn't take his meds, and what he really needs is longer-term help.

Community paramedicine is not without its critics. Still, localities that have gotten programs underway report that they're making progress toward moving their 911 EMS programs into a more sustainable, less siren-blaring future.

The first 911 call in the U.S. was completed on February 16, 1968, by Sen. Rankin Fite in Haleyville, Ala. AT&T soon began rolling the service out in places across the country. In 1973, Congress passed the Emergency Medical Services Systems Act, which set the first federal guidelines for emergency services and put in place a dedicated stream of funding for EMS.

EMS services haven't evolved much since. Better call-tracking technologies and increasingly sophisticated GPS mapping have helped reduce response times, but the basic mechanics of the system -- a call is placed, a vehicle is dispatched, the caller is whisked away to receive emergency care in a central facility -- remain unchanged nearly 50 years later. That's left the 911 system bloated and unable to respond to changing attitudes about public health care. As policymakers in recent years have become more focused on addressing the drivers of health outcomes that happen outside of doctors' offices, including things like housing insecurity, food deserts and unclean air, emergency services have remained a stubbornly antiquated outlier.

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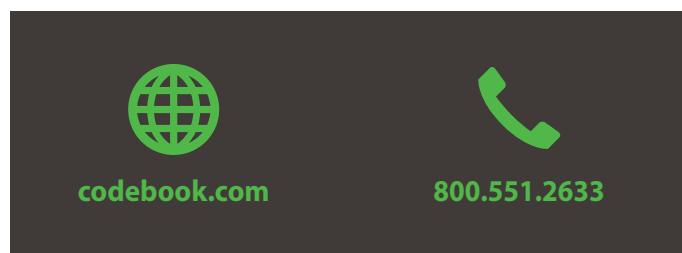


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In 2012, Minnesota became the first state to recognize community paramedics as a health-care provider, allowing their services to be covered by Medicaid. The state also was the first to create a formalized training program for community paramedics, establishing certification programs at two community colleges. At the local level, Fort Worth is another leader in the field. Its MedStar Mobile Healthcare kicked off a community paramedicine program a decade ago when the city found that it was spending hundreds of thousands of dollars a year on just a handful of high-frequency users. The city set up an "EMS Loyalty" plan that automatically enrolls people who call 911 15 or more times within 90 days. Under the loyalty plan, a paramedic trained to treat chronic conditions makes house calls to the enrollee to address the underlying health issues behind the 911 calls.

Typically, the paramedic will do an assessment of the person and figure out what she needs. "Some people need to be checked on twice a week; some people, it's more," says Matt Zavadsky, chief strategic integration officer at MedStar Mobile Healthcare in Fort Worth. "Generally, we keep them enrolled for 90 days. We work to wean people off, so we're going to teach you how to manage your health so that you don't need us." Zavadsky says the program has saved the city \$16 million in health-care costs.

Other approaches are also promising. Two years ago, California created a pilot program for community paramedicine that comprises a dozen different localities.



Some of the cities enrolled frequent flyers in a case management program; some provided follow-up care for those with chronic conditions until a more permanent caregiver could be put in place; and some provided alternate transport to places like urgent care clinics, sobering centers or mental health facilities.

Coffman's research with the Healthforce Center found that the follow-up care saved the state \$1.3 million in potential hospital readmissions. However, the state has struggled to expand beyond the pilot programs. The legislature passed a bill in 2018 to expand the program and allow local emergency medical services agencies to develop community paramedicine programs under prescribed state rules. Gov. Jerry Brown vetoed it, saying the bill would restrict the types of facilities to which patients could be transported and limit the discretion of local governments to design and manage their projects. A similar bill was reintroduced this year, but it has failed to gain momentum.

The law has been vehemently opposed by the California Nurses Union, along with home health and hospice associations. At the heart of that opposition is one of the basic arguments against paramedicine: that community paramedics simply aren't qualified substitutes for nurses and the full array of services that a hospital can provide. Stephanie Roberson, government affairs director for the California Nurses Association, points to a pilot in San Diego County to loop frequent 911 users into a home program. It was cancelled because EMS workers didn't have capacity to also respond to real emergencies. This is a prime reason the association says these programs aren't a great idea: Paramedics simply cannot take on all of these multiple roles. "In California we have a growing number of wildfires. We have real emergencies. Our EMS needs to be ready to go in those emergent situations," Roberson says. "We all agree that something needs to be done about emergency room bloat. But we need to make sure that those patients with emergency situations go to the ER. Under triage care, paramedics are not making the appropriate determinations."

Coffman disagrees. She says her research has shown that California's community paramedics complement the

Continued on page 23



work of nurses and other providers by addressing holes in the health-care system. Paramedics don't appear to be taking away jobs from nurses or home health aides. "If anything," she says, "it's more of a partnership. Paramedics reach out to home nurses and ask, 'This is what I'm seeing, what do you think?'"

Jurisdictions that want to set up a community paramedicine program might be inclined to look at what's already working in other parts of the country and then replicate it back home. But that's a mistake, say veterans in this field, such as Wake County Chief of Medical Affairs Mike Bachman. "If you are trying to build a program off of someone else's program, that's not going to work," he says. "If you're filling in the gaps of care in your community, that will work." In other words, identify the deficiencies in your own 911 response network and then build a program that can address them.

In Wake County, EMS officials knew that a sizable bulk of their 911 calls were related to underlying mental health and substance abuse issues. "We also knew we had places to take them to, but didn't know how to get them there," Bachman says. Once that disconnect was understood, the new program fell together. EMS started coordinating with the local mental and behavioral health providers and came to an agreement that those providers would be an alternate transportation spot instead of the ER, when appropriate. "We were all talking to the same patients anyway. We just had to all get to the table and understand our different capabilities. From there it was just about collaboration," Bachman says.

Community paramedicine can't provide a solution in every case. Fort Worth considered a proposal to enroll patients with multiple comorbidities -- such as someone living with diabetes, hypertension, emphysema and obesity -- in a home care program run by the mobile health-care unit. The idea was to reduce the financial burden of the most expensive patients in the health insurance industry. But those types of patients with complex needs require more than once-a-week visits from a paramedic, Zavadsky says. Moreover, the goal of community paramedicine is prevention, something that does not usually apply to someone living with multiple

Continued on page 25

The advertisement for MCCi (Municipal Clerks Council International) is set against a blue background. At the top, the MCCi logo is displayed in a large, stylized white font. Below the logo, the tagline "TRANSFORMING THE WAY MUNICIPAL CLERK'S WORK" is written in white. The central part of the ad features a circular seal with the text "20 YEARS SERVING THE PUBLIC SECTOR", "GOVERNMENT APPROVED", "MCCI", and "1,100+ CLIENTS". To the left of the seal, the text "PUBLIC RECORDS REQUESTS MANAGEMENT", "RECORDS MANAGEMENT", "BUSINESS PROCESS AUTOMATION", and "CONTENT SERVICES" are listed vertically. At the bottom, there are logos for "Laserfiche Solution Provider" and "JustFOIA". A green banner at the very bottom contains the phone number "(800) 342-2633" and the website "www.mccinnovations.com".

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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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chronic conditions. “The reality is there’s no intervention other than palliative care that is going to change that dynamic,” he says. “A community paramedic won’t help them.”

For many communities, the biggest obstacle to setting up a paramedicine program is funding. Bachman says he fields calls all the time from other jurisdictions that want to start a community paramedicine program. He’ll ask them what resources they have, and they tell him they don’t have any. But a new federal program could offer help. In February, the U.S. Department of Health and Human Services announced a new payment model for EMS providers to test out different ways of rerouting 911 calls. Under the new model, known as Emergency Triage, Treat and Transport, or ET3, the Centers for Medicare and Medicaid Services will pay participating ambulance providers not only for transporting an individual to the usual emergency facilities but also to alternative destinations, such as a primary care doctor’s office or an urgent care clinic, or to provide treatment in place.

That new model likely means that paramedicine will soon be standard practice. Until now, local jurisdictions have had to be creative in how they fund these programs and reimburse for ambulance expenses. “If you’d have asked me in December whether I thought community paramedicine was the future, I wouldn’t have been so sure,” says Brenda Staffan, chief operating officer for integrated services for the community paramedicine program in Reno, NV. “But now that the federal government has announced this, my answer is a definitive yes.”

As the role of EMS continues to evolve, public attitudes are likely to shift as well. That’s already been the case in Fort Worth, Zavadsky says. “At MedStar, we are no longer viewed as the ambulance service,” he says. “We’re viewed as a mobile health unit that happens to answer 911 calls.” There are other societal changes afoot. People no longer assume that they need to call an EMS ambulance to take them to the emergency room. Uber and Lyft can do that. “Governing bodies and public safety agencies need to evaluate the services they’re paying for,” Zavadsky says. “This concept of ‘fire, ready, aim’ is not sustainable. We can’t afford it as a country.”

As community paramedicine takes hold, McGinnis of the national EMS association foresees a world with far fewer flashing lights and abrasive sirens as ambulances careen through city streets. The alarms will be a rarity, he says, because EMS will have the ability to treat people where they are. “I believe if you see lights and sirens in the future, it’s only because we have something we truly can’t deal with.”

Editor’s Note: Mattie Quinn is a staff writer for Governing.com

Athenian Dialogues...Continued from page 19

May 1804, the Lewis and Clark Expedition departed from Camp Dubois at Wood River, beginning the two-year, four month and ten-day trek to the Pacific Ocean. *Undaunted Courage* is their story. It is about heroism, tragedy, continental expansion and the subsequent shaping of America. It is a story that reveals the intellectual curiosity of President Jefferson and his dedication to building a great nation spanning more than 2,600 miles between two great oceans. Its story is told through a cast of characters that include numerous Indian Chiefs, an amazing Shoshone Indian girl, Sacagawea, and the leaders of the Corps of Discovery, Meriwether Lewis and William Clark. At that time, no one knew what to expect in the wilderness that included a vast continental prairie, insurmountable mountains, and a wild northwest river that carved out its route from the Rocky Mountains of British Columbia to its Pacific estuary, at the border of modern-day Oregon and Washington. In the early 18th century, many believed dinosaurs wandered the western landscape of North America and believed its indigenous people were savage, warlike and lacked any ability to function as a society. The uncertainty and danger that faced The Corps of Discovery has only one parallel and that is the modern-day NASA Space Program.

With courage and determination, Lewis and Clark led a successful expedition to and from the Pacific Ocean. The most notable testimony to their leadership and survivor skills is that they completed this incredible journey suffering the loss of only one member of their expedition.

Pre-registration (onsite registrations are not permitted) and payment of a \$110.00 fee is required to attend this Athenian Leadership Society Dialogue. To receive points, each participant is required to complete a learning assessment. This dialogue is limited to 30 registered delegates. Delegates must register by Friday, May 1, 2020.



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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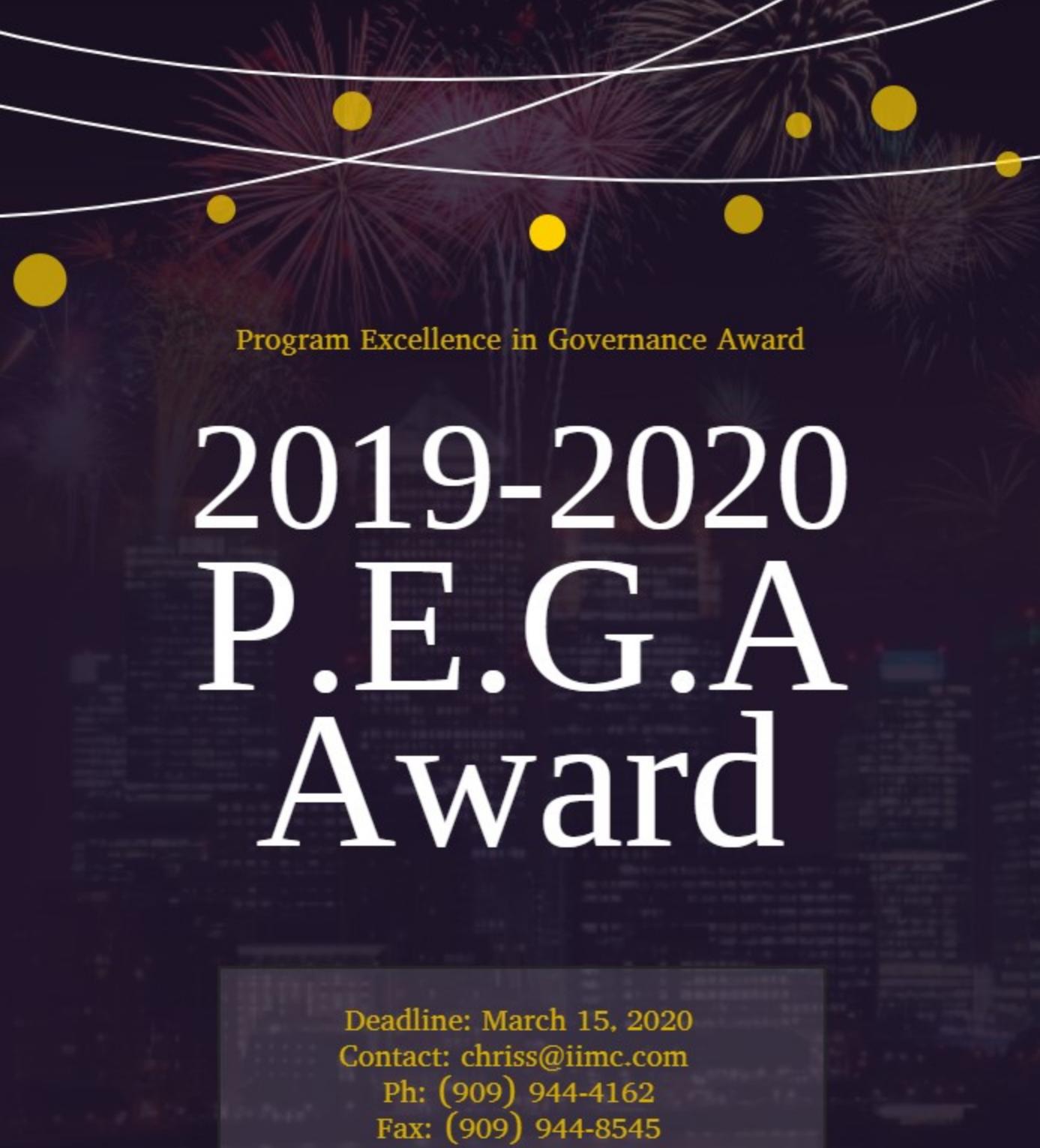
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Applications can be found at iimc.com/Membership/Awards/Program Excellence in Governance

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Nominations Invited for The Annual Institute Director Award of Excellence

IIMC is pleased to invite nominations for the Annual Institute Director Award of Excellence.

The Award acknowledges unique and exceptional contributions of current or retired Institute Directors over time in promoting quality education for Municipal Clerks.

Nominations for the Award must be postmarked no later than **March 15, 2020**.

The Award will be announced and presented at the IIMC Annual Conference.

NOMINATION

Nominations will be invited from state, provincial and country Municipal Clerk Associations, colleagues with whom the nominee works or did work on the Clerks' behalf, IIMC Committee or task force members with whom the nominee served, Institute Director peers and others with direct knowledge of the nominee's unique contributions to the profession.

Family members may not submit nominations.

Please contact IIMC's Assistant Director of Professional Development, Ashley DiBlasi at Ashley@iimc.com if you have any questions about the Award or application procedures.

AWARD POLICY

- 1)) The Institute Director Award of Excellence shall be presented to one Institute Director who has contributed to the educational needs of Municipal Clerks, the advancement of the profession, and whose performances have supported IIMC's educational goals.
- 2) Individuals may be nominated if they are in the process of terminating or have concluded their Institute Director position (i.e.-current, past, or retired Institute Directors), if their nomination is otherwise consistent with stated Award Policy and Criteria.
- 3) Please include support detailing the unique or extraordinary individual efforts undertaken by the nominee on behalf of Municipal Clerks, their professional development, and IIMC.

- 4) IIMC will notify all nominees that they have been nominated for the Award, when the selection will be made, and when and where the Award will be presented.
- 5) The President or those designated by the President shall determine the form of the Award.
- 6) The current IIMC President shall present the Award at IIMC's Annual Conference. In the President's absence, Immediate Past President, the current President's designee or a designee of the recipient shall present the Award.
- 7) In the recipient's absence, the President shall announce the Award recipient during the Conference and make arrangements for later presentation to the recipient.
- 8) It is not required that the Award be given each year.

AWARD CRITERIA

- 1) A nominee must be, or have been, an Institute Director for a minimum of five (5) years. The Institute Director may be a past Director, a present Director, or retired.
- 2) Three nominators are required for each nominee. Two nominators must be IIMC members in good standing. Nominators must have direct knowledge of the nominee's work as an Institute Director, as well as of the nominee's unique accomplishments as described in the materials submitted. A letter of endorsement from each nominator must accompany the Nomination Form.
- 3) Nominators can be: Municipal Clerks,
 - i. Institute Director colleagues,
 - ii. Sponsoring college or university personnel,
 - iii. IIMC Committee with whom the nominee has served,
 - iv. And other personnel affiliated with Municipal Clerks or IIMC who have direct knowledge of the nominee's performance as an Institute Director.

Continued on page 29



Nominations Invited for the Annual Institute Director Award of Excellence...

Continued from page 28

- 4) Two letters of endorsement are required: a) a letter from the president of the State or provincial Municipal Clerks Association served by the Institute Director, and from an official of the sponsoring university or college. These must accompany the Nomination Form.
- 5) A copy of the nominee's resume or bio and other information requested by the nominators.
- 6) The complete nomination package, including the Nomination Form and all support materials, must be mailed in one package and must be postmarked no later than MARCH 15 of the Award year. Applications postmarked after that date will not be considered. All materials must be contained in one complete package

Any and all materials mailed separately to or piece-meal from the mailing of this complete and final nomination package will not be considered during the review and selection process. Do not fax the Application package.

- 7) Preference will be given to Institute Directors who have kept their programs in compliance with IIMC's Education Guidelines.
- 8) An Award recipient may receive the Award once in any five (5) year period, and is eligible to be nominated for the Award again after the five-year period has passed.
- 9) Directors not selected for the Award may be nominated in any subsequent year.

For more information, visit www.iimc.com, under Membership.



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Grant's Farm - A Peek into the Past

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Grant's Cabin

In 1855, Grant built a four-room, two-story cabin on the property, naming it "Hardscrabble." In 1885, the home passed out of the hands of the Grant family, before being purchased by August Busch Sr. in 1907. He had the cabin moved and reassembled approximately one mile from its original location, where in 1977, Anheuser-Busch restored it to its present condition.



Tier Garden

Feed the goats and parakeets, ride a camel or the carousel, see an animal show, or just hang out with a variety of animals including tortoises, wallabies, lemurs, elephants and more! The Tier Garten lets you live the wild life with exciting shows and rides. Be sure to grab a bite at the Tier Garten Treats concession stand to help fuel the fun.

Deer Park

Home to a variety of exotic animal species from around the world, including Bison from North America, Black Buck Antelope from Europe, and Zebra from Africa, Deer Park allows animals to roam free in their natural setting. Throughout Deer Park, guests will also find beautiful lakes filled with brilliant orange and white Japanese Koi.



The Bauernhof

German for "farmstead", The Bauernhof was built in 1913. It surrounds a beautiful courtyard typical of a 19th century Bavarian farm, complete with stables, a carriage house, and offices and quarters for those who lived and worked there. Today, it houses the Busch family's world-renowned carriage collection and stables.

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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.

The best part? These courses are open to all 15,000 IIMC members worldwide with **no restrictions!**

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.

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2020 CALENDAR OF EVENTS

February 2-4	Georgia Clerks Education Institute/Conference	April 15-17	Tennessee Municipal Clerks & Recorders Assn (TAMCAR) Spring Conference
February 5-7	California Master Municipal Clerk Academy	April 16-17	Texas Municipal Clerks Public Funds Investment Seminar
February 13-14	City Clerk Association of California (CCAC) Nuts & Bolts Workshop	April 23	South Carolina Finance Officers & Treasurers Association (MFOCTA) Spring Academy
February 18-20	Alabama Association of Municipal Clerks & Administrators Conference	April 29 - May 1	2020 Alberta Municipal Clerks Association (AMCA) Annual Conference
February 26-27	Society of Local Council Clerks (SLCC) 2020 Practitioners Conference	May 4-8	Municipal Clerks & Finance Officers Association of Minnesota (MCFOA) Institut
February 26-28	South Carolina Municipal Clerks & Treasurers Institute - Year 2	May 17-20	74th IIMC Annual Conference in St. Louis, Missouri
March 8-12	Missouri City Clerk & Finance Officer Association (MoCCFOA) Spring Institute	May 20	Society of Local Council Clerks (SLCC) & One Voice Wales Conference
March 11-13	Kansas City Clerk & Finance Officers Assn (CCMFOA) 70th Spring Conference	June 7-10	Assn. of Municipal Managers, Clerks & Treasurers of Ontario (AMCTO) Conference
March 13	IIMC Region VII Meeting in Manhattan, KS	June 8-11	The Local Government Management Association of British Columbia (LGMA) Annual General Meeting and Conference
March 15-20	Michigan Association of Municipal Clerks (MAMC) Clerk's Institute	June 8-12	Arizona Municipal Clerks Institute
March 15-20	Nebraska Municipal Clerk Association (NMCA) Institute and Academy	June 23-25	Arizona Municipal Clerks Academy
March 16-19	The Municipal Clerks & Finance Officers Assn of Minnesota Annual Conference	June 18-19	Texas Municipal Clerks Records Management Seminar
March 17-20	Washington Municipal Clerks Association (WMCA) 50th Annual Conference	August 20-21	Texas Municipal Clerks OMA, PIA, Agenda Seminar
March 22-27	Michigan Association of Municipal Clerks (MAMC) Clerk's Institute	August 26-28	Wisconsin Municipal Clerks Assn (WMCA) 40th Annual Conference
March 31-April 2	Wyoming Assn of Municipal Clerks & Treasurers (WAMCAT) Spring Training	September 23-25	IIMC Region VIII Conference in Park City, Utah
April 1-3	Connecticut Town Clerks Association (CTCA) Spring Conference	September 23-25	California Master Municipal Clerk Academy
April 3	Oregon Association of Municipal Recorders (OAMR) Mid Year Academy	Sept. 30-Oct. 2	Wyoming Assn of Municipal Clerks & Treasurers (WAMCAT) Fall Training
April 14-17	City Clerks Association of California (CCAC) Annual Conference	October 21-23	Oklahoma Municipal Clerk Treasurers Finance Officers Assn (OMCTFOA) Fall Conference
April 15-17	Kentucky Municipal Clerks Association (KMCA) Spring Conference	October 29-30	Texas Municipal Clerks Graduate Institute & Annual Business Meeting
		December 1-3	Michigan Association of Municipal Clerks (MAMC) 2020 Master's Academy



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Sunday, May 9 thru Thursday May 13, 2021

Sunday, May 22 thru Wednesday, May 25, 2022

Sunday, May 14 thru Wednesday, May 17, 2023