



International Institute of Municipal Clerks

Board of Directors

Annual Meeting Agenda

May 15, 2020

Virtual Meeting



# International Institute of Municipal Clerks

## IIMC Board of Directors Roster

### Lana R. McPherson, MMC

**President** Term ends: May 20, 2020  
City Clerk/HR Director  
City of De Soto  
P.O. Box C  
De Soto, KS 66018-0001  
**Phone:** (913) 586-5250  
**Fax:** (913) 583-3123  
**Email:** lmcpherson@desotoks.us

### Mary J. Johnston, MMC

**President Elect** Term ends: May 20, 2020  
Clerk of Council/Records Manager  
City of Westerville  
P.O. Box 6107  
Westerville, OH 43081-6107  
**Phone:** (614) 901-6410  
**Fax:** (614) 901-6401  
**Email:** mary.johnston@westerville.org

### Sheri L. Pierce, MMC

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

### Stephanie Carouthers Kelly, MMC

**Immediate Past President** Term ends: May 20, 2020  
City Clerk  
City of Charlotte  
600 East Fourth Street 7th Floor  
Charlotte, NC 28202-2857  
**Phone:** (704) 336-4515  
**Fax:** (704) 336-7588  
**Email:** sckelly@charlottenc.gov

### Sandra Pinsonault, MMC

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

### Ann M. Quirk, MMC

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

### Teresa K. Hudson, MMC

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

### Diane Pflugfelder, MMC

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

### Camilla G. Pitman, MMC

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

### Sonja Tolbert, MMC

**Region III Director** Term ends: May 12, 2021  
City Clerk  
City of Albany  
P.O. Box 447  
Albany, GA 31702-0447  
**Phone:** (229) 431-2161  
**Fax:** (229) 878-3198  
**Email:** stolbert@albanyga.gov

# IIMC Board of Directors Roster

**Janice Almy, MMC**

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

**Janice M. Bates, MMC**

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

**Audra Etzel, MMC**

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

**Helen Ingold, CMC**

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

**RaNae Edwards, MMC**

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

**Leticia M. Vacek, MMC**

**Region IV Director** Term ends: May 12, 2021  
Town Secretary  
Town of Trophy Club  
1 Trophy Wood Drive  
Trophy Club, TX 76262  
**Phone:** (682) 237-2903  
**Fax:** (682) 237-2996  
**Email:** lvacek@trophyclub.org

**Leon Wright, MMC**

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

**Marie A. Moe, MMC**

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

**Kerry L. Rozman, MMC**

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

**Lisa Garcia, MMC**

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

# IIMC Board of Directors Roster

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

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

## **Angila Bains, CMC**

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

## **Djimmer Petrusma, MMC**

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

## **Scott Passey, MMC**

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

## **Bonnie Hilford, CMC**

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

## **Kathryn Richmond, CMC**

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



**International Institute of Municipal Clerks  
Board of Directors ~ Annual Meeting Agenda  
May 2020  
Virtual Zoom Meeting**

1.	Call to order	
2.	Roll call	3
3.	Agenda approval	7
4.	Consent agenda approval	
	a. DRAFT Minutes of November 15, 2019, Board Meeting – Greenville, SC	9
	b. DRAFT Minutes Executive Session November 16, 2019– Greenville, SC -Handout	
	c. DRAFT Minutes of November 16, 2019 Board Meeting – Greenville, SC	11
5.	Foundation Report Update – Stratta – Verbal - NO ACTION REQUIRED	
6.	Executive Director Update – Chris Shalby – ACTION REQUIRED	19
	a. 2020 – 2023 Strategic Plan	23
7.	Education Department Report — ACTION REQUIRED	27
	a. Education Task Force Report	32
8.	Region XI Report – Tom Van Der Hoven – NO ACTION REQUIRED	37
9.	Committee Reports – Board Liaisons to Introduce Reports - NO ACTION REQUIRED	
	a. Conference	
	b. Education/Professional Development -CHANGED TO ACTION	41
	c. Elections	43
	d. International Relations – NO REPORT SUBMITTED	45
	e. Legislative – NO REPORT SUBMITTED	
	f. Membership/Mentoring	
	g. Public Relations/Marketing	47
	h. Records Management	49
	i. Research and Resource -	51
10.	Committee Reports – Board Liaisons to Introduce Reports - ACTION REQUIRED	53
	a. Policy	
	b. Budget and Planning	55
11.	Financials – ACTION REQUIRED	57
	a. 2019 DRAFT Year-End Budget with notes – Shalby/Parker/Pantaleon	61
	b. 2019 Audit Report – Pantaleon/Parker/Shalby – <b>Not available to date</b>	
	c. 2020 First Quarter Financials – Shalby/Pantaleon/Parker	73
12.	Staff Reports – NO ACTION REQUIRED	
	a. Communications – Shalby/Lee	85
	b. Membership – Janis Daudt	89
13.	Annual Conference Updates	
	a. 2021 – Grand Rapids, MI – Shalby – Verbal	
	b. 2022 – Little Rock, AR – Shalby – Verbal	
	c. 2023 – Minneapolis, MN – Shalby – Verbal	
	d. 2024 – Calgary, Canada – Shalby – Verbal	
	e. 2025 – St. Louis, MO – Shalby -- Verbal	

14. Reports From Directors and Officers
  - a. IIMC VP Candidates Questions as part of Biography – Hilford - Verbal
  - b. Region VIII Restructure Task Force – Garcia - Verbal
15. Other Business and Announcements
16. Adjournment



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

President McPherson called the board meeting to order at 3:08 p.m.

The following were in attendance:

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

Board Members Excused:  
Region X Director: Angila Baines, CMC

Others present:  
Executive Director, Chris Shalby  
Office Manager, Denice Cox  
Assistant Director of Professional Development, Ashley DiBlasi  
Education Associate, Kelly Siggson  
Parliamentarian, Connie Deford, CMC

Region VII Director Kerry Rozman, MMC, was sworn in by President McPherson

On a motion by Director Almy, the agenda was adopted as presented.

On a motion by Director Abrahamson, The following consent agenda items were adopted:  
Minutes of May 17, 2019 Board Meeting  
Minutes of May 17, 2019 Executive Session  
Minutes of May 18, 2019 Board Meeting  
Minutes of May 22, 2019 Annual Meeting  
Minutes of May 22, 2019 Board Meeting (Corrected on Page 3 to insert "Week" after title "Municipal Clerk.")

In accordance with the adopted agenda, the board met in Executive Session at 3:15 p.m. and reconvened at 3:54 p.m.

Director Pflugfelder moved to reconsider the consent agenda. Motion adopted. Director Pflugfelder moved to approve the consent agenda with the exception of the May 17, 2019 Executive Session Minutes, which had not been reviewed by board members. Motion adopted.

At 4:09 p.m. Immediate Past President Kelly moved to reconvene the executive session to review the Executive Director evaluation. Motion adopted. The regular meeting reconvened at 4:49 p.m.

Director Pitman reviewed details for the evening reception from 6 to 7 p.m. on the first floor of City Hall.

The meeting adjourned at 5:52 p.m.

Connie M. Deford  
Professional Registered Parliamentarian

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

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

The following were in attendance:

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

Board Members Absent:  
Region X Director: Angila Baines, CMC

Others present:  
Mary Lynne Stratta – Foundation President  
Colleen Nicol, MMC – Foundation Past President  
Roxanne Schneider – Foundation Treasurer  
Sharon Cassler, MMC  
Shari Moore, MMC  
Dale Barstow, Municipal Code  
Pamela Smith, MMC, Sanibel, FL  
Executive Director, Chris Shalby  
Office Manager, Denice Cox  
Assistant Director of Professional Development, Ashley DiBlasi  
Education Associate, Kelly Siggson  
Education/Membership Assistant, Iris Hill  
Member Services Representative, Tammy Storrie  
CPA, Financial Consultant, Connie Parker

Finance Specialist, Janet Pantaleon  
Parliamentarian, Connie Deford, CMC  
Administrative Coordinator/Secretary, Maria Miranda

## FOUNDATION REPORT UPDATE

The verbal report was presented by Foundation President Stratta adding the following:

- Will be advertising Foundation Board Vacancies next year
- Will be getting together a Development Task Force
- CMC/MMC scholarship applications are due March 1, 2020
- 18 Jim Tinnin scholarship were awarded this year

The meeting went into executive session at 8:45 a.m. and reconvened at 9:30 a.m.

## MINUTES

On a motion by Director Pflugfelder, minutes of the May 17, 2019 executive session were approved.

## EXECUTIVE DIRECTOR UPDATE

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

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

Director Pinsonault moved to review Succession Plan after it has been reviewed by the Policy Committee. **Motion adopted.**

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

Director Ingold moved to refer back to ED Shalby and to bring back at a later time.  
**Motion adopted.**

- 3) IMASA Association – South Africa  
At the Region XI meeting in Birmingham, AL, Winnie Baloyi, IMASA's president, asked if IIMC would consider making the Association part of IIMC's bulk membership scheme. IMASA is not on par financially with our other Region XI affiliates, therefore, they asked if the IIMC Board would consider including them

in the scheme for \$250 US annually to benefit their members through the News Digest, E-Briefings, and exposure to professional development programs. Currently, the Region XI membership scheme costs \$2,000 US for SLCC, the VVG, and ADSO.

Immediate Past President Kelly moved to accept the recommendation to include South Africa in the bulk membership scheme. **Motion adopted.**

4) 2021 Study Abroad Program and Symposium – The Netherlands

At our Region XI meeting at the SLCC Conference in October, we discussed the possibility of holding the 2021 Study Abroad/Symposium program in September 2021 in Amsterdam, the Netherlands, depending on suitable venues and costs. The Region XI Management Board has agreed that holding the 2021 program in the Netherlands would be a wonderful, engaging and educational experience for all participants. Management recommends that the Board accept the 2021 Study Abroad/Symposium program to be held in the Netherlands.

Director Edwards moved to hold the 2021 Study Abroad/Symposium program in the Netherlands. **Motion adopted.**

5) IIMC Annual Conference Grants – Region XI

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

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

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

Director Almy moved to remove the three restrictions as recommended in the report. **Motion adopted.**

## **EDUCATION DEPARTMENT REPORT**

The report was accepted as presented by Assistant Director of Professional Development DiBlasi, Education Associate Siggson and Education Assistant Hill.

Education Associate Siggson stated that since the Annual Board Meeting on May 18, 2019, we have awarded 221 CMC and 49 MMC designations. Overall totals are as follows:

- CMC Grand total = 4,778
- MMC Grand total = 1,373

## COMMITTEE REPORTS

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

## POLICY

ED Shalby presented the report and stated the Policy Review Committee is making the following recommendation:

### IIMC Policy 2.35.210 Meeting

#### ADD PARAGRAPH E:

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

Past President Kelly moved to accept the recommendation as stated in the report.

**Motion adopted.**

### IIMC Policy 2.45.030

#### AMEND SUB PARAGRAPH C:

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

Director Hilford moved to amend the paragraph to delete the word “extra.” **Motion adopted.**

Director Pinsonault moved to approve the main recommendation omitting the word “extra.” **Motion adopted.**

Per ED Shalby’s request and Board approval, the Budget and Planning report was postponed until after lunch.

## STAFF REPORTS

### Communications

The report was presented by ED Shalby.

### Membership:

The report was presented by Member Services Representative Storrie.

### Region XI:

The report was presented by ED Shalby.

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

### 2020 St. Louis, MO

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

### 2021 Grand Rapids, MI

- Host hotel is the Amway Hotel
- Very nice city

ED Shalby stated that we wish to reintroduce the 5-day conference at the 2021 conference in Grand Rapids, MI.

After discussion, Assistant Director of Education DiBlasi stated that there would be an additional 1.5 points awarded for the extra conference day.

Director Edwards moved to reintroduce the 5-day conference in 2021. **Motion adopted by a roll call vote with 13 in favor and 9 opposed.**

### 2022 Little Rock, AR

- Co-Host is Diane Whitbey
- Working on diamond shape logo

### 2023 Minneapolis, MN

- Host Clerk is Casey Carl
- Working on logo

## **2024 ANNUAL CONFERENCE SITE SELECTION**

Handouts were distributed and ED Shalby presented the overview of the conference proposal for 2024.

## **RECOMMENDATION FROM CONFERENCE COMMITTEE**

ED Shalby read a recommendation from the Conference Committee as follows:

On Thursday morning, November 7, the Conference Committee held a conference call to consider the proposal from Calgary. Fourteen committee members participated on the call. After discussing each item in the proposal individually, committee members voted unanimously that IIMC hold the 2024 Annual Conference in Calgary.

Director Edwards moved adoption of recommendation. **Motion adopted.**

## **RECESS**

The meeting recessed at 12:00 p.m. and reconvened at 1:20 p.m.

## **ACKNOWLEDGEMENT**

President McPherson, on behalf of the board, thanked Director Pitman for the bags and gifts distributed earlier in the meeting and also for the many arrangements made including tonight's reception at the Greenville City Hall.

## **BUDGET AND PLANNING**

Vice President Pierce presented the report with the following recommendations:

- 1) The Committee recommends the minor changes to IIMC Policy 2.45.030 with the slight amendments to match the Policy Committee's recommendation:  
  
C. All other Board members are responsible for their own expenses except when requested to arrive earlier or stay later than the normal conference period. Board members will be reimbursed for up to two (2) extra night(s) accommodation, parking and meals only regarding Board Development and/or Board Meetings. If a meal is provided by IIMC no reimbursement is allowed.
- 2) The Committee recommends that the Board accept the projected 2019 budget as presented, understanding that there may be slight modifications between now and year-end.
- 3) It was proposed by the Committee that the IIMC President and the Budget Chair be the two-persons authorized to negotiate the Executive Director's employment contract in the future. It is recommended that the Policy Review Committee be given the charge to address this matter and formulate a written policy concerning the establishment of a Committee with the authority to negotiate future employment contracts with the Executive Director.

Past President Kelly moved to take the recommendation to the Policy Review Committee for review and to draft a policy regarding the establishment of a committee with the authority to negotiate future contracts with the Executive Director. **Motion adopted.**

## **FINANCIALS**

The following were accepted as presented in the report by Finance Manager Parker and Finance Specialist Pantaleon:

- 2019 Year-End Budget with notes
- 2020 Projected Budget Notes



- 2019 3<sup>rd</sup> Quarter Financials
- Five-Year Capital Expenses

## RECESS

The meeting recessed at 1:55 p.m. and reconvened at 2:10 p.m.

## REPORTS FROM DIRECTORS

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

## OTHER BUSINESS

- 1) Director Hilford moved adoption of the following resolution to decrease Region X membership annual fees.

Whereas, The annual IIMC membership fees are in US currency and the Canadian dollar is worth much less than the US dollar, for example the \$270 member rate I paid in US dollars cost me almost \$360 CAN; and

Whereas, Canada is still in the infancy phase of growing its membership and has seen a reduction of members over the years from 600 to 219 currently; and

Whereas, The International Relations Committee has not met in two years and therefore no plan for Canada has been established; and

Whereas, Canada does not receive all the benefits that the US does with regards to membership; and

Whereas, Region XI and now South Africa both have annual bulk membership fee structures of \$2000US and \$250US, respectively, that covers all their members; and

Whereas, The annual membership for 'Outside North America' is only \$60 annually; therefore be it

*Resolved*, that the Region X annual Canadian membership be reduced, commencing in 2020, to match the 'Outside North America' rate of \$60/year and instead be stated 'Outside United States'.

ED Shalby suggested this recommendation be referred to the Budget and Planning Committee since this would cause a reduction in the 2020 budget.

Past President Kelly moved to refer the recommendation as presented to the Budget and Planning Committee for review. **Motion adopted.**

Director Hilford left the meeting at 3:55 p.m.

- 2) Region VIII currently includes 11 states. Region Director Garcia would like the Board to consider reapportionment of states within this Region.

Director Garcia moved that the Board approve requesting reapportionment to the IIMC President. **Motion adopted.**

President McPherson stated she will work with ED Director Shalby to appoint a committee.

- 3) Keeping in line with IIMC's Board policy regarding inclusivity, ED Shalby suggested a proposal to remove the requirement in the Constitution candidates for Regional Director "Provide written support of candidacy from their state, provincial, or national association within the Region in which they are running."

Director Vacek moved to recommend removal of the requirement noted by ED Shalby as written in the Constitution and to bring this item (Constitutional amendment) before the entire membership at the 2020 Conference. Motion adopted by a counted vote of 14 in favor and 6 opposed.

The meeting went into Executive Session at 4:10 p.m. and reconvened at 4:26 p.m. Following announcement of the evening's activities, the meeting adjourned at 4:30 p.m.

Maria Miranda, Secretary

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Chris Shalby  
Executive Director

**Date:** April 27, 2020

**Subject:** Executive Director's Update

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### ***Overview***

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

### **Staff Update Since CoVid19/Telecommuting**

March 18, 2020 was staff's last day in the office. They began working remotely from home and are scheduled to return on Monday, May 18 (as of this writing). Currently, the process seems to be working fine, with no more than two staff members scheduled to come to HQ weekly for a few hours to continue their work. We're pleased that we remain productive in meeting members' needs and providing education programs while working remotely. However, telecommuting will not be the new full-time norm for IIMC in the future. We may employ some aspects of it into our routine, depending on the benefits for both the Organization and staff.

### ***Personnel***

We have ten full time staff, and six independent contractors: 1) Professional Development Director (contract expires May 31, 2020); 2) CPA/Financial Consultant; 3) Event Management; 4) International Consultant; 5) Parliamentarian; and 6) Information Technology. On March 8, 2020, we hired Karen Lee as our Communications Coordinator. Karen has been doing a good job of indoctrinating herself to IIMC, especially having to work remotely her first few months.

### ***Administration***

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

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

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

With the addition of our new Communications Coordinator, Karen Lee, this Department will begin to formulate new plans regarding member outreach, publications and social media. The Department is responsible for producing the following: the monthly online *News Digest*; marketing and collateral support to all Committees and IIMC in general; and, eventually, the weekly E-briefings. **The Communications Department's report is part of this agenda and features current statistics on our E-Briefings, *News Digest* and other materials regarding membership communication.**

***Education***

Our Education Department, which consists of Dr. Jane Anne Long, Ashley DiBlasi, Kellie Siggson and Iris Hill, are excellent working with members and Institute Directors as they navigate through the certification programs and education guidelines. The Department oversees everything regarding education, certification, conference sessions and speakers and Institute coordination. **Their full report and the Education Task Force final report are part of this Agenda.**

***Membership***

The Department continues to produce membership campaigns with much success. The last campaign -- Inactive 2 Active – brought in nearly 321 reinstated members. This is the fourth extensive membership campaign that IIMC has embarked on in the last seven years. **Please see the Department’s report in this agenda.**

Janis Daudt, Tammy Storrie and Iris Hill oversee this department’s work. This group is exemplary when dealing with IIMC members and is constantly looking for new and creative ways to recruit new members and maintain current membership. Their efforts helped make the 2019 year-end membership figures exceed the \$1 million mark, again, for the twelfth consecutive year.

***Finance***

Our existing policies and processes over the past 10 years continue to steer us in a positive direction. We’re diligent about administering the Organization’s finances. 2019 was the twelfth consecutive year (2019 year-end budget review is part of this Agenda) that IIMC’s bottom line was positive. Our Board Designated Reserves are \$824,000 as of (4/15/2020).

The strict adherence to financial policies and spending have enabled us to weather the CoVid19 pandemic, so far. We’ve also been exploring different scenarios regarding IIMC’s financial future. As of this writing, IIMC is in a strong financial position. Board Designated Reserves are at \$824K and Operating Reserves at \$1.2M. However, we are looking at refinancing our building to reduce our monthly mortgage (approximately \$4,800/monthly) since we are uncertain what the future holds in commercial rental property. With CoVid19, more of our tenants are having their staff work remotely. If this becomes standard for the future, tenants will require either no or less office space.

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

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

## ED Update – Page 3

Janet Pantaleon oversees the majority of our daily accounting tasks with help from Maria Miranda. Connie Parker, CPA, our financial consultant, has been with IIMC for approximately five years and her experience and oversight have been invaluable to the department and IIMC. Beginning in 2016, we moved from a monthly to a quarterly budget report and that seems to be working well. As of this report, we have not had our annual audit. Therefore, we will not be presenting it at this meeting (we anticipate presenting it at the midyear meeting). If all goes well, we plan to hold our budget and planning meeting in September at Headquarters.

### *Conference – St. Louis, Missouri*

This would have been our sixth 4-day annual conference. We projected 600 paying Delegates and 35 guests – and a loss of \$215 for the 2020 Conference. **On Friday, April 10, 2020, the Board approved cancelling the 2020 Annual conference in St. Louis, MO. The Board also approved holding the 2025 Conference in St. Louis, MO.**

**\*\*\*NOTE\*\*\*Due to strong negotiations and a cooperative hotel, IIMC will not incur any penalties whatsoever with the Hotel – no attrition, no food and beverage loss, and all deposits returned.**

We are, however, continuing to work with sponsors to salvage revenue. To date, we have Diligent; MCCi, American Legal, General Code and Municode who have agreed to revise their contracts and provide IIMC with sponsorship dollars totaling approximately \$40,000 to \$50,000.

### *Headquarter Building -- Update*

All three offices are currently leased through 2021-- Burga Law, Exact Staff and Studio Pink. All tenants continue to pay on time, reducing IIMC's monthly mortgage liability from approximately \$4,800 to \$500.

In April, Studio Pink notified us that they were suspending their business and asked for rent leniency. We offered to waive their April and May rent. Exact Staff has either laid off or furloughed the majority of their staff, but we anticipate this will be short-lived, pending on when business returns. They are a staffing office; therefore, they'll be in demand to hire workers in manufacturing and other areas once the economy resumes. So far, they're continuing to pay rent. Burga Law is also current on rent.

Moving into next year, we are reviewing the possibility of not increasing their rent as everyone tries to resume business normalcy.

**\*\*\*NEW\*\*\*Board Action Required – 2020**

**Management's Recommendations:**

1. Formally approve the adoption of the 2020 – 2023 Strategic Plan. Staff has already begun working on this plan.
2. Legislative Committee – The Chair for this Committee, Randi Johl, has proposed and Management agrees to disband this committee. There has been little involvement from the members and the flow of information from government entities to the membership lacks immediacy
3. Create new Policy on Board members to inform IIMC HQ and Board regarding their retirement and/or when a Director moves from one municipality to another municipality. IIMC will require a letter from the new municipality to support that Director's position on the Board.

**IIMC Strategic Outline**  
**Summary Performance & Process Objectives**  
**IIMC 2020-2023**

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

**Key Result Area 1 – Image – Internal/External**

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**Performance Objective:**

- Through December 31, 2023, the members' perception of the Board will change from one of elitist to an inclusive Board. IIMC members will indicate that they believe and experience IIMC as an inclusive and diverse Organization that meets and/or exceeds the needs of the individual member.

**Process Objectives:**

- **Objective 1** – Ongoing – Through the use of Social Media, news releases, uniformed correspondence, and professional trainers to provide the Board with the tools to encourage them to speak about their profession.
- **Objective 2** – Ongoing – Produce new ways of Board members to recruit new members and interact with colleagues, showing that IIMC is an inclusive Organization.
- **Objective 3** – Ongoing – Continue to find new methods of enhancing internal structures that will aid IIMC members in serving on Committees and the Board.

**Responsibility** – IIMC Board of Directors and Staff

**Key Result Area 2 – Communications – Internal/External**

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**Performance Objective:**

- By March/April 2020 -- IIMC will have a full-time public relations/marketing employee to oversee all IIMC communication. This person will also be well versed in aspects of social media.
- By May 2021 – IIMC presents for Board approval a Social Media/Marketing plan that will improve the perception of the Clerk's value within the municipalities and one that markets IIMC's value to new, potential and current members, councils and mayors.

**Process Objectives:**

- **Objective 1** – Integrate the IIMC Brand that encompasses the Clerk's profession as professional and as a vital career.
- **Objective 1a** – By November 2022 - design and implement a state-of-the-art media plan that incorporates the IIMC Brand to support IIMC members, Region Directors, member services, and the IIMC online educational programs.

**Responsibility** -- Executive Director/Communications/Staff & PR/MKT Committee

### **Key Result Area 3 – Organization and Management**

#### **Performance Objective:**

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

#### **Process Objectives:**

- **Objective 1** – Ongoing -- develop inclusive director recruitment protocols, within the Regions, that the Board believes will attract qualified candidates.
- **Objective 2** – Ongoing – provide education and training to develop the Board of Directors in the application of their roles and responsibilities.
- **Objective 3** – By December 2023, develop a plan for financial support of advanced Regional Director leadership development.
- **Objective 4** – By December 2023, create a Board succession planning process, ensuring a successful transition for outgoing and incoming Board members.
- **Objective 5** – By December 2023, with the Membership Department's involvement, finalize an outreach marketing plan to attract more Region X members, aiming to increase current membership to 500 plus in this Region.

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

### **Key Result Area 4 – Education**

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#### **Performance Objective:**

- Ongoing -- IIMC members will indicate that they believe the educational activities and opportunities offered by IIMC meet and/or exceed the needs of the individual member, and the Municipal Clerk profession.
- Ongoing – Create new platforms for learning, taking into consideration IIMC's diverse members to include both face-to-face learning and online programs.
- Ongoing – Continue to explore professional leadership opportunities, nuts and bolts and soft skills courses.

#### **Process Objectives:**

- **Objective 1** – Through December 31, 2023, research and add 10 or more on-line learning opportunities that are identified by members as adding value to their membership.
- **Objective 2** – Through December 31, 2023, coordinate a dashboard on IIMC's website that allows members to easily access and update their certification coursework to determine their status quo. The dashboard is borne out of the Education Task Force discussions and will hinge on software and hardware compatibility and costs.

#### **Responsibility**

Education Department/IT/Education/Professional Development Committee



### **Key Result Area 5 – Membership**

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#### **Performance Objective:**

- Through December 31, 2023, IIMC will maintain a membership base of at least 15,000 or more members,
- Through December 31, 2020, 2021 and 2022, IIMC will look to increase its membership by 5% annually through new members.
- By December 31, 2023, membership growth to 1,000 members in Region X
- By December 31, 2021, have an upgraded member only section with self-serving access.

#### **Process Objectives:**

- **Objective 1** – Ongoing – maintain current membership while increase the base via new membership campaigns and excellent customer services.
- **Objective 2** – By December 2023, through a consistent direct marketing plan, IIMC will aim to increase current membership to 500 plus in Region X

**Responsibility** -- Member Services Department/IIMC Board of Directors

### **Key Result Area 6 – Finance**

#### **Performance Objective:**

- By December 31, 2023, IIMC Board Designated Reserves have reached or surpassed the \$1 million mark
- By December 31, 2023 – IIMC has reduced its building mortgage to less than \$500,000
- Ongoing – maintain a financially healthy Organization

#### **Process Objectives:**

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

#### **Responsibility**

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



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

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



**Date:** April 2, 2020

**Subject:** 2020 Annual Education Department Report

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Below please find highlights of our progress since the Mid-Year Board Meeting in November 2019.

### **2020 Annual Conference Education Program**

The 2020 Conference Education Program will include:

- ❖ **6 Academy Sessions** – Topics featured will include Meeting Management, Conflict Management, Employee Appreciation, Resilience, Influence & Impact and Information Security
- ❖ **2 General Sessions** – “Working Smarter, Instead of Harder” – with Dr. Nick Bontis and “Mindful Leadership” – with Pandit Dasa.
- ❖ **42 Concurrent Sessions** – In 2020, we will offer 42 concurrent education sessions on a variety of relevant and timely topics.
- ❖ **Athenian Dialogues** – The department will be offering 4 Athenian Dialogues in St. Louis. As of the date of this report, all Dialogues have sold out.
  - ❖ **Creativity, Inc: Overcoming the Unseen Forces That Stand in the Way of True Inspiration** by Ed Catmull, Amy Wallace will be facilitated by Montana Co-Institute Director, Ashley Kent.
  - ❖ **Undaunted Courage: The Pioneering First Mission to Explore America’s Wild Frontier** by Stephen Ambrose will be facilitated by veteran Athenian Facilitator, Paul Craig.
  - ❖ **The Everything Store: Jeff Bezos and the Age of Amazon** by Brad Stone will be facilitated by Dawn Michanowicz, MMC, Retired Town Clerk, From the Town of Sterling, Massachusetts
  - ❖ **One Giant Leap: The Impossible Mission That Flew Us to the Moon** by Charles Fishman will be facilitated by Chuck Tokar, MMC Mayor/Retired Village Clerk from the Village of Chicago Ridge, Illinois.
- ❖ **Offsite Concurrent Education Session** – In St. Louis, we will be offering two offsite concurrent sessions which will take 200 pre-registered delegates through the incredible St. Louis Union Station. This program will explore the history of the train station dating back to the 1904 World’s Fair and the multiple revitalizations that this historical landmark has undergone since. This session will be facilitated by the Education Team at Union Station and will be offered on Tuesday, May 20, 2020 in the morning and again in the afternoon.

- ❖ **Smartphone Application** – The IIMC Smartphone App now resides on 4,542 devices worldwide and has been opened over 167,527 times since its launch with 36,484 of those onsite in Birmingham, Alabama. The social features rolled out with the 2019 version were thoroughly enjoyed by the delegation.
- ❖ **IIMC Gives Back** –The Department selected “Loaves & Fishes,” a thriving food pantry and homeless shelter as the 2020 Charity of Choice.

### **Athenian Leadership Society**

As of this date we have 67 Facilitators and Over 140 Fellows. Dialogues continue to be offered on all parts of the U.S. but have yet to spread across international borders.

### **Committee Work**

- ❖ **Education and Professional Development Committee**  
Since the Mid-Year Board Meeting, the Department has been working with this committee on a new project involving the review and updating of the Education and Institute Guidelines. This process includes combining the two sets of guidelines into one full set and updating the wording to be in line with professional development in 2020. These guidelines have not been reviewed as a whole in over a decade, so keeping this document updated has been a top priority. We expect this process to last at least another 12 months. A final version will be presented to the Board of Directors upon completion.

### **IIMC Institute Update**

- ❖ **ID Connection** - An electronic newsletter continues to be sent to the Institute Directors and sent on a quarterly basis.
- ❖ **Education Advisory Group** – The Education Advisory Group (EAG) is a voluntary group of Institute Directors which is currently operating with five members. These five members continue to be a strong team and excellent resource for the department. In June we plan to put a call out for additional members so that more regions are represented on this group.
- ❖ **Colloquium** – The 2020 Institute Director’s Colloquium is being spearheaded by the Education Advisory Group and will involve an in-depth discussion regarding the future of Clerk Education as well as the Institute Director’s needs from the future Director of Professional Development.
- ❖ **New York** – The Department received the first draft of a new Institute proposal in the state of New York on March 30, 2020 following the closure of their previous affiliation in 2019. The proposal needs a bit of work, but we are confident that the Clerks in New York will have excellent CMC Institute and MMC Academy options in the future.

- ❖ **Pennsylvania** – Lines of communication were opened following the Mid-year Board Meeting after conversing with Region II Directors. No further developments have come forward from this state as of the date of this report.
- ❖ **Louisiana** - In January of 2020, the Department had a call with Louisiana to pass on more information about the requirements for rejoining IIMC as an approved institute. IIMC is willing to waive the application fee and assist in any way possible including traveling to assist in order to bring this group back into the mix. To date, nothing further has developed.

### **Online Education Programs**

- ❖ **COVID-19** – The spread of this virus resulted in the Education Department becoming even more proactive than normal. Between the dates of March 24<sup>th</sup> and the date of this report (April 2<sup>nd</sup>), the department launched **8 new online learning opportunities**, all offering certification credit for IIMC members. The department communicated directly with Institute Directors to encourage them to expand their offerings in an online format. We will continue to explore online opportunities to share with our membership and keep them engaged. Please refer to the email below which was distributed to the Institute Directors the week of March 23:

*In light of the current situation we all find ourselves in, we wanted to remind you that IIMC is here to support you and to encourage you to find other ways of continuing to offer valuable education and professional development for the members you serve. We encourage you to explore the development of online content and virtual meetings. We invite you to get creative and engage your participants in new and innovative ways that may not have been done in the past.*

*As a reminder, Dr. Jane Long is an expert in online program development and is an excellent resource for those of you that need information on how to get started.*

*Please reach out to one another to share ideas and innovations happening in your Institute and your academic institutions. We find ourselves in a time where we are required to band together for the greater good and make difficult decisions. But in this time, there is also room for connection, collaboration and new ways of conducting business. We encourage you to band together as the leaders in your state/province/country and continue to be the heart of Clerk Education.*

*If you have resources available that you feel the entire IIMC Membership would benefit from, please forward those or sharing. We would love to showcase your innovations and outreach.*

*Don't forget that IIMC has a Facebook dedicated to Institute Directors and welcome you to use this as a platform for communication. Dr. Long will be creating small snippets of information for you regarding online program development and dropping them into this Facebook Group.*

*As always, thank you for all the work you do for the IIMC membership and your Institute attendees. Don't hesitate to reach out to the IIMC Education Department should you need anything as we navigate the weeks ahead.*

*Stay well!*  
*The IIMC Education Department”*

- ❖ **Captus Press** – As of the date of this report, IIMC has released twelve non-interactive, on demand webinars available through Captus Press. These programs continue to be an excellent resource for IIMC members and an excellent revenue generating platform for the Education Department.
- ❖ **MindEdge Learning** – This new online learning partnership was launched on January 1, 2018. As of the date of this report, we have had 113 course registrations and have received \$3,133.00 in revenue from this program. During the COVID-19 outbreak, the Department negotiated a 15% discount on all MindEdge courses taken by IIMC members until May 31<sup>st</sup>. The Department also negotiated three Free “Creativity & Innovation” courses that all IIMC members can take. We look forward to seeing the members take advantage of these opportunities.
- ❖ **Ed2Go Online Programs** – IIMC has been a retail partner of Ed2Go since for many years now receiving a 10% rebate on each course registration.
- ❖

### **Course Review Approvals**

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

### **Certification**

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

- ❖ **CMCs and MMCs** – As of the date of this report, we have awarded **150 CMC** designations and **40 MMC** designations since the Mid-Year Board Meeting on November 16, 2019.
- ❖ **International Certification** – Since the Mid-Year Board Meeting, and the last statistics provided, we have not experienced a significant increase in application numbers from Region X or XI. The numbers above include numbers from these regions as well.

### **IIMC Foundation**

The Education Department acts as a liaison for the Foundation and holds the records for all scholarships and grants. The Department thanks the Board for their hard work during the review and selection process of the 2020-2021 Restricted Scholarships and 2020 Conference Grants.

- ❖ **Jim Tinnin Online Learning Scholarship** – During the second year of this scholarship program (2019), we received 123 applications (compared to 41 in 2018) which the Foundation funded all of those that qualified.
- ❖ **2020 Conference Grants** – We received 71 Conference Grant Applications for the 2020 Conference and awarded 19 Grants.
- ❖ **CMC/MMC Scholarships** – The 2020-2021 CMC/MMC restricted scholarship applications which provide reimbursement for institute and

academy attendance closed on March 15th. We received 40 scholarship applications. As of the date of this report, recipients are still being finalized.

- ❖ **Region Grants** – 6 IIMC regions took advantage of this \$1,000 stipend opportunity in 2018, 7 in 2019 and 7 so far in 2020. We look forward to seeing more regions take advantage of this financial assistance.

### **Education Task Force**

The Education Task Force met for the final time on March 26<sup>th</sup> to finalize the recommendations to the IIMC Board of Directors. We thank this group for the dedication and efforts over the past several months. Please see their final recommendations for review and discussion following this report.

The Education Department thanks the Board for the continued support as we continue to ensure that IIMC education programs remain current and relevant in today's world. This statement carries even more weight that it has in past years given the current situation that we find ourselves in. We are a team committed to rising to the challenge and continuing to deliver valuable services and opportunities to the members that we serve.

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

As far as the Conference Education Program, it's unfortunate that the team that created it can't bring it to fruition due to CoVid19. Otherwise, it's another excellent group of sessions for attendees. Since the outbreak of the virus, the Department has truly been proactive in communicating with the Institute Directors as well as producing popular and viable webinars. The Education Task Force's final report is part of this Agenda and is a stand-alone piece for the Board to discuss.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

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



**Date:** May 15, 2020

**Subject:** Education Task Force Final Report

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As reported at the mid-year meeting, the Education Task Force kicked off on August 22, 2019 when the first conference call took place with all members to review the scope and charge as approved by the Board of Directors. The four directives from the Board were broken into three topics which included:

1. Relevancy of IIMC Certification programs in general.
2. Current learning delivery methods and timing/length of programs.
3. Exploring the proposed “Beyond the MMC” program (or similar program) for its viability, need, purpose, structure, and learning delivery methods and how to keep CMC and MMC certified clerks engaged in continuing professional development.

Three sub-groups were created based on member’s self-selection into their top first or second choices. The sub-groups met separately in September and October by phone to begin discussing relevant ideas for their assigned topics. These calls were to assist them in forming as a group and generating ideas for discussion at the in-person meeting.

Prior to the in-person meeting we had two members resign due to unanticipated personal issues, bringing the total members down to twenty-four.

On November 1 -2, twenty-three of the twenty-four task members attended the in-person meeting in Rancho Cucamonga, California. Dr. Kathy Duncan of the University of La Verne facilitated the group and used a process that included discussion, feedback and distillation to arrive at three agreed upon priorities for further exploration and clarification. The original three sub-groups were mixed up to create three blended sub-groups. Each newly formed sub-group was assigned a priority which they began streamlining at the meeting, participated in separate group conference calls facilitated by Dr. Long and finalized their recommendations on the last conference call which occurred on March 27, 2020.

Here are the Task Force Recommendations that address the charges provided to them by the IIMC Board of Directors:



## **Charge: Relevancy of IIMC Certifications**

**Recommendation:** The members of this group discussed the current CMC/MMC certifications and determined that at this time the curriculum is relevant to the clerk's roles within their Municipalities. However, to remain current with the constant changes affecting the relevancy of the CMC/MMC certifications, IIMC must ensure members are kept up to date on new and fluctuating information, work with the Institutes to incorporate new information into relevant, high-quality curriculum and instruction, and justify what new learning and information would be most beneficial to the municipalities.

The group's initial suggestion is for IIMC to continue the promotion of member's commitment to lifelong learning and public service as a way to remain current on issues and legalities affecting their roles. In addition, IIMC and its members should continue to develop/maintain relationships with other non-profit organizations to learn about other relevant educational opportunities that may be pertinent to clerk education. The group spent time discussing other ways in which to "push" new and relevant information to clerks and suggests the potential creation of "Certificates" that would provide additional learning opportunities. The group envisions that the courses may be taken alone or bundled together to earn a specialized, relevant credential which would be pre-approved for CMC and MMC credit. They would like to see the certificates be "stackable" and provide clerks some type of recognition for a certain number of certificates completed. The group went on to identify targeted audiences including; IIMC members in Regions 1-11 both certified and not seeking certification, post certification clerks, non-IIMC members and other governmental groups. The certificates would include specific courses both clerk focused (HR Foundations) and soft skills with delivery methods being mostly online or blended, including both interactive and self-paced with some potential in-person sessions. The group suggests that these certificates are needed because they would provide more focused and relevant learning, would be cost-effective and more accessible. They recommend that an analysis of current programs be completed to identify the gaps and create courses/programs to fill those gaps. They also suggest that the Institute Directors be involved from the beginning and include clerks in the creation process. Finally, they predict an 18 month to 5 year timeline for implementation with the IIMC Education Department and Institute Directors sharing in the creation and administration of these programs. Additionally, they suggest that IIMC hire an independent consultant/SME (Subject Matter Expert) to work on this project.

**Charge: Review current learning delivery methods and timing/length of programs.**

**Recommendation:** To continue to provide relevant, quality and inclusive educational opportunities for Regions 1-11 as well as non-IIMC member clerks, this group believes the organization must review and determine some alternative delivery methods, including, online courses with instructor interaction via conference software, online self-directed learning and blended learning,. In addition, certification program lengths should be reviewed as the group discovered that they vary greatly state by state and within the communities of our International partners making a baseline for length difficult to assess.

This group found that the majority of the current educational delivery methods are in person through Institutes and Academies as well as state, regional and national conferences. There are a few states that currently offer online webinars and courses. IIMC currently offers several online learning opportunities through Captus Press, Mind Edge, Ed2Go, and FEMA to name a few. These courses are all self-paced, non-interactive courses approved for CMC/MMC points. The group suggests that if other delivery methods were incorporated, it could reach clerks who have been unable to attend in-person educational programs. In addition, they believe delivery methods should be adaptable to future educational needs. The group further discussed how to incorporate inclusivity into the current and future learning programs by providing language options, translation, and definitions of terminology. Additionally, they recommend that IIMC build courses for alternative delivery and/or suggest relevant online courses that are already built with delivery executed and tracked by the Institutes. Finally, this group recommends that a survey of members and non-members be completed as the first step in an evaluation process. This survey would be utilized to understand the educational needs of clerks as well as determine what type of accommodations are necessary to ensure inclusivity.

**Charge: Exploring the proposed “Beyond the MMC” program (or similar program) for its viability, need, purpose, structure, and learning delivery methods and how to keep CMC and MMC certified clerks engaged in continuing professional development.**

**Recommendation:** This group reviewed and discussed the proposed “Beyond the MMC” program and felt there is a definite need for similar programming with multiple delivery methods to promote lifelong learning and continuously engage clerks in professional development. The group suggests the creation of a self-service portal which would include a dashboard, providing members with a “Digital Member Experience”. The dashboard would highlight professional development and include easy access to online and blended courses and potential certificate programs.

The group discussed many different things regarding the priority of looking at programs for those who have achieved their MMC. They looked at the proposed “Beyond the MMC” draft and then discussed other learning opportunities, including certificate programs. They suggest that any programs implemented must be diverse and inclusive.

The group envisions it would take a great deal of work from IIMC staff to find a program and dashboard that would be most beneficial to members. Access would have several levels from members to Institute Directors, State Associations, and staff and would encompass membership, education and financial. They expect the rollout of such a project would take 5-6 years and

require much work from staff because of their knowledge and experience with this type of technology. Their final suggestion was the possible formation of a Technology Committee to assist with exploration, creation and implementation.

### **Summary**

This Task Force covered a great deal of ground in an 8-month period. In reviewing the recommendations of each group, there are a few overlapping suggestions which include the following:

1. Technology – the organization should explore ways to increase technology to connect clerks globally. Creating a service portal with access to different types of online/blended learning opportunities would provide a greater chance of connection to clerks who, to this date, have been unable to participate in Institutes or IIMC educational events.
2. Evaluation of Current Programs – the organization should create a process to review current programs to ensure inclusivity, quality and discover any gaps in educational offerings. In addition, it would be important to understand the length of time required for certification at each Institute.
3. Creation of “Certificate Programs” – the organization should further explore how to create courses which feed into certificate programs that are valuable and attractive to members and non-members. These shorter educational opportunities would appeal to a variety of clerks and also create another revenue source. This should be a joint project which includes IIMC Education Department, Institute Directors, Clerks and SMEs (subject matter expert) to ensure success.

We would like to thank all members of this task force for their time, creativity and valuable input. These recommendations represent a great amount of hard work and dedication to the process. We are hopeful that these outcomes will assist IIMC in moving toward creating increased connections and learning opportunities for the benefit of clerks both nationally and internationally.

### **Management’s Comments:**

The three main goals of the Task Force focused on today’s professional development programs, accessibility to all members, and the future of continuing education. What emanated from the face-to-face meeting and teleconferences confirmed the discussions that we have had and continue to have regarding these areas. Management believes the areas proposed are attainable and will center on resources, both monetary and personnel, the involvement of Institute Directors, and IIMC members’ inclination and enthusiasm toward continuing professional development. Management’s comments are in bold below.

**Relevancy of IIMC Certification programs in general – This is and has been an ongoing process between IIMC’s Education Department, Institutes, Associations and members. Education guidelines are constantly evaluated to determine relevance and consistency. As of this date, a full review of both the Education and Institute Guidelines is underway and is expected to be completed in the next 12-18 months. As new learning topics emerge and become a necessity for Clerks, IIMC works with all educational providers to incorporate new information into high-quality curriculum and instruction.**

Current learning delivery methods and timing/length of programs – We have always promoted online learning, especially for those members in states where there isn't a physical Institute. During the past few months, online learning has exploded since travel and education budgets have been greatly reduced or eliminated. We have experienced a willingness from members for more of these types of learning deliveries from all Regions. The Department has also reached out to the Institutes to produce collaborative online opportunities and to help with marketing them to IIMC members.

Exploring the proposed "Beyond the MMC" program (or similar program) for its viability, need, purpose, structure, and learning delivery methods and how to keep CMC and MMC certified clerks engaged in continuing professional development. This was presented via the creation of a certificate program and a Dashboard or Digital Member Experience. We see this as two separate items: IIMC with the help of the Institutes can explore the creation of certificate programs or leadership tracks that will promote continuing professional development for those who have attained their MMCs. The Dashboard is technology related and will involve funding and embellishing IIMC's current website to allow for this endeavor. This is a direction that IIMC would like to move and will be exploring its options in the next 2 to 3 years. This was conveyed to the Task Force.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board

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

**Date:** April 13, 2020

**Subject:** Development within IIMC Region XI in 2020/21



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The purpose of my report is to inform the Board of the focus of my work as Region XI Development Consultant in 2020/21 and to seek the Board's input and support.

### **Background:**

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

### The Role

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

My key objectives are to:

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

### **Discussion:**

#### Structure.

The Region XI Management Board met in October 2019 prior to the SLCC conference in the UK. The main focus was to reflect on the 2019 Study Abroad Program and Region XI Symposium that was held in Stratford-upon-Avon, UK. Feedback had been overwhelmingly positive, and the Board thanked all of those that contributed to its success.

Discussions have started with the VvG (Vereniging van Griffiers) in the Netherlands to explore the possibility of hosting the 2021 Symposium in Amsterdam and more on that in this report.

IMASA, IIMC's South Africa affiliation, had requested the IIMC Board to consider a reduced affiliation rate for them due to their particular circumstances and the Region XI Management Board supported the request. The IIMC Board agreed to the request and the President of IMASA

responded to express her, and IMASA's, gratitude and that they were looking forward to the formal affiliation with IIMC.

### Communication

Communication has always been, and will always be, a priority in Region XI. It is a challenge to engender a feeling of unity in a single region amongst associations in different countries and without a common language.

The VvG in the Netherlands extended an invitation to ADSO, SLCC and SOLAR in the UK to attend their annual conference in October 2019 with the aim to also explore closer collaboration between themselves and the associations in the UK. I also attended the meeting held in Leeuwarden, Netherlands and it was exciting to hear the enthusiasm amongst all the participants to work together and learn from each other. There has already been a couple of exchange visits and more are to follow. This initiative really does bring our vision of "Broadening our Horizons" to life!

As is the case in the US, local authorities in Europe struggle throughout the period of lockdown due to the Corona Virus pandemic to maintain services and to continue with their democratic role. Virtual council meetings have become essential. The VvG in the Netherlands had been asked by their government for advice. **Dr. Hans Rijs, a VvG member, lead the response and within the span of a couple of hours on a Saturday afternoon was able to connect with fellow colleagues in Canada, the UK and North America to gather information on what they were doing and what legislation was in place or being developed to legalize online council meetings.** On the same day he was able to give guidance to their government and legislation has now been passed with the VvG being recognized for their role. Again, this is an excellent example of the value in being part of IIMC and learning from fellow members!

Our regular newsletter is another vehicle through which we share experiences and good practice. The latest newsletter was produced in March 2020. The next one towards the end of 2020 will primarily focus on the arrangements for the 2021 Study Tour and Symposium.

### Membership

A key objective of my role is to generate membership growth in Region XI. The revised bulk membership scheme agreed by the Board grew IIMC's total Region XI membership and it still stands at over 5,400 members.

We now need to focus on how to retain those members and to provide them with services and products that will serve their needs. The challenge will be in finding out what they expect from their membership as it will differ from association to association – one size does not fit all. This is an area of focus of the International Relations Committee. I will be working with them on it.

The Executive Director and I met with the Chairman of ADSO in May and discussed a number of matters that would assist them. One of the solutions identified was a dedicated contact person within their Association and this has been actioned. Paul Wickenden who attended the 2019 Symposium has been nominated as that contact. We are working closely with him and the Chairman.

Bernadette Jansen of the VvG had suggested at our Management Board meeting that it would be beneficial to understand job profiles in the various countries and associations within Region XI and to see how certification would apply to them as it differed from those in the US. She had discussed it with Dr. Long and she offered to act as coordinator for collecting this information. This is work in progress.

At that Management Board meeting it was also suggested that we investigate the possibility of introducing a “buddy” system and the Executive Director and I are looking into it.

#### 2021 IIMC Region XI Symposium and Study Tour

I met with representatives of the VvG (Vereniging van Griffiers) in the Netherlands to explore the feasibility of hosting the 2021 Symposium in Amsterdam. It was a fruitful discussion which also included IIMC Region XI Director Djimmer Petrusma.

IIMC and Region XI 2021 Study Abroad Program and Symposium are set for September 11 to 17 in Amsterdam, The Netherlands. It is proposed that the Symposium will be a joint event with the VvG.

Using the 2019 model, IIMC members who participate in this program will embark on a three-day study abroad program which will feature visits to Bruges and Antwerp, Belgium; Amsterdam and surrounding areas, the Netherlands and conclude with a two-day Symposium in Amsterdam.

The tentative schedule is:

#### **Saturday – September 11**

Participants will convene in Bruges, Belgium

#### **Sunday – September 12**

Participants will continue to explore Bruges, Belgium

#### **Monday – September 13**

Participants leave for Antwerp for a lunch and a visit with the Mayor before departing to Amsterdam, where the group will remain through the Symposium

#### **Tuesday -- September – 14**

Participants will explore rural Amsterdam with possible visits to venues such as: Gouda in the Cheese Valley; the small village of Uitgeest and a meeting with their Clerk/Mayor; an Orchid farm;

#### **Wednesday – September 15**

Explore Amsterdam with visits to the following:

- Royal Palace of Amsterdam;
- Beurs van Berlage – vast former stock exchange building
- Boat trip on the canals or Lunch on a boat trip on the canals

- Capital C – former diamond exchange of Amsterdam
- Royal Palace of Amsterdam
- Anne Frank House - Museum house where Anne Frank & her family hid from the Nazis in a secret annex, during WWII
- Rijksmuseum - Dutch national museum dedicated to arts and history in Amsterdam. We are trying to arrange a dinner there on Wednesday evening.

#### **Thursday – September 16 and Friday – September 17**

The Region XI Symposium will take place in Amsterdam.

Thursday evening event at De Balie - 19th-century courthouse hosting debates, theatre & talk shows with a social or political focus.

#### **Saturday – September 18**

Participants to depart

#### Focus for 2020/2021

The key focus for the immediate future will be to plan the next Symposium and to continue working with the International Relations Committee and the large number of new members in Region XI to provide the products and services they will want to access.

#### **Recommendation:**

Members of the IIMC Board are invited to comment on the report.

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

Region XI has grown and we're beginning to see more and more active participation in certain areas. Riding on the tail of the highly successful 2019 Study Program and Symposium in the UK, the 2021 event should equal that in value, education and experience, considering it's the first time we've held such an event in the Netherlands.

We're pleased that the IMASA bulk membership plan was well-received. We look forward to exploring education details with our South African affiliation.

We are looking at a "pen pal" program as Tom mentioned.

Lastly, during the CoVid19, we had a handful (less than 12) Region XI members tune into one of our webinars. This is a path that we will continue to explore regarding the future of education programs in this Region.

As always, many thanks to our International Consultant Tom van der Hoven for growing this Region and accommodating his time, effort and energies to its success.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** Board of Directors

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

**Date:** April 3, 2020

**Subject:** 2020 Final Annual Report – Conference Committee

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### Background:

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

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

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

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

### Discussion:

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

Throughout the month of July 2019, the Committee reviewed the conference speaker proposals for the 2020 Conference. The ratings were submitted to staff and those ratings were compiled to assist in determining the sessions for the 2020 Conference. Committee members were very impressed with the variety and quality of proposed speakers for the 2020 Conference.

On Thursday morning, November 7, 2019, the Conference Committee held a conference call to consider the proposal from Calgary, Alberta, Canada. Fourteen committee members participated on the call. After discussing each item in the proposal individually, committee members voted unanimously that IIMC hold the 2024 Annual Conference in Calgary.

**Financial:** No financial assistance is requested at this time.

**Summary:**

Everyone on the Conference Committee worked diligently to select education classes for our 2020 IIMC Annual Conference in St. Louis, Missouri that would meet the needs of our members. It is our hope that these classes can and will be held at our next conference. We understand the difficult situation that we find ourselves, but we look forward to the next time we can meet together.

**Management's Comments:**

The Committee's involvement in working with the Education Department for the 2020 conference and helping review and vet the 2024 Calgary proposal was instrumental and appreciated in helping to form those two events.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To: IIMC Board of Directors**

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

**Date: April 1, 2020**

**Subject: 2019/2020 IIMC Education and Professional  
Development Committee – Annual Report**

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### **Background**

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

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

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

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

**Discussion**

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

The Committee reviewed the program content and demo videos. Ten Committee members weighed in on the opportunity, and the responses were all supportive of further exploration. The Committee members had a number of questions that were answered by IIMC staff. The questions and responses are in the report to the Board of Directors dated September 11, 2019. The general consensus of the Committee is that this could be a great opportunity, but additional information is needed to make an informed decision. It was also the Committee's understanding that the opportunity is currently available.

In the fall of 2019, the Committee was assigned the task of reviewing the Education Guidelines and the Institute Guidelines with the goal of combining and streamlining both documents into one document that deals with both the Education and Institute Guidelines.

Staff has assisted in dividing the proposed combined/revised/streamlined documents into small "chunks" for Committee review. The Committee has met periodically since January of 2020, reviewing these "chunks" of the document(s), and has made steady forward progress. There is still a way to go to bring a final product to fruition and ultimate presentation to the Board of Directors. This project will continue into the 2020/2021 year and potentially beyond.

**Financial --** The Committee has no financial requirements at this time.

**Summary**

It has been an honor to chair the 2019/2020 IIMC Education and Professional Development Committee. The Committee is comprised of hard-working, dedicated members who regularly participated in telecons and provided valuable feedback throughout the year.

It was a pleasure working with the professional IIMC Education Department staff – and I think we worked with everyone during the course of the year. Staff was exceedingly helpful and made the work of the Committee interesting and fun.

**Recommendation**

I recommend the Committee continue working on the combined guidelines – Education and Institute Guidelines until a final document is ready for review by staff, Institute Directors, and everyone else interested in Clerks education.

**Management's Comments:**

The majority of the Committee members are returning to this committee to continue and, possibly, conclude the work that was started in 2019. Past Chair Peggy Hawker will remain on the committee as a member.

**INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**



**To: IIMC Board of Directors**

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

**Date: May 6, 2020**

**Subject: Review of New York Clerks Institute Proposal and Review of Possible Electronic Athenian Leadership Dialogues**

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The 2019/2020 IIMC Education and Professional Development Committee met by telephone on May 6, 2020. The Committee was asked to review:

A -- The proposed New York Institute. The Committee was asked to review the New York Institute proposal by comparing it to the requirements in the Institute Guidelines on pages 12 – 14.

Ashley DiBlasi updated the Committee on the status of the New York Institute proposal. It was the consensus of the Committee, with very little discussion, that the proposal was ready to move forward with the exception of a signed agreement. A motion was made and seconded to recommend this proposal acknowledging that a signed agreement would be forthcoming. The vote was unanimous to support the proposal.

B. Athenian Dialogue Policy. The current Athenian Dialogue Policy states that “all 6-hour Athenian Dialogues must be conducted in-class.” Due to social distancing guidelines, the Committee was requested to review the policy and discuss the potential of offering ALDs using an electronic platform.

Ashley DiBlasi explained the proposal and the obvious need for electronic educational sessions, including ALDs, in these unique times. The Committee held a robust discussion on this issue. It was noted that many ALDs had been canceled, either in the recent past or foreseeable future. There was a good discussion as to the length of the sessions, i.e., three two-hour days; two three-hour days; or one six-hour day. It was the general consensus that these details should be left to the facilitator.

However, a motion was made and seconded to recommend that Athenian Leadership Dialogues be held permitted to occur electronically, with the Committee re-evaluating the on-line ALD success no later than the end of January 2021. This motion was approved unanimously.

It was also the consensus of the Committee that this matter be a discussion item on an Education and Professional Development Committee meeting no later than early November. This could be a very important discussion at this time as the social distancing guidelines may have been lifted, and if so, a recommendation will need to be made as to whether to continue to allow electronic ALDs.

**Management's Recommendations:**

**New York Institute Proposal** – Management recommends approving this Institute Proposal contingent upon receipt of the executed agreement required in the Institute Guidelines. We look forward to seeing this program come to life and supporting the many New York Clerks that will be attending.

**Athenian Dialogue Policy** – Management recommends adopting the temporary policy outlined in the report above to allow Athenian Dialogues to be conducted online using a video conferencing platform such as Zoom, GoTo Meeting, etc. Should the Board accept this recommendation, the Education Department will work with each organization and each facilitator interested in hosting an online dialogue for quality assurance. An update will be provided to the Board at the Mid-Year Meeting in November and a full evaluation of the temporary policy will be conducted at the start of the 2021 calendar year.

We thank this committee for the forward-thinking conversation, unique perspectives provided, and recommendations submitted.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Amy Warfield, CMC, Elections Chair  
Barbara Goeckner, MMC, Elections Vice Chair

**Date:** April 1, 2020

**Subject:** Election Year End Report

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## Background

We have had two Board requests regarding Election issues since the Mid-Year report. Both issues were distributed to the committee and voted on by the committee members via email.

The first is in regard to the proposed amendment to the Constitution. At the 2019 IIMC Board meeting in November, the Board approved an amendment to the Constitution regarding Region Director qualifications.

This information was presented to the committee on January 13, 2020 via email, materials included:

1. Proposed amendment to the Constitution
2. Article XIV regarding the process

A vote was taken by the committee via email which was 9 For – 0 Against – 3 nonvotes

With one amendment to correct the following typo: There is a small typo in the first sentence – the word “amendment” should be “amend”: “.....the Board voted to amend IIMC’s Constitution....”

The second issue was in regard to the 2020 IIMC Vice President Election Ballot. The committee was requested to review and approve the electronic ballot.

The sample ballot was distributed to the committee on March 9, 2020 via email, to the committee members for review:

We voted 7 for this, with the changes, and one abstention.

RaNae Edwards abstained because she is on the ballot, but she noticed two errors/changes - on page 4 First correction is strike the word *Treasurer*, she is only the Clerk; and remove the extra comma after NE in the second line of the first paragraph.

**Discussion – None to submit at this time**

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

**Summary -** The Election Committee has completed its task for the Year end Report to the Board.

## Management’s Comments:

We thank the Committee for their work on the Constitution Amendment and 2020 VP Elections. The committee will tackle the outcome of these topics at the Annual Business Meeting.





## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** Board of Directors

**From:** Carrie Johnson, MMC, Chair  
Belinda Anderson, MMC, Vice Chair

**Date:** April 16, 2020

**Subject:** 2020 Annual Report – Membership/Mentoring Committee

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### Background:

A checklist was distributed to all members of our goals for the year for the Committee in which the main goals were to increase membership, recruit mentors, congratulate new CMCs or MMCs, welcome new members or to check on those that have not renewed their membership.

Members and their Assigned Regions:

Carrie W. Johnson -	Region III, Region VIII
Douglass A. Barber -	Region II
Amy Finch -	Region V (Non-Renewed)
Belinda Anderson -	Region V (New Members)
Barbara Blackard -	Region IV
Liz Gaynor -	Region I (Non-Renewed)
Diane Judd -	Region I (New Members)
Pamela Little -	Region VI
Laura Nieto-	Region IX
Millie Powell-	Region VII

◆ A Contest was created for a possible free membership to a committee member who brought in the most members for the year

◆ A commercial was discussed to add to the IIMC Website on Mentoring, and this was going to actually be recorded at Conference for IIMC approval. This would have been done by current members and mentees.

◆ Check with state Agencies of advertising on their websites for IIMC.

### Communication:

Each month, our members receive those that have earned their CMC or MMC by Region as well as New Members or Cancelled Members. Each Member has a Region and sends an email or card to them congratulating them on their accomplishments or welcoming them to IIMC. I feel this has been a tremendous asset to our IIMC Members. Each month, I receive a Thank You note from these members for the warm words and; therefore, the member now has a contact for help or just for information. Also, those that have cancelled, a committee member reaches out, if possible, to see what their reason is and communicates it back to our Liaison.

**Brochure Revisions** -- The Committee was tasked with possible revisions to our current brochure. As Chair, I solicited possible revisions, notes, suggestions and deletions. These were incorporated and sent to IIMC for their review. On the IIMC Website, there is a new and updated brochure.

**Commercial** – Several Committee Members and Mentees were going to record some highlights of their experiences for the website and approval by IIMC on the Mentoring Program and its benefits at the Conference in St. Louis. This will be put on hold until next year unless it can be done this Fall at a State Conference.

**Various Approvals and Assistance** - During the year, items may come up that require the Committee's assistance with approval of language or membership, and these were done on a case by case basis with the Committee and the Liaison.

**Conference Table Volunteers** - The roster for the 2020 Conference I am happy to report was 95% filled with only one slot open at the present time. I was able to fill the roster with two to three members per time slot. I am keeping these "volunteers" on my radar for next year.

**Contest** – our contest for new members only brought in a few new members, but that is more than none. I hope to increase the membership as well next year with networking and our Committee outreach.

**Advertising** – I have found many State Agencies are not allowing advertising on their websites; however, we can create a Facebook Page, if possible, and this may be one of our goals for the 2020-21 year to encourage mentors and mentees and membership to IIMC

**Management's Comments:**

The Committee's involvement with generating new ideas regarding recruitment, contests and creating a commercial, were all plausible. The new Mentor/Mentee brochure is on our website and the idea of creating a commercial using conference delegates will be used at the 2021 Conference in Grand Rapids. We appreciate the committees' work this year and look forward for them to continue in their new member recruiting efforts next year.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

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

**Date:** April 3, 2020

**Subject:** Public Relations/Marketing Committee Final Report

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## Background

The Committee's purpose is to market and promote IIMC and its ideals with the dual aims of raising the status and image of local government professionals and attracting new members from all regions.

## Discussion -- 2019/2020 Goals and objectives:

1. Submit at least 1 article for the *News Digest* in the areas of best practices, management and leadership.
2. Promote marketing plans for Program Excellence in Governance Award, recognizing innovation and best practices.
3. Develop existing materials and new marketing ideas for Municipal Clerk's Week.
4. Work with Conference committee to generate ideas to celebrate IIMC's 75th Anniversary.

## Financial -- No budget funds requested

## Summary

The Committee is excited to provide items for the established goals for this year.

## Recommendation

Goal No. 1 - the committee has collaborated with the National Notary Association to allow reprinting of notary best practices articles in the *IIMC News Digest*.

Goal No. 2 - the committee recommends continued marketing of the Program Excellence in Governance Award via video promotions from prior recipients as well as promoting in member association newsletters and Governing Magazine.

Goal No. 3 - the committee recommended changes to the existing Municipal Clerks Week Proclamation by implementing the word "Professional" throughout the document and to promote #municipalclerkweek with a map of cities that have adopted proclamations.

Goal No. 4 - the committee desires to collaborate and share ideas with the Conference Committee concerning IIMC's 75<sup>th</sup> Anniversary.

## Management's Comments:

We appreciate the work of this committee. We've not received notary articles as of this writing but anticipate them later this year. We've implemented the word "professional" in all Municipal Clerks Week materials. We will begin work on the 75<sup>th</sup> anniversary commemoration this summer.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Jannette Goodall, MMC  
Chair, Records Management Committee April 8,

**Date:** 2020

**Subject:** Records Management May 2020 Committee Report

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

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

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

2. Prepare a minimum of two articles regarding best practices for records management.  
**Ongoing:** A couple of Committee members are working on a joint article and Committee members are also looking for other published articles that could be published with permission in the *News Digest*.
3. Identify at least 2 issues and create content for the online Resource Centre of ordinances, policies and best practices.  
**Ongoing:** Committee volunteers are reviewing the existing online resources to ensure they are still viable links and will provide feedback on sites to remove and new resource to add.
4. Review and possibly update, current or create new IIMC Technical Bulletins.  
**Ongoing:** The Committee has two areas that we were requested to review.

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

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

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

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

### **Recommendation**

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

### **Management’s Comments:**

We thank the committee for their work on the conference sessions. We also look forward to the new Technical Bulletins from Robert Blatt as well as updates on current Bulletins. Blatt also authors occasional articles in the *News Digest* regarding Records Management.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Wynetta Bolder, CMC, Chair  
**Date:** April 3, 2020  
**Subject:** Research & Resource Committee 2019-2020 Report

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Thank you to the members of this Committee for dedicating time and service to their IIMC colleagues around the world. It has been an honor to share knowledge, expertise, and experience that has reached out for guidance. Also, we would like to thank IIMC for allowing us to be a part of such a prestigious and rewarding Committee.

## Background

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

## Discussion

2019-2020 Goals & Objectives presented to the Committee:

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

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

- i. Longevity pay/rates/method of calculation
- ii. Recording/Transcribing Equipment
- iii. Vendors that design/up-fit council/commissioner chambers
- iv. Agenda Procedures Policy/Manual
- v. Social Media Policy/Manual
- vi. Vetted language for salary survey to be sent out to Regions I through X in October
- vii. Listing to add our cities name to look for specific items for the city. (vendors list)
- viii. Question from the Netherlands (Is it allowed in the US for a councilor to do a digital vote or can voting be done in person.

**Financial -- None**

## Summary

The Research & Resource Committee has been busy addressing inquiries promptly and continues to be ready should any additional questionnaires or surveys be needed. The Committee has stood willing to help out in any way when called.

**Recommendation**

To continue moving forward into the new year with fresh ideas for the Resource and Research Committee. The Committee does not have any specific recommendations for the Board of Directors at this time other than to continue supporting its ongoing efforts.

**Management's Comments:**

We appreciate the committee's work and willingness to always provide answers to member requests and inquiries.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** Lana McPherson, President; Mary Johnston, President Elect;  
Sheri Pierce, Vice President; Stephanie Kelly, Immediate Past  
President;

**From:** IIMC Policy Review Committee Kittie L. Kopitke,  
MMC, Chair Tracy L. Davis, MMC, Vice Chair

**Date:** April 1, 2020

**Subject:** Policy Final Report 2019-2020



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**Background** The Policy Review Committee was tasked with three assignments:

- Criteria for Honorary Membership
- Executive Director Contract Review Committee
- Executive Director Continuity/Succession Planning

## **Discussion**

The Committee discussed these matters during two teleconferences, one on February 3 2020 and the second on March 19, 2020. A majority of members participated on February 3. However, due to some technical difficulties, less than a majority were able to participate on March 19.

**Financial** None

## **Summary**

It has been an honor and privilege to work with a group of clerks dedicated to making IIMC a wonderful organization.

## **Recommendation**

The Policy Review Committee is making the following two recommendations:

*The current scope of **Honorary Membership** suggests this is an honor reserved for past IIMC presidents; however, there will need to be an amendment to the IIMC Constitution Article II, Section 2, Paragraph D to eliminate #2.*

- A. An Honorary Member is elected to this classification by the IIMC Board of Directors and meets either of the following categories:
1. An IIMC Past President. Upon retirement or assuming a position with a legislative governmental body other than municipal clerk.
  2. **An individual who has made significant and exemplary contributions to IIMC and the profession.**

*The Policy Committee is recommending this Constitutional Amendment be prepared for a vote by the membership at the annual meeting in May 2021 and that the Policy relative to Honorary Membership be revised appropriately after that time.*

Recommending the following Policy be added:

***Executive Director Contract Negotiations***

**2.600**

*If the Executive Director and IIMC Board wish to renew the Executive Director's employment agreement, a committee shall be formed consisting of the IIMC President, Budget Committee chair and a region director (third year) appointed by the President. The President shall solicit interest from the eligible region directors prior to appointment, which shall be done no later than June 1st.*

*The President shall request input from the IIMC Board members regarding the Agreement. The Committee shall discuss negotiations and conclude no later than August 1<sup>st</sup>. The recommendation, in a contract form, shall be presented to the IIMC Board for approval at the mid- year meeting.*

**NOTE REGARDING EXECUTIVE DIRECTOR CONTINUITY/SUCCESSION PLANNING**

The PRC members discussed this preliminary proposal to be a "continuity of operations" plan rather than a true succession plan. A succession plan would require grooming/preparing an existing IIMC staff member to assume the ED position, or grooming/preparing an outside hire for at least 6-8 months prior to taking over the position. Personality may be far more important than technical skills.

The IIMC Constitution allows the IIMC Board to appoint an interim ED in the event of a vacancy. More work and discussion will be needed.

**Management's Comments/Recommendations:**

We appreciate the committee's work and support the recommendations regarding the Honorary Member and the Executive Director's Contract Process. As for the Honorary Member, if the Board approves this, IIMC staff will prepare an amendment to the Constitution to be presented at the Annual Business Meeting during the 2021 Conference in Grand Rapids, MI.

As for the Executive Director's Succession Plan, management agrees with the Committee's perspective that our current plan is a continuity of operations. Management recommends we remain with the existing plan.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** Board of Directors

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

**Date:** April 27, 2020

**Subject:** 2020 Budget & Planning Year End Report

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### **Background**

This report is a recap of the past year's work with the Committee. In light of CoVid-19, the Committee has had to rely on the recommendations of the IIMC staff regarding the cancellation of the 2020 Conference, foregoing our annual audit and having a lesser financial statement service provided a general overview in terms of expenses and revenue, realizing that these are uncertain times for the Organization and its members.

### **Discussion**

The Committee was also involved in several Policy discussions with favorable outcome. The discussions included:

#### **Policy Review – Revenue and Finance & Budget Committee Appointment Procedure**

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

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

The Committee reviewed Section 2.45.030 C of the IIMC Policy Manual, Expenses – Conference. The Committee concluded that the Policy should remain as written, with minor revisions, regarding Board Members being responsible for their own expenses except when requested to arrive earlier or stay later than the normal conference period.

### **New ICS/CDARS Programs**

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

### **Five Year Capital Items Projected Needs List**

The 2020 - 2025 Five Year Capital Expenditures Plan was reviewed by the Committee. ED Shalby explained the proposed expenditures regarding Computer equipment acquisition, A/C Unit costs, Telephone Upgrades, Records Storage System costs, and other reasonable upgrades and expenditures.

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

As of this writing, the Committee is recommending that the Board forego its annual audit and have a review or compilation of the financial statements performed to achieve a saving of up to \$7,000 in costs. This would not be an annual recommendation; however, with the current state of affairs, and with our CPA Connie Parker's assistance and oversight of the financials, we believe the savings will help improve the 2020 bottom line. For the past 10 years, IIMC has received clean unqualified audits. Not having a full audit for one year will not diminish our financial standings.

## **Summary**

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

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

## **Budget and Planning Committee Recommendations**

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

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

**Recommendation 2:** The Committee recommends that the Board accept the projected 2019 year-end budget as presented.

**Recommendation 3:** The Committee was also involved in the negotiation process with the Executive Director. It is recommended that the Policy Review Committee be given the charge to address this matter and formulate a written policy concerning the establishment of a Committee with the authority to negotiate future employment contracts with the Executive Director.

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

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

**Recommendation 6:** Forego the annual audit for this year and have a review or compilation prepared by our Auditor, realizing an approximate savings of \$7,000.

**Management's Comments:**

We appreciate the Committee's oversight, insight and advice throughout the year regarding all things budget. As for the Committee's following recommendations

**Recommendation 1** – Approved at the midyear board meeting and is now policy;

**Recommendation 2** – Management agrees with the Committee's recommendation to accept the 2019 proposed budget;

**Recommendation 3** – The Policy Committee was given the charge to create a policy regarding the Executive Director contract negotiations (See Policy Report in this Agenda);

**Recommendation 4** – Management agrees with the Committee's recommendation to adopt the 2020 Budget;

**Recommendation 5** – IIMC hired a full-time Communications Coordinator in March 2020; and

**Recommendation 6** – Management agrees with the Committee's recommendation to forego the annual audit for a review or compilation of the financial statements.



INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Budget & Planning Committee

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

**Date:** March 2, 2020

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

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Fourth Quarter, December 2019 YE reflects a Net Profit of \$248,421. This is \$231,076 over projected year to date budget of \$17,345. Comparing December 2019 with December 2018 – 2019 reflects approximately \$82,360 less in profit as of the 4th Quarter than in 2018.

**Reserve Balance**

- MMA – Operating -- \$1,042,144.
- MMA Board Designated Reserves -- \$710,844

**Administrative**

- **Income** – Earned \$16,615 more than budgeted
- **Expenses** – Expended \$10,411 less than budgeted
  - **General Comments:**
    - Auditors Fees – Line item is \$2,200 over budget due to new parking lot tax assessment.
    - Credit Card Fees – This line item is over budget \$3,224 due to increase in merchant fees as well as an increase in Bank Fees.
    - Memberships – Line item is over \$1,015 due to an increase in ASAE costs and adding more staff to existing Fitness programs

**Building**

- **Income** – Earned \$1,683 more than budgeted
- **Expenses** – Expended \$12,955 less than budgeted
  - **General Comments**
    - Property Tax is over budget \$1,012 due to increase in property tax
    - Insurance Fire/Property is under budget \$2,399 due to renegotiation of insurance policy. Data not available at budget time.
    - Building repairs is \$7,019 under budget due to less repairs required to maintain the building this year.

## Committees

- **Executive Committee** – Expended \$11,256 less than budgeted
- **Board of Directors** – Expended \$10,588 less than budgeted
  - Region XI Consultant is over budget \$1,621 due to additional travel and office expenses for symposium year. We have added an additional \$1,000 to Region XI consultant to help with these costs in future years.
  - Strategic Planning/Board Development – Expended \$1,779 more than budgeted due to higher hotel expense for A/V and Food & Beverage
  - Mid-Year – Line item is over budget \$2,824 due to increase in meeting room expense
  - Conference – Line item is over budget \$1,559 due to increase in meeting room expense
- **Other Committees** - Expended \$22,681 more than budgeted
  - **General Comments** –
    - Education Task Force – Line item is over budget \$31,656 due to task force being created after the budget for 2019 was adopted. Task force was approved at the May meeting in Birmingham, AL.

## Conference

- Conference YE has earned \$93,163. The 2019 Conference in Birmingham was projected for 700 Delegates/35 guests and revenue of \$45,810
  - **Income** – Earned \$33,325 more than budgeted
  - **Expenses** – Expended \$14,028 less than budgeted

**NOTE:** The major reasons for Birmingham's profit were: sold out three hotels (no attrition); rebates and commissions on all three hotels (including late addition of the Hilton overflow Hotel); and an increase in the number of sponsors. The following comments highlight the success of the 2019 conferences:

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

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



### Education

- Education YE has a deficit of (\$48,973)
  - **Income** – Earned \$47,535 more than budgeted
  - **Expenses** – Expended \$20,828 less than budgeted
    - **General Comments-**
      - Increase in revenue is due to a \$34,680 increase in CMC and MMC fees.
      - Reduction in overall expenses of \$20,828.

### Marketing

- Marketing YE has a deficit of (\$45,556)
  - **Income** – Earned \$5,033 more than budgeted
  - **Expenses** – Expended \$646 more than budgeted
    - **General Comments-**
      - Benefits – This line item is under budget by \$1,568 due to a decrease in medical insurance fees.
      - Awards/Gifts line item is over budget \$1,230 as a result of the purchase of travel gifts.
      - Exhibit/Sponsorship – This line item is over budget due to increase in costs associated with exhibiting at Nagara conference.
      - News Digest line item is over budget \$1,484 due to additional printing of Region XI Newsletter as well as design of the Foundation Annual Reports and other miscellaneous items.

### Membership

- Membership YE has earned \$1,077,781
  - **Income** – Earned \$65,793 more than budgeted
  - **Expenses** – Expended \$4,353 less than budgeted
    - **General Comments –**
      - Dues Mailing – This line item is \$6,060 over budget due to increase in postage fees.
      - Bank Fees are over budget due to increase in members making online payments.

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

**Statement of Financial Position**

	Current Year	Prior Year
<b>ASSETS</b>		
Current Assets		
Petty Cash	300	300
General Checking	485,822	523,747
MMA - Operating	1,042,144	688,865
MMA - Reserve Accounts	710,844	616,584
Accounts Receivable	21,625	48,555
Prepaid Expense	47,712	64,002
	2,308,447	1,942,053
Total Current Assets		
Land	321,408	321,408
Building and Improvements	506,956	546,366
Furniture and Equipment	22,177	9,251
Computer Software	5,023	-
Loan Cost	3,224	3,474
Total Property and Equipment	858,789	880,499
TOTAL ASSETS	3,167,236	2,822,551
<b>LIABILITIES AND EQUITY</b>		
Current Liabilities		
Accounts Payables	61,552	57,031
Accrued Expense	66,068	55,354
Deferred Revenue	1,007,113	893,226
Due to Foundation	-	2,674
Total Current Liabilities	1,134,733	1,008,284
Long Term Liabilities		
Tenant - Security Deposit	4,358	4,358
Mortgage Loan	556,431	586,616
Total Long Term Liabilities	560,789	590,974
EQUITY		
Equity	1,223,293	892,512
Net Income/(Loss)	248,421	330,781
Total Equity	1,471,714	1,223,293
TOTAL LIABILITIES & EQUITY	3,167,236	2,822,551

# IIMC Financials

FISCAL YEAR 2019

SUMMARY TOTALS

December 31, 2019

Department	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME:							
Administration	4,187	3,000	19,615	3,000	16,615	16,615	19,615
Building	55,189	56,845	58,528	56,845	1,683	1,683	58,528
Conference	587,242	596,525	629,850	596,525	29,005	29,005	629,850
Education	196,886	181,550	229,085	181,550	47,535	47,535	229,085
Marketing	29,445	26,818	31,851	26,818	5,033	5,033	31,851
Membership	1,277,710	1,261,000	1,326,793	1,261,000	65,793	65,793	1,326,793
Other Income						-	
Total Income	2,150,659	2,125,738	2,295,722	2,125,738	165,664	165,664	2,295,722
EXPENSES:							
Administration	588,200	619,866	609,456	619,866	10,411	10,410	609,456
Building	145,566	149,750	136,795	149,750	12,955	12,955	136,795
Committee - Board of Directors	93,834	109,950	99,362	109,950	10,588	10,588	99,362
Committee - Executive	18,802	29,800	18,544	29,800	11,256	11,256	18,544
Committees - Other	8,030	19,300	41,981	19,300	(22,681)	(22,681)	41,981
Conference	458,049	550,715	536,687	550,715	14,028	14,028	536,687
Education	228,727	298,886	278,058	298,886	20,828	20,828	278,057
Marketing	73,869	76,761	77,407	76,761	(646)	(646)	77,407
Membership	204,801	253,365	249,012	253,365	4,353	4,353	249,012
Total Expense	1,819,878	2,108,393	2,047,301	2,108,393	61,092	61,092	2,047,302
PROFIT/(LOSS)							
Administration	(584,013)	(616,866)	(589,840)	(616,866)	27,026	27,026	(589,840)
Building	(90,377)	(92,905)	(78,267)	(92,905)	14,638	14,638	(78,267)
Board of Directors	(93,834)	(109,950)	(99,362)	(109,950)	10,588	10,588	(99,362)
Committee - Executive	(18,802)	(29,800)	(18,544)	(29,800)	11,256	11,256	(18,544)
Committees - Other	(8,030)	(19,300)	(41,981)	(19,300)	(22,681)	(22,681)	(41,981)
Conference	129,193	45,810	93,163	45,810	47,353	47,353	93,163
Education	(31,841)	(117,336)	(48,973)	(117,336)	68,363	68,363	(48,972)
Marketing	(44,423)	(49,943)	(45,556)	(49,943)	4,387	4,387	(45,556)
Membership	1,072,909	1,007,635	1,077,781	1,007,635	70,146	70,146	1,077,781
Net Profit/(Loss)	330,781	17,345	248,421	17,345	231,076	231,076	248,421

# IIMC Financials

FISCAL YEAR 2019

Administrative

December 31, 2019

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Interest	4,187	3,000	18,055	3,000	15,055	15,055	18,055
Misc Admin Revenue	-	-	1,560	-	1,560	1,560	1,560
Total Income	4,187	3,000	19,615	3,000	16,615	16,615	19,615
<b>EXPENSES</b>							
Personnel Costs	418,199	429,276	428,264	429,276	1,012	1,012	428,264
Other	2,488	3,000	2,595	3,000	405	405	2,595
Staff Travel	3,162	13,260	3,773	13,260	9,487	9,487	3,773
Professional Develop/Training	398	2,000	700	2,000	1,300	1,300	700
Professional Services	65,350	64,750	68,180	64,750	(3,430)	(3,430)	68,180
Computer Costs	41,154	50,800	49,259	50,800	1,541	1,541	49,260
Office Equipment	14,247	12,335	12,224	12,335	111	111	12,224
Office Expense	24,367	25,670	22,898	25,670	2,772	2,772	22,899
Credit Card/Bank Fees	9,931	11,050	14,274	11,050	(3,224)	(3,224)	14,274
Insurance-Retiree	1,608	1,700	1,626	1,700	74	74	1,626
Memberships	919	800	1,815	800	(1,015)	(1,015)	1,815
Taxes Business	3,010	1,725	57	1,725	1,668	1,668	57
Depreciation Furn/Amortization Exp	3,367	3,500	3,789	3,500	(289)	(289)	3,789
Total Expense	588,200	619,866	609,456	619,866	10,411	10,411	609,456
Net Profit/Loss	(584,013)	(616,866)	(589,840)	(616,866)	27,026	27,026	(589,840)

## IIMC Financials

FISCAL YEAR 2019

Building

December 31, 2019

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Rental Income	55,189	56,845	58,528	56,845	1,683	1,683	58,528
Total Income	55,189	56,845	58,528	56,845	1,683	1,683	58,528
<b>EXPENSES</b>							
Amortize Loan Costs	250	250	250	250	0	0	250
Association Fees	2,280	2,700	2,265	2,700	435	435	2,265
Depreciation Building	39,342	40,000	39,409	40,000	591	591	39,409
Insurance Fire/Property	2,849	5,200	2,801	5,200	2,399	2,399	2,801
Mortgage Interest	29,491	28,000	28,052	28,000	(52)	(52)	28,052
Property Tax	15,936	15,400	16,412	15,400	(1,012)	(1,012)	16,412
Building Repairs and Maint	32,736	33,400	26,681	33,400	6,719	6,719	26,680
Utilities	13,617	15,000	13,726	15,000	1,274	1,274	13,726
Property Manager	7,200	7,200	7,200	7,200	-	-	7,200
Allocation to Bldg Reserve	-	1,000	-	1,000	1,000	1,000	-
Commissions/Appraisals	1,864	1,600	-	1,600	1,600	1,600	-
Total Expense	145,566	149,750	136,795	149,750	12,955	12,955	136,795
Net Profit/Loss	(90,377)	(92,905)	(78,267)	(92,905)	14,638	14,638	(78,267)

## IIMC Financials

FISCAL YEAR 2019

Committees

December 31, 2019

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>EXECUTIVE COMMITTEE:</b>							
Meeting Expenses	-	500	-	500	500	500	-
Travel	18,802	29,300	18,544	29,300	10,756	10,756	18,544
Total Executive Committee Expense	18,802	29,800	18,544	29,800	11,256	11,256	18,544
<b>BOARD OF DIRECTORS:</b>							
<u>General</u>							
Election Expense	-	100	-	100	100	100	-
Region XI Consultant	9,749	8,000	9,621	8,000	(1,621)	(1,621)	9,621
Region X Consultant	-	6,000	-	6,000	6,000	6,000	-
Insurance Officers & Directors	2,823	3,200	2,903	3,200	297	297	2,903
Legal Fees	906	500	-	500	500	500	-
Strategic Planning/Board Development	13,176	12,500	10,721	12,500	1,779	1,779	10,721
Memorials	300	500	550	500	(50)	(50)	550
Parliamentarian Expense	7,320	7,200	5,479	7,200	1,721	1,721	5,479
Other Expenses	249	1,450	520	1,450	930	930	520
General	36,767	39,450	29,794	39,450	9,656	9,656	29,794
<u>Mid-Year</u>							
Travel	43,451	48,000	44,315	48,000	3,685	3,685	44,315
Meeting Expense	313	2,500	5,324	2,500	(2,824)	(2,824)	5,324
Mid-Year	43,764	50,500	49,639	50,500	861	861	49,639
<u>Conference</u>							
Travel	6,091	11,000	12,488	11,000	(1,488)	(1,488)	12,488
Board Meeting Expense	7,213	9,000	7,441	9,000	1,559	1,559	7,441
Conference	13,304	20,000	19,929	20,000	71	71	19,929
Total Board of Directors Expense	93,834	109,950	99,362	109,950	10,588	10,588	99,362
<b>OTHER COMMITTEES</b>							
BUDGET & PLANNING	7,521	11,200	9,933	11,200	1,267	1,267	9,933
CONFERENCE POLICY	11	200	15	200	185	185	15
EDUCATION / PROFESSIONAL DEVELOPMENT	69	200	11	200	189	189	11
ELECTION	9	1,100	-	1,100	1,100	1,100	-
INTERNATIONAL RELATIONS	338	2,700	153	2,700	2,547	2,547	153
POLICY REVIEW	44	200	-	200	200	200	(0)
MEMBERSHIP	-	100	-	100	100	100	-
PUBLIC RELATIONS	33	200	13	200	187	187	13
LEGISLATIVE	4	200	-	200	200	200	-
RECORDS MANAGEMENT	-	1,600	-	1,600	1,600	1,600	-
RESEARCH	-	200	-	200	200	200	-
RESOURCE & INFORMATION	-	1,200	-	1,200	1,200	1,200	-
TASK FORCE(S) - EDUCATION	-	200	31,856	200	(31,656)	(31,656)	31,856
Total Other Committees Expense	8,030	19,300	41,981	19,300	(22,681)	(22,681)	41,981
<b>Executive Committee</b>	18,802	29,800	18,544	29,800	11,256	11,256	18,544
<b>Board of Directors</b>	93,834	109,950	99,362	109,950	10,588	10,588	99,362
<b>Other Committees</b>	8,030	19,300	41,981	19,300	(22,681)	(22,681)	41,981
Total Expense	120,667	159,050	159,887	159,050	(837)	(837)	159,887
Net Profit/Loss	(120,667)	(159,050)	(159,887)	(159,050)	837	837	(159,887)

# IIMC Financials

FISCAL YEAR 2019

Conference

December 31, 2019

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Registration Members-Full	448,238	428,350	402,215	428,350	(26,135)	(26,135)	402,215
Registration Discounts	(82,590)	(76,720)	(75,730)	(76,720)	990	990	(75,730)
Registration Guest	11,545	9,275	10,255	9,275	980	980	10,255
Donations & Sponsorships	63,730	61,500	75,379	61,500	13,879	13,879	75,379
Exhibitor Program	28,500	49,000	28,350	49,000	(20,650)	(20,650)	28,350
Cancellation Fee	2,321	2,500	3,683	2,500	1,183	1,183	3,683
Misc Conference Revenue	56,652	70,920	125,207	70,920	54,287	54,287	125,207
Academy Workshop	36,686	30,000	35,739	30,000	5,739	5,739	35,739
Athenian Leadership Society	13,905	13,200	12,983	13,200	(218)	(218)	12,983
Offsite Education Program	6,000	6,000	10,320	6,000	4,320	4,320	10,320
Boutique Sales	2,255	2,500	1,450	2,500	(1,050)	(1,050)	1,450
Total Income	587,242	596,525	629,850	596,525	29,005	29,005	629,850
<b>EXPENSES</b>							
Conference Planner	67,179	66,600	67,572	66,600	(972)	(972)	67,572
Academy Expenses	15,510	19,800	13,248	19,800	6,552	6,552	13,248
General/Plenary Speakers Expenses	30,037	22,800	16,782	22,800	6,018	6,018	16,782
Speaker Expenses	27,695	39,500	39,325	39,500	175	175	39,325
Staff Conference Travel	14,818	26,440	26,129	26,440	311	311	26,129
VIP Travel	8,449	15,725	14,054	15,725	1,671	1,671	14,054
Conference Events	52,361	65,500	72,344	65,500	(6,844)	(6,844)	72,344
Food & Beverage	143,499	188,400	175,597	188,400	12,803	12,803	175,597
Audio/Visual	31,402	35,000	37,532	35,000	(2,532)	(2,532)	37,532
Conference Printing/Design Work	17,945	15,000	22,487	15,000	(7,487)	(7,487)	22,487
Conference Scanning Expense	6,283	5,000	-	5,000	5,000	5,000	-
Other Conference Expenses	42,871	50,950	51,617	50,950	(667)	(667)	51,617
Total Expense	458,049	550,715	536,687	550,715	14,028	14,028	536,687
Net Profit/Loss	129,193	45,810	93,163	45,810	47,353	47,353	93,163

# IIMC Financials

FISCAL YEAR 2019

Education

December 31, 2019

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME:</b>							
Foundation Contribution/Policy 8	34,944	35,000	51,479	35,000	16,479	16,479	51,479
Fees CMC	66,360	58,500	69,260	58,500	10,760	10,760	69,260
MMC Fees	60,040	44,800	63,345	44,800	18,545	18,545	63,345
Sales Pins and Plaques	16,625	12,950	18,325	12,950	5,375	5,375	18,325
Distance Ed Registration	18,317	25,000	26,676	25,000	1,676	1,676	26,676
New Institute Application Fees	600	300	-	300	(300)	(300)	-
Region XI Symposium	-	5,000	-	5,000	(5,000)	(5,000)	-
Total Income	196,886	181,550	229,085	181,550	47,535	47,535	229,085
<b>EXPENSES:</b>							
Personnel Costs	137,461	172,886	166,326	172,886	6,560	6,560	166,325
Staff Travel	662	3,100	1,208	3,100	1,892	1,892	1,208
Contract Labor - Professional Dev Director	65,000	65,000	65,000	65,000	0	0	65,000
Professional Develop/Training	-	500	88	500	413	413	88
MCEF - Region Stipends	8,000	11,000	5,000	11,000	6,000	6,000	5,000
Region XI Symposium	127	15,000	1,518	15,000	13,482	13,482	1,518
Distance Ed	-	7,500	1,000	7,500	6,500	6,500	1,000
Pins and Plaques	3,480	5,300	11,109	5,300	(5,809)	(5,809)	11,109
Program Development	-	4,000	3,075	4,000	925	925	3,075
Computer/Software Support	371	1,500	3,259	1,500	(1,759)	(1,759)	3,259
Office Expenses	8,762	10,100	15,667	10,100	(5,567)	(5,567)	15,667
Bank Fees	4,863	3,000	4,809	3,000	(1,809)	(1,809)	4,809
Total Expense	228,727	298,886	278,058	298,886	20,828	20,828	278,057
Net Profit/Loss	(31,841)	(117,336)	(48,973)	(117,336)	68,363	68,363	(48,972)



## IIMC Financials

FISCAL YEAR 2019

Marketing

December 31, 2019

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Advertising	28,509	24,518	31,138	24,518	6,620	6,620	31,138
Royalty	165	700	129	700	(571)	(571)	129
Mailing Lists	-	500	-	500	(500)	(500)	-
Merchandise	-	100	-	100	(100)	(100)	-
Publications	771	1,000	584	1,000	(416)	(416)	584
Total Income	29,445	26,818	31,851	26,818	5,033	5,033	31,851
<b>EXPENSES</b>							
Personnel	60,839	62,061	60,493	62,061	1,568	1,568	60,493
Staff Travel	-	2,050	1,146	2,050	904	904	1,146
Bank Fees	20	50	35	50	15	15	35
Awards & Gifts	2,808	2,000	3,230	2,000	(1,230)	(1,230)	3,230
Design Work (non conference)	-	500	235	500	265	265	235
Postage and Shipping	103	100	50	100	50	50	50
Exhibit/Sponsorship	2,934	3,500	4,390	3,500	(890)	(890)	4,390
Design/News Digest/Misc	7,075	6,000	7,484	6,000	(1,484)	(1,484)	7,484
Printing - Publications	90	500	345	500	155	155	345
Total Expense	73,869	76,761	77,407	76,761	(646)	(646)	77,407
Net Profit/Loss	(44,423)	(49,943)	(45,556)	(49,943)	4,387	4,387	(45,556)

# IIMC Financials

FISCAL YEAR 2019

Membership

December 31, 2019

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Membership Dues	1,275,030	1,258,500	1,321,888	1,258,500	63,388	63,388	1,321,888
Membership Late Fee	2,680	2,500	4,905	2,500	2,405	2,405	4,905
Total Income	1,277,710	1,261,000	1,326,793	1,261,000	65,793	65,793	1,326,793
<b>EXPENSES</b>							
Personnel	166,152	200,620	195,244	200,620	5,376	5,376	195,244
Staff Travel	145	1,600	-	1,600	1,600	1,600	-
Professional Develop/Training	-	500	53	500	448	448	53
Membership Drive	6,475	14,000	10,557	14,000	3,443	3,443	10,557
Research Salary Survey Services	1,020	1,020	1,188	1,020	(168)	(168)	1,188
Dues Mailing	10,893	11,525	17,585	11,525	(6,060)	(6,060)	17,585
Computer/Software Support	3,630	6,000	2,351	6,000	3,649	3,649	2,351
Office Expense	3,068	4,900	6,133	4,900	(1,233)	(1,233)	6,133
Bank Fees	13,179	13,000	15,572	13,000	(2,572)	(2,572)	15,572
Membership	239	200	329	200	(129)	(129)	329
Total Expense	204,801	253,365	249,012	253,365	4,353	4,353	249,012
Net Profit/Loss	1,072,909	1,007,635	1,077,781	1,007,635	70,146	70,146	1,077,781

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** IIMC Budget & Planning Committee

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

**Date:** April 16, 2020

**Subject:** 2020 First Quarter Notes - DRAFT

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First Quarter, March 2020 YTD reflects a Net Profit of \$10,847. This is (\$18,321) less than projected year to date budget of \$29,168. **However, the projection of net profit for the year is expected to be \$11,347.** Comparing March 2020 with March 2019 – 2020 reflects approximately \$282,739 less in profit than 2019. March 2019 reflected \$293,586 in profit as of the 1<sup>st</sup> Quarter.

### Reserve Balance

MMA – Operating	\$1,246,251
MMA – Board Designated Reserves	\$824,842

### Administrative

- **Income** – Earned \$3,168 more than budgeted
- **Expenses** – Expended (\$6,105) more than budgeted

### Building

- **Income** – Earned \$911 less than budgeted
- **Expenses** – Expended \$219 more than budgeted
  - Rental Income – Budget for this line item is projected to be under budget due to granting of two months free rent for Studio Pink due to COVID-19 hardship. Tenants are self-employed and cannot work during the mandated Stay-at-Home orders.

### Committees

- **Executive Committee** – Expended \$1,329 more than budgeted
- **Board of Directors** – Expended \$23,250 less than budgeted
  - Strategic Planning/Board Development is projected to be \$3,000 due to the cancellation of the Conference we will not have Board Development Expense for May.
- **Other Committees** - Expended \$4,263 less than budgeted

## Conference

Conference revenue and expenses represent amounts received and expended to date for the 2020 Conference. These figures are prior to the cancellation of the 2020 Conference due to the COVID-19 pandemic.

- Conference net income is projected to be \$(58,818).
  - Due to the COVID-19 pandemic the conference was cancelled on April 12, 2020.
- Conference YTD has earned (\$34,156)
  - **Income** – Earned \$328,676 less than budgeted
  - **Expenses** – Expended \$278,749 less than budgeted
    - Expenses that will still be incurred for the conference are
      - Conference Planner
      - Credit Card Processing Fees
      - Conference App
      - Printing & Design Work

## Education

- Education YTD has a deficit of (\$31,407)
  - **Income** – Earned (\$8,821) less than budgeted
  - **Expenses** – Expended \$5,299 less than budgeted
    - Contract Labor – Line item is expected to come in under budget due to the termination of the Director of Education contract.

## Marketing

- Marketing YTD has a deficit of (\$9,232)
  - **Income** – Earned \$2,230 more than budgeted
  - **Expenses** – Expended \$18,678 less than budgeted

## Membership

- Membership net income is projected to be as budgeted at \$1,109,970
- Membership YTD has earned \$339,233
  - **Income** – Earned (\$1,705) less than budgeted
  - **Expenses** – Expended \$8,742 less than budgeted

**IIMC Financials****FISCAL YEAR 2020****March 31, 2020****Statement of Financial Position**

	Current Year	Prior Year
<b>ASSETS</b>		
Current Assets		
Petty Cash	300	600
General Checking	423,156	938,951
MMA - Operating	1,246,251	689,840
MMA - Reserve Accounts	824,842	616,648
Accounts Receivable	15,242	21,323
Accounts Receivable - Conference	8,850	
Prepaid Expense	52,830	29,381
	2,571,472	2,296,743
Total Current Assets		
Land	321,408	321,408
Building and Improvements	497,393	536,513
Furniture and Equipment	22,799	8,454
Computer Software	4,336	5,625
Loan Cost	3,162	3,412
Total Property and Equipment	849,098	875,412
TOTAL ASSETS	3,420,569	3,172,155
<b>LIABILITIES AND EQUITY</b>		
Current Liabilities		
Accounts Payables	18,736	63,378
Accounts Payables - Due to Members	370,936	
Accrued Expense	59,976	54,950
Deferred Revenue	894,793	950,831
Deferred Revenue - 2021 Conference	41,215	
Grants Payable	-	-
Due to Foundation	-	2,649
Total Current Liabilities	1,385,656	1,071,808
Long Term Liabilities		
Tenant - Security Deposit	4,358	4,358
Mortgage Loan	548,633	579,110
Total Long Term Liabilities	552,991	583,468
EQUITY		
Equity	1,471,076	1,223,293
Net Income/(Loss)	10,847	293,586
Total Equity	1,481,922	1,516,878
TOTAL LIABILITIES & EQUITY	3,420,569	3,172,155

# IIMC Financials

FISCAL YEAR 2020

SUMMARY TOTALS

March 31, 2020

Department	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME:							
Administration	1,040	19,750	8,105	4,937	3,168	(11,645)	19,750
Building	14,056	61,552	14,477	15,388	(911)	(47,075)	58,055
Conference	405,543	572,535	7,645	348,321	(328,676)	(552,890)	31,040
Education	46,538	178,520	35,809	44,630	(8,821)	(142,711)	182,291
Marketing	10,148	32,800	10,430	8,200	2,230	(22,370)	32,800
Membership	323,891	1,363,750	339,233	340,938	(1,705)	(1,024,517)	1,363,750
Other Income						-	
Total Income	801,215	2,228,907	415,699	762,414	(334,715)	(1,801,208)	1,687,686
EXPENSES:							
Administration	145,524	638,522	165,735	159,631	(6,105)	472,787	638,522
Building	39,282	145,760	36,659	36,440	(219)	109,101	145,760
Committee - Board of Directors	7,535	119,700	9,609	29,925	20,316	110,091	93,314
Committee - Executive	11,361	32,300	9,404	8,075	(1,329)	22,896	32,300
Committees - Other	10,250	17,300	62	4,325	4,263	17,238	17,300
Conference	140,800	572,750	41,801	320,550	278,749	530,949	89,858
Education	67,707	290,061	67,216	72,515	5,299	222,845	252,144
Marketing	18,065	153,361	19,662	38,340	18,678	133,699	153,361
Membership	67,105	253,780	54,703	63,445	8,742	199,077	253,780
Total Expense	507,629	2,223,534	404,853	733,246	328,393	1,818,681	1,676,339
PROFIT/(LOSS)							
Administration	(144,484)	(618,772)	(157,630)	(154,693)	(2,937)	461,142	(618,772)
Building	(25,227)	(84,208)	(22,182)	(21,052)	(1,131)	62,026	(87,705)
Board of Directors	(7,535)	(119,700)	(9,609)	(29,925)	20,316	110,091	(93,314)
Committee - Executive	(11,361)	(32,300)	(9,404)	(8,075)	(1,329)	22,896	(32,300)
Committees - Other	(10,250)	(17,300)	(62)	(4,325)	4,263	17,238	(17,300)
Conference	264,743	(215)	(34,156)	27,771	(61,927)	(33,941)	(58,818)
Education	(21,169)	(111,541)	(31,407)	(27,885)	(3,522)	80,134	(69,853)
Marketing	(7,917)	(120,561)	(9,232)	(30,140)	20,908	111,329	(120,561)
Membership	256,785	1,109,970	284,529	277,493	7,037	(825,441)	1,109,970
Net Profit/(Loss)	293,586	5,373	10,847	29,168	(18,321)	5,474	11,347

## IIMC Financials

FISCAL YEAR 2020

Administrative

March 31, 2020

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Interest	1,040	19,750	8,105	4,937	3,168	(11,645)	19,750
Misc Admin Revenue	-	-	-	-	-	-	-
Total Income	1,040	19,750	8,105	4,937	3,168	(11,645)	19,750
<b>EXPENSES</b>							
Personnel Costs	102,893	442,258	104,457	110,565	6,107	337,801	442,258
Other	562	3,000	837	750	(87)	2,163	3,000
Staff Travel	608	9,400	-	2,350	2,350	9,400	9,400
Professional Develop/Training	197	3,000	-	750	750	3,000	3,000
Professional Services	12,000	66,350	12,000	16,587	4,587	54,350	66,350
Computer Costs	11,128	56,419	36,614	14,105	(22,509)	19,805	56,419
Office Equipment	3,545	13,855	2,722	3,464	741	11,133	13,855
Office Expense	7,921	20,790	4,414	5,198	784	16,376	20,790
Credit Card/Bank Fees	4,210	16,300	2,875	4,075	1,200	13,425	16,300
Insurance-Retiree	1,626	1,700	-	425	425	1,700	1,700
Memberships	-	800	-	200	200	800	800
Taxes Business	37	1,000	-	250	250	1,000	1,000
Depreciation Furn/Amortization Exp	797	3,650	1,817	913	(904)	1,833	3,650
Total Expense	145,524	638,522	165,735	159,631	(6,105)	472,787	638,522
Net Profit/Loss	(144,484)	(618,772)	(157,630)	(154,693)	(2,937)	461,142	(618,772)

## IIMC Financials

FISCAL YEAR 2020

Building

March 31, 2020

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Rental Income	14,056	61,552	14,477	15,388	(911)	(47,075)	58,055
Total Income	14,056	61,552	14,477	15,388	(911)	(47,075)	58,055
<b>EXPENSES</b>							
Amortize Loan Costs	62	250	62	62	-	188	250
Association Fees	570	2,710	555	677	122	2,155	2,710
Depreciation Building	9,852	40,000	9,563	10,000	437	30,437	40,000
Insurance Fire/Property	700	3,000	717	750	33	2,283	3,000
Mortgage Interest	7,053	26,500	6,763	6,625	(138)	19,737	26,500
Property Tax	7,897	15,900	8,091	3,975	(4,116)	7,809	15,900
Building Repairs and Maint	8,207	32,570	6,215	8,142	1,928	26,355	32,570
Utilities	3,141	15,000	2,858	3,750	892	12,142	15,000
Property Manager	1,800	7,200	1,836	1,800	(36)	5,364	7,200
Allocation to Bldg Reserve	-	1,000	-	250	250	1,000	1,000
Commissions/Appraisals	-	1,630	-	407	407	1,630	1,630
Total Expense	39,282	145,760	36,659	36,440	(219)	109,101	145,760
Net Profit/Loss	(25,227)	(84,208)	(22,182)	(21,052)	(1,131)	62,026	(87,705)



## IIMC Financials

FISCAL YEAR 2020

Committees

March 31, 2020

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>EXECUTIVE COMMITTEE:</b>							
Meeting Expenses	-	500	-	125	125	500	500
Travel	11,361	31,800	9,404	7,950	(1,454)	22,396	31,800
Total Executive Committee Expense	11,361	32,300	9,404	8,075	(1,329)	22,896	32,300
<b>BOARD OF DIRECTORS:</b>							
<u>General</u>							
Election Expense	-	100	-	25	25	100	100
Region XI Consultant	2,875	10,500	5,250	2,625	(2,625)	5,250	10,500
Region X Consultant	-	3,000	-	750	750	3,000	3,000
Insurance Officers & Directors	2,903	3,200	2,931	800	(2,131)	269	3,200
Legal Fees	-	1,500	-	375	375	1,500	1,500
Strategic Planning/Board Development	-	6,250	14	1,563	1,548	6,236	3,000
Memorials	150	500	150	125	(25)	350	500
Parliamentarian Expense	600	7,200	900	1,800	900	6,300	7,200
Other Expenses	-	1,450	-	363	363	1,450	1,450
General	6,528	33,700	9,245	8,425	(820)	24,455	30,450
<u>Mid-Year</u>							
Travel	-	60,500	-	15,125	15,125	60,500	60,500
Meeting Expense	-	1,000	-	250	250	1,000	1,000
Mid-Year	-	61,500	-	15,375	15,375	61,500	61,500
<u>Conference</u>							
Travel	1,007	15,500	364	3,875	3,511	15,136	364
Board Meeting Expense	-	9,000	-	2,250	2,250	9,000	1,000
Conference	1,007	24,500	364	6,125	5,761	24,136	1,364
Total Board of Directors Expense	7,535	119,700	9,609	29,925	20,316	110,091	93,314
<b>OTHER COMMITTEES</b>							
BUDGET & PLANNING	0	12,200	(0)	3,050	3,050	12,200	12,200
CONFERENCE POLICY	-	100	-	25	25	100	100
EDUCATION / PROFESSIONAL DEVELOPMENT	-	200	44	50	6	156	200
ELECTION	-	1,100	-	275	275	1,100	1,100
INTERNATIONAL RELATIONS	10,250	200	-	50	50	200	200
POLICY REVIEW	-	200	17	50	33	183	200
MEMBERSHIP	-	100	-	25	25	100	100
PUBLIC RELATIONS	0	100	2	25	23	98	100
LEGISLATIVE	-	100	-	25	25	100	100
RECORDS MANAGEMENT	-	1,600	-	400	400	1,600	1,600
RESEARCH	-	100	-	25	25	100	100
RESOURCE & INFORMATION	-	1,100	-	275	275	1,100	1,100
TASK FORCE(S) - EDUCATION	-	200	-	50	50	200	200
Total Other Committees Expense	10,250	17,300	62	4,325	4,263	17,238	17,300
<b>Executive Committee</b>	11,361	32,300	9,404	8,075	(1,329)	22,896	32,300
<b>Board of Directors</b>	7,535	119,700	9,609	29,925	20,316	110,091	93,314
<b>Other Committees</b>	10,250	17,300	62	4,325	4,263	17,238	17,300
Total Expense	29,146	169,300	19,075	42,325	23,250	150,225	142,914
Net Profit/Loss	(29,146)	(169,300)	(19,075)	(42,325)	(23,250)	(150,225)	(142,914)

## IIMC Financials

FISCAL YEAR 2020

Conference

March 31, 2020

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Registration Members-Full	363,865	428,350	-	257,010	(257,010)	(428,350)	-
Registration Discounts	(59,725)	(76,720)	-	(46,032)	46,032	76,720	-
Registration Guest	6,360	9,275	-	5,565	(5,565)	(9,275)	-
Donations & Sponsorships	4,925	84,750	-	50,850	(50,850)	(84,750)	30,000
Exhibitor Program	23,350	35,000	-	21,000	(21,000)	(35,000)	-
Cancellation Fee	940	2,500	1,040	1,500	(460)	(1,460)	1,040
Option Tickets/Tours Royalty	-	-	-	-	-	-	-
Misc Conference Revenue	9,000	32,180	6,500	19,308	(12,808)	(25,680)	-
Academy Workshop	34,288	30,000	-	18,000	(18,000)	(30,000)	-
Athenian Leadership Society	12,220	13,200	105	7,920	(7,815)	(13,095)	-
Offsite Education Program	10,320	12,000	-	12,000	(12,000)	(12,000)	-
Boutique Sales	-	2,000	-	1,200	(1,200)	(2,000)	-
Total Income	405,543	572,535	7,645	348,321	(328,676)	(552,890)	31,040
<b>EXPENSES</b>							
Conference Planner	17,341	70,700	17,168	19,320	2,152	53,532	66,631
Academy Expenses	-	18,650	-	11,190	11,190	18,650	-
General/Plenary Speakers Expenses	3,250	26,300	-	15,780	15,780	26,300	-
Speaker Expenses	4,550	52,000	-	31,200	31,200	52,000	-
Staff Conference Travel	8,691	27,350	6,170	16,410	10,240	21,180	2,237
VIP Travel	-	14,000	-	8,400	8,400	14,000	-
Conference Events	29,915	70,500	-	42,300	42,300	70,500	-
Food & Beverage	47,438	183,000	-	109,800	109,800	183,000	-
Audio/Visual	-	40,000	-	24,000	24,000	40,000	-
Conference Printing/Design Work	13,710	18,000	9,657	10,800	1,143	8,343	9,657
Conference Scanning Expense/Kit App	-	2,000	999	1,200	201	1,001	999
Other Conference Expenses	15,906	50,250	7,807	30,150	22,343	42,443	10,334
Total Expense	140,800	572,750	41,801	320,550	278,749	530,949	89,858
Net Profit/Loss	264,743	(215)	(34,156)	27,771	(61,927)	(33,941)	(58,818)

## IIMC Financials

FISCAL YEAR 2020

Education

March 31, 2020

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME:</b>							
Foundation Contribution/Policy 8	-	35,000	-	8,750	(8,750)	(35,000)	35,000
Fees CMC	19,400	58,000	16,225	14,500	1,725	(41,775)	58,000
MMC Fees	14,555	48,800	10,650	12,200	(1,550)	(38,150)	48,800
Sales Pins and Plaques	4,790	11,720	3,945	2,930	1,015	(7,775)	11,720
Distance Ed Registration	4,322	25,000	4,989	6,250	(1,261)	(20,011)	25,000
New Institute Application Fees	-	-	-	-	-	-	300
Region XI Symposium	3,471	-	-	-	-	-	3,471
Total Income	46,538	178,520	35,809	44,630	(8,821)	(142,711)	182,291
<b>EXPENSES:</b>							
Personnel Costs	33,657	178,861	36,660	44,715	8,055	142,201	178,861
Staff Travel	-	7,100	-	1,775	1,775	7,100	7,100
Contract Labor - Professional Dev Director	16,350	65,000	16,250	16,250	0	48,750	27,083
Professional Develop/Training	-	500	-	125	125	500	500
MCEF - Region Stipends	3,000	11,000	7,000	2,750	(4,250)	4,000	11,000
Region XI Symposium	6,389	-	-	-	-	-	-
Distance Ed	1,000	7,500	2,000	1,875	(125)	5,500	7,500
Pins and Plaques	1,169	5,000	1,215	1,250	35	3,785	5,000
Program Development	2,150	-	-	-	-	-	-
Computer/Software Support	413	1,500	-	375	375	1,500	1,500
Office Expenses	2,246	9,600	3,073	2,400	(673)	6,527	9,600
Bank Fees	1,333	4,000	1,018	1,000	(18)	2,982	4,000
Total Expense	67,707	290,061	67,216	72,515	5,299	222,845	252,144
Net Profit/Loss	(21,169)	(111,541)	(31,407)	(27,885)	(3,522)	80,134	(69,853)

## IIMC Financials

FISCAL YEAR 2020

Marketing

March 31, 2020

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Advertising	9,808	30,500	9,698	7,625	2,073	(20,802)	30,500
Royalty	-	700	-	175	(175)	(700)	700
Mailing Lists	-	500	-	125	(125)	(500)	500
Merchandise	-	100	-	25	(25)	(100)	100
Publications	340	1,000	733	250	483	(268)	1,000
Total Income	10,148	32,800	10,430	8,200	2,230	(22,370)	32,800
<b>EXPENSES</b>							
Personnel	15,507	138,661	17,587	34,665	17,079	121,074	138,661
Staff Travel	-	2,050	-	513	513	2,050	2,050
Contract Labor	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-
Bank Fees	102	50	14	13	(2)	36	50
Awards & Gifts	-	2,000	-	500	500	2,000	2,000
Design Work (non conference)	-	500	-	125	125	500	500
Postage and Shipping	-	100	-	25	25	100	100
Exhibit/Sponsorship	437	3,500	-	875	875	3,500	3,500
Design/News Digest/Misc	1,764	6,000	1,495	1,500	5	4,505	6,000
Printing - Publications	255	500	566	125	(441)	(66)	500
Total Expense	18,065	153,361	19,662	38,340	18,678	133,699	153,361
Net Profit/Loss	(7,917)	(120,561)	(9,232)	(30,140)	20,908	111,329	(120,561)

## IIMC Financials

FISCAL YEAR 2020

Membership

March 31, 2020

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Membership Dues	321,731	1,360,000	337,898	340,000	(2,102)	(1,022,102)	1,360,000
Membership Late Fee	2,160	3,750	1,335	938	398	(2,415)	3,750
Total Income	323,891	1,363,750	339,233	340,938	(1,705)	(1,024,517)	1,363,750
<b>EXPENSES</b>							
Personnel	45,366	202,300	44,364	50,575	6,211	157,936	202,300
Staff Travel	-	1,545	-	386	386	1,545	1,545
Professional Develop/Training	-	750	-	188	188	750	750
Membership Drive	6,253	10,500	2,104	2,625	521	8,396	10,500
Research Salary Survey Services	-	1,500	-	375	375	1,500	1,500
Dues Mailing	8,891	13,765	2,762	3,441	679	11,003	13,765
Computer/Software Support	619	5,700	124	1,425	1,301	5,576	5,700
Office Expense	796	4,720	711	1,180	469	4,009	4,720
Bank Fees	5,121	13,000	4,549	3,250	(1,299)	8,451	13,000
Membership	60	-	90	-	(90)	(90)	-
Total Expense	67,105	253,780	54,703	63,445	8,742	199,077	253,780
Net Profit/Loss	256,785	1,109,970	284,529	277,493	7,037	(825,441)	1,109,970



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**INTERNATIONAL INSTITUTE OF MUNICIPAL CLERK**

**To:** IIMC Board of Directors

**From:** Karen Lee  
Communications Coordinator

**Date:** April 3, 2020

**Subject:** Communications Department 2019 Report

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(The metrics in this report reflect data collected 11/2019 – 04/2020)

IIMC continues to increase outreach, strengthen support and provide resources through its communication efforts. Currently, IIMC is conducting an evaluation of its methods and practices for the purpose of developing a sound and meaningful communication strategy for 2020/2021.

IIMC observed that members seek information and search for resources primarily by navigating the IIMC website. Further, participation by members in posting announcements and participating in online discussions is low, but slowly increasing.

### **WEBSITE**

The IIMC website is a robust repository where members come to access specific resources. The top of the home page features an alert center where they may seek urgent announcements, such as the effects of COVID-19 on IIMC office operations and 2020 Annual Conference updates. The alert center also serves as a mechanism to push these urgent messages directly to Facebook and Twitter. Metrics:

- Views. 80% of unique visitors access the website from desktops and 20% from mobile devices.
- Visitor countries. United States – 85%; Canada – 3%; Combined other countries – 12%

### **SOCIAL MEDIA**

IIMC members active on social media continue to interact on Facebook as their platform of choice. \* Metrics for specific platforms are listed at the conclusion of this report.

### **E-BRIEFINGS**

The Membership Department continues to produce the weekly and informational IIMC E-briefings. Metrics:

- Average open rate. The average open rate is comparable to that of the last report period at 27% (+2%).
- Conference alerts. The average open rate for alerts specific to the 2020 Annual Conference is 42.6%.
- Views. The breakdown of view method is comparable to those of the last report period with desktop views at 82% (+3%) and mobile device views at 18% (-3%).

## ***NEWS DIGEST***

The *News Digest* is produced monthly. We have focused on providing a broader perspective in each issue, making certain to reach all of our members, domestically and internationally. We continue to search for new articles that are inclusive of our varied membership. The *News Digest* open rate is comparable to that of the last report period at 28% (-2%). Industry standards range between 18% to 22%.

## **ONLINE LEARNING**

In response to the COVID-19 pandemic, IIMC members adhering to state and local mandates to shelter at home have increased their demand for online education opportunities. IIMC will take advantage of the Zoom platform to develop cost-efficient webinars and other online modules to promote learning and increase virtual exchanges. IIMC plans to launch a beta webinar Summer 2020.

## **RECOMMENDATIONS**

IIMC will continue to drive visitors to the website—the hub of IIMC communication and resources. IIMC will further promote funding opportunities, awards and fellowships in its communication and improve ease of access to application forms to encourage members to participate.

IIMC member social media participation takes place almost exclusively on Facebook. For that reason, IIMC will focus energies pertaining to social media on improving use of Facebook rather than expanding use of other social media platforms at this time. IIMC will continue to release updates and announcements on Twitter and maintain its accounts for other social media platforms for possible future development.

Another aspect of communication strategy is improving organization and timing for disseminating messages. For this reason, IIMC will develop and maintain a **communication calendar** to schedule and track announcements, campaigns, promotions to maximize the effectiveness of its communication. IIMC will share this calendar with the IIMC Board of Directors.

### **\* Social Media Platform Metrics**

The metrics below are current as of the date of this report.

- **Facebook**
  - **Likes** – 2,797
  - **Engagement** – Two posts that generated a high level of engagement promoted the April 1 and April 3 PrimeGov webinars. Each announcement included a bit.ly link which allowed IIMC to track clicks from Facebook to webinar registration. In each case, there was approximately one click per minute within the first 20 minutes of posting.



- **Region Groups** – Membership increased for each region except for Region XI (-1). Both Region V and Region VII have more than doubled membership since the last report.
  - Region I = 54 members
  - Region II = 131 members
  - Region III = 305 members
  - Region IV = 73 members
  - Region V = 115 members
  - Region VI = 65 members
  - Region VII = 61 members
  - Region VIII = 56 members
  - Region IX = 61 members
  - Region X = 9 members
  - Region XI = 18 members
- **IIMC Institute Directors** (Closed Group) – There are currently 23 members. 10 of these members joined the group in the last two weeks after promotion by the Education department.
- **Twitter** – ED Shalby currently uses Twitter to promote weekly IIMC E-Briefings. Critical alerts posted on the IIMC website are also pushed to Twitter.
- **Flickr** – IIMC maintains a Flickr account for the purpose of posting photos that members may download free of charge. At future events, IIMC will promote this platform as a way to collect and share photos.
- **YouTube** – Top views are for Education Department videos: All Things CMC (1.3 K views) and All Things MMC (861 views). Views for these videos far exceed those of other videos. IIMC will explore opportunities for future IIMC video resources which will then be made available via this IIMC YouTube channel.

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

As our Communications Coordinator becomes more ingrained in IIMC's structure, we anticipate an increased awareness and engagement with our members regarding social media and outreach. We look forward to presenting the Board with a media plan in Fall.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

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

**Date:** April 8, 2020

**Subject:** Member Services 2020 Report

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Member Services started the new member drive MD19 in March of 2019. We have received 97 new members to date. On March 1, 2017, IIMC created and distributed a new Member Drive called “Inactive 2 Active. Total number of new members from this drive is 321.

Our Region Director Challenge brought in 14 new members. We had a three-way tie and awarded one free conference registration to RaNae Edwards, MMC, (Region VIII), Kerry Rozman, MMC, (Region VII) and Camilla Pitman, MMC, (Region III). Each brought in 3 new members. Thanks go to Helen Ingold, CMC (Region VII)-2, Ann Quirk, MMC – (Region I) -1, Sonja Tolbert MMC (Region III) - 1, and Terri Hudson, MMC (Region II) – 1.

We have personal contact with our membership daily. Whether it is discussing their job descriptions to verify member type, changing a name, adding a membership, discussing dues, answering conference questions, updating member profiles and verifying dates for the Member. We send new member packets, prepare mailing lists and contact associations for updates on their newly elected board. We look forward to a time where all members will be able to view their own profile for this information.

Member Services continues an effective progression of notifying the membership as to when their dues are ready to be paid. Our members can renew their dues online or by mail. We mail out dues’ renewals for each quarter and, when necessary, a reminder is mailed, a past due notice is mailed and the final notice is emailed to the member. Phone calls are made to each member in the final notice group. It has been a successful process in that more dues have been paid before a member is cancelled. Our membership count at the end of March 2020 was 14,702.

Region XI Bulk Membership lists were received throughout 2019-2020 from the Society of Local Council Clerks (SLCC) and the Vereniging van Griffiers (VvG) and Association of Democratic Services Officers (ADSO). We have had some unsubscribe from receiving the IIMC E-Briefings, not understanding the affiliation and not wanting to be inundated with IIMC messages. When they join IIMC, all receive a Welcome Letter with an e-member kit which lists IIMC benefits and staff contact information. We are pleased to be working with these organizations. Tom van der Hoven has been instrumental in assisting with our communication with Region XI as well as our Region XI Directors.

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

The viewing percentage of members opening the E-Brief on average is 29% with click rates averaging 16%. The E-Briefing is opened on mobile devices at 18% and 80% on desktops. Specific topic e-blasts such as those directed to conference delegates, region newsletters, Municipal Clerks Week, Symposium and Study Abroad and Education receive higher percentages of open rates (31.5%) and click rates (30.4%). The *e-News Digest* does much better when sent as an individual email with open and click rates far exceeding those sent with the E-Briefing. IIMC E-Briefings also allow our members to click on Twitter, Flickr, Instagram and Facebook icons for easy access. It is an effective medium to communicate to our members and prospective members.

Conference registration started in November 2019. With COVID-19, as of April 7, we have 576 delegates, 160 First Time Attendees, 63 Multi Attendees from the same municipality and there are 5 Academy Sessions and 1 Athenian Dialogue open for registration. All others have reached their maximum class size. Our conferences run smoothly due to continuity from year to year and staff collaboration prior to the conference. The Cashier's Office and Registration work hand in hand for attendee convenience and satisfaction.

We use SurveyMonkey for all IIMC surveys and Board elections. We encounter our members opting out of receiving surveys (ballots), while other members either did not receive a ballot or the ballot did not make it through the member's firewall. We respond to all members asking to receive a ballot or to verify if their ballot was completed.

We are celebrating the 51st Annual Professional Municipal Clerks Week – May 3-9, 2020 and advertised to more than 4,990 Mayors, Presidents, Administrators, Council Members, Selectman and Human Resources. We delight in sending this email out as it expounds on the great individual(s) they have in their Clerk. We ask them to "Celebrate their Clerk" and create a plan for the week to announce how important the Clerk is to their municipality. IIMC provides posters, a proclamation and a list of ideas how to make this a special week for their Clerk.

The IIMC 2020 Salary Survey was online in March 2020. We gathered information from over 3,000 members.

**Management's Comments:**

The Department does an excellent job of outreach and member communication. The addition of the Communications Coordinator will help tremendously in producing weekly E-briefings and member outreach via social media.