



International Institute of Municipal Clerks

Board of Directors

Mid-Year Meeting Agenda

November 14, 2020

International Institute of Municipal Clerks

IIMC Board of Directors Roster

Mary J. Johnston, MMC

President Term ends: May 12, 2021
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

President Elect Term ends: May 12, 2021
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

Pamela Smith, MMC

Vice President Term ends: May 12, 2021
City Clerk
City of Sanibel
800 Dunlop Road
Sanibel, FL 33957
Phone: (239) 472-3700
Fax: (239) 472-3065
Email: pamela.smith@mysanibel.com

Lana R. McPherson, MMC

Past President Term ends: May 12, 2021
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

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) 862-4050
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 17, 2023
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:
Email: cpitman@greenvillesc.gov

Sonja Tolbert, CMC

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

IIMC Board of Directors Roster

Phyllis A. McGraw, MMC

Region IV Director Term ends: May 17, 2023
City Clerk
City of Bossier City
P.O. Box 5337
Bossier City, LA 71171-5337
Phone: (318) 741-8520
Fax: (318) 741-8971
Email: mcgrawp@bossiercity.org

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

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

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

P. Kay Cmelik, MMC

Region VI Director Term ends: May 17, 2023
City Clerk
City of Des Moines
400 Robert D. Ray Drive
Des Moines, IA 50309
Phone: (515) 237-1338
Fax: (515) 237-1645
Email: pkcmelik@dmgov.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

Janet E. Gray, MMC

Region VII Director Term ends: May 17, 2023
Deputy Clerk
Village of Rantoul
333 South Tanner, Municipal Bldg.
Rantoul, IL 61866
Phone: (217) 892-6802
Fax: (217) 892-5501
Email: jgray@myrantoul.com

Helen Ingold, MMC

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

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

Sabrina Mercadante, MMC

Region VIII Director Term ends: May 17, 2023
City Clerk
City of Henderson
240 Water Street, MSL 114
Henderson, NV 89015-7296
Phone: (702) 267-1406
Fax: (702) 267-1401
Email: sabrina.mercadante@cityofhenderson.com

IIMC Board of Directors Roster

Dawn G. Abrahamson, MMC

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

Scott Passey, MMC

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

Angila Bains, CMC

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

Stephen Huycke

Region X Director Term ends: May 17, 2023
Director of Legislative Services/City Clerk
City of Richmond Hill
225 East Beaver Creek Road
Richmond Hill, ON L4B 3P4
CANADA
Phone: (905) 771-2529
Fax: (905) 771-2502
Email: stephen.huycke@richmondhill.ca

Sarah Jeffries

Region XI Director Term ends: May 17, 2023
Clerk
Maiden Bradley With Yarnfield Parish
9 Beech Grove
Warminster, Wiltshire BA12 0AB
ENGLAND
Phone: 07540-611906
Fax:
Email: maidenbradley@virginmedia.com

Johannes 'Hans' Rijs, MMC

Region XI Director Term ends: May 12, 2021
Griffier
City of Bodegraven-Reeuwijk
Phone: 0172-522522
Fax:
Email: hrijs@bodegraven-reeuwijk.nl

**International Institute of Municipal Clerks
Board of Directors ~ Midyear Meeting Agenda
November 14, 2020
Amway Hotel – Grand Rapids, Michigan**

| | | |
|-----|--|----|
| 1. | Call to order | |
| 2. | Roll call | 3 |
| 3. | Swearing in - Region XI Director – Hans Rijs, MMC, The Netherlands | |
| 4. | Agenda approval | 7 |
| 5. | Consent agenda approval | |
| | a. DRAFT Minutes of May 15, 2020 Board Meeting – Zoom | 9 |
| | b. DRAFT Minutes of May 20, 2020 Board Meeting – Zoom | 15 |
| | c. DRAFT Minutes of September 28, 2020 Board Meeting – Zoom | 19 |
| 6. | Executive Session -- Executive Director (Evaluation) | |
| 7. | Foundation Report Update – Mary Lynne Stratta - Verbal | |
| 8. | Executive Director Update – Chris Shalby – ACTION REQUIRED | 21 |
| | a. Position Restructure/Hiring of Director of Professional Development | 27 |
| | b. DofPD – Job Description | 28 |
| | c. Employee Service Recognition Program | 30 |
| 9. | Education Department Report — ACTION REQUIRED | 31 |
| | a. Education Task Force Report | 39 |
| | b. 2021 Virtual Conference Report/Budget – FYI | 44 |
| | c. IIMC Foundation Staff Report | 50 |
| 10. | Committee Reports – NO ACTION REQUIRED | |
| | a. Conference | 53 |
| | b. Election | 55 |
| | c. Membership/Mentoring | 57 |
| | d. Records Management | 59 |
| | e. Research and Resource | 61 |
| 11. | Committee Reports – ACTION REQUIRED | |
| | a. Education/Professional Development | 63 |
| | b. International Relations | 65 |
| | c. Policy | 67 |
| | d. Public Relations/Marketing | 71 |
| | e. Budget and Planning | 73 |
| 12. | Financials – ACTION REQUIRED | |
| | a. 2020-2021 Budget | 77 |
| | b. 2020 Projected Year-End Budget Notes– Shalby/Parker/Pantaleon | 85 |
| | c. 2021 Projected Budget Notes– Shalby/Pantaleon/Parker | 88 |
| | d. 2020 3 rd Quarter financials -- Shalby/Parker/Pantaleon -Handout | |
| | e. Five-Year Capital Expenses – Shalby/Pantaleon/Parker | 96 |

| | | |
|-----|---|-----|
| 13. | Staff Reports – NO ACTION REQUIRED | |
| a. | Communications – Karen Lee | 97 |
| i. | Fall Virtual Institute #6 Report | 101 |
| b. | Membership – Janis Daudt | 107 |
| i. | 2020 Membership Region Report | 111 |
| c. | Region XI – Tom van der Hoven/Shalby | 113 |
| 14. | Annual Conference Updates - Verbal | |
| a. | 2021 – Grand Rapids, MI – Shalby – DISCUSSION/ACTION REQUIRED | |
| b. | 2022 – Little Rock, AR - -Shalby | |
| c. | 2023 – Minneapolis, MN – Shalby | |
| d. | 2024 – Calgary, Canada – Shalby | |
| e. | 2025 – St. Louis, MO - Shalby | |
| 15. | Report from Region Director | |
| a. | Beyond the MMC Program – Pierce/Abrahamson | 119 |
| 16. | Other Business and Announcements | |
| 17. | Adjournment | |

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS
Board of Directors Meeting
May 15, 2020
Via Zoom Meeting
Minutes

CALL TO ORDER

President Lana McPherson called the IIMC Board of Directors meeting to order at 8:29 a.m. PDT Friday, May 15, 2020. Roll Call taken by Executive Director, Chris Shalby.

Board Members Present:

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; Anne Quirk, MMC
Region II Directors: Teresa Hudson, MMC; Diane Pflugfelder, MMC
Region III Director: Camilla Pitman, MMC
Region IV Directors: Janice Almy, MMC; Leticia Vacek, MMC
Region V Directors: Janice Bates, MMC; Leon Wright, MMC
Region VI Directors: 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 Directors: Dawn Abrahamson, MMC; Scott Passey, MMC
Region X Director: Angila Bains, CMC
Region XI Director: Kathryn Richmond, CMC

Board members absent:

Region III Director: Sonja Tolbert, CMC (Excused)
Region X Directors: Bonnie Hilford, CMC (Excused)
Region XI Director: Djimmer Petrusma, MMC (Retired)

Also Present:

IIMC Foundation President, Mary Lynne Stratta, MMC
IIMC Foundation Secretary, Colleen Nicol, MMC

The following IIMC staff members were present:

Executive Director: Chris Shalby
Office Manager: Denice Cox
Director of Member Services: Janis Daudt
Member Services Representative: Tammy Storrie
Assistant Director of Professional Development: Ashley DiBlasi
Education Associate: Kellie Siggson
Education Assistant: Iris Hill

Staff Members continued:

Communications Coordinator: Karen Lee

Finance Consultant: Connie Parker

Parliamentarian: Connie Deford

Finance Specialist: Janet Pantaleon

President McPherson read a letter from Djimmer Petrusma advising that he had retired; and therefore, he would no longer be serving as a Region XI Director.

Zoom Meeting Protocol Reviewed

Zoom rules review conducted by Connie Deford, IIMC Parliamentarian. There were no objections, and the rules were adopted.

AGENDA & MINUTES

The following items were approved by unanimous consent.

1. May 15, 2020 Agenda
2. Minutes of November 15, 2019, Board Meeting – Greenville, SC
3. Minutes of November 16, 2019 Board Meeting – Greenville, SC

Minutes of Executive Session November 16, 2019 – Greenville, SC will be considered at a later time

Foundation Report Update

The IIMC Foundation report was presented by President Mary Lynne Stratta adding the following:

- The Foundation corpus as of December 31, 2019 is \$2,884,760. Unrestricted Funds \$2,155,985. Restricted Funds \$728,775.
- The Foundation is struggling first quarter of 2020 due to COVID-19
- Municipal Code matching dollar for dollar up to \$10,000 thru July 4, 2020 for all donations.
- American Legal matching dollar for dollar up to \$10,000 thru July 4, 2020 for all Hawaii Raffle ticket sales.
- Funded all 120 Online Learning Scholarships for 2019.
- Foundation, approved 9 more CMC/MMC scholarships for 2020
- Unanimously voted to carry over the 2020 scholarships to 2021

Implementing new program called Round UP so that when a purchase is made through the app store, you can “Round UP” to the next dollar. **Executive Director Update**

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

- Gave Staff COVID19 Update. Staff has been working remotely from home since March 18, 2020, and most likely will continue through July. Staff is telecommuting, but this will not be the norm moving forward. Staff is, however, implementing the Emergency Communication Crisis Plan.
- Hired Karen Lee as our Communications Coordinator
- Announced that Dr. Jane Long, Director of Professional Development contract has concluded as of May 31, 2020.
- Announced 150 members will be rolling over their conference registrations to 2021.

Director Dawn Abrahamson moved to direct the Executive Director, to work with the Executive Committee to begin a recruitment process for the Director of Education position and report back to the Board in November 2020. **Motion Adopted.**

ED Shalby recommended the approval of the adoption of the 2020-2023 Strategic Plan as presented. He further explained that staff has begun working on the strategic plan as outlined.

Past President Kelly moved to adopt the 2020-2023 Strategic Plan as presented. **Motion Adopted.**

ED Shalby recommended to disband the Legislative Committee. During the February EC meeting at HQ, it was determined that the committee may have run its course at this time. ED Shalby cited Legislative Committee Chair Randi Johl, MMC, agreeing to disband the committee due to lack of engagement and immediacy of conveying information to IIMC members.

Director Abrahamson moved to disband the Legislative Committee. **Motion Adopted.**

ED Shalby recommended either a new policy or amendment to the constitution to create new verbiage to allow board members to inform IIMC Headquarters and the board upon retiring or moving from one municipality to another. In the case of the latter, IIMC would require a new letter from the new municipality regarding that director's position on the Board.

Director Kelly moved to refer this item to the Policy Committee for review and recommendation. **Motion Adopted.**

ED Shalby informed the Board that the amendment to Article VIII – Qualifications, Nominations and Elections – Section 2 F - that was up for vote at the 2020 Annual Business Meeting will be moved to the 2021 Conference. The Policy Committee has also proposed an amendment that if the Board approves will also require an update to the constitution.

Education Department Report

Associate Director of Professional Development Ashley DiBlasi gave an overview of the report adding the following:

- Entire Program from 2020 will be carried over to 2021
- Update to the Smart Phone App has been made to turn it into an Online Portal to make use of the app for 2020
- Education/Professional Development Committee has reviewed the Education Guidelines and Institute Guidelines to make sure they are still relevant to today's education and professional development. The goal is to streamline the documents into one set. Project has been stalled due to Stay at Home Orders.

Working with new New York Institute; however, signing has been delayed due to COVID19. DiBlasi reviewed the New York Institute Proposal and asked that the Board approve the New York Institute Application pending approval since the required signatures have been delayed due to shut down of government and school offices.

Director Abrahamson moved to approve the Institute proposal contingent upon receipt of the executed agreement required in the institute guidelines. **Motion Adopted**

DiBlasi presented a proposal to temporarily approve online Athenian Dialogues as a temporary fix for the remainder of 2020 to afford members to continue their education points during this time when they are not able to travel.

Director Wright moved to approve the temporary policy to have the Athenian Dialogues to be moved to an online platform. **Motion Adopted**

- Education Department has created 13 new online opportunities since April 1, 2020. Over 4,000 registrants to date.
- Captus Press has generated \$12,000 since January 1, 2020.
- Currently working with Institute Directors to offer a virtual Institute. A virtual Institute would be held in June/July with 2-hour weekly seminars utilizing Zoom from 8-10 Institute Directors.

It was requested that board members be advised in advance of any information to members when new plans are being considered.

Item 7a. – Education Task Force Report

Without objection, the discussion of the Education Task Force Report was postponed to the November 2020 Midyear meeting.

REGION XI REPORT

ED Shalby presented the report and added that the September 2021 Symposium will be held in Amsterdam. Although there has been some delay due to the COVID-19, the program is currently on schedule barring any further directives from the Netherlands regarding travel.

COMMITTEE REPORTS

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

POLICY COMMITTEE

ED Shalby reviewed Policy committee's two recommendations. First recommendation, regarding the Executive Director and the Board's process regarding the renewal of an employment agreement. Stated in the committee report that it is the President, Budget Chair and a third year Board Member who shall initiate the conversation that shall conclude no later than June 1 of a renewal year. Second recommendation, regarding Honorary Membership. Committee recommends that they would like to keep honorary membership strictly to members. If approved, it will require an amendment to the constitution.

Director Abrahamson moved to approve the motion to accept the Policy Committee's recommendations regarding the renewal of an employment agreement. **Motion Adopted.**

Director Vacek moved to accept the Committee's recommendation to approve the policy to only reflect Municipal Clerks for honorary membership. **Motion Adopted.**

BUDGET AND PLANNING COMMITTEE

Board Liaison Sheri Pierce provided the Budget and Planning report. The committee recommends that we forgo the 2019 annual audit in lieu of a review/compilation for this year only. This would save IIMC \$7,000.00 this year. Only for this one year.

FINANCIALS

Director Abrahamson moved to approve recommendation #2, to accept the 2019 Year End Budget. **Motion Adopted**

Director Hudson moved to adopt the 2020 Budget as presented. **Motion Adopted**

Director Almy moved to approve the committee recommendation to forgo the annual audit for a review or compilation of financial statements **Motion Adopted**

The 2020 First Quarter Financials were provided for information.

STAFF REPORTS

COMMUNICATIONS

The report was received as presented by ED Shalby and Karen Lee.

MEMBER SERVICES

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

ANNUAL CONFERENCE UPDATES (Verbal by ED Shalby)

2021 – Grand Rapids, MI

- Will be 5-day conference
- Trying to determine date for Site Visit, possibly September
- Will incorporate the 2020 Award winners into the 2021 Opening Ceremony
- It will be IIMC's 75th Annual Conference

2022 – Little Rock, AR

- Contracts are signed
- Working with Host Committee as needed

2023 – Minneapolis, MN

- Contracts Signed
- MN Clerk's Association will be involved in the conference, President Linda Rappe.
- Host Clerk Casey Carl

2024 – Calgary, CAN

- Contracts have not been signed as of this meeting. However, they will be by May 31, 2020.
- Many fees are tied into rooms sold.
- Difficult to negotiate fees
- Nothing in writing from Alberta Association regarding support
- No Host Clerk

2025 – St Louis, MO

- Contracts Signed
- Keeping same rates negotiated for 2020
- 2020 Conference Fees in process of being refunded

ED Shalby responded to questions regarding 5-day conferences. An additional day has been added with the understanding that it could be removed in future years if the Board decides to go back to a 4-day conference. Director Vacek also inquired regarding a virtual site visit for Grand Rapids. ED Shalby explained a virtual site visit is possible as Event Planner Sharon Ozimek is close enough to drive and could represent IIMC if need be.

DIRECTORS REPORTS

All Directors verbally presented reports from their regions.

OTHER BUSINESS

ED Shalby reminded everyone that the Incoming Board Virtual Meeting will be held on Wednesday, May 20, 2020

ADJOURNMENT

President McPherson thanked the Board and Staff before adjourning the meeting.

The Board meeting adjourned at 11:43 a.m. PDT

Janet Pantaleon, Recorder

**International Institute of Municipal Clerks
Board of Directors
May 20 2020**

Incoming President Johnston called the board meeting to order at 8:30 a.m. PDT via Zoom.

The following were in attendance:

President Mary Johnston, MMC
President Elect Sheri Pierce, MMC
Vice President Pamela Smith, MMC
Immediate Past President Lana McPherson, 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
Region IV Directors: Janice Almy, MMC
Region V Directors: Janice Bates, MMC; Leon Wright, MMC
Region VI Director: Marie Moe, MMC
Region VII Directors: Janet Gray, MMC; Helen Ingold, CMC
Region VIII Directors: Lisa Garcia, MMC; Sabrina Mercadante, MMC
Region IX Director: Dawn Abrahamson, MMC; Scott Passey, MMC
Region X Directors: Angila Bains, CMC; Stephen Huycke
Region XI Director: Sarah Jeffries

Board Member Excused:

Region III Director Sonja Tolbert, CMC
Region IV Director Leticia Vacek, MMC
Region VI Director P. Kay Cmelik, MMC

Others present:

Past IIMC President Colleen Nicol, Riverside, CA
Past IIMC President Mayor Chuck Tokar, Chicago Ridge, IL
Mayor Kevin Ruane, Sanibel, FL
Westerville, Ohio City officials
Executive Director Chris Shalby
Parliamentarian, Connie Deford, CMC

Oath of Office – Incoming Directors

Immediate Past President McPherson administered the oath of office to the following incoming IIMC Region Directors:

Region II Director Diane Pflugfelder, MMC, Great Meadows, NJ
Region IV Director Phyllis McGraw, MMC, Bossier City, LA
Region VII Director Janet Gray, MMC, Rantoul, IL
Region VIII Director Sabrina Mercadante, MMC, Henderson, NV
Region X Director Stephen Huycke, Richmond Hill, ON, Canada
Region XI Director Sarah Jeffries, Warminster, Wiltshire, England

Oath of Office – Incoming Executive Committee

The oath of office was administered to the following executive committee members: Immediate Past President, Lana McPherson, MMC, by IIMC Past President and current Chicago Ridge Mayor Chuck Tokar; Vice President, Pamela Smith, MMC, by Sanibel Mayor Kevin Ruane; President Elect, Sheri Pierce, MMC, by IIMC Past President Colleen Nicol, MMC

President Mary Johnston, MMC, was sworn in by IIMC Past President Chuck Tokar.

President's Comments

President Johnston thanked Chuck Tokar and his wife, Westerville City Council and staff. She expressed her appreciation to outgoing IIMC board members and Past President Stephanie Kelly for their service. President Johnston welcomed new board members, and thanked her family, IIMC staff members, Ohio Clerks, and her "Sisters by Choice" for their support.

She noted that this meeting is being recorded and will be available for viewing at the IIMC website.

Online Meeting Standing Rules

There was no objection to the proposed rules distributed with the call to the meeting, and they were adopted by unanimous consent.

Accord of Trust

Members were requested to sign a copy and return it to IIMC Headquarters. They were also provided with a copy of Chapter 2.30 of the Policy Manual dealing with Region Director Responsibilities.

Budget & Planning Committee Appointment

In accordance with IIMC Policy, Vice President Smith recommended IIMC Past President Brenda Kay Young, MMC, be appointed to the Budget & Planning Committee. Director Abrahamson moved to approve the appointment. Motion adopted.

President, Executive Committee, and Executive Director Travels

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

Budget & Planning Committee Meeting

The Budget and Planning Committee will meet on dates to be determined in September at IIMC Headquarters. The Executive Committee will meet following that meeting.

Mid-Year Board Meeting

It was announced that the mid-year meeting will be in Riverside, California at the Mission Inn November 12-15, with Thursday and Sunday travel days. The board development will be presented by California Institute Director Maureen Kane.

Executive Director Remarks

ED Shalby stated he will continue to send out the weekly Friday letter, and financial reports are sent out quarterly.

If incoming Board and Executive Committee members wish to have a press release issued by IIMC, they are to contact Executive Director Shalby.

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

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

He and the Parliamentarian will work on the proposed amendments to the constitution—the amendment regarding Regional Director requirements proposed to be handled in 2020 as well as a new proposal regarding honorary membership. The election committee will also be involved in preparing the proposals for vote in 2021.

Adjournment

With no further business, the meeting adjourned at 9:15 a.m. PDT.

Connie M. Deford
Parliamentarian

**International Institute of Municipal Clerks
Board of Directors
September 28, 2020**

President Johnston called the board meeting to order at 12:00 p.m. EDT via Zoom.

The following were in attendance:

President Mary Johnston, MMC
President Elect Sheri Pierce, MMC
Immediate Past President Lana McPherson, 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
Region IV Director Leticia Vacek, MMC
Region V Directors: Janice Bates, MMC; Leon Wright, MMC
Region VI Director: Marie Moe, MMC; Director P. Kay Cmelik, MMC
Region VII Directors: Janet Gray, MMC; Helen Ingold, CMC
Region VIII Director Sabrina Mercadante, MMC
Region IX Director: Dawn Abrahamson, MMC; Scott Passey, MMC
Region X Directors: Angila Baines, CMC; Stephen Huycke
Region XI Director: Sarah Jeffries

Board Member Absent:
Vice President Pamela Smith, MMC
Region III Director Sonja Tolbert, CMC
Region VIII Director Lisa Garcia, MMC

Others present:
Executive Director Chris Shalby
Parliamentarian, Connie Deford, CMC

Mid-Year Board Meeting

Executive Director Shalby advised that the meeting will be held at the site of the 2021 Conference at the Amway Hotel in Grand Rapids, Michigan. We will be able to communicate virtually with those not able to attend. Social distancing and mask requirements will have to be observed. Signing of a waiver may also be required. The Board Development day will be Friday, November 13th.

Athenian Leadership Dialogue

Director Camilla Pitman will facilitate the dialogue on Friday on the book: *Sully – My Search for What Really Matters*.

Director Pflugfelder stated she had attended a previous dialogue facilitated by Camilla on this book, and she would not receive points for her participation in this dialogue.

Immediate Past President Lana McPherson moved to allow Diane Pflugfelder to receive credit (toward the number of dialogues attended) for the Athenian Dialogue on November 13th. Motion adopted.

Travel Arrangements

ED Shalby advised that a communication will be sent out this week regarding travel, hotel reservations, and reimbursement forms.

Adjournment

With no further business, the meeting adjourned at 12:17 p.m. EDT.

Connie M. Deford
Parliamentarian

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Chris Shalby, Executive Director
Date: October 14, 2020
Subject: 2020 Mid-Year Executive Director Update



Overview

The following is an overview of Headquarters, Operations and Personnel. 2020 has been an unusual year for everyone to say the least. However, we've been able to adapt to the current environment and have discovered positive alternatives to our way of conducting business and with staff. We have lost one employee, and as difficult as it would be to replace that individual, we're going to blend the position among several staffers. This, now, provides us with the opportunity to head into 2021 with an emphasis on hiring a Director of Professional Development. **At the end of my report, we have two recommendations that require Board approval.**

1. Position restructure/Director of Professional Development (report attached)
2. Employee Service Recognition Plan (report attached)

Staff

Since March 18, 2020, staff has been alternating days working in the office and from home due to COVID-19. All Departments are operating as efficiently as possible. The staggered schedule continues monthly. IIMC's Communications Coordinator, Karen Lee, who was hired on March 8, has been a welcome addition to the team.

Administration

IIMC has nine full-time employees. Six staff members have been with the Organization for more than 10 years. Overall IIMC staff experience totals more than 140 years. Staff offers institutional history, knowledge, experience, a belief in IIMC's mission and an affinity toward the membership.

Maria Miranda provides service in many areas including accounts receivables on top of her administrative responsibilities. She also is the Board minute taker and works on the Conference Opening Ceremony. Janet Pantaleon handles the Finance Department and online registrations for the Region XI Symposium/Study Abroad Programs. Janet also coordinates the Opening Ceremony and handles cashier responsibilities at the Conference. Prior to her departure, Denice Cox managed the office, and all areas of human resources, certain parts of the Annual Conference (Board functions, F&B, Protocol Officer) and administered the website. The property management firm oversees the building property and tenant issues. I will now be the Organization's main contact with the property management firm.

In September 2019, we launched an affinity program -- **Windfall** -- which provides members from Regions I - X with benefits regarding loyalty shopping programs. There is no revenue stream with this program. It is a value-added service for those members who wish to participate.

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Building Update

All three offices are fully leased. **Burga Law** renewed their lease through January 2021. The other two tenants – **Exact Staff and Studio Pink** - joined in July and August of 2016, respectively, and have five-year contracts through 2021. With IIMC's current refinancing of headquarters, all tenants' income has reduced IIMC's monthly mortgage liability from approximately \$4,800 to a monthly gain estimated to be \$2,190. IIMC should realize this gain beginning November 2020.

In September 2020, we spent approximately \$20,000 on resurfacing the second-floor external hallways and stairs, pre-approved by the Budget Committee. This was done primarily due to an aging and hazardous surface that presented unsafe conditions for staff.

In July 2017, we hired CityCom Property Management firm. Tenants are now responsible for contacting CityCom regarding their maintenance issues with IIMC signing off on all repairs.

2020 Conference – St. Louis, Missouri

On April 9, 2020, the Board of Directors cancelled the Conference in St. Louis to COVID-19. In light of the cancellation and the loss of revenue, IIMC was fortunate to negotiate out of its contract obligations regarding expenses with the Host Hotel, the Hyatt, saving approximately \$373,000 between attrition and food and beverage penalties, receiving full refunds (where applicable) with the overflow hotel, the all-conference venue (the Arch) and the Arch caterer. We were also able to hold 2020 rates for the 2025 conference, which will be in St. Louis.

IIMC was able to maintain five sponsors: Municode, American Legal, General Code, Prime Gov and Diligent and approximately \$49,075 in revenue. The 2020 conference loss is estimated to be \$38,285, primarily due to the conference planner cost being part of this budget.

CONFERENCE -- 2021 Conference – Grand Rapids, Michigan

We are projecting 500 Delegates/35 guests for the 2021 Conference and projected loss of \$150,190. The average attendance numbers from Conferences in 2015, 2016, 2017, 2018 and 2019 is approximately 670 delegates. However, there is no way to determine members' apprehensions to attend an in-person conference, even if travel and education budgets are intact. The 500 Delegate number includes the 124 Delegates that rolled over their registrations from the 2020 to the 2021 Conference.

NOTE: Grand Rapids offers plenty for Delegates and guests. Airlift is available from anywhere in the world and it is a 15-minute ride from the airport to the host hotel. We are in one hotel which is connected to the DeVos Place (convention center) and walking distance to many establishments. Here are areas that we believe will make Grand Rapids an attractive conference:

1. One Host Hotel – Amway Hotel (an affiliate of Hilton property);
2. Grand Rapids by car is between 3 to 8 hours from numerous states;
3. The opportunity of adding vacation to a conference may attract more delegates;
4. Typical expenditures for delegates in Grand Rapids are affordable;
5. There are various attractions available to delegates that we have been promoting;
6. Grand Rapids to date is an area of lower than average COVID-19 cases reported. Michigan in general has been a leader in mitigating the spread of COVID-19; and
7. Grand Rapids has the appeal and offerings of a big city without the same density and population.

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Hotel Room Block/Costs

The Host Hotel is the Amway -- \$164/night with 15% sales tax and 75% attrition. There is no Food and beverage minimum.

The hotel is within a safe and secure area of the City with nearby establishments within walking distance. We have contracted 600 rooms each on peak nights for a total room block of 3,530 (need to meet 2,648 to avoid attrition). ***We've discussed plans with the hotel to reduce our room block to lessen the chance of attrition. The hotel is flexible on this. If the conference registrations increase, the hotel has rooms for us to grow. There are also overflow hotels within short walking distance from the Amway that we can utilize if our numbers increase.

**All education, general sessions, exhibit hall, lunches, refreshment breaks, opening ceremony, board meetings, annual banquet and ABM will be in both, the Amway and DeVos Place. The All Conference Event will be a party and held in the DeVos Exhibit Hall.

Conference Delegate/Guest Registration Fees - 2021

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

Early Bird Package/Marketing

The Early Bird will be Monday, March 15, 2021 to save \$50.00 on registration. We believe an early bird date in March helps us with our marketing campaign. If the past three conferences are any indication of members booking early, we will need this date to help us negotiate another hotel if the need arises.

- Early Bird rate offered through Monday, March 15, 2021 – cost will be \$600.00
- After Early Bird - Tuesday, March 16, 2021 – cost will be \$650.00. In 2019, we had 20 members register after the early bird. Increasing the late fee helps in two areas: 1) spurs delegates to register early; and 2) increases revenue to IIMC.

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

Rebates/Commissions Maximum

The Amway is offering IIMC a 10% commission that will be divided between IIMC and YES (65% IIMC and 35% YES). The Hotel is also offering IIMC a rebate of \$6/guest room occupied.

Michigan State Association -- In addition to the Hotel commission and rebate, the Michigan State Association is providing IIMC with \$10,000 for choosing Grand Rapids.

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

- Amway -- \$30,061 IIMC's maximum commission and \$16,920 in rebates – total \$46,981

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

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

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

Areas to note for Grand Rapids include:

- Cities are reluctant to pay for conference travel; thus, having an impact on overall attendance.
- We are working with a good host committee and the Grand Rapids CVB is helpful.
- The location may help to reduce the cost of travel for attendees.
- No clear outlook on Delegates' apprehensions about travel, social distancing, etc.
- It is in a region with approximately 1,000 IIMC members.
- Will increase our AV budget to meet or exceed social distancing guidelines and assuage as many apprehensions or potential concerns our conference attendees may have.
- Have added into the budget a cost for extra cleaning and supplies as it relates to COVID (that we know at the time) - will keep evolving.
- The Amway hotel and DeVos Place are spacious venues which afford us the potential opportunity to spread out as much as possible.
- We will market the "5th" day.
- We will market the 75th anniversary.

Recommended Discounts and Savings

We will offer \$50.00 discounts to Region V (IN, KY, MI, OH, TN), Region VI (IA, MN, WI) and Region VII (IL, KS, MO). IIMC's population in these regions is approximately 2,400 members. Regions X and XI already receive a discounted conference rate of \$460US and \$395US, respectively. We have found the Region discount programs work well. In 2019, we had 194 members from the discounted regions attend Birmingham. In 2016, 2017, 2018 and 2019, we've extended the discount program to the host region and other nearby regions that we deemed to be within close (driving/train/bus) proximity of the host city.

Other discount programs that Management recommends continuing in 2021 are:

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

NOTE: IIMC staff has also created a virtual conference report. That report is part of the Education Department report and is intended as an option if the 2021 Conference was cancelled due to the pandemic or force majeure. It is not intended to be marketed to members at this time.

Education

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

Staff Title Change: With the advent of hiring a Director of Professional Development, I will be providing Ashley DiBlasi with a new title -- Director of Certification and Conference Programs since basically that has been her key area of responsibility for several years, now. It also removes her current title of Assistant Director of Professional Development since it is misleading.

As mentioned in my staffing report, IIMC will be looking to hire a full-time Director of Professional Development around July 1, 2021. **The Education Department, the Education Task Force and IIMC Foundation Education reports (FYI) are in the Agenda.**

Finance

The projected 2020 year-end budget will make it 13 consecutive years that IIMC will end the year in the positive. **The 2020 and 2021 projected year-end budget reports in this Agenda provide detailed accounts of IIMC's finances.** The Budget Committee's report also provides full details regarding this and next year's finances, as well as recommendations for the Board's review and approval.

Marketing/Communications

In March 2020, IIMC hired Communications Coordinator Karen Lee to oversee this area. It's been nearly six years since we have had an individual devoted full-time in this area. As Karen becomes more experienced and acclimated to her position, she will have more input into growing advertising, development of the web site, marketing and membership campaigns and improving the overall quality of the *News Digest*, E-briefings and other publications.

She continues to explore low or no cost methods of communications via interactive messaging through social media tools and increasing use of the Zoom platform for outreach events. She's been a tremendous asset to the Education Department these past few months as they navigated the popularity of the Virtual Institutes. **The Communications Department Report is in this Agenda.**

Membership

IIMC's membership numbers in Region I through X remain consistent. We are noticing as Baby Boomers retire some do not transition into Retired Members. We have seen growth in our Deputy Memberships since 2015. Our Inactive 2 Active Member Drive has brought in 224 new members since 2017. Municipalities find themselves with budget constraints, thus we see the ebb and flow of our association membership numbers.

During these past months, the Department has made a concerted effort to contact IIMC members who are experiencing financial hardships with dues payments and working with them on an affordable and amenable payment plan. To date, we've done a nice job of retaining members and our projected year-end budget has held steady.

Member Services Director Janis Daudt and Member Services Representative Tammy Storrie have more than 35 years of combined experience that they use regarding customer relations, member recruitment, retention and other areas. Iris Hill also adds support in this Department and is cross training in various areas of membership. **More information on the Department can be found in the Membership report in this Agenda.**

Management's Comments/Recommendations -- Board Action Required

We recommend the Board accepted the following:

1. Position restructure/Hiring Director of Professional Development
2. Approving a new Employee Service Recognition Program

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: IIMC Board of Directors

From: Chris Shalby, Executive Director

Date: October 8, 2020

Subject: Position Restructure/Hiring Director of Professional Development

With Office Manager, Denice Cox's departure, management has decided to not replace this position but, instead, divide up the responsibilities in this manner:

1. Contract out the human resources portion to our payroll company;
2. Parcel out 25% of the responsibilities to our Administrative Coordinator and Member Services; and
3. Executive Director to assume 50% of the other responsibilities.

Doing this will allow us to use this position's salary to expedite the hiring of a Director of Professional Development; and help fund the position that will start in July 1, 2021.

The start date is imperative since between now and conference month, there will be very little time to recruit, interview and hire someone for this position. Also, with the current environment, I'm not certain how feasible it would be to conduct either in-person or virtual interviews.

The pandemic has created many new opportunities of conducting business, majority of those opportunities being stellar, expedient and facile. The pandemic has also allowed us to evaluate the staff positions for strengths and weaknesses and determine how we can manage better.

NOTE: As painful as it is to lose someone of Denice's ability, quality and institutional knowledge, it has become evident that the hiring of Communications Coordinator Karen Lee and with more conference responsibilities going to IIMC's event company (Sharon Ozimek), Denice's position, as currently structured, has become limited in terms of overall general responsibilities.

Karen Lee has taken full responsibility with all things regarding social media, editor of the *News Digest*, communications and website, the latter being one of Denice's main responsibilities. With this in mind, the office rest the office in this manner:

Management's Comments:

We are recommending that the Board approve the restructure in the Office Manager's position and to pursue the hiring of a Director of Professional Development after the 2021 Conference with the intent of hiring in summer. The current 2021 budget will allow for a portion of the vacated Office Manager's salary to fund the Director of Professional Development.

Please see Budget and Planning Committee's report and recommendation.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Budget & Planning Committee

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



Date: September 18, 2020

Subject: 2021 IIMC Staffing – Director Professional Development

Director of Professional Development

JOB SUMMARY:

The Director of Professional Development develops, implements, and monitors the Organization's education and research programs, ensuring that all educational goals, objectives and new programs reflect the Organization's mission, vision and plan.

The Director of Professional Development collaborates with affiliated college and university Institutes, State/Provincial/National Associations and assists in developing educational partnerships beneficial to and appropriate for the Organization. In collaboration with the Assistant Director of Professional Development, the Director of Professional Development is responsible for a variety of activities including developing online education programs, promotional and educational publications as well as the following:

DUTIES AND RESPONSIBILITIES:

- Act as facilitator between IIMC, Institutes and members regarding the consistency and growth of the education programs and the development of new programs;
- Identify opportunities to cultivate existing Institutes and develop partnerships with new ones;
- Creates functional strategies and specific objectives to support the Organization's vision;
- Collect, write and share best practices with members, ensuring IIMC as a thought leader in the field of Municipal Clerk professional development;
- Coordinate member data collection to develop marketing methods to grow certification programs;
- Assess education guideline progress and impact, making recommendations to embellish the programs;
- Identify existing resources to help create new methods of delivery;
- Develop online wholly-owned IIMC professional development courses;
- Market professional development programs, webinars, Institute offerings, in-house training;
- Assist in the Annual Conference Professional Development program;
- Interact significantly with Institutes and State/Provincial/National Associations;
- Assists with the conference preliminary and final published programs;
- Develops the Annual Institute Directors/Education Chairs Colloquium in conjunction with an Education/Institute Directors Resource Group;
- Oversees the management of Institutes and their annual reports;
- Oversees special projects and committee work;
- Oversees the management of the yearly education department budget;

IIMC STAFFING – PAGE 2

- Oversees the design and implementation of office and computer systems to service the informational and records management needs of the department;
- Oversees the management of the Institute Director Award; and
- Staff liaison to the Education and Professional Development and Conference Committees.

SUPERVISION:

This position reports directly to the Executive Director. The position is a full-time position located at IIMC Headquarters in Rancho Cucamonga, CA. The Director of Professional Development monitors and directs the work of the Assistant Director of Professional Development and the Education Associate.

CONTACTS:

Internal: All staff

External: Institute Directors, Committees, IIMC Board, IIMC Foundation Board, IIMC Members, and Speakers.

REQUIRED KNOWLEDGE: Teaching, training, facilitative capabilities, technology delivery, and developing education programs and program system management are imperative. Team environment and people skills. Must be willing and able to cross train and work with others. Must be able to work under pressure and meet deadlines. Excellent written and oral communication skills. Strong language, and inter-personal skills a must. Non-Profit Association experience is highly preferred. A Master's or Doctorate degree in education or related field is required with emphasis on organizational development and instructional design.

WORKING CONDITIONS: Standard office environment with hands-on computer skills with emphasis on Microsoft Office Suite, databases, Internet research, website management, iMIS, Word, Access, Records Management and other various online learning platforms. Some travel. Some heavy lifting required.



To: IIMC Board of Directors

From: Chris Shalby, Executive Director

Date: October 8, 2020

Subject: Employee Service Recognition Program

Creating an Employee Service Recognition (working title) for IIMC employees is an opportunity for the Organization to thank their long-tenured employees for their ideas, talent, efforts, service, professionalism and contributions throughout the years in helping in the Organization's success.

During my evaluation at the 2019 midyear meeting in Greenville last year, I was asked about my personal goals for IIMC. Included in my goals was creating an employee recognition plan where, upon the employee's resignation or retirement, IIMC would provide a payment commensurate with their years of service.

Although I had yet to fully develop this program, Denice's resignation has expedited the need to put together a plan and create a policy for the future. In discussing this program with the Budget and Planning Committee in October, we recommended a two-tiered payment plan for employees who either resign or retire that have been in good standing with IIMC and have served a minimum of 15 or more years.

Management's Comments/Recommendations:

In proposing these changes, Management recommends, and the Budget and Planning Committee agrees in creating this program; however, we will need the Board's approval on the following:

1. That the Board creates an employee service recognition package for long-time IIMC employees (15 or more years) who are in good standing upon retirement or resignation.
2. That the Board post-dates the policy to reflect this payment for Denice and future employees.
3. The base funding for this package: \$5,000 for employees between 15 and 20 years; \$10,000 for employees with 20 or more years of service.

Management's Recommendations:

1. That the Board accept management's and the Budget Committee's recommendation to pay former IIMC employee Denice Cox a lump sum of \$10,000 for 20 years of serving and departing IIMC on good terms
2. That the Board direct management and the Policy Committee to create an employee service recognition policy to provide IIMC employees who have worked a minimum of 15 or more years and who are now departing IIMC on good terms with a monetary compensation. We also recommend that IIMC's attorney vets the policy to ensure legal compliance.

Please refer to the Budget and Planning Committee's report for their recommendation.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Ashley DiBlasi, Assistant Director Professional Development
Kellie Siggson, Education Associate
Iris Hill, Education and Membership Assistant

Date: September 15, 2020

Subject: 2020 Mid-Year Education Department Report



Below please find an overview of the Education Department's operations since the Annual Meeting in May of 2020.

Certification

Despite working from home and having limited access to materials the department needs throughout the week, Staff continues to review certification applications within a two to three-week time period. The review process itself has changed with Staff bringing applications home in bulk from the office each week and making every effort to being available to the IIMC membership by scheduling appointments at least a week in advance.

- ❖ **Calendly** – The Department appointment scheduling system has been instrumental to the success of the department and maintaining a high level of customer service. Since our members do not have the ability right now to pick up the phone and have their detailed education questions answered immediately, this system has maintained our connection to the membership. Members are able to select an appropriate appointment type and time that fits their needs. Since implementing our Calendly connection a few years ago, our members have become accustomed to the appointment process.
- ❖ **CMCs and MMCs** – Since the Annual Board Meeting on May 15, 2020, we have awarded **72 CMC** designations and **37 MMC** designations. Overall totals are as follows: CMC Grand total = 4,740; MMC Grand total = 1,388.

❖ **Certification Statistic Comparisons**

Number of CMCs and MMC

| | |
|--|-----------------------|
| January 1, 2019 – September 1, 2019 | CMC = 263 MMC = 69 |
| January 1, 2020 – September 1, 2020 | CMC = 196 MMC = 74 |

2019 vs. 2020 CMC and MMC Grand Totals (January - September)

| | |
|-------------------------------|------------------------------|
| 67 less CMCs in 2020 vs. 2019 | 5 more MMCs in 2020 vs. 2019 |
|-------------------------------|------------------------------|

Number of CMC and MMC recipients:

| | |
|--|-----------------------|
| March 1, 2019 – September 1, 2019 | CMC = 207 MMC = 51 |
| March 1, 2020 – September 1, 2020 | CMC = 130 MMC = 58 |

****Note: California was the first of 50 states to be issued a stay-at-home order which was implemented on March 19, 2020.**

2019 vs. 2020 CMC and MMC Grand Totals (March - September)

| | |
|-------------------------------|------------------------------|
| 77 less CMCs in 2020 vs. 2019 | 7 more MMCs in 2020 vs. 2019 |
|-------------------------------|------------------------------|

- **Average number of certification applications received for monthly review**
Approximately 30-40 applications are received per week for review. Not all submittals result in the CMC or MMC designation being awarded. During the first few weeks of stay-at-home orders (March 17, 2020 – April 1, 2020), there was an extreme slowdown in number of applications received for review. Following April 1, the rate of review quickly returned to normal.

Based on conversation with members, the higher than usual number of MMC applications may be attributed to:

1. Virtual Institute Opportunities – Many MMC applicants do not receive as much funding from municipalities to travel to/attend land programs, virtual now makes learning more accessible and at lower cost.
 2. Typically, the Clerk working on an MMC also has a Deputy working on CMC, and funding goes toward CMC first.
 3. Stay-at-home orders may have provided some “down time” to gather and submit documents that the Clerk would not have had the time to finish otherwise.
 4. CMC Institute opportunities available typically outweigh the number of MMC Academies opportunities available. The Virtual Institute provides another MMC opportunity for Advanced Education points.
 5. IIMC approved Institutes and Academies have now started their own online opportunities.
 6. Furloughed employees have more time than usual.
- ❖ **Outreach** – The department continues to take advantage of opportunities to connect with the membership and share the certification process. In September of 2020, the department collaborated with Member Services and the Communications Department to deliver a video specific to the Clerks in Idaho

regarding certification and IIMC online programs. Footage for this video may be re-purposed for additional outreach.

Education and Institute Guidelines

The 2019-2020 Education and Professional Development Committee was working with IIMC staff to review and update both sets of IIMC Guidelines with the intention of combining these into one set of Guidelines. The committee made significant progress on this project until March 2020, when workloads and work environments shifted across the globe. With due respect to the heavy consequences of this project, the department has paused this review and progression until 2021.

Online Education / Distance Learning

The impact of the 2020 global pandemic has forced all educational providers to reassess how professional development programs are delivered. The situation has required adaptability and rapid pivoting in every aspect from all parties in the IIMC triangular partnership – IIMC, the Institutes and the Clerk Associations. This forced innovation has required us all to step away from what we know and embrace technology in ways we have not in the past and adapt the use of technological tools that continually evolve. This accelerated digital transformation has resulted in increases in video conferencing software, home-based classrooms, and access to online learning like never before.

Since April 1, 2020, the Education Department has developed 36 new online learning opportunities with collaboration from IIMC Sponsors, various educational partners and Institute Directors. These have resulted in thousands of registrations and tens of thousands of educational hours being delivered to the IIMC Membership.

In addition to the 200 long standing online opportunities available on the IIMC website, a collaborative program was created which the department called the “**Virtual Institute Series.**”

❖ **Virtual Institute Series Round 1** – The Department reached out to all IDs on April 17, 2020 to begin a conversation focused on collaborative efforts and rising to the challenge of education for Clerks in the Great Pause. After several weeks, numerous Zoom calls and dozens of email exchanges, eight IIMC Institutes partnered with the Education Department to deliver Institute/Academy level programming open to all IIMC members across the globe.

The program commenced on Wednesday June 3, 2020 and ran each Wednesday through the end of July. Each session had 100 available seats and each week these seats filled up within 60 minutes of the registration release.

The Department assumed all logistical responsibilities for these programs including registration, Zoom coordination, speaker and Institute Director onboarding as well as assessment and certificate distribution. Institute Directors were charged with bringing a speaker and topic that represented their Institute. Of the \$5,000.00 collected in revenue for each of these sessions, IIMC retained a \$40.00 administrative fee to partially cover the costs needed to license the technology needed for implementation. Each of the 8 institutes received a check from IIMC for \$4,960.00 upon completion of the session.

- ❖ **Virtual Institute Series Round 2** – It became apparent quite early that this collaboration was going to be a success and a second round went into development at the end of July. This process resulted in twelve Institutes collaborating for a series kicking off on August 26th running right up until the Thanksgiving holiday in November. This program was structured in the same manner as round 1 with a few tweaks and technology upgrades resulting in a more engaging experience for the attendees. Of the \$5,000.00 in registration revenue collected from each session. IIMC retains \$240.00 to cover the cost of the technology licenses required and the credit card processing fees incurred. As of the date of this report, we are five weeks into this series, and you will find a document with compiled attendee feedback for your reference immediately following this report.

The Virtual Institute Series serves as a model for IIMC Institutes to implement in their local areas and we have seen numerous Institutes and Academies develop their programs according to the IIMC Virtual Institute framework.

The Education Department would like to thank Communications Coordinator Karen Lee for her involvement in these programs and for being an instrumental part of this collaboration and learning experience. We are honored to have her as part of our team.

IIMC Institutes

- ❖ **2020 Colloquium** – The Department facilitated Part 1 of the 2020 Colloquium via Zoom on Friday, May 22, 2020. This session focused on educating clerks in the pandemic and how each Institute has been impacted. This session was very well received and resulted in the request for a second meeting which was conducted on Friday, June 5, 2020. This second session continued the online learning conversation and launched a collaborative brainstorm focused on what the Institutes Directors would like to see in the future Director of Professional Development position.
- ❖ **Zoom Training Session for IDs** – To extend our assistance to IDs as they transition their upcoming Fall programs to virtual programs, the Department will be facilitating a training session on Tuesday, September 22, 2020 in which we will cover Zoom Meeting/Webinar Formatting and Settings, Paid Session Registration in Zoom, Speaker On Boarding, Automated Assessments and Certificate Distribution Platforms and Lessons Learned From the Trenches. We hope the IDs find this session informative and continue to use the Education Department as a resource to support their own programs.
- ❖ **New York** – The final approval of this new Institute in the state of New York was paused in April of 2020 by the University. The department will continue to work with this group to get this Institute up and running once university business resumes and the parties involved are ready to move forward.
- ❖ **Collaboration** – The department is pleased to share that we are seeing more and more collaboration happening amongst the Institutes which we have never experienced before. Digital platforms are allowing IDs to share resources and put together joint programs offered by multiple states and available to members across the globe. Please refer to your weekly e-Briefings for more information regarding these collaborations.

The department has spent a significant amount of time researching, troubleshooting and determining cost effective and feasible options for delivering the 2021 Annual Conference. We can confidently state that as of the date of this report, we have strategically laid out options for a successful and dynamic 75th conference education program.

With the cancellation of the 2020 Conference, the department will carry over the education program coordinated for 2020 into 2021. We are in the process of renegotiating agreements with speakers to incorporate commitments to either the in-person or virtual program format. Majority of the speakers contracted have agreed to join IIMC in Grand Rapids, Michigan and celebrate the 75th conference regardless of whether the program is implemented onsite in Grand Rapids or virtually.

With 2021 returning to a 5-Day conference format, the Education Program will include:

- ❖ **7 Academy Sessions** – Topics featured will include Meeting Management, Conflict Management, Employee Appreciation, Resilience, Influence & Impact, Information Security and Conscious Inclusion.
- ❖ **3 General Sessions** – “*Working Smarter, Instead of Harder*” with Dr. Nick Bontis, “*Mindful Leadership*” with Pandit Dasa and “*Finding the FUN in Change*” with Pete Blank
- ❖ **42 Concurrent Sessions** – In 2021, we will offer 42 concurrent education sessions planned across 4 full days. We will continue to offer 6 sessions in each time slot on a variety of relevant and timely topics.
- ❖ **Athenian Dialogues** – The department will offer 4 Athenian Dialogues.
 - **Creativity, Inc: Overcoming the Unseen Forces That Stand in the Way of True Inspiration** by Ed Catmull and Amy Wallace will be facilitated by Montana Co-Institute Director, Ashley Kent.
 - **Ruth Bader Ginsburg: a Life** by Jane Sherron DeHart will be facilitated by Marita Rhude, MMC, Clerk/Treasurer from the City of Barrett, Minnesota.
 - **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** – The department will not be coordinating an offsite program in 2021 due to uncertainty and lack of practicality of this type of program. Anticipating restrictions on gathering sizes, access to public buildings and bus capacities, the department feels that shelving this program for one year is in the best interest of IIMC. This will allow us to plan 6 full sessions at the convention center that can seamlessly translate into an online format if need be.

- ❖ **Smartphone Application** – Like many companies and organizations, the host for the IIMC smartphone app “Attendify” has restructured their services to accommodate a virtual engagement platform. In July of 2020, IIMC purchased a new smartphone app and accompanying virtual event platform. The App is currently available in the Google Play Store or Apple App Store. Since this is a brand-new app, the content is being built from the ground up and will act as the hub for the conference whether in-person or virtual.

Athenian Leadership Society

On May 15, 2020, the IIMC Board of Directors voted to temporarily allow Athenian Dialogues to be conducted virtually using video conferencing software through January 2021. As of the date of this report, there have been 28 dialogues scheduled virtually. A document containing feedback from Dialogue attendees and Dialogue Facilitators can be found immediately following this report for reference.

The Department will continue to monitor these programs with the Education and Professional Development Committee to make a recommendation to the Board following the new year regarding the future of Virtual Athenian Dialogues. This Committee plans to meet on September 22nd and will include an update in their committee report.

Course Review Approvals

The Course Review process has been instrumental to the success of online learning programs happening across the U.S. Hundreds of scheduled programs needed to be transitioned online over the past several months and the Department has worked to ensure that the hosting associations and Institutes are armed with the tools needed to deliver a quality program. Due a higher number of reviews than we are accustomed to, review time can take up to 15 business days.

Committee Work

❖ Conference Committee

The Department worked with the Conference Committee to review proposals and recommend sessions for the 2021 Conference Education program. Because numerous speakers will be carried over from 2020, the department simply tasked the committee members with selecting their top two choice in the Concurrent, Academy and General Session categories. As always, the Department thanks this committee for their hard work.

❖ Education and Professional Development Committee

This committee also contributed to the conversation regarding what IIMC should be looking for in a future Director of Professional Development.

This committee will resume the review of the Education and Institute Guidelines in 2021. We thank this committee for their service and work thus far and look forward to future work.

IIMC Foundation

The Education Department acts as a liaison for the Foundation and holds the records for all scholarships and grants. Due to the pandemic, all scholarships and grants that were unable to be used in the 2020 year are being carried forward into 2021.

- ❖ **Jim Tinnin Online Learning Scholarship** – The 2021 application period will run from October 1-31, 2020. Recipients will be selected in November and will receive a \$100 reimbursement for an IIMC approved online course completed through our website during the 2021 calendar year.
- ❖ **2021 Conference Grants** – The 2021 application period will run from October 1, 2020 – February 12, 2021 and will cover the general registration costs for the 2021 Annual Conference for two members per region. Recipients will be selected in March of 2021.
- ❖ **CMC/MMC Scholarships** – The 2021-2022 CMC/MMC restricted scholarship applications, which provide reimbursement for institute and academy attendance will be available from October 1, 2020 – March 1, 2021. For this round, recipients will be reimbursed up to \$400 for the registration fees of attending the program and will be required to submit receipts for reimbursement.
- ❖ **Region Grants** – The 2021 Region Stipend application will be made available on October 1st and will be accepted for the entire 2021 calendar year. This program offers a \$1,000 stipend that can be applied to the costs of running an IIMC approved Region Meeting Education program.

Education Task Force

At the Board Meeting in May of 2020, the Board vote to defer this discussion until the Mid-Year Meeting. The department looks forward to reviewing the final report created by former Director of Professional Development Dr. Jane Long. The report can be found immediately following this report for reference.

The Education Department thanks the Board for their support as it continues to navigate through the rapidly changing world of Clerk education and professional development.

Management's Comments:

It has been a busy and fruitful year for the Department and Institutes. Since the cancellation of the 2020 Conference, the Department has delved into coordinating, along with the Institutes, virtual education programs to keep IIMC members engaged and on-track regarding professional development. The Virtual Institutes and online Athenian Dialogues have been successful on many levels. And, although we don't anticipate continuing along these avenues as the new norm since, eventually, everyone will want to regain their in-person meetings. For now and with the help of the Institute Directors, this is a viable path toward IIMC members' continued education training.

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

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.



To: IIMC Budget & Planning Committee

From: Ashley DiBlasi
Assistant Director Professional Development

Date: August 31, 2020

Subject: Budget Impact – Virtual Conference - FYI

IIMC has upgraded the Smartphone App to a Virtual Engagement Platform. In the 2020 budget, we projected to incur a cost of \$2,000 for the app but the pandemic forced Attendify (the App host) to pivot and change the way they deliver their services. In July of 2020, Attendify eliminated our type of app and took their business in a different direction. After much consideration and comparison to similar companies offering virtual app options, IIMC elected to stay with Attendify due to familiarity and feasible expenses and renewed the app for a fee of \$3,999.00 for the next 12 months.

Should IIMC deliver an in-person event in 2021, this platform will allow for a similar app experience to what we have had in the past.

Revenue Opportunities

There are additional revenue opportunities that come with this new platform which may benefit IIMC regardless of whether we deliver an in-person or virtual event in 2021.

1) Sponsor/Exhibitor News Feed Posts

IIMC has the ability to charge a fee to have ads or sponsor/exhibitor content deliver to the app news feed similar to a Facebook ad. IIMC would have the ability to set a fee scale based on the number of times that the advertisement/post appears at the top of the news feed.

2) Session Sponsor Opportunities

Sponsors can now “sponsor a session” and have their logo and company associated with a session(s) of their choosing. IIMC has the ability to set the fee based on the session type and session popularity if desired. This option is a potential replacement to the sponsor delivered education programs that we currently have offered at the conference. The Education Department highly recommends considering this option.

VIRTUAL CONFERENCE

This newly upgraded platform will allow IIMC to deliver a virtual conference and stream sessions to the membership for viewing on a desktop computer or a smartphone if need be. In the event that the 2021 IIMC Annual Conference needs to be delivered in a virtual format, IIMC will need to incur the following additional expenses to bring a virtual conference to fruition.

1) Streaming Service Upgrade

IIMC will need to upgrade our streaming services in order to deliver multiple sessions/region meeting simultaneously. The Department has narrowed our streaming options down to two and have outlined the projected budgetary impact for both options.

a. Zoom “Meetings”

If two-way video connection is required, IIMC will need to purchase additional licenses for each IIMC Staff Member for the month of March, April and May 2021. The “Small & Medium Business Package” through Zoom will provide IIMC with 10 Zoom Licenses each of which can handle a meeting of up to 300 interactive video participants. Each IIMC Staff member will need to act as a “Host” during each session offered and must be present through each session from start to finish.

Although the pricing you will see below is appealing, we must recognize that the time involved for IIMC staff to onboard each speaker will be intense. The time that it will take to admit the conference attendees and work out technical issues on a mass scale will be incredibly intense and cumbersome. Zoom requires security features such as waiting rooms and passwords for all meetings and admitting a waiting room of a potential 1,000 participants in a general session will take quite a bit of time. We also must take into consideration that many municipalities do not allow their employees to use Zoom due to security breaches.

If IIMC Staff is unable to gather as a group at Headquarters during the week of the conference and will be working from home, the attendee experience will not be as seamless and enjoyable. We must consider internet bandwidth capabilities and the internal computer processors of each staff member at home. Running a meeting for 300 attendees requires a powerful system.

- Fee = \$199.99/month for 10 licenses at 300 meeting participants each.
- Total fee incurred = Approx. \$600.00 to cover March, April and May 2021.

i. Web Cams

If Zoom is selected, each Staff member must have a webcam and access to a desktop computer with quality audio capabilities. Web cams are currently being purchased. Financial implications can be provided by the Administration Department. Staff is unable to run these types of meetings using smartphone devices.

b. Attendify Native Streaming

Attendify Streaming works hand-in-hand with our virtual event platform and mobile event app. Despite the higher fees than the Zoom option above, this would be the Department’s first choice for streaming and the service that will deliver a top-notch conference experience to the attendees. one of the many benefits of this service over Zoom is that IIMC staff is not required to act as “Host” for each session. From a conference education logistical perspective this option allows for seamless speaker onboarding, a more consistent attendee experience and automated processes that we will never have access to using Zoom. Attendify has taken their approach to this service form both an attendee point of view but more importantly that of a meeting planner.

Attendify bases their pricing on the number of participants and the number of hours that will be streamed.

Fees:

- 1) Attendify Small Package = \$2,000 (includes 250 attendees, 3,000 streaming hours and additional streaming time is \$0.67 per hour)
- 2) Attendify Medium Package = \$3,500 (includes 500 attendees, 7,000 streaming hours and additional streaming time is \$0.50 per hour)
- 3) Attendify Large Package = \$5,000 (includes 1,000 attendees, 15,000 streaming hours and additional streaming time is \$0.33 per hour)
- 4) Attendify XL Package = \$8,000 (includes 2,000 attendees, 30,000 streaming hours and additional streaming time is \$0.27 per hour)

More information can be found here on Attendify Streaming features:

<https://attendify.com/blog/attendify-streaming/>

Recommendation:

The Education Department recommends selecting the Attendify Native Streaming option to run the traditional 5-day conference program. The benefits of this platform and seamless integration far outweigh the costs that will be incurred. IIMC Staff will be available to assist the membership directly rather than acting as technical conduits for Zoom meetings.

Keeping in mind that the Education Department will continue to deliver 16 hours of education Monday-Thursday during an in-person or virtual conference, a virtual conference should be priced accordingly. The current Virtual Institute program is charging \$50.00 per 1 CMC/MMC point.

The Education Department recommends a virtual conference fee of \$300.00 which would include 16 hours of education, a modified opening ceremony, regional meetings, various smaller meetings and networking opportunities, a business meeting and a modified closing banquet ceremony. With the ability to have up to 2,000 attendees at a virtual conference, IIMC has the potential to generate \$600,000 at the \$300.00 per attendee rate.

In the event that the conference goes virtual, the Department also recommends purchasing Zoom licenses in addition to the Attendify Streaming service to accommodate the pre-conference programming consisting of Board Meetings, Board Development, Foundation Board Meeting, Athenian Dialogues and Academies. These pre-conference education sessions are much smaller, more intimate and require face to face connection which Zoom Meetings have the capability to offer. These programs must also be restricted to those that have paid the additional registration fees.

A Virtual Conference registration fee of \$300.00 has the potential to allow the IIMC Foundation to double the number of Conference Grants that can be given in 2021 in comparison to the \$600.00 in-person registration fee. The Department recommends that the Foundation explore options for virtual program financial assistance in 2021.

**IIMC Financials
2021 Budget
SUMMARY TOTALS**

| | 2018 | 2019 | 2020 | 2020 | 2020 | 2021 | 2021 |
|--------------------------------|------------------|------------------|------------------|-------------------------------|-----------------------|-----------------------------------|------------------|
| Description | Actual Year End | Actual Year End | Budget | Actual YTD as of June 2020 | Projected Year End | Budget w/Virtual Conference | Budget |
| INCOME: | | | | | | | |
| Administration | 705 | 19,615 | 19,750 | 4,227 | 12,000 | 9,000 | 9,000 |
| Building | 51,973 | 58,528 | 61,552 | 25,496 | 55,055 | 59,328 | 59,328 |
| Conference | 524,998 | 629,850 | 572,535 | 3,955 | 49,905 | 686,500 | 434,771 |
| Education | 197,685 | 229,085 | 181,520 | 93,247 | 277,520 | 152,720 | 152,720 |
| Marketing | 27,715 | 31,851 | 32,800 | 15,905 | 32,800 | 38,750 | 38,750 |
| Membership | 1,277,710 | 1,326,793 | 1,363,750 | 676,827 | 1,323,750 | 1,403,750 | 1,403,750 |
| Other Income | | | | | | | |
| Total Income | 2,080,786 | 2,295,722 | 2,231,907 | 819,657 | 1,751,030 | 2,350,048 | 2,098,319 |
| EXPENSES: | | | | | | | |
| Administration | 588,200 | 602,154 | 638,522 | 347,589 | 627,296 | 561,715 | 561,715 |
| Building | 145,566 | 136,735 | 145,760 | 66,223 | 145,760 | 142,418 | 142,418 |
| Committee - Board of Directors | 93,834 | 99,362 | 120,700 | 16,670 | 90,444 | 119,950 | 119,950 |
| Committee - Executive | 18,802 | 18,544 | 32,300 | 9,893 | 12,000 | 32,300 | 32,300 |
| Committees - Other | 8,030 | 10,125 | 16,000 | 324 | 13,500 | 17,500 | 17,500 |
| Conference | 458,049 | 536,691 | 572,750 | 55,265 | 88,190 | 218,570 | 584,961 |
| Education | 228,727 | 278,059 | 290,061 | 151,464 | 336,144 | 280,165 | 280,165 |
| Marketing | 73,868 | 77,408 | 153,361 | 58,378 | 149,457 | 156,870 | 156,870 |
| Membership | 204,801 | 248,959 | 253,780 | 132,375 | 258,680 | 262,499 | 262,499 |
| Total Expense | 1,819,877 | 2,008,036 | 2,223,234 | 838,181 | 1,721,471 | 1,791,987 | 2,158,378 |
| PROFIT/(LOSS) | | | | | | | |
| Administration | (584,013) | (582,539) | (618,772) | (343,362) | (615,296) | (552,715) | (552,715) |
| Building | (90,377) | (78,207) | (84,208) | (40,727) | (90,705) | (83,090) | (83,090) |
| Board of Directors | (93,834) | (99,362) | (120,700) | (16,670) | (90,444) | (119,950) | (119,950) |
| Committee - Executive | (18,802) | (18,544) | (32,300) | (9,893) | (12,000) | (32,300) | (32,300) |
| Committees - Other | (8,030) | (10,125) | (16,000) | (324) | (13,500) | (17,500) | (17,500) |
| Conference | 129,193 | 93,160 | (215) | (51,310) | (38,285) | 467,930 | (150,190) |
| Education | (31,841) | (48,974) | (108,541) | (58,217) | (58,624) | (127,445) | (127,445) |
| Marketing | (42,108) | (45,557) | (120,561) | (42,473) | (116,657) | (118,120) | (118,120) |
| Membership | 1,072,909 | 1,077,834 | 1,109,970 | 544,452 | 1,065,070 | 1,141,251 | 1,141,251 |
| Net Profit/(Loss) | 260,908 | 287,686 | 8,673 | (18,524) | 29,559 | 558,061 | (60,059) |

Last Updated 10/2/2020 5:00pm

IIMC Financials
2021 Budget Worksheet
Virtual Conference

| | 2018 | 2019 | 2020 | 2020 | 2020 | 2021 |
|--|-----------------|-----------------|----------------|----------------------------------|-----------------------|------------------------|
| Description | Actual Year End | Actual Year End | Budget | Actual YTD as of June 2020 | Projected Year End | Virtual Conf Budget |
| INCOME | | | | | | |
| Registration Members-Full | 448,238 | 402,215 | 428,350 | - | - | 600,000 |
| - Comp - Full Registration | (38,690) | (37,110) | (34,420) | - | - | (6,000) |
| - Discount - First Timer | (9,750) | (7,250) | (6,750) | - | - | |
| - Discount - Multi Attendee | (6,785) | (6,440) | (6,100) | - | - | |
| - Discount - Conference Region Discounts | (11,800) | (8,500) | (7,500) | - | - | |
| - Discount - Region X | (2,800) | (2,380) | (3,500) | - | - | |
| - Discount - Region XI | (820) | (2,050) | (4,350) | - | - | |
| - Discount - Speakers | (530) | (1,200) | (900) | - | - | |
| - Discount - Foundation Grants 2 per Region | (11,415) | (10,800) | (13,200) | - | - | (13,200) |
| Registration Guest | 11,545 | 10,255 | 9,275 | - | - | - |
| Donations & Sponsorships | 63,730 | 75,379 | 84,750 | 3,125 | 49,075 | 50,000 |
| Exhibitor Program | 28,500 | 28,350 | 35,000 | - | - | 10,000 |
| Cancellation Fee | 2,321 | 3,683 | 2,500 | 1,040 | 1,040 | 2,500 |
| Misc Conference Revenue | 56,652 | 125,207 | 32,180 | - | - | - |
| Academy Workshop | 36,686 | 35,739 | 30,000 | - | - | 30,000 |
| Athenian Leadership Society | 13,905 | 12,983 | 13,200 | (210) | (210) | 13,200 |
| Offsite Education Program | 6,000 | 10,320 | 12,000 | - | - | - |
| Boutique Sales | 2,255 | 1,450 | 2,000 | - | - | - |
| Total Income | 587,242 | 629,850 | 572,535 | 3,955 | 49,905 | 686,500 |
| - Conference Full - Paying (*) | 727 | | | | | 2,000 |
| - Conference Retired | 36 | | | | | |
| - Conference Guest | 41 | | | | | |
| DIRECT EXPENSES | | | | | | |
| Planner - Contract Labor | 64,823 | 63,000 | 66,000 | 33,075 | 66,000 | 66,000 |
| Planner Travel Accommm. | 983 | 2,133 | 2,200 | - | - | 2,900 |
| Planner Airfare | 615 | 1,664 | 1,500 | 286 | 286 | 1,670 |
| Planner Ground Travel | 382 | 453 | 500 | 166 | 166 | 500 |
| Planner Travel Meals | 109 | 36 | 200 | 138 | 138 | 200 |
| PlannerTravel Other | 267 | 286 | 300 | 41 | 41 | 300 |
| Subtotal Planner Expenses | 67,179 | 67,572 | 70,700 | 33,705 | 66,631 | 71,570 |
| Academy Speaker Fees | 9,700 | 7,000 | 10,000 | | | 12,000 |
| Academy Speaker Accommodations | 2,067 | 1,868 | 3,000 | | | - |
| Academy Speaker Meals | 650 | 646 | 650 | | | - |
| Academy Speaker Travel | 3,093 | 3,194 | 4,000 | | | - |
| Academy Materials/Supplies | - | 540 | 1,000 | | | 1,000 |
| Academy Transportation | - | | - | | | |
| Subtotal Academy Expenses | 15,510 | 13,248 | 18,650 | - | - | 13,000 |
| Genl/Plenary Speaker Fees | 29,250 | 14,500 | 23,000 | | | 21,000 |
| Genl/Plenary Speaker Accommodations | 687 | 938 | 1,000 | | | - |
| Genl/Plenary Speaker Meals | 100 | 147 | 300 | | | - |
| Genl/Plenary Speaker Travel | - | 1,201 | 2,000 | | | - |
| Subtotal Gen/Plenary Speaker Expenses | 30,037 | 16,786 | 26,300 | - | - | 21,000 |
| Speakers Fees | 20,250 | 26,987 | 35,000 | | | 35,000 |
| Speakers Accommodations | 2,407 | 5,228 | 5,000 | | | - |
| Speakers Meals | 533 | 238 | 1,000 | | | - |
| Speakers Travel | 3,256 | 4,112 | 8,000 | | | - |
| Offsite Education - Transportation/Fees | 1,250 | 2,760 | 3,000 | | | - |
| Subtotal Speaker Expenses | 27,695 | 39,325 | 52,000 | - | - | 35,000 |
| Staff Travel Accommm. | 3,555 | 12,125 | 13,000 | - | - | - |
| Conf. Travel Airfare Staff | 5,489 | 7,983 | 8,000 | 1,146 | 1,146 | - |
| Conf. Travel Ground - Staff | 996 | 829 | 500 | 273 | 273 | - |
| Conf. Travel Meals - Staff | 4,078 | 4,442 | 5,000 | 818 | 818 | 1,000 |
| Conf. Travel Other - Staff | 12 | 2 | 100 | - | - | - |
| Conf. Travel Accommm. - Raffle Donation | 687 | 747 | 750 | - | - | - |
| Subtotal Staff Expenses | 14,818 | 26,129 | 27,350 | 2,237 | 2,237 | 1,000 |

IIMC Financials
2021 Budget Worksheet
Virtual Conference

| | 2018 | 2019 | 2020 | 2020 | 2020 | 2021 |
|------------------------------------|-----------------|-----------------|----------------|----------------------------------|-----------------------|------------------------|
| Description | Actual Year End | Actual Year End | Budget | Actual YTD as of June 2020 | Projected Year End | Virtual Conf Budget |
| Travel Accommodations VIP | 6,875 | 12,542 | 12,500 | | | - |
| Conf. Transportation - VIP | 1,574 | 1,512 | 1,500 | | | - |
| Subtotal VIP Expenses | 8,449 | 14,054 | 14,000 | - | - | - |
| Opening Reception | 19,452 | 33,030 | 30,000 | | | - |
| All Conference Event | 32,320 | 38,711 | 40,000 | | | - |
| Opening Ceremony | 588 | 603 | 500 | | | 1,000 |
| Subtotal Events Expenses | 52,361 | 72,344 | 70,500 | - | - | 1,000 |
| Food & Beverage | 97,796 | 117,882 | 120,000 | | | - |
| Colloquim Food & Beverage | - | 589 | 1,000 | | | - |
| Annual Banquet | 34,665 | 45,246 | 50,000 | | | - |
| Private Receptions | 8,303 | 9,008 | 9,000 | | | - |
| Meeting Expense - MCEF | 2,734 | 2,872 | 3,000 | | | - |
| Subtotal F&B Expenses | 143,499 | 175,597 | 183,000 | - | - | - |
| Credit Card Fees | 16,005 | 16,114 | 13,500 | 8,547 | 8,547 | 16,500 |
| Athenian Leadership Society | 500 | 3,048 | 3,500 | | | 3,500 |
| Telephone/Internet | 833 | 2,548 | 1,000 | 66 | 66 | - |
| Awards & Gifts | 2,243 | 1,642 | 2,000 | | | 2,000 |
| Office Supplies | 755 | 788 | 800 | | | 800 |
| Shipping | 3,569 | 4,547 | 5,000 | | | - |
| Lanyards/Bags/Gifts | 3,914 | 3,032 | 3,000 | | | - |
| Conference Security | | | 1,500 | | | - |
| Colloquium Institute Director | | | 500 | | | - |
| Postage/Courier/Mailing | 123 | 160 | 450 | 3 | 3 | 200 |
| Conf. Transportation | | 3,420 | 1,000 | - | - | - |
| Audio/Visual | 31,402 | 37,532 | 40,000 | | | 10,000 |
| Exhibit Hall | 5,846 | 5,259 | 6,000 | - | - | 2,500 |
| Photographer | 3,450 | 3,450 | 3,500 | - | - | - |
| Signage - Room Keys | 2,104 | - | 3,500 | | | - |
| Conference Printing/Design Work | 17,945 | 22,487 | 18,000 | 9,657 | 9,657 | 26,000 |
| Merchandise | 3,204 | 6,560 | 2,500 | - | - | - |
| Conference Scanning Expense | 6,283 | | 2,000 | 999 | 999 | - |
| Other | 123 | 50 | 500 | 50 | 50 | 2,500 |
| Conference - App | 201 | 999 | 2,000 | | | 12,000 |
| Meeting Space Labor | | | | | | |
| Subtotal Operating Expenses | 98,501 | 111,636 | 110,250 | 19,322 | 19,322 | 76,000 |
| | | | | | | |
| Total Direct Expense | 458,049 | 536,691 | 572,750 | 55,265 | 88,190 | 218,570 |
| | | | | | | |
| Net Profit/Loss | 129,193 | 93,160 | (215) | (51,310) | (38,285) | 467,930 |



To: IIMC Budget & Planning Committee
IIMC Board of Directors

From: Chris Shalby, Executive Director
Ashley DiBlasi, Asst. Dir. Professional Development

Date: October 8, 2020

Subject: 2020 IIMC Foundation Midyear Report

The IIMC Foundation has asked IIMC to provide answers and comments to their questions below regarding funding for education programs and how that will affect their fundraising efforts in the future.

From an Education Department perspective, Institutes are Institutes regardless of whether they are online or in-person. The current \$400 CMC/MMC restricted scholarships should be and are applicable to any institute program regardless of the delivery method.

Guidelines for the Jim Tinnin Scholarship could be flushed out a bit as Institutes are now being offered online. Does this scholarship apply to online Institute sessions? It has not in the past unless the institute has offered long standing on-demand session approved on our website (Florida and Alabama are the only two). We work under the assumption that many applicants that we have are applying for an online scholarship thinking that their institute sessions will apply.

From our research and feedback, there is a strong possibility that the future of professional development is going to be a hybrid model. Based on budgets and overall access to travel and training resources, online is now a fixture in professional development. We have all been forced into a virtual world faster than we intended to and it has been an excellent solution to a problem. However, we have also exposed the membership to the convenience of it, the lower costs from both the attendee and planner perspectives, and easier access overall. Once the current environment “disappears” the desire for convenience and lower costs will still remain. We have reached an audience with online learning now that we never had with in-person requirements.

1. ***What are IIMC’s plans for education delivery in the near future?*** IIMC doesn’t deliver much education outside of the annual conference. Prior to the pandemic we had 11 IIMC courses and the conference education program. IIMC provides guidelines and support for our educational partners to deliver education. Is there now an expectation that IIMC begin delivering education outside of the conference? If this question refers to how IIMC is going to support Institutes and Associations that are offering IIMC approved Education the future, we can reference the Education and Institute Guideline review process that will resume with the Education and Professional Development Committee in 2021.
2. ***How can the Foundation support IIMC’s education delivery plans?*** Technology and Scholarship Funding Updates. The Education Department took it upon itself to create the Virtual Institute and get the IDs on board but now that we have opened that door, we may never be able to close it again. We have considered offering monthly webinars similar to

what we offer now that could be sponsored by the Foundation covering the costs associated with the technology and speaker fees. This would allow IIMC to offer these to the Membership free of charge which could be an incredible help to those with budget restrictions or lack of travel ability. See notes on scholarship funding options at the bottom of this email.

3. ***Evergreen online Institutes*** – Since IIMC is not typically an educational provider, but rather the conduit, this has not been explored in great detail. We do hope that the Institute Directors consider this as an option as they move forward as well. The education department feels that an IIMC owned Institute could be a possibility but still believe that members should receive location specific training which we would be unable to provide. An IIMC owned Institute will warrant a discussion with the IDs so as to the intent and discuss the “competition” factor.
4. ***Return to on-land Institutes*** - We do believe that this will happen in the future, but they will not look the same as they did in the past. We believe that both Institute Directors and attendees miss the value of face-to-face networking and learning, but also understand the newfound benefits of cost saving (travel, room and board, meeting room rentals, food & beverage, etc.).
5. ***Education Technology Needs for Institutes*** - Most Institutes have utilized Zoom meetings for online program delivery. Other platforms such as Canvas, Google Meet and Microsoft Teams have been utilized we will. The Foundation could benefit by reaching out to the Institute Directors and Associations and determining what assistance, if any, they could use from the Foundation.
6. ***Trending Data***
 - IIMC has offered 14 Virtual Institute Sessions as of this date with each selling the 100 allotted seats in less than 60 minutes. This totals 1,400 registrations with the expectation to reach a total of 2,000 by November when the program ends.
 - Since the approval of Virtual Dialogues in May of 2020, IIMC has seen 18 Virtual Dialogues completed with majority of these reaching the 30-attendee maximum.
 - In April, the Department negotiated with MindEdge Learning to offer 3 FREE Innovation & Creativity courses to the IIMC Membership. Since the launch of these programs in April, we have seen 1,774 registrations for these 3 free courses.
 - The department has also partnered with IIMC sponsors to offer free sessions for the membership. Between these 10 sessions, there were well over 5,000 registrations.
 - We have seen over 200 registrations for IIMC’s courses offered through Captus Press since April 1, 2020.
 - Institutes such as New England, Virginia, Florida, Texas, Alabama, and many others have offered online learning opportunities open to all IIMC members regardless of their location. Staff does not have firm numbers since we do not coordinate the registration for these programs, but we guarantee that these numbers would be in the

thousands. The Wisconsin Institute alone registered over 350 for their virtual week-long program. At the time of the 2020 Colloquium Part 1 in May, IIMC only had 5 Institute Directors prepared to offer online programming. Since then, many have followed IIMC's lead and utilized the Virtual Institute model to deliver education. The numbers now reflect only a handful of Institutes that have not transitioned their programming online.

Areas of Concern for the Foundation:

1. The current CMC/MMC Restricted Scholarship funding period is not conducive to the new professional development model we find ourselves in globally. For Example:
 - a. **Jim Tinnin Online Scholarship program** – application period is currently open and will fund online programs taking place between January 1-December 31, 2021. These dates are realistic and can be planned for according by the applicants. As of 10/6/20 we currently **have 110 applications** in house. Working on a calendar year time line works beautifully.
 - b. **CMC/MMC Institute Scholarships** – application period is open until March 1, 2021. This program will fund Institute programs taking place between June 1, 2021-May 31, 2022. This timeline has always been a hindering factor to receiving the number of scholarship applications that we would like to see come in house but more so now that ever. We are asking applicants to think 18 months ahead in some cases. As of this date, there is not a single IIMC Institute that has information available for programs they plan to offer between June 1, 2021 and May 31, 2022. This funding timeline does not work and that is confirmed by the **one (1) application** that we currently have in house.
 - c. **Conference Grants** – We currently have **one (1) application** in house to attend the 2021 IIMC Annual Conference.
 - d. **Region Stipends** – Since regions may not be gathering together in the traditional sense as we move forward, IIMC suggests looking into other ways to provide these \$1,000 regional stipends for the upcoming 2021 year.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors

From: Kerry Rozman, MMC
Conference Committee Chair

Date: September 10, 2020

Subject: Conference Mid-Year Committee Report 2020



Background

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

Discussion

The committee was tasked with reviewing the speaker choices for the 2021 Conference to be held in Grand Rapids, MI. The members submitted their choices for general session speakers, break-out session speakers and pre-conference speakers. The recommendations were submitted to Ashley.

Financial

None requested.

Summary

The Committee will continue to do as tasked. We all appreciate the opportunity to serve IIMC.

Recommendation

Speaker choices were submitted for the 2021 Conference to Ashley DiBlasi on August 31, 2020. IIMC staff and board members will review the recommendations when filling in the empty speaker spots in the schedule.

Management's Comments:

We thank this committee's work on all things conference. With the cancellation of the 2020 Conference in St. Louis and re-awarding the 2025 conference to St. Louis, the committee, unfortunately, was not involved in choosing a future conference site. However, we thank them for working with the Education Department on the selection of the 2021 Conference speakers.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Barbara K. D. Goeckner, MMC/WCPC, Elections Chair
Lucrecia Wonsor, MMC, Elections Vice Chair

Date: October 2, 2020

Subject: 2020 Elections Committee Report



Background

The Committee received the ballot information for the Region XI election, which is outside North America and handled this business through email.

Discussion The Committee reviewed the information on the ballot and suggested consistency on the name information which included a nickname, so it was the same on the ballot and the bio. With this change the ballots were sent out and the election was finalized with results on September 30th.

Chair Goeckner has discussed the following items with Executive Director Shalby: review of the manual for any changes or updates and possible consideration of electronic voting equipment to use during the annual business meetings. These items will be brought to a Committee meeting later this year or early in 2021 for review and discussion.

Financial There is no financial impact from current activities.

Summary

We will continue to review any election and ballot information as necessary and work on the other items as able.

Recommendation

We look forward to working on these items as well as any other items the Board feels are pertinent to our Committee.

Management's Comments:

Appreciate the committee's efforts in review the elections manual. The Committee also vetted the results for the October IIMC Region XI Directors' election. We will be working with committee regarding electronic voting at the annual business meeting.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors

From: Carrie W. Johnson, City of Orangeburg SC
Membership/ Mentoring Committee Chair

Date: September 16, 2020

Subject: Membership/Mentoring Mid-Year Report - 2020



Background

To promote IIMC, communicate with new members and bring together experienced members with less-experienced members for the benefit of both the individuals and the profession.

2020/2021 Goals & Objectives

1. Work with the Member Services Department, focusing on contacting new members each month to welcome them to IIMC and suggest to them how to get the most out of their IIMC membership (including mentoring). Direct them to IIMC Staff with questions. Be prepared to provide the new member with IIMC's phone and fax.
2. Provide members to "staff" a "Welcome First Timers" table at the Annual Conference to share information to maximize the benefits of their conference attendance and promote the Mentoring Program.
3. Showcase the Mentoring Program and its importance through at least one article in the *News Digest*.
4. Continue to recruit mentors and mentees.

Discussion

Each month the committee gets a list of all new members, cancelled members, new CMC's or new MMC's. I have assigned Regions to each person so that our committee members can "welcome" any new members or "congratulate" any new CMC's or MMC's. Also, there may be cancelled members assigned to a committee member to see why they did not renew. Maybe someone took their place and they need an application. If possible, a handwritten note is a wonderful gesture as well a personalized email to the member.

Committee Members

Carrie W. Johnson, MMC - Region III (New Members)
April Beggerow, CMC – Region V (New Members and CMC/MMC's)
Linda Christopher, CMC – Region III (CMC's and MMC's)
Douglas Barber, MMC – Region II (New Members and CMC/MMC's)
Mary Brooks – Region III (Cancelled Members)
Amy Finch, MMC – Region VII (New Members and CMC/MMC's)
Karen Frawley – Region VIII (New Members and CMC/MMC's)
Angela Johnson – Region VIII and Region IX (Cancelled Members)
Pamela Little, MMC – Region VI (New Members and CMC/MMC's)
Laura Nieto, MMC – Region IX (CMC and MMC's Only)
Stacy Senskey - Regions IV and VI (Cancelled Members)
Liz Gaynor, MMC – Region I (New Members and CMC/MMC's)
Sandra Ann Kandell, CMC – Region VI (New Members)

Sharon McFadden – Region IV (New Members and CMC/MMC's)
Brittney Sandovalsoto – Region I, II and VII (Cancelled Members)
Bruce Poole, MMC - Region V (Cancelled Members)
Staff Liaison Lisa Garcia, MMC – New Members (All except Region X)

Other Board Liaisons - Sheri Pierce, MMC and Ann Womack, MMC
Staff Liaisons – Iris Hill, Tammy Storrie and Janis Daudt

For those with Cancelled members, if you obtain new information, forward to me within thirty days of contact. This would be most helpful.

If someone would like to volunteer for a member's spotlight that could be included in an upcoming article and could enlighten us all on mentoring (especially the millennials) would be beneficial. Please let me know also.

Summary

In August of this year, a listing of prior year goals were sent out as well as assignments for new, cancelled and certification of members. All members were notified of their assignments each month when the listing comes out. I asked each member that finds or searches for other member updates such as retirements, etc., to communicate the information back so that IIMC can update their records.

IIMC has 47 Active Mentor and Mentee matches.

Volunteers were requested for a member's spotlight for an upcoming article in the *News Digest*.

A call will be scheduled in October to touch base on the goals of the committee, upcoming dates and activities to encourage mentoring.

Conference - I will also be seeking members to fill the newcomers table for the upcoming conference again after the first of the year; hopefully, we will know more then on COVID and times for the tables.

Management's Comments:

We thank the Committee for their work and effort regarding maintaining a strong a membership base. We look forward to publishing Spotlight articles in the *News Digest* and helping promote the mentor/mentee program at the conference.

To: IIMC Board of Directors

From: Kathy Montejo, MMC
Chair, Records Management Committee

Date: October 4, 2020

Subject: November 2020 Mid-Year Committee Report



Background: The purpose of the Records Management Committee is to develop informational resources to assist members with their records management needs.

2020/2021 GOALS:

1) Recommend records management educational sessions for the Annual Conference:
We will be in touch with Ashley soon to assess what support we can provide regarding recommendations for workshop topics related to Records Management.

2) Prepare a minimum of two articles regarding best practices for records management.
As a carry-forward from last year's Committee work, the committee members will be exploring ideas for other published articles from various resources that could be re-printed with permission in the *News Digest*. Examples include publications from various State and University Archives.

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.
Topics will be reviewed, and recommendations will be forthcoming.

Other Work:

As a carry-forward from last year's Committee work, the committee was asked to explore the following proposal:

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 could 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 could also include “information security and incident involving security breaches”. It would have to be a Committee that worked closely with the Records Management 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? and
 - What resources exist in each state, especially at universities.

The 2020/2021 Records Management Committee is eager to move forward on these projects and looks forward to making recommendations as the projects progress. Due to the pandemic as well as state primaries and national elections, the ability of members to dedicate time to these tasks has been negatively impacted. It is the hope of the Chair that after the completion of the national election, the work of the Committee can pick up in earnest.

The Committee requests that the IIMC Board accepts the appreciation of the Chair, Vice Chair, and Members of the 2020/2021 Records Committee for this opportunity to serve the members; and receive and file this report.

Management’s Comments:

We’ve been publishing articles on Best Practices for Records Management when we receive them, either from the Committee or from other avenues. The Resource Center for ordinances is a collaborative effort by the committee and anything this Committee can do to help with records management is a plus. The Technical Bulletins will be welcome publications to the members once they’re complete. As for a standing IIMC Disaster Recovery Committee, we’ll need to wait and determine what those goals and objectives would be before moving on. Lastly, Records Management does an excellent job of working with the Education department on conference content regarding this topic.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Lisa Vierling, Chair
Audra Etzel, Vice Chair

Date: September 23, 2020

Subject: Research & Resource 2020-2021 Mid-Year Report



A great big thank-you to all the members of the Research & Resource Committee for all their hard work this past year and for dedicating their time in service to our IIMC colleagues around the world. We had several colleagues who reached out to us for guidance and we were able to share our knowledge, expertise, and experience. We would like to express our sincerest appreciation to IIMC for allowing us the opportunity to serve in this capacity and to be part of such a prestigious and rewarding committee.

We would be remiss if we did not mention that this year has been an extremely challenging year for all of us due to the COVID-19 Pandemic. Sadly, our Committee was not able to meet during the 2020 IIMC Annual Conference in St. Louis because it was cancelled. However, in the near future, we are hoping to be able to do a “virtual” Meet & Greet!

Background

The **purpose** of the Research & Resource Committee is:

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

The 2020-2021 **Goals & Objectives** are:

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.

Discussion

The committee has responded to the following requests/inquiries:

1. Service information relating to municipal clerk contract negotiations.
2. Hybrid meeting models during the COVID Pandemic.
3. Resources for virtual public meetings, public comments, and public hearings during the COVID Pandemic.
4. Vetted language in IIMC survey regarding attendance at the 2021 IIMC Annual Conference in Grand Rapids, Michigan before it was sent out to entire membership (i.e. preferences for face-to-face conference vs. virtual conference).

Financial

None

Summary

The Research & Resource Committee has addressed the inquiries received thus far in a timely manner and we continue our pledge to help whenever called upon.

Recommendation

The Committee does not have any specific recommendations for the Board of Directors at this time, other than supporting its on-going efforts.

Management's Comments:

We appreciate and thank the Committee for their work, especially this past Spring when they expedited a sponsor survey (MCCI) regarding IIMC members working from home.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Angela R. Johnson, Chair
Education and Professional Development Committee

Elizabeth Garcia-Beckford, Vice Chair

Date: September 22, 2020

Subject: Mid- Year Report 2020



Background

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

The 2020/2021 Education and Professional Development Committee members are: Elizabeth Garcia-Beckford, MMC, Vice Chair, North Lauderdale, Florida; Jennifer Carfagno, CMC, Pinellas Park, Florida; Jilline Dobratz, CMC, Jackson, Wisconsin; Margaret Hawker, MMC, Newport, Oregon; Tami Kelly, MMC, Grove City, Ohio; Tina Knapp, MMC, Orange County Sanitation District, Fountain Valley, California; Marita Rhude, MMC, Barrett, Minnesota; Michelle Smith, CMC, Reading, Pennsylvania; Anne B. Uecker, MMC, Saint Francis, Wisconsin; Nancy A. Vincent, MMC, Thornton, Colorado; Dawn G. Abrahamson, MMC, Vallejo, California; Janice M. Bates, MMC, Tipp City, Ohio; Kay Cmelik, MMC, Des Moines, Iowa; Diane Pflugfelder, MMC, Liberty, New Jersey; Pamela Smith, MMC, Sanibel, Florida; Ashley DiBlasi, Staff Liaison; Iris Hill, Staff Liaison; Kellie Siggson, Staff Liaison, and Angela R. Johnson, MMC, Chair, Meeteetse, Wyoming.

The 2020/2021 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 April 2020, the Committee reviewed and provided feedback of the Education and the Institute Guidelines with the goal of combining and streamlining both documents into one document. This project was put on hold due to the COVID-19 Pandemic and will be postponed until 2021, at which time the previous work will be reviewed to refresh the Committee and a continuation of reviewing the documents in small "chunks" will resume. The Committee understands there may be changes that need to be made pertaining to online learning and an update on new education methods.

Also, in April 2020, the Committee was tasked to review the New York State Municipal Clerks Institute Proposal.

In May of 2020, the Committee made a recommendation to the Board of Directors to adopt a temporary policy regarding the allowance of Athenian Dialogues to be conducted online. The Board of Directors reviewed and approved the recommendation.

In June 2020, the Committee was asked to complete a survey regarding their thoughts on the Director of Professional Development position.

In September 2020, the Committee met via Zoom to review the Virtual Athenian Dialogue feedback provided by the Education Department and personal experience of the Committee members themselves. The feedback presented both pros and cons of virtual learning. Of these, the most talked about pros were the reduction in travel and overnight costs; more connectivity across the United States which provided broader viewpoints; continued educational opportunities during the pandemic for both IIMC CMC and MMC Certification and Athenian Dialogues; providing opportunities to individuals that would not be able to participate in the in person sessions; breakout groups allowed for opportunities to participate and make the situation more intimate; all of which exceeded expectations of keeping the personal connection with people.

Some of the cons included lack of norms or guidelines to help guide the virtual learning, technology limitations, pretesting equipment prior to session, enforcing camera connections and the numerous interruptions our members are presented with during sessions.

Financial

The Education and Professional Development Committee has no financial requirements.

Summary

The 2020-2021 Education and Professional Development Committee welcomes additional assignments as they arise. We look forward to working with the IIMC staff to meet the goals and objectives of this Committee.

Recommendation

The Education and Professional Development Committee would like to recommend extending the Virtual Athenian Dialogue setting through May 31, 2021. In the meantime, the Committee will work on guidelines for Virtual Athenian Dialogues, along with updating the current Athenian Dialogue Policy. These recommendations will be presented at the May 2021 Board Meeting.

Management's Comments:

We appreciate the Committee's work these past six months, especially in light of the ever-changing professional development landscape. The positive feedback staff has received regarding the virtual Institutes and Athenian Dialogues has generated more interest in these delivery methods. Regarding the virtual Dialogues, we appreciate and agree with the Committee's recommendation to continue to allow virtual Dialogues through May 30, 2021 and to provide a more concrete plan and/or revisions to the current guidelines to improve the delivery method in May 2021. We also look forward to the Committee's one-year review of all virtual professional development programs and what's in store for the future.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: President Mary Johnston, MMC

From: Sharon K. Cassler, MMC
International Relations Committee Chair

Date: September 24, 2020

Subject: Mid-Year Report



Background: The International Relations Committee has been assigned four (4) goals from President Johnston.

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

Discussion: The Committee convened via ZOOM on two separate occasions. Most of our focus has been on Goal #3 and Goal #4. In reference to item #1, that will be handled at the Grand Rapids Conference next May. We will solicit volunteers from our Committee to ensure that the booth is covered during the times the Exhibit Hall is open. We have also discussed the Symposium and Study Abroad program with Mr. van der Hoven and Mr. Shalby. We stand ready to assist them when they advise what they need from us. Our first completion of one of our goals, Goal #3, will be next month. We will be featuring Sarah Jeffries, IIMC Region XI member, IIMC Board member and member of the International Relations Committee. ED Shalby has indicated that he will run the article in the October News Digest. We are working on our next featured member.

Goal #4. This has occupied a lot of our conversations. We are thrilled with the opportunities that surround this goal. Work is being done to pursue a roundtable format, via ZOOM. We believe that it is critical to have International participation. As a “test” launch, we suggest allocating seats for initial registration, taking into consideration the membership of our affiliate associations. One suggestion was to limit the group to the first 20 registrations and have a breakdown as follows (per Mr. van der Hoven’s recommendation):

ADSO – UK – 2
Excello – Belgium – 1
IMASA – South Africa – 1
VvG – Netherlands – 2
SLCC – UK – 2
SOLAR – Scotland – 1
UDITE - 1
Regions 1 through 9 – US – 9
Region X – Canada – 1
TOTAL SEATS – 20

If, by the deadline for registrations, there are unallocated seats not taken up by any of the above associations, we could allocate it to the excess registrations on a first come, first serve basis. We would invite Associations and Institutes to suggest topics for discussion. We would also like to circulate the topics to be discussed for the first session so that everyone participating can be prepared. Our sub-committee has met with Director Shalby and Mr. van der Hoven regarding the logistics of this. It's our hope that by the time you read this report, our first roundtable has already taken place. Ideally, we'd like to shoot for mid-October for the first one. IIMC staff would host the meeting, Mr. van der Hoven would facilitate and the pilot roundtable would be free of charge. We will utilize the pilot session to gauge Region XI interest in future sessions and explore which topics would be of most interest for larger sessions with panelists and breakouts. It's a work in progress and we may have an "addendum" to the report by the time you meet. Lots of promising, good things to come from this.

We also have a sub-committee working on preparing brochures that would be geared towards the benefits of global membership. This is still being discussed within the Committee and we hope to have something more concrete for you at the annual meeting next May in Grand Rapids.

Financial: We have no financial requests at this time.

Summary: We are working on the ZOOM Roundtable and hope to have more information for you at the time of your meeting.

Recommendation: We are asking for your blessing to pursue future roundtable discussions via ZOOM.

Management's Comments:

We believe the start of Zoom meetings/panel discussions, etc., could be of value to our Region XI members. It's a way of beginning a discussion that eventually will lead to future conversations with varied topics. We agree with the Committee's direction regarding Zoom and recommend to the Board that we continue down this path.

Region X and XI Profiles – We began with the Region profiles, publishing IIMC Region XI Director Sarah Jeffries – "A day in the life" in the October *News Digest*. We would like to continue along this line with Region X members, too.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board Of Directors

From: Tracy L. Davis, MMC – Policy Review Chair
Debra A. Jermann, MMC – Policy Review Vice-Chair

Date: September 25, 2020

Subject: 2020 IIMC Policy Mid-Year Report



Background:

The purpose of the IIMC Policy Review Committee is to monitor and provide policy guidance to ensure purpose, consistency, accuracy, and fair application. To review policies, positions, and perspectives regularly and recommend appropriate revisions to the IIMC Board of Directors.

Members of the 2020-2021 IIMC Policy Review Committee are Tracy L. Davis, MMC – City of Keizer OR, Debra A. Jermann, MMC – C-TRAN Transit District WA, Mary M. Farmer, CMC – Coming NY, Eelco Groenenboom, MMC - The Netherlands, Sharon Harris CMC – LaPorte TX, Anna Hicks, Sanibel FL, Ashley Jackson, MMC – Bowling Green KY, Ruth Post, MMC – Philomath OR, and Kathy J. Walker, CMC – Nicholasville KY. Our IIMC Board Liaisons are Stephen Huycke – Richmond Hill ON Canada, Helen Ingold, MMC – Crestwood MO, and Scott Passey, MMC – Edmonds WA. Our Staff Liaisons are Connie M. Deford, CMC – Bay City MI, Karen Li Lee – IIMC Communication Coordinator and Chris Shalby – IIMC Executive Director.

Our goals and objectives for 2020-2021 are as follows:

1. Review current Policy Manual and recommend revisions to ensure policies reflect current Board practices as needed.
2. Develop new policies as required by the Board of Directors
3. Review policy proposals submitted by the Board of Directors
4. Perform annual review of the minutes of the Board of Directors to ensure policy changes are codified.
5. Provide policy articles of interest for inclusion in the News Digest.

Discussion:

At the May 15, 2020 IIMC Board of Directors meeting, the Policy Review Committee was tasked with creating a new policy and/or recommending an amendment to the IIMC Constitution to create new language for members of the IIMC Board to provide notice upon retiring or moving from one municipality to another.

The Committee discussed the assignment via email before and after our virtual meeting on September 1, 2020. We have developed the following language for consideration.

IIMC Policy Manual

We are recommending a new chapter be added to Title 2 in the IIMC Policy Manual for IIMC Board Member Transition – Retirement. The recommended policy language is:

Transition during Term as IIMC President, President Elect or Vice President

If a member of the IIMC Executive Committee resigns from their position, the member may continue to serve out their term on the Board of Directors so long as they move to another position that entitles them to hold Full Membership or Additional Full Membership.

The IIMC Executive Committee Officer must do the following:

- 1. Immediately notify the remaining IIMC Executive Committee and IIMC Executive Director of the transition.*
- 2. If notification is made by phone call or text, the member must follow up with a written notification.*
- 3. A written letter by the new municipality or governing body must be provided to support the continuation of duties of the office. This letter should be sent to the remaining IIMC Executive Committee members and IIMC Executive Director within 30 days of starting the new position.*

Transition during Term as IIMC Region Director

If a member of the IIMC Board of Directors resigns from their position, the member may continue to serve out their term on the Board of Directors so long as they move to another position that entitles them to hold Full Membership or Additional Full Membership, within the same Region. As outlined in Article VI, Section 3, no two Region Directors may be from the same legislative body.

The IIMC Region Director must do the following:

- 1. Immediately notify the IIMC President, IIMC Executive Director, and all the Municipal Clerk Associations within their region of the transition.*
- 2. If notification is made by phone call or text, the member must follow up with a written notification.*
- 3. A written letter by the new municipality or governing body must be provided to support the continuation of duties on the Board of Directors. This letter should be sent to the IIMC President and IIMC Executive Director within 30 days of starting the new position.*

Retirement during Term as IIMC Board Member

If an IIMC Board Member retires, as defined in Article II, Section 2 (E), from their position, they no longer qualify to serve as a member of the Board and the position will be declared vacant, unless they move to another position that entitles them to hold Full Membership or Additional Full Membership. The retiree will immediately notify the IIMC President, IIMC Executive Director, and the remainder of the IIMC Board of Directors. For a Region Director, the vacancy will be filled pursuant to Article VI – Section 5. For a vacancy in the position of President, President Elect, Immediate Past President, or Vice President, the position will be filled pursuant to Article V – Section 7.

IIMC Constitution

In addition to the above policy language, we are recommending an amendment to the IIMC Constitution Article II – Section 2 (E) to clarify the retired member definition. The recommended amendment is as follows:

Amendment to Article II – Section 2 (E)

Proposed definition Change: A Retired Member must have been a Full Member, Additional Full Member, or Associate Member prior to retirement **and has not moved to another qualifying position.**

This last recommendation arose from our discussion on retirement. Many times, a Clerk might retire from a position, receive retirement benefits, but take on another Clerk position in a different location. If the “retired” Board member still meets the Full or Additional Full membership qualification to serve on the IIMC Board of Directors, they can continue to serve in their position.

Financial:

There are no financial impacts or budget requests associated with this recommendation.

Summary:

I am honored to serve as the Chair of the Policy Review Committee and look forward to working with the Committee on our next assignment. We will be reviewing policies for several IIMC functions such as virtual education, staffing work schedules, and other items associated with emergency situations.

Recommendation:

The IIMC Policy Review Committee recommends the following:

1. Adopt the proposed policy language outlined above as a new chapter in the IIMC Policy Manual in Title 2 - Board of Directors – Transition and Retirement.
2. Prepare an IIMC Constitutional Amendment for a vote by the membership at the annual meeting in May 2021 to add the clarifying language to the Retired Member definition in Article II – Section 2 (E).

Management’s Comments:

I think the policy and Constitution changes are warranted and provide a clear definition regarding these topics. If the Board approves the recommendations, then staff with IIMC’s Parliamentary and Elections Committee will need to prepare the amendment for the Constitution for distribution to the membership prior to the Annual Business Meeting in May 2021.

We anticipate more work from this Committee based on Chair Davis’ comments.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Janice Almy, MMC, Chair

Date: September 18, 2020

Subject: 2020 – 2021 Public Relations/Marketing Midyear Report



Background:

The Committee's purpose is to market and promote IIMC through Annual Professional Municipal Clerks Week, 75th Anniversary celebration, Program Excellence in Governance Award and informational articles in *News Digest*.

Discussion – 2020/2021 Goals and Objectives:

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

Financial:

On July 17, 2020, the Public Relations and Marketing Committee did not foresee the need for funding as a part of the 2020/2021 goals and objectives of the committee. However, the committee respectfully defers to the Conference Committee and/or IIMC staff for funding needs in this area.

Summary:

Members of the PR&M Committee participated in the 2020/2021 IIMC Committee Leadership Orientation on May 28, 2020, by teleconference/video conference.

The PR&M Committee held a teleconference on July 9, 2020, to make introductions, review the purpose of the committee, review the goals and objectives of the committee, review deadlines, and establish a meeting schedule for the year.

Recommendation:

Goal/Objective No. 1: The committee continues to work with the National Notary Association to allow reprinting of notary best practices article(s) in the IIMC *News Digest*. To date, permission has not been granted.

In addition, the committee pursued an article titled, "*Managing with Empathy – A People Driven Approach*," from Dr. Pearl Sumathi, Professor of Practice/Management Consultant with Oklahoma State University, Stillwater, Oklahoma. The "empathy" article was published in the October 2020 *IIMC News Digest*.

The committee is also in the early stages of researching/obtaining an article on *Servant Leadership*.

Goal/Objective No. 2: The committee continues to recommend marketing of the *Program Excellence in Governance Award* via video promotions from prior recipients (Janette Goodall), as well as promoting member association newsletters and Governing Magazine. The 2019/2020 PR&M committee participated in the evaluation of nominees for the PEGA; the 2020/2021 committee anticipates participating in this year's evaluation.

Goal/Objective No. 3: The 2019/2020 committee recommended, and the IIMC Board approved, changing the Municipal Clerks Week proclamation by implementing the word "Professional" throughout the document. This year, the committee recommends continued promotion of Municipal Clerks Week and the MCW proclamation by "email blast" and/or correspondence to all members and their City Managers and/or Mayors to adopt the proclamation and recognize City Clerks during the April or May meetings. The Committee continues to review existing materials and brainstorm new marketing ideas for Municipal Clerks Week.

Goal/Objective No. 4: The committee reviewed two (2) rounds of options for the 75th Anniversary logo and recommended Option B from Round Two, a diamond with gold trim, blue background, a quill pen and the wording: IIMC 75th 1947-2021 Anniversary.

Recommendation:

The committee recommends spotlight (remember when) photos and tag lines of "humorous" items used by the City Clerks over the past 75 years. Examples could include a memo graph machine, reel-to-reel tape recorders, standup/desktop embossing seal, etc. The committee recommends articles previously published in IIMC newsletters or *News Digest* from the past to current – to lead up to the 75th Anniversary.

Management's Comments:

We thank the Committee's work on behalf of promoting IIMC. They were instrumental in helping to finalize the 75th anniversary logo. The Empathy Leadership article was published, and we anticipate more articles of this nature.

In regard to the 75th anniversary promotion in the *News Digest*, IIMC will rely on past copies of the magazine to implement a "look back at the way we were."

International Institute of Municipal Clerks

To: Board of Directors

From: Brian "Petie" Ruch, MMC
Chair

Date: October 12, 2020

Subject: 2020 Budget & Planning Report



Background:

Membership on the 2020 / 2021 Budget & Planning Committee is comprised of:

- Brian "Petie" Ruch, MMC, Chair
- Gail Pomroy, MMC, Vice-Chair
- Mary Johnston, MMC
- Sheri L Pierce, MMC
- Pamela Smith MMC (Board Liaison)
- Lana McPherson, MMC
- Brenda K. Young, MMC
- Chris Shalby, IIMC Executive Director (Non-Voting Staff Liaison)

2020 / 2021 Committee Goals as assigned are:

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

Discussion:

Staff distributed to the committee information on the current 2020 budget and the proposed 2021 budget. A meeting of the Budget & Planning committee to review this information and recommend a proposed 2021 budget was held on Friday, October 2, 2020 at the Hilton Garden Inn Conference Room in Rancho Cucamonga, California. Committee members present were Brian "Petie" Ruch, Mary Johnston, Sheri Pierce, Lana McPherson, Pamela Smith & Chris Shalby. Committee members absent were Gail Pomroy & Brenda Young. IIMC Finance Specialist Janet Pantaleon and IIMC Financial Consultant Connie Parker also attended.

Policy Review – Revenue and Finance & Budget Committee Appointment Procedure:

The Committee reviewed Title 4 of the IIMC Policy Manual, Revenue and Finance. This is comprised of sections 4.05 through 4.50, which is the relevant policy governing IIMC budgets, investments, accounting policies, conflict of interest and the reserves. The Committee also reviewed the Budget Committee Appointment Policy which is comprised of section 2.35.080.

Review of Auditor’s Compilation Report & Financial Statements:

The Auditor’s Compilation Report and Financial Statements were reviewed for the 2019 year-end and there were no significant findings, making it nine consecutive years without any significant findings.

Five Year Capital Items Projected Needs List:

The 2021 - 2025 Five Year Capital Expenditures Plan was reviewed by the Committee. ED Shalby explained the proposed expenditures regarding Computer equipment acquisition, A/C Unit & HVAC Duct Work costs, Telephone Upgrades, Records Storage System costs, and other reasonable upgrades and expenditures.

2020 Projected Year-End Budget Notes:

ED Shalby and Staff reported that the 2020 Year-End projected budget is anticipated to end with a profit of \$29,559, an increase of \$21,086 from the initial projection of \$8,473. Main reasons for the growth in the bottom line are the mitigating of the losses for the canceled 2020 Conference in St. Louis, cancellation of travel, savings from vacant Independent Contractor Director of Education position and overall vigilance in reducing expenses. IIMC was able to negotiate the waiver of our obligations for expenses with the 2020 Conference Host Hotel, the Hyatt, and holding the 2020 rates for the 2025 Conference to be held in St. Louis. This was an approximate savings of \$373,000. Board Designated Reserves are approximately \$828,863.

Committee accepted the projected 2020 budget as presented, knowing there could be changes to the bottom line as the year end comes to a close.

2021 Projected Budget:

Committee discussed the 2021 budget presented by IIMC Staff and Management notes. ED Shalby noted the budget projected a deficit for 2021. Main reason is the conservative estimate of 500 projected delegates for the 2021 Conference to be held in Grand Rapids, Michigan. The conservative estimate is because of possible travel restrictions due to the COVID-19 pandemic. Committee received presentations from IIMC Departments including Financial Services, Education, Membership and Marketing.

Committee discussed the following:

- \$25 increase to the Delegate Registration Fees for the 2021 Conference in Grand Rapids. This will be a 5 day Conference celebrating IIMC's 75th anniversary. **Committee recommended no increase to registration fees for the 2021 Conference.**
- \$5 increase to the membership dues. **Committee recommended that membership dues be increased by \$5 to include full, additional full and associate members.**
- Vacant Director of Professional Development position & office restructure. ED Shalby informed Office Manager Denice Cox is leaving IIMC on October 15, 2020. He is restructuring the office eliminating the Office Manager position. This will help fund the hiring of a Director of Professional Development after the 2021 Conference. ED Shalby is recommending the IIMC Board approve his timeline for the hiring the Director of Professional Development, employee service recognition pay for Denice Cox and direct Management and Policy Committee create a policy providing long term IIMC employees pay upon amicable termination. **Committee recommended employee service recognition pay in the amount of \$10,000 for Denice Cox for her 20 years of service. It would be funded in the 2020 budget. Committee recommended funding be included in the 2021 Budget for the Director of Professional Development position starting July 1, 2021.**

Summary:

The Committee incorporated the following items into the 2021 Budget: \$5 increase in membership dues, elimination of salary for Office Manager position, salary for the Director of Professional Development position beginning July 1, 2021, increase for HR Services. The Budget Committee discussed the registration fees for the 2021 Annual Conference Delegates and Guests recommending no increase for the 2021 Annual Conference. The Committee recommended employee service recognition pay in the amount of \$10,000 for Denice Cox payable from the 2020 budget.

As noted above, the projected 2021 Budget is projected to have a \$60,059 deficit. This is mainly due to the conservative estimate of 500 Delegates for the 2021 Conference. This is well below the average of 670 Conference attendees. COVID-19 pandemic has left IIMC with the unknown on who will be allowed to travel at this time. ED Shalby has indicated the Amway Hotel & Devos Place is well suited for social distancing. If 2021 Conference has normal attendance then the projected budget deficit may be a slight surplus.

IIMC's Finances are strong due to 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. Due to all of the above, IIMC will survive the potential financial impact of COVID-19.

This may not have been the case several years ago. Kudos to the present & past IIMC Boards plus Staff for ensuring that IIMC is financially sound to with stand these unprecedented times.

Budget and Planning Committee Recommendations

Recommendation 1: The Committee recommends that the Board accept the projected 2020 budget as presented, understanding that there may be slight modifications between now and year-end.

Recommendation 2: The Committee recommends a \$5 increase for membership dues to include full, additional full & associate members.

Recommendation 3: The hiring of a full-time, in-house Director of Professional Development beginning July 1, 2021.

Recommendation 4: That the IIMC Board of Directors adopt the 2021 Budget with budgeted income of \$2,098,319, expenses of \$2,158,378, and deficit of \$60,059

Recommendation 5: Employee Service Recognition Pay in the amount of \$10,000 for Denice Cox. Funding will come from 2020 Budget.

Recommendation 6: Direct Management & Policy Committee to create an Employee Service Recognition Pay Policy for long term IIMC employees upon amicable termination.

Management's Comments:

We always appreciate the work of this committee, especially when requiring sound financial insight and advice. We agree with all of the Committee's recommendations and truly appreciate their generosity of accepting our recommendation for an Employee Service Recognition Plan.

As of this writing, the Board approved the \$5 membership dues increase for 2021 by a vote of 14 – Yes and 12 – No.

**IIMC Financials
2021 Budget
SUMMARY TOTALS**

| | 2018 | 2019 | 2020 | 2020 | 2020 | 2021 |
|--------------------------------|------------------|------------------|------------------|-------------------------------|-----------------------|------------------|
| Description | Actual Year End | Actual Year End | Budget | Actual YTD as of June 2020 | Projected Year End | Budget |
| INCOME: | | | | | | |
| Administration | 705 | 19,615 | 19,750 | 4,227 | 12,000 | 9,000 |
| Building | 51,973 | 58,528 | 61,552 | 25,496 | 55,055 | 59,328 |
| Conference | 524,998 | 629,850 | 572,535 | 3,955 | 49,905 | 434,771 |
| Education | 197,685 | 229,085 | 181,520 | 93,247 | 277,520 | 152,720 |
| Marketing | 27,715 | 31,851 | 32,800 | 15,905 | 32,800 | 38,750 |
| Membership | 1,277,710 | 1,326,793 | 1,363,750 | 676,827 | 1,323,750 | 1,403,750 |
| Other Income | | | | | | |
| Total Income | 2,080,786 | 2,295,722 | 2,231,907 | 819,657 | 1,751,030 | 2,098,319 |
| EXPENSES: | | | | | | |
| Administration | 588,200 | 602,154 | 638,522 | 347,589 | 627,296 | 561,715 |
| Building | 145,566 | 136,735 | 145,760 | 66,223 | 145,760 | 142,418 |
| Committee - Board of Directors | 93,834 | 99,362 | 120,700 | 16,670 | 90,444 | 119,950 |
| Committee - Executive | 18,802 | 18,544 | 32,300 | 9,893 | 12,000 | 32,300 |
| Committees - Other | 8,030 | 10,125 | 16,000 | 324 | 13,500 | 17,500 |
| Conference | 458,049 | 536,691 | 572,750 | 55,265 | 88,190 | 584,961 |
| Education | 228,727 | 278,059 | 290,061 | 151,464 | 336,144 | 280,165 |
| Marketing | 73,868 | 77,408 | 153,361 | 58,378 | 149,457 | 156,870 |
| Membership | 204,801 | 248,959 | 253,780 | 132,375 | 258,680 | 262,499 |
| Total Expense | 1,819,877 | 2,008,036 | 2,223,234 | 838,181 | 1,721,471 | 2,158,378 |
| PROFIT/(LOSS) | | | | | | |
| Administration | (584,013) | (582,539) | (618,772) | (343,362) | (615,296) | (552,715) |
| Building | (90,377) | (78,207) | (84,208) | (40,727) | (90,705) | (83,090) |
| Board of Directors | (93,834) | (99,362) | (120,700) | (16,670) | (90,444) | (119,950) |
| Committee - Executive | (18,802) | (18,544) | (32,300) | (9,893) | (12,000) | (32,300) |
| Committees - Other | (8,030) | (10,125) | (16,000) | (324) | (13,500) | (17,500) |
| Conference | 129,193 | 93,160 | (215) | (51,310) | (38,285) | (150,190) |
| Education | (31,841) | (48,974) | (108,541) | (58,217) | (58,624) | (127,445) |
| Marketing | (42,108) | (45,557) | (120,561) | (42,473) | (116,657) | (118,120) |
| Membership | 1,072,909 | 1,077,834 | 1,109,970 | 544,452 | 1,065,070 | 1,141,251 |
| Net Profit/(Loss) | 260,908 | 287,686 | 8,673 | (18,524) | 29,559 | (60,059) |

Last Updated 10/2/2020 5:00pm

IIMC Financials
2021 Budget Worksheet
Administration

| | 2018 | 2019 | 2020 | 2020 | 2020 | 2021 |
|--------------------------------------|------------------|------------------|------------------|----------------------------------|-----------------------|------------------|
| Description | Actual Year End | Actual Year End | Budget | Actual YTD as of June 2020 | Projected Year End | Budget |
| INCOME | | | | | | |
| Interest | 4,187 | 18,055 | 19,750 | 4,227 | 12,000 | 9,000 |
| Misc Admin Revenue | | 1,560 | | - | | |
| Total Income | 4,187 | 19,615 | 19,750 | 4,227 | 12,000 | 9,000 |
| OVERHEAD EXPENSES | | | | | | |
| Personnel Costs | 418,199 | 428,265 | 442,258 | 230,367 | 426,876 | 345,871 |
| Other | 2,488 | 2,595 | 3,000 | 920 | 1,500 | 3,510 |
| Staff Travel | 3,162 | 3,773 | 9,400 | - | 3,000 | 12,730 |
| Professional Develop/Training | 398 | 700 | 3,000 | - | 2,500 | 3,000 |
| Professional Services | 65,350 | 60,180 | 66,350 | 36,000 | 66,350 | 66,350 |
| Computer Costs | 41,154 | 49,259 | 56,419 | 53,594 | 76,415 | 58,719 |
| Office Equipment | 14,247 | 12,224 | 13,855 | 7,702 | 12,335 | 15,149 |
| Office Expense | 24,367 | 22,899 | 20,790 | 9,763 | 19,470 | 23,320 |
| Credit Card /Bank Fees | 9,930 | 14,274 | 16,300 | 5,610 | 13,550 | 24,000 |
| Insurance-Retiree (*) | 1,608 | 1,626 | 1,700 | - | - | - |
| Memberships | 919 | 1,815 | 800 | - | 800 | 800 |
| Taxes Business | 3,010 | 57 | 1,000 | - | 1,000 | 1,000 |
| Depreciation Furn/Amortization Exp | 3,367 | 4,487 | 3,650 | 3,633 | 3,500 | 7,266 |
| Total Administrative Expenses | 588,200 | 602,154 | 638,522 | 347,589 | 627,296 | 561,715 |
| | | | | | | |
| Net Profit/Loss | (584,013) | (582,539) | (618,772) | (343,362) | (615,296) | (552,715) |

IIMC Financials
2021 Budget Worksheet
Building

| | 2018 | 2019 | 2020 | 2020 | 2020 | 2021 |
|---------------------------------|-----------------|-----------------|-----------------|----------------------------------|-----------------------|-----------------|
| Description | Actual Year End | Actual Year End | Budget | Actual YTD as of June 2020 | Projected Year End | Budget |
| INCOME | | | | | | |
| Rental Income | 55,189 | 58,528 | 61,552 | 25,496 | 55,055 | 59,328 |
| Total Income | 55,189 | 58,528 | 61,552 | 25,496 | 55,055 | 59,328 |
| DIRECT EXPENSE | | | | | | |
| Amortize Loan Costs | 250 | 250 | 250 | 125 | 250 | 250 |
| Association Fees | 2,280 | 2,265 | 2,710 | 1,110 | 2,710 | 2,800 |
| Depreciation Building | 39,342 | 39,409 | 40,000 | 19,126 | 40,000 | 40,000 |
| Insurance Fire/Property | 2,849 | 2,801 | 3,000 | 1,434 | 3,000 | 3,150 |
| Mortgage Interest | 29,491 | 28,052 | 26,500 | 13,429 | 26,500 | 19,250 |
| Property Tax | 15,936 | 16,412 | 15,900 | 8,091 | 15,900 | 16,500 |
| Building Repair and Maintenance | 32,736 | 26,620 | 32,570 | 13,302 | 32,570 | 35,190 |
| Utilities | 13,617 | 13,726 | 15,000 | 5,970 | 15,000 | 15,347 |
| Property Manager | 7,200 | 7,200 | 7,200 | 3,636 | 7,200 | 7,200 |
| Allocation to Bldg Reserve | - | - | 1,000 | - | 1,000 | 1,000 |
| Commissions/Appraisals | 1,864 | - | 1,630 | - | 1,630 | 1,731 |
| Total Direct Expense | 145,566 | 136,735 | 145,760 | 66,223 | 145,760 | 142,418 |
| | | | | | | |
| Net Profit/Loss | (90,377) | (78,207) | (84,208) | (40,727) | (90,705) | (83,090) |

IIMC Financials
2021 Budget Worksheet
Committees

| | 2018 | 2019 | 2020 | 2020 | 2020 | 2021 |
|---|------------------|------------------|------------------|----------------------------------|-----------------------|------------------|
| Description | Actual Year End | Actual Year End | Budget | Actual YTD as of June 2020 | Projected Year End | Budget |
| EXECUTIVE COMMITTEE: | | | | | | |
| Meeting Expenses | - | - | 500 | - | - | 500 |
| Travel | 18,802 | 18,544 | 31,800 | 9,893 | 12,000 | 31,800 |
| Total Expense | 18,802 | 18,544 | 32,300 | 9,893 | 12,000 | 32,300 |
| BOARD OF DIRECTORS: | | | | | | |
| General | | | | | | |
| Election Expense | - | - | 100 | - | 100 | - |
| Region XI Consultant | 9,749 | 9,621 | 11,500 | 9,461 | 10,500 | 10,500 |
| Region XI Expenses | - | - | - | - | - | 1,000 |
| Region X Consultant/Travel | - | - | 3,000 | - | 500 | 3,000 |
| Insurance Officers & Directors | 2,823 | 2,903 | 3,200 | 2,931 | 2,931 | 3,200 |
| Legal Fees | 906 | - | 1,500 | - | 1,500 | 1,500 |
| Meeting Expenses | 2,244 | - | - | - | - | - |
| Strategic Planning/Board Development | 13,176 | 10,721 | 6,250 | 14 | 3,000 | 3,000 |
| Memorials | 300 | 550 | 500 | 350 | 500 | 500 |
| Parliamentarian Expense | 7,320 | 5,479 | 7,200 | 1,500 | 7,200 | 7,200 |
| Other Expenses | 249 | 520 | 1,450 | 2,049 | 2,349 | 1,050 |
| General | 36,767 | 29,794 | 34,700 | 16,306 | 28,580 | 30,950 |
| Mid-Year | | | | | | |
| Travel | 43,450 | 44,316 | 60,500 | - | 60,500 | 60,500 |
| Meeting Expense | 314 | 5,323 | 1,000 | - | 1,000 | 3,000 |
| Mid-Year | 43,764 | 49,639 | 61,500 | - | 61,500 | 63,500 |
| Conference | | | | | | |
| Travel | 6,091 | 12,488 | 15,500 | 364 | 364 | 16,000 |
| Board Meeting Expense | 7,213 | 7,441 | 9,000 | - | - | 9,500 |
| Conference | 13,304 | 19,929 | 24,500 | 364 | 364 | 25,500 |
| Total Expense | 93,834 | 99,362 | 120,700 | 16,670 | 90,444 | 119,950 |
| BUDGET AND PLANNING | 7,521 | 9,933 | 12,200 | 240 | 12,200 | 13,700 |
| CONFERENCE POLICY | 11 | 15 | 100 | - | 100 | 100 |
| EDUCATION / PROFESSIONAL DEVELOPMENT | 69 | 11 | 200 | 65 | 200 | 200 |
| ELECTION | 9 | - | 100 | - | 100 | 100 |
| INTERNATIONAL RELATIONS | 338 | 153 | 200 | - | 200 | 200 |
| LEGISLATIVE | 4 | - | 100 | - | 100 | - |
| MEMBERSHIP | - | - | 100 | - | 100 | 100 |
| POLICY REVIEW | 44 | - | 200 | 17 | 200 | 200 |
| PROGRAM REVIEW | - | - | - | - | - | - |
| PUBLIC RELATIONS | 33 | 13 | 100 | 2 | 100 | 100 |
| RECORDS MANAGEMENT | - | - | 1,600 | - | 100 | 1,600 |
| RESEARCH | - | - | 100 | - | 100 | 100 |
| RESOURCE & INFORMATION | - | - | 1,000 | - | - | 1,100 |
| TASK FORCE(S) - | - | 31,856 | 200 | - | - | - |
| Total Other Committees Expense | 8,030 | 10,125 | 16,000 | 324 | 13,500 | 17,500 |
| Executive Committee | 18,802 | 18,544 | 32,300 | 9,893 | 12,000 | 32,300 |
| Board of Directors | 93,834 | 99,362 | 120,700 | 16,670 | 90,444 | 119,950 |
| Other Committees | 8,030 | 10,125 | 16,000 | 324 | 13,500 | 17,500 |
| Total Expense | 120,666 | 128,031 | 169,000 | 26,887 | 115,944 | 169,750 |
| Net Profit/Loss | (120,666) | (128,031) | (169,000) | (26,887) | (115,944) | (169,750) |

IIMC Financials
2021 Budget Worksheet
Conference

| | 2018 | 2019 | 2020 | 2020 | 2020 | 2021 |
|---------------------------------|-----------------|-----------------|----------------|----------------------------------|-----------------------|------------------|
| | | | | Actual YTD as of June 2020 | Projected Year End | |
| Description | Actual Year End | Actual Year End | Budget | | | Budget |
| INCOME | | | | | | |
| Registration Members-Full | 448,238 | 402,215 | 428,350 | - | - | 300,000 |
| Registration Discounts | (82,590) | (75,730) | (76,720) | - | - | (97,420) |
| Registration Guest | 11,545 | 10,255 | 9,275 | - | - | 9,275 |
| Donations & Sponsorships | 63,730 | 75,379 | 84,750 | 3,125 | 49,075 | 72,800 |
| Exhibitor Program | 28,500 | 28,350 | 35,000 | - | - | 35,000 |
| Cancellation Fee | 2,321 | 3,683 | 2,500 | 1,040 | 1,040 | 2,500 |
| Misc Conference Revenue | 56,652 | 125,207 | 32,180 | - | - | 56,916 |
| Academy Workshop | 36,686 | 35,739 | 30,000 | - | - | 30,000 |
| Athenian Leadership Society | 13,905 | 12,983 | 13,200 | (210) | (210) | 13,200 |
| Offsite Education Program | 6,000 | 10,320 | 12,000 | - | - | 10,000 |
| Boutique Sales | 2,255 | 1,450 | 2,000 | - | - | 2,500 |
| Total Income | 587,242 | 629,850 | 572,535 | 3,955 | 49,905 | 434,771 |
| - Conference Full - Paying (*) | 727 | | | | | 500 |
| - Conference Retired | 36 | | | | | 25 |
| - Conference Guest | 41 | | | | | 35 |
| Conference Planner | 67,179 | 67,572 | 70,700 | 33,705 | 66,631 | 71,570 |
| Academy Expenses | 15,510 | 13,248 | 18,650 | - | - | 20,650 |
| Gen/Plenary Speaker Expenses | 30,037 | 16,786 | 26,300 | - | - | 34,300 |
| Speaker Expenses | 27,695 | 39,325 | 52,000 | - | - | 52,000 |
| Staff Conference Travel | 14,818 | 26,129 | 27,350 | 2,237 | 2,237 | 35,356 |
| VIP Travel | 8,449 | 14,054 | 14,000 | - | - | 18,500 |
| Conference Events Expenses | 52,361 | 72,344 | 70,500 | - | - | 71,000 |
| Food & Beverage Expenses | 143,499 | 175,597 | 183,000 | - | - | 131,885 |
| Audio/Visual | 31,402 | 37,532 | 40,000 | | | 55,000 |
| Conference Printing/Design Work | 17,945 | 22,487 | 18,000 | 9,657 | 9,657 | 26,000 |
| Conference Scanning Expense | 6,283 | | 2,000 | 999 | 999 | 2,000 |
| Other Conference Expenses | 42,871 | 51,617 | 50,250 | 8,666 | 8,666 | 66,700 |
| Total Expense | 458,049 | 536,691 | 572,750 | 55,265 | 88,190 | 584,961 |
| | | | | | | |
| Net Profit/Loss | 129,193 | 93,160 | (215) | (51,310) | (38,285) | (150,190) |

IIMC Financials
2021 Budget Worksheet
Education

| | 2018 | 2019 | 2020 | 2020 | 2020 | 2021 |
|--|-----------------|-----------------|------------------|----------------------------------|-----------------------|------------------|
| Description | Actual Year End | Actual Year End | Budget | Actual YTD as of June 2020 | Projected Year End | Budget |
| INCOME: | | | | | | |
| Foundation Contribution/Policy 8 | 34,944 | 51,479 | 35,000 | - | 25,000 | 25,000 |
| CMC Fees | 66,360 | 69,260 | 58,000 | 22,750 | 58,000 | 48,000 |
| MMC Fees | 60,040 | 63,345 | 48,800 | 25,205 | 48,800 | 34,000 |
| Sales Pins & Plaques | 16,625 | 18,325 | 11,720 | 6,450 | 11,720 | 11,720 |
| Distance Ed Registration | 18,317 | 26,676 | 28,000 | 38,842 | 134,000 | 34,000 |
| New Institute Application Fees | 600 | | | | | |
| Region XI Symposium | | | | | | |
| Total Income | 196,886 | 229,085 | 181,520 | 93,247 | 277,520 | 152,720 |
| DIRECT EXPENSES: | | | | | | |
| Personnel Costs | 137,461 | 166,326 | 178,861 | 87,344 | 178,861 | 231,765 |
| Staff Travel | 662 | 1,208 | 7,100 | - | - | 4,100 |
| Contract Labor - Professional Dev Director | 65,000 | 65,000 | 65,000 | 27,083 | 27,083 | |
| Professional Develop/Training | - | 88 | 500 | - | 500 | 500 |
| Foundation - Region Stipends | 8,000 | 5,000 | 11,000 | 8,000 | 11,000 | 11,000 |
| Region XI Symposium | 127 | 1,518 | | 3,147 | | - |
| Distance Ed | - | 1,000 | 7,500 | 16,921 | 96,000 | 7,500 |
| Pins & Plaques | 3,480 | 11,109 | 5,000 | 1,215 | 6,700 | 6,700 |
| Program Development | - | 3,075 | - | | | - |
| Computer/Software Support | 371 | 3,259 | 1,500 | 289 | 1,500 | 1,500 |
| Office Expenses | 8,762 | 15,667 | 9,600 | 4,992 | 9,700 | 12,100 |
| Bank Fees | 4,863 | 4,809 | 4,000 | 2,473 | 4,800 | 5,000 |
| Total Direct Expense | 228,727 | 278,059 | 290,061 | 151,464 | 336,144 | 280,165 |
| | | | | | | |
| Net Profit/Loss | (31,841) | (48,974) | (108,541) | (58,217) | (58,624) | (127,445) |

IIMC Financials
2021 Budget Worksheet
Marketing

| | 2018 | 2019 | 2020 | 2020 | 2020 | 2021 |
|--|-----------------|-----------------|------------------|----------------------------------|-----------------------|------------------|
| Description | Actual Year End | Actual Year End | Budget | Actual YTD as of June 2020 | Projected Year End | Budget |
| INCOME | | | | | | |
| Advertising | 28,509 | 31,138 | 30,500 | 15,139 | 30,500 | 36,250 |
| Royalty | 165 | 129 | 700 | - | 700 | 700 |
| Mailing Lists | | | 500 | | 500 | 500 |
| Merchandise | | | 100 | | 100 | 100 |
| Publications | 771 | 584 | 1,000 | 766 | 1,000 | 1,200 |
| Total Income | 29,445 | 31,851 | 32,800 | 15,905 | 32,800 | 38,750 |
| EXPENSES | | | | | | |
| Personnel | 60,838 | 60,494 | 138,661 | 53,135 | 138,661 | 139,020 |
| Staff Travel | - | 1,145 | 2,050 | - | 500 | - |
| Contract Labor | | | | | | |
| Advertising | | | | | | |
| Bank Fees | 20 | 35 | 50 | 80 | 100 | 50 |
| Awards & Gifts | 2,808 | 3,230 | 2,000 | 1,503 | 3,000 | 5,000 |
| Design Work - Region XI Newsletter | | 235 | 500 | 150 | 500 | 200 |
| Merchandise | | | | | | |
| Postage & Shipping | 103 | 50 | 100 | - | 100 | 100 |
| Exhibit/Sponsorship | 2,934 | 4,390 | 3,500 | | | 3,500 |
| News Digest - Design Work/Constant Contact | 7,075 | 7,484 | 6,000 | 2,915 | 6,000 | 8,500 |
| Printing - Publications | 90 | 345 | 500 | 596 | 596 | 500 |
| Total Direct Expense | 73,868 | 77,408 | 153,361 | 58,378 | 149,457 | 156,870 |
| | | | | | | |
| Net Profit/Loss | (44,423) | (45,557) | (120,561) | (42,473) | (116,657) | (118,120) |

IIMC Financials
2021 Budget Worksheet
Membership

| | 2018 | 2019 | 2020 | 2020 | 2020 | 2021 |
|---------------------------------|------------------|------------------|------------------|----------------------------------|-----------------------|------------------|
| Description | Actual Year End | Actual Year End | Budget | Actual YTD as of June 2020 | Projected Year End | Budget |
| INCOME | | | | | | |
| Membership Dues | 1,275,030 | 1,321,888 | 1,360,000 | 674,517 | 1,320,000 | 1,400,000 |
| Membership Late Fee | 2,680 | 4,905 | 3,750 | 2,310 | 3,750 | 3,750 |
| Total Income | 1,277,710 | 1,326,793 | 1,363,750 | 676,827 | 1,323,750 | 1,403,750 |
| DIRECT EXPENSES | | | | | | |
| Personnel | 166,152 | 195,244 | 202,300 | 100,566 | 202,300 | 198,750 |
| Staff Travel | 145 | - | 1,545 | - | - | 1,610 |
| Professional Develop/Training | | | 750 | - | 750 | 750 |
| Membership Drive | 6,475 | 10,557 | 10,500 | 2,104 | 10,500 | 10,500 |
| Promotion | | | | | | - |
| Research Salary Survey Services | 1,020 | 1,188 | 1,500 | 1,188 | 1,500 | 1,188 |
| Dues Mailing | 10,893 | 17,585 | 13,765 | 18,228 | 20,000 | 22,031 |
| Awards/Gifts | | | | | | |
| Computer/Software Support | 3,630 | 2,351 | 5,700 | 1,279 | 5,700 | 5,700 |
| Office Expense | 3,068 | 6,133 | 4,720 | 1,082 | 4,720 | 5,970 |
| Bank Fees | 13,179 | 15,572 | 13,000 | 7,718 | 13,000 | 16,000 |
| Membership | 239 | 329 | - | 210 | 210 | - |
| Total Direct Expense | 204,801 | 248,959 | 253,780 | 132,375 | 258,680 | 262,499 |
| | | | | | | |
| Net Profit/Loss | 1,072,909 | 1,077,834 | 1,109,970 | 544,452 | 1,065,070 | 1,141,251 |

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Budget & Planning Committee

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

Date: October 9, 2020

Subject: 2020 Projected Year-End Budget Notes (Revised 10/8/2020)



The 2020 Year End projected budget is anticipated to end with a profit of \$29,559. This is an increase of \$20,886 from our initial projection of \$8,673. Although the cancellation of the 2020 St. Louis Conference, and a small loss in membership dues, IIMC still realized various savings in the following areas:

1. Overall reductions in 2020 Conference expenses, while maintaining five sponsors;
2. Reduced Executive Committee travel due to the cancellations of Association Conferences;
3. Reduced Staff travel for similar reasons;
4. Increase in distance education via virtual Institutes; and
5. Savings in Independent Contractor Director of Education vacant position.

NOTE: As of this writing, there is a possibility of increasing the bottom line if the 2020 Board of Directors midyear face-to-face meeting is cancelled or held with only a portion of the Board present. If that occurs, IIMC will realize additional dollars in revenue. That figure will not be realized until end of year.

Our Board Designated Reserves are approximately \$828,863.

STAFF

Since March 18, 2020, staff has been alternating days working in the office and from home due to COVID-19. All Departments are operating as efficiently as possible. The staggered schedule continues monthly. IIMC's Communications Coordinator, Karen Lee, who was hired on March 8, has been a welcome addition to the team.

COMMITTEES

Executive Committee

We are projecting the EC travel budget will come in well under projections by nearly \$20,000 due to all state and national conferences being cancelled for the remainder of 2020.

We have left approximately \$2,000 in that budget line item in case of the possibility that an association may hold a live conference or meeting in 2020.

Along with Regions I through IX, Region X (AMCTO and LGMA) and Region XI (SLCC, the VVG and ADSO) have cancelled their 2020 conferences.

2020 Projected YE Notes – Page 2

For the past 12 or more years, this line item has shown that the Executive Committee's commitment to adhere to a strategic and Board approved travel policy, employing Region Directors to represent the President and using our Corporate Credit Card points, as much as possible, has kept IIMC's EC travel budget healthy and consistent.

Board of Directors – General

This area will come in slightly under projected numbers primarily due to line items regarding the Region X consultant, which IIMC did not hire, and the Board Development facilitator costs. The Strategic Planning/Board Development line item now includes costs of Audio Visual and Food and Beverage to better delineate expenses. Until a future Region X plan is developed and approved by the Board, this line item is now used to fund travel and marketing for the two Region X Directors, which did not occur in 2020.

Other Committees

Other Committees are expected to meet budget.

2020 Conference – St. Louis, Missouri

On April 9, 2020, the Board cancelled the Conference in St. Louis due to COVID-19. In light of the cancellation and the loss of revenue, IIMC was fortunate to negotiate out of its contract obligations regarding expenses with the Host Hotel, the Hyatt, saving approximately \$373,000 between attrition and food and beverage penalties, receiving full refunds (where applicable) with the overflow hotel, the all-conference venue (the Arch) and the Arch caterer. We were also able to hold 2020 rates for the 2025 conference, which will be in St. Louis.

IIMC was able to maintain five sponsors: Municode, American Legal, General Code, Prime Gov and Diligent and approximately \$49,075 in revenue. The 2020 conference loss is estimated to be \$38,285, primarily due to the conference planner cost being part of this budget.

Education

Beginning June, the Department, in conjunction with IIMC Institutes, created the virtual Institute sessions, starting with eight and now continuing through November with 20 overall Institutes participating. We've put on hold IIMC's further development of its own online courses; however, IIMC members continued to participate in both – Virtual Institutes and Captus Press.

The Department works with Captus press regarding additional on-line courses. We currently have eleven IIMC owned courses online and will be looking to develop additional long-term courses in 2021 using past and current Conference speakers. We anticipate bringing in \$134,000 in revenue this year regarding distance education programs; however, the majority of that revenue is driven by the virtual Institutes and is rebated to the Institutes, minus a small processing fee to IIMC. We also act as a resale partner with two other online providers; however, both of these partnerships – MindEdge and Ed2Go – have generated little revenue. The CMC and MMC programs are hitting stride and should meet projections.

2020 Projected YE Notes – Page 3

Marketing/Communications

It's been 11 plus years since the *News Digest* has functioned as an on-line E-zine. IIMC has realized more than \$1 million in savings these past years by not printing and mailing a monthly edition. Being an on-line magazine allows IIMC expediency in member delivery and does not rely on advertising to help pay for costs toward printing hard issues. Due to their own financial struggles, however, many of our advertisers have either pulled their ads or reduced the rate of publishing. After these years, we don't expect to see a return in advertisers. There are still a few paying advertisers, but the bulk of the advertisers are awarded complimentary ads through their sponsorship and/or their vendor participation. However, those who continue to advertise are given more flexibility to negotiate costs amenable to their budgets and business.

Communications Coordinator Karen Lee will have more input into growing advertising and improving the overall quality of the *News Digest* once she becomes more familiar with IIMC.

We will also continue to explore low or no cost methods of communications including interactive messaging through social media tools and increasing use of the Zoom platform for outreach events.

Membership

IIMC's membership numbers in Region I through X remain consistent. We are noticing as Baby Boomers retire, few of them transition into Retired Members. We have seen growth in our Deputy Memberships since 2015. Our **Inactive 2 Active** Member Drive has brought in 323 new members since 2017 (as of 9/15/20). Municipalities find themselves with budget constraints, thus we see the ebb and flow of our association membership numbers. Also, the pandemic has prevented IIMC from determining how many members are accessible via their offices or homes. The 2020 membership revenue will come in less than budgeted by \$40,000. The budget was projected at \$1,360,000 and will end the year at approximately \$1,320,000

Management's Comments:

The 2020 year-end may result in a positive bottom line for IIMC. Realistically, this has more to do with cancellations of travel, an amenable "out clause" for the 2020 Conference and overall vigilance in reducing expenses.

The key point to 2020 was the removal of conference penalties, which have helped considerably. Without that area, IIMC's loss would have been dismal and involved delving into its Board Designated Reserves and/or Operating Reserves.

Management's Recommendation

We do not have any recommendations for 2020, other than, compared to many other nonprofits, IIMC is fortunate to be where it is.

We recommend that the Committee accept the projected 2020 budget as presented, knowing that there is the possibility of improving the bottom line as year-end comes to a close.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: IIMC Budget & Planning Committee

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

Date: October 9, 2020

Subject: 2021 Budget Overview - Management's Notes

The 2021 budget is projected to end the year with a loss of \$60,059. **NOTE: In the 2021 budget, we have incorporated a \$5.00 membership-dues increase for all three-membership classifications that if all of the funds were realized, we would gain an additional \$40,000 in revenue in 2021. Please note that the complete dues increase will not be fully realized until 2022 since our quarterly billings affect only those whose dues are set to expire.**

• **\$5 increase in membership dues – (Requires Board Approval – currently via email)**

If the Board does not approve the membership dues recommendation for 2021, the projected year-end budget will then end with a loss of \$100,059.

Management's Comments

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

Board Designated Reserves - It has taken IIMC nearly a decade to build its Board Designated Reserves to the \$828,863 it currently has through the following: realizing the salary of a Communications/Marketing Coordinator position (vacant from 2014 to March 2020); successful conferences in 2012, 2013, 2014, 2016, 2017, 2018 and 2019; successful membership campaigns (2012 – 2015 and in 2017 through 2019); eliminating the cost of publishing a monthly magazine (since 2009) and creating an online E-zine; cost cutting measures in operations (renegotiated equipment leases, new website, etc.); refinancing headquarters' building (in 2012 and 2020); three fully leased office rentals; and overall diligence by staff, the Executive Committee and Board. We are now working toward reaching the \$1 million mark (non-directive) within the next five years, pending on the new Board Strategic Plan (2020 – 2023) and future conferences.

Revenue Generation

We continue to look at ways of creating new revenue streams: IIMC continues to produce revenue generating conferences by adhering to the current selection process policy, focusing on secondary markets, and growing conference sponsorship (For the 2020 Conference we added three new sponsors: **Diligent**; **Kofile**; and **Shure**, to our existing group of eight, totaling 11; expanding the exhibit program and discovering new affinity programs.

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

IIMC OWNED VIRTUAL PROGRAMS

NOTE: With the COVID-19 pandemic, IIMC has realized that virtual online education sessions are beneficial to all members and IIMC, regarding costs to members and revenue to IIMC. Keeping in mind our Institutes, we tread cautiously regarding these types of future programs. However, the feedback we receive continues to beg the question: “Why aren’t we doing more of these programs, especially for those states/regions that do not have a brick and mortar Institute?” If IIMC could produce and offer at a low cost to its members its own virtual education programs, perhaps, monthly or quarterly, and keep the proceeds, that would provide IIMC with another avenue to increase revenue.

ADMINISTRATION

Maria Miranda provides exceptional service in a variety of areas including proofing and editing all publications (*News Digest*, annual reports, etc.) assisting with accounts receivables on top of her administrative responsibilities. She also doubles as the Board minute taker and works on the Conference Opening Ceremony and in other areas of conference. Janet Pantaleon is diligently involved in the daily accounting process and is devoted full time in that area. She handled the 2019 Region XI Symposium/Study Abroad Program registrations and will do the same for the 2021 programs. Janet also coordinates the Opening Ceremony and handles cashier responsibilities at the Conference and monitors the E-payment module on the website. Connie Parker is a major asset to IIMC regarding our financial oversight and nonprofit compliance. As Office Manager, Denise Cox did a good job of managing the office, as well as overseeing parts of the Annual Conference (Board functions, F&B and Protocol Officer for our international guests) and does an outstanding job as our web site administrator. Our staffing report (part of the Executive Director’s update) has IIMC moving in another direction to help with the hiring of a Director of Professional Development.

BUILDING

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

- Beginning November 2020 – IIMC's monthly gain is estimated to be \$2,138.12

NOTE: As of this writing, IIMC is engaged in refinancing its Building, reducing the monthly mortgage by \$2,100. **See attachment A - June 30, 2020 report to the Budget Committee.**

In July 2017, we hired CityCom Property Management firm. That cost is \$600 monthly, and the annual cost for 2021 is \$7,200. Tenants are now responsible for contacting CityCom regarding their maintenance issues with IIMC signing off on all repairs. All future building repairs and improvements are listed either in the Building budget or in the Capital expenses.

COMMITTEES

Committees continue to be on target with their responsibilities and communicate primarily via teleconferences. As for new Technical Bulletins, we continue to negotiate a possible six new Bulletins at no cost to IIMC (on hold due to the current situation). Although there would be no charge for members to access these bulletins. If this becomes fruitful, we would not require the Records Management Committee's \$1,500 and the Resource Committee's request for \$1,000.

CONFERENCE – 5-Day Conference – 2021 Conference – Grand Rapids, Michigan

We are projecting 500 Delegates/35 guests for the 2021 Conference and projected loss of \$150,190. The average attendance numbers from Conferences in 2015, 2016, 2017, 2018 and 2019 is approximately 670 delegates. However, there is no way to determine members' apprehensions to attend an in-person conference, even if travel and education budgets are intact. The 500 Delegate number includes the 124 Delegates that rolled over their registrations from the 2020 to the 2021 Conference.

NOTE: Grand Rapids offers plenty for Delegates and guests. Airlift is available from anywhere in the world and it is a 15-minute ride from the airport to the host hotel. We are in one hotel and that hotel is connected to the DeVos Place (convention center) and walking distance to many establishments. Here are areas that we believe will make Grand Rapids an attractive conference:

1. One Host Hotel – Amway Hotel (an affiliate of Hilton property);
2. Grand Rapids by car is between 3 to 8 hours from numerous states;
3. The opportunity of adding vacation to a conference may attract more delegates;
4. Typical expenditures for delegates in Grand Rapids are affordable;
5. There are various attractions available to delegates that we have been promoting;
6. Grand Rapids to date is an area of lower than average COVID-19 cases reported. Michigan in general has been a leader in mitigating the spread of COVID-19; and
7. Grand Rapids has the appeal and offerings of a big city without the same density and Population.

Hotel Room Block/Costs

The Host Hotel is the Amway -- \$164/night with 15% sales tax and 75% attrition. There is no Food and beverage minimum.

The hotel is within a safe and secure area of the City with nearby establishments within walking distance. We have contracted 600 rooms each on peak nights for a total room block of 3,530 (need to meet 2,648 to avoid attrition). ***We've discussed plans with the hotel to reduce our room block to lessen the chance of attrition. The hotel is flexible on this. If the conference registrations increase, the hotel has rooms for us to grow. There are also overflows hotels within short walking distance from the Amway that we can utilize if our numbers increase.

**All education, general sessions, exhibit hall, lunches, refreshment breaks, opening ceremony, board meetings, annual banquet and ABM will be in both, the Amway and DeVos Place. The All Conference Event will be a party and held in the DeVos Exhibit Hall.

Conference Delegate/Guest Registration Fees - 2021

The current fees are \$600 early bird for Delegates and \$265 for Guests. **NOTE:** We are recommending a \$25 increase for Delegates (Wish List). Our last Delegate increase was for the 2016 Conference. If the Committee approves this increase, it will reduce the 2021 Conference bottom-line loss by \$7,500. And, it will need Board approval prior to publishing the preliminary program in early November.

Early Bird Package/Marketing

The Early Bird will be Monday, March 15, 2021 to save \$50.00 on registration. We believe an early bird date in March helps us with our marketing campaign. If the past three conferences are any indication of members booking early, we will need this date to help us negotiate another hotel if the need arises.

- Early Bird rate offered through Monday, March 15, 2021 – cost will be \$600.00
 - After Early Bird - Tuesday, March 16, 2021 – cost will be \$650.00 (need to increase to \$675).
- In 2019, we had 20 members register after the early bird. Increasing the late fee helps in two areas: 1) spurs delegates to register early; and 2) increases revenue to IIMC.

In 2017, we reduced the number of preliminary programs mailed. We now mail the program to members who have attended at least three conferences, instead of five, and keep all the other mailings the same. Doing so, IIMC will realize approximately \$2,000 to \$4,000 in savings. That figure is reflected in the Conference printing budget.

Rebates/Commissions Maximum

The Amway is offering IIMC a 10% commission that will be divided between IIMC and YES (65% IIMC and 35% YES). The Hotel is also offering IIMC a rebate of \$6/guest room occupied.

Michigan State Association -- In addition to the Hotel commission and rebate, the Michigan State Association is providing IIMC with \$10,000 for choosing Grand Rapids.

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

- Amway -- \$30,061 IIMC's maximum commission and \$16,920 in rebates – total \$46,981

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

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

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

Areas to note for Grand Rapids include:

- Cities are reluctant to pay for conference travel; thus, having an impact on overall attendance.
- We are working with a good host committee and the Grand Rapids CVB is helpful.
- The location may help to reduce the cost of travel for attendees.
- No clear outlook on Delegates' apprehensions about travel, social distancing, etc.
- It is in a region with approximately 1,000 IIMC members.
- Will increase our AV budget to meet or exceed social distancing guidelines and assuage as many apprehensions or potential concerns our conference attendees may have.
- Have added into the budget a cost for extra cleaning and supplies as it relates to COVID (that we know at the time) - will keep evolving.
- The Amway hotel and DeVos Place are spacious venues which afford us the potential opportunity to spread out as much as possible.
- We will market the "5th" day.
- We will market the 75th anniversary.

Recommended Discounts and Savings

We will offer \$50.00 discounts to Region V (IN, KY, MI, OH, TN), Region VI (IA, MN, WI) and Region VII (IL, KS, MO). IIMC's population in these regions is approximately 1,500 members. Regions X and XI already receive a discounted conference rate of \$460US and \$395US, respectively. We have found the Region discount programs work well. In 2019, we had 194 members from the discounted regions attend Birmingham. In 2016, 2017, 2018 and 2019, we've extended the discount program to the host region and other nearby regions that we deemed to be within close (driving/train/bus) proximity of the host city.

Other discount programs that Management recommends continuing in 2021 are:

- Academy sessions are \$179 and offer a \$50 discount for each additional Academy session after paying the \$179 fee for the first Academy. We had 234 registered for the Academies in 2019. We have seven Academies in Grand Rapids. We will have four Athenian Dialogues. We believe these numbers will do well to attract delegates and keep instructor fees to a minimum.

- Offer an incentive for any city that sends two or more Clerks to the conference a discounted flat rate of \$485.00 per delegate after initial Delegate registrations at full price (**No other discounts - first timer or Region - would apply to the delegates paying \$485.00**). However, the first member from this group paying the full price would be able to take advantage of the first timer and Region discounts if applicable. Birmingham attracted 57 multiple attendees.

NOTE: IIMC staff has also created a virtual conference report. That report is separate and apart from the current budget and is part of the Education Department report.

EDUCATION

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

NOTE: The position of Director of Professional Development is vacant and the 2020-2021 IIMC staffing report provides a process toward the hiring of this position in 2021.

MARKETING

Our *News Digest* advertising dollars continue to slip away as many of our advertisers have lost business. However, we continue to sell advertising when possible. Advertising dollars for a magazine that is totally on-line results in bottom-line revenue.

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

Since October 2014, IIMC has operated without a Communications Coordinator. In March 2020, following the Board's directive and strategic plan, we hired Karen Lee full time to oversee the Department.

Karen is experienced in marketing, public relations, writing, development, social media, web development and, most importantly, nonprofits.

MEMBERSHIP

The 2021 projected budget in membership revenue is \$1,400,000, which includes the \$5 Based on how dues have been coming in, we created a conservative projection, same as 2020, considering, again, what we're not able to determine regarding members and the environment.

If the Committee and the Board approve our recommendation to increase dues by \$5, then our projection is slightly higher by \$40,000. And, although we are recommending a membership-dues increase in 2021, we need to realize that overall cost of doing business (printing, credit card fees, postage, membership drives) continues to increase. The concerns for 2021 continue to be budget reductions in local government, especially when a position is eliminated, thus reducing the number of members in a municipality from two or more to one. We are seeing Baby Boomer members retiring and not many are remaining as retired members. Membership continues to be pivotal in the Organization's financial health. Our 2020 projected YE will exceed 2018 and 2019 budgets, proving that we are maintaining revenue in this area. Also, in 2016, IIMC generated a Region XI bulk membership scheme, increasing the overall membership numbers by 5,000, and a small portion of the income since Region XI Associations pay considerably less in dues than Regions I through X. However, we remain optimistic that Region XI members can bring in additional revenue with certification, at some point. **The Department will provide an update.**

2020 Membership Campaigns

IIMC has successfully conducted four new member recruitment campaigns since 2012: 1) the Municipality campaign was created for 2012 and concluded in October 2013 and brought in 364 new members; 2) 2013, we created the small Municipality membership campaign and it concluded in 2015 with 355 new members. In 2016, we conducted a third recruitment campaign directed at County Clerks and Special Districts. That campaign concluded in YE 2016. In 2017 the Department embarked on another membership campaign, reaching out to inactive municipalities since 1997. This campaign has ceased (to date we renewed 295 members from the **inactive 2 active** campaign). In 2020, the Department will revisit the Municipality campaign (3,000 possible new members). The costs for these campaigns are in the 2021 Membership Department budget.

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

NOTE: The Department has taken on more of a concerted effort to contact members via phone or email during these times to help secure dues.

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

2021 Membership Dues

We are seeking a \$5.00 increase in membership dues for 2021. In 2019, we increased membership dues by \$10.00. IIMC Policy 6.10.30 F states that the Board reviews membership dues every two years.

6.10.030

F. Membership dues are to be reviewed by the board of directors every two years. [November 2008; December 1988. Policy M-3].

Management's Recommendations:

We recommend the Budget and Planning Committee accept and support the following recommendations regarding what is incorporated in the 2021 budget.

• \$5 increase in membership dues (Requires Board Approval)

Staff will continue to work regarding increasing revenue and decreasing expenses in the hopes of balancing the budget by 2021 year-end.

CAPITAL EXPENDITURES

Five Year Plan

Below is a brief outline of a five year capital expenditures plan. The expenditures are listed for 2021 through 2025.

2021 Capital Expenditures

| | |
|---------------------------------------|------------------|
| 3 Dell Computers/Laptops @ \$1300 ea. | 3,900 |
| Ipad/laptop for ED (3 Yrs) | 1,000 |
| Cell Phone for ED (3 Yrs) | 400 |
| A/C unit | 11,000 |
| HVAC Duct Work | 30,000 |
| 410A Heat Pump System (Air) | 10,000 |
| Parking Lot Resealed | 5,000 |
| Cat 6 Cable Line - 8x8 Phones (15) | 3,000 |
| iMIS 20-300 EMS - License | 18,000 |
| TOTAL | \$ 82,300 |

2022 Capital Expenditures

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

2023 Capital Expenditures

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

2024 Capital Expenditures

| | |
|---------------------------------------|------------------|
| 3 Dell Computers/Laptops @ \$1300 ea. | 3,900 |
| A/C unit | 11,000 |
| Honey Comb Blinds ED Office | 2,500 |
| iMIS 20-300 EMS - License | 18,000 |
| TOTAL | \$ 35,400 |

2025 Capital Expenditures

| | |
|---------------------------------------|------------------|
| 3 Dell Computers/Laptops @ \$1300 ea. | 3,900 |
| Ipad/laptop for ED (3 Yrs) | 1,000 |
| Cell Phone for ED (3 Yrs) | 400 |
| A/C unit | 11,000 |
| Parking Lot Resealed | 5,000 |
| iMIS 20-300 EMS - License | 18,000 |
| TOTAL | \$ 39,300 |

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Karen Lee, Communications Coordinator
Date: September 29, 2020
Subject: Communications Department Midyear Report 2020



(The metrics in this report reflect data collected 04/2020 – 09/2020)

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.

WEBSITE

IIMC observed that members seek information and search for resources primarily by navigating the IIMC 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. Comparable data.

Metrics:

- Views. 81% (+1%) of unique visitors access the website from desktops and 19% (-1%) from mobile devices.
- Visitor countries. United States – 69% (-16%); Canada – 3%; Combined other countries – 28% (+16%). It is notable that there was an increase in international views of the website.
- Subscriptions:
 - City/County Job Postings = 16
 - IIMC Approved Institutes = 38
 - Main IIMC Calendar = 151
 - Region I Calendar = 23
 - Region II Calendar = 27
 - Region III Calendar = 48
 - Region IV Calendar = 23
 - Region V Calendar = 40
 - Region VI Calendar = 30
 - Region VII Calendar = 25
 - Region VIII Calendar = 23
 - Region IX Calendar = 27
 - Region X Calendar = 19
 - Region XI Calendar = 24

IIMC will continue to drive visitors to the website—the hub of IIMC communication and resources. To increase traffic, IIMC will work to host more content on the website, including the addition of IIMC online events to the calendar, and promote subscription among membership.

E-BRIEFINGS

In June 2020, the Communications Department assumed responsibility for the publication and distribution of mass mailing communications, including E-Briefings. We set up different mailing lists: E-Briefing, Education Opportunities, IIMC Foundation News and *News Digest*, so members could select or opt out of types of communication they want to receive.

E-Briefings continue to be our most frequent communication. The Communications Department is exploring re-design to streamline the content and redirect to the IIMC website for more comprehensive detail.

Metrics:

- Average open rate. The average open rate is comparable to that of the last report period at 25% (-2%).
- Views. The breakdown of view method is comparable to those of the last report period with desktop views at 85% (+3%) and mobile device views at 15% (-3%).

Sections:

- Lead announcement. The lead announcement is the top item.
- Educational offerings and updates. This section has expanded due to the increase of virtual training opportunities. For individuals who have elected to receive Educational Opportunities updates but *not* E-Briefings (there are only two), this information is sent separately.
- Message from the Executive Director.
- Career opportunities.
- Calendar. Upcoming Institutes and Academies are listed here with a hyperlink to more details on the IIMC website.
- Windfall program. As a part of IIMC member benefits, an announcement for the Windfall program is included with a hyperlink to more details on the IIMC website.

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 28.5% (+0.5%).

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 continues to take advantage of the Zoom platform to develop cost-efficient educational online modules to promote learning and increase virtual exchanges. The Communications Department works closely with the Education Department to deliver these trainings.

ONLINE MEMBERSHIP OPPORTUNITIES

In coordination with the Member Department, IIMC hosted an “Ask Membership” event. IIMC also worked with President Mary Johnston, MMC, to produce “Coffee Break with President Mary.” Both events were hosted on Zoom and streamed live on YouTube, where the recorded video is available for members who didn’t have a chance to watch the event live. We are also planning to reprise the “All Things Education” series.

SOCIAL MEDIA

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. * Metrics for specific platforms are listed at the conclusion of this report.

*** Social Media Platform Metrics**

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

- **Facebook**
 - Likes = 2,907; Follows = 3,041
 - Groups. Membership numbers increased or stayed the same for each region. Since the last report, IIMC added the Athenian Dialogue Facilitators page for facilitators to network and share best practices. This group has been helpful for facilitators who have transitioned to online Athenian Dialogues.
 - Region I = 54
 - Region II = 140 (+9)
 - Region III = 331 (+26)
 - Region IV = 87 (+14)
 - Region V = 116 (+1)
 - Region VI = 72 (+7)
 - Region VII = 61
 - Region VIII = 56
 - Region IX = 70 (+9)
 - Region X = 9
 - Region XI = 18
 - IIMC Institute Directors = 28
 - Athenian Dialogue Facilitators = 13

- Engagement. Posts that generate the most interest/traffic are specific to member news. IIMC will work on procuring more content featuring Clerks.
- **YouTube** – With the use of Zoom for meetings, training activities and live member events, YouTube views have significantly increased.
Metrics:
 - Subscribers = 167
 - Views. Top views continue to be for Education Department videos: All Things CMC (32.4%) and All Things MMC (14%). Other high view videos include: Board Meeting 2019-2020 – May 15 (17%), Board Meeting 2020-2021 – May 20 (13%). All Things CMC (1.3 K views) and All Things MMC (861 views).
- **Twitter** – ED Shalby currently uses Twitter to promote the weekly E-Briefing, monthly *News Digest* and critical alerts.
- **Flickr** – IIMC maintains a Flickr account for the purpose of posting photos that members may download free of charge. At future live/in-person events, IIMC will promote this platform as a way to collect and share photos.

Management's Comments:

We're fortunate to have Karen's experience and skill regarding Communications. She's been instrumental with membership engagement from the zoom sessions with IIMC President Johnston, the Membership Department and assisting the Education Department with the Virtual Institutes. As of this writing, Karen will be involved with future Region XI zoom panel discussion as we look for new and innovative methods to keep this region engaged. She's been editing and writing for the *News Digest* and has assisted with other marketing materials. Karen joined IIMC in March, literally eight days prior to everything shutting down. We've not had much time in-person to train and acclimate her to IIMC; however, she's taken the initiative to immerse herself in the Organization and has made incredible strides on her own. We look forward to having Karen create new and exciting developments for IIMC members.

FALL VIRTUAL INSTITUTE #6
CELEBRATE THE POWER OF BETTER TOGETHER
SEPTEMBER 30, 2020

SESSION REPORT

PRESENTER: Steve Dickie, The Character Works Life Development Group

INSTITUTE DIRECTOR: Morgan Barnes, Wichita State University

RECORDING LINK (downloadable video):

<https://drive.google.com/file/d/1MyIH37bM9N2PRmxFGpQbTRPWr9B8l2/view?usp=sharing>

ATTENDEES:

| | | |
|---------------------------------------|--------------------------------------|---------------------------------------|
| Abbey Nosbisch, Effingham IL | Erin Jackson, Salmon Arm CA | Magdalena Giandomenico, Park Ridge NJ |
| Aimee Mann, Spotsylvania County VA | Francesca Maragliano, Cresskill NJ | Marcela Moreno, Glendale AZ |
| Alisha Farnell, Cypress CA | Heather Taylor, North Port FL | Mark Hogan, Sharon MA |
| Amber LaRowe, St. Pete Beach FL | Janella Tauchus, Dover DE | Mary Doheny, Pittsburgh PA |
| Amelia Blackwood, Clay Center KS | Janet Sirabian, Buffalo Grove IL | Megan Dumlao, Burien WA |
| Amy Lind, Auburn CA | Janna McKay, Walnut Creek CA | Megan Ramsey, Dover DE |
| Ann Wooldridge, Taos Ski Valley NM | Jennifer Martin, Lenexa KS | Molly Sanchez, Jal NM |
| Anna Hicks, Sanibel FL | Jessica Blair, Half Moon Bay CA | Monica Mohan, Winona MN |
| Ashley Walls, Bridgeville DE | Jill Granere, Grand Island NE | Monica Mendoza, Golden CO |
| Barbara Disposto, Maywood NJ | Judie Gerardo, Nogales AZ | Naomi Miller, Topeka IN |
| Beth Brothman, Andover NJ | Julie Torres, Sparks NV | Paige Green, Cherryville NC |
| Beth Price, Kernersville NC | Kandace Contreras, Carefree AZ | Phillip Daly, Boca Raton FL |
| Bonnie Foster, Brookings SD | Kara Paxton, Fayetteville AR | Rachel Tussey, Homer AK |
| Bonnie Stikeleather, Jackson SC | Katherine Terrill, Kimball NE | Rachelle Arellano, Arcadia CA |
| Bonnie Williams, Whiteville NC | Katie Corgan, Sherwood OR | Rebecca Dillon, Rocky Mount VA |
| Brenda Gosser, Fernley NV | Keith Hooker, Kernersville NC | Rebecca Witte, Lake Helen FL |
| Brittany DiTonno, El Dorado Hills CA | Kim Deason, Concord NC | Rommel Cordova, Scottsdale AZ |
| Charity Campfield, Hudson CO | Kim McCormick, Garden Plain KS | Ronda Cole, Hattiesburg MS |
| Cynthia Cisneros, Cucamonga Valley CA | Kristin Garcia, Temple Terrace FL | Rosie White, Colorado City AZ |
| Denise Cafone, Fairfield NJ | Kym Chereck, Peachtree Corners GA | Ruthanne Ross, Groveport OH |
| Dionne McKenzie, Decatur GA | Laura Hartman, Baldwin City KS | Sadie Schaneman, Bonney Lake WA |
| Donna Fiori, Centerville OH | Laura Jara, Goodyear AZ | Samantha Gesell, Carefree AZ |
| Donna Krivosky, Bridgeport WV | Leilani Napier, Grandview Heights OH | Sara Peck, Port Townsend WA |
| Eddy Gomez, Yountville CA | Linda Rodriguez, Arcadia CA | Sherry Curran, Port Angeles WA |
| EmmaLee Boring, Jackson SC | Lisa Hunderman, Sparks NV | Sonya Pevan, Houston AK |
| Erika Ramirez, Temecula CA | Lisa Luu Jolly, Hattiesburg MS | Stephanie Carlile, Englewood CO |
| | Lisa Millard, Osburn ID | Stephanie Courtney, Federal Way WA |
| | Lizbeth Camacho, Buckeye AZ | |

Suling Lucas, Tampa FL
 Susan Ellis, Fort Wright KY
 Susan Jackson, Metuchen NJ
 Tammy Mason, Rainsville AL

Tammy Tracy, Muskogee OK
 Taya Victorino, Rancho Cucamonga CA
 Teresa Fisher, Braidwood IL

Teresa Vargas, Lathrop CA
 Teri Bacus, Pilot Rock OR
 Terri Roth, Litchfield Park AZ
 Wanda Wong, Mountain View CA

CHAT:

| Q: <i>What things work Better Together?</i> | |
|---|--|
| Dionne McKenzie, Decatur GA Sherry Curran, Port Angeles WA | Family |
| Jessica Blair, Half Moon Bay CA | Oreos and milk |
| Beth Brothman, Andover NJ | Soap and water Beer and pretzels |
| Amy Lind, Auburn CA Susan Ellis, Fort Wright KY Sadie Schaneman, Bonney Lake WA | Wine and cheese |
| Molly Sanchez, Jal NM Susan Ellis, Fort Wright KY | Chips and salsa |
| Kim McCormick, Garden Plain KS Ronda Cole, Hattiesburg MS | Pizza and beer |
| Leilani Napier, Grandview Heights OH | Choc chip cookies and milk |
| Marcela Moreno, Glendale AZ | Beach and margarita |
| Ashley Walls, Bridgeville DE | Scrapple and eggs |
| Tammy Tracy, Muskogee OK | Pretzels and ice cream |
| Lisa Luu Jolly, Hattiesburg MS | Ranch and rolls |
| Stephanie Carlile, Englewood CO | Hugs and kisses |
| Rosie White, Colorado City AZ | Celery and peanut butter Me and my husband |
| Kym Chereck, Peachtree Corners GA | BLT |
| Erika Ramirez, Temecula CA | Fries and ketchup |
| Jessica Blair, Half Moon Bay CA | Waffles and syrup |
| Bonnie Williams, Whiteville NC | Crackers and cheese |
| Ruthanne Ross, Groveport OH | Boating and snacks |
| Kristin Garcia, Temple Terrace FL | Hamburgers and fries |
| Kandace Contreras, Carefree AZ | Pizza and wings Mac and cheese |
| Judie Gerardo, Nogales AZ | Rice and beans |
| Mary Doheny, Pittsburgh PA | Family, community, volunteering Happy hours |
| Donna Krivosky, Bridgeport WV | Cereal and milk |
| Keith Hooker, Kernersville NC | Chocolate and peanut butter |

| | |
|---|---|
| “Michael Jr. Know Your Why” Clip | |
| Samantha Gesell, Carefree AZ | WOW. |
| Susan Jackson, Metuchen NJ | Awesome |
| Aimee Mann, Spotsylvania County VA | That is the best way I’ve seen that explained. Wow! |
| Kim Deason, Concord NC | Felt that in my heart! |
| Paige Green, Cherryville NC | Yes Kim! |
| “Everyone Has A Story” Clip | |
| Susan Jackson, Metuchen NJ | That was powerful |
| Kim Deason, Concord NC | Very much so! |
| Keith Hooker, Kernersville NC | I was hoping for a story for the cow |
| Erin Jackson, Salmon Arm CA | Such an important reminder |
| Kandace Contreras, Carefree AZ | So staff may quit the team, but others are hired? [Re: Evolving teams] |
| “Father and Son/Together They Run” Clip | |
| Laura Hartman, Baldwin City KS | BETTER TOGETHER! |
| Susan Jackson, Metuchen NJ | Makes you want to cry with joy for both! |
| Terri Roth, Litchfield Park AZ | Very powerful |
| Donna Krivosky, Bridgeport WV | WOW!! That’s amazing |
| Sonya Pevan, Houston AK | LOVE the videos |
| Sara Peck, Port Townsend WA | Powerful and engaging! |
| Lizbeth Camacho, Buckeye AZ | The videos are great. |
| “Karate Class” Clip | |
| Terri Roth, Litchfield Park AZ | AWESOME!! |
| Kara Paxton, Fayetteville AR | That is the hardest lesson a kid can learn – also the best |
| Amy Lind, Auburn CA | There was no disclaimer that this session could make you cry... 😊 |
| Kim Deason, Concord NC | I know right...many times now! |
| Q: I am grateful for... | |
| Family = 70 Health = 18 Life = 14 Job = 11 Faith = 10 | Nature = 8 Pets = 5 Friends = 4 Home = 4 Community = 3 |
| Donna Krivosky | my 90 yo dad |
| Mary Beth Doheny, | spending time with my favorite senior citizens who bring different perspectives |
| Laura Hartman | my mother living with me at 96 |
| Donna Krivosky, Bridgeport WV | I do that every morning also [reflect on what I’m grateful about] |

| Selective Perception Images | |
|--|--|
| Terri Roth, Litchfield Park AZ | People! |
| Susan Jackson, Metuchen NJ | It's people |
| Keith Hooker, Kernersville NC | All I see is a dog, cat, and rabbit |
| Suling Lucas, Tampa FL | I saw the people first |
| Brenda Gosser, Fernley NV | I saw the people before the animals, I thought I was looking at the wrong picture |
| Keith Hooker, Kernersville NC | Now I see the people on the left |
| Ruthanne Ross, Groveport OH | Adversity takes you out of your comfort zone and makes you think outside the box [Re: Challenge #4: Adversity] |
| Brenda Gosser, Fernley NV | I've spent the last few years (my 40's have been so freeing) ridding myself of anyone or anything that doesn't bring joy to my life. Hard but very liberating! [Re: Challenge #5: Focus] |
| "Dwyane Wade/Influence" Clip | |
| Susan Jackson, Metuchen NJ | What a way to end a session |
| Paige Green, Cherryville NC Jennifer Martin, Lenexa KS Laura Hartman, Baldwin City KS Laura Jara, Goodyear AZ | Wow! |
| Steve Dickie, The Character Works Life Development Group | Honored to meet you virtually. You matter! |

RESOURCES:

Assessment link: <https://www.flexiquiz.com/SC/N/Fall-Kansas>

Video list: <https://www.youtube.com/playlist?list=PLaRUYbB4RIbPt-2hdsa7qVEz128zNthLH>

ATTENDEE RESPONSE (select):

| | |
|------------------------------------|--|
| Tammy Mason, Rainsville AL | Wonderful session!!!!!! |
| Samantha Gesell, Carefree AZ | [I appreciate] you and your passion of Better Together 😊 |
| Ann Wooldridge, Taos Ski Valley NM | Best session yet! |
| Paige Green, Cherryville NC | Yes, best yet!!!! |
| Ronda Cole, Hattiesburg MS | @Ann-Taos, Agree – best session yet! |
| Teresa Fisher, Braidwood IL | Absolutely the best yet. Thank you 😊 |
| Jessica Blair, Half Moon Bay CA | Agreed! Really enjoyed this one! |
| Donna Krivosky, Bridgeport WV | AGREE 100% |
| Terri Roth, Litchfield Park AZ | Thank you, Steve. This was a great session!! |
| Barbara Dispoto, Maywood NJ | 100% |
| Susan Jackson, Metuchen NJ | Very enjoyable, very personal and relatable |

| | |
|--------------------------------|--|
| Kim McCormick, Garden Plain KS | This was fantastic!!! Thank you, Steve! And you too, Morgan and IIMC!! |
| Naomi Miller, Topeka IN | Outstanding...Thank you!! |
| Laura Hartman, Baldwin City KS | Brilliant, Steve! Thank you! |
| Paige Green, Cherryville NC | Thank you so very much. Greatest session!!!! |
| Sara Peck, Port Townsend WA | Thank you, Steve. Inspiring session! |
| Teresa Vargas, Lathrop CA | Very powerful session, thank you! |
| Erin Jackson, Salmon Arm CA | Thank you so much, this is what I needed! |
| Mark Hogan, Sharon MA | Thank you everyone who had a hand in the session |
| Laura Hartman, Baldwin City KS | Blown away. |
| Janna McKay, Walnut Creek CA | Thank you for a great session! Taking a lot away from it. |
| Beth Price, Kernersville NC | Thank you! Best one yet! |

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

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

Date: September 29, 2020

Subject: Member Services Mid-Year Report 2020-2021



Due to the covid virus, Member Services knew that we had to be prepared for members being unable to pay their dues on time or at all. We were not sure how many of our members were working from home, how many would be laid off, how many municipalities would be under budget constraints. We immediately created a department go-to format to determine how we were going to be able to assist our members in remaining with IIMC. To date, we have not used the plan, but will be prepared in 2021 to deal with what comes our way.

Member Services Q & A's for Members Cancelling due to COVID-19

First and foremost, we do not want members to cancel without asking IIMC if there are options. If you receive a cancellation, please call the member to ask why and then discuss the plans below. It is better to receive a smaller amount for dues than not at all and we lose membership.

Determine the individual's circumstances such as -

- Small-Medium-Large Municipality?
- How many members in Municipality?
- Preparing to Cancel or already in arrears?
- Working toward their CMC or MMC?
- Will your Municipality help pay a portion of your dues?

Offer a Payment Plan if 1 member -

- \$110.00 – offer a 3-month payment plan at \$37.00 per month
- \$170.00 – offer a 3-month payment plan at \$57.00 per month
- \$210.00 – offer 3-month payment plan at \$70.00 per month
- \$270.00 – offer 3-month payment plan at \$90.00 per month

Or

- \$110.00 – offer a 6-month payment plan at \$19.00 per month
- \$170 .00 – offer a 6-month payment plan at \$28.00 per month

- \$210.00 – offer a 6-month payment plan at \$35.00 per month
- \$270.00 – offer a 6-month payment plan at \$45.00 per month

Offer a Payment Plan if more than 1 member -

- Full Member pays full dues and others pay \$35.00 each

Or

- All Full Members pay 75% of their one-time only membership fee
 - \$110.00 would be \$82.50
 - \$170.00 would be \$127.50
 - \$210.00 would be \$157.50
 - \$270.00 would be \$202.50

Once you have an agreement, post the plan in notes in the member's profile, send agreement form and go to Member Services excel report to list all particulars of the dues plan.

We have also sent the message below to those members that are in arrears or their dues are coming due.

Hello IIMC Member:

With all that has been going on since February 2020 due to COVID-19, we understand that you have other immediate priorities to which you're attending and your March 31, 2020-2021 dues may not be on the top of your list. It is hard enough to uproot yourself from your office at work and move home and try to keep up with the demands of your position. We want you to know that we understand the situation you are in. IIMC will not charge a late fee for those that have not been able to pay their dues.

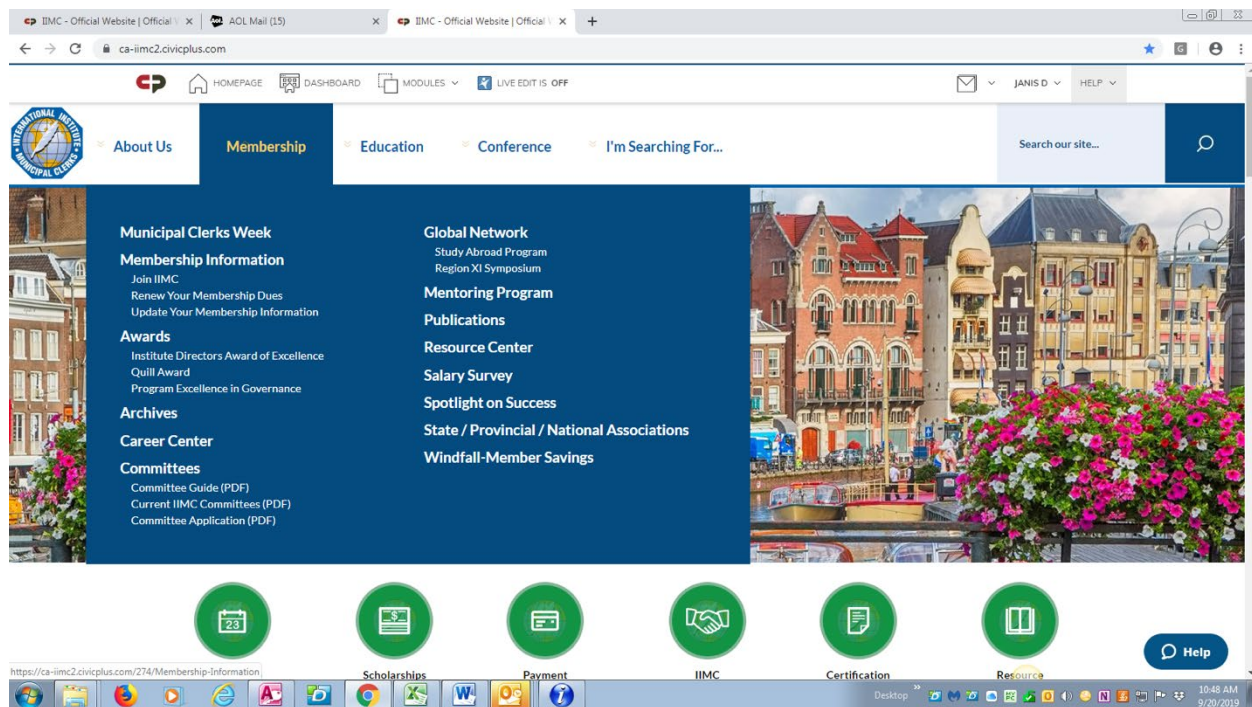
Our Member Drives continue to be successful. In 2017, we created the "Inactive 2 Active" Member Drive to market to inactive municipalities from our database not rejoining IIMC since 1997. We have brought in 304 new members since 2017. In February 2019, we began the MD19 drive which is a continuation of the Member Drive that brought in 364 in 2012-13. We have brought in 98 new members since 2019.

Our Region Director Challenge has come to a halt with none of our Region Directors visiting State/Provincial Association meetings due to COVID. We appreciate the Region Directors willingness to participate and will watch applications to arrive as we get closer to March 2021. IIMC will provide two complimentary Little Rock, AR conference registrations to the Region Director that brings in the greater number of new members.

Our Member Drive for 2019-2020 had one mailing in February 2020 and we felt that with so many out of their offices, we would hold off on a 2nd mailing until after Labor Day. We will be sending another mailing in the Fall of 2020 in hopes of reaching more clerks back at their desks.

Our Career Center began in December 2008 and through August 2020, we have brought in \$36,232.78 in non-dues revenue.

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



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

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

We have personal contact with our members daily, making certain we catch those members whose dues are about to expire, answer questions about the conference, dues renewals, membership, member transfers or retirements and to discuss the many job descriptions we receive from prospective new members each week. Tammy Storrie inputs new membership applications daily. Iris Hill sends new member packets bi-monthly. We follow up with email and phone calls promptly. Tammy also sends the Month End Report to the Board along with excel reports which make it easy for the Region Directors to send out “Congratulations” and “Welcome to IIMC” letters.

We send out dues renewals as follows:

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

Member Services updates all the State/Provincial/National Association Presidents, Education Chairs and News Editors and their contact information monthly. If we have not been notified of

the incoming President, we check the association website to see who the new President is and if the website has not been updated, we call to collect all necessary information.

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

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

Our Member Services and Education Departments created a video at the request of Lisa Garcia, MMC for the State of Idaho to encourage membership and IIMC Certification within the state.

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

Management’s Comments:

The Department has done an excellent job of reaching out to members who are having difficulties in paying their dues. The Department also created a brief survey regarding the 2021 conference, trying to gauge members’ interests in whether or not they would attend. The survey’s results, which were largely positive, were distributed to the Board in September. Overall, with the constant changes everyone’s experiencing, the Department’s 2020 year-end budget is exemplary of the effort put forth by this group.

IIMC REGIONAL MEMBERSHIP UPDATE

9/29/2020

REGION I

| | |
|---------------------|------------|
| Connecticut | 85 |
| Maine | 32 |
| Massachusetts | 213 |
| New Hampshire | 31 |
| New York | 215 |
| Rhode Island | 56 |
| Vermont | 35 |
| **SUBTOTAL** | 667 |

REGION II

| | |
|----------------------|------------|
| Delaware | 44 |
| District of Columbia | 1 |
| Maryland | 70 |
| New Jersey | 236 |
| Pennsylvania | 39 |
| Virginia | 197 |
| West Virginia | 21 |
| **SUBTOTAL** | 608 |

REGION III

| | |
|---------------------|--------------|
| Alabama | 313 |
| Florida | 680 |
| Georgia | 198 |
| North Carolina | 517 |
| South Carolina | 72 |
| **SUBTOTAL** | 1,780 |

REGION IV

| | |
|---------------------|------------|
| Arkansas | 82 |
| Louisiana | 56 |
| Mississippi | 174 |
| Oklahoma | 108 |
| Texas | 216 |
| **SUBTOTAL** | 636 |

REGION V

| | |
|---------------------|--------------|
| Indiana | 189 |
| Kentucky | 129 |
| Michigan | 422 |
| Ohio | 185 |
| Tennessee | 85 |
| **SUBTOTAL** | 1,010 |

REGION VI

| | |
|---------------------|------------|
| Iowa | 166 |
| Minnesota | 205 |
| Wisconsin | 213 |
| **SUBTOTAL** | 584 |

REGION VII

| | |
|---------------------|------------|
| Illinois | 328 |
| Kansas | 315 |
| Missouri | 198 |
| **SUBTOTAL** | 841 |

REGION VIII

| | |
|---------------------|--------------|
| Arizona | 199 |
| Colorado | 337 |
| Idaho | 58 |
| Montana | 55 |
| Nebraska | 204 |
| Nevada | 46 |
| New Mexico | 139 |
| North Dakota | 5 |
| South Dakota | 16 |
| Utah | 184 |
| Wyoming | 74 |
| **SUBTOTAL** | 1,317 |

REGION IX

| | |
|---------------------|--------------|
| Alaska | 109 |
| California | 1,035 |
| Oregon | 154 |
| Washington | 355 |
| **SUBTOTAL** | 1,653 |

REGION X

| | |
|-----------------------|-----|
| Alberta | 39 |
| British Columbia | 107 |
| Manitoba | 2 |
| New Brunswick | 3 |
| Newfoundland Labrador | 16 |
| Northwest Territories | 2 |
| Nova Scotia | 2 |
| Ontario | 33 |
| Quebec | 1 |
| Saskatchewan | 3 |

SUBTOTAL

208

REGION XI

| | |
|-----------------|-------|
| Australia | 1 |
| Belgium | 2 |
| Bermuda | 1 |
| Bulgaria | 1 |
| England | 4,732 |
| Israel | 1 |
| Nepal | 1 |
| New Zealand | 1 |
| Scotland | 1 |
| South Africa | 3 |
| The Netherlands | 513 |
| Wales | 10 |

SUBTOTAL

5,267

GRAND TOTAL

14,573

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Tom van der Hoven
Region XI Development Consultant

Date: September 30, 2020

Subject: Development within IIMC Region XI in 2020/21



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 Hinckley, UK in October 2019 with the main focus of discussions being the arrangements for the next IIMC Region XI Symposium and Study Tour in 2021.

Communication

Communication has always been, and will always be, a priority in Region XI. It is a challenge to engender a feeling of unity in a single region amongst associations in different countries and without a common language. The regular newsletter is our vehicle to share experiences and good practice. The latest newsletter was produced in January 2020 and the next one is scheduled to be published in October 2020.

Membership

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

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

This is an area of focus of the International Relations Committee (IRC) and I will be working with them on it. Also see the report of the Chair of the International Relations Committee.

At a recent meeting of the Region XI Management Board they supported the proposals of the IRC to implement virtual facilitated roundtable discussions. Depending on the interest and success of this initiative we may also start virtual panel discussions. I won't go into detail as that is also set out in the IRC Chair's report. Our Region XI associations were very keen on this and see it as adding much value to their IIMC affiliation.

2021 IIMC Region XI Symposium and Study Tour

The Board supported the recommendation of the Region XI Management Board to hold the 2021 Symposium and Study Tour in the Netherlands.

International Development Consultant (IDC) Tom van der Hoven met with representatives of the VvG (Vereniging van Griffiers) in the Netherlands in February 2020 to explore the feasibility of hosting the 2021 Symposium in Amsterdam. It was a very fruitful discussion which also included Past Region XI Director Djimmer Petrusma.

The 2021 Study Abroad Program and Symposium was set for September 11 to 17 in Amsterdam, The Netherlands and it was agreed that the Symposium would be a joint event with the VvG.

Using the 2019 model, IIMC members who participate in this program will embark on a five-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.

We had intended to provide delegates with an information leaflet at this year's annual conference in St Louis but sadly the conference had to be cancelled due to the pandemic. The theme of the Symposium is "The Challenges of Crossing Borders".

Due to the impact of the Covid-19 pandemic situation, arrangements have had to be put on hold. Hotels and venues have gone into lockdown and have minimal staff working. International travel has been cancelled by many countries and many organisations have been hit hard financially. Many people have also lost their jobs and members may have difficulty persuading their authorities to pay for international travel or to attend a conference under the circumstances.

There is much uncertainty of what lies ahead for everyone and so IIMC's Executive Director Chris Shalby and Tom van der Hoven, International Development Consultant, have suggested to our co-hosts, the VvG and the Region XI Management Board that we consider postponing the event until 2022 when hopefully things will have returned to some sense of normality. It is our aim to hold a prestige event and if necessary, we will have to consider at some stage next year if that would be possible.

All the work we have done this far has not been wasted as it is our intention that the event will still be held in the Netherlands and follow the draft program outlined for 2021 which is attached at the end of this report.

The VvG and Region XI Management Boards met recently and have agreed to recommend the IIMC Board to postpone the 2021 Symposium to take place in 2022 in the Netherlands.

Focus for 2021/22

The key focus for the immediate future will be to plan the next Symposium when the pandemic situation allows us to do so 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:

This region has grown both in size and involvement. We are still trying to determine the best methods for member engagement. As of this writing, Tom and IIMC staff were in the midst of producing a Zoom panel discussion with approximately 20 Region XI members. We are anticipating that these types of discussions will lead to more activity within the Region. Since virtual professional development sessions and meetings have been popular in generating member involvement, Region XI hopes to create more exchanges with diverse topics, confirming the value of belonging to an International Organization.

And, planning for the 2022 Region XI Symposium and Study Program (Board voted on rescheduling from 2021 to 2022 via email in September 2020) will resume once we have a better understanding of how to proceed.



BROADENING YOUR HORIZONS

The Challenges of Crossing Borders

Amsterdam, Netherlands
Thursday 16th & Friday 17th September 2021



Hosted by



**VERENIGING
VAN GRIFFIERS**

International Institute of Municipal Clerks

with Co-host



Tentative Study Program – 2021 (now 2022) International Symposium

Day 1 (Saturday)

- Tour Group to convene at Schiphol Airport
- The group departs to Brugge
- We will meet for informal introductions and a preview of the week's agenda.
- Some may arrive in Brugge on their own. Rooms will be available from 2.00 pm unless they booked extra days prior.
- Group meeting
- Dinner as a group

Day 2 (Sunday)

- Today the group will explore Brugge
- Breakfast
- Explore on your own
- Lunch on your own
- Dinner as a group

Day 3 (Monday)

- Today the group will depart to Antwerpen.
- Meet up with Tine Vervisch of Excelo and her Mayor for a discussion and lunch.
- Depart for Amsterdam
- Check into hotel that could be in the rural area of Amsterdam or Amsterdam central
- Dinner as a group.

Day 4 (Tuesday)

- Breakfast
- Explore the rural area around Amsterdam
- Venues can include:
 - One of the largest Orchid growers in the Netherlands - Dutch growers are the orchid champions of Europe.
 - Meet the Griffier (Clerk) of the small village of Uitgeest in their Council chamber - hear of the challenges they face as a small community and how they have to work together with other communities.
 - A typical Dutch windmill.
 - Visit an authentic cheese farm. Holland is home to an area known as Cheese Valley, made up of four regions: Gouda, Bodegraven-Reeuwijk, Woerden and Krimpenerwaard.
 - Lunch at a restaurant on the Uitgeestermeer (lake)
 - The new lock chamber at IJmuiden on Holland's North Sea Canal – the world's largest sea lock
- Dinner at the Rijksmuseum in Amsterdam and a tour of the museum if possible.

Day 5 (Wednesday)

- Today the group will explore Amsterdam.
- Venues can include
 - Beurs van Berlage – vast former stock exchange building
 - Boat or lunch 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. Only if we cannot arrange the dinner there on Tuesday.
- Evening meal

Day 6 (Thursday) – International Theatre Amsterdam

- 08.30 – 09.30 Registration and refreshments on arrival with exhibitors
- 09.30 – 10.00 Welcome by the Presidents of IIMC and VvG
- 10.00 – 11.00 Plenary session
- 11.00 – 11.30 Refreshment Break & meet the exhibitors
- 11.30 – 12.30 Plenary Session
- 12.30 - 13.30 Lunch break
- 13.30 - 14.30 Plenary session
- 14.30 – 14.45 Quick comfort break
- 14.45 – 15.45 Three parallel sessions that fit within the theme of Challenges of Crossing Borders: Session 1; Session 2; and Session 3
- 15.45 – 16.15 Refreshment break & meet your exhibitors
- 16.15 - 17.15 Roundtable facilitated discussions or Excursions
- 18.00 Buses depart
- 18.30 Buffet and entertainment at De Balie - 19th-century courthouse hosting debates, theatre & talk shows with a social or political focus.
 - Joined by the Mayor of Amsterdam for a discussion.

Day 7 (Friday) – International Theatre Amsterdam

- 09.30 – 09.45 – Welcome and arrangements for the day – Region XI Directors
 - 09.45 – 10.45 Plenary session
 - 11.00 – 12.00 Plenary session/breakout sessions
 - 12.00 – 12.45 VvG Algemene Lede Vergadering (ALV)/VvG Annual Business Meeting
 - 12.45 - 13.45 Lunch break
 - 13:45 - 15:15 Excursions: Anne Frank Museum
 - 15.15 - 15.45 Closing session with the Presidents of IIMC and VvG
 - 15.45 - 16.30 – Closing ceremony with refreshments
- The evening is free and those staying over can make their own arrangements to explore Amsterdam.

To: IIMC Board of Directors

From: President Elect, Sheri Pierce
Region IX Directors Dawn Abrahamson & Scott Passey

Date: October 12, 2020

Subject: Proposal for Board Consideration –Beyond The MMC Program



Background

Beyond the MMC Program

The concept of creating and providing a life beyond the MMC Program has been discussed by both the Education & Professional Development Committee and the Board for some time.

On November 28, 2018, the Education and Professional Development Committee recommended that staff continue to explore the “Beyond the MMC” Program and to specifically seek input from the Institute Directors. The Committee also asked that additional wording be added to clearly define the value and motivation for the program stressing the need for commitment to the profession and the worth of continuing education. The Committee agreed that the discussion summary be shared with the Institute Directors and that the information shared by the Institute Directors be given to the Committee.

In May of 2019, the Board agreed with staff’s recommendation to form an Education Task Force. The main and driving purpose of the Task Force was to continue to explore the “Life Beyond the MMC” Program and to return with a recommendation to the full Board. 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.

The Education Task Force final report was presented to the Board at its May 15, 2020 annual meeting. Without Board objection, the final report was deferred to the November 2020 mid-year board meeting.

Dashboard for Certification Status

The Education Task Force recommended creation of a self-service portal to access online and blended courses and potential certificate programs and to highlight professional development. The most common ask in this arena which we have been hearing for many years is the ability to check the point status of certifications in progress and to record education sessions approved for CMC/MMC points.

Discussion

There is a definite and long awaited need for continuing education for members who have achieved their MMC. Many MMC members, who have spoken with us directly and commented in the most recent member survey, are denied funding to pursue continuing education and professional development due to the lack of a structured post MMC credentialed education program administered by IIMC. Establishing an *optional* advanced education

program will provide justification for members to receive funding to attend State and Region Conferences and Academy sessions, the IIMC Annual Conference, and participate in online leadership courses.

The work of the Education Task Force is appreciated; however, the recommendation from the Task Force on exploring the proposed “Beyond the MMC” program did not adequately address a point structure for a post MMC credentialed voluntary program.

Realizing the high value of advanced continuing education for many members who have been conferred their MMC, we believe the immediate creation of a point structure for a post MMC credential is an easy step in support of the Task Force ideas.

Recommendation

In congruence with and to implement immediate steps in support of the Education Task Force discussion and recommendations, we propose the following:

1. Taking advantage of current Institute, Academy, and State/Provincial/National Association programs and to address the long-awaited member-expressed need for incentives to attend and organizations to fund continuing, advanced education following completion of the MMC program, approve and implement an MMC Platinum status with the following parameters:
 - a. Achieve at a minimum 20 advanced education points within 2 calendar years.
 - b. Create application using appropriate portions of MMC application.
 - c. Set fee of \$200 for processing
 - d. Upon completion, issue certificate with two-year expiration date.
2. If approved by the Board, refer this proposal as outlined to the Education & Professional Development Committee.
3. Direct the Education and Professional Development Committee to share their findings with the Institute Directors to collect their input which shall be included in the final report and recommendation back to the Board in May of 2021.
4. Direct staff to place the Education and Professional Development Committee’s report and final recommendation for a point structure for an optional post-MMC voluntary credential program on the Board’s May 2021 agenda for discussion and action.
5. Create a dashboard on IIMC’s website where members can view certification point status, individual sessions attended, and fees paid/due with potential expansion in the future to address the access to online education sessions and to highlight professional development.