



News Digest

The Premier Organization for
Municipal Clerks Since 1947



76th IIMC Annual Conference
May 22 - 25, 2022
Little Rock, AR



Happy Holidays!

- Felices Fiestas! ●
- Joyeuses Fêtes! ●
- Prettige Feestdagen! ●
- Buone Feste! ●
- Vanuini vinaka Me Nomuni! ●
- Hau'oli Lanui! ●
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- Sawadee Pee Mai! ●
- Ii holidie eximnandi! ●
- cyfarchion y tymor or Cyfarchion yr Wyl ●
- IIMC wens u 'n geseende fees seisoen ●
- IIMC iku fisela a maholide e njabulo ●

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Little Rock

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Founded in 1947, IIMC has 75 years of experience improving the professionalism of Municipal Clerks. IIMC has more than 15,000 members representing towns, small municipalities and large urban jurisdictions of more than several million people.

IIMC is affiliated with 49 U.S., & Nine Canadian Associations.
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The IIMC Mission Statement:

The International Institute of Municipal Clerks (IIMC) is a professional, non-profit association that promotes continuing education and certification through university and college based institutes and provides networking solutions, services and benefits to its members worldwide.



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President's Message

Sheri Pierce, MMC

IIMC President, 2021-2022



Happy Holidays!

Alaska has a winter storm warning in effect for the next 48 hours. As I watch the blizzard of snow from my window continue to pile foot after foot of snow on to my lawn, I regret that my flight today from Valdez to Anchorage International Airport was cancelled due to zero visibility at our airport. Rescheduling my connecting flight to Jackson, Mississippi took over three hours of trying online and speaking directly with a Delta airlines agent. Living in a small city in Alaska located 350 miles from a major city certainly has its challenges.

I should be prepared for challenges. As a City Clerk, we regularly face challenges and work diligently to find solutions and resolve problems. We must constantly multi-task and perform many roles and responsibilities. The Clerk's office list of responsibilities exceeds that of any other city department. We love our job and are dedicated to our profession. But I wonder if we take care of our self as well as we do those we serve. I can't recall the last time I left my office to have lunch, took a 15-minute break during the day or left my office promptly at 5:00 PM when city offices close. There are times when I am so mentally tired, I short circuit and expect smoke to come out of my ears! So, I think it important to view personal wellbeing as a challenge in need of resolve.

If you have suggestions that I can share in my upcoming New Year president's message, please email me your secrets to success.

I continue to work with IIMC staff on development of a sustaining education program for Clerks who have obtained their MMC and Clerks entering the MMC certification program. The Education and Professional Development Committee and Institute Directors will review the staff proposal in the New Year for submission to the Board of Directors in May. I will continue to provide updates in my president's message and upcoming "Coffee with the President" virtual sessions.



IIMC, the 2021-2022 Conference Committee, and the Municipal Clerks of North Little Rock and Little Rock look forward to welcoming you to the 76th IIMC Annual Conference!

I am excited to share that planning for the IIMC conference in Little Rock, Arkansas is going well and that the Marriott hotel has sold out. Great news is we have rooms available at the DoubleTree Hotel which is just a short block away from the convention center. And...the DoubleTree offers guests warm chocolate chip cookies at the front desk!! The City of Little Rock and our fabulous Arkansas Host Clerks are looking forward to our conference and excited to roll out the red carpet for you. IIMC looks forward to launching the conference registration module in January. Please don't hesitate to contact staff if you need assistance. This will be a new process and they are all very happy to help.

If the snow stops and my local airport opens...I am excited to attend the Region IV Conference in Natchitoches, Louisiana and the Mississippi State Conference in Flowood, Mississippi next week. (I expect warmer weather.)

I wish you all a wonderful Christmas holiday and a very happy New Year!

Education Director's Message

Greetings.

I hope this note finds you all warm and fuzzy inside. During this special time of year, we get the chance to be with our friends and family to share a hot cup of cocoa, coffee, or tea.

It is also the time of year I reflect on those we do not ordinarily consider family or friends. You might be asking yourself, "Like who?" We pass these individuals every day and have no idea if they are sad, hungry, or in some other kind of need. Let's together make it our goal to spread holiday cheer! Holiday cheer comes in many forms. Sometimes just sharing a smile with a stranger can make a difference.

There are often opportunities to "pay it forward" at a supermarket or coffee shop, there are food drives in our local communities and church. No matter your preference or means, I encourage us all to give back in any way that we can to those who are less fortunate during this holiday season.

You may even be aware of someone right in your workspace, a neighbor or family that can use some extra support. I'll leave it to you then. My family is committed to feeding a few families this year, sharing our smiles, and buying a small Christmas tree for our senior neighbor!

Please write to us via email: media@iimc.com and let us know what you will commit to this holiday season to give back to your local community and feel free to send us photos.

Have a beautiful and safe holiday. From my family to yours – Feliz Navidad!

Bea



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Editor's Note: The following vignettes were written by members of the IIMC Public Relations/Marketing Committee. The committee also created the banner above and this *News Digest* cover.

Practices Kept Upon Return to the Office/Opening to the Public

Portage, WI

By **Marie A. Moe, WCPC, MMC**, City Clerk

The Pandemic forced everyone to look at how services are provided to the public. Even though it was on the list of things to do, we never seemed to find the time to get all forms online and in a fillable format, that was until the Pandemic struck forcing us to move things from the bottom of the list to the top.

We found there are many things that can be done efficiently without person-to-person interaction. A drop box was placed outside the municipal building, where a person can place an application or payment for processing. We are relying on email conversations with applicants more than ever. The City now has a Zoom account and while the Council and Committees have resumed in-person meetings, staff has found efficiencies in conducting other meetings electronically.

The Council Chambers now has Plexiglas dividers between desks, and audience chairs social distanced.

The polling place now has Plexiglas dividers between workers and voters. The floor is taped with the appropriate spacing for social distancing.

We are continuing to evolve in creating a safe environment for both employees and the public.

Practices Kept Upon Return to the Office/Opening to the Public

Seaford, DE

By **Tracy Torbert, CMC**, Executive Secretary

There is no doubt that COVID-19 came in like a wrecking ball turning most people's world upside down. As we attempt to go back to pre-COVID practices, it has been found that some will be sticking around. In our office, livestreaming of our City Council meetings through our Facebook page, YouTube and Website have become a new normal and are here to stay. This has proven to be a benefit for our residents; they can sit in the comfort of their own home and still stay up to date on what is happening within the city.

As our office opened back up to the public, measures were put in place to keep employees safe. Sanitization stations in our lobby, markings on the floor to be sure that people practiced social distancing and sneeze guards for the customer service representatives.

During this pandemic, we have learned that patience, understanding and compassion are key when dealing with our residents. Times are tough for everyone ... we will all get through this together!

Continued on page 7



■ Who knew there was a submarine in the Arkansas River, in a land-locked state like Arkansas? Arkansas Inland Maritime Museum is the only place other than Honolulu, Hawaii, to have two vessels that bookend World War II: the tugboat Hoga was in Pearl Harbor during the Japanese

attack in 1941, and the submarine Razorback was in Tokyo Bay during the formal surrender of Japan.

■ In 1885, when the town had a population of approximately 25,000, a Little Rock newspaper reportedly offered a free plow with each prepaid subscription of \$12.



A New Look at Our Old Procedures

Town of Manlius, NY

By **Allison Weber**, NYSTCA District Director, OCTCA president Town Clerk

We have always strived for creating procedures that protect the integrity of what we are trying to accomplish but still provide efficient services to residents. It's a delicate balance between enforcing rules and procedures and finding ways to make it easier for residents to do business at town hall.

Due to safety concerns, we had to really evaluate each of our business processes and determine what we could accomplish remotely or by mail. For each task that we evaluated, we had to remove the in-person human interaction if possible. What we found were the places where we truly need that interaction and the places where we could modify it.

For example, our marriage license process was overhauled to include a new form that the couple fills out prior to the appointment. This is a practice that many other municipalities already use, but as a busy office we had never taken the time to implement the use of the form. This reduces a lengthy interview process but still provides for the secure

review of the required documentation. We were forced to make it a priority and now we love it! When our doors re-opened, we kept the pre-appointment marriage license form and all the benefits that came with it.

How many other projects would improve the local government experience and office efficiency if we were suddenly forced to put them on the front burner?

Practices Kept From The Pandemic Era

Manteo, NC

By **Jamie Whitley**, Town Clerk

The Town of Manteo is open to the public and we continue to serve our community. We have decided to keep the hand sanitizer stations and our two new websites that were created during the Pandemic.

The Town of Manteo had to get creative with ways to reach the public during the Pandemic, so we created two websites, Manteo Life and Discover Manteo, to reach out to the local community and visitors that come visit throughout the year. We did our first Santa ride last year, and we will continue making this a tradition in town every year by having a Santa ride through town to visit the children and citizens of Manteo.



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Feature Article

Municipal Clerks: The Titans of Local Government

By Liz Foley, Freelance Writer

Pop quiz: What does a Municipal Clerk do?

Answer: You name it—it's probably on the list. The Clerk is the Swiss Army Knife of municipal workers, the heavy lifter who keeps local government humming along. The occupation is as diverse as the municipalities themselves. Like the hidden gears in a complex machine, they do much of that work out-of-sight of the public eye, toiling beneath the radar to simply Get the Job Done. So, here's a closer look into the daily lives of two of these hard-working desk soldiers and how the past year impacted their roles.

Clerk of All Trades

In a rural Northern town of just over 2,000 residents, it's no surprise that Kalkaska Village Clerk Angie Koon is pretty much a one-woman show. She spent her first seven years as a Records Clerk for the police department before taking on the broader duties that led to being sworn in as Village Clerk in 2010. Along the way, she also assumed the duties of Payroll Clerk, Utility Billing Supervisor, and Benefits Coordinator/Human Resources Director. "As a Clerk in a small community, I find myself performing duties that would likely be spread out among other staff in larger offices," said Koon.

She might be described as less a trained specialist than a self-taught jack-of-all-trades. "That is definitely how I feel daily, yes! My degree (B.A. in English) certainly relates to drafting minutes, documents, etc. However, the payroll and human resources aspects were not in my wheelhouse and there are always new pieces of information to be gained in these areas."

In fact, Koon estimates less than half her time is spent on typical clerking duties—recording minutes, preparing agenda packets, and drafting resolutions and ordinances. More goes into handling payroll and employee benefits.

"Additional typical daily duties include assisting the administrative assistant with balancing payment receipts from the previous day; scheduling committee meetings; assisting with utility billing matters such as drafting work orders and maintaining the customer database; and generating accounts receivable invoices. I do also work closely with the treasurer, particularly during the audit, gathering requested data."

She does it all by being well-organized.

"I'm a good list maker. I prioritize before I leave the office what I need to get done the following day," she said. "But even then, things don't always go as planned. There's no such thing as an average day."

Clerking Through COVID

For Koon, the pandemic impacted her job more than anything else in 2020.

Suddenly, village offices were closed to the public, with several months where only Koon and one other staffer came in to check drop boxes and mail. "The biggest thing was how to handle water bill payments. We'd always had an after-hours drop box, but the pandemic forced us to get an online credit card system up and running for utility payments," she said. "People love that now. In fact, we got everything running so smoothly by remote that even though we've been back fulltime for several months, our walk-in traffic is still a lot less than it ever was." It was also her job to ensure the switch to remote meetings fully complied with the Open Meetings Act.

"The transition to remote meetings after doing them in person for so long was an adjustment, not being in the room with the others. The technical aspect took getting used to, but after a while it became almost second nature."

Some changes have turned out to be lasting improvements. For example, she now arranges Zoom meetings with applicants to be sure everything is in order prior to each planning commission site plan review.

"If there was anything good to come out of last year, it was finding other ways to do things that actually work better for us," she said. "There were a lot of changes and we had to adapt...that's what a Clerk does. From week to week, and on a daily basis, I might be doing something I've never done before. You have to be very multi-faceted, ready for anything."

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ANGIE KOON

Clerk, Village of Kalkaska

Population: 2,132

Appointed in 2010

Primary Duties:

- Clerk of the village council
- Clerk of the planning commission & brownfield redevelopment authority
- FOIA Coordinator
- Payroll Clerk
- Benefits Coordinator/Human Resources Director
- Utility Billing Supervisor

Municipal Glue

It takes years of experience and professional training to help run Michigan's fourth largest city. Sterling Heights City Clerk Melanie Ryska is a powerhouse manager whose office handles more than 200 Freedom of Information Act requests and 2,000 business licenses every year. One city council packet can be up to 600 pages long, and she attends and records the minutes of every meeting, twice a month. She and her four-person staff handle the paperwork for 26 different boards and commissions, process nearly 750 death records annually, oversee city dog licensing, and are now an official Passport Acceptance Agency.

But first and foremost, Ryska administers elections. In fact, that's where her municipal career began back in 2002 in another metro Detroit suburb.

"I started with packing election supplies seasonally in the City of Hamtramck. I quickly fell in love with elections and began to learn about other aspects of city government," said Ryska. "I take pride in being able to help people navigate through elections and other city functions. No one ever grows up with the intention of being a City Clerk. But those of us who find our way here are some of the most loyal and dedicated public servants you will ever meet."

The biggest challenge?

"Not enough resources. Whether it be for the continuous unfunded mandates imposed by legislation or lack of acknowledgment of the needs of clerk's offices to perform their duties properly, Clerks consistently have to find ways to do more with less," she said. "It is hard to justify the need for additional resources for functions that people do not see. Yet it is the work of a clerk's office that is the glue that holds all the pieces together."

Counting Every Vote

Without a doubt, the [2020] November election was the past year's single biggest event for Ryska and countless other Municipal Clerks. For Clerks, all elections begin a year in advance, determining and reserving spaces for each specific election function. Six months prior, precinct locations are confirmed, and any conflicts resolved. Four months prior, election supplies are inventoried and ordered. Over the next few months leading up to election day, everything necessary for the absentee voter process is prepared and launched; temporary staff is recruited, hired, and trained; physical equipment and software is tested and readied before the actual balloting process begins in earnest. Election day is followed by the certification process and up to two months of audits and recounts, if necessary.

"A work week could be 60 hours depending on the election. For the last one, I pretty much lived at city hall. I contemplated putting up a cot and just saying 'see you all in the morning,'" she said, laughing. "Elections is one industry where there is no room for error, for an error may destroy your reputation and career. I have yet to see another industry where public scrutiny can have such a profound impact."

2020 was the most challenging yet, she said. "I have played a key role in administering 49 elections in my 19-year career. Through all the constant changes, I can honestly say that I have never experienced the same level of public scrutiny, amount of misinformation, and unyielding doubt that I experienced in 2020."

The fallout isn't over.

Continued on page 10



“Every piece of election legislation on the table right now impacts Clerks. I believe there are over 100 different bills on the table, some good and some bad, that will affect how we run elections in the future,” she said.

“I think the job will only get tougher and more complicated. There are unintended consequences to any legislation passed and that’s historically been the case. Clerks need to pay attention to what’s happening legislatively... it’s a process that directly impacts them, and they have a say and a voice.”



MELANIE RYSKA

Clerk, City of Sterling Heights

Population: 134,346

Appointed in 2017

Primary Duties:

- Clerk of the City Council
- Clerk of 26 boards & commissions
- Keeper of Records
- FOIA Coordinator
- Elections Administrator
- Business licensing
- Death records
- Dog licensing

Editor's Note: This article is reprinted with permission from the September/October 2021 *Michigan Municipal League Review* magazine. Liz Foley is a freelance writer.

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Lives Lived



Mary L. Haynes

Former Region VII IIMC Board Member

Peoria, IL

Haynes was a devoted mother and grandmother. She is survived by one son Eric (Theresa) Haynes of Germantown Hills and one daughter, Kris Hohulin of Bend, Oregon; two grandchildren, Calvin Haynes and Alex (Mercedes) Haynes and one great granddaughter Hope, as well as many nieces and nephews.

She loved spending time with her family and friends, playing bridge, a bad game of golf, attending the Peoria Symphony, and writing poetry. She also loved teaching Sunday school and speaking on topics in the Clerk's profession. She enjoyed watching Bradley Braves basketball, Cubs baseball and her grandsons' sporting events.

Mary was the first female elected Peoria City Clerk/Town Clerk. She was grateful to the citizens of Peoria for the privilege of having the best job in the world from 1985-2012. One of her most satisfying roles was to chair the "Rediscovering City Hall" project, bringing City Hall back to its former glory.

Haynes was also involved in various capacities regarding IIMC, having served on the Board of Directors from 1993 to 1996; Chaired the IIMC Headquarters Relocation Committee; Co-Chaired the International Relations Committee; and received the prestigious Quill Award in 1997.

In her state of Illinois, Haynes served as President of the Municipal Clerks Association of Illinois and received the Member of the Year award in 1992.

Online condolences may be left at www.GaryDeitersFH.com.

Clerk Memoirs...Continued from page 7

An Essential Office Then, An Essential Clerk Always:

Township of Barnstable, Massachusetts

By **Ann Quirk, MMC**, Town Clerk

The Governor of the State of Massachusetts declared the Town Clerk's office as essential.

We are really a City doing business as the Town of Barnstable. While some of the smaller towns could work from home a few days a week, we worked in the office every weekday during the pandemic just as we did before and continue to do now.

We have a hospital in our town and register about 800 to 900 births and deaths yearly.

The biggest glitch to working from home was that we did not have access to the State computer and with three elections facing us and the vote-by-mail legislation, we had to be in the office.

The doors to Town Hall were locked, and we made appointments for people to come in to do business with us. We added a locked box to the outside of the building to

encourage people to place their requests in it. Most of our residents wanted immediate service.

Customer service continues to be a huge part of our job, but we also want to keep everyone safe and healthy. We walk the proverbial tight rope. But, we are Clerks and we make it work!

Little Rock Central High School National Historic Site





Nominations Invited For The Annual Institute Director



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

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

Nominations for the Award must be postmarked no later than March 15, 2022.

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

NOMINATION

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

Family members may not submit nominations.

Please contact IIMC's Director of Certification and Conference Program, Ashley DiBlasi, at Ashley@iimc.com if you have any questions about the Award or application procedures.

AWARD POLICY

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

- 5) The President or those designated by the President shall determine the form of the Award.
- 6) The current IIMC President shall present the Award at IIMC's Annual Conference. In the President's absence, Immediate Past President, the current President's designee or a designee of the recipient shall present the Award.
- 7) In the recipient's absence, the President shall announce the Award recipient during the Conference and make arrangements for later presentation to the recipient.
- 8) It is not required that the Award be given each year.

AWARD CRITERIA

- 1) A nominee must be, or have been, an Institute Director for a minimum of five (5) years. The Institute Director may be a past Director, a present Director, or retired.
- 2) Three nominators are required for each nominee. Two nominators must be IIMC members in good standing. Nominators must have direct knowledge of the nominee's work as an Institute Director, as well as of the nominee's unique accomplishments as described in the materials submitted. A letter of endorsement from each nominator must accompany the Nomination Form.
- 3) Nominators can be: Municipal Clerks,
 - i. Institute Director colleagues,
 - ii. Sponsoring college or university personnel,
 - iii. IIMC Committee with whom the nominee has served,
 - iv. And other personnel affiliated with Municipal Clerks or IIMC who have direct knowledge of the nominee's performance as an Institute Director.
- 4) Two letters of endorsement are required: a) a letter from the president of the State or provincial Municipal Clerks Association served by the Institute Director, and from an official of the sponsoring university or college. These must accompany the Nomination Form.
- 5) A copy of the nominee's resume or bio and other information requested by the nominators.
- 6) The complete nomination package, including the Nomination Form and all support materials, must be mailed

Continued on page 13

Nomination Invited For The Annual Institute Director... Continued from page 12



in one package and must be postmarked no later than MARCH 15 of the Award year. Applications postmarked after that date will not be considered. All materials must be contained in one complete package.

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

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

For more information, visit www.iimc.com/159/Institute-Directors-Award-of-Excellence.

Clerk Memoirs... Continued from page 7

This Pandemic has kept us separated. But in ways, it has made our community even closer because we had to make more of an effort to reach out to our community. We are proud of the efforts that our community has made to keep us all connected through social media, events and outreach.

Practices Continued From the COVID Shutdown: Township of Liberty, New Jersey

Township of Liberty, New Jersey

By **Diane M Pflugfelder RMC, MMC**, Municipal Clerk/
Administrator

What Liberty Township has continued from the COVID shutdown to today:

- We updated form/application accessibility on the website and continue this practice today
- We implemented an online tax payment program was implemented that continues
- The Environmental and Recreation Commission continue to have zoom accessibility to their meetings
- Hand sanitizer stations remain throughout the municipal building



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Little Rock



Don't Pave The Cow Paths

By James Ridge in Technology



There are lots of ways to waste money in municipal government, but if you really want to set huge sums of money on fire, bungling an IT project tops the list. This is especially true of large software implementations. They have a propensity for going horribly and expensively wrong. The federal government's Phoenix payroll project, for example, was to save \$70 million a year but was scrapped, and will end up costing taxpayers \$2.2 billion.

Municipal governments have had numerous similar IT project disasters, albeit on a somewhat smaller scale. Even in a small municipality, a failed IT project can still cost you hundreds of thousands of dollars. And, some municipal software implementation projects went millions of dollars over budget, and years over schedule, in mid-sized municipalities.

So, let's go over six sure-fire ways to expensively bungle your IT project.

1. Pave the Cow Paths

If you are not familiar with the term, it refers to the astonishingly common practice of using new software to automate old and inefficient business processes. Many organizations fall into this hugely expensive trap.

What it invariably means is that the new software tool has to be customized, often extensively, to shoehorn the old business processes into the new product. This almost always means that the implementation of the new software

becomes substantially more expensive, as does the ongoing maintenance. Routine upgrades and security patches have to be custom configured because of all of the modifications made to the product. Testing becomes more time consuming and expensive, and incremental improvements to the product are forever more complicated.

The reason the cow paths get paved is just old-fashioned resistance to change. People are comfortable with the old business processes and often put up huge resistance to changing

things. You will hear objections that generally boil down to "We've always done it this way" or "We're special."

Sorry, you are not special. Payroll is payroll is payroll. You need to do a business process review (BPR) before you automate. Management should insist on it. Progressive municipalities have corporate policies requiring it. Mandating a business process review takes discipline, and it will likely be unpopular, but it is absolutely necessary.

However, there is an even simpler solution: Most major software packages come preconfigured with the most up to date industry-standard business processes. It could be the best-known process for accounts payable, or for recreation registration, or for reviewing development applications, or for payroll. But surprisingly few municipalities use the processes that come with the product they're purchasing – business processes they have effectively paid for. Instead they look at the meandering paths worn into the pasture over the years and think "Hey! Let's buy some asphalt!"

2. Keep Changing your Requirements Document

One of the key steps in preparing for the acquisition of a new software tool (after you have done the BPR), is documenting the requirements – the comprehensive list of what you want the new software tool to do. This is one of the first steps in any software acquisition project, and usually lists both the "must haves" functionality, and the "nice to haves." The requirements document becomes a central component of your Request for Proposal when you go to market.

Continued on page 15

But some organizations keep tinkering with the requirements list. Changing it after going to tender is both foolish and likely compromises the integrity of the purchasing process. If you can't reach agreement on the requirements, then elevate the issue to your IT governance group for a decision.

3. Require Perfection

When selecting a new software tool, it can be staggeringly expensive to insist on a product that does everything everybody wants. Generally speaking, you should be comfortable with a product that does 80 percent of what you need, ideally the "must haves." Insisting that the product do the remaining 20 percent of functionality, often "nice to haves," can drastically increase the cost.

One municipality had an ancient paper-based process that involved filling out a pink paper form. They paved the cow paths and demanded perfection. When it came time to automate the process, the staff insisted that the software screen look exactly like the old form, and they insisted it was pink.

4. Pick an Unproven Product

When a new software product hits the market, the vendor is hugely motivated to find a few early purchasers to become

"point to" clients for marketing purposes. Very often they will offer early clients big discounts to get the product in use somewhere. The reason for this is obvious: Many organizations are reluctant to purchase a new product with no track record in other municipalities. So, should you.

Be very cautious about purchasing a new product that does not have other municipal users, even if it is the cheapest. Instead, choose one that has been used by other municipalities who can provide a reference.

Speaking of references, another way for things to go wrong is ...

5. Don't Check References

One municipality bought a software product based on the vendor's assurances it could do a certain function. Once implemented, they discovered that it couldn't. They had neglected to check references.

Before you sign a contract for a new product, take time to reach out to another municipal user and confirm that it can do what the vendor told you it can do. If the vendor won't provide you with references, walk away.

Continued on page 17



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Don't Confuse Self-Doubt With Someone Else's Insecurity

By Dr. Tim Rahschulte

From a young age, we battle against others' insecurities. At the earliest of ages, our decisions aren't our own; they're made by someone else's belief in us. (This is typically a parent, guardian or some other caregiver.) As we get older, however, we start making our own decisions, which are often grounded in our outlook of the world and belief in our abilities to operate in the world. Although our decisions may be our own at this point, we still rely on others' perceptions.

This reliance can be either a blessing or a curse. We care about what others think about us, and that can affect how we think about ourselves. Any negative or limiting perception others have of us can quickly imprison us in self-doubt and self-constraint.



Even in today's "everyone gets a trophy" world, we all battle limiting or deflating perceptions others have of us. Maybe it's because of the trophy society. Maybe there are other reasons. Regardless, it's important to know we can cast limiting assertions on others, just as they can upon us. Be aware that it happens, but don't let it manifest into your own self-doubt. Separate what's real from perception and what others think from what you believe. Your belief in yourself can overcome the self-doubt.

This is a rule and lesson shared by Suzie Smibert, the chief information security officer at Finning International. Specifically, she says to have trust in yourself. Don't project your insecurity on others and don't let them project theirs onto you." Indeed! Many of us were raised hearing, "You can do anything," and "You can be anybody." Some, however,

grew up being questioned: "Who do you think you are to be dreaming like that?" "You'll never amount to anything!" "Who's going to want you?" In either reality, we'll need to overcome self-doubt and the insecurity we find others have in our abilities to realize our fullest potential.

Cheryl Smith said, "My goal in life was to be a CIO." Once she achieved that, her goal changed to wanting to be a CIO at a Fortune 50 company. She realized that goal as well. Cheryl's the former chief information officer of McKesson, which is among the top ten highest-revenue-generating companies in the United States — well within the Fortune 50.

To aim at being a CIO of a Fortune 50 company was a really big and bold goal for Cheryl — or for anyone, for that matter.

There are only 50 positions you could be in to realize that goal, and to accomplish it means battling self-doubt and the insecurity others project upon you. Unfortunately, women will many times find additional battles and challenges on their journeys to realizing big goals, due to unconscious and conscious bias and blatant roadblocks from people who don't view them as capable in the executive suite.

I'm fortunate to know Cheryl, and those she's worked with are fortunate that she achieved her goal, in part, by never confusing self-doubt with someone else's insecurity about who she was, what she was doing and the person she aspired to be. That's a lesson for all of us aiming to be continually better at what we do and who we are.

Just as you can't make someone else's decision, don't let someone else make yours — especially when it comes to your belief in yourself and the big, bold goals you aim to reach.

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

6. Skimp on Project and Change Management

This is the second most common cause of IT project dysfunction, after paving the cow paths. And both mistakes can be found in a single project.

If you are implementing a new financial system (which are notorious for going over budget and over schedule), hire somebody who has a track record of implementing financial systems, ideally the product you purchased. Pay whatever it takes.

Do not tap one of your talented young staff who just finished Project Management certification and give them the project as a developmental opportunity. You are setting them and you up for failure. The only worse thing you could do is make someone do the project "off the side of their desks." Pay what it takes for an experienced project manager.

And for goodness sake invest in change management, especially training and supporting those who will be using the new product, and who may still be grumbling about having to change their business processes.

Avoiding These Mistakes Takes Backbone

There have been IT projects where all six of these mistakes were made. But it only takes one or two to generate an expensive disaster. By the time you discover that your IT project is 100 percent over budget and two years behind schedule, staff are frustrated, council is very unhappy, and the public may be questioning your competence.

Avoiding these mistakes takes managerial backbone. It won't make everyone happy; it may cost more than you wanted to pay, but it will save you from the very expensive shame of freshly paved cow paths.

Editor's Note: James Ridge is the author of *Welcome to the Hall: A Practical Guide for Municipal Leaders*. He was City Manager of Burlington, CAO of North Vancouver, Deputy City Manager of Vancouver, and CIO of Toronto. He is writing a book on municipal information technology called (you guessed it) "Don't Pave the Cow Paths."

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



Arkansas's state motto is Regnat Populus, which is Latin for "the people rule."

IIMC, the 2021-2022 Conference Committee, and the Municipal Clerks of North Little Rock and Little Rock look forward to welcoming you to what promises to be an enriching and exciting conference experience!

2022 IIMC Annual Conference Update: What You Can Do Now

Last month, IIMC launched Phase I of conference preparation with the release of the **2022 Sneak Peek Planning Packet**, which may be viewed and downloaded here:

www.iimc.com/DocumentCenter/View/7597/2022-IIMC-Annual-Conference-Sneak-Peek-Planning-Packet.

To prepare for Phase II, IIMC encourages you to:

- Know your Member ID.
- Apply for a conference grant. The application deadline has been extended to January 31, 2022. To date, IIMC has only collected 36 applications. <https://bit.ly/2022ConfGrant>.
- Reserve your hotel room with the hotel block code. www.iimc.com/DocumentCenter/View/7598/2022-Conference-Hotel-Information
- Assemble your proposal and request for travel by creating your budget and writing your justification letter using our templates. Remember, the forms included in this packet are for your planning purposes and voluntary use only. IIMC will not be collecting any of your worksheets or letters. www.iimc.com/458/2022-IIMC-Annual-Conference
- Join the 2022 IIMC Annual Conference Facebook page: www.facebook.com/groups/2022iimcconflittlerock/. If you are a member of any other IIMC group, your request to join will be automatically approved.
- Download the IIMC Conference Mobile App and create a personal profile using the same email address that you will be using when you register for the conference in Phase II. <https://attendify.com/app/25tzkw/>

What You Can Look Forward To

The Education Planning Packet (Phase II), on schedule for release in early January 2022, will feature the full and complete conference program and schedule—including all session titles, descriptions and speakers—and the 2022 Education Planning Worksheet, a tool for you to mark your preferences. Along with the release of the Education Planning Packet, IIMC will announce dates and login specifics for conference registration demos to assist you with your program selection strategy.

All available conference materials are included on the 2022 annual conference page: www.iimc.com/458/2022-IIMC-Annual-Conference. IIMC updates this page often. Check back regularly.



2021 Annual Conference Sponsors

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Riverfront Park

Arguably, one of the best public parks in the country, Little Rock's Riverfront Park offers an abundance of outdoor activity. Riverfront Park stretches eleven blocks on the south bank of the Arkansas River in downtown Little Rock. The Park provides 33 acres of urban parkland for outdoor events, leisure activities and a glimpse of the state's history. Notable attractions include:

Clinton Presidential Park Bridge

The long-awaited Clinton Presidential Park Bridge is the epitome of urban renewal. The former Rock Island Railroad Bridge, built in 1899, has been renovated into a ramped pedestrian pathway to compliment President Clinton's vision for his Presidential Center – a veritable "Bridge to the Future." The project closes the loop to the 14.2-mile Arkansas River Trail, which runs along both the north and south banks of the Arkansas River and makes Little Rock the only city in the country with four pedestrian bridges that stretch over a navigable body of water. The loop is a must-see for visiting cyclists, hikers and outdoor enthusiasts.

Little Rock Civil War Marker

The location where the main body of Steele's army entered Little Rock on September 11, 1863 with the 3rd Minnesota Regiment in the vanguard, crossing the river on a pontoon bridge at the approximate location of the present day Main Street Bridge.

Riverfront Park History Pavilion

The current city skyline makes it difficult to imagine the area as it appeared to early explorers. Today we can only envision it through their drawings and maps, their descriptions of geographic characteristics and the natural landmarks they noted. The History Pavilion takes you on a trip back in time. It is also home to an Indian Head statue which was carved by Peter Toth in 1975. This statue was one of approximately sixty Native American likenesses that he carved in all 50 states. The statue represents a tribute to Native Americans.

Junction Bridge

As an integral part of the Six Bridge skyline and riverfront development in both Little Rock and North Little Rock, the Junction Railroad Bridge for pedestrian and bicycle use, links both sides of the Arkansas River Trail. Access to the bridge

is via a walkway (handicap accessible) directly behind the River Market pavilion on the Little Rock side and from Washington Street near the arena on the North Little Rock side.

La Petit Roche Plaza

Benard de la Harpe, who is believed to have traveled about 50 miles above the present sites of Little Rock and North Little Rock, described the area when writing about his journey. He noted a landmark on the north bank of the Arkansas River, which he referred to as the "French Rock" (now known as "big rock"). The first outcropping of rock along the riverbanks above its mouth on the south bank came known as the La Petit Roche – "Little Rock." The plaza provides views of the actual "Little Rock" as well as historical panels that detail the history and photography of the La Petit Roche.

Medical Mile

Medical Mile, a 1,300 foot section of the Arkansas River Trail showcases a three dimensional mural wall designed to inspire visitors to make wellness-oriented lifestyle changes.

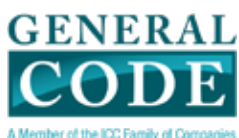
Vogel Schwartz Sculpture Garden

This dynamic garden is located at the west end of Riverfront Park. It features natural terraces and walkways along the Arkansas River, showcases more than 80 dynamic sculpture pieces intersected by ripples of walkways and eddies. The sculpture garden is a wonderful addition to the more than a dozen other large sculptures in the park and along President Clinton Avenue. Outside of the sculpture garden, you can find 24 additional works throughout the park.

Witt Stephens Jr. Central Arkansas Nature Center

An indoor and outdoor public center showcasing the diversity of native fish and wildlife associated with the Arkansas wetlands environment.

www.littlerock.com/little-rock-destinations/riverfront-park



2021 Annual Conference Sponsors





Continuing The Battle To Serve And Protect:

City of Douglas Georgia

By **Wynetta Bolder**, City Clerk



The battle of the pandemic as the City Clerk of Douglas sounds so dramatic. But yet, it is so true.

It seemed like a science fiction movie for over a year and a half. And when the first case of COVID hit and my best friend was placed on a ventilator, I knew that this was not a movie. A week later, another close friend of mine was placed on a ventilator.

As the numbers grew, so did my anxiety level for my staff. I felt that they were not taking it seriously along with the City Administrator. I took matters into my own hands, willing to face the repercussions if needed. I only allowed three customers in the building and marked where they could stand to ensure there was 6 feet between them.

The biggest challenge was getting customers to wear a mask without the local or state government mandating it. Dealing with angry customers and overseeing unhappy employees who complained about wearing a mask and having their temperatures taken was very stressful. However, I still took a chance and refused to serve anyone without a cover. I made it clear to my staff that I was looking after them and their families. As for myself, both my husband and I have underlying health issues.

As I continued to petition the Administrator to push for us to put in a plan, it seemed it took people in our community to die in order to make a difference. The first death was my close friend. As much as I began to feel defeated with

pushing for the wearing of a mask, sanitizing the building, and washing our hands, I knew I was not the one to save everyone, but I could be a part of getting it out so that people could survive.

As the City Clerk, I oversee our Mayor's Youth Council, and what better group to help get the word out. We first gave out 300 book bags with school supplies, a bottle of hand sanitizer, and a mask. Along with doing a PSA Georgia Safety Promise Campaign Video. www.youtube.com/watch?v=AMdiyEAjZlk

Finally, after months of seeing the rise of COVID cases in our community and deaths, we were able to mandate wearing a mask.

Everything went from personal engagement to Zoom engagement. Meetings, classes, conferences, training for myself and staff were minimal, and some felt it was not worth the time to attend online. Some places had their staff split their days between home and the office. The City of Douglas gave us two days so they could sanitize the building.

Only those that were exposed or contracted COVID were permitted to take a break. There are 16 people in my department and four contracted COVID. Three were severe cases; with prayers, they are back to work. Also, my best friend spent four weeks on a ventilator and has recuperated from her ordeal with COVID.

I wish I could finally say we are back to normal but except for a few weeks of normalcy, our office seems worse than before. Earlier in the Fall, I received this from my City Manager: "As of Friday, we had a total of 89 patients in the hospital, with 53 being COVID patients and 12 COVID patients on the vent. 94% of the COVID patients are non-vaccinated, and none of the vent patients are vaccinated."

With a city population of 11,696 and county of 43,273 citizens, the numbers are rising. Not just adults but children are becoming impacted. As the Clerk who supervises the

Continued on page 21

Customer Service Department, it becomes difficult to receive the calls of family members and customers dying and financially affected by this deadly virus. As a servant of my community, it seems what I do to encourage, protect and educate becomes tiresome, but I know I cannot stop.

We have to move forward. As Clerks, we may not be identified as public safety, but we are public servants. Our goal is the same: "Serve and Protect."



City of Douglas Mayor's Youth Council



Wynetta Bolder, City Clerk



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The IIMC Program Excellence in Governance Award (PEGA) is the top award for programmatic or technical achievement in our profession. Let me share three reasons why you should take the time to apply for the **PEGA in 2022**:

- 1) You Deserve It:** Any City Clerk that demonstrates excellence is a strong contender for the PEGA. Broad award categories honor diverse programs. The PEGA is an inclusive and egalitarian concept that exceptional programs are recognized, regardless of tenure as a Clerk or the ability, funding, time and institutional support to be involved in the IIMC leadership structure. Don't let that opportunity pass you by!
- 2) Your Office Share Your Wins:** Most people at City Hall still don't understand what City Clerks Offices really do. Just the collaborative process of writing the PEGA application provides your City's management team tools they can use to advocate for you. If you win, you'll go into your next salary negotiation as an international award-winning City Clerk. If you don't, you'll still have been successful at reminding folks that the City Clerk's Office is much more than just centralized clerical staff. Also, sharing an exceptional program will allow us, your peers, to emulate what you've done. As they say, imitation is the sincerest form of flattery.
- 3) Community Pride:** Winning the PEGA validates for the public that you've done something exceptional with their hard-earned tax dollars. So, when you win the award, IIMC will work with your office to contact your local paper and a presentation of the award can be arranged at a Council meeting.

So, the challenge isn't just great work – you already do that! Your challenge is to provide us with the opportunity to honor you. Throw off the City Clerk's natural coat of humility and apply. You, your City and your profession will be better for it.

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

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CITY COUNCIL MEETING
LIVE STREAM

1. 4:45 PM CLOSING REMARKS TO BE MADE BY THE Mayor
2. Approval of the Mayor
3. Public Comment: Members of the public may address the Council members on any item on the closed session agenda.
4. Approval of the Mayor
5. Conference with legal counsel: Jurisdictional litigation: Significant exposure to litigation pursuant to paragraph (2) of subsection (d) of Section 54960 (a) (The previous clause).
6. Call to order and Pledge
7. Roll Call
8. Adoption of Agenda

City Council Meeting
Thursday, February 26, 2020 - 7:45pm

Factor: Details

City Council Meeting
02/26/2020
City Hall 500 Main Street
Brisbane, CA 94005

1. 6:45 PM CLOSED SESSION (to be held in the City Council Chamber)
A. Approval of the Closed Session
B. Public Comment: Members of the public may address the Council members on any item on the closed session agenda.
C. Adoption of Agenda

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2022 IIMC Board Vacancies: Make A Difference In IIMC's And Your Future!

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

- Producing a third three-year strategic plan (2020 – 2023);
- Creating a Diversity/Inclusivity Vision and Policies;
- Overseeing the Organization's financial health;
- Producing more than \$900,000 in Board Designated Reserves, an unprecedented amount;
- Creating progressive Organizational policies;
- Initiating an advanced annual conference selection process;
- Producing successful revenue generating conferences;
- Increasing membership to an all-time high in Region XI;
- Producing a third successful Region XI Symposium in England;
- Working on its fourth Region XI Symposium and Study Abroad Program for 2023; and
- Maintaining transparent and open communications with all members.

Having had to deal with COVID-19 these past two years, IIMC found other ways for members to engage with its Region Directors and Presidents via Zoom. These sessions are an excellent platform to engage with members and provide them a channel to communicate IIMC business.

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

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

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

NOTE: In an effort to alleviate hurdles and streamline the process for interested members, IIMC's members unanimously approved at the Annual Business Meeting in May 2021 to eliminate one of the requirements for Region Directors. Candidates no longer need to:

Provide written support of candidacy from their state, provincial or national association within the Region in which they are running.

Any member now wishing to become more involved has an opportunity to submit their name for Region Director without the support of their state, provincial or national association

2022 Board vacancies are available in the following Regions and as Vice President on the Executive Committee:

Region Director Vacancies:

- I CT, ME, MA, NH, NY, RI, VT
- II DC, DE, MD, NJ, PA, VA, WV
- III AL, FL, GA, NC, SC
- V IN, KY, MI, OH, TN
- VIII AZ, CO, ID, MT, NE, NV, NM, ND, SD, UT, WY
- IX AK, CA, HI, OR, WA
- X CANADA

Qualifications of Candidates:

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

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

Continued on page 25



VICE PRESIDENT:

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

- A. Be an IIMC member for at least three (3) years.
- B. Have served on the IIMC Board for three (3) years prior to time of election.
- C. Have served at least three years as a Municipal Clerk or other office as defined in IIMC's Constitution, Article II, Membership, Section 2 A.
- D. Have attended at least two Annual Conferences. Attendance may include the conference at which the candidate's term would begin.
- E. Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member during the term of office, which shall include terms as President-Elect, President and Past President.
- F. Provide written support of candidacy from the legislative governmental body they represent.

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

- Complete and return Nominating Forms announcing his or her candidacy 120 days prior to the Annual Meeting (Form must be returned to IIMC HQ no later than **Friday, January 14, 2022**);
- A current, high quality digital photograph (electronic - JPG) is required. (**Polaroid pictures are not acceptable**) to be published in the online *News Digest*; A 200-word essay (not to exceed 200 words in Word File, **not in PDF**) on their qualifications, emphasizing activities in the Municipal Clerk's profession (essay will be published in the on-line *News Digest*).

You can obtain Nominating Forms online at www.iimc.com – click on About Us, click on Board of Directors, or by contacting Executive Director Chris Shalby at: chriss@iimc.com. Nominating Form, photograph, essay and the endorsement

of candidacy from your Legislative Governmental Body you represent can be sent electronically to Executive Director Chris Shalby.

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

Elections – Region Director

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

Elections – Vice President

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

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

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2022 Quill Award

Nominations are now being accepted
for the 36th Annual Quill Award.

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

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

ELIGIBILITY

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

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

DOCUMENTATION

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

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

Continued on page 29



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CRITERIA

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

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

For more information, go to:

www.iimc.com and click on IIMC's Membership page. For questions, contact IIMC Executive Director, Chris Shalby at chriss@iimc.com.



- During the Civil War, when the Confederate Army suffered a serious defeat in the battle of Pea Ridge in March of 1862, the state was consequently left largely undefended. Seeing an opportunity, Union forces made their way to Searcy, meaning to advance on the Confederate city of Little Rock. As such, Governor Henry M. Rector temporarily moved the entire state government to nearby Hot Springs for safekeeping. Ultimately, Little Rock was not attacked by the Union army, and the seat of government was restored in Little Rock in July of the same year.

This wasn't the only time that Arkansas's governmental operations have been shifted around. In 1821, when it became apparent that the original capital of Arkansas Territory, Arkansas Post, was prone to frequent flooding, the seat of government was moved to Little Rock.

The logo for MCCI (Municipal Clerks' Involvement and Management Council of Illinois) features a stylized 'M' with a person icon inside, followed by the letters 'CCCI' in a bold, sans-serif font.

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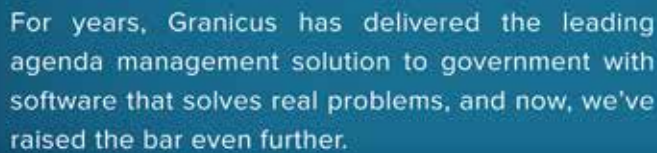
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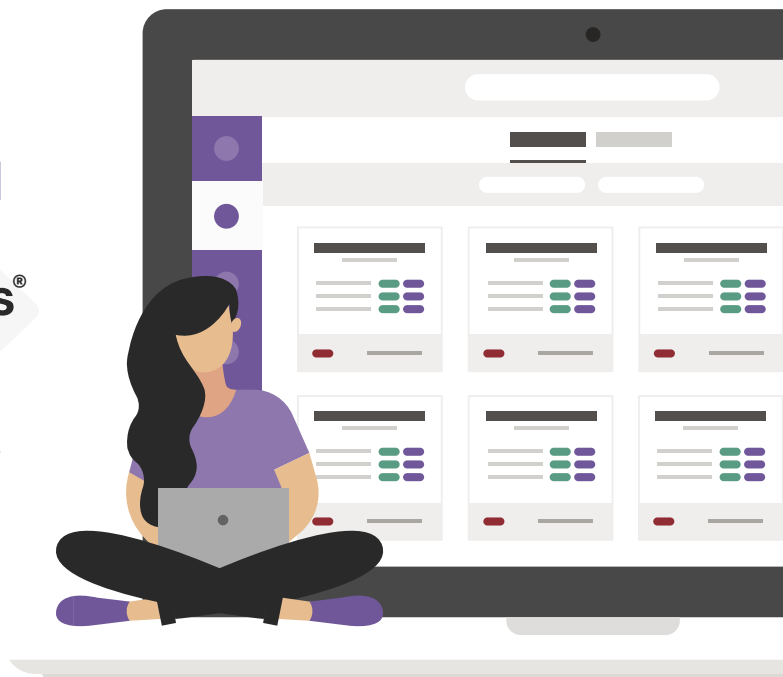
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Vogel Schwartz Sculpture Garden

Dr. Dean Kumpuris, Jane Rogers, Lucy Jackson and Dorsey Jackson began a movement to place public art in the downtown area of Little Rock. Sculpture at the River Market, Inc. was born from the idea and is now entering its tenth year. Revenue from the Sculpture at the River Market Show and Sale and private donations have funded the more than three-million-dollar collection of over 90 works of public art in Little Rock.

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

DATES TO REMEMBER



2021-22 Calendar

Region Meetings, Institutes, Conferences and Courses

Please check with your Association or the IIMC website for current information

■ DECEMBER

- 1-2 The Michigan Association of Municipal Clerks (MAMC)
2021 Master Academy
- 8-10 IIMC Region IV Meeting

2022

■ JANUARY

- 28 IIMC Region VI Annual Meeting

■ FEBRUARY

- 1-4 IIMC Region III Annual Meeting

■ MARCH

- 2-4 Utah Municipal Clerks Association Academy
IN PERSON and VIRTUAL
- 6-8 IIMC Region I Annual Meeting
- 13-17 Missouri MoCCFOA Spring Institute
- 13-18 Nebraska Clerks Institute and Academy
- 13-25 Michigan Association of Municipal Clerks (MAMC)
2022 Clerks Institute
- 14-17 Washington Municipal Clerks Association (WMCA) Spring
Academy and Annual Conference
- 16-18 North Carolina Association of County Clerks Annual Conference
- 22-25 Municipal Clerks & Finance Officers Association of Minnesota
(MCFOA) Annual Conference

■ APRIL

- 20-22 Iowa Municipal Finance Officers Association Conference

■ MAY

- 9-13 Minnesota Municipal Clerks Institute
- 22-25 **IIMC 76th Annual Conference in Little Rock, Arkansas**

■ JUNE

No events

■ JULY

No events

■ AUGUST

No events

■ SEPTEMBER

No events

■ OCTOBER

- 19-21 Iowa Municipal Finance Officers Association Fall Conference

■ NOVEMBER

- 29-Dec 1 Michigan Association of Municipal Clerks (MAMC)
2022 Master Academy



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76th Annual Conference
Little Rock, AR

Sunday, May 22 thru Wednesday, May 25, 2022



77th Annual Conference
Minneapolis, MN

Sunday, May 14 thru Wednesday, May 17, 2023



78th Annual Conference
Calgary, Alberta, Canada

Sunday, May 19 thru Wednesday, May 22, 2024



79th Annual Conference
St. Louis, MO

Sunday, May 18 thru Wednesday, May 21, 2025