



International Institute of Municipal Clerks

Board of Directors

Mid-Year Meeting Agenda

October 23, 2021



# International Institute of Municipal Clerks

## IIMC Board of Directors Roster

### **Sheri L. Pierce, MMC (2339)**

**President** Term ends: May 25, 2022  
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

### **Mary Ann Hess, MMC (15545)**

**Vice President** Term ends: May 25, 2022  
City Clerk/Finance Director  
City of Laurel  
P.O. Box 647  
Laurel, MS 39447  
**Phone:** (601) 428-6430  
**Fax :** (601) 428-6415  
**Email:** maryannahess@laurelms.com

### **Susan Haag, MMC (19599)**

**Region I Director** Term ends: May 22, 2024  
Town Clerk/Tax Collector  
Town of Austerlitz  
P.O. Box 238  
Spencertown, NY 12165  
**Phone:** (518) 392-3260 X 300  
**Fax:** (518) 392-9350  
**Email:** shaag@austerlitzny.com

### **Teresa K. Hudson, MMC (15095)**

**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

### **Camilla G. Pitman, MMC (23755)**

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

### **Pamela Smith, MMC (12767)**

**President Elect** Term ends: May 25, 2022  
Legislative Administrator  
Lee County Board of County Commissioners  
P.O. Box 398  
Fort Myers, FL 33902-0398  
**Phone:** (239) 533-2224  
**Email:** PSmith2@leegov.com

### **Mary J. Johnson, MMC (5419)**

**Past President** Term ends: May 25, 2022  
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

### **Ann M. Quirk, MMC (22120)**

**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

### **Diane Pflugfelder, MMC (17278)**

**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

### **Vester Lee Frazier, MMC (13400)**

**Region III Director** Term ends: May 22, 2024  
City Clerk  
City of Birmingham  
710 North 20th St, 3rd Fl.  
Birmingham, AL 35203-2294  
**Phone:** (205) 254-2290  
**Fax:** (205) 254-2115  
**Email:** lee.frazier@birminghamal.gov

**Phyllis A. McGraw, MMC (12388)**

**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

**Janice M. Bates, MMC (27412)**

**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

**Denise Hoy, CMC (5089)**

**Region VI Director** Term ends: May 17, 2023  
City Clerk  
City of Ankeny  
410 W. First Street  
Ankeny, IA 50023  
**Phone:** (515) 237-1338  
**Fax:** (515) 237-1645  
**Email:** dhoy@ankenyiowa.gov

**Janet E. Gray, MMC (18917)**

**Region VII Director** Term ends: May 17, 2023  
Deputy Clerk  
Village of Rantoul  
333 South Tanner, Municipal Bldg.  
Rantoul, IL 61866  
**Phone:** (515) 965-6405  
**Fax:** (515) 965-6416  
**Email:** jgray@myrantoul.com

**Lisa Garcia, MMC (12487)**

**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

**Angela Richburg, MMC (26126)**

**Region IV Director** Term ends: May 22, 2024  
City Clerk  
City of Byram  
P.O. Box 720222  
Byram, MS 39272  
**Phone:** (601) 372-7746  
**Fax:** (601) 372-7748  
**Email:** arichburg@byram-ms.us

**Angela Marshall, MMC (25534)**

**Region V Director** Term ends: May 22, 2024  
City Clerk/Deputy City Recorder  
City of Kingsport  
225 W. Center Street  
Kingsport, TN 37660  
**Phone:** (423) 229-9384  
**Fax:** (423) 224-2566  
**Email:** angiemarshall@kingsporttn.gov

**Marita Rhude, MMC (26864)**

**Region VI Director** Term ends: May 22, 2024  
Clerk/Treasurer  
City of Barrett  
P.O. Box 155  
Barrett, MN 56311-0155  
**Phone:** (320) 528-2440  
**Fax:** (320) 528-6639  
**Email:** barrett@runestone.net

**Celyn Hurtado, CMC (27327)**

**Region VII Director** Term ends: May 22, 2024  
City Clerk  
City of Garden City  
P.O. Box 998  
Garden City, KS 67846-0998  
**Phone:** (620) 276-1161  
**Fax:** (620) 276-1169  
**Email:** celyn.hurtado@gardencityks.us

**LuAnn Holmes, MMC (15859)**

**Region VIII Director** Term ends: May 17, 2023  
City Clerk  
City of Las Vegas  
495 S. Main Street, 2nd Floor  
Las Vegas, NV 89101  
**Phone:** (702) 229-2456  
**Fax:** (702) 382-4803  
**Email:** ldholmes@LasVegasNevada.gov

**Ruth Post, MMC (17735)**

**Region IX Director** Term ends: May 22, 2024  
City Recorder  
City of Philomath  
P.O. Box 400  
Philomath, OR 97370-0400  
**Phone:** (541) 929-6148  
**Fax:** (541) 929-3044  
**Email:** [ruth.post@philomathoregon.gov](mailto:ruth.post@philomathoregon.gov)

**Angila Bains, CMC (24649)**

**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](mailto:angila.bains@saanich.ca)

**Sarah Jeffries (29276)**

**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  
**Email:** [Sarah.Jeffries@slcc.co.uk](mailto:Sarah.Jeffries@slcc.co.uk)

**Scott Passey, MMC (18663)**

**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](mailto:scott.passey@edmondswa.gov)

**Stephen Huycke (31031)**

**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](mailto:stephen.huycke@richmondhill.ca)

**Johannes 'Hans' Rijs, MMC (28761)**

**Region XI Director** Term ends: May 25, 2024  
Griffier  
City of Bodegraven-Reeuwijk  
Postbus 401  
Bodegraven 2410 AK  
The Netherlands  
**Phone:** 0172-522522  
**Email:** [hrijs@bodegraven-reeuwijk.nl](mailto:hrijs@bodegraven-reeuwijk.nl)



**International Institute of Municipal Clerks  
Board of Directors ~ Midyear Meeting Agenda  
October 22-23, 2021  
Mission Inn – Riverside, California**

1.	Call to order	
2.	Roll call	
3.	Swearing in - Region VI Director – Denise Hoy, CMC, Ankeny, Iowa	
4.	Agenda approval	
5.	Consent agenda approval	
	a. DRAFT Minutes of May 7, 2021 Board Meeting	9
	b. DRAFT Minutes of May 8, 2021 Board Meeting	13
	c. DRAFT Minutes of May 13, 2021 Board Meeting	21
	d. DRAFT Minutes of May 13, 2021 Annual Business Meeting	25
	e. DRAFT Minutes of September 21 Virtual Board Meeting	31
6.	Executive Session -- Executive Director (Evaluation)	
7.	Foundation Report Update – Mary Lynne Stratta - Verbal	
8.	Executive Director Update – Chris Shalby – ACTION REQUIRED	35
	a. Constitution Amendment – Region VIII Restructure – <b>Attached</b>	41
	b. Constitution Amendment – Region VIII Map - <b>Attached</b>	43
	c. Diversity, Equity, Inclusion Draft Report - <b>Attached</b>	45
	d. Headquarters Schedule - <b>Attached</b>	49
	e. 2020 – 2023 Strategic Plan Update - <b>Attached</b>	51
9.	Education Department Report — ACTION REQUIRED	55
	a. Beyond the MMC Program - Attachments	59
10.	Committee Reports – NO ACTION REQUIRED	
	a. International Relations	83
	b. Membership/Mentoring	85
	c. Public Relations/Marketing	87
	d. Records Management	89
	e. Research and Resource	91
11.	Committee Reports – ACTION REQUIRED	
	a. Conference	93
	b. Education/Professional Development	95
	c. Elections	97
	d. Policy	99
	e. Budget and Planning -- 2021-2022 Budget	109
12.	Financials – ACTION REQUIRED	
	a. 2021 Year-End Budget with notes – Shalby/Parker/Pantaleon	113
	b. 2022 Projected Budget with Notes– Shalby/Pantaleon/Parker	117
	c. 2021 3 <sup>rd</sup> Quarter financials -- Shalby/Parker/Pantaleon - Handout	
	d. Five-Year Capital Expenses – Shalby/Pantaleon/Parker	137
13.	Staff Reports – NO ACTION REQUIRED	
	a. Communications – Karen Lee	139
	b. Membership – Janis Daudt	141
	c. Region XI – Tom van der Hoven/Shalby	145
14.	Annual Conference Updates - Verbal	
	a. 2023 – Minneapolis, MN – Shalby	
	b. 2024 – Calgary, Canada – Shalby	
	c. 2025 – St. Louis, MO – Shalby	
15.	2026 Conference Site Selection - Handout	
16.	Report from Region Directors	
17.	Other Business and Announcements	
	a. Budget Committee Vice Chair Selection Process Policy - Pierce – <b>Attached</b>	153
	b. Election Protocol – Region XI - Director Hans Rijs – <b>Attached</b>	155
18.	Adjournment	





INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS  
Board of Directors I Meeting  
May 7, 2021  
Amway Hotel – Grand Rapids, Michigan

**CALL TO ORDER**

President Mary Johnston called the meeting to order in person and via Zoom at 3:15 p.m. EDT.

Board Members Present:

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; Sonja Tolbert, CMC

Region IV Director; Phyllis McGraw, MMC

Region V Director: Janice Bates, MMC

Region VI Director: Marie Moe, MMC

Region VII Directors: Janet Gray, MMC; Helen Ingold, MMC

Region VIII Directors: Lisa Garcia, MMC; LuAnn Holmes, MMC

Region IX Directors: Dawn Abrahamson, MMC; Scott Passey, MMC

Region X Directors: Angila Bains, CMC; Stephen Huycke

Region XI Directors: Sarah Jeffries; Johannes “Hans” Rijs, MMC

Board Members Absent:

Region IV Director Leticia Vacek, MMC

Region V Director Leon Wright, MMC

Region VI Director: P. Kay Cmelik, MMC

Incoming Board Members:

Vice President Mary Ann Hess, MMC

Region I Director Susan Haag, MMC

Region III Director Lee Frazier, MMC

Region IV Director Angela E. Richburg, MMC

Region V Director Angie Marshall, MMC

Region IX Director Ruth Post, MMC

Other Attendees:

Sharon Ozimek, Event Management

Chris Shalby, Executive Director

Connie Deford, CMC, Parliamentarian

### Approval of Agenda

On a motion by Past President McPherson, the agenda was approved as presented.

### New Board Member

President Johnston administered the oath of office to LuAnn Holmes, MMC, Region VIII Director.

### Consent Agenda

The minutes of the November 13, 2020 meeting were approved as presented. Minutes of the November 14, 2020 meeting and March 17, 2021 special meeting were approved as corrected.

### Postponement

Without objection, the following agenda items were postponed to the May 8, 2021 board meeting:

- Foundation Report Update
- Executive Director Update
- Education Department Report
- Region XI Report

### Conference Update

Sharon Ozimek, Event Management, reviewed details of upcoming events and locations. She noted there is a skywalk to Van Andel Arena as well as shuttle service available from the JW Marriott Hotel. The concurrent sessions will be held at different locations—the Amway Hotel, JW Marriott Hotel, and Van Andel Arena. All conference meals will be plated. The conference program (provided in the conference bag) contains all current information.

Sharon reminded everyone of the mask and social distancing requirements. She noted it is a good idea to make reservations at local restaurants, and the maximum seating is six per table. There is an 11 p.m. curfew in Grand Rapids.

### Committee Reports

The following committee reports, requiring no action, were received:

- Conference
- Education/Professional Development
- Elections
- International Relations
- Membership/Mentoring
- Public Relations/Marketing
- Records Management
- Research and Resource

### Announcements

ED Shalby provided information about upcoming meal functions and the opening reception. Shuttle service to the airport will be available on Friday, May 14<sup>th</sup>.

### Adjournment

The meeting adjourned at 3:45 p.m. EDT and will reconvene at 9:00 a.m. EDT on Saturday, May 8, 2021.

Connie M. Deford  
Recorder and Parliamentarian

DRAFT



INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS  
Board of Directors I Meeting  
May 8, 2021  
Amway Hotel – Grand Rapids, Michigan

**CALL TO ORDER**

President Mary Johnston called the meeting to order in person and via Zoom at 9:10 a.m. EDT.

**Board Members Present:**

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; Sonja Tolbert, CMC

Region IV Directors; Phyllis McGraw, MMC

Region VI Director: Marie Moe, MMC

Region VII Directors: Janet Gray, MMC; Helen Ingold, MMC

Region VIII Directors: Lisa Garcia, MMC; LuAnn Holmes, MMC

Region IX Director: Dawn Abrahamson, MMC; Scott Passey, MMC

Region X Directors: Angila Bains, CMC; Stephen Huycke

Region XI Director: Sarah Jeffries; Johannes “Hans” Rijs, MMC

**Board Members Excused:**

Region V Directors: Janice Bates, MMC

Region V Director Leon Wright, MMC

**Board Members Absent:**

Region IV Director Leticia Vacek, MMC

Region VI Director: P. Kay Cmelik, MMC

**Incoming Board Members:**

Vice President Mary Ann Hess, MMC

Region I Director Susan Haag, MMC

Region IV Director Angela E. Richburg, MMC

Region V Director Angie Marshall, MMC

Region IX Director Ruth Post

**Other Attendees:**

Tom Van Der Hoven, International Consultant

Connie Parker, Finance Consultant

Brenda Kay Young, Past IIMC President

Mary Lynne Stratta, Foundation President  
Tracy Davis, Foundation Board Member  
Kathy Dornan, Foundation Board Member  
Diane Whitbey, N. Little Rock Clerk  
Ashley DiBlasi, Director of Certification and Conference Program  
Kellie Siggson, Education Associate  
Iris Hill, Education and Membership Assistant  
Janet Pantaleon, Finance Specialist  
Chris Shalby, Executive Director  
Connie Deford, CMC/Parliamentarian

#### Excuse Members

On a motion by Diane Pflugfelder, Directors Janice Bates and Leon Wright were excused.

#### Foundation Report

President Mary Lynn Stratta noted that 2020 was a challenging year for the Foundation. Of the \$144,857 in 2020 voluntary donations, \$44,190 was contributed to IIMC for educational programs and scholarships. The Foundation did achieve its goal to reach \$3 million. As of March 31<sup>st</sup>, the value of the corpus is over \$3,300,000.

Through the Legacy Program, the Foundation was the recipient of \$100,000 from the estate of Past IIMC President Helen Kawagoe. This is the largest one-time gift the Foundation has ever received.

Revenue was down overall for 2020 but corporate sponsors stepped up to match donations: Municipal Code matched donations made by April 2020 up to \$15,000; and American Legal Publishing matched Hawaii Raffle ticket revenue up to \$10,000.

Because of COVID-19, the silent auction will be virtual this year.

Both 2020 and 2021 recognition award recipients will be recognized this week. She urged the board to set an example for membership by donating to the Foundation.

#### Introductions

President Johnston introduced guests and staff members in attendance at the meeting.

#### Executive Director Update

ED Shalby reviewed his written report, noting that the position of Director of Professional Development will be advertised this month with the goal to have the individual begin work in July. He and staff members have provided some of the necessary services, but it will be necessary to hire an Office Manager again.

The building was refinanced this year resulting in a decrease in the monthly mortgage payment from \$4,875 to \$2,700.

IIMC will not incur any penalties, including attrition, with the Amway Hotel.

ED Shalby noted that former Region Director Bonnie Hilford had suggested that the Elections Committee should write three questions to administer to any member running for the Office of Vice President. The candidates would answer the questions, make a video of themselves, and upload their answers to the IIMC website for members to view. She thought this would encourage more members to participate in the voting process.

Director Garcia moved to refer the suggestion to the Elections Committee and report back at the mid-year board meeting. An amendment to add “to include the development of a policy” was adopted by unanimous consent.

Following discussion, a roll call vote was taken:

Those in favor: Directors Pinsonault, Quirk, Hudson, Pflugfelder, Tolbert, McGraw, Ingold, Garcia, Holmes, Passey, Bains, Jeffries, Rijs – 13.

Those opposed: Directors Pitman, Moe, Gray, Abrahamson, Huycke, Past President McPherson, Vice President Smith, President Elect Pierce – 8.

(Although President Johnston, voted no, her vote only counts in the case of a tie vote.)

The motion as amended was adopted.

ED Shalby noted that currently an IIMC election runs for nearly five weeks, and he questioned whether this voting time could be shortened.

Director Gray moved to refer the length of voting for elections to the Elections Committee. After debate, the motion was adopted.

#### Education Department Report

Director of Certification and Conference Program DiBlasi reported on the certification program and noted that a three-to-four-week review period is being maintained. It was noted that since the mid-year board meeting, 117 CMC designations and 41 MMC designations have been awarded.

She reported on the conference education program including academy and general sessions, Athenian Dialogues, and concurrent sessions. ED Shalby noted that with constant changes in the venues in Grand Rapids, the education program had to be revised and restructured twice.

DiBlasi also reviewed the IIMC Institutes, Athenian Leadership Society, and various committee work.

### Presentation

Grand Rapids City Clerk and 2021 Host Clerk Joel Hondorp thanked the board for making the decision to hold the conference in Grand Rapids. Gift bags containing local treats were provided to board members.

### Recess

The meeting recessed at 10:40 a.m. and reconvened at 10:55 a.m.

### Education and Professional Development Committee Report

Without objection, the Education and Professional Development Committee Report was taken up.

It was noted that Athenian Dialogues were approved to be conducted virtually through June 30, 2021. The Committee is recommending that the virtual Athenian Dialogues be made a permanent option and that the proposed Guidelines for virtual dialogues be accepted.

Director Bains moved that virtual Athenian Dialogues be a permanent option for IIMC and the Guidelines for virtual dialogues be approved. Motion adopted.

The committee recommended that IIMC members seeking CMC/MMC certification credit may receive a maximum of 12 points of the 18 points allowed toward certification from attendance at virtual dialogues. Director Bains moved to receive the recommendation and take no further action. Motion adopted.

The committee further recommended that IIMC members seeking Fellowship in the Athenian Leadership Society may attend a maximum of six dialogues virtually toward the required ten. Director Huycke moved to receive the recommendation and take no further action. Motion adopted.

It was reported that the committee is working on a recommendation for the "Beyond the MMC" program and plans to report back to the board at the mid-year meeting.

### Region XI Report

Consultant Tom Van Der Hoven provided a written year-end report to the board. The Region XI Management Board agreed that the Symposium and Study Tour will be rescheduled to September 2023.

### Policy Review Committee Report

The committee recommended that the 2021-2022 IIMC Policy Review Committee begin review of the IIMC Policy Manual for amendments to current policies and the creation of new policies pertaining to emergency situations. Director Pflugfelder moved to approve the committee recommendation. Motion adopted.

The committee presented a proposed Employee Service Recognition Policy to be added to the IIMC Policy Manual, Title 3, Personnel, Chapter 3.25. Director Pflugfelder moved to approve the Employee Service Recognition Policy as presented. Motion adopted.



The committee presented an IIMC Constitutional Amendment to be considered for a vote by the membership at the annual meeting in May 2022 to redefine the eligibility for Honorary Membership status. Director Pflugfelder moved to approve the proposed amendment. Motion adopted. By unanimous consent, the board approved the language of the proposed amendment.

#### Recess

The meeting recessed at 11:40 a.m. to reconvene at 1:00 p.m. Due to technical difficulties, the meeting reconvened at 1:45 p.m.

#### Clarification

ED Shalby requested clarification on action taken on the Education and Professional Development Committee's two recommendations regarding the Athenian Dialogue points. Since no action was taken on the recommendations, the existing policy has not been changed.

#### Budget and Planning Committee Report

The committee's year-end report was presented, and the seven recommendations have been implemented previously.

#### Year-End Budget Report

Finance Consultant Connie Parker reviewed her report for the year ended December 31, 2020, including a summary of IIMC's financial position, a summary of revenue and expenses, and the 2020 budget vs. actual figures and any variances.

#### 2020 Audit Report

The compilation prepared by GYL, LLP of Ontario, California, consisted of a basic summary of IIMC's financial statements written by a CPA using data provided by IIMC. Unlike a review or an audit, this method provides no assurance, no tests were performed, and the auditor did not examine any internal controls.

Vice President Smith moved to approve the 2020 Compilation Report provided by GYL, LLC. Motion adopted.

#### 2021 First Quarter Financials

Finance Specialist Janet Pantaleon reviewed the financial data for the first quarter of 2021, including assets, liabilities, and equity, as well as budget comparisons.

## Staff Reports

The reports of the Communications Coordinator and Member Services were received for information.

## Annual Conference Updates

ED Shalby provided information on upcoming conferences:

2022: Little Rock, AR. It is hoped that more members will be able to attend. Promotion for this conference will begin in August.

2023: Minneapolis, MN. A meeting is scheduled with former board members from that Region and members who will be working with the Minneapolis City Clerk.

2024: Calgary, Canada. Bonnie Hilford was formerly with the City of Calgary, and she has been asked if she will be the contact person.

2025: St. Louis, Mo. This is scheduled to be a four-day conference.

2026: The request for proposals is online, and we are starting to get inquiries. The deadline is June 7. After that date, site visits will be scheduled for no more than five cities to gather information for the board's decision at the mid-year board meeting.

This conference is a five-day conference, and the board will determine if we want to go back to a five-day conference each year, or perhaps every five years.

## Region VIII Restructure Task Force

Director Garcia reported that every member of Region VIII has been provided a copy of the Region Bylaws. Members had an opportunity to review various realignment proposals, and the final proposed map outlining dividing into two districts was selected. It has been determined that the additional annual cost for two additional Region Directors would be \$5,000

On behalf of the Task Force, Director Garcia moved to split Region VIII into two districts (as depicted in Map 1) and that the election occur with the 2022 election and the members be sat in May of 2022.

Note: Map 1 shows that the following states would be included in the two areas:

Idaho, Nevada, Utah, Arizona, and New Mexico (639 members)

Montana, Wyoming, Colorado, North Dakota, South Dakota, and Nebraska (698 members).

It was noted that the addition of a new Region as well as two new Region Directors will require a constitutional amendment. The language for the amendment would be prepared and advertised in the *News Digest* for consideration at the 2022 Annual Meeting. If a majority of members at that meeting approve the proposal, it would be sent out to all IIMC members for a vote. If two-thirds of voting

members vote in the affirmative, it would take effect 61 days after the annual meeting. Elections would then be held for the new Director positions.

Without objection, the motion was amended to strike out “May of” and adding “and that the terms be staggered.”

After further discussion, the motion as amended was adopted.

#### Reports from Directors and Officers

Region Directors and officers provided an update on recent activities. Incoming board members, including Mary Ann Hess, Angie Marshall, and Ruth Post were also provided an opportunity to address the board.

#### Announcements

In response to a question, ED Shalby noted that Thursday’s board of directors meeting will not be a hybrid meeting. It will be only in-person, and it is scheduled for an approximately one-hour informational meeting.

#### Adjournment

With no further business, the meeting adjourned at 3:33 p.m. EDT.

Connie M. Deford  
Recorder and Parliamentarian



INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS  
Board of Directors Meeting  
May 13, 2021  
Grand Rapids, Michigan  
Minutes

**CALL TO ORDER**

President Sheri Pierce called the IIMC Board of Directors meeting to order in-person and via Zoom at 12:26 p.m. EDT, Thursday, May 13, 2021.

**Board Members Present:**

President Sheri L. Pierce, MMC  
President Elect Pamela Smith, MMC  
Vice President Mary Ann Hess, MMC  
Immediate Past President Mary Johnston, MMC  
Region I Director: Susan Haag, MMC; Ann M. Quirk, MMC  
Region II Directors: Teresa K. Hudson, MMC; Diane Pflugfelder, MMC  
Region III Directors: Lee Frazier, MMC; Camilla G. Pitman, MMC  
Region IV Directors: Phyllis McGraw, MMC; Angela Richburg, MMC  
Region V Directors: Janice M. Bates, MMC; Angie Marshall, MMC  
Region VI Directors: Marita Rhude, MMC  
Region VII Directors: Janet Gray, MMC; Celyn Hurtado, MMC  
Region VIII Director: Lisa Garcia, MMC; LuAnn Holmes, MMC  
Region IX Directors: Scott Passey, MMC; Ruth Post, MMC  
Region X Directors: Angila Bains, CMC; Stephen Huycke  
Region XI Director: Sarah Jeffries; Hans Rijs, MMC

**Also present:**

Executive Director Chris Shalby  
Parliamentarian and Recorder Connie Deford

**New Board Members**

President Pierce swore in the following new board members:

Region I Director Susan Haag, MMC, Austerlitz, NY  
Region VI Director Marita Rhude, MMC, Barrett, Mn  
Region XI Director Hans Rijs, MMC, the Netherlands

**Accord of Trust**

Members were requested to sign and return the Accord of Trust.

## **Role of Board**

President Pierce noted that the role of the board, as contained in the IIMC Policies, will be reviewed at the mid-year meeting.

## **Budget & Planning Committee Appointment**

In accordance with IIMC Policy, Vice President Hess recommended Terri Kowal, MMC, be appointed to the Budget & Planning Committee. Past President Mary Johnston 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. Director Garcia moved approval of the travel plans as presented. Motion adopted.

## **Budget & Planning Committee Meeting**

The Budget and Planning Committee and the Executive Committee will meet in September at Headquarters.

## **Mid-Year Board Meeting**

It was announced that the mid-year meeting will be in Riverside, California, at the Mission Inn the weekend of October 21-24, with Thursday and Sunday travel days.

## **Executive Director Remarks**

ED Shalby advised that an IIMC employee will be moving out of state and will continue working from the new location.

Site visits for the 2026 conference will be conducted in July, August, and September. The board will choose the location at the mid-year meeting.

ED Shalby 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.

Details about arrangements, time, and location for this evening's reception and banquet were provided.

The constitutional amendment approved at the annual business meeting will be forwarded to IIMC members for vote within the next 60 days. The constitutional amendment that was not approved at the annual meeting will be referred back to the Policy Committee.

Region VI Director P. Kay Cmelik has resigned from the board, and the Iowa Association will be contacted to see if they want to keep the position with their state. If not, it will be advertised to Region VI members.

### **President's Remarks**

President Pierce advised that she will be providing communications to the board regarding the Little Rock Conference and any Executive Committee action. She wants everyone to keep informed and will be sending out a lot of emails. If there is anything of importance that must be decided, a special board meeting will be scheduled.

### **Adjournment**

With no further business, the meeting adjourned at 12:55 p.m. EDT.

Connie Deford  
Parliamentarian and Recorder





## **INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**

Annual Business Meeting

Grand Rapids, Michigan

Thursday, May 13, 2021

### **Call to order**

President Mary Johnston called to order the Annual Business Meeting at the 75<sup>th</sup> Annual Conference of the International Institute of Municipal Clerks at 8:00 a.m. EDT on Thursday, May 13, 2021.

### **Introductions and welcome**

Those seated at the head table were introduced, and President Johnston welcomed all delegates and thanked them for attending the conference.

### **Agenda**

Without objection, the agenda was approved as corrected to include Region VIII Director LuAnn Holmes, MMC, in the listing of Oath of Office for Incoming 2021 IIMC Region Directors.

### **Minutes**

Without objection, minutes of this annual meeting were referred to the Board of Directors for approval at the mid-year meeting.

### **IIMC Year in Review**

President Johnston provided an overview of the accomplishments made by IIMC and its members during the past year.

### **Financial Report**

Budget Committee Chair, Petie Ruch, MMC, Beardstown, Illinois, reviewed IIMC financial Information for the Year Ended December 31, 2020, which was provided to the delegates at the meeting.

### **Constitutional Amendment #1**

Elections Committee Chair Barbara Goeckner, MMC, explained that two proposed constitutional amendments were noticed to membership for discussion and evaluation at the annual business meeting.

The Board of Directors recommended approval of the following proposed amendment to the constitution: to amend Article VIII, Qualifications, Nominations and Elections, Section 2. Qualification of Candidates for Region Director, by striking out subsection F. requiring that a candidate must provide written support of candidacy from their state, provincial, or international association within the Region in which they are running.

After offering an opportunity for debate, President Johnston put the question to a voice vote. She declared the motion was adopted.

Member Martin Bode, CMC, Rockville, MN, doubted the accuracy of the voice vote and moved to take a counted vote. Without objection, President Johnston announced the approval of the motion and requested that Election Judges proceed with the count of the vote on the proposed constitutional amendment.

The following vote was reported:

Yes, 135

No, 48

Abstain, 1.

Several delegates indicated there had been confusion in the vote as some thought they were voting on whether to take a counted vote.

President Johnston stated that because of the possibility of any confusion, a counted vote would be retaken on the proposed constitutional amendment.

The following counted vote was reported:

Yes, 140

No, 52

Abstain, 1.

President Johnston announced that there was a majority in the affirmative, and the proposed constitutional amendment would be forwarded to the entire IIMC membership for vote within the next 60 days. If two-thirds of the votes are in the affirmative, the amendment will be effective on the 61<sup>st</sup> day following this annual meeting.

### **Constitution Amendment #2**

The Policy Committee recommended approval of the following proposed amendment to the constitution: to amend Article II, Membership, Section 2. Definitions, Subsection E Retired Member by adding "and has not moved to another qualifying position."

Following debate, President Johnston put the question to a voice vote. There was less than a majority in the affirmative, and the amendment will not be forwarded for vote by the entire membership. The Policy Committee will review the proposed language.

### **Foundation Update**

Foundation President Mary Lynne Stratta, MMC, Bryan, Texas, reported that over the years the Foundation has contributed over \$1 million to education for IIMC members. Also, as of the end of March, the Foundation had over \$3 million, and the interest on those funds support IIMC education programs. She noted that a substantial gift was received from the estate of Past IIMC President Helen Kawagoe, and the Legacy Program has been renamed in her honor.

### **2021 Conference Resolutions**

Sheri Pierce, MMC, Valdez, AK, moved adoption of the Resolution recognizing the Host Clerk for the 75<sup>th</sup> Annual Conference of the International Institute of Municipal Clerks. Resolution adopted.

Lana McPherson, MMC, DeSoto, Kansas, moved adoption of the Resolution recognizing the City of Grand Rapids, Michigan for the 75<sup>th</sup> Annual Conference of the International Institute of Municipal Clerks. Resolution adopted.

Pamela Smith, MMC, Lee County, Florida, moved adoption of the Resolution recognizing Host State of Michigan for the 75<sup>th</sup> Annual Conference of the International Institute of Municipal Clerks. Resolution adopted.

### **2020 Certificates of Appreciation – Outgoing IIMC Committee Chairs**

Past President McPherson recognized those who had served during the 2019-2020 year.

#### **President's Award of Merit**

President Johnston presented this special award to Lana McPherson, MMC, DeSoto, Kansas.

### **Certificates of Appreciation – Outgoing IIMC Committee Chairs**

President Johnston presented Certificates of Appreciation to Outgoing IIMC Committee Chairs:

Budget & Planning, Petie Ruch, MMC  
Conference, Kerry Rozman, MMC  
Education & Professional Development, Angela Johnston, MMC  
Elections, Barbara Goeckner, MMC  
International Relations, Sharon Cassler, MMC  
Membership/Mentoring, Carrie Johnson, MMC  
Policy Review, Tracy Davis, MMC  
Public Relations/Marketing, Janice Almy, MMC  
Records Management, Kathleen Montejo, MMC  
Research & Resource, Lisa Vierling, MMC

### **Certificate of Appreciation – Outgoing Region Directors**

President Johnston presented Certificates of Appreciation to the Outgoing IIMC Region Directors:

Region I Director Sandra Pinsonault, MMC, Dorset VT  
Region III Director Sonja Tolbert, MMC, Albany, GA  
Region IV Director Leticia Vacek, MMC, Trophy Club, TX  
Region V Director Leon Wright, MMC, Van Buren, MI  
Region VI Director Marie Moe, MMC, Portage, WI  
Region VII Director Helen Ingold, MMC, Crestwood, MO

Region IX Director, Dawn Abrahamson, MMC, Vallejo, CA

Region XI Director Hans Rijs, MMC, Bodegraven-Reeuwijk, the Netherlands

### **Certificate of Appreciation – Outgoing Past President**

President Johnston presented a certificate of appreciation to Past President Lana McPherson, MMC, DeSoto, Kansas.

### **Election Results**

Elections Committee Chair Barbara Goeckner, MMC, reported that for the office of IIMC Vice President, 1,590 votes were cast. Mary Ann Hess received 705 votes, Leticia Vacek received 498 votes, and Petie Ruch received 387 votes. Mary Ann Hess was declared elected to the office of Vice President.

For the office of Region XI Director, 260 votes were cast. Hans Rijs received 151 votes and Eelco Groenenboom received 109 votes. Hans Rijs was declared elected as Region XI Director.

### **Oath of Office – Incoming Directors**

President Johnston administered the oath of office to the following incoming IIMC Region Directors:

Region III Director Lee Frazier, MMC, Birmingham, AL

Region IV Director Angela Richburg, MMC, Byram, MS

Region VI Director Angie Marshall, MMC, Kingsport, TN

Region VII Director Celyn Hurtago, CMC, Garden City, KS

Region VIII Director LuAnn Holmes, MMC, Las Vegas, NV

Region IX Director Ruth Post, MMC, Philomath, OR

It was noted that the following incoming IIMC Region Directors would be sworn in at a future board meeting:

Region I Director Susan Haag, MMC, Austerlitz, NY

Region VI Director Marita Rhude, MMC, Barrett, MN

Region XI Director Hans Rijs, MMC, the Netherlands

### **Oath of Office – Incoming Executive Committee**

The oath of office was administered to the following executive committee members:

Immediate Past President Mary Johnston, MMC, by Denise Tokar

Vice President Mary Ann Hess, MMC, by Mary Lynn Stratta, MMC

President Elect Pamela Smith, MMC, by Camilla Pitman, MMC

President Sheri Pierce, MMC, was sworn in by IIMC Past President Mary Lynn Stratta, MMC.

### **President's Comments**

President Pierce's message focused on expanding communication skills.

**Invitation to 2022 IIMC Conference**

A video highlighting the City of Little Rock was presented for the 76<sup>th</sup> Annual Convention in 2022, and North Little Rock Clerk Diane Whitbey, MMC, invited delegates to attend next May.

**Adjournment**

With no further business, the meeting adjourned at 10:32 a.m. EDT.

Connie M. Deford

Recorder and Parliamentarian

Draft



INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS  
Board of Directors Meeting  
September 21, 2021  
Minutes

**CALL TO ORDER**

President Sheri Pierce called the special IIMC Board of Directors meeting to order via Zoom at 10:02 a.m. PDT, Tuesday, September 21, 2021.

**Board Members Present:**

President Sheri L. Pierce, MMC  
President Elect Pamela Smith, MMC  
Vice President Mary Ann Hess, MMC  
Immediate Past President Mary Johnston, MMC  
Region I Director: Ann M. Quirk, MMC  
Region II Directors: Teresa K. Hudson, MMC; Diane Pflugfelder, MMC  
Region III Director: Camilla G. Pitman, MMC  
Region IV Directors: Phyllis McGraw, MMC; Angela Richburg, MMC  
Region V Directors: Janice M. Bates, MMC; Angie Marshall, MMC  
Region VI Director: Marita Rhude, MMC  
Region VII Directors: Janet Gray, MMC; Celyn Hurtago, MMC  
Region VIII Directors: Lisa Garcia, MMC; LuAnn Holmes, MMC  
Region IX Directors: Scott Passey, MMC; Ruth Post, MMC  
Region XI Director: Hans Rijs, MMC

**Members absent:**

Region I Director: Susan Haag, MMC  
Region III Director: Lee Frazier, MMC  
Region VI Director: Denise Hoy, CMC  
Region X Directors: Angila Bains, CMC; Stephen Huycke  
Region XI Director: Sarah Jeffries

**Also present:**

Executive Director Chris Shalby  
Director of Professional Development Dr. Beatrice Rodriguez  
Director of Certification and Conference Programs Ashley DiBlasi  
Education Associate Kellie Siggson  
Communications Coordinator Karen Lee  
Parliamentarian and Recorder Connie Deford

The special meeting was called to consider the following items:

1. Increase of \$25.00 to the 2022 Conference Delegate registration fee
2. Reducing the Opening Reception costs from \$25,000 to \$10,000
3. Update on Conference Registration Proposal

#### **Increase of \$25.00 to the 2022 Conference Delegate registration fee**

Currently, the fee is \$600 per delegate, and the Budget and Planning Committee is recommending a \$25 increase in the fee. The committee did consider an increase of \$50; however, the decision was made to recommend \$25 as a more acceptable increase. The last delegate registration increase was in 2016.

Region Director LuAnn Holmes moved to approve the \$25 increase beginning with the 2022 conference.

During discussion, it was noted that there are 50 members who have carried over their registration from 2019 and/or 2020. The \$600 fee will still apply to those members.

Motion adopted.

#### **Reducing the Opening Reception costs from \$25,000 to \$10,000**

Vice President Pamela Smith moved to reduce the opening reception costs from \$25,000 to \$10,000.

During debate, ED Shalby noted that during the opening reception on Sunday evening in the vendor area, IIMC has provided a refreshment ticket and sometimes food items. This has been treated as a “Meet and Greet” event with the vendors who are present, with most members then going out to dinner afterward. It was noted that if the host committee wished to add funds for the reception, they could do so; however, must host committees choose to add funds to either the opening ceremonies or to the all-conference event.

Motion adopted.

#### **Update on Conference Registration Proposal**

Ashley DiBlasi reviewed the enhancements for the 2022 conference. Traditionally, in the fall IIMC releases a preliminary program that includes pre-conference academy sessions, Athenian Dialogues, and other conference information as well as host hotel information. For the upcoming conference, the Education Department will complete a final program by the end of the year, which will include the full education program, keynotes, academies, Athenian Dialogues, and offsite and concurrent sessions. The Host Hotel information will still be announced in the fall, but conference registration will not open until early in 2022—two weeks following the registration information launch.



This change will require that 2022 Conference Grant applications be accepted from September to November instead of September to February so that IIMC will know the grant recipients prior to opening conference registration. Any unique situations, such as for those who have carried over registration from 2020 or 2021 or those who wish to use some of their 2021 calendar-year budget toward their 2022 conference registration will be accommodated.

IIMC will be using the Attendify Registration Platform. Members will not only be registering for the conference, but they will also select their education track. All registrations will be online. Delegates will have full control to create and change their selected schedule up until a date to be determined by IIMC staff. Attendee registration and agenda selection data will automatically populate into the IIMC Mobile App.

A confirmation email will be sent containing registration information, selected education track, and a unique QR code specific to their registration. Upon check-in at the conference, attendees will present their QR code at the registration desk; and it will be scanned to check in the attendee.

Region Director members of the Conference Committee noted that the committee was very supportive of the updated registration method. Some board members raised concerns about the timing of the full program information and how it would affect clerks preparing their budget for the upcoming calendar year without full information.

A question was raised about Foundation Scholarships because of the postponement of the 2020 conference and the travel restrictions in 2021. President Pierce will contact the Foundation about this, but she suggested recipients who received Foundation scholarships but were unable to use them re-apply this year.

Members questioned various details of the proposal. A question was raised about members providing banquet tickets to others when they, themselves, did not plan to attend. ED Shalby stated that it is preferred that those tickets be turned in to registration rather than given to someone else. IIMC provides a count for the banquet based on the number of tickets and members still in hotels.

Region Directors were asked to make sure they provided information to their regional members about the change in conference scholarship deadlines.

When asked if it was necessary for the board to approve the new Conference Registration system, ED Shalby responded that board approval was not required.

### **Adjournment**

With no further business, the meeting adjourned at 10:50 a.m. PDT.

Connie Deford, Parliamentarian and Recorder



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Chris Shalby, Executive Director

**Date:** September 20, 2021

**Subject:** 2021 Mid-Year Executive Director Update

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### Overview

The following is an overview of Headquarters, Operations and Personnel. 2021, although seemingly more productive, still carries an undercurrent of instability. However, we are managing and adapting to the current environment and have discovered positive alternatives to our way of conducting business. We have not replaced the Office Manager position for lack of funding. We anticipate to fill this position sometime in the first-half of 2022, pending on budget. We hired a Director of Professional Development in July. **At the end of my report, we have three recommendations that require Board approval, one report regarding Staff HQ 2022 Schedule and clarity on the 4-day or 5-day conference Board decision at the 2019 midyear.**

1. Diversity, Equity and Inclusivity (draft report attached)
2. 2020 – 2023 Strategic Plan - Update
3. Constitution Amendment regarding Region VIII restructure
4. Headquarters Staff Restructure – For Information
5. 4-day or 5-day conference decision by the Board

### 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 through 2021. We are moving forward into 2022 with a one-day option of working from home.

### Administration

IIMC has ten full-time employees. Six staff members have been with the Organization for 10 or more 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, coordinates the Opening Ceremony and handles finance responsibilities at the Conference. She has also been helpful regarding aspects of the office management and human resources. We are looking at moving Janet into the Office Manager position permanently, once the budget allows for a part-time finance specialist to replace her. The property management firm oversees the building property and tenant issues. Janet and I are now the Organization's main contacts 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. Their full-page advertisement is published in the monthly *News Digest* and weekly E-briefings.

### Building Update

All three offices are fully leased as of this report. In anticipation of what tenants might be doing with their in-house staff, we offered all three tenants a three-year extension with no increase in rent as part of a new lease, if they agreed to the offer as presented. Burga Law and Studio Pink accepted the offers – and are now renewed through 2023. **Exact Staff did not accept our offer and has informed us that they will be combining offices and relocating to another city. We have contacted our real estate broker and are actively searching for a new tenant.**

However, with two confirmed tenants, IIMC's monthly liability will be \$600. Once a third tenant signs a lease, IIMC will begin to incur a windfall.

**NOTE:** IIMC refinanced its Building in 2020, reducing the monthly mortgage by \$2,100.

### CONFERENCE -- 2022 Conference – Little Rock, Arkansas

We are projecting 650 Delegates/25 guests for the 2022 Conference and projected profit of \$9,802. The average attendance numbers from Conferences in 2015, 2016, 2017, 2018 and 2019 is approximately 670 delegates. However, there is no method to determine members' apprehensions to attend an in-person conference, even if travel and education budgets are intact.

**NOTE:** Little Rock offers plenty for Delegates and guests. Airlift is available from anywhere in the world and it is less than a 15-minute complimentary shuttle ride from the airport to the host hotel. We are in two hotels with the host hotel, the Marriott, connected to the State House Convention Center. Our secondary hotel, the Doubletree, is less than a five-minute walk to the convention center. Both hotels are walking distance to many establishments. Here are areas that we believe will make Little Rock an attractive conference:

1. Host Hotel – Marriott Hotel;
2. Little Rock 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 Little Rock are affordable; and
5. There are various attractions available to delegates that we will be promoting.

### Hotel Room Block/Costs

The Host Hotel is the Marriott -- \$164/night with 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 345 rooms each on peak nights for a total room block of 2,117 (need to meet 1,587 to avoid attrition). If the conference registrations increase, we have the overflow hotel, Doubletree, within a short walking distance from the Marriott that we can utilize.

**\*\*All education, general sessions, exhibit hall, lunches, refreshment breaks, opening ceremony, board meetings, annual banquet and ABM will be in both, the Marriott and Convention Center. The All Conference Event will be a **Denim and Diamond** party and held in the Center.**

### Conference Delegate/Guest Registration Fees - 2022

The current fees are \$625 early bird for Delegates and \$265 for Guests. **NOTE:** The Board approved (9/21/21 virtual meeting) a \$25 increase to fee beginning with the 2022 Conference.

**Early Bird Package/Marketing – Board Approved for 2022 Conference**

- No preliminary program will be printed in 2021;
- The Education Department will work on completing the final Conference program in its entirety by December 2021;
- Hotel reservations can still be made in October/November 2021 to create buzz and allow IIMC to supervise registrants via a 4-page Teaser Program;
- Conference deposits can still be made in 2021 to assist with municipal budgets – a form will be created and an accurate list of those that take advantage of this will be kept;
- The Conference Grant application period will need to run from September – November and recipients will need to be selected by the Board in early December;
- Final program will be ready in early January and can be emailed to the members so they know exactly what sessions are being offered and what they are registering for;
- Registration opens late January – members will be registering for the conference as well as selecting their education sessions (agenda selection/pre-reg) at the same time; and
- All registrations will be done online. If a member pays by check, we can accept it with the same form we created above to assist with 2021 municipal budget. We will send these individuals a code that will give them access to the online registration process.

**Rebates/Commissions Maximum**

The Marriott is offering a 10% commission that will be divided between IIMC and YES (65% IIMC - 35% YES). The Doubletree is also offering IIMC a rebate of \$4/guest room occupied.

**Arkansas State Association** -- In addition to the Hotel commission and rebate, the Arkansas State Association is providing IIMC with \$10,000 for choosing Little Rock.

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

- Marriott/Doubletree -- \$43,682 IIMC's maximum commission and rebates
- Arkansas State Association – \$10,000
- **Total -- \$53,682**

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 F&B budget if needed, as opposed to a per person rate.

**NOTE:** The Board approved staff's and the Conference Committee's recommendations regarding the new registration process/format during their virtual Board meeting on September 21, 2021 and reducing the 2022 Opening Reception's allocated budget from \$25,000 to \$10,000.

**Areas to note for Little Rock 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 Little Rock CVB is helpful.
- The location may help to reduce the cost of travel for attendees.
- No outlook on Delegates' apprehensions about travel, social distancing, even in May 2022.
- It is in a region with approximately 640 IIMC members.
- The Marriott hotel and State House Convention Center are spacious venues which afford us the opportunity to spread out as much as possible.

## 2021 ED Update – Page 4

### Recommended Discounts and Savings

We will offer \$50.00 discounts to Region IV (AR, LA, MS, OK, TX). 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 2022 include:

- 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 218 registered for the Academies in 2021. 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 (**No other discounts - first timer or Region - would apply to the delegates paying \$485.00**). Grand Rapids attracted 68 multiple attendees.

### 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. Dr. Beatrice Rodriguez joined the Department in July 2021 and continues to immerse herself in IIMC's Education programs. Director of Certification and Conference Program 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 new conference registration process. Education Associate Kellie Siggson is handling both CMC and MMC applications, education webpage maintenance, and conference volunteer coordination. Kellie is cross trained in reviewing Institute Annual Reports, Association course reviews, and assists as needed with Athenian Dialogue processes and conference logistics. Education Assistant Iris Hill adds clerical support in this Department.

**The Education Department's report and attachments are part of the Agenda.**

### Finance

The 2021 Year End projected budget is anticipated to end with a profit of **\$4,619**. This is an increase from our initial projection of a deficit of **\$60,059**, making it 14 consecutive years that IIMC will end the year in the positive. **The 2021 and 2022 projected year-end budget reports are in this Agenda as part of the financial update and 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**

Our *News Digest* advertising dollars are minimal as many of our advertisers have retired or shuttered their business. However, we continue to sell advertising when possible and are looking for new advertising opportunities. Advertising dollars for a magazine that is completely 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*. Advertisers are also featured on the IIMC website in their respective sponsorship levels.

Increased use of the IIMC APP provides another opportunity to partner with advertisers and increase revenue. Karen Lee, IIMC's Communications Coordinator, who has done an incredible job learning IIMC while simultaneously providing insight to members via various communication platforms, handles all things in this department. Her report provides more information regarding how effective IIMC communication is with the members. **The Communications Department Report is in this Agenda.**

### **Membership**

The 2022 projected budget in membership revenue is \$1,386,750. Based on how we are receiving and what we have realized for year-end 2021, we created a conservative projection for 2022, considering what we're not able to determine regarding members and the environment.

Although we are not recommending a -dues increase in 2022 (we had one in 2021), we need to realize that the overall cost of doing business (printing, credit card fees, postage, membership drives, building maintenance, travel, etc.) continues to increase. The concerns for 2022 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. Retired Baby Boomer members are not remaining as retired members. Membership continues to be pivotal in the Organization's financial health. Our 2021 projected YE will not exceed the 2020 budget and will have a slight increase from the 2019 budget, 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. We are optimistic that Region XI members can bring in additional revenue with certification, at some point.

Jan Daudt, Tammy Storrie and Iris Hill continue to stay abreast of member changes and challenges. Our 2022 membership campaign should generate engagement and additional revenue. Their personal service with members is one key area that allows IIMC to stand out as an above and beyond Organization. **The Department's report part of this Agenda.**

### **Management's Comments/Recommendations -- Board Action Required**

We recommend the Board approve items #1, #2 and #3. Item #4 is for information. Item #5 needs clarity

1. Diversity, Equity and Inclusivity (draft report attached)
2. 2020 – 2023 Strategic Plan – Update
3. Constitution Amendment regarding Region VIII restructure
4. Headquarters Staff Restructure – attached – For Information
5. 4-day or 5-day conference decision by the Board - Discussion





INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Chris Shalby, Executive Director  
Connie Deford, IIMC Parliamentarian

**Date:** September 21, 2021

**Subject:** Region VIII Restructure – Constitution Amendment

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The Board of Directors, at their meeting on May 8, 2021, adopted the following motion: to split Region VIII into two districts (as depicted in Map 1\*) and that the election occur with the 2022 election and the members be sat in 2022 and that the terms be staggered.

\*Note: Map 1 shows that the following states would be included in the two areas:  
Idaho, Nevada, Utah, Arizona, and New Mexico (639 members)  
Montana, Wyoming, Colorado, North Dakota, South Dakota, and Nebraska (698 members).

It was explained at that meeting that the addition of a new Region as well as two new Region Directors will require amendment of the IIMC Constitution.

The International Institute of Municipal Clerks was incorporated in Illinois on May 2, 1953. The Illinois General Not For Profit Corporation Act provides in Article 8 Directors and Officers, Section 108-10, Number, election and resignation of directors, subsection (b), the following:

“The bylaws may establish a range for the size of the board by prescribing a minimum and maximum (which may not be less than 3 or exceed the minimum by more than 5) number of directors. If a variable range is established, unless the bylaws provide otherwise, the number of directors may be fixed or changed from time to time, within the minimum and maximum, by the directors without further amendment to the bylaws.”

Proposed Amendment 1a identifies that the Board of Directors has the authority to designate geographic regions to represent geographic interest. Proposed Amendment 1b sets a minimum of 24 region directors and a maximum of 28 region directors. This will allow for splitting Region VIII, thereby providing an increase of two directors from the current 22 to 24. The maximum number will allow for flexibility should there be a need to reorganize or split regions.

The language for the amendment would be prepared and advertised in the *News Digest* for consideration at the 2022 Annual Meeting. If a majority of members at that meeting approve the proposal, it would be sent out to all IIMC members for a vote. If two-thirds of voting members vote in the affirmative, it would take effect 61 days after the annual meeting. Elections would then be held for the new Director positions.

In accordance with the board action, the following constitutional amendments are proposed:

1a. Amend Article III REGIONS, Section 1. Geographic Regions, by substitution.

Current Language	Proposed Amendment	If adopted, would read
IIMC is divided into eleven (11) geographic regions established to represent geographic interest.	<b>The Board of Directors shall have authority to designate geographic regions to represent geographic interest.</b>	The Board of Directors shall have authority to designate geographic regions to represent geographic interest.

Rationale: Designating the authority to establish regions with the board of directors will allow the greatest flexibility to split existing regions, such as Region VIII as approved by the board of directors, or in the future to split other regions, such as Region X or Region XI, or to reorganize Regions based on geographic interest.

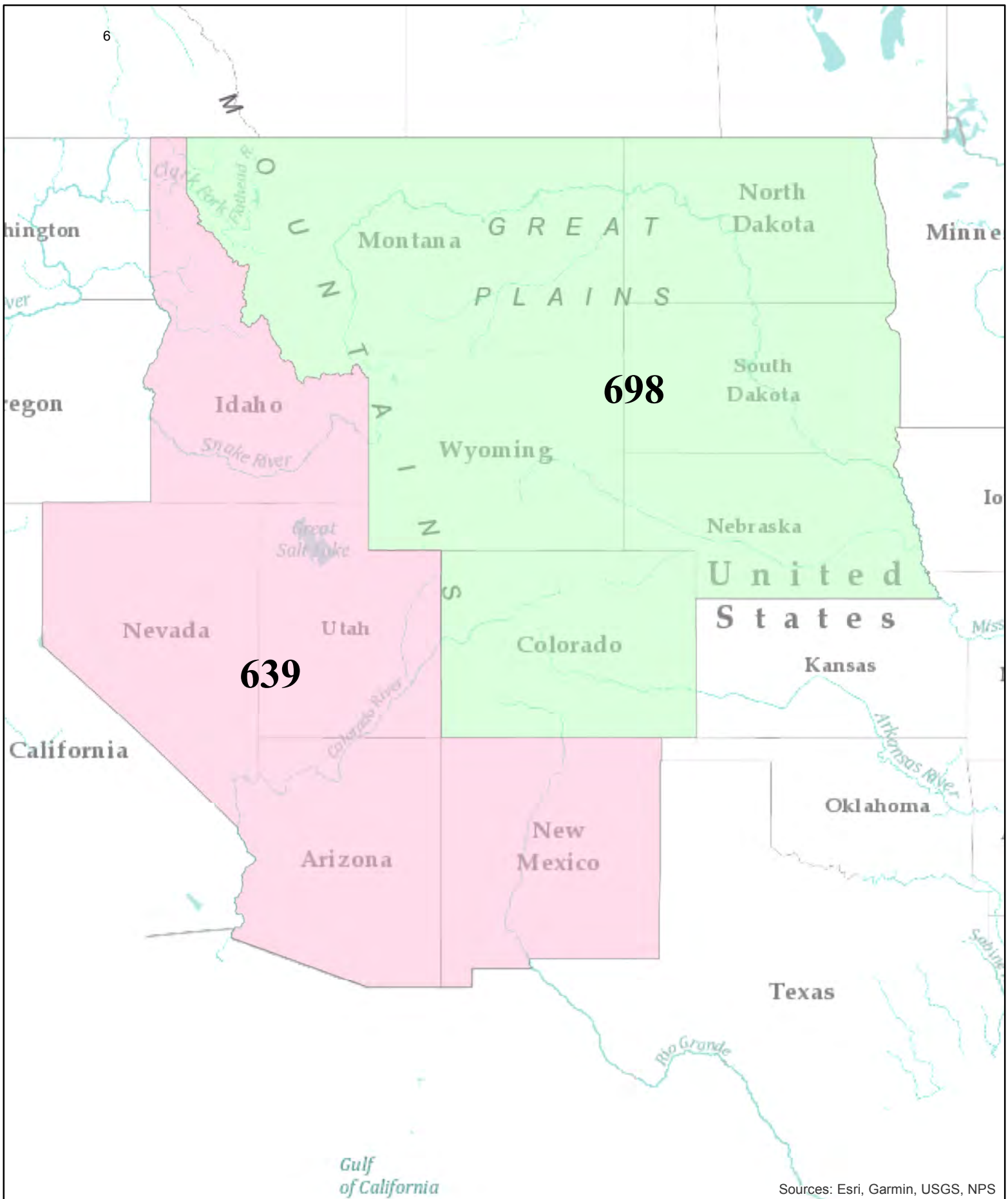
1b. Amend Article IV BOARD OF DIRECTORS, Section 1. Composition, by substitution.

Current Language	Proposed Amendment	If adopted, would read
The Board of Directors is comprised of the four (4) Executive Committee members and twenty-two (22) Region Directors (two from each Region).	<b>The Board of Directors is comprised of the four (4) Executive Committee members and a minimum of twenty-four (24) Region Directors and a maximum of twenty-eight (28) Region Directors (two from each region).</b>	The Board of Directors is comprised of the four (4) Executive Committee members and a minimum of twenty-four (24) Region Directors and a maximum of twenty-eight (28) Region Directors (two from each region).

Rationale: Removing the total number of Region Directors and instead providing a minimum and maximum number as well as keeping two from each Region, will allow the greatest flexibility for the total number of members on the board of directors based on the number of Regions. Should any further Regions be approved or split, there is flexibility up to two additional changes beyond Region VIII.

Procedural Note: This series of bylaw amendments to change the number of regions and composition of the board of directors is indivisible; therefore, only one vote will be necessary to adopt both provisions.

The current edition of *Robert's Rules of Order Newly Revised* (12<sup>th</sup> ed.) 57:3 states: "When a series of isolated changes to the bylaws are needed to achieve one end...the changes should be offered in a single motion. If the changes are related in such a way that all of the individual amendments must be made, if any one of them is made, in order for the bylaws to be coherent, then the motion cannot be divided."



ARIZONA 199	NEW MEXICO 137
COLORADO 346	NORTH DAKOTA 6
IDAHO 67	SOUTH DAKOTA 17
MONTANA 57	UTAH 192
NEBRASKA 205	WYOMING 67
NEVADA 44	

# REGION VIII FIG 1





## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** Board of Directors  
**From:** Chris Shalby  
**Date:** September 3, 2021  
**Subject:** DE&I -- DRAFT

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Since the Diversity Task Force ended its term a few years ago, IIMC has implemented several of its recommendations in IIMC's Strategic Plan and Constitution. However, there is a feeling among some Board members and non-Board members that IIMC could still accomplish more regarding this area.

Although we have not been on an intentional journey to assess how IIMC can champion diversity, equity and inclusion, we have provided thoughts and comments from other nonprofits regarding this topic and its value toward our members.

We hope the following comments and questions will offer guidance about how to move forward toward these fundamental values – and how to make sure these values are reflected in IIMC's operations and activities

For some organizations, simply doing what is right may be enough to spur action. Others may be moved by data showing that diversity can boost the quality of decision-making and that a diverse organization/workplace can encourage people to be more creative, more diligent and harder working. Studies have also shown that a more diverse Board, committees and staff can foster enhanced innovation. And, when board members, employees, donors and others who shape the values and activities of a nonprofit come from a wide array of backgrounds, they bring unique perspectives that influence how the nonprofit approaches its mission in more inclusive and innovative ways.

### **Questions to Consider when Creating a DE&I Action Plan for IIMC**

- How transparent does IIMC wish to be about the steps it is taking to become more diverse and encourage inclusive practices? How does IIMC communicate its values to the public, to staff and to volunteers?
- Are organizational values published on IIMC's website or otherwise shared publicly? Does it make sense for your DE&I commitments to be inward-facing, outward-facing or a combination of both?
- How can IIMC open its board recruitment pipeline to talented candidates from among underrepresented groups?
- Is the organization's commitment to diversity, inclusion, and equity part of the orientation message for new board members and incorporated into onboarding new teammates and volunteers?
- Does IIMC expect its collaborative partners to uphold their own values?

How will IIMC assess the progress it is making toward its goals of diversity, inclusion, and equity? What will success look like? Feel like?

## **Below are comments from colleagues representing other nonprofits**

We created a Diversity, Equity and Inclusion Advisory Council last year. Here is a brief description of its purpose.

*The VSCPA created the Diversity, Equity & Inclusion Advisory Council in 2020 to advise the VSCPA Board of Directors and staff on programs and policies related to diversity, equity, inclusion and social justice; engage with leaders, schools and other stakeholders to increase students of color entering the CPA profession; and identify resources to educate members and their organizations about these issues. The Council is made up of a mix of members and nonmembers with diverse backgrounds, organizations and industries represented.*

Stephanie Peters CAE

President and Chief Executive Officer

Virginia Society of Certified Public Accountants - Glen Allen VA

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*Chris, for what it's worth - we had a substantive discussion about this at the Board table and decided NOT to have a separate DEI committee in which all activity was relegated to one group. All of our committees have DEI in their charters - so the Governance/Nominating committee is responsible for its DEI goals, the Program Committee, Membership Committee, etc. Even the Audit Committee recognized that in bidding out for audit services, we needed to specifically include Minority Owned Businesses. So far, it has put everyone on notice that this is not a "bolted on" function but is core in how we govern and manages ourselves.*

Carolyn S. Berkowitz

President and CEO

Association of Corporate Citizenship Professionals ACCP - Fairfax VA

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*Most of the discussion in the DEI space at the moment is to integrate an organization's DEI activities rather than silo. We do have a coordinating Board Task Force that focuses on moving strategic initiatives and policy through the Board agenda, but otherwise, each Committee in the organization has adopted DEI charges.*

Aaron Smith

Executive Director

United States Bartenders' Guild, Inc. - San Francisco CA

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*We formed a separate DEI Task Force that is not comprised of members of our advisory board. Membership on the task force was open to all of our members and we had an application process. This way the task force is made of up members who are specifically interested in DEI and, in many cases, have experience in the area of DEI. We modeled our program somewhat after ASAE's D&I Committee (which, I believe, is not comprised of ASAE board members). We also have engaged an outside consultant who specializes in DEI to advise us and the task force. We established the organizational goals before we created the task force but the task force wrote their own mission statement and core principles.*

Barbara Baksa

Executive Director

National Association of Stock Plan Professionals - Fremont CA

**Management's Recommendations:**

If the Board approves to move forward with DE&I, then Management's recommendation is to:

Create and implement DE&I goals and objectives among the duties of current committees.

**Committee Objectives/Goals:**

- 1) Continually identify relevant diversity and inclusion (DE&I) goals for IIMC to pursue and how best to achieve those goals.
- 2) Work with staff liaison(s) to identify member and Board needs relating to DE&I and submit recommendations for new and/or enhancements to existing policies, procedures, best practices, programs, products and services relating to DE&I.
- 3) Serve as a resource to implement DE&I goals and objectives.
- 4) Assist in the development of DE&I-related content for publications, social media, conferences and forums.
- 5) Gather, interpret and share DE&I benchmark information and provide any input on DE&I member surveys in order to publish insights for members.
- 6) Help develop KPIs (key performance indicators) to evaluate the performance/impact of IIMC DE&I program.
- 7) IIMC Board - Serve as IIMC DE&I ambassadors and advocates online and share member feedback with IIMC.

We believe moving in this direction will help answer some of the questions above.





## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To: Board of Directors**

**From: Chris Shalby**

**Date: September 3, 2021**

**Subject: HQ/Staff Work Schedule for 2022 and beyond - FYI**

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Since the onset of the coronavirus pandemic, IIMC staff has worked remotely from home beginning March 2020 through December 2020. Beginning January 2021, we began a staggered office schedule, bringing in a portion of staff to work in office two, three to four days weekly, which is where we are currently. This looks like it will remain through year-end 2021, especially with another variant and its possible consequences. However, in 2022, bringing staff back to the office full time four days per week would seem to be the logical choice. I think staff would benefit from a one-day a week work from home set schedule, with that day being either a Tuesday or Wednesday. The positives are that in the past year, staff has proven its commitment to the Organization and work did not suffer, membership needs were met and membership numbers either maintained or increased slightly, produced an in-person conference and kept education on track which gives me the confidence to provide staff the option to work a one-day a week remotely - and the other four days (unless it's staff's Friday off) in the office.

The new flexibility does have positive benefits:

1. The luxury of not commuting one day a week, saving gas and time, especially since Southern California traffic is congested, and commuting is time-consuming and stressful.
2. The possibility of reducing office costs.

While IIMC staff has proven itself successful working remotely, and IIMC has seen some rewards in reduced expenses in overhead costs in certain areas, I don't see long-term working from home being sustainable for this particular Organization for these reasons: IIMC still owns a building, which unless its sells, still has a mortgage, tenants, receives mail, maintenance and required storage capacity for IIMC materials. Plus, some workers are more productive in-house.

Certain full-time jobs allow for working remotely; however, I don't see its permanent relevance to IIMC:

- Less face time with staff can be a major communication roadblock. Moreover, the benefits of brainstorming and innovation through on-site collaboration greatly diminish.
- Companies must consider the individual's role and the needs of the departments that he or she interacts with the most. Certain problems are impossible to troubleshoot remotely.
- **Membership privacy and security can be compromised.**
- Californian Labor Laws are unwieldy, dogmatic and constraining to an employer.
- IIMC's responsibility to furnish home offices to meet today's physical health standards.

IIMC's culture relies on a comfortable and creative environment, providing staff the best opportunity to engage, create and meet members' needs.

### **Steps to Ensure Continuous Workflow and Success**

1. Computer log in from home to ascertain work hours – California Labor Laws
2. Forms for staff to complete regarding home office structure and work safety
3. Forms for staff to complete regarding work agreement
4. Quantifiable work plan of what is expected of them relevant to their work schedule



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

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

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

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**Performance Objective:**

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

**Process Objectives:**

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

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

**Present Outcome:** With the approval of assigning each IIMC Committee a set of DE&I goals and objectives, this will begin a proactive process of making certain we're following a fundamental structure of inclusivity. Also, including the statement listed in this Plan in our weekly E-briefings and monthly *News Digests*, IIMC keeps its DE&I declaration squarely in front of its members.

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

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**Performance Objective:**

- By March/April 2020 -- IIMC will have a full-time public relations/marketing employee to oversee all IIMC communication. This person will also be well versed in aspects of social media. **Outcome – Hired Karen Lee in March 2020.**
- By May 2021 – IIMC presents for Board approval an Online Community/Social Media/Marketing plan that will improve the perception of the Clerk's value within the municipalities and one that markets IIMC's value to new, potential and current members, councils and mayors. **Outcome -- Staff will present a plan to the Board by May 2022, representing collaboration with the Public Relations and Marketing Committee, Member Services and the Education Department to identify and execute promotional opportunities. To increase engagement and internal communications among IIMC membership – IIMC purchases and rolls out Higher Logic Community, promoting Facebook IIMC groups.**

**Process Objectives:**

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

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

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

**Performance Objective:**

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

**Process Objectives:**

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

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

**Outcome** – Other than objective #2, we have yet to embark on this objective. This will take time, resources and, perhaps, a small ad hoc committee comprised of Board members to begin discussions and create a plan.

**Key Result Area 4 – Education**

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**Performance Objective:**

- Ongoing -- IIMC members will indicate that they believe the educational activities and opportunities offered by IIMC meet and/or exceed the needs of the individual member, and the Municipal Clerk profession. **Outcome: Periodic surveys will be sent to the IMC membership to gauge satisfaction.**
- Ongoing – Create new platforms for learning, taking into consideration IIMC’s diverse members to include both face-to-face learning and online programs.
- Ongoing – Continue to explore professional leadership opportunities, nuts and bolts and soft skills courses and present these to the Education and Professional Development Committee for possible addition to the IIMC website.

**Process Objectives:**

- **Objective 1** – Through December 31, 2023, research and add 10 or more on-line learning opportunities that are identified by members as adding value to their

- membership. **Outcome:** At the start of 2020, the Department launched “The Four Pillars of Leadership from an Athletic Mindset” through Captus Press. In the Summer and Fall of 2020, the Department collaborated with IIMC Institute Directors to create 20 Virtual Institute sessions which received an overwhelmingly positive response from IIMC membership and created immense value at a time when it was needed most. These 20 sessions served as a model for numerous Institutes to translate into their own programming and allowed IIMC members to remain on a path toward IIMC certification. This program resulted in close to \$100K in revenue which was directly returned to the participating Institutes. This collaborative model opened doors and erased borders resulting in additional partnerships between the University of Wisconsin at Green Bay, Rutgers University, the University of Nebraska at Omaha and Eastern Illinois University just to name a few. The Department also negotiated a FREE 3-part “Innovation & Creativity” series with MindEdge Learning for the IIMC membership at the start of the pandemic, encouraging out of box thinking and adaptation. The Department has also collaborated with IIMC sponsors and other educational providers throughout 2020 and 2021 to date to offer 20 additional free webinars to the IIMC membership with more to follow through the end of 2021. The Department has surpassed the objective of creating *“10 or more on-line learning opportunities that are identified by members as adding value to their membership.”*
- **Objective 2** – Through December 31, 2023, coordinate a dashboard on IIMC’s website that allows members to easily access and update their certification coursework to determine their status quo. The dashboard is borne out of the Education Task Force discussions and will hinge on software and hardware compatibility and costs. **Outcome:** This project is not the responsibility of the Education Department and requires membership based software involving the IT Department, Communications and Membership Departments to spearhead. Education will be contributing a small bit of data to this self-service portal, but ultimately, this platform will include an IIMC members entire membership profile including membership dates, dues renewals, receipts, conference attendance, publication orders, document submission and certification information. The department will be contributing to this platform, but is not the proper department to lead the charge on this initiative

#### Responsibility

Education Department/IT/Education/Professional Development Committee

#### Outcome --

### Key Result Area 5 – Membership

#### Performance Objective:

- Through December 31, 2023, IIMC will maintain a membership base of at least 15,000 or more members. **Outcome:** Member Services will increase each year through the continuity of strong membership campaigns and bulk membership.

- Through December 31, 2020, 2021 and 2022, IIMC will look to increase its membership by 5% annually through new members. **Outcome: We will be combining and reviewing our Inactive Members and 2019 Member Drive lists to send out in 2022 on a regular basis.**
- By December 31, 2023, membership growth to 1,000 members in Region X. **Outcome: Unless we follow the Region XI Bulk Membership Scheme, we will need to discuss growing membership in this Region with our four Region X affiliates (AMCTO, LGMA, AMCA, PMA) since there may be a conflict of interest in recruitment. Our Region Directors will have to provide guidance on this regarding service deliverables.**
- By December 31, 2021, have an upgraded member only section with self-serving access. **Outcome: It is a convenience for our members to be able to view their own profiles regarding upcoming dues, certification updates, addresses, municipality, title, work or home email and pay for any balances they have for conference. This has serious budget concerns. We have been researching and evaluating new programs that will fit with our current membership database (IMIS).**

**Process Objectives:**

- **Objective 1** – Ongoing – maintain current membership while increase the base via new membership campaigns and excellent customer services. **Outcome: We are working on developing a video for new members to have access to where we give them the steps on, “Now that you have joined IIMC, What Now?” with subjects covering membership types, benefits, the certification program and annual conference. We would like to include testimonies from retired and members who have received their CMC and MMC and those in the program now. This will benefit our members and our member numbers.**
- **Objective 2** – By December 2023, through a consistent direct marketing plan, IIMC will aim to increase current membership to 500 plus in Region X

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

**Key Result Area 6 – Finance**

**Performance Objective:**

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

**Process Objectives:**

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

**Responsibility**

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

**Outcome – Performance Objectives #1 and #2 are on target for 2023. We may reach the Board Restricted Reserves of \$1 million prior to 2023.**

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Beatrice Rodriguez, Director of Professional Development  
Ashley DiBlasi, Director of Certification/Conference Program  
Kellie Siggson, Education Associate  
Iris Hill, Education and Membership Assistant

**Date:** September 17, 2021

**Subject:** 2021 Education Department Midyear Report



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Below please find an overview of the Education Department's operations since the Annual Board Meeting on May 8, 2021.

## **Director of Professional Development**

The Education Department is proud to welcome Dr. Beatrice Rodriguez to the Department. As of the date of this report, Beatrice has been with IIMC for six weeks and is showing great initiative to dive into all things IIMC Education. Her innovative approaches and overall mindset are a welcomed addition to the team, and we look forward to working with her.

## **Certification**

Staff continues to review a high influx of certification applications maintaining an approximate 3–4-week review period. Education Associate Kellie Siggson continues to bring applications home in bulk from the office each week and makes every effort to being available to the IIMC membership by scheduling appointments at least a week in advance. IIMC staff will remain on a staggered work schedule for the remainder of 2021.

- ❖ **Calendly** – The Department continues to have a positive experience with the appointment scheduling system, and it remains an instrumental in the success of the certification process allowing for a high level of customer service to continue to be delivered.
- ❖ **CMCs and MMCs** – Since the Annual Board Meeting on May 8, 2021, we have awarded **99 CMC** designations and **27 MMC** designations. Overall totals are as follows: CMC Grand total = 4,618; MMC Grand total = 1,367.

## **Annual Conference Education Program – Little Rock, Arkansas**

On September 21, 2021, the Board of Directors reviewed and supported the Conference Registration Proposal immediately follows this report. Reimagining the way IIMC collects registrations will allow for the IIMC to apply the changes requested by the IIMC conference attendees specific to Agenda Selection.

Following the theme of “*Like a Diamond – Multifaceted Leadership*”, the 2022 program will consist of:

- ❖ **8 Academy Sessions**
- ❖ **2 General Sessions**
- ❖ **4 Athenian Dialogues** – Attempting to take one session offsite.

- ❖ **35 Concurrent Sessions** – In 2022, IIMC will be offering five concurrent sessions in each time block. We will also be attempting to offer repeats session at the continued request of the membership.
- ❖ **Offsite Concurrent Education Session** – We will attempt to offer 2 offsite programs for an additional fee.
- ❖ **Agenda Selection** – Utilizing the lessons learned in 2021 and adjusting accordingly, IIMC will be bringing back the opportunity for Full Agenda Selection per the conference registration Proposal supported by the Board on September 21, 2022. This was highly requested in the 2021 Conference Evaluation as you will see in the attached report.
- ❖ **Attendance Scanning** – In July of 2018, the Department provided the Board with a proposal to reevaluate the way Conference Attendance was monitored and tracked. At that time, the Board of Directors voted to approve the suspension of scanning for a period of two full years with the direction to report back with findings and an evaluation of the experience. With the implementation of the Revised Conference Registration Proposal, scanning will not be a concern for the 2022 conference. Should issues arise, scanning capabilities exist within this platform that will allow or attendance verification. Should the Board wish to discuss this further, we are happy to do so.
- ❖ **Contactless Conference Transcripts** – In 2021, the department launched online assessments and contactless certificate distribution. Aligning with the request of the 2021 conference attendees, the department will be bringing this model back with the support of the Conference Committee. This process allowed instant access to attendance certificates and allowed those seeking certification credit to submit their materials immediately following the conference rather than six weeks later. This process also made a huge impact in the workload for the Education Department Staff. We will be making some adaptations from the knowledge gained in 2021 and are confident that the process will be well received in 2022.

### **IIMC Institutes**

- ❖ **2022 Colloquium** – The Department is anticipating an in-person event on Sunday, May 22, 2022. The last two Colloquiums have been virtual, so we hope to share space with our Institute Directors in Little Rock. We will also explore the feasibility of conducting a hybrid event to allow all Institute Directors the opportunity to attend.
- ❖ **Pennsylvania** – IIMC and the Region II Directors have met with representatives of Albright College with the hopes of creating an institute in Pennsylvania. Communication and outreach continue with the hopes of a new Institute coming to fruition. The Board will be kept apprised of any new developments.
- ❖ **ID Turnover** – At the current time, Institute Directors continue to turn over rapidly. Many universities are eliminating/combining positions. Other IDs are retiring or simply choosing to leave the field or seek employment elsewhere.

### **Athenian Leadership Society**

At the Annual Board Meeting in May of 2021, the IIMC Board of Directors voted to allow Athenian Dialogues to be conducted virtually using video conferencing software indefinitely and approved policy language for such. With this new updated policy on place, the Education Department has revised the approval process for Athenian Dialogue Sessions, Book Requests and Facilitator Applications. New online forms have been created and went into effect on July 1<sup>st</sup>. This transition has made a world of difference in



the ability to convey approval requirements, keep track of dialogue logistics and ensure that all dialogues being offered are IIMC approved. On June 28, 2021, the Department conducted an informational Zoom meeting to cover these new requirements. The replay of this meeting has been embedded on our website for easy reference and has been watched 192 times as of the date of this report.

As of this date, there are 69 approved Dialogue Facilitators. There are currently 201 approved books on the Athenian Dialogue book list. In 2020, IIMC approved 69 Athenian Dialogues. In 2021 thus far, we have approved 108 Dialogues. This program continues to grow and will need to be monitored and reevaluated periodically.

### **Course Review Process**

As with the Athenian Dialogue program, the department has also updated the submittal process for Association Course Reviews and streamlined the information required. This new online submission process has been incredibly helpful for ensuring that accurate information is being provided to Staff for review and approval.

### **Committee Work**

#### **❖ Conference Committee**

The Department thanks the committee for their work on the review of the 2021 Conference Evaluation Survey and their recommendations regarding Agenda Selection and Online Assessments. We also thank them for the review of the Registration Overhaul proposal and their recommendation which was presented to the Board of Directors. Their full report is included in this agenda.

#### **❖ Education and Professional Development Committee**

This Department thanks this committee for their diligent work on the most recent task of “Beyond the MMC” as directed by the Board of Directors in May of 2021. More information on their progress will be found in their full committee report.

### **“Beyond the MMC”**

At the Annual Board Meeting, the Board voted to refer President Pierce’s “Beyond the MMC Proposal” to the Education and Professional Development Committee and then to the IIMC Institute Directors. The Department has referred the Committee’s finding to the Education Advisory Group (EAG) and Institute Directors as a whole. The EAG met on August 19, 2021 and the Institute Directors as a whole on September 14, 2021. Please refer to their cumulative feedback in the attached report as well as the pieces reviewed.

### **IIMC Foundation**

The Education Department acts as a liaison for the Foundation and holds the records for all scholarships and grants. The 2022 Scholarships and Grant application periods will be opened this month. Currently the Foundation offers four types of funding:

- ❖ **Jim Tinnin Online Learning Scholarship** – Recipients of this scholarship receive a \$100 reimbursement for an IIMC approved online course completed through our website during the calendar year
- ❖ **2022 Conference Grants** – The 2022 application period will run from September – November of 2021 with recipient being selected in December of 2021.
- ❖ **CMC/MMC Scholarships** – The 2022-2023 CMC/MMC restricted scholarships will reimburse recipients up to \$400 for the registration fees of attending the

program. Again, Staff remains concerned with the timeline for this scholarship program and encourages the IIMC Foundation to rethink the application period and use dates for this scholarship.

- ❖ **Region Grants** – The 2022 Region Stipend program offers a \$1,000 stipend that can be applied to the costs of running an IIMC approved Region Meeting Education program.

The Department is happy to answer any questions regarding the content of this report.

**Management's Comments:**

The Department's main efforts have been concentrated on the Beyond the MMC Program and creating the new Conference Registration process/format in addition to their respective daily responsibilities. We welcome the addition of Dr. Rodriguez and as she becomes more ingrained in IIMC Education, her contributions toward the guidelines, new course and program development and working with the Institutes will provide innovative and fresh ideas, continuity and consistency in these areas.

**NOTE:** At the September 21, 2021 virtual Board meeting, the Board approved staff's recommendation regarding the 2022 Conference Registration process and format.

**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



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## 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.

## **Draft EPD Committee Proposed**

### **Framework for Beyond the MMC Program**

**Purpose:** Establish an optional advanced (Beyond the MMC) education program that will create a life-long learning opportunity in the advancement of municipal clerk development and education and to provide for justification for members that have already obtained their MMC designation to receive support and funding from their respective governing entities and municipalities to continue attending State and Regional Conferences and Academy sessions, an IIMC Annual Conferences.

#### **Recommendation:**

1. Utilize current Institute, Academy and State/Provincial/National Association established partnerships for educational programs to create a sustaining Beyond the MMC program for attendance by Municipal Clerks to build on their MMC designation for continued professional and educational development with the suggested program parameters:
  - a. Attendance: Offer both in person and on-line education sessions, with (1) one-year optional deferment that meets specific criteria established by the Institute Directors, State/Provincial Associations, and IIMC. Inactivity would be permitted for a reasonable amount of time due to allow for consideration for city budgetary constraints and to allow for other staff members in the City Clerk's department to attend the program.
  - b. Cost: Set a reasonable cost for clerks to enter the program.
  - c. Certification: Include a requirement to maintain the advanced certificate designation and or to enter another level of the program that will involve obtaining a certain number of points to maintain the level and or to move forward to another level. Progress must be shown on an annual basis.

#### **The Committee discussed the following as possible frameworks for the Program:**

- a. Advanced level of coursework that focuses building layers of leadership skills (see attached Appendix of leadership skills):
  1. Management
  2. Leadership
  3. Supervision
  4. Interpersonal skills

- b. A member would be required to have attained their MMC to be eligible to enter into the program.
- c. The program should be separate from the current MMC Certification and administered by Institute Directors, State/Provincial Associations, and IIMC.
- c. The coursework should be similar in nature to what is required by the SLCC advanced programs.
- d. The delivery method would be a hybrid approach with both in-person and virtual training.
- d. The development of the Program/Structure would be the responsibility of IIMC.
- f. The development of the Beyond the MMC Advanced Education Program should be IIMC driven and with four mastery levels of educational sessions offered through Institutes, State/Provincial Associations and IIMC utilizing existing or future partnerships and affiliate agreements.

**Additional Considerations:**

- b. Educational sessions should be an advanced level of coursework similar to the and not the same curriculum that offered to those working towards their CMC and/or MMC. The program should be Leadership and Management driven training.
- c. Allow the State Association in coordination with the Institute Director's to determine the advanced educational training offered for those members choosing to enter the Beyond the MMC Program.
- d. Consider offering a Certified Facilitation and/or Certified Trainer course as part of the program which will provide a pool of certified Municipal Clerks interested in offering their expertise by serving as instructors/session leaders at State/Provincial, Institute's or IIMC Conferences.
- e. Include a provision for retired clerks that may want to continue receiving access to education at a reasonable cost.
- f. Include a universal component to the Beyond MMC program that will include exposure to how other countries govern.
- g. Include a virtual series/ session component of the study abroad program to the Beyond MMC program.

## Appendix

### Top 5 Skills of a Leader

1. Integrity
2. Empathy
3. Communication
4. Emotional Intelligence
5. Collaborating
6. Self-development
7. Team development
8. Strategic thinking and acting
9. Ethical practice and civic-mindedness
10. Innovation
11. Positivity
12. Delegation – a big one!
13. Creativity – thinking outside the box
14. Trustworthiness
15. Responsibility
16. Time Management
17. Influence
18. Decisiveness. Understanding what decision to make and when to make it is a must for any good leader

Some skills and potentially trainable traits that come to mind include:

19. Critical Thinking
20. Problem Solving – using a non-bureaucratic approach to bureaucracy
21. Advanced Communication – now that you are a supervisor (and hopefully a leader), how to effectively communicate with subordinates and supervisors
22. Negotiation – the art of the deal and how to get there
23. Team Building and Development – how do you build and develop a loyal team

Some skills that come to mind that folks may not have developed through the CMC and MMC designations include:

24. Performance Management
25. Community Outreach
26. Public Information Processes, Policies, and Best Practices

Skills:

27. Conflict Management
28. Strategic Thinking
29. Time Management
30. Work Ethics
31. Problem Solving
32. Listening
33. Team Building
34. Self-Development

Characteristics:

35. Focused
36. Integrity
37. Committed
38. Initiative
39. Vision
40. Responsible
41. Positive Attitude
42. Innovative
43. Cognitive Skills
44. Knowledge/Experience – technical & Individual
45. Personal Capacity – humor, independence, boldness, persistence, curiosity
46. Character Development
47. Supportive Skills
48. Meeting Skills – leading one
49. Demonstrates integrity
50. Supportive/trusting & trustworthy
51. Responsive
52. Agile
53. Knowledgeable/Experienced
54. #1. Human Resources and Personnel Mgmt
55. #2. Listener and open to suggestion
56. #3. Delegation and acknowledgment
57. #4. Knowledgeable (historically and updated)
58. #5. Organized
59. #6. Diverse
60. Stress Management
61. Resiliency
62. Moving to clean energy sources
63. Grant Writing
64. Cultural Competency
65. Communication
66. Critical Thinking
67. Work Ethics
68. Team Building and development
69. Conflict Management
70. Creditability
71. Ethical
72. Strong Communication Skills
73. Willing to invest in their team
74. Visionary
75. Consistency
76. Willing to ask the hard questions
77. Treats all employees equally and fairly



## IIMC EDUCATION DEPARTMENT

### PURPOSE

Under this section we believe there needs to be consistency throughout the framework to include all parties.

- **REMOVE:** “State and Regional Conferences and Academy sessions, an IIMC Annual Conferences.”
- **ADD:** “State/Provincial/National Association Conferences and Academy sessions, and IIMC Annual Conferences.”

**NOTE \*** All IIMC programs are offered internationally.

### RECOMMENDATION

- **Point 1:** It is our understanding that the intention of “Beyond the MMC” is to be **separate and apart from** the MMC. Therefore, the language needs to be stated as such. Our recommendation is to
  - **REMOVE:** “build on their MMC designation” altogether.
- **Point 1a, Attendance:** Items to consider are the delivery of both in-person and on-line component of the program. Will the creation of the content be left to strictly the Institutes/Academies and IDs? Will Institutes also be responsible for facilitating the program in both forums? Will IIMC? Will both? The second consideration in this section is funds. Will your budget cover the costs of content creation and delivery? Will institutes seek funding from IIMC? Criteria also needs to be established for deferment in order to have a better understanding of what members would miss during said deferment. Our recommendation is that any deferment follow the education community’s “Leave of Absence (LOA)” standard as a best practice and consider the 180 days leave in any single year. The set of circumstances permitting such leave must also be outlined. Therefore, we also recommend
  - **REMOVE:** “Inactivity would be permitted for a reasonable amount of time due to allow for consideration for city budgetary constraints and to allow for other staff member in the City Clerk’s department to attend the program” altogether.
- **Point 1b, Cost:** Although the EPD committee states a reasonable cost should be considered, the costs need to be identified and stated clearly. Previously, President Pierce, in her proposal to the IIMC Board of Directors dated October 12, 2020, under Recommendation, she outlined a processing fee of \$200.00, which is feasible for an application fee (please see attached). The actual program fee still needs to be outlined. A determination of whether the fee will be the same for in-person as the on-line component should be made. Will fees vary from institute to institute? What ground rules should be in play to avoid members jumping from state to state? What about those states with no institute? How will IIMC and Institutes work together on content development, delivery and quality control?

- **Point 1c, Certification:** We recommend removal of the requirement to maintain the advanced certificate *designation* since “Beyond” is not a designation. Currently, the only recognized designations are the Certified Municipal Clerk (CMC) and the Master Municipal Clerk (MMC). The number of points to maintain recognition must be clearly stated to demonstrate commitment and/or completion for a specific level (if we are using levels) and the specific kind of progress must be outlined in this section.

#### POSSIBLE FRAMEWORKS FOR THE PROGRAM

- **First point c:** The responsibilities between Institute Directors, State/National/Provincial Associations, and IIMC are not clear. It is imperative we all have a clear understanding how all parties will “administer” the program. This section also reiterates the separation of the current MMC certification and the new program we are being asked to consider.
- **Second point c (designated here as d):** The committee is requesting the coursework to be similar in nature to the requirements provided by the Society of Local Council Clerks (SLCC) but is not specific as to what specific coursework (Please see attached).
- **Point f (designated here as g):** The Beyond the MMC advanced education program should be driven by the current parties known as the Institute Directors, State/National/Provincial Associations, and IIMC. Not all existing partnerships and/or affiliates are approved to deliver IIMC education.

#### ADDITIONAL CONSIDERATIONS

- **Point c (designated as b here):** This point is in direct contradiction to point d under Possible Frameworks of the Committees version which states the development of the program/structure would be the responsibility of IIMC. In this section, the committee requests the State/National/Provincial Association, in coordination with the IDs, should determine the training offered. This area requires clarity.
- **Point d (designated as c here):** This section should read “Consider offering a Certified Facilitation and/or Certified Trainer course as part of the program which will provide a pool of Municipal Clerks interested in offering their expertise by serving as instructors/session leaders at State/National/Provincial Institute conferences or IIMC conferences.”
- **Point e (designated as d here):** REMOVAL OF THIS ENTIRE ENTRY
- **Point g (designated as f here):** We recommend the disconnection of the Study Abroad program and perhaps add a cross-cultural component instead.
- **Point g (in addition):** To add the creation of additional funding for retired clerks.



# COMMUNITY GOVERNANCE

Develop your career, support your council and strengthen your community



## THE ELEPHANT GUIDE YOUR PROGRAMME HANDBOOK 2021

<b>Programme title:</b>	Community Governance
<b>Level:</b>	Undergraduate
<b>Stand-alone awards:</b>	Certificate of Higher Education: Community Governance Foundation Degree: Community Governance BA Hons Degree: Community Governance
<b>Mode of study:</b>	Part Time/Distance Learning
<b>Location of delivery:</b>	Study day venues for 2021 are to be confirmed. One study day should be held at De Montfort University
<b>Programme Leader:</b>	Elisabeth Skinner <a href="mailto:elisabeth.skinner@slcc.c.uk">elisabeth.skinner@slcc.c.uk</a> 01452 812747

This handbook is correct at the time of writing and may be subject to change. Throughout your studies, to ensure you have the most up to date information, you should always consult the online version of this handbook held on the Virtual Learning Environment (Blackboard). For up to date information on University academic and student regulations always consult the DMU website.

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## Section 1: Welcome to Community Governance and DMU

The Society of Local Council Clerks welcomes you as you join the team for the new academic year. If you are a new student checking out 'The Elephant Guide' for the first time we congratulate you on joining our 'community of learners'. You have taken a vital step in your professional development and your teaching team undertakes to support you through your learning journey to qualification.

This is the fourth year of an exciting partnership between De Montfort University (DMU) and the Society. It builds on 30 years of successful partnership with the University of Gloucestershire and its predecessor institutions. A brief history of Community Governance can be found in the final section of the handbook.

The Society is a professional body representing the officers (or managers) of parish, community, neighbourhood and town councils (local councils) in England and Wales. The Community Governance programme is designed for anyone working with local councils including officers, councillors, advisers and officers from other local authorities. The Senior Leadership Team of the Society and its Executive Board hope that you enjoy your forthcoming season of studying. We trust that it strengthens the knowledge and skills that you bring to your work while improving the performance of your council and the quality of life in your communities.

We are extremely pleased to be working with the [Department of Politics, People and Place](#) in the Faculty of Business and Law at DMU and with the prestigious [Local Governance Research Centre](#). This is a natural home for a higher education programme that focuses on the local council sector – a sector that welcomes the increasing demands of devolution and localism.

DMU validates the Community Governance programme and makes the awards demonstrating its confidence in the quality of the courses and ensuring the Society's compliance with all the University's requirements.

### Welcome from De Montfort University (DMU)

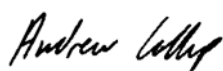
Thank you for choosing to study at one of our partners on a De Montfort University validated programme. I would like to take this opportunity to welcome you and tell you something about what we hope to offer you during your time with us.

De Montfort University has been working with a range of partners, from Further Education Colleges to private providers, to offer students an alternative route through Higher Education for a number of years. We are very proud of our relationship with our partners and consider each individual student to be integral to the partner and the broader DMU community.

We aim to offer all students studying at a partner an equivalent experience as a student studying at DMU on our campus. If you choose to visit De Montfort University you are entitled to have access to our renowned Queen Elizabeth II Diamond Jubilee Leisure Centre and the Kimberlin Library (you will need to bring your student ID card).

I wish you every success and happiness during your studies and welcome you as part of our vibrant, distinctive, international community!

With best wishes



Professor Andy Collop, Interim Vice-Chancellor, DMU

The new Vice-Chancellor, Professor Katie Normington, takes up her post in the new year 2021.

Elisabeth and Dom lead your teaching team on behalf of the Society. You will find out more about the team later but in the meantime, we welcome you to our distance learning study programme. Despite the distance we do all we can to create a sense of community among staff and students – in other words, we seek to practise what we preach.



The course is distance learning - designed to enable you to study while you work. You are responsible for your own learning and in control of your study time. We strongly recommend that you become part of the Community Governance community by attending the study days and take advantage of extra tutorials. Do make a note of the dates below in your diary now - remember, accommodation costs at study days are paid in your course fee.

DMU will ask new students to register online in January. You will need to upload a photograph so that DMU can create your ID card. DMU aims to give you your ID card at or soon after the first study day in early February. You will need your card when you visit DMU for the study day at DMU for access to buildings and the library.

## **EDUCATION ADVISORY GROUP AND INSTITUTE DIRECTOR FEEDBACK REPORT**

\*\*\*\*\*

**The following is presented by the Education Advisory Group (EAG) culminated from their meeting on August 19, 2021**

\*\*\*\*\*

### **Recommendation:**

1. There needs to be clearly defined roles/responsibilities for the program. Who will be responsible for establishing these?
  - What is the IIMC's role?
  - What is the Institute's role?
  - What are the association's roles?
  - a. 1 year option deferment
    - Are there deferments for the other designations? I'm uncomfortable setting time frames on people. Life happens. There is a lot out of their control from the course offering standpoint to limit them in this way.
  - b. Cost
    - There will be a cost to apply with the IIMC.
    - There will be costs for the core courses.
    - There will be costs for continuing education courses (if that's part of the program).
    - These must all be considered and weighed against the interest.
  - c. Certification
    - This is where I get very confused. Are they making tiers within the Beyond MMC level? I think that there either needs to be a robust certification program OR a smaller selection of core classes with recertification at a regularly scheduled frequency. For IIMC's administrative needs/record keeping, I'd recommend a robust certification program. It's very time consuming to track and maintain recertification status. In addition, the certification program would mimic what IIMC members are used to with the CMC and MMC designations.

### **The committee discussed the following as possible frameworks for the program:**

- Agreed – Advanced level coursework
- I'm comfortable with hybrid. I think participants will appreciate that flexibility.
- Expanding on the capstone item we discussed, question – who would be responsible for reviewing those projects?

- Is there an opportunity for some of the coursework to be asynchronous and some synchronous? This would allow students the opportunity to learn at their own pace/convenience while also having the collaboration and interaction components that are so valuable. However, there could be hurdles on access to learning management platforms since these vary so much across different institutions.
- Item f – “4 mastery levels” – I’m not sure what this means. The Beyond level should just be one level of certification. Or is this referencing the 4 types of coursework in item a (Management, Leadership, Supervision, Interpersonal skills)?

#### **Additional Considerations:**

- There will need to be a clear distinction on what qualifies as MMC coursework and what will be considered Beyond MMC coursework. I cover many leadership and management topics in my MMC programming.
- There needs to be some clear commonalities in the curriculum.
- Training clerks to become instructors is great but it will greatly depend upon the content desired. Subject matter experts could be clerks, but they should also be professionals in the field.
- I think that would be up to the IIMC for the application process. We as an Institute don’t offer discounted programming to retirees.

#### **President’s Memo**

##### **Dashboard for Certification Status**

This came out of left field. No mention of it in the other document. From what it states here, I believe this would be an issue for the IIMC since they assist clerks with ensuring they have the appropriate hours/credits towards certification. I’m not sure what the IIMC has on the horizon for this sort of tracking program.

##### **Discussion**

If one of the reasons this Beyond MMC level is being discussed is to have clerks continue to have the ability to attend State/Region Conferences, IIMC Conference, etc. then we must ensure that these courses are offered at those events. I’m not sure how our conversation about a cohort/capstone meets this need. That would require further discussion. Is it appropriate to have an additional third tier or training at the conferences? I’m not sure if there would be enough interest to warrant a third tier at regional events (I can’t speak to the international events) if that is the intention here.

##### **Recommendation**

This part clarifies (slightly) their vision. However, I’m not sure that individual institutes can go it alone here on the Beyond MMC as proposed. As we discussed, partnerships could be the answer but that opens a whole new set of parameters to discuss and formalize across entities in an equitable manner.

\*\*\*\*\*



Following our meeting last week, I came across documents/notes from 2018-19 on the topic of a Beyond the MMC Program. It didn't take long before I was spiraling down the rabbit hole. I stopped myself from going back even farther as I have years of documentation on this topic.

My experience tells me MMC's are looking for a structured post-MMC program that will allow them to continue to learn and develop professionally through attendance at State and Region Conferences and Academy sessions, IIMC Annual Conferences, and other leadership and professional development courses. Such a structure will potentially provide justification for attendance at these venues, even though the program would be voluntary. I do realize some agencies will deem such a program as unnecessary since it is voluntary.

I see the two possibilities. One as discussed during our meeting – something similar to a ICMA Capstone or Certified Public Manager program for those Clerks looking for a professional challenge and/or the possibility of a career change; and, the other being a program which requires a reasonable number of MMC-level education points (I'm thinking 12-15, no more than 20) within a set time period (2 years seems reasonable), for the Clerk who wishes to stay current and relevant within the profession, however does not have the ability/resources to take on a Capstone/CPM-type program.

The latter is my preference. It would be run through existing MMC programs, allowing an Institute Director to offer programming that meets the needs of their membership. The program would need a purpose (ongoing professional development for the betterment of Clerks and their communities), a point structure - "X" points within a determined time period, a simple application process for tracking purposes, a fee for the IIMC staff's time in processing the application, etc., certificates from IDs to participants for submittal to IIMC, and a certificate/letter from IIMC noting the member's accomplishment in continuing education. The existing MMC requirements to earn a certificate of completion would apply. No need to reinvent the entire process. Perhaps, I'm thinking too simplistically. I feel this meets the immediate need and the original concerns expressed when this conversation started many, many years ago.

I'm not opposed to further discussion of developing a Capstone/CPM-type program, however I think it will take more discussion and time to develop. As we discussed, most Institutes would not be able to support such a program on their own. Getting buy-in from the IDs about what a collaborative effort would look like and its potential for participation will be critical for its success. ICMA is doing it. The SLCC is doing it. Is it something our membership will support – I'm not certain? I think it's worth studying as a way to continue to elevate the Municipal Clerk Profession.

With our existing CMC and MMC programs, and the potential for the two possibilities I mentioned above, the words "no clerk left behind" keep ringing in my head. We are not a one-size-fits-all organization.

\*\*\*\*\*

Below are some points I would like to see IIMC, and others consider if they develop the Beyond the MMC program.

I believe the primary goal of the program should be to foster and encourage the highest possible level of performance and ethical practice of municipal clerks to continuously improve their performance.

Some suggestions I would like to see us think about are:

- A comprehensive course of study allowing clerks to apply best practices and theory to their leadership and management of people, processes, and municipalities.
- Curriculum competencies facilitating exceptional job performance and organizational success.
- A curriculum that applies theory to practical problems facing the participant, their municipalities, and citizens.
- Possible competencies could be: Personal and Organizational Integrity, Managing Work, Leading People, Public Service Focus, and Change Leadership.

Finally, I think the completion of a *project, which includes a written demonstration of participants' effectiveness in applying the core competencies to their job environment*. In other words, a project that will allow the participant to (1) use what they learned in the program and (2) apply that learning to benefit the municipality.

\*\*\*\*\*

Below are some ideas and suggestions:

### **Leadership Certificate**

1. I'd have a capstone class or project that would be approved by the ID and community. The object would be it would benefit their community.
2. I would include a class that would give them feedback on the Leadership style such as: DISC, Clifton Strengths (my favorite) or a 360 evaluation
3. I like the **Leadership Challenge** program by Kouzes and Posner. When I joined the UW System I went through that program.

### **Comments on a Leadership Certificate**

- Leadership programs are a dime a dozen and difficult to recruit enough people. Competition is brutal.
- Cohort group
- They want low cost.... If you are going to do a quality program it will be expensive.
- I can't imagine it will be easy to fill unless IDs collaborate. If it is across several states it will have to be on-line. Everyone deserves to be educated.
- In this document they mention course work in:
  - **Management**
  - **Leadership**

- **Supervision**
- **Interpersonal**

My thinking is: Management doesn't mean leadership and supervision. Leadership is a totally different concept.

### **Different idea**

This is something totally different. Hot in continuing education and credit today are Certificates and Badging. They are flexible, current issues topics and trends, demonstrate expert knowledge, and delivered in a short period of time. Best part of a badge is they are electronic and can be attach to any document including a resume. What I love about them is they have documented in detail, the course description, learning outcomes, and how we assessed learning. I started using them two years ago and clerks love them. IIMC members are already earning them from us. At UW-Green Bay we require rigor and won't just give them away. It is not a fly by night deal for us.

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**Presented by the Institute Directors culminated from their meeting on 9/14/2021**

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### **Beyond the MMC – Thoughts/Recommendations:**

1. Due to time involved in developing curriculum and program, costs involved with bringing in speakers, etc. recommend clerks can earn points only from the State Institute for the *Beyond the MMC Program* for first 4 years - if a 2-year program.
2. Collaborate with other state institutes for online component. Working collaboratively is beneficial to state institutes that do not offer online - i.e., share resources and wider pool of speakers/subject matter experts that can address specific topics.
3. AZ applicable:
  - a. Run classroom program in a one-week period; reduces overall mileage/lodging expense.
4. AZ applicable:
  - a. Compare/estimate number of individuals that would not be taking the MMC program any longer since they could earn a Beyond the MMC designation.
  - b. Estimate number of individuals that could take the Beyond the MMC program.
  - c. What is the PNL?

\*\*\*\*\*

For Texas – the Beyond the MMC program is probably something that we don't really need if I'm being fully transparent. We have a recertification requirement for our clerks so they are getting the continuing education that they need.

I do wonder if maybe something else might better fulfill the desire to continue education for clerks. Someone suggested something to me yesterday that gives an example of what I'm thinking... Maybe similar to how IIMC does the Athenian Dialogues and has the fellows program. Maybe there could be a Leadership Fellows program. There would be special learning that takes place focused on leadership in a municipal setting and once it is completed – admission to the Leadership Fellows.

It just seems like the Beyond the MMC is muddying the waters a little... it's trying to be recertification without being recertification, I think.

That's my 2 cents. I know it is so hard to create something new and satisfy the needs of such a diverse group of people. I'm so thankful IIMC is willing to do the hard work to try to make that happen. Kudos to you all.

\*\*\*\*\*

Here are a couple other ideas and comments for **Beyond the MMC**:

1. Should be delivered in both a virtual and live format or hybrid. Everyone should have access to the program.
  - a) Virtual
    - Not every Institute has the ability or desire to deliver virtually, but there are many Institutes that can and are willing.
2. Program option
  - a) Restructure the MMC to a stackable certificate with levels
    - Two Parts:
      1. **Advanced Ed:** Up-date the requirements of what counts. I suggest looking at setting minimum requirements in some categories and eliminating some altogether. Right now, I believe you can acquire your 60 hours without even attending one hour of classes offered from Institute.
      2. **Professional Development:** this would be the category that a clerk would personalize their education and growth.
        - Each level would have a different focus. For example:
          1. Community Service
          2. Work project
          3. Capstone project
        - With the submission of the materials at the end of the level a person would have to submit a reflection paper and present their project to a group.
3. I don't like the idea of core course requirements. Education should be alive and fluid. It should reflect the current issues of the day, training that is relevant to what is important.

\*\*\*\*\*

1. Is this a program you want to participate in? **Yes, if we (IIMC & ID's) could agree on a basic curriculum (i.e., general topics and learning objectives at least.)**

2. Are you willing to create curriculum for in person and online? **Potentially, preferably in collaboration with IIMC and other Institutes.**
3. Do you think this is a good fit for your Institute? **The Clerks in Florida have always supported continuing and advanced education so we would continue working towards this goal of providing them with lifelong learning and professional development opportunities.**

\*\*\*\*\*

With respect to the three questions, the answer is "It depends." In the end, viability will depend on the interest of the post-MMC members of the state association, which will in turn depend on the cost and other features of the program. As Institute Director, I work closely with the ILMCT education committee and the state municipal association, as it is an important collaborator in the training we provide.

I have one concern about one of the items listed under "Additional Considerations" in the EDP draft. Namely, that the post-MMC curriculum be entirely separate from the MMC curriculum.

I understand the need to have a program that truly is "beyond" the MMC. There are, however, portions of the MMC (and CMC) curricula that are always evolving with changes in state and federal law that post-MMC members need and wish to stay updated. Post-MMC members frequently continue attending the Institute and Academy in order to stay up to date on issues such as these. Some members have difficulty securing funding from the local government for this purpose once they are fully credentialed under the current system.

Depending on the number of post-MMC members in the program, running a third track at the annual Institute and Academy might be difficult. It would be helpful if the post-MMC members could count a (small) portion of ongoing MMC courses toward their post-MMC credential. These should be courses designated as keeping them up to date on specific content. The bulk of their post-MMC credit would come from other courses, with some (hopefully) offered in conjunction with the Institute and Academy and others offered online or in other venues.

I appreciate the time and effort that so many have put into developing this proposal. I know there is a great deal of interest in such a program among out MMC credentialed members.

\*\*\*\*\*

Thanks for your follow-up. We are very, very interested in joining you. I'm afraid I haven't had the chance to respond in full. The answer is a hardy "YES" to all your questions below. Our preference would be to develop online curricula as my unit is housed within VCU Online.

\*\*\*\*\*

1. Is this a program you want to participate in? Kansas is happy to participate and support as we can.
2. Are you willing to create curriculum for in person and online? Depends on what's needed and necessary.

3. Do you think this is a good fit for your Institute? I really like the suggestion that it be an “in combo” situation. That way participants come to IIMC for some portion of it and are sent back to the state institutes to get an additional piece. I think those that are loyal to their state institutes will come and those that do not have state institutes will find other options. I don’t see not having a state institute as a barrier as folks have done whatever they want for the majority of the pandemic.

I think more specifics are needed on what the curriculum should be or is perceived to be, might be helpful. But I understand, sometimes, we are all trying to build the airplane as we are flying it.

\*\*\*\*\*

I am watching the meeting now and have some thoughts:

- We offered all virtual events over the last 2 year, quite successfully. I am not afraid of that, and we will be changing our offerings next year to include both in-person and online programming.
- I do think that there should be a recertification requirement since all other certifications require continuing education to maintain their certification.
- I do have a bit of a concern that if some state institutes really advertise their offerings, we will have some of our clerks take that to fast track their certification. I support this but need to recognize that numbers of participants impact the quality of the programming that we can offer. I plan on people attending 3 years, and if I do not get the second and third years back, it does affect our finances. I am confident that we offer quality programming and that our clerks would continue to attend. We will need to rethink how we do this since a three-year program may not be necessary or desirable for our clerks. They want to take it all at once!
- I am not sure that short of recertification, there is the market for recognition of continuing education.
- If it goes forward, we will participate!

\*\*\*\*\*

1. There has not been a demand expressed by Mississippi clerks for a program like this. I think we are fortunate that many municipalities support their clerks attending our programs regardless of the designation status.
2. I am concerned that this program if not careful could diminish the value of earning the MMC. I feel there should be careful consideration in naming the program and marketing it.
3. I cannot currently add additional programming above what we offer for the CMC and MMC. I would hope there would be an option for clerks to participate in the program directly from IIMC or other states.
4. I think there are two possible solutions to the current problem.

1. While I understand the history of a recertification requirement the easiest solution to the current situation would seem to be to grandfather current MMC holders in and then institute a recertification requirement going forward.
2. Another option would be to create levels of MMC's. MMC level one would keep the same requirements as currently in place and Level 2 would start a recertification component.

\*\*\*\*\*

1. Is this a program you want to participate in?  
The Nebraska Clerks Institute and Academy would be interested in participating in the program. However, the guidelines and logistics would need to be established before we commit fully.
2. Are you willing to create curriculum for in person and online?  
I would be willing to help develop the curriculum for both in person and online, wherever I can be of the most benefit.
3. Do you think this is a good fit for your Institute? I do. My concern is that if it is totally online, we could miss out on some participants currently due to the poor bandwidth in Nebraska. Also, the cost of the sessions needs to be affordable for our communities. However, we would be willing to try.

\*\*\*\*\*

I would answer yes to all three of these questions.

\*\*\*\*\*

4. Is this a program you want to participate in?
  - a. Not as proposed, for sure.
5. Are you willing to create curriculum for in person and online?
  - a. Not separate from existing MMC-level courses.
6. Do you think this is a good fit for your Institute?
  - a. Not as proposed.

\*\*\*\*\*

- I understand the desire for a continuing professional development opportunity.
- I understand that the term “recertification” is off the table, having lived through that debacle.
- I believe in continuing education and the importance of staying current in one's given profession.
- I believe that there is no real way to create a whole new, distinct level of instruction – as several, notably Mississippi, pointed out, it's already a very blurry line with some CMC vs MMC level courses.
- As a member of the task force that met in CA in 2019 on this topic, I can vouch that not much practical ground was gained, although they were a delightful few days.

- In GENERAL, I don't believe the IDs have the resources or the will to create individual new "beyond" programming.
- I don't believe there is a market for anything "beyond" in Arkansas. It's natural for people to be involved up to a point, then come and go as time passes. I like to think that we prepared them for leadership positions that are taking up more of their time, such as state committees (economic development commission, health board, compensation committee, League executive committee, etc.).
- "Recruiting" training participants is mostly a matter of being useful during their initial participation, building relationships that last, making them part of a community, and turning to our experienced clerks for mentorship, teaching, and support for the newcomers.
- I always encourage AR clerks to take advantage of whatever learning opportunities they find most relevant. Preferably that's through my Institute; but it's not realistic to believe I can offer everything that each of them needs.
- To that end, would be glad to refer them to Kassie or anyone else who offers "beyond" courses, if they come to be.
- Knowing us (IDs), I don't believe we will come to agreement on: content, levels, tracks, delivery methods, or anything else on this proposal. We are already more divided now than we have been in many years, and I believe the timing is not good for implementing the idea.
- I especially believe that if a significant number of MMCs did not say they WANTED this, it should all stop now and not exacerbate the ill will growing among the IDs.
- IF it comes to that point, I will be glad to contribute to discussions about actual structure, content, delivery, etc. But the risk, ROI of time/emotion, and will of the affected membership should be considered before we go further.

Thanks for your patience and willingness to listen to all of our input.

\*\*\*\*\*

As you already know, the SLCC has a university degree programme in place specifically designed for clerks by the SLCC and partners. Hopefully the IIMC will find a way of recognising this as an appropriate qualification beyond MMC.

\*\*\*\*\*

I've been in these discussions long before the concept of "Beyond the MMC" was born, being the CA Institute that provides the MMC curriculum. Something is desperately needed to keep those with their MMC engaged and to encourage their agency to continue investing in their ongoing professional development. I've always advocated for the need to keep a professional credential updated, and one in the clerk profession should be no different than other professions. So, in that respect I whole-heartedly support the idea of ongoing professional development for those with their MMC.

I struggle with the proposed curriculum and some of the documents provided and do not support IIMC being the provider of the program. As the current MMC provider for my state, my Institute is best positioned to create the curriculum specific for CA clerks and deliver it, as they know and trust me. I am also unsure of conducting it online – perhaps a hybrid of some sessions in person



and others online. All virtual training, while convenient, has created a diploma mill model and mentality that I do not support.

\*\*\*\*\*

**Beyond the MMC – Thoughts/Recommendations:**

1. Due to time involved in developing curriculum and program, costs involved with bringing in speakers, etc. recommend clerks can earn points only from the State Institute for the *Beyond the MMC Program* for first 4 years - if a 2-year program.
2. Collaborate with other state institutes for online component. Working collaboratively is beneficial to state institutes that do not offer online - i.e. share resources and wider pool of speakers/subject matter experts that can address specific topics.
3. AZ applicable:
  - a. Run classroom program in a one-week period; reduces overall mileage/lodging expense.
4. AZ applicable:
  - a. Compare/estimate number of individuals that would not be taking the MMC program any longer since they could earn a Beyond the MMC designation.
  - b. Estimate number of individuals that could take the Beyond the MMC program.
  - c. What is the PNL?



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** President Sheri L. Pierce, MMC  
IIMC Board of Directors

**From:** Susan M. Ortiz, MMC  
International Relations Committee Chair

**Date:** September 10, 2021

**Subject:** 2021 International Relations Mid-Year Report



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

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 2023 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. Most of our focus has been review of the tasks and projects that were started last year with the newly instituted roundtable format for international participation associated with Goal 2 and 4. The pilot held last year was a success and more sessions were scheduled for 2021. Topics were circulated for the 2021 sessions and Mr. van de Hoven provided an update that there is now a waiting list for participations. He noted there may be opportunities for more sessions to minimize the wait or demand.

Mr. van de Hoven also provided a brief update regarding the buddy program, the Pen Pal connection and reminded everyone of the Facebook member pages.

We have also discussed the 2023 Symposium and Study Abroad program with Mr. van der Hoven. As it is still a bit out and it subject to the travel protocols, we will continue to monitor the situation.

We will be working with Mr. van de Hoven, Jaap Paans, Executive Director Shalby on our next featured member profile for the IIMC digest.

We also had a sub-committee in 2020 working on preparing brochures that would be geared towards the benefits of global membership. This is still being discussed within the Committee.

**Financial:** We have no financial requests at this time.

**Summary:** Depending on the direction the IIMC Board and the outcome of the global pandemic, the Committee is willing to explore more zoom roundtable sessions in the future to encourage connection with our international members.

**Recommendation:** No recommendations at this time.

**Management's Comments:**

We thank and appreciate the committee's ongoing efforts regarding our Region X and XI outreach. We look forward to working with them at the 2022 Conference regarding future promotions including the 2023 Symposium and Study Abroad Program.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** Board of Directors

**From:** Douglass A. Barber, MMC  
Chair

**Date:** September 27, 2021

**Subject:** 2021 Membership/Mentoring Midyear Report

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### 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 1 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 everyone regions to each person so that our committee members can "welcome" any new members or "congratulate" any new CMC's or MMC's. I will be rotating them each month so member get to welcome as well as congratulate the members. If possible, a handwritten note will be sent as it is a wonderful gesture as well a personalized email to the member.

### Committee Members

Douglass A. Barber, MMC (Chair)  
Lanelda D. Gasking, MMC (Vice Chair)  
Barbara Blackard, MMC  
Rachael Brinson  
Melissa Chambers  
Militza Connell-Maduro  
Linda Ferguson, CMC  
Angela M. Johnson, CMC  
Dianna Layne, CMC  
Sharon McFadden, CMC  
Tiffany O'Connell, CMC  
Sonya O. Pevan, CMC  
Brenda Pree, MMC

Vester Lee Frazier, MMC (Board Liaison)  
Teresa K. Hudson, MMC (Board Liaison)  
Mary J. Johnston, MMC (Board Liaison)  
Angela E. Richburg, MMC (Board Liaison)

Staff Liaisons – Iris Hill, Tammy Storrie and Janis Daudt

We discussed having a volunteer for a member's spotlight that could be included in an upcoming article and could enlighten us all on mentoring.

### **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.

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 and thoughts on how to engage new members at the 2022 IIMC Conference

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

We appreciate the committee's work and look forward to working with them for the upcoming 2022 Conference regarding the first-timer table and overall membership engagement and recruitment.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Marie A. Moe, WCPC, MMC, 2021/2022 Public Relations & Marketing Committee Chair

**Date:** September 13, 2021

**Subject:** 2021 Public Relations & Marketing Midyear Report

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### **Background:**

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

### **Goals and Objectives:**

1. Submit at least one (1) article for the News Digest in the area of best practices, management and leadership.
2. Promote marketing plans for Program Excellence in Governance Award, recognizing innovation and best practices.
3. Develop existing materials and new marketing ideas for Municipal Clerk's Week.

### **Discussion:**

The Committee held their first meeting August 11, 2021 and is meeting monthly to achieve our goals and objectives for the year.

#### News Digest

Committee decided that there will be a monthly series in the News Digest under the banner titled, "Clerk Memoirs from the Pandemic". Topics include: office communications with the public; conducting an election during a Pandemic; practices kept upon return to office/opening to the public; getting IT together. All committee members are contributing an article for each topic, giving the perspectives from different parts of the county where our committee members live and work.

#### Program Excellence in Governance Award

Committee is discussing ideas to promote the award. Ideas being discussed include: create an icon for the award, so members click on the icon which will easily take them to information on the award; promoting and interviewing last years' winners.

#### Municipal Clerk's Week

Committee is working on ideas to promote the week by reviewing what has been used in the past and discussing new ideas. Ideas being discussed include: redesign the logo incorporating the quill; creating an icon so members can go directly to information on the week; having a virtual kick off to begin the week and other virtual events during the week.

### Other Promotion Ideas

Soliciting news digest articles from IIMC members.

Having “fun facts” from municipalities for use in the news digest

### **Financial:**

At this time, the Committee is unaware of any funding needed. We would respectfully request that Executive Director Shalby be consulted for any potential funding needs as he is involved in our committee meetings.

### **Summary:**

The Committee is an engaged group with many talented members. We are fortunate to have a graphic artist, writers and members with good ideas among us. We look forward to bringing interesting articles and a fresh new look to Municipal Clerk’s Week.

### **Management’s Comments:**

This Committee has been extremely busy in its first half of the year. They’ve already submitted Digest articles and are working on a new design for the 2022 Municipal Clerks Week pin and promotion as well as the 2022 Program Excellence in Governance Award.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** Board of Directors  
**From:** Lucinda Williams, MMC, Chair  
RaNae Edwards, MMC, Vice Chair  
**Date:** September 17, 2021  
**Subject:** 2021 Records Management Midyear Report

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### **Background:**

The Records Management Committee's purpose is to develop informational resources to assist IIMC members with their records management needs.

**Committee Members:** Lucinda Williams, MMC, Chair; RaNae Edwards, MMC, Chair; Lisa Cassity, CMC; Brenda L. Dennis, MMC; Donna L. Gura-Tadey; Crystal L. Hornberger; Stephanie Mills, CMC; Milissa Peters, CMC; Stacy Senskey; and Tracy M. Simons. **Board Liaisons:** Susan A. Haag, MMC and Scott Passey, MMC. **Staff Liaisons:** Maria Miranda and Janet Pantaleon

### **Discussion:**

**July 13, 2021:** The Records Management Committee held its first meeting of the year on July 13, 2021. Committee Members introduced themselves and then got to work reviewing the Committee's 2021-22 Goals and Objectives and Committee deadlines. Staff liaisons noted that this committee should not have much need for a budget request unless the committee determines it would incur costs to publish new materials. After some discussion, the Committee did not find any need to submit a budget justification request to the Budget and Planning Committee.

**Publications:** Committee Members agreed to review the IIMC website for records management content, particularly the technical bulletins section. The Committee will develop an inventory of records management resources for members from this search. As a next step, Committee Members will review the inventoried materials to determine which publications require updating. IIMC Staff will also send hard copy materials not on the website to Committee Members for review. The Committee also briefly discussed gathering materials on records management outside the United States to assist IIMC's international members.

**State Retention Schedules:** The Committee decided to gather retention schedules from each state and other member countries to post on the IIMC website. Members will forward retentions schedules to IIMC staff for posting.

**Housekeeping:** The Committee set a recurring monthly meeting schedule to meet via Zoom.

**August 2021:** No meeting

**September 2021:** The Committee met over Zoom. Committee Members confirmed they received the hard copy materials sent out by IIMC staff. After a quick orientation to the documents included in the hard copy materials, Committee Members agreed to familiarize themselves with the documents and review for any records management information to inventory and/or update. The Committee will continue to review and inventory records management materials on the website and determine if any information requires an update. Member Stacy Senskey volunteered to write one of the two articles on records management best practices in 2022, following the Ohio records training session.

**Management's Comments:**

We appreciate and thank the Committee for their work. We appreciate all articles and look forward to the one from this Committee. Lastly, our Technical Bulletins need a thorough review and any recommendations are welcome.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Audra Etzel, Chair  
Lori Sondov, Vice Chair

**Date:** September 29, 2021

**Subject:** 2021 Research & Resource Midyear Report

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A great big thank-you to all the members of the Research & Resource Committee for all their hard work this year and for dedicating their time in service to our IIMC colleagues around the world. We had 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.

Unfortunately, our Committee did not meet during the 2021 IIMC Annual Conference in Michigan. However, in the future, we hope 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 2021-2022 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. Vetted language for a new IIMC survey every two years to be sent to the membership mid-October.
2. Provided information regarding the structure and organization for City Council appointed boards, commissions, and options to appeal to more residents.

## **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 the Committee’s expeditious responses to member questions and their review of the membership survey.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** Board of Directors

**From:** Diane Whitbey, MMC  
Chair

**Date:** September 29, 2021

**Subject:** 2021 Conference Midyear Report

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### Background

The 2021-2022 IIMC Conference Committee includes the following members: Diane Whitbey, MMC, Chair; Marie Turner, CMC, Vice Chair; Tory Frink, MMC; Kellie Fruehling, CMC; Alicia Hidalgo, CMC; Rebecca Huerta, CMC; Angelia Huonker; Krista A. Jones, CMC; Shari A. Moore, MMC; Travis O. Morris, CMC; Jaime E. Newman, MMC; Lisa Westfall, MMC; Lisa Garcia, MMC (Board Liaison); Phyllis A. McGraw, MMC (Board Liaison); and the following IIMC Staff members: Ashley DiBlasi; Karen Li Lee; Bea Rodriguez; Chris Shalby; and Kellie Siggson.

Review 2021 Conference Attendee reviews

The use of Online Learning Assessments and Pre-Agenda Selection.

Review the Registration/Agenda Selection process and provide input. The Committee made a recommendation to the Board via staff to move forward with this new process.

Reviewed an extensive list of presenters to be considered for the 2022 IIMC Conference: General Sessions, Pre-Conference Sessions, Concurrent Workshops, Athenian Dialogue Books for consideration and presenters. Each member submitted their top three in each category. Those were consolidated into a spreadsheet and shared with IIMC's Education Department.

As of this writing, we have yet to review the final three (3) potential 2026 Conference Host Cities. This will be done prior to the midyear.

We remain available and eager to assist in any way and look forward to attending the 2022 IIMC Conference in Little Rock, Arkansas.

**Recommendation:** The Committee recommends that the Board approve the new Conference registration process and online learning assessment, beginning with the 2022 Conference.

### Management's Comments:

We appreciate the committee's work and look forward to working with them on the 2026 site selection process. Also, we appreciate their insight and perspective into the new conference registration process and, as of this writing, the Board has already approved their recommendations.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To: Board of Directors**

**From: Elizabeth Garcia-Beckford, Chair  
Education and Professional Development**

**Date: September 17, 2021**

**Subject: 2021 Education and Professional Development Midyear Report**

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### **Background:**

The 2021/2022 Education and Professional Development Committee members are: Elizabeth Garcia-Beckford, MMC, Chair, North Lauderdale, FL; Dawn G. Abrahamson, MMC, Vice Chair, Vallejo, CA, Angelica Avila, CMC, Deputy City Clerk, Indian Wells, CA, Jilline Dobratz, CMC, Jackson, WI, Ashley Foster, Las Vegas, NV, Margaret Hawker, MMC, Newport, OR, Angela R. Johnson, MMC, Meeteetse, WY, Jennifer M. Johnson, MMC, Margate, FL, Tami K. Kelly, MMC, Grove City, OH, Tina Knapp, MMC, Fountain Valley, CA, Kacie Paxton, MMC, Ketchikan, AK, Michelle Smith, MMC, Reading, PA, Nancy A. Vincent, MMC, Thornton, CO, Angela Bains, CMC, Board Liaison, Canada, Janice M. Bates, MMC, Board Liaison, Tipp City, OH, Ruth Post, MMC, Board Liaison, Philomath, OR, Pamela Smith, MMC, Fort Myers, FL, Board Liaison. Staff: Dr. Bea Rodriguez, Ashley DiBlasi, Kelly Siggson and Iris Hill.

The 2021/2022 IIMC Education and Professional Development Committee was tasked with providing a recommendation for a proposal for a framework for the “Beyond the MMC” program. The goal of the committee was to continue the work on the proposal for a framework for a “Beyond the MMC” Program and to finalize the proposal to submit to the Institute Directors by the appropriate time line.

### **Discussion:**

The 2021/2022 Education and Professional Development Committee began regularly holding bi-monthly meetings beginning June 9, 2021. The committee held an introductory meeting to briefly review and restate the Committee objective, goals and timeline while attempting to make contact with Academic Leader with the University of Gloucestershire. The Minutes and documents from the 2020/2021 IIMC Education and Professional Development Committee meetings were distributed for review by committee members and particularly for any new members in preparation for the upcoming EPD Committee meetings. Elisabeth Skinner, Academic Leader with the University of Gloucestershire and the Society for Local Council Clerks and Sarah Jeffries, Parish Clerk Maiden Bradley with Yarnfield attended the June 23, 2021 committee meeting to provide information on the SLCC Level 6 program on Community Governance based on their Elephant Guide. Ms. Skinner and Ms. Jeffries provided a more in-depth explanation of the Level 6 program as outlined in the Elephant Guide. IIMC President Sheri Pierce attended committee meetings as well and provided input on what she envisions as the “Beyond the MMC” program. The EPD Committee meeting for July 7, 2021 was canceled due to both Staff Liaisons, Ashley DiBlasi and Kellie Siggson, as well as members a few committee members could not attend. At the next EPD Committee on July 21, 2021, committee members considered aspects of the Elephant Guide to incorporate into a framework for the “Beyond MMC” program. There was a discussion regarding condensing modules similar to what is presented in the Elephant Guide into one course and creating a four (4) year program with possibility of extending the program up to six (6) years under certain approved conditions. There

was also discussion to add additional tracks to the framework for continued education and professional development but not as a “re-certification” requirement. EPD Committee members discussed a draft framework for the “Beyond MMC” based on the Levels 4,5 & 6 of the Elephant Guide to apply the principles to develop a “Beyond the MMC” program for a certification that would be obtained in a period of up to six (6) years. There was also consideration for modification of Level 6 to fit U.S. IIMC members. Based on this discussion, Chair Garcia-Beckford prepared a rough draft “skeleton” framework to begin the process of formalizing a final recommendation for a proposal for a “Beyond the MMC” program which was distributed to the EPD Committee members for revisions. IIMC’s Director of Development Dr. Rodriguez attended the committee meeting on August 4, 2021. Chair Garcia-Beckford prepared a draft proposal framework based on the discussion and recommendations made during the committee meeting. The EPD Committee reviewed sections of the proposed draft framework for final revisions. The purpose of the “Beyond the MMC” program was discussed as well as recommendations, courses for the framework of the program, adding an appendix with the leadership skills previously discussed as part of the framework. A final revised draft of the proposed framework for a “Beyond the MMC” framework was sent to IIMC Director Bea Rodriguez and the institute director subcommittee for their review to develop the program. The proposal included several recommendations such as utilizing current institute, academy and State/ Provincial National Association partnerships for educational programs, attendance should be offered both in person and on-line, cost should be reasonable, and to include a requirement to maintain certificate designation. Additionally, the course work should include building layers of leadership and a member should be required to have attained their MMC to enter the program. There were additional considerations included in the proposal for the framework, some of which were adding a certified trainer course, including a universal component on how other countries govern, as well as including a provision for retired clerks. Committee members agreed an international member, possibly from Region XI, such as Elizabeth Skinner should be part of the subcommittee to review the “Beyond the MMC” framework. Additionally, a timeline should be developed to specify the deadline for a final proposal to the IIMC Board by May 2022. Dr. Rodriguez advised that no further action is needed by the Education and Professional Development Committee at this time and the next committee meeting date is to be determined.

**Financial:** None

**Summary:**

The 2021/2022 Education and Professional Development Committee submitted a proposal for a framework for a “Beyond the MMC” program that stated the purpose of the program is to establish an optional advanced (Beyond the MMC) education program that will create a life-long learning opportunity in the advancement of municipal clerk development and education and to provide justification for members that have already obtained their MMC designation to receive support and funding from their respective governing entities and municipalities to continue attending State and Regional Conferences and Academy sessions, an IIMC Annual Conferences.

The 2021/2022 Educational and Professional Development Committee looks forward to the development of a “Beyond the MMC” program and continuing to work on assignments to accomplish future goals.

**Management’s Comments:**

The Committee, staff and relevant participants will continue working toward this program and other education endeavors outlined in the Committee’s goals and objectives with the outcome to deliver options by the May 2022 Board meeting.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** Board of Directors

**From:** Lucrecia Wonsor, MMC, Election Committee Chair  
Beth Hickman, CMC, Election Committee Vice-Chair

**Date:** August 20, 2021

**Subject:** 2021 Election Mid-Year Report

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## Background:

At the May IIMC Board meeting, the Election Committee was tasked with the following:

1. Providing a recommendation on the suggestion by Director Shalby to reduce the length of time allotted for voting.
2. Developing three (3) questions that candidates for the Office of Vice President to answer in a video that would be uploaded to the IIMC website.

## Discussion:

The Committee met twice via Zoom on July 14<sup>th</sup> and August 3<sup>rd</sup>. Regarding Task #1, the consensus was to recommend shortening the length of time allotted for voting from 5 weeks to 3 weeks.

Regarding Task #2, the Committee developed 5 questions (listed in order of preference):

1. What are your goals in serving on the Board and how do you plan to accomplish this by the end of your term?
2. What personal qualities do you have that help qualify you for this position?
3. When you are not in the office and not serving in your professional role, what would you be engaged or involved in?
4. Aside from IIMC and your State Association, what community service/activities are/were you involved with that help qualify you for this position?
5. Tell us about 2 of your biggest successes, one personal and one professional.

The consensus was to include questions 4 & 5 in the event the IIMC Board preferred one or both of those questions in place of any of the first three.

Additional discussion by the Committee regarding the video:

1. Suggested that the length be limited to 3 minutes.
2. Suggested that candidates also provide a text transcript of their answers to the questions to accommodate members who may be hearing impaired or unable to view the video.
3. There was concern expressed that candidates from larger cities with more resources available to them would be able to have the video professionally produced and that may give them an advantage over a candidate from a small municipality. To keep things on an even playing field, the Committee felt that the platform for producing the video and content should be specified. There was discussion that candidates use a common back drop possibly created by IIMC and that they not use any visual aids, video inserts, background music or charts. It should preferably be done in the candidate's work environment with a sign displaying their name, their position and the City and State they are from. Staff Liaisons, Maria Miranda and Janet Pantaleon, brought in Karen Lee

(IIMC Communications Dept) and Karen suggested that candidates use Zoom to create the video. This way candidates from smaller municipalities without the technology could enlist IIMC's Communications Department's help to edit the Zoom video.

**Financial:**

There are no financial impacts from the above tasks.

**Summary:**

The Election Committee makes the following recommendations:

1. Shorten the length of time allotted for voting in the IIMC Vice President Election to 3 weeks.
2. Have candidates create a video answering the following questions:
  - a. What are your goals in serving on the Board and how do you plan to accomplish this by the end of your term?
  - b. What personal qualities do you have that help qualify you for this position?
  - c. When you are not in the office and not serving in your professional role, what would you be engaged or involved in?

Any of the above questions can be substituted by one or both of the following questions:

- (1) Aside from IIMC and your State Association, what community service/activities are/were you involved with that help qualify you for this position?
  - (2) Tell us about 2 of your biggest successes, one personal and one professional.
3. Format and guidelines for the video should be outlined. Recommendations are:
    - a. Video be created using Zoom.
    - b. Video be created in candidates work environment and/or using a common background with a sign or insert displaying their name, their position and their City and State.
    - c. Candidates should not use any visual aids, video inserts, background music or charts.
    - d. Let Candidates know they can enlist the help of IIMC Communications Dept to edit video if needed.
    - e. Candidates should also provide a text document of the answers to the questions.

I would like to thank the Election Committee Members for their work on these two tasks and thank Board Liaisons, Camilla Pitman and Marita Rhude, Staff Liaisons, Maria Miranda and Janet Pantaleon, President, Sheri Pierce and Vice President, Mary Ann Hess for their input and guidance.

**Management's Comments:**

We support the work of the Committee, especially the creation of the VP candidate questions and reducing the election time from five to three weeks.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** IIMC Board of Directors

**From:** Debra A. Jermann, MMC – Chair  
Allan R. Susen, MMC – Vice-Chair

**Date:** September 13, 2021

**Subject:** 2021 Policy Review Mid-Year Report

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### **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 2021-2022 IIMC Policy Review Committee are Debra A. Jermann, MMC – C-TRAN Transit District WA, Allan R. Susen, MMC – Borough of Haledon NJ, Patricia Anglin – City of Saint John Canada, Alice Attwood, MMC – City of Tonasket WA, Tracy L. Davis, MMC – City of Keizer OR, Mary M. Farmer, MMC – Coming NY, Helen Ingold, MMC – Crestwood MO, Scotty Lynn Kelly, CMC – City of Sanibel FL, Carole S. Morris, CMC – City of Plantation FL, and Emmie Niethammer, CMC, Kathy J. Walker, MMC – Nicholasville KY, Raven Warren – City of Nicholasville KY. Our IIMC Board Liaison is Stephen Huycke – Richmond Hill ON Canada, Our Staff Liaisons are Connie M. Deford, CMC – Bay City MI, Chris Shalby – IIMC Executive Director.

### **Our goals and objectives for 2021-2022 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 requested 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 meeting to ensure policy changes are codified.
5. Provide policy articles of interest for inclusion in the News Digest.
6. Review the IIMC Constitution every five years, beginning with year 2021.

The Policy Review Committee received the following assignment from the IIMC Board of Directors:

1. Continue review of the IIMC Policy Manual for amendments to current policies and creation of a new policy pertaining to emergency situations.
2. Constitutional Amendment #2 (Article II, Membership, Section 2, Definitions, Subsection E “retired member”) which was presented to the members on May 22<sup>nd</sup>, failed to receive support to move it forward for adoption by the members. The discussion centered around confusion of the intent as it is currently worded. Therefore, this amendment was referred back to the Policy Committee for further review and clarification of the proposed language.

**Discussion:****2. Constitutional Amendment #2 (Article II, Membership, Section 2, Definitions, Subsection E “retired member”:**

The Committee met virtually on September 8, 2021. The committee concludes that a proposed change to Article VIII, Qualifications, Nominations and Elections, Sections 1 and 2, is more appropriate to clarify continuation of Board duties during a transition. The committee is recommending two (2) constitutional amendments as follows:

The IIMC Constitution requires that members of the Board of Directors be a full member or additional full member and maintain that membership during their term of office. A clerk might retire from a position, receive retirement benefits, but take on another clerk position in a different location. This clarifies that if a member of the Board of Directors retires from one position, but still meets the Full or Additional Full membership qualifications, they may continue to serve on the IIMC Board of Directors based on their new position.

If the proposed two (2) amendments are approved by majority vote at the Annual Business Meeting, the proposed amendments will be distributed for a vote by the entire membership. Members will have sixty (60) days following the Annual Business Meeting to vote on the proposed amendments. The constitutional amendments shall be adopted if two thirds of the votes cast are in favor of the proposal. The effective date of the amendments will be the 61st day following the Annual Business Meeting unless otherwise specified.

Amend Article VIII, Qualifications, Nominations and Elections, Section 1. Qualifications for Candidates for Vice President, Subsection 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, by inserting **“in their current position or another position that qualifies them as a Full Member or Additional Full Member,”** before during the term of office.

<b>CURRENTLY READS:</b>	<b>PROPOSED AMENDMENT:</b>	<b>IF ADOPTED WOULD READ:</b>
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.	E. Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member <b>in their current position or another position that qualifies them as a Full Member or Additional Full Member</b> , during the term of office, which shall include terms as President-Elect, President and Past President.	E. Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member in their current position or another position that qualifies them as a Full Member or Additional Full Member, during the term of office, which shall include terms as President-Elect, President and Past President.

Amend Article VIII, Qualifications, Nominations and Elections, Section 2. Qualifications for Candidates for Region Director, Subsection D: Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member during the term of office, by inserting **“in their current position or another position that qualifies them as a Full Member or Additional Full Member,”** before during the term of office.

<b>CURRENTLY READS:</b>	<b>PROPOSED AMENDMENT:</b>	<b>IF ADOPTED WOULD READ:</b>
D. Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member during the term of office.	D. Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member, <b>in their current position or another position that qualifies them as a Full Member or Additional Full Member,</b> during the term of office.	D. Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member in their current position or another position that qualifies them as a Full Member or Additional Full Member, during the term of office.

### **Discussion:**

1. Continue review of the IIMC Policy Manual for amendments to current policies and creation of a new policy pertaining to emergency situations.

The Policy Review Committee is recommending a new Article to the IIMC Constitution, providing the authority to conduct activities, such as the Annual Business Meeting, in alternate formats, by amending the Constitution of the International Institute of Municipal Clerks by inserting a new Article XIII, Electronic Meetings, and renumbering the remaining Articles. It is our recommendation that the amendment be considered at the 2022 Annual Business Meeting.

The International Institute of Municipal Clerks was incorporated in Illinois on May 2, 1953. The Illinois General Not for Profit Corporation Act provides in Article 7 Members, Section 107.05. Meeting of Members, the following:

“Unless specifically prohibited by the articles of incorporation or bylaws, a corporation may allow members entitled to vote to participate in and act at any meeting through the use of a conference telephone or interactive technology, including but not limited to electronic transmission, Internet usage, or remote communication, by means of which all persons participating in the meeting can communicate with each other. Participation in such meeting shall constitute attendance and presence in person at the meeting of the person or persons so participating.”

Article X of the IIMC Constitution, Annual Business Meeting, states “The Annual Business Meeting is an in-person assembly of members. The Board of Directors will establish the time and place to conduct the member’s Annual Business Meeting.” Because of this restriction, IIMC was unable to hold the annual meeting in 2020, although the board of directors, executive committee, and other IIMC Committees were able to meet electronically. To allow for the greatest flexibility, it is recommended that the in-person restriction be removed from the IIMC

Constitution. Additionally, it is recommended that a separate Article be approved dealing with electronic meetings so that it is easily discernable that IIMC meetings may be held electronically.

If the proposed amendments are approved by majority vote at the Annual Business Meeting, the proposed amendments will be distributed for a vote by the entire membership. Members will have sixty (60) days following the Annual Business Meeting to vote on the proposed amendments. The constitutional amendments shall be adopted if two thirds of the votes cast are in favor of the proposal. The effective date of the amendments will be the 61st day following the Annual Business Meeting unless otherwise specified.

- 1a. Amend the Constitution of the International Institute of Municipal Clerks by inserting a new Article XIII, ELECTRONIC MEETINGS, and renumbering the remaining Articles.

Current Language	Proposed Amendment	If adopted, would read
	<p>ARTICLE XIII ELECTRONIC MEETINGS</p> <p>The annual assembly of members, the board of directors, executive committee, standing committees, and special committees are authorized to meet through electronic means so long as all participants may simultaneously hear each other and participate in the meeting.</p>	<p>ARTICLE XIII ELECTRONIC MEETINGS</p> <p>The annual assembly of members, the board of directors, executive committee, standing committees, and special committees are authorized to meet through electronic means so long as all participants may simultaneously hear each other and participate in the meeting.</p>

- 1b: Amend ARTICLE X, Annual Business Meeting, by striking out “in-person.”

Current Language	Proposed Amendment	If adopted, would read
The Annual Business Meeting is an in-person assembly of members. The Board of Directors will establish the time and place to conduct the member’s Annual Business Meeting.	The Annual Business Meeting is an <del>in-person</del> assembly of members. The Board of Directors will establish the time and place to conduct the member’s Annual Business Meeting.	The Annual Business Meeting is an assembly of members. The Board of Directors will establish the time and place to conduct the member’s Annual Business Meeting.

Rationale: Removing the restriction for an in-person meeting allows for the greatest flexibility in providing an annual assembly of members.

Procedural Note: This series of bylaw amendments will provide for a new Article in the Constitution that will document that meetings of IIMC may be held electronically and additionally removes the restriction that the annual business meeting be held in-person.

The current edition of *Robert's Rules of Order Newly Revised* (12<sup>th</sup> ed.) 57:3 states: "When a series of isolated changes to the bylaws are needed to achieve one end...the changes should be offered in a single motion. If the changes are related in such a way that all of the individual amendments must be made, if any one of them is made, in order for the bylaws to be coherent, then the motion cannot be divided."

#### **Financial:**

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

#### **Summary:**

The committee has begun a review of the Policy Manual and will be recommending any amendments to policies that are necessary to reflect emergency situations. We hope to have the policy review done in time for consideration by the Board at their end of year meeting. The Committee also stands ready to tackle any assignment as directed by the IIMC Board of Directors.

#### **Recommendation:**

The IIMC Policy Review Committee recommends the following:

1. Prepare an IIMC Constitutional Amendment for a vote by the membership at the annual meeting in May 2022 to Amend Article VIII, Qualifications, Nominations and Elections, Section 1. Qualifications for Candidates for Vice President, Subsection 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, by inserting **"in their current position or another position that qualifies them as a Full Member or Additional Full Member,"** before during the term of office.
2. Prepare an IIMC Constitutional Amendment for a vote by the membership at the annual meeting in May 2022 to Amend Article VIII, Qualifications, Nominations and Elections, Section 2. Qualifications for Candidates for Region Director, Subsection D: Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member during the term of office, by inserting **"in their current position or another position that qualifies them as a Full Member or Additional Full Member,"** before during the term of office.
3. Prepare an IIMC Constitutional Amendment for a vote by the membership at the annual meeting in May 2022 to insert a new Article XIII, Electronic Meetings, and renumbering the remaining Articles **AND** amend Article X, Annual Business Meeting, by striking out **"in-person."**

#### **Management's Recommendations:**

We agree with the Committee's recommendations and believe they will enhance and clarify the current Constitution. We look forward to their continued work and to their review of the Policy Manual.

**PROPOSED CONSTITUTIONAL AMENDMENTS**  
*Policy Review Committee, September 2021*

The International Institute of Municipal Clerks was incorporated in Illinois on May 2, 1953. The Illinois General Not for Profit Corporation Act provides in Article 7 Members, Section 107.05. Meeting of Members, the following:

“Unless specifically prohibited by the articles of incorporation or bylaws, a corporation may allow members entitled to vote to participate in and act at any meeting through the use of a conference telephone or interactive technology, including but not limited to electronic transmission, Internet usage, or remote communication, by means of which all persons participating in the meeting can communicate with each other. Participation in such meeting shall constitute attendance and presence in person at the meeting of the person or persons so participating.”

Article X of the IIMC Constitution, Annual Business Meeting, states “The Annual Business Meeting is an in-person assembly of members. The Board of Directors will establish the time and place to conduct the member’s Annual Business Meeting.” Because of this restriction, IIMC was unable to hold the annual meeting in 2020, although the board of directors, executive committee, and other IIMC Committees were able to meet electronically. To allow for the greatest flexibility, it is recommended that the in-person restriction be removed from the IIMC Constitution. Additionally, it is recommended that a separate Article be approved dealing with electronic meetings so that it is easily discernable that IIMC meetings may be held electronically.

- 1a. Amend the Constitution of the International Institute of Municipal Clerks by inserting a new Article XIII, ELECTRONIC MEETINGS, and renumbering the remaining Articles.

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1b: Amend ARTICLE X, Annual Business Meeting, by striking out “in-person.”

Current Language	Proposed Amendment	If adopted, would read
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Rationale: Removing the restriction for an in-person meeting allows for the greatest flexibility in providing an annual assembly of members.

Procedural Note: This series of bylaw amendments will provide for a new Article in the Constitution that will document that meetings of IIMC may be held electronically and additionally removes the restriction that the annual business meeting be held in-person.

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**PROPOSED CONSTITUTIONAL AMENDMENTS**  
*Policy Review Committee, September 2021*

The IIMC Constitution requires that members of the Board of Directors be a full member or additional full member and maintain that membership during their term of office. A clerk might retire from a position, receive retirement benefits, but take on another clerk position in a different location. This clarifies that if a member of the Board of Directors retires from one position, but still meets the Full or Additional Full membership qualifications, they may continue to serve on the IIMC Board of Directors based on their new position.

If the proposed two (2) amendments are approved by majority vote at the Annual Business Meeting, the proposed amendments will be distributed for a vote by the entire membership. Members will have sixty (60) days following the Annual Business Meeting to vote on the proposed amendments. The constitutional amendments shall be adopted if two thirds of the votes cast are in favor of the proposal. The effective date of the amendments will be the 61st day following the Annual Business Meeting unless otherwise specified.

Amend Article VIII, Qualifications, Nominations and Elections, Section 1. Qualifications for Candidates for Vice President, Subsection 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, by inserting **“in their current position or another position that qualifies them as a Full Member or Additional Full Member,”** before during the term of office.

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Amend Article VIII, Qualifications, Nominations and Elections, Section 2. Qualifications for Candidates for Region Director, Subsection D: Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member during the term of office, by inserting **“in their current position or another position that qualifies them as a Full Member or Additional Full Member,”** before during the term of office.

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## **International Institute of Municipal Clerks**

**To:** Board of Directors

**From:** Gail Pomroy, MMC  
Chair

**Date:** September 17, 2021

**Subject:** 2021 Budget & Planning Midyear Report



### **Background:**

Membership on the 2021 / 2022 Budget & Planning Committee is comprised of:

- Gail Pomroy, MMC, Chair
- Brenda K. Young, MMC, Vice-Chair
- Mary J. Johnston, MMC
- Terri Kowal, MMC
- Sheri L Pierce, MMC
- Pamela Smith MMC
- Mary Ann Hess, MMC (Board Liaison)
- Chris Shalby, IIMC Executive Director (Non-Voting Staff Liaison)

2021 / 2022 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, 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 issues raised in the Auditor's Management Letter and Report.

### **Discussion:**

Staff distributed information on the current 2021 budget and the proposed 2022 budget. A meeting of the Budget & Planning committee to review this information and recommend a proposed 2022 budget was held on Friday, September 10, 2021 at the Hilton Garden Inn Conference Room in Rancho Cucamonga, CA. Committee members present were Gail Pomroy, Brenda Young, Mary Johnston, Sheri Pierce, Terri Kowal, Mary Ann Hess, Pamela Smith (via Zoom) & Chris Shalby. IIMC Finance Specialist Janet Pantaleon also attended.

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

The Committee reviewed the Revenue and Finance Policy for compliance. No action required.

The Committee reviewed the Budget Committee Appointment Policy and recommended it be referred to the Policy Committee for review.

## **2021 Budget Report**

The Committee reviewed and accepted the 2021 Budget Report as presented.

## **Review of Auditor's Compilation Report & Financial Statements:**

The Auditor's Compilation Report and Financial Statements were reviewed for the 2020 year-end and there were no significant findings.

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

The 2022 - 2026 Five Year Capital Expenditures Plan was reviewed by the Committee. ED Shalby explained the proposed expenditures regarding Computer equipment acquisition, A/C Unit, Cable line Upgrades, dumbwaiter and other reasonable upgrades and expenditures.

## **2021 Projected Year-End Budget Notes:**

ED Shalby and Staff reported that the 2021 Year-End projected budget is anticipated to end with a profit of \$4,619, an increase from the initial projection of a deficit of \$60,059. The 2021 Conference was projected to be in the negative \$150,190 due to the unpredictability of Covid and its effect on attendance in Grand Rapids. The 2021 Conference is now projected to have a loss of \$20,027. This \$130,163 difference in projected loss helps with the overall bottom line. IIMC realized consistency in sponsorships, had less costs in Food and Beverage, reduced staff attendances and less expenses for certain events. IIMC received strong hotel rebates and commissions and also had savings realized from reduced Executive Committee and staff travel due to the cancellation of association conferences. There has been an increase in virtual Institutes and distance education and there has been a savings in the vacant Office Manager position for 7 months.

**Committee accepted the projected 2021 budget as presented, knowing there could be changes to the bottom line as the year end ends.**

## **2022 Projected Budget:**

Committee discussed the 2022 budget presented by IIMC Staff and Management notes.

The following was discussed and will be presented to the Board of Directors:

1. **An increase of \$25.00 to the 2022 Conference Delegate registration fee.** Currently, the fee is \$600.00 per delegate and we are recommending an increase to \$625.00 early bird. The Committee deliberated a proposed \$50.00 fee; however, the decision to keep it at \$25.00 was felt to be more acceptable to our attendees. The last Delegate fee increase was in 2016. The cost of doing business continues to increase and just keeping up with those increases does not assure us of a successful conference bottom line.
2. **Reducing the Opening Reception costs from \$25,000 to \$10,000.** This is a one-hour reception held in the exhibit hall early Sunday evening that delegates may or may not attend before heading out to dinner. The savings will still allow IIMC to provide delegates with a drink/refreshment ticket to visit the hall and network.
3. **Conference Registration Proposal** – This proposal was recommended by staff and received approval from IIMC's Conference Committee to launch for 2022.

The projected budget for year-end 2022 is currently \$22,958 in the negative, however if the Delegate registration fee is increased and the Opening Reception budget is decreased, the projected budget would be in the positive \$8,292. The 2022 budget incorporates \$40,000 for a part-time Financial Specialist.

**Summary:**

As noted above, the projected 2022 Budget is projected to have a \$22,958 deficit. With an increase to conference registration and a decrease to the Opening Reception, a positive balance of \$8,202 is projected.

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. IIMC

**Budget and Planning Committee Recommendations**

**Recommendation 1:** The Committee recommends the Board accept the projected 2021 budget as presented, understanding that there may be slight modifications between now and year-end.

**Recommendation 2:** The Committee recommends a \$25 increase for Conference Registration for Regions I-IX only for the 2022 Annual Conference.

**Recommendation 3:** Pending available funds following the first or second quarter, the hiring of a part-time Financial Specialist.

**Recommendation 4:** Reducing the line item budget from \$25,000 to \$10,000 for the Opening Reception at the 2022 Annual Conference.

**Management's Comments:**

We agree with the Committee's recommendations. The 2021 budget will end the year with a profit. The 2022 budget, with the Board's approval of an increase in delegate fees and a reduction of the Opening Reception budget, is now projected to be in the positive.

We have asked funding for a part-time finance specialist for 2022. However, since we don't have the monies to hire someone in January 2022, Management will wait until the end of first or second quarter 2022 to determine if future monies will be available to fund this position. At that time, we will provide the Committee with a report justifying this cost.





## 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 3, 2021 – REV 9/21/21

**Subject:** 2021 Projected Year-End Budget Notes

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The 2021 Year End projected budget is anticipated to end with a profit of **\$4,619**. This is an increase from our initial projection of a deficit of **\$60,059**. There are several reasons attributed to the positive bottom line, realizing various savings in the following areas:

1. Overall reductions in 2021 Conference expenses – 2021 Conference was projected to be in the negative \$150,190 due to the unpredictability of Covid and its effect on attendance in Grand Rapids. The 2021 Conference is now projected to be a loss of **\$20,027** – a reduction of **\$130,163** from the initial deficit of \$150,190 which helps with the overall bottom line;
2. Consistency in sponsorships and overall less costs in Food and Beverage, reduced staff attendance and less expenses for certain events;
3. Strong Hotel rebates and commissions;
4. Reduced Executive Committee travel due to the cancellations of Association Conferences;
5. Reduced Staff travel for similar reasons;
6. Increase in distance education via virtual Institutes; and
7. Savings in vacant Office Manager position for 7 months.

**NOTE:** As of this writing, there is a possibility of increasing the 2021 bottom line based on future EC and Board travel, and membership dues realized by year-end. If that occurs, IIMC will realize additional dollars in revenue by end of year.

**Our Board Designated Reserves are approximately \$830,863.**

### STAFF

All Departments are operating as efficiently as possible. The staggered schedule continues monthly and, most likely, through end of 2021. On July 26, we hired Dr. Beatrice Rodriguez as our Director of Professional Development. Our Office Manager position remains vacant for the time being.

### COMMITTEES

#### Executive Committee

We are projecting the EC travel budget will come in well under projections by nearly \$10,000 due to the cancellation of state and national conferences for most of 2021. We have included approximately \$13,000 in that budget line item for the possibility that an association may hold an in-person conference or meeting in 2021. As of this writing, attendance at the 2021 SLCC Conference in the UK in October 2021 is still uncertain.

## **2021 Projected YE Notes – Page 2**

For the past 13 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, as much as possible, has kept IIMC's EC travel budget healthy and consistent.

### **Board of Directors – General**

This area will come in under projected numbers primarily due to line item regarding the Region X consultant. 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 has yet to occur in 2021. The Strategic Planning/Board Development line item now includes costs of Audio Visual and Food and Beverage to better delineate Board expenses.

### **Other Committees**

Other Committees are expected to meet budget.

### **2021 Conference – Grand Rapids, MI**

The 2021 Conference in Grand Rapids attracted 455 Delegates. Leading up to the conference, we were able to waive attrition, reduced Food and Beverage costs (in line with our attendance figures), produce a small, but revenue generating exhibit hall and maintain nine sponsors. Quite an accomplishment considering the environment at that time and members' apprehensions to travel. Although, the initial conference projection was an approximate loss of \$150,190, we are now anticipating ending the year with a loss of \$20,027, which will help year-end bottom line end in the positive.

Overall rebates and commissions from the hotel along with sponsorship dollars helped keep the bottom line in check as well.

### **Education**

On July 26, IIMC hired Dr. Beatrice Rodriguez as Director of Professional Development. As of this writing, Bea has been with us more than one month, immersing herself in all things education and the proposed "Beyond the MMC Program." With time, she'll develop a relationship with IIMC Institutes, and eventually begin to embellish on existing programs.

IIMC continues to offer its own online courses via Captus Press for those members who require nominal points to finish their designations. We currently have eleven IIMC owned courses online and will be looking to develop additional long-term courses in the future. At some point, and with Dr. Rodriguez' help, we may be able to replace Captus Press altogether and create a similar platform that IIMC can house on its own, saving us production and hosting costs while delivering professional development courses and generating revenue.

We also act as a resale partner with two other online providers: however, both of these partnerships – MindEdge and Ed2Go – continue to generate little revenue. The CMC and MMC programs are hitting stride and should meet projections.

### Marketing/Communications

It's been 12 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* in the next year. 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 are transitioning into Retired Members. We have seen growth in our Deputy Memberships since 2015. Our **Inactive 2 Active** Member Drive has brought in 356 new members since 2017 (as of 8/16/21). 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 2021 membership revenue is \$69,350 less than originally budgeted.** The budget was projected at \$1,403,750 and will end the year at \$1,334,400. There is still the possibility of reducing this deficit by year-end. The following is a sampling of comments from members not interested in renewing:

- No longer in this field;
- Retired – several of these - after 25 plus years of serving as a Clerk;
- Municipality turnover after new Mayor;
- Special District was no longer interested; and
- City restructured position and no longer in Clerks office.

### Management's Comments/Recommendation:

The year 2021 will result in a positive bottom line. Realistically, this is based on fine tuning Conference expenses, reduction in travel (EC, Board, Staff) and vigilance in reducing overall expenses.

We do not have any recommendations for 2021. We were one of the first nonprofit Associations to hold an in-person conference anywhere and, certainly, in Western Michigan. From the comments we received from Grand Rapids to the Amway Hotel and from many of our attendees, sponsors and exhibitors, all were excited and appreciative that IIMC had the wherewithal, perseverance and knowledge to venture into a traditional conference. Compared to many other nonprofits, IIMC is fortunate to be where it is. We recommend that the Committee accept the projected 2021 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:** September 3, 2021 - REV 9/21/21

**Subject:** 2022 Budget Overview - Management's Notes

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The 2022 budget is projected to end the year with a profit of **\$8,292**. **NOTE:** The Board during their September 21, 2021 virtual meeting approved a \$25 increase in the Conference Delegate fee and a reduction of \$15,000 from the Opening Reception, both beginning with the 2022 Conference.

### Management's Comments

We continue to follow established procedures on finances and 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 \$830,863 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, 2019 and 2021; 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; refinancing headquarters' building (in 2012 and 2020); three fully leased office rentals (as of this writing); and overall diligence by staff, the Executive Committee and Board. We are now working toward reaching the \$1 million mark within the next five years, pending on the new Board Strategic Plan (2020 – 2023); future annual conferences and how the impending environment of our membership unfolds. The latter is an area that needs to be explored further, especially in light of the past 18 months.

### Revenue Generation

We continue to look at creating new revenue streams: IIMC will aim to get back on track, after nearly 2 years, to produce revenue generating conferences by continuing to adhere to the current selection process policy, focusing on secondary markets, and growing conference sponsorship (We signed 9 sponsors, including one new one in CivicPlus for the 2021 Conference).

The Education Department continues to aid in revenue accountability via the creation of wholly owned IIMC on-line courses (Captus Press -- eleven to date) 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. 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

In the past 18 months, IIMC has realized that virtual online education sessions are beneficial to all members and IIMC - regarding costs to members and revenue to IIMC. Virtual Institutes – IIMC created 20 Virtual Institutes that generated approximately \$100,000 over a 20-week time span in 2020. This shows the potential for future programming income. 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 producing 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, through its own platform, 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 assisting with accounts receivables on top of her daily 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 2023 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. We have been operating without an Office Manager since October 2020. We’ve begun to use Janet Pantaleon in that area and will look to make a permanent transition with Janet becoming full time in that role, and employing a part time finance specialist in finance. We will review this position end of first and second quarter to determine if our year-end 2022 projections will allow for the hiring of this position.

### BUILDING

All three offices are fully leased as of this writing (8/24/21). In anticipation of what tenants might be doing with their in-house staff, we offered all three tenants a three-year extension with no increase in rent as part of a new lease, if they agreed to the offer as presented. Burga Law and Studio Pink accepted the offers – and are now renewed through 2023. **Exact Staff did not accept our offer and has informed us that they will be combining offices and relocating to another city. We have contacted our real estate broker and are actively searching for a new tenant.** However, with two confirmed tenants, IIMC’s monthly liability will be \$600. Once a third tenant signs a lease, IIMC will begin to incur a windfall.

**NOTE:** IIMC refinanced its Building in 2020, reducing the monthly mortgage by \$2,100.

### COMMITTEES

Committees continue to be on target with their responsibilities and communicate primarily via virtual meetings. As for new Technical Bulletins, we were negotiating a possible six new Bulletins at no cost to IIMC. We have yet to restart that conversation, however, we kept the \$1,500 request in the Records Management Committee’s budget.

**CONFERENCE – 4-Day Conference**

**2022 Conference – Little Rock, Arkansas**

We are projecting 650 Delegates/25 guests for the 2022 Conference and projected profit of \$9,802. The average attendance numbers from Conferences in 2015, 2016, 2017, 2018 and 2019 is approximately 670 delegates. However, there is no method to determine members' apprehensions to attend an in-person conference, even if travel and education budgets are intact.

**NOTE:** Little Rock offers plenty for Delegates and guests. Airlift is available from anywhere in the world and it is less than a 15-minute complimentary shuttle ride from the airport to the host hotel. We are in two hotels with the host hotel, the Marriott, connected to the State House Convention Center. Our secondary hotel, the Doubletree, is less than a five-minute walk to the convention center. Both hotels are walking distance to many establishments. Here are areas that we believe will make Little Rock an attractive conference:

1. Host Hotel – Marriott Hotel;
2. Little Rock 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 Little Rock are affordable; and
5. There are various attractions available to delegates that we will be promoting.

**Hotel Room Block/Costs**

The Host Hotel is the Marriott -- \$164/night with 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 345 rooms each on peak nights for a total room block of 2,117 (need to meet 1,587 to avoid attrition). If the conference registrations increase, we have the overflow hotel, Doubletree, within a short walking distance from the Marriott that we can utilize.

**\*\*All education, general sessions, exhibit hall, lunches, refreshment breaks, opening ceremony, board meetings, annual banquet and ABM will be in both, the Marriott and Convention Center. The All Conference Event will be a **Denim and Diamond** party and held in the Convention Center.**

**Conference Delegate/Guest Registration Fees - 2022**

The current fees are \$625 early bird for Delegates and \$265 for Guests. **NOTE:** Board approved increase of \$25 for Delegates.

**Early Bird Package/Marketing - Current**

The Early Bird will be Monday, March 14, 2022 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 a second overflow hotel if the need arises.

## **2022 Budget Notes – Page 4**

- Early Bird rate offered through Monday, March 14, 2022 – cost will be \$625.00
- After Early Bird - Tuesday, March 15, 2022 – cost will be \$675.00. Increasing the late fee helps in two areas: 1) spurs delegates to register early; and 2) increases revenue to IIMC.

### **Early Bird Package/Marketing – Recommended for 2022 Conference**

- No preliminary program will be printed or offered in 2021;
- The Education Department will work on completing the final Conference program in its entirety by December 2021;
- Hotel reservations can still be made in October/November 2021 to create buzz and allow IIMC to supervise registrants;
- Conference deposits can still be made in 2021 to assist with municipal budgets – a simple form can be created now and an accurate list of those that take advantage of this will need to be kept;
- The Conference Grant application period will need to run from September – November and recipients will need to be selected by the Board in early December;
- Final program will be ready in early January and can be emailed to the members so they know exactly what sessions are being offered and what they are registering for;
- Registration opens late January – members will be registering for the conference as well as selecting their education sessions (agenda selection/pre-reg) at the same time; and
- All registrations will be done online. If a member pays by check, we can accept it with the same form we created above to assist with 2021 municipal budget. We will send these individuals a code that will give them access to the online registration process.

### **Rebates/Commissions Maximum**

The Marriott is offering a 10% commission that will be divided between IIMC and YES (65% IIMC - 35% YES). The Doubletree is also offering IIMC a rebate of \$4/guest room occupied.

**Arkansas State Association** -- In addition to the Hotel commission and rebate, the Arkansas State Association is providing IIMC with \$10,000) for choosing Little Rock.

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

- Marriott/Doubletree -- \$43,682 IIMC's maximum commission and rebates
- Arkansas State Association – \$10,000
- **Total -- \$53,682**

**NOTE:** Food costs are not always in our favor, especially a per person rate. Therefore, we do have the option of utilizing the entire F&B budget if needed, as opposed to a per person rate.

### **Areas to note for Little Rock 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 Little Rock CVB is helpful.
- The location may help to reduce the cost of travel for attendees.
- No outlook on Delegates' apprehensions about travel, social distancing, even in May 2022.
- It is in a region with approximately 640 IIMC members.
- The Marriott hotel and State House Convention Center are spacious venues which afford us the opportunity to spread out as much as possible.



### Recommended Discounts and Savings

We will offer \$50.00 discounts to Region IV (AR, LA, MS, OK, TX). 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 2021, we had 226 members from the discounted regions (V, VI and VII) attend Grand Rapids. 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 2022 include:

- 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 218 registered for the Academies in 2021. 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 (**No other discounts - first timer or Region - would apply to the delegates paying \$485.00**). Grand Rapids attracted 68 multiple attendees.

### 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. Dr. Beatrice Rodriguez joined the Department in July 2021 and continues to immerse herself in IIMC's Education programs. Director of Certification and Conference Program 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 Associate Kellie Siggson is handling both CMC and MMC applications, education webpage maintenance, and conference volunteer coordination. Kellie is cross trained in reviewing Institute Annual Reports, Association course reviews, and assists as needed with Athenian Dialogue processes and conference logistics. Education Assistant Iris Hill adds clerical support in this Department.

### 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 and seek opportunities for advertisers to promote themselves in ways that also benefit IIMC members (e.g., webinars, articles). 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*.

Advertisers are also featured on the IIMC website in their respective sponsorship levels.

Increased use of the IIMC APP provides another opportunity to partner with advertisers and increase revenue.

## **MEMBERSHIP**

The 2022 projected budget in membership revenue is \$1,386,750. Based on how we are receiving and what we have realized for year-end 2021, we created a conservative projection for 2022, considering what we're not able to determine regarding members and the environment.

Although we are not recommending a membership-dues increase in 2022 (we had one in 2021), we need to realize that the overall cost of doing business (printing, credit card fees, postage, membership drives, building maintenance, travel, etc.) continues to increase. The concerns for 2022 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. Retired Baby Boomer members are not remaining as retired members. Membership continues to be pivotal in the Organization's financial health. Our 2021 projected YE will not exceed the 2020 budget and will have a slight increase from the 2019 budget, 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.

### **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).

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 these past 18 months 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.

### **2022 Membership Dues**

In 2021, we increased membership dues by \$5.00. IIMC Policy states that we are to present member dues increases to the IIMC Board every two years. Therefore, we have no increases planned for membership dues in 2022.

**Management's Recommendations:**

We recommend the Budget and Planning Committee accept and support the following recommendations regarding what is incorporated in the 2022 budget.

- **\$40,000 in salary for a Financial Specialist – P/T – to be reviewed 1<sup>st</sup> and 2<sup>nd</sup> quarters**
- **\$25.00 increase in 2022 conference registration – Delegates**
- **\$15,000 decrease in Conference Opening Reception – reducing it from \$25K to \$10K –**

The Opening Reception is typically one-hour prior to dinner in the exhibit hall. The reduction will allow IIMC to provide each Delegate with one drink ticket to visit the hall and network with the exhibitors.

**NOTE:** The Board approved our recommendations to increase the Delegate registration fee by \$25.00 and reduce the Opening Reception from \$25,000 to \$10,000, improving the Conference bottom line to a positive of \$9,802 for YE 2022.



**IIMC Financials  
2022 Budget  
SUMMARY TOTALS**

	2019	2020	2021	2021	2021	2022
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2021	Projected Year End	Budget
<b>INCOME:</b>						
Administration	19,615	15,923	9,000	1,606	3,500	4,500
Building	58,528	55,055	59,328	26,562	50,022	44,400
Conference	629,850	13,565	434,771	386,508	386,508	563,037
Education	229,085	270,647	152,720	75,000	149,607	148,325
Marketing	31,851	25,905	38,750	(13,667)	(4,173)	27,000
Membership	1,326,793	1,348,051	1,403,750	657,620	1,334,400	1,386,750
Other Income						
<b>Total Income</b>	<b>2,295,722</b>	<b>1,729,145</b>	<b>2,098,319</b>	<b>1,133,628</b>	<b>1,919,863</b>	<b>2,174,012</b>
<b>EXPENSES:</b>						
Administration	602,154	616,859	561,715	262,222	543,410	534,746
Building	136,735	170,415	142,418	55,541	141,987	143,958
Committee - Board of Directors	99,362	42,685	119,950	31,168	105,589	120,450
Committee - Executive	18,544	10,518	32,300	7,376	22,300	32,300
Committees - Other	41,981	8,404	17,500	1,039	15,850	16,500
Conference	536,691	88,688	584,961	374,577	406,534	553,235
Education	278,059	331,296	280,165	94,723	263,665	353,100
Marketing	77,409	131,801	156,870	77,128	156,620	157,876
Membership	248,640	242,412	262,499	117,860	259,289	253,555
<b>Total Expense</b>	<b>2,039,575</b>	<b>1,643,078</b>	<b>2,158,378</b>	<b>1,021,634</b>	<b>1,915,244</b>	<b>2,165,720</b>
<b>PROFIT/(LOSS)</b>						
Administration	(582,539)	(600,936)	(552,715)	(260,617)	(539,910)	(530,246)
Building	(78,207)	(115,360)	(83,090)	(28,979)	(91,965)	(99,558)
Board of Directors	(99,362)	(42,685)	(119,950)	(31,168)	(105,589)	(120,450)
Committee - Executive	(18,544)	(10,518)	(32,300)	(7,376)	(22,300)	(32,300)
Committees - Other	(41,981)	(8,404)	(17,500)	(1,039)	(15,850)	(16,500)
Conference	93,160	(75,123)	(150,190)	11,931	(20,027)	9,802
Education	(48,974)	(60,649)	(127,445)	(19,723)	(114,058)	(204,775)
Marketing	(45,558)	(105,896)	(118,120)	(90,795)	(160,793)	(130,876)
Membership	1,078,153	1,105,639	1,141,251	539,760	1,075,111	1,133,195
<b>Net Profit/(Loss)</b>	<b>256,147</b>	<b>86,067</b>	<b>(60,059)</b>	<b>111,995</b>	<b>4,619</b>	<b>8,292</b>

**IIMC Financials**  
**2022 Budget Worksheet**  
**Administration**

	2019	2020	2021	2021	2021	2022
				Actual YTD as of June 2021	Projected Year End	
Description	Actual Year End	Actual Year End	Budget			Budget
<b>INCOME</b>						
Interest	18,055	15,923	9,000	1,605	3,500	4,500
Misc Admin Revenue	1,560	-		-		
<b>Total Income</b>	<b>19,615</b>	<b>15,923</b>	<b>9,000</b>	<b>1,605</b>	<b>3,500</b>	<b>4,500</b>
<b>OVERHEAD EXPENSES</b>						
Salary/Wages	340,249	347,580	275,737	136,873	275,737	262,362
Temporary Help	250	-				
Salary Benefits	60,659	60,828	47,713	22,063	47,713	43,500
Payroll Taxes-Employer	24,710	24,408	19,971	10,723	19,971	20,000
Workers Comp Insurance	2,396	1,261	2,450	719	2,000	1,900
<b>Personnel Costs</b>	<b>428,265</b>	<b>434,077</b>	<b>345,871</b>	<b>170,379</b>	<b>345,421</b>	<b>327,762</b>
<b>Other</b>	<b>2,595</b>	<b>1,512</b>	<b>3,510</b>	<b>1,243</b>	<b>3,510</b>	<b>3,510</b>
Auto Allowance	-	-				
Auto Mileage-Staff	62	23	200	2	100	200
Admin Accommodations	(57)	-	3,870	362	1,500	2,870
Admin Airfare	1,992	-	5,000	-	2,000	3,000
Admin Ground	207	-	500	-	500	500
Admin Meals	1,569	-	2,960	-	1,000	2,000
Admin Other	-	-	200	-	-	-
<b>Staff Travel</b>	<b>3,773</b>	<b>23</b>	<b>12,730</b>	<b>364</b>	<b>5,100</b>	<b>8,570</b>
<b>Professional Develop/Training</b>	<b>700</b>	<b>1,500</b>	<b>3,000</b>	<b>1,000</b>	<b>1,600</b>	<b>1,500</b>
Contract Labor	48,554	48,000	48,000	24,405	48,000	48,000
Auditor Fees	10,950	10,500	17,350		17,350	17,350
Legal Fees	676	-	1,000		1,000	2,500
<b>Professional Services</b>	<b>60,180</b>	<b>58,500</b>	<b>66,350</b>	<b>24,405</b>	<b>66,350</b>	<b>67,850</b>
Computer/Software Purchase	2,733	2,215	9,680	1,328	3,500	5,000
Computer/Software Support	46,526	73,443	49,039	28,179	49,039	49,039
<b>Computer Costs</b>	<b>49,259</b>	<b>75,658</b>	<b>58,719</b>	<b>29,507</b>	<b>52,539</b>	<b>54,039</b>
Office Equipment Lease	3,241	2,314	2,906	1,850	2,906	2,906
Office Equipment Maint			500		500	500
Office Equipment Purchase	711	182	1,650	-	1,650	1,650
Copier	8,272	8,214	10,093	4,703	10,093	10,093
<b>Office Equipment</b>	<b>12,224</b>	<b>10,710</b>	<b>15,149</b>	<b>6,552</b>	<b>15,149</b>	<b>15,149</b>
Office Supplies	7,861	4,665	8,500	2,165	5,000	8,500
Telephone	11,137	9,398	11,400	4,874	11,400	11,400
Web Site	1,832	-	100	200	200	200
Postage/Courier/Mailing	1,752	2,954	1,820	2,298	3,000	3,000
Printing	317	-	1,500	525	1,000	1,500
Shipping	-	136	-	-		-
<b>Office Expense</b>	<b>22,899</b>	<b>17,154</b>	<b>23,320</b>	<b>10,061</b>	<b>20,600</b>	<b>24,600</b>
Fraudulent Activity - CC Fees/Exp Incurred						
Credit Card Fees	4,862	2,361	5,000	1,280	5,000	5,000
Bank Analysis Fees	3,192	3,108	4,000	3,162	5,000	3,200
Payroll Processing	6,220	4,631	15,000	10,929	15,000	15,000
<b>Credit Card /Bank Fees</b>	<b>14,274</b>	<b>10,099</b>	<b>24,000</b>	<b>15,372</b>	<b>25,000</b>	<b>23,200</b>
Insurance-Retiree (*)	1,626	-	-	-	-	-
Memberships	1,815	325	800	-	800	800
Taxes Business	57	35	1,000	25	75	500
Depreciation Furn/Amortization Exp	4,487	7,266	7,266	3,314	7,266	7,266
<b>Total Administrative Expenses</b>	<b>602,154</b>	<b>616,859</b>	<b>561,715</b>	<b>262,222</b>	<b>543,410</b>	<b>534,746</b>
<b>Net Profit/Loss</b>	<b>(582,539)</b>	<b>(600,936)</b>	<b>(552,715)</b>	<b>(260,617)</b>	<b>(539,910)</b>	<b>(530,246)</b>

**IIMC Financials**  
**2022 Budget Worksheet**  
**Building**

	2019	2020	2021	2021	2021	2022
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2021	Projected Year End	Budget
<b>INCOME</b>						
Rental Income	58,528	55,055	59,328	26,562	50,022	44,400
<b>Total Income</b>	<b>58,528</b>	<b>55,055</b>	<b>59,328</b>	<b>26,562</b>	<b>50,022</b>	<b>44,400</b>
<b>DIRECT EXPENSE</b>						
Amortize Loan Costs	250	13,581	250	-	250	250
Association Fees	2,265	2,220	2,800	1,112	2,800	2,800
Depreciation Building	39,409	38,252	40,000	16,028	40,000	40,000
Insurance Fire/Property	2,801	3,172	3,150	1,551	3,150	3,300
Mortgage Interest	28,052	28,699	19,250	8,124	19,250	19,818
Property Tax	16,412	16,607	16,500	8,132	16,500	16,800
Landscaping	4,277	6,496	4,960	2,061	4,960	4,960
Office Cleaning - IIMC	2,940	3,000	3,120	1,560	3,120	3,120
Repair/Maint Building	9,844	29,532	14,110	3,474	14,110	14,110
Repair/Maint Grounds	1,803	50	2,200	223	2,200	2,200
Office Cleaning - Tenants	7,756	8,413	10,800	2,810	10,800	10,800
<b>Building Repair and Maintenance</b>	<b>26,620</b>	<b>47,491</b>	<b>35,190</b>	<b>10,128</b>	<b>35,190</b>	<b>35,190</b>
Supplies						
Utilities	13,726	13,090	15,347	6,866	15,347	16,000
Utilities - Tenant						
<b>Utilities</b>	<b>13,726</b>	<b>13,090</b>	<b>15,347</b>	<b>6,866</b>	<b>15,347</b>	<b>16,000</b>
Property Manager	7,200	7,303	7,200	3,600	7,200	7,500
Allocation to Bldg Reserve			1,000	-	1,000	1,000
Commissions/Appraisals			1,731	-	1,300	1,300
<b>Total Direct Expense</b>	<b>136,735</b>	<b>170,415</b>	<b>142,418</b>	<b>55,541</b>	<b>141,987</b>	<b>143,958</b>
<b>Net Profit/Loss</b>	<b>(78,207)</b>	<b>(115,360)</b>	<b>(83,090)</b>	<b>(28,979)</b>	<b>(91,965)</b>	<b>(99,558)</b>

**IIMC Financials**  
**2022 Budget Worksheet**  
**Committees**

	2019	2020	2021	2021	2021	2022
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2021	Projected Year End	Budget
<b>EXECUTIVE COMMITTEE:</b>						
Legal Fees						
Telephone			500		500	500
Shipping						
Meeting Expenses						
Meeting Expenses	-	-	500	-	500	500
Memberships						
Travel Accommodations	4,088	3,562	8,000	2,732	6,000	8,000
Travel Airfare	9,965	4,860	18,000	1,108	10,000	18,000
Travel Ground	2,442	502	2,000	1,133	2,000	2,000
Travel Meals	2,049	1,594	2,500	2,390	2,500	2,500
Travel Other	-	-	1,000	-	1,000	1,000
Other	-	-	300	12	300	300
Travel	18,544	10,518	31,800	7,376	21,800	31,800
<b>Total Expense</b>	<b>18,544</b>	<b>10,518</b>	<b>32,300</b>	<b>7,376</b>	<b>22,300</b>	<b>32,300</b>
<b>BOARD OF DIRECTORS:</b>						
<b>General</b>						
Region XI Consultant	9,621	9,461	11,500	5,250	11,500	11,500
Region X Consultant/Travel			3,000		-	3,000
Insurance Officers & Directors	2,903	2,931	3,200	3,024	3,024	3,200
Legal Fees -		1,225	1,500		1,500	1,500
Strategic Planning/Board Development	10,721	2,525	3,000	2,998	2,998	3,000
Memorials	550	500	500	150	350	500
Parliamentarian Expense	5,479	3,600	7,200	2,273	5,500	7,200
Postage			100		100	100
Shipping	458	750	200		100	200
Telephone	62	-	250		100	250
Other Expenses		1,365	500	-	200	500
<b>Other Expenses</b>	<b>520</b>	<b>2,115</b>	<b>1,050</b>	<b>-</b>	<b>500</b>	<b>1,050</b>
<b>General</b>	<b>29,794</b>	<b>22,356</b>	<b>30,950</b>	<b>13,695</b>	<b>25,372</b>	<b>30,950</b>
<b>Mid-Year</b>						
Travel Accommodations	17,924	5,737	20,000		20,000	20,000
Travel Airfare	15,049	3,533	17,000	756	17,000	17,000
Travel Ground	2,325	2,428	5,000		5,000	5,000
Travel Meals - All Meals	9,018	4,523	18,000		18,000	18,000
Travel Other	-	-	500		500	500
<b>Travel</b>	<b>44,316</b>	<b>16,222</b>	<b>60,500</b>	<b>756</b>	<b>60,500</b>	<b>60,500</b>
Parliamentarian Expense	501	-	-		-	-
Meeting Expenses - A/V	4,823	3,634	3,000		3,000	3,000
<b>Meeting Expense</b>	<b>5,323</b>	<b>3,634</b>	<b>3,000</b>	<b>-</b>	<b>3,000</b>	<b>3,000</b>
<b>Mid-Year</b>	<b>49,639</b>	<b>19,856</b>	<b>63,500</b>	<b>756</b>	<b>63,500</b>	<b>63,500</b>
<b>Conference</b>						
Travel Accommodations	9,712	-	12,000	8,412	12,000	12,000
Travel Airfare	1,337	364	1,500	421	1,500	1,500
Travel Ground	91	80	500	594	500	500
Travel Meals	1,348	30	1,500	131	1,500	1,500
Travel Other			500	-	500	500
<b>Travel</b>	<b>12,488</b>	<b>474</b>	<b>16,000</b>	<b>9,558</b>	<b>9,558</b>	<b>16,000</b>
Board Meeting Expense - B/L/D	4,727	-	6,500	4,159	4,159	7,000
Audio/Visual	2,714	-	3,000	3,000	3,000	3,000
<b>Board Meeting Expense</b>	<b>7,441</b>	<b>-</b>	<b>9,500</b>	<b>7,159</b>	<b>7,159</b>	<b>10,000</b>
<b>Conference</b>	<b>19,929</b>	<b>474</b>	<b>25,500</b>	<b>16,717</b>	<b>16,717</b>	<b>26,000</b>
<b>Total Expense</b>	<b>99,362</b>	<b>42,685</b>	<b>119,950</b>	<b>31,168</b>	<b>105,589</b>	<b>120,450</b>



**IIMC Financials**  
**2022 Budget Worksheet**  
**Committees**

	2019	2020	2021	2021	2021	2022
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2021	Projected Year End	Budget
<b>BUDGET AND PLANNING:</b>						
Meeting Expenses	-	-	-		-	-
Travel Accommodations	3,798	3,114	4,000		4,000	4,000
Travel Airfare	3,958	2,520	6,000	524	6,000	6,000
Travel Ground	290	400	500		500	500
Travel Meals	1,888	2,087	3,000	415	3,000	3,000
Travel Other	-	-	200		200	200
Telephone	-	-				
BUDGET AND PLANNING	9,933	8,121	13,700	939	13,700	13,700
Meeting/Telephone Expenses	15	-	100		50	100
CONFERENCE POLICY	15	-	100	-	50	100
Meeting/Telephone Expenses	11	65	200	-	50	200
EDUCATION / PROFESSIONAL DEVELOPMENT	11	65	200	-	50	200
Meeting/Telephone Expenses	-	-	100		50	100
ELECTION	-	-	100	-	50	100
Meeting/Telephone Expenses	153	200	200	100	200	200
INTERNATIONAL RELATIONS	153	200	200	100	200	200
Meeting/Telephone Expenses			100		50	100
MEMBERSHIP	-	-	100	-	50	100
Postage/Courier/Mailing						
Meeting/Telephone Expenses	-	17	200	-	50	200
POLICY REVIEW	-	17	200	-	50	200
Meeting/Telephone Expenses	13	2	100	-	50	100
PUBLIC RELATIONS	13	2	100	-	50	100
Meeting/Telephone Expenses	-	-	100		50	100
IIMC/NAGARA Workshops	-	-	1,500		1,500	1,500
RECORDS MANAGEMENT	-	-	1,600	-	1,550	1,600
Meeting/Telephone Expenses	-	-	100		50	100
RESEARCH	-	-	100	-	50	100
Meeting/Telephone Expenses	-	-	100		50	100
Other			1,000		-	-
RESOURCE & INFORMATION	-	-	1,100	-	50	100
Meeting/Telephone Expenses	31,856	-	-		-	-
Other Diversity						
TASK FORCE(S) -	31,856	-	-	-	-	-
Total Other Committees Expense	41,981	8,404	17,500	1,039	15,850	16,500
<b>Executive Committee</b>	18,544	10,518	32,300	7,376	22,300	32,300
<b>Board of Directors</b>	99,362	42,685	119,950	31,168	105,589	120,450
<b>Other Committees</b>	41,981	8,404	17,500	1,039	15,850	16,500
<b>Total Expense</b>	<b>159,887</b>	<b>61,608</b>	<b>169,750</b>	<b>39,583</b>	<b>143,739</b>	<b>169,250</b>
<b>Net Profit/Loss</b>	<b>(159,887)</b>	<b>(61,608)</b>	<b>(169,750)</b>	<b>(39,583)</b>	<b>(143,739)</b>	<b>(169,250)</b>

**IIMC Financials**  
**2022 Budget Worksheet**  
**Conference**

	2019	2020	2021	2021	2021	2022
				Actual YTD as of	Projected Year	
Description	Actual Year End	Actual Year End	Budget	June 2021	End	Budget
<b>INCOME</b>						
<b>Registration Members-Full</b>	<b>402,215</b>	-	<b>300,000</b>	<b>290,674</b>	<b>290,674</b>	<b>406,250</b>
- Comp - Full Registration	(37,110)	-	(34,420)	(17,770)	(17,770)	(34,420)
- Discount - First Timer	(7,250)	-	(6,750)	(10,200)	(10,200)	(6,750)
- Discount - Multi Attendee	(6,440)	-	(6,100)	(8,855)	(8,855)	(6,100)
- Discount - Conference Region Discounts	(8,500)	(50)	(15,000)	(11,450)	(11,450)	(15,000)
- Discount - Region X	(2,380)	-	(3,500)	(280)	(280)	(3,500)
- Discount - Region XI	(2,050)	-	(4,350)	(205)	(205)	(4,350)
- Discount - Speakers	(1,200)	-	(900)	-	-	(900)
- Discount - Foundation Grants 2 per Region	(10,800)	50	(26,400)	(10,300)	(10,300)	(13,200)
<b>Registration Discounts</b>	<b>(75,730)</b>	-	<b>(97,420)</b>	<b>(59,060)</b>	<b>(59,060)</b>	<b>(84,220)</b>
Registration Guest	10,255	-	9,275	5,035	5,035	6,625
Donations & Sponsorships	75,379	12,225	72,800	52,300	52,300	71,100
Exhibitor Program	28,350	-	35,000	9,200	9,200	43,400
Cancellation Fee	3,683	1,040	2,500	-	-	2,500
Option Tickets/Tours Royalty	-	-	-	-	-	-
Misc Conference Revenue	125,207	-	56,916	41,578	41,578	53,682
Academy Workshop	35,739	-	30,000	42,761	42,761	36,000
Athenian Leadership Society	12,983	300	13,200	4,020	4,020	13,200
Offsite Education Program	10,320	-	10,000	-	-	12,000
Boutique Sales	1,450	-	2,500	-	-	2,500
<b>Total Income</b>	<b>629,850</b>	<b>13,565</b>	<b>434,771</b>	<b>386,508</b>	<b>386,508</b>	<b>563,037</b>
<b>DIRECT EXPENSES</b>						
Planner - Contract Labor	63,000	65,869	66,000	34,342	66,000	66,000
Planner Travel Accommm.	2,133	-	2,900	(240)	(240)	2,900
Planner Airfare	1,664	286	1,670	798	798	1,670
Planner Ground Travel	453	166	500	1,045	1,045	500
Planner Travel Meals	36	138	200	26	26	200
PlannerTravel Other	286	41	300	266	266	300
Conference Planner	67,572	66,499	71,570	36,238	67,895	71,570
Academy Speaker Fees	7,000	-	12,000	10,537	10,537	16,000
Academy Speaker Accommodations	1,868	-	3,000	1,757	1,757	2,500
Academy Speaker Meals	646	-	650	239	239	650
Academy Speaker Travel	3,194	-	4,000	1,502	1,502	4,000
Academy Materials/Supplies	540	-	1,000	768	768	1,000
Academy Transportation	-	-	-	857	857	-
Academy Expenses	13,248	-	20,650	15,661	15,661	24,150
Genl/Plenary Speaker Fees	14,500	-	30,000	22,500	22,500	30,000
Genl/Plenary Speaker Accommodations	938	-	1,000	566	566	1,000
Genl/Plenary Speaker Meals	147	-	300	149	149	300
Genl/Plenary Speaker Travel	1,201	-	3,000	364	364	3,000
Gen/Plenary Speaker Expenses	16,786	-	34,300	23,579	23,579	34,300
Speakers Fees	26,987	-	35,000	48,600	48,600	45,000
Speakers Accommodations	5,228	-	5,000	3,844	3,844	5,000
Speakers/Convener Gifts	-	-	-	-	-	-
Speakers Meals	238	-	1,000	838	838	1,000
Speakers Travel	4,112	-	8,000	3,108	3,108	6,000
Offsite Education - Transportation/Fees	2,760	-	3,000	-	-	5,000
Speaker Expenses	39,325	-	52,000	56,390	56,390	62,000
Staff Travel Accommm.	12,125	-	17,856	10,695	10,695	14,600
Conf. Travel Airfare Staff	7,983	1,146	10,400	7,689	7,689	10,400
Conf. Travel Ground - Staff	829	273	1,000	749	749	1,000
Conf. Travel Meals - Staff	4,442	818	5,000	5,025	5,025	5,000
Conf. Travel Other - Staff	2	-	100	-	-	100
Conf. Travel Accommm. - Raffle Donation	747	-	1,000	-	-	1,000
Staff Conference Travel	26,129	2,237	35,356	24,158	24,158	32,100
Travel Accommodations VIP	12,542	-	17,000	-	-	13,500

**IIMC Financials**  
**2022 Budget Worksheet**  
**Conference**

	2019	2020	2021	2021	2021	2022
				Actual YTD as of June 2021	Projected Year End	
Description	Actual Year End	Actual Year End	Budget			Budget
Conf. Transportation - VIP	1,512	-	1,500	-		-
VIP Travel	14,054	-	18,500	-	-	13,500
Opening Reception	33,030	-	30,000	9,154	9,154	10,000
All Conference Event	38,711	-	40,000	15,984	15,984	40,000
Opening Ceremony	603	-	1,000	100.2	400	1,500
Conference Events Expenses	72,344	-	71,000	25,238	25,538	51,500
Food & Beverage	117,882	-	82,200	68,860	68,860	92,630
Colloquim Food & Beverage	589	-	1,745	13,711	13,711	1,745
Annual Banquet	45,246	-	33,900	6,107	6,107	40,000
Private Receptions	9,008	-	10,370	2,362	2,362	10,370
Meeting Expense - MCEF	2,872	-	3,670			3,670
<b>Food &amp; Beverage Expenses</b>	<b>175,597</b>	<b>-</b>	<b>131,885</b>	<b>91,040</b>	<b>91,040</b>	<b>148,415</b>
Audio/Visual	37,532	-	55,000	48,846	48,846	40,000
Conference Printing/Design Work	22,487	9,657	26,000	11,560	11,560	23,000
Conference App		999	2,000	-	-	
Credit Card Fees	16,114	9,168	16,500	7,539	7,539	8,000
Athenian Leadership Society	3,048	-	3,500	3,798	3,798	3,500
Telephone/Internet	2,548	75	1,000	3,521	3,521	<b>3,500</b>
Awards & Gifts	1,642	-	5,000	8,242	8,242	3,500
Office Supplies	788	-	800	506	506	800
Shipping	4,547	-	5,000	4,264	4,264	6,000
Lanyards/Bags/Gifts	3,032	-	3,700	3,742	3,742	<b>3,700</b>
Conference Security			2,000			2,000
Colloquium Institute Director			500			500
Postage/Courier/Mailing	160	3	200	55	55	200
Conf. Transportation	3,420	-	2,000	-	-	-
Exhibit Hall	5,259	-	10,000	2,590	2,590	7,000
Photographer	3,450	-	5,000	3,450	3,450	3,500
Merchandise	6,560	-	5,000	-	-	-
Other	50	50	2,500	160	160	500
Conference - Kit App	999	-	4,000	3,999	3,999	10,000
Other Conference Expenses	51,617	9,295	66,700	41,867	41,867	52,700
Total Expense	536,691	88,688	584,961	374,577	406,535	553,235
<b>Net Profit/Loss</b>	<b>93,160</b>	<b>(75,123)</b>	<b>(150,190)</b>	<b>11,931</b>	<b>(20,027)</b>	<b>9,802</b>

**IIMC Financials**  
**2022 Budget Worksheet**  
**Education**

	2019	2020	2021	2021	2021	2022
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2021	Projected Year End	Budget
<b>INCOME:</b>						
Foundation Contribution/Policy 8	51,479	32,415	25,000	-	25,000	25,000
CMC Fees	69,260	45,575	48,000	25,775	48,000	50,775
MMC Fees	63,345	53,765	34,000	34,590	50,000	44,550
Pin CMC	180	-	100	-	100	100
Pin MMCA		90				
Pin MMC			100		100	100
Plaques CMC/MMC	18,145	13,015	11,520	7,810	11,520	12,500
<b>Sales Pins &amp; Plaques</b>	<b>18,325</b>	<b>13,105</b>	<b>11,720</b>	<b>7,810</b>	<b>11,720</b>	<b>12,700</b>
Distance Ed Registration	26,676	125,787	34,000	6,825	14,887	15,000
New Institute Application Fees					-	300
Region XI Symposium						
<b>Total Income</b>	<b>229,085</b>	<b>270,647</b>	<b>152,720</b>	<b>75,000</b>	<b>149,607</b>	<b>148,325</b>
<b>DIRECT EXPENSES:</b>						
Salary/Wages	132,310	138,856	183,950	63,379	183,950	218,950
Salary Benefits	21,859	25,135	29,516	12,752	29,516	41,300
Payroll Taxes - Employer	11,231	10,622	17,075	5,688	17,075	19,800
Workers Comp Insurance	925	672	1,224	331	1,224	1,550
<b>Personnel Costs</b>	<b>166,326</b>	<b>175,285</b>	<b>231,765</b>	<b>82,151</b>	<b>231,765</b>	<b>281,600</b>
Staff Travel Accommodations	382	-	1,000	-	-	1,000
Staff Airfare	464	-	2,000	-	-	1,500
Staff Travel Ground	142	-	100	-	-	100
Staff Travel Meals	220	-	500	-	-	500
Staff Travel Other	-	-	500	-	-	-
<b>Staff Travel</b>	<b>1,208</b>	<b>-</b>	<b>4,100</b>	<b>-</b>	<b>-</b>	<b>3,100</b>
<b>Contract Labor - Professional Dev Director</b>	<b>65,000</b>	<b>27,083</b>	<b>-</b>			<b>-</b>
<b>Professional Develop/Training</b>	<b>88</b>	<b>-</b>	<b>500</b>	<b>900</b>	<b>1,800</b>	<b>900</b>
<b>Foundation - Region Stipends</b>	<b>5,000</b>	<b>8,000</b>	<b>11,000</b>	<b>3,000</b>	<b>7,000</b>	<b>11,000</b>
<b>Region XI Symposium</b>	<b>1,518</b>	<b>3,147</b>				<b>-</b>
<b>Distance Ed</b>	<b>1,000</b>	<b>98,104</b>	<b>7,500</b>	<b>-</b>	<b>1,000</b>	<b>20,000</b>
Pins CMC						
Pins MMCA						
Pins CMC/MMC	6,444	-	2,000	-	-	5,000
Plaques	4,665	3,541	4,700	1,190	4,000	4,700
<b>Pins &amp; Plaques</b>	<b>11,109</b>	<b>3,541</b>	<b>6,700</b>	<b>1,190</b>	<b>4,000</b>	<b>9,700</b>
Program Development	3,075	-	-			-
Computer/Software Support	3,259	371	1,500	495	1,500	11,500
Office Equipment Purchase						
Conference CD Rom						
Office Supplies						
Postage/Courier/Mailing	1,154	1,133	1,600	788	1,600	1,600
Printing	3,069	-	1,800		1,800	-

**IIMC Financials**  
**2022 Budget Worksheet**  
**Education**

	2019	2020	2021	2021	2021	2022
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2021	Projected Year End	Budget
Shipping	11,397	7,501	8,000	3,921	8,000	8,000
Education Consultants						
Subscriptions/Publications			500		100	500
Telephone	47	94	200	-	100	200
Office Expenses	15,667	8,727	12,100	4,709	11,600	10,300
Credit Card Fee	4,809	7,039	5,000	2,278	5,000	5,000
Bank Fees	4,809	7,039	5,000	2,278	5,000	5,000
<b>Total Direct Expense</b>	<b>278,059</b>	<b>331,296</b>	<b>280,165</b>	<b>94,723</b>	<b>263,665</b>	<b>353,100</b>
<b>Net Profit/Loss</b>	<b>(48,974)</b>	<b>(60,649)</b>	<b>(127,445)</b>	<b>(19,723)</b>	<b>(114,058)</b>	<b>(204,775)</b>

**IIMC Financials**  
**2022 Budget Worksheet**  
**Marketing**

	2019	2020	2021	2021	2021	2022
				Actual YTD as of June 2021	Projected Year End	
Description	Actual Year End	Actual Year End	Budget			Budget
<b>INCOME</b>						
Advertising	5,100	6,010	3,500	(23,573)	(23,573)	3,500
Advertising/Sponsor	19,983	14,300	30,250	5,879	14,300	19,000
Advertising Website - Boxwood	6,055	4,051	2,500	3,835	4,500	2,500
<b>Advertising</b>	<b>31,138</b>	<b>24,361</b>	<b>36,250</b>	<b>(13,859)</b>	<b>(4,773)</b>	<b>25,000</b>
Royalty - Liberty Mutual		56				
Royalty - Robert's Rule of Order		6	500	-	-	-
Royalties Other - E.Mina/NAP	129	-	200	84	200	200
<b>Royalty</b>	<b>129</b>	<b>62</b>	<b>700</b>	<b>84</b>	<b>200</b>	<b>200</b>
Mailing Lists		8	500		100	500
Merchandise			100		-	100
Publications	178	418	500	108	300	500
Publications - Book 8	406	1,056	700	-		700
<b>Publications</b>	<b>584</b>	<b>1,474</b>	<b>1,200</b>	<b>108</b>	<b>300</b>	<b>1,200</b>
<b>Total Income</b>	<b>31,851</b>	<b>25,905</b>	<b>38,750</b>	<b>(13,667)</b>	<b>(4,173)</b>	<b>27,000</b>
<b>EXPENSES</b>						
Salary/Wages	50,393	103,814	111,970	56,198	111,970	115,076
Salary Benefits	6,778	11,821	17,000	7,651	17,000	17,400
Payroll Taxes	2,913	6,693	9,200	4,553	9,200	9,200
Workers Comp Insurance	410	377	850	342	800	850
Auto Mileage						
<b>Personnel</b>	<b>60,494</b>	<b>122,705</b>	<b>139,020</b>	<b>68,744</b>	<b>138,970</b>	<b>142,526</b>
Staff Travel Accommodations	626	-				
Staff Airfare						
Staff Travel Ground	96	-				
Staff Travel Meals	423	-				
Staff Travel Other						
<b>Staff Travel</b>	<b>1,146</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Professional Development</b>						<b>300</b>
Credit Card Fee	35	95	50	5	50	50
<b>Bank Fees</b>	<b>35</b>	<b>95</b>	<b>50</b>	<b>5</b>	<b>50</b>	<b>50</b>
<b>Awards &amp; Gifts</b>	<b>3,230</b>	<b>2,053</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>2,500</b>
Design Work - Region XI Newsletter	235	175	200		200	200
Shipping	50	-	100		100	100
<b>Postage &amp; Shipping</b>	<b>50</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>100</b>	<b>100</b>
Exhibit/Sponsorship	4,390	-	3,500		3,500	3,500
<b>News Digest - Design Work/Constant Contact</b>	<b>7,484</b>	<b>5,872</b>	<b>8,500</b>	<b>3,380</b>	<b>8,500</b>	<b>8,500</b>
Printing - Book 8	345	901	500	-	300	500
<b>Printing - Publications</b>	<b>345</b>	<b>901</b>	<b>500</b>	<b>-</b>	<b>300</b>	<b>500</b>
<b>Total Direct Expense</b>	<b>77,409</b>	<b>131,801</b>	<b>156,870</b>	<b>77,128</b>	<b>156,620</b>	<b>157,876</b>
<b>Net Profit/Loss</b>	<b>(45,558)</b>	<b>(105,896)</b>	<b>(118,120)</b>	<b>(90,795)</b>	<b>(160,793)</b>	<b>(130,876)</b>

**IIMC Financials**  
**2022 Budget Worksheet**  
**Membership**

	2019	2020	2021	2021	2021	2022
				Actual YTD as of June 2021	Projected Year End	
<b>Description</b>	<b>Actual Year End</b>	<b>Actual Year End</b>	<b>Budget</b>			<b>Budget</b>
<b>INCOME</b>						
Membership Dues	1,321,888	1,343,181	1,400,000	653,690	1,330,000	1,383,000
Membership Late Fee	4,905	4,869	3,750	3,930	4,400	3,750
<b>Total Income</b>	<b>1,326,793</b>	<b>1,348,051</b>	<b>1,403,750</b>	<b>657,620</b>	<b>1,334,400</b>	<b>1,386,750</b>
<b>DIRECT EXPENSES</b>						
Salary/Wages	148,540	149,330	149,700	70,648	149,700	138,400
Salary Benefits	33,036	32,553	34,000	14,463	32,000	33,200
Payroll Taxes-Employer	12,768	11,471	14,100	7,037	14,100	13,220
Workers Comp Insurance	899	642	950	312	800	880
Personnel	195,244	193,995	198,750	92,460	196,600	185,700
Auto Mileage			100	-	100	100
Staff Travel Accommodations	-	-	750	-	750	1,650
Staff Airfare	-	-	500	-	500	1,000
Staff Travel Ground	-	-	100	-	100	100
Staff Travel Meals	-	-	110	-	110	110
Staff Travel Other	-	-	50	-	50	50
<b>Staff Travel</b>	<b>-</b>	<b>-</b>	<b>1,610</b>	<b>-</b>	<b>1,610</b>	<b>3,010</b>
Professional Develop/Training			750	900	1,800	900
Membership Drive	10,557	6,524	10,500	2,713	10,500	10,500
Research Salary Survey Services	1,188	1,188	1,188	1,188	1,188	1,225
Dues Mailing	17,585	21,925	22,031	7,070	22,031	22,900
Awards/Gifts						
Computer/Software Support	2,351	2,145	5,700	701	5,700	6,200
Office Equipment	-	-	670	-	-	620
Postage/Courier/Mailing	3,086	1,598	3,000	554	3,000	3,000
Printing	2,728	-	2,300	-	500	1,100
Telephone Expense						
Subscriptions/Publications						
Office Expense	5,814	1,598	5,970	554	3,500	4,720
Credit Card	15,572	14,706	16,000	12,093	16,000	18,000
Bank Fees	15,572	14,706	16,000	12,093	16,000	18,000
Membership	329	329	-	180	360	400
<b>Total Direct Expense</b>	<b>248,640</b>	<b>242,412</b>	<b>262,499</b>	<b>117,860</b>	<b>259,289</b>	<b>253,555</b>
<b>Net Profit/Loss</b>	<b>1,078,153</b>	<b>1,105,639</b>	<b>1,141,251</b>	<b>539,760</b>	<b>1,075,111</b>	<b>1,133,195</b>





## CAPITAL EXPENDITURES

### Five Year Plan

Below is a brief outline of a five year capital expenditures plan. The expenditures are listed for 2022 through 2026

#### 2022 Capital Expenditures

1 Dell Computers/Laptops @ \$1500 ea.	1,500
A/C unit	11,000
iMIS 20-300 EMS - License	18,000
Cat 6 Cable Line - 8x8 Phones (15)	3,500
Ipad/laptop for ED (3 Yrs)	2,000
Dumbwaiter	10,000
<b>TOTAL</b>	<b>\$ 46,000</b>

#### 2023 Capital Expenditures

3 Dell Computers/Laptops @ \$1500 ea.	4,500
A/C unit	11,000
iMIS 20-300 EMS - License	18,000
<b>TOTAL</b>	<b>\$ 33,500</b>

#### 2024 Capital Expenditures

3 Dell Computers/Laptops @ \$1500 ea.	4,500
A/C unit	11,000
Honey Comb Blinds ED Office	2,500
iMIS 20-300 EMS - License	18,000
<b>TOTAL</b>	<b>\$ 36,000</b>

#### 2025 Capital Expenditures

3 Dell Computers/Laptops @ \$1500 ea.	4,500
A/C unit	11,000
Parking Lot Resealed	5,000
iMIS 20-300 EMS - License	18,000
<b>TOTAL</b>	<b>\$ 38,500</b>

#### 2026 Capital Expenditures

3 Dell Computers/Laptops @ \$1500 ea.	4,500
Ipad/laptop for ED (3 Yrs)	2,000
A/C unit	11,000
Parking Lot Resealed	5,000
iMIS 20-300 EMS - License	18,000
<b>TOTAL</b>	<b>\$ 40,500</b>



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Karen Lee, Communications Coordinator  
**Date:** September 21, 2021  
**Subject:** Communications Department

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(The metrics in this report reflect data collected 04/2021 – 09/2021)

IIMC continues to increase outreach, strengthen support and provide resources through communication. Milestones are summarized below.

### WEBSITE

The Communications Department has been working to improve the suite of resources on the IIMC website and ease of access for members.

#### Milestones:

- Expanded the IIMC Calendar to include opportunities as they are submitted to the Education Department, this includes individual courses and Athenian Dialogues, including the creation of the Athenian Dialogue calendar to which members may subscribe
- Began the process of updating Municipal Clerks Week page with 2022 materials
- Created a News and Updates page that includes easy access to E-Briefings from the most recent six months and all *News Digests* for the current year
- Created Committee pages that include cross-references for Director committee assignments
- Populated Region pages with Region-specific news and resources
- Built 2022 Conference Page

#### Metrics:

- Views – 76K. 81% of unique visitors access the website from desktops and 19% from mobile devices.

### E-BRIEFINGS

E-Briefings continue to be our most frequent communication. The E-Briefing now incorporates release of the monthly *News Digest*, to increase efficiency in communications and reduce mass mail fatigue for recipients.

#### Metrics:

- Average open rate – 26%. It is notable that the E-Briefing issues with the highest open rates pertain to conference and Professional Municipal Clerks Week news and resources.

### NEWS DIGEST

The *News Digest* is produced monthly. We have shifted our delivery strategy to redirecting readers to the IIMC website rather than promoting an outside link as a part of the effort to drive traffic to the website and to increase accessibility to archived *News Digests*. The *News Digest* open rate is 26%. A goal for The News Digest is to increase content authored by members.

## COMMUNICATIONS AND EDUCATION

The Communications Department will continue to work closely with the Education Department to create materials and disseminate messaging to assist with education programming, including the annual conference.

## ONLINE RESOURCES

The Communications Department will work with President Sheri Pierce, MMC, to produce the “Coffee Break with President Sheri” series.

## SOCIAL MEDIA (Facebook)

IIMC member social media participation takes place almost exclusively on Facebook. At this time, IIMC focuses energies pertaining to social media on improving use of Facebook rather than expanding use of other social media platforms.

IIMC is currently campaigning to increase membership to Facebook Region groups to increase a sense of community. Region 8 has created their own campaign, which more than doubled members within a week. Below is a comparative chart of numbers of members for each Region Facebook group.

Region	September 2020	September 2021
I	54	78
II	140	159
III	331	394
IV	87	115
V	116	215
VI	72	114
VII	61	114
VIII	56	120
IX	70	103
X	9	15
XI	18	28

IIMC will soon be launching the International Buddy group as a second component of the International Buddy initiative to increase community between Region XI and Regions I-X. Members who belong to a Region group will automatically be accepted into the International Buddy group.

## Management’s Comments:

Our outreach in communications has been exponential these past two years. Communicating with members and having member engagement via social platforms is facile, informative and prevalent. Future projects include more International participation, working with the Public Relations/Marketing committee on promoting the Organization, awards and general member outreach.

## 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 15, 2021

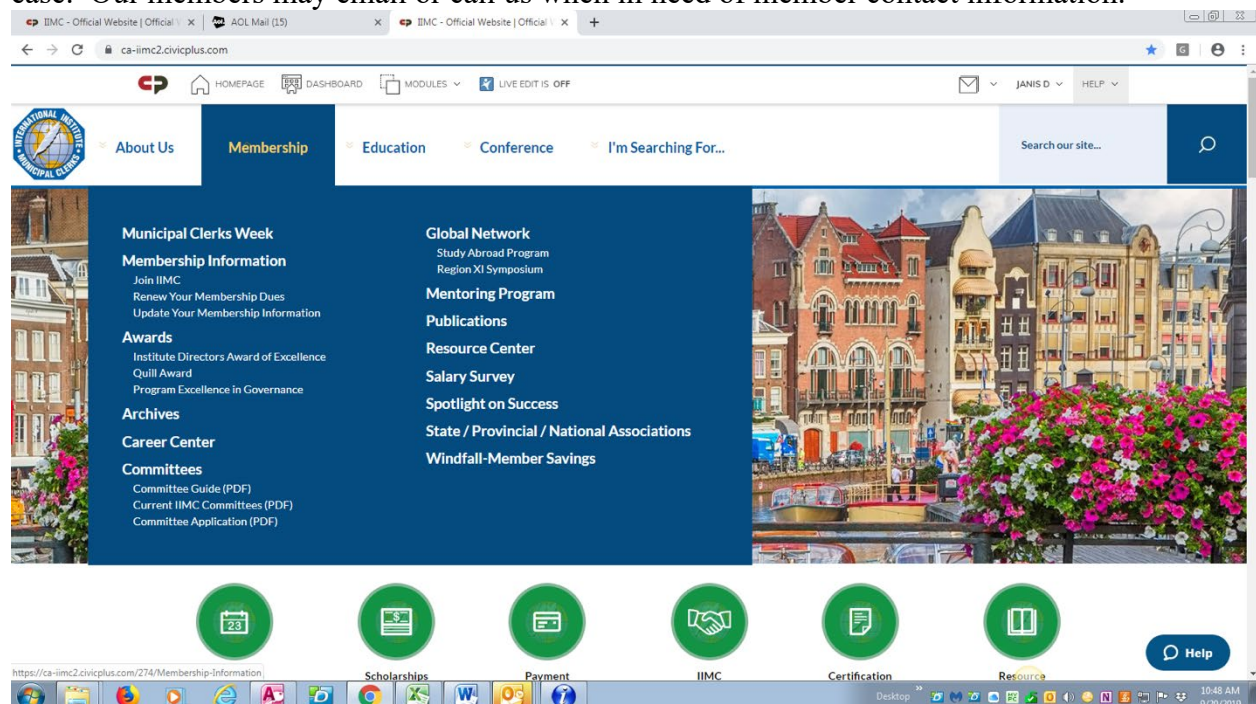
**Subject:** 2021 Member Services Mid-Year Report



2022 will bring a new Member Drive to IIMC. We are going to revisit our database and introduce IIMC to many municipalities that have been IIMC Members in the past and encourage them to have their Clerks join IIMC. Along with this new drive, we are going to incorporate a contact list for each new member that joins IIMC so they can hear directly from a Member Services Representative. We need to reach out to each new member to discuss their goals and how to be successful in IIMC. Our past member drives have been effective, and we are looking forward to a strategic marketing plan throughout 2022 to bring in new members.

Our Region Director Challenge has a three-way tie for bringing in new members. They are Susan Haag, MMC - 2, Denise Hoy, CMC - 2 and Camilla Pitman, MMC - 2. We appreciate the Region Directors participation and will watch for this number to grow as we get closer to March 2022. IIMC provides two complimentary 2022 conference registrations to the Region Director that brings in the most, new members.

IIMC's newly designed website allows our members to locate what they are looking for with ease. Our members may email or call us when in need of member contact information.



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 mail, email, and phone contact

Member Services has continued to aid members who are experiencing problems paying their member dues. We have added a line on our Membership web page to make sure our members are aware of this assistance.

Iris 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.

Member Services has distributed the 2022 Salary Survey to all IIMC Members to complete and we hope to have it prepared and online by January 2022. Please discuss with your region membership how important it is to take part in our salary survey. For instance, Alabama had 80 members respond out of a possible 317, Minnesota had 73 members respond out of possible 199 and New Jersey had 65 out of a possible 226. We can do better, and this helps all our membership when doing research for a title change, promotion and a pay raise. The deadline to complete the survey will be November 8, 2021.

Our Little Rock, AR conference registration database is up and ready for our members to register online. We are excited about the possibility of the new registration format and feel that our members will find this new approach to registering for an IIMC Annual Conference refreshing and easy.

Bulk Members in Region XI are from the following Associations:

- ADSO United Kingdom – 1,084 members
- IMASA South Africa - 120 members
- SLCC United Kingdom – 3,661 members
- VVG The Netherlands – 549 members

Sharing some statistics for the following:

- Our Career Center for 2021 has brought in non-dues revenue of \$5,824.47 which brings a total of non-dues revenue since December 2008 to \$43,136.67.
- Region members as of September 14, 2021, are:
  - Region I – 645
  - Region II – 594
  - Region III – 1,742
  - Region IV – 625
  - Region V – 1,023
  - Region VI – 556
  - Region VII – 824
  - Region VIII – 1,280
  - Region IX – 1,655
  - Region X – 188
  - Region XI – 5,423

**Management's Comments:**

IIMC has produced membership campaigns since 2012. We believe this type of marketing not only promotes the value of IIMC membership but displays our ongoing engagement to attract new members while maintain current ones. With the new membership campaign and the personal contact with members, IIMC has been able to maintain its base throughout the years, especially these past two years, and will continue to do so based on the personal client services we offer.





## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board

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

**Date:** September 1, 2021

**Subject:** Development within IIMC Region XI in 2021/22



The purpose of my report is to inform the Board of the focus of my work as Region XI Development Consultant in 2021/22 and to seek the Board's input and support.

### **Background:**

This is my eleventh 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 way we work in Region XI is through a Management Board comprised of a representative of each of the associations together with the two Region Directors and myself.

The Board is the main decision-making body in Region XI and acts in the collective interests of IIMC members. We try and meet at least 3 times per year – usually at the IIMC annual conference, the SLCC conference in the UK in October and at least once via Zoom or other means.

It is at these meetings that associations raise their needs and what they expect from their membership of IIMC but also in working collectively. Saying that, it does not prohibit any association from discussions directly with IIMC on their specific needs or to work with another association.

The Region XI Management Board last met face-to-face 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. Since then, a number of meetings were held but, due to the impact of Covid, they had to be held virtually. The last meeting was held on 22<sup>nd</sup> June 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. However, virtual meetings have been easier to organize and for members to attend. The latest newsletter was produced in March 2021 and the next one is scheduled to be published in October 2021 following the IIMC Board mid-year meeting.

### 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 5400 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.

### Facilitated Zoom Discussions and Interviews

Members will be aware of the facilitated discussions held in 2020 and 2021. Feedback on these sessions were overwhelmingly positive. We intend to run another series of Zoom discussions shortly – more information further in my report.

### 2023 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.

However, due to the impact of the Covid pandemic situation, arrangements had to be put on hold. The VvG and Region XI Management Boards initially recommended the IIMC Board to postpone the 2021 Symposium to take place in 2022 in the Netherlands.

However, the situation worldwide continued, and it was decided to further postpone the event to September 2023. It is most unfortunate that such a decision had to be considered but under the circumstances we had no choice if we wanted to act responsibly. All the work we had done this far is not wasted as it is our intention that the event will still follow the draft program outlined for 2022.

Attached is the draft 2023 program.

### Focus for 2021/23

The key focus for the immediate future will be to plan the 2023 Symposium and Study Tour 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.

As mentioned earlier in this report the Region XI Management Board met in June and identified a number of priorities and actions and these were:

1. That further virtual facilitated discussions be held with the topics of “bullying” and “wellbeing/resilience”. An invitation to participate will be sent to all IIMC members in September.
2. That staff at IIMC produce a flyer/brochure to market the Buddy program and to make it available to individual associations to use it in their own communications with their members.
3. That the Director of Certification and Conference Programs liaise via a virtual meeting with the lead members on education in each of the associations in Region XI to identify potential topics that would be relevant to them as soft skill seminars.
4. That the Region XI Directors draft a report for the IIMC Board to discuss the allocation of Education Points and related matters.
5. That Region Director Hans Rijs and Development Consultant Tom van der Hoven draft a proposal regarding the involvement, or not, of Region XI associations in the election process and campaigns along the suggestions made at this meeting.
6. That this draft proposal also includes a recommendation to amend the requirement to attend two annual conferences in order to qualify to stand as a candidate as Region Director as well as to shorten the election period.
7. That in communication with members IIMC HQ keep in mind that those communications will not reach the likes of SLCC’s CEO or SOLAR President unless also directed to them as they are not IIMC members in their own right.
8. That Executive Director Chris Shalby investigate setting up an IIMC Facebook page.
9. That the Executive Director and Region XI Directors draft a proposal for the introduction of virtual “Athenian Dialogues” in Region XI.

**Recommendation:**

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

**Management’s Comments:**

We are hopeful that the new Buddy Program will generate enough interest to entice a “pen pal” type of engagement among members. We anticipate another a fruitful 2023 Study Abroad Program/Symposium (draft agenda is part of this report).

We are working with the Region to draft a proposal regarding Athenian Dialogues and are constantly looking at ways to engage the members.



# BROADENING YOUR HORIZONS

## The Challenges of Crossing Borders

Amsterdam, Netherlands  
Thursday 21st & Friday 22nd September 2023



Hosted by



VERENIGING  
VAN GRIFFIERS

International Institute of Municipal Clerks

with Co-host



## **DRAFT STUDY TOUR AND PROGRAM – SEPTEMBER 2023 INTERNATIONAL SYMPOSIUM**

### **Day 1 (Saturday – 16<sup>th</sup> September 2023)**

- Tour Group to convene at Schiphol Airport no later than 2.00 pm.
- The group depart to Brugge by bus and book into hotel – Grand Hotel Casselbergh?
- We will meet as a group at 6.30 pm 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.
- We will meet in the ..... at .....pm
- Dinner will be at ..... at ..... Pm (TBC)

### **Day 2 (Sunday – 17<sup>th</sup> September 2023)**

- Today the group will explore Brugge.
- Breakfast will be available from .....am in the restaurant.
- Explore on your own or program to be confirmed (TBC).
- Lunch on your own – TBC
- Dinner will be at .....pm at ..... (TBC)

### **Day 3 (Monday – 18<sup>th</sup> September 2023)**

- Today the group will depart to Antwerpen.
- Buses will depart at .....
- Meet up with Tine Vervisch of Excelo and her Mayor for a discussion and lunch. Tine to arrange program.
- Depart for Amsterdam at around 3.00 pm to arrive Amsterdam 5.00 pm.
- Check into hotel that could be in the rural area of Amsterdam or Amsterdam central. To be decided.
- Dinner to be arranged - by Tom.

### **Day 4 (Tuesday – 19<sup>th</sup> September 2023)**

- Today we will explore the rural area around Amsterdam.
- Breakfast will be available from .....am in the restaurant.
- Buses will depart at .....
- Venues tbc but 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 – 20<sup>th</sup> September 2023)

- Today the group will explore Amsterdam.
- Buses will depart at .....
- Venues TBC but can include
  - Beurs van Berlage – vast former stock exchange building
  - Boat trip on the canals or
  - Lunch on a boat trip on the canals
  - Capital C – former diamond exchange of Amsterdam
  - Royal Palace of Amsterdam
  - Anne Frank House - Museum house where Anne Frank & her family hid from the Nazis in a secret annex, during WWII
  - Rijksmuseum - Dutch national museum dedicated to arts and history in Amsterdam. Only if we cannot arrange the dinner there on Tuesday.
- Evening meal at .....(TBC)

#### Day 6 (Thursday – 21<sup>st</sup> September 2023) – International Theatre Amsterdam

**This is a draft in development - wording of potential topics still to be determined.**

- 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 (tbc)
- 11.00 – 11.30 Refreshment Break & meet the exhibitors
- 11.30 – 12.30 Plenary Session (tbc)
- 12.30 - 13.30 Lunch break
- 13.30 - 14.30 Plenary session (tbc)
- 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: tbc  
Session 2: tbc  
Session 3: tbc.
- 15.45 – 16.15 Refreshment break & meet your exhibitors
- 16.15 - 17.15 Roundtable facilitated discussions or Excursions
- 18.00 Busses depart to .....

- 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 – 22<sup>nd</sup> September 2023) – International Theatre Amsterdam

09.30 – 09.45 – Welcome and arrangements for the day – Region XI Director .....

09.45 – 10.45 Plenary session

10.45 – 11.00 Coffee break

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 and .....

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 or go out for dinner or whatever.





## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board

**From:** Sheri Pierce, MMC  
IIMC President

**Date:** September 1, 2021

**Subject:** Budget Committee Vice Chair Selection Policy

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### 2.35.080

#### **Budget and Planning**

The Budget and Planning Committee shall serve as the financial advisory committee to the Board of Directors. The Committee shall, along with the Executive Director, present the annual budget to the Board, review monthly reports, review the audited financial statements and report to the Board any areas of concern.

The Committee shall consist of seven members to include one board liaison (IIMC VP).

The Budget and Planning Committee shall consist of:

- IIMC President,
- IIMC President Elect
- IIMC Vice President (Board Liaison)
- IIMC Immediate Past President
- Chairman
- Vice Chairman
- Member

The Executive Director shall attend all Committee meetings and participate as a nonvoting member.

#### **Committee Application Process, Selection and Term**

At least six months prior to the annual conference, the Executive Director will announce the vacancy on the Committee and accept and retain applications from former and qualified IIMC Board members to serve as a member of the Budget and Planning Committee and, ultimately, as Chair. The Incoming Vice President and the Executive Director will review the applications and consult regarding the appointment to this Committee. The Vice President will present the nominee to the Board at the incoming Board meeting at the Annual Conference for the Board's approval. Appointee shall be a former IIMC Board Member with a financial background.

This Committee member shall serve a three-year term, automatically progressing through the positions of the Budget and Planning Committee - Member, Vice Chairman and Chairman.

#### **Term of Committee Chair**

The Chair of the Budget and Planning Committee can only serve in that capacity for one year. Should there not be a qualified person to serve in any one year, someone who has served previously may serve again, if selected by the Incoming Vice President.

(**May 20, 2017**; November 23, 2013; May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board  
**From:** Hans Rijs, Region XI Director  
**Date:** September 1, 2021  
**Subject:** Review of Election Protocol

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Dear IIMC Board,

At a recent meeting of the Region XI management Board, a discussion took place regarding problems some associations experienced during the campaign period for a vacancy of Region Director. Similar problems were experienced in some previous elections.

IIMC's policy is silent as far as the role of associations are concerned during the campaign period. The policy states that IIMC will provide a candidate with a membership list of that region so that they can send out their campaign material directly. During recent campaigns, candidates have requested some associations in our region to distribute their campaign material to the association's members. In doing so, some members of those associations perceived this as a formal endorsement of that candidate or candidates – especially if only one candidate requested this and not the other.

That did put those associations in a difficult position as they wish to remain impartial. The Region XI Board unanimously decided that associations within Region XI will not, in the future, distribute campaign material on behalf of any candidate. This may be a problem unique to Region XI although it is possible that it will apply to all Regions.

We suggest that IIMC's Elections Committee consider whether the policy should make it clear that campaign material should only be distributed by candidates themselves in order that associations and other regional structures can remain impartial. If that is not acceptable then the policy wording can remain as it is but it should not prescribe to associations to be involved in the campaign process. Our associations were very clear that they will not do so in future.

During these discussions a couple of other issues were raised.

Part of the problem as mentioned above was caused by the very lengthy campaign period allowed for in the policy. The last election for Region XI director allowed for nearly 4 weeks of campaigning. Our Board was again unanimous that a campaign period of 2 weeks is more than sufficient and request that the Elections Committee consider shortening the period. Modern technology and communication practices allow for more than enough time to campaign.

Hand-in-hand with this, it is suggested that candidates should only be allowed to issue campaign material once. It is frustrating to be inundated with emails and material. If a member has not voted after receiving the first set of campaign material from a candidate, then receiving more will only put them off!

Lastly, our Board discussed the requirement that a candidate for Region Director should have attended at least two annual conferences. This requirement under the current restrictions imposed by Covid-19 penalises members from our Region as we have not been able to travel to the US and am uncertain what the future will have in store for us. We were also of the opinion that this requirement is outdated and may prevent some good candidates from

stepping forward – especially as far as Region XI is concerned. You will appreciate that it may probably be easier for Region I to IX members to attend the annual conference than for those from Regions X and XI. We therefore ask that the Board consider removing the requirement for candidates to have attended two annual conferences.

In summary the IIMC Board is recommended as follows:

1. To note that associations within Region XI will not in future get involved in distributing campaign material on behalf of any candidate standing for election. That the Board consider whether this should be included in the policy in order to promote impartiality.
2. To consider restricting campaign material to be issued only once.
3. That consideration be given to shortening the election period for Board vacancies to two weeks maximum.
4. That consideration be given to deleting the qualification requirement as candidate for Region Director to have attended two annual conferences.

**Management's Comments:**

Management supports Region XI regarding the following recommendations:

1. Associations should not be involved in disseminating election materials to their members. IIMC policy 2.20.070 Campaigning Guidelines does not mention Associations as part of the process. However, to solidify the process, we can create a statement to the effect that Associations are precluded from distributing materials on behalf of candidates.
2. Campaign material distribution currently has no limits. It may behoove us to issue a limit to the number of emails distributed from the candidate so as not to inundate members.
3. The Election Committee, in their report, has recommend reducing the election period to three weeks. Does the Board want to make it two weeks?
4. The requirement to attend two annual conferences was discussed several years ago when IIMC revised its Constitution. Originally, it was three conferences for Regions I through IX and two conferences for Region X and XI. However, reducing it to one conference may entice more applicants from all Regions to run for the Board. If this is approved by the Board, then it will need a Constitutional Amendment.