



**International Institute of Municipal Clerks  
Board of Directors  
Mid-Year Meeting Agenda  
November 11-12, 2022**

**Buena Vista Suites – Orlando, Florida**



# International Institute of Municipal Clerks

## 2022/2023 IIMC Board of Directors Roster

Term: May 25, 2022 through May 17, 2023

### ***PURPOSE:***

### ***2022/2023 Goals & Objectives***

### ***Deadlines:***

<b>July 15, 2022</b>	Identify and submit to Headquarters budget justification requested (if any) necessary to accomplish the Committee's goals and objectives. All requested will be reviewed by the Budget and Planning Committee.
<b>September 17, 2022</b>	File a Report with Headquarters for inclusion with agenda materials for the November IIMC Board of Directors Mid-Year Meeting.
<b>March 26, 2023</b>	File the final report with Headquarters for inclusion with the Annual Report.

#### **Pamela Smith, MMC**

##### **President**

Executive Assistant/Legislative Administrator  
Lee County  
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#### **Mary Ann Hess, MMC**

##### **President Elect**

City Clerk/Finance Director  
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#### **Lisa Garcia, MMC**

##### **Vice President**

Deputy Town Manager/Town Clerk  
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#### **Sheri L. Pierce, MMC**

##### **Immediate Past President**

City Clerk  
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#### **Susan A. Haag, MMC**

##### **Region I Director**

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#### **Kathleen M. Montejo, MMC**

##### **Region I Director**

City Clerk  
City of Lewiston  
City Hall -27 Pine Street  
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#### **Travis O. Morris, CMC**

##### **Region II Director**

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County of Albemarle  
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Charlottesville, VA 22902-4596  
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#### **Diane M. Pflugfelder, MMC**

##### **Region II Director**

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# 2021/2024 IIMC Board of Directors Roster

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**Vester Lee Frazier, MMC**  
**Region III Director**  
City Clerk  
City of Birmingham  
710 North 20th St, 3rd Fl.  
Birmingham, AL 35203-2294  
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**Tory Frink, MMC**  
**Region III Director**  
Clerk to the Board  
Alamance County  
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**Phyllis A. McGraw, MMC**  
**Region IV Director**  
City Clerk  
City of Bossier City  
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**Angela E. Richburg, MMC**  
**Region IV Director**  
City Clerk  
City of Byram  
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**Angela Marshall, MMC**  
**Region V Director**  
City Clerk/Deputy City Recorder  
City of Kingsport  
415 Broad St.  
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**Carrie Mugford, CMC**  
**Region V Director**  
Clerk/Treasurer  
Town of North Manchester  
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**Gloria J. Christensen, MMC**  
**Region VI Director**  
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**Marita Rhude, MMC**  
**Region VI Director**  
Clerk/Treasurer  
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**Janet E. Gray, MMC**  
**Region VII Director**  
Village Clerk  
Village of Rantoul  
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Rantoul, IL 61866  
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**Celyn Hurtado, CMC**  
**Region VII Director**  
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City of Garden City  
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## 2021/2023 IIMC Board of Directors Roster

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**LuAnn D. Holmes, MMC**  
**Region VIII Director**  
City Clerk  
City of Las Vegas  
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**Angela R. Johnson, MMC**  
**Region VIII Director**  
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**Jamie E. Newman, MMC**  
**Region IX Director**  
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**Ruth Post, MMC**  
**Region IX Director**  
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City of Philomath  
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**Lana Antony, CMC**  
**Region X Director**  
Municipal Clerk  
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**Stephen Huycke, CMC**  
**Region X Director**  
Director, Legislative Services/City Clerk  
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Richmond Hill, ON L4B 3P4  
CANADA  
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**Sarah Jeffries**  
**Region XI Director**  
Clerk  
Maiden Bradley With Yarnfield Parish Council  
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Warminster, Wiltshire BA12 0AB  
ENGLAND  
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**Johannes Rijs, MMC**  
**Region XI Director**  
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**International Institute of Municipal Clerks  
Board of Directors ~ Midyear Meeting Agenda  
November 11-12, 2022  
Buena Vista Suites – Orlando, Florida**

1.	Call to order	
2.	Roll call	
3.	Agenda approval	
4.	Consent agenda approval	
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	b. \$10 Membership Dues Increase Email Vote – Ratified - Verbal	
5.	Executive Session -- Executive Director (Evaluation/Contract Update)	
6.	Foundation Report Update – Mary Lynne Stratta – Verbal	
7.	Reports From Region Directors - Attached	13
8.	Executive Director Update – Chris Shalby – ACTION REQUIRED	27
	a. IIMC Policy Code of Ethics – IIMC Attorney's Revisions - <b>Attachment</b>	33
	b. ICMA Code of Ethics/Rules of Procedure Policy – <b>Attachment</b>	43
	c. IIMC/ICMA Ethics Update – <b>Attachment</b>	51
	d. CMC/MMC Application Process - <b>Attachment</b>	53
	e. Paul Craig – Renaming Athenian Fellows to Paul Craig Fellow – <b>Attached</b>	55
	f. 2023 Hotel Cancellation Policy - <b>Attached</b>	57
	g. 2020 – 2023 Strategic Plan Update - <b>Attached</b>	59
9.	Education Department Report — ACTION REQUIRED	63
	a. Beyond the MMC Program - <b>Attachment</b>	69
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	b. Education & Professional Development	79
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	d. Membership/Mentoring	83
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	f. Records Management	87
	g. Research and Resource	89
11.	Committee Reports – ACTION REQUIRED	
	a. Elections	91
	b. Policy	93
	c. Budget and Planning -- 2022-2023 Budget	101
12.	Financials – ACTION REQUIRED	
	a. 2022 Year-End Budget with notes – Shalby/Parker/Pantaleon	105
	b. 2023 Projected Budget with Notes– Shalby/Pantaleon/Parker	109
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	f. Five-Year Cost of Living Allowance (COLA) -- Shalby/Pantaleon/Parker	141
	g. Investment Firm – Proposal for IIMC - Parker	143
13.	Staff Reports – NO ACTION REQUIRED	
	a. Communications – Karen Lee	155
	b. Membership – Janis Daudt	159
	c. Region XI – Tom van der Hoven/Shalby	163
14.	Annual Conference Updates - Verbal	
	a. 2023 – Minneapolis, MN – Shalby	
	b. 2024 – Calgary, Canada – Shalby	
	c. 2025 – St. Louis, MO – Shalby	
	d. 2026 – Reno, NV -- Shalby	
15.	Other Business and Announcements	
	a. Region VIII – Board Term and selection process – Garcia/Holmes/Johnson	169
	b. Region XI – Election Protocol – Rijs/Jeffries	175
	c. Region XI Travel – Hans Rijs	
16.	Adjournment	



INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS  
Board of Directors Meeting  
August 18, 2022  
Minutes

**CALL TO ORDER**

President Pamela Smith called the IIMC Board of Directors meeting to order via Zoom at 12:05 p.m. EDT, Thursday, August 18, 2022.

Board Members Present:

President Pamela Smith, MMC  
President Elect Mary Ann Hess, MMC  
Vice President Lisa Garcia, MMC  
Immediate Past President, Sheri Pierce, MMC  
Region I Directors: Susan Haag, MMC; Kathleen Montejo, MMC  
Region II Directors: Travis Morris, CMC; Diane Pflugfelder, MMC  
Region III Directors: Lee Frazier, MMC; Tory Frink, MMC  
Region IV Director: Angela Richburg, MMC  
Region V Directors: Angie Marshall, MMC; Carrie Mugford, CMC  
Region VI Director: Marita Rhude, MMC  
Region VII Directors: Janet Gray, MMC; Celyn Hurtado, CMC  
Region VIII Directors LuAnn Holmes, MMC; Angela Johnson, MMC  
Region IX Directors: Jamie Newman, MMC; Ruth Post, MMC  
Region X Directors: Lana Antony, CMC; Stephen Huycke, CMC

Also present:

Incoming Region VI Director Gloria Christensen, MMC  
Executive Director Chris Shalby  
Communications Officer Karen Lee  
Director of Professional Development Dr. Bea Rodriguez  
Certification Manager Kellie Siggson  
Education and Conference Coordinator Jaimis "Jai" Ulrich  
Director of Member Services Janis Daudt  
Parliamentarian and Recorder Connie Deford

On a motion by Director Holmes, Region Directors Phyllis McGraw, Sarah Jeffries, and Hans Rijs were excused.

**Agenda**

On a motion by Director Johnson, the agenda was approved.

## **Consent Agenda**

The following meeting minutes were approved with corrections as noted:

- May 20, 2022, board meeting, correction of spelling of the last name of Director Hurtado, and removal of Director Elect Tory Frink from those listed as present
- May 21, 2022, board meeting
- May 25, 2022, annual meeting, correction of Region II Director Morris location to County of Abemarle and Region III Director Frink location to Alamance County
- May 25, 2022, board meeting, correction of date to May 25, 2022, in the heading

## **Oath of Office**

President Smith administered the Oath of Office to Region VI Director Gloria Christensen, MMC.

## **Executive Director Report**

Building Update ED Shalby advised that the month-to-month building tenant will vacate the property by October 31<sup>st</sup>. One of the other tenants will be expanding into two suites. The other tenant has expressed a desire to extend their lease, and they have signed a contract with the possibility for another five years. Rent from the tenants covers IIMC's mortgage payment.

2027 Conference Proposals Seven proposals for the 2027 Annual Conference were received; however, for various reasons, none of these submissions yields a suitable site. A listing of the locations and key area of concern was distributed prior to the board meeting.

The Executive Director requested that the board select either of the following 1) postpone the 2027 Conference site selection at the November 2022 board meeting and allow staff to restart the process in January 2023, with the anticipation of finding several suitable proposals to present to the board at the May 2023 board meeting in Minneapolis; or 2) postpone the 2027 Conference site selection until the next cycle, which will be June of 2023.

Director Newman moved to postpone the 2027 conference site selection until the next cycle, which will be June of 2023. ED Shalby explained that the request for proposals would go out next spring, and the board would make the decision at the mid-term board meeting in 2023. A listing of ineligible regions will be provided by ED Shalby. Motion adopted.

Policies and Constitution The IIMC attorney has reviewed the proposed Ethics Policy and has concerns regarding various aspects of the proposed policy concerning investigation and hearings and would suggest general guidelines rather than specific steps. There was extensive debate regarding the difference between criminal acts and ethical violations, and what would constitute enforcement and penalty. It was suggested that the Ethics Policy of other similar organizations be reviewed. ED Shalby offered to draft a short paragraph regarding violations. Past President Pierce moved to postpone consideration to the mid-term board meeting. Motion adopted.

**Mid-year Board Development** ED Shalby noted that Strategic Planning will be the focus of board development on Friday. He requested that members complete the SWOT analysis survey provided by August 31<sup>st</sup>.

### **Education Department Report**

Dr. Rodriguez stated that six online courses have been offered, with approximately 500 registrations. Two more courses will be offered—in October and in December. She noted that the December course will be free to all members.

Plans for the Beyond MMC Program are being finalized, and a full presentation will be made at the mid-year board meeting.

Most of the sessions for the annual conference have been determined, and keynote speakers are lined up. Online registration will again be used. In response to survey comments following this past year's conference, more time will be provided between sessions to allow members to get from place to place. Additionally, this conference will be worth 10 points.

Kellie Siggson reported that IIMC has 4,513 CMCs and 1,381 MMC's. IIMC continues to see a high number of applications, and current review time is 5-6 weeks.

### **Committee Update**

President Smith noted that she had appointed the Constitution Task Force to be chaired by Past President Mary Johnston with members Past Presidents Sharon Cassler, Lana McPherson, and Sheri Pierce, Region XI representative Bruce Poole, Special Projects Director and Past Region IX Director Peggy Hawker, and Past Region II Director Douglass Barber. Director Huycke moved to approve the Task Force membership with the inclusion of a member from Region X. Motion adopted.

### **Staff Reports**

**Communications** Karen Lee advised that the Linked-in page is up and running. She is open to ideas on how to improve our social presence or website. She is working on producing a short video about how to develop a newsletter template.

**Membership** Janis Daudt reported that a membership drive will be initiated for the end of 2022 through 2023. It will be marketed to approximately 4,000 possible members. Anyone joining will receive a free education class, which Region Directors may use as incentive for recruitment.

### **Annual Conference Update**

President Smith noted that she had attended the site visit in Minneapolis with ED Shalby and Event Manager Sharon Ozimek. ED Shalby noted that the majority of the conference and meetings will be in one hotel, and he is not anticipating adding another hotel until the host hotel is sold out.

## **Other Business**

Past President Pierce stated she is looking at development of a student internship program similar to ICMA, and she will report at the mid-term board meeting.

There will be a “Coffee with President Pamela” on September 12<sup>th</sup>. In response to a question from Director Montejo, Karen Lee advised that our current limitation for Zoom meetings is 100, including the host and speaker. We can increase that number if necessary.

Director Huycke questioned how the general membership is being involved in the Strategic Planning process. ED Shalby advised that although Strategic Planning is board related, a membership survey will be going out to the membership with hopes that responses will be available at the mid-term meeting.

## **Agenda Addendum**

Region VIII Split Past President Pierce moved to divide current Region VIII into two regions. Motion adopted.

Rename the New Regions Director Holmes moved to name the regions Region VIII - East (Montana, Wyoming, Colorado, Nebraska, South Dakota, and North Dakota) and Region VIII – West (Idaho, Nevada, Utah, Arizona, and New Mexico). Motion adopted.

Election of two new board members It was noted that Director Johnson, whose term ends in 2025, is in the new Region VIII – East, and Director Holmes, whose term ends in 2023, is in the new Region VIII – West. Therefore, two board members need to be elected—one for each region. The IIMC Constitution requires that terms within regions be staggered.

There was discussion about the length of terms for the newest members and when would their term begin. A suggestion that the term for Region Director Holmes be extended is not possible due to restrictions in the IIMC Constitution. Various suggestions were offered with no agreement from board members.

Director Huycke advised that he had to attend another meeting, and his absence was excused at 1:56 p.m.

Past President Pierce moved to postpone considering filling vacancies in the two regions to the mid-term board meeting. Motion adopted. It was requested that alternate proposals be provided at that time.

## **Adjournment**

With no further business, the meeting adjourned at 2:11 p.m. EDT.

Connie Deford  
Parliamentarian and Recorder

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Susan Haag, Region 1 Director  
Kathleen Montejo, Region 1 Director

**Date:** October 7, 2022

**Subject:** 2022 Mid-Year Region I Director Update

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### Background on first half of the 2022 term

#### Reports from the seven states in Region 1:

##### **Connecticut:**

The Connecticut Clerks Association held their conference in September and although invited, Susan was unable to attend because the dates conflicted with the other regional meeting where she was teaching.

For the past 15 years, Connecticut City and Town Clerks have had the pleasure of accomplishing their professional development through the IIMC-approved Connecticut Institute & Academy in New Britain, CT. The Institute & Academy is a partnership between the Connecticut Town Clerks Association (CTCA) and the Central Connecticut State University (CCSU), specifically hosted by the Center for Public Policy and Social Research. Its Executive Director, Steve Kliger, recently retired after 21 years of service to CCSU. While remaining in a partnership with CCSU, the CTCA will soon have its Institute & Academy hosted by the Office of Continuing Education, with Christa Sterling, MBA, as its Executive Director. The Connecticut Institute & Academy hosts seven classes a year with two (2) six-hour CT Certification classes, two (2) six-hour Academy classes and one (1) six-hour technology-themed Academy class every year, all on campus in New Britain. The Institute & Academy also hosts a four-hour Academy class at each of our two state conferences every year.

##### **Maine:**

Maine Clerks have also been busy this past summer and fall gearing up for the mid-term elections. The Secretary of State's Office recently sponsored for Clerks a "De-escalation Techniques" training by the FBI and Homeland Security due to increases in tension and violence at the polls nationwide. The Maine Town & City Clerks Association (MTCCA) held its Annual Meeting in September in Waterville and elected a new leadership slate. Kathy attended and swore in the new officers. Presentations were also made to the Clerk of the Year, Deputy of the Year and Rookie of the Year. MTCCA also hosted training during the Maine Municipal Association convention in Bangor in October. MTCCA continues to conduct their professional development program of ten day-long workshops offered year-round and now offers these in a hybrid format to accommodate as many members as possible.

##### **Massachusetts:**

Massachusetts Clerks are dealing with election issues. The Votes Act passed by the legislature is requiring all town and city clerks' in Massachusetts to provide Vote By Mail to all voters. The Secretary of State's office has sent a postcard to every voter for VBM. The voter fills out the postpaid card and mails it back to the clerk. Clerks are inundated with VBM requests.

Massachusetts had their Fall Conference School September 21-23<sup>rd</sup>.

### **New Hampshire:**

Clerks from New Hampshire trained for the new election laws put in place. Their annual conference location -burned to the ground forcing them to find another facility. Their Annual Conference was held October 18-21<sup>st</sup> showcasing new professional development classes for IIMC points, including an Athenian Dialogue facilitated by Dawn Michanowicz.

### **New York – Town Clerks:**

Susan's term as President of the New York State Town Clerks Association officially concluded June 30th of this year. One of her last duties, but perhaps one of the most exciting, was planning and holding a 'Retreat' for the NYSTCA. This retreat was facilitating by Ellen Freeman-Wakefield, the Institute Director from Nebraska, focusing on bringing NYSTCA into the current mainstream thinking with branding and strategic planning. It was an exciting and exhausting 3 days, but so worth the effort. NYSTCA is now in the process of implementing the strategic goals and incorporating the branding piece through images and communication.

The NY Institute and Academy, through Rockefeller College, held its first in-person education sessions since its inception. This year was also a hybrid set up. Attending the banquet in July was a highlight for Susan as she has been instrumental since the inception of this program. She looks forward to good things in the future.

Susan was able to facilitate an Athenian Dialogue for the Rockefeller College held virtually. This went well and these dialogues are gaining some momentum for New York.

Susan attended the NYSTCA Regional Meeting in September. She facilitated an Executive Board training in 'All Things Committees,' teaching the ins and outs NYSTCA committees.

### **New York – City and Village Clerks:**

The NY State Association of City and Village Clerks (NYACVC) continue with conference through NYCOM and continue working with NYSTCA and the Rockefeller College for the NY Institute and Academy!

### **Rhode Island:**

The RI Town and City Clerk's Association met in person for the first time since 2020 They were hosted by their Rhode Island Association President Wendy Marshall in her home town. The education component was a grassroots Clerk 101, in which we raised topics and challenges from our offices to brainstorm and discuss best practices. One topic that raised many questions and noted challenges was the implementation of the RI Department of Health's new statewide vital records program. They are working towards navigating their way through the intricacies of the program, with hopes of finding a more streamlined process on the other end.

They are all also bidding a warm farewell and best wishes to Donna Giordano the Town Clerk of Westerly. She has held the position for decades.

**Vermont:**

Vermont Clerks are busy with elections, particularly the challenge of new tabulator machines which are being used across the state.

The Annual Vermont Municipal Clerk and Treasurer Association Conference was held September 21-22<sup>nd</sup> at Lake Fairlee Resort in Fairlee, VT. This year's education offerings included General Sessions of Building Resiliency for the Future and Reflections of Your Job Through the Five Elements; courses on the keeping of public records, general election processes, roles and responsibilities of Town Clerks, internet fraud, cyber security and ARPA Fund Accounting.

**New England Association:**

The New England Municipal Clerks Institute and Academy (NEMCIA) held its annual Institute in July as well at the Plymouth State University in NH. This was their first in-person session since COVID. Sue and Kathy were able to attend their annual banquet and they rocked the house. The energy was definitely present!

Both will be attending the New England Association of City and Town Clerks Annual Conference in November. Susan will be facilitating an Athenian Dialogue for them.

**List your Region's accomplishments**

1. The Summer edition of the Region 1 newsletter was completed and sent out
2. 2023 Region 1 Annual Meeting preparations - Kathy and Sue are putting the finishing touches on the 2023 Region 1 Annual Meeting to be held March 29-31<sup>st</sup> at the Otesaga in Cooperstown, NY. The education will center on teamwork since we are close to the National Baseball Hall of Fame. Sue will be conducting a baseball-themed Athenian Dialogue.

**Any issues in your Region**

No concerns to report.

**Travels and future Travels**

1. July 2022 – Sue and Kathy attended the graduation banquet for the New England Institute & Academy at Plymouth State University, New Hampshire.
2. July 2022 – Sue attended the graduation banquet for the New York Institute & Academy held at Rockefeller College in New York.
3. September 2022 – Kathy attended the Maine Town & City Clerks Assoc Annual Meeting and swore in the officers.
4. November 2022 – Sue and Kathy will host an IIMC informational table at the New England Association of City & Town Clerks conference in Chatham, Massachusetts.
5. March 2023 – Region 1 Annual Meeting in Cooperstown, New York. We are pleased to be able to host President Smith at this event.

**Miscellaneous**

Nothing to report.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** IIMC Board of Directors  
**From:** Lee Frazier & Tory Frink  
**Date:** 10/5/2022  
**Subject:** 2022 Mid-Year Region Director Update III

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## Background on first half of the 2022 term

### List your Region's accomplishments

1. Membership growth
2. Continuum of certifications/designations
3. Summer Newsletter completed
4. Quarterly Call with State Association Presidents on September 26, 2022
5. Lee has designed some Region III apparel
6. Regular recognition of new members and designations by email and on Facebook
7. Increased our Facebook membership (exceeded our goal to get to 500) currently, 516 members
8. Will be using the Region Director's toolkit to help assist members who need help with completing their certification packet

### Any issues in your Region

None to report

### Travels and Future Travels

- June – Lee and I both attended the FACC Summer Conference in Orlando, FL
- August – Lee and I both attended the NC Municipal Clerks Summer Conference in Asheville, NC
- October 7<sup>th</sup> – Tory will attend the NC County Clerks Piedmont Regional Academy (Forsyth Co., NC)
- October 19<sup>th</sup> -26<sup>th</sup> – Lee will attend the Alabama Clerk's Association Conference in Tuscaloosa, AL (Lee is scheduled to do 2 presentations)

*\*Region III 2023 Annual Meeting is scheduled for February 14-17, 2023, in Isle of Palms, SC*

### Miscellaneous

*October 9-13, 2022 – Florida Association of City Clerks, Fall Academy - Orlando Marriott Lake Mary Hotel- Lake Mary, FL*

*October 10<sup>th</sup> and 21<sup>st</sup> – Georgia (GMCA) training conference, Tifton, GA*

*October 26-28, 2022 – South Carolina Municipal Finance Officers, Clerks & Treasurers Association Annual Meeting*

*November 16-18, 2022 – North Carolina Association of County Clerks & North Carolina of Municipal Clerks Association Master Clerk Academies in Durham, NC*

*November 29-December 1, 2022 – Alabama Clerk's Winter Conference in Muscle Shoals, AL (new leadership and Clerk of the year award)*



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Phyllis McGraw, MMC  
Angela Richburg, MMC

**Date:** October 7, 2022

**Subject:** 2022 Mid-Year Region IV Director Update



## Background on first half of the 2022 term

First half of 2022, Arkansas worked hard with IIMC to plan and pull off IIMC Annual Conference. It was, of course, a huge success. States promoted IIMC conference attendance. Many states have been taking advantage of the online Athenians to keep their members engaged and offer more learning opportunities. Many municipalities have struggled to hire and keep employees in the post Covid world.

## List your Region's accomplishments

1. Oklahoma Municipal Clerks, Treasurers, and Finance Officials Association Held their Fall conference, in Broken Arrow, Ok – Oct. 12-14 – during this conference they will announce their Member of the Year. Last years award went to Janet Watts with the City of Mustang, Ok.
2. Texas Municipal Clerks will be holding their annual advanced institute Oct. 20-21<sup>st</sup> in Georgetown, TX where they will be announcing their Texas Municipal Clerk of the Year. They recently hosted several sessions at the Texas Municipal League Conference in San Antonio TX. Texas has a very active Facebook page and they recognize with a write up and picture of any new clerks and Clerks obtaining higher designations.
3. Arkansas awarded their Clerk of the year designation to Carol Mills Westergren, Clerk of Beebe Arkansas at the Municipal League Conference in July. They hosted a very successful IIMC Annual Convention and also a mini institute.
4. Mississippi is hosting the IIMC Region IV Meeting in Flowood Ms in December. They also swore in new Officers at the recent Mississippi Municipal League Conference in June.
5. Louisiana hosted its Annual Institute in October for a full week. They had about 125 attendees. They are working on trying to promote IIMC and even had an in person Athenian Dialogue.

## Any issues in your Region

Getting information from States. When leadership changes it's hard for directors to keep track and getting info.

## Travels and future Travels

Flowood, MS – IIMC Region IV Meeting  
Minneapolis – IIMC Annual Conference

## Miscellaneous

This is my last Mid-Year Meeting. It has been a pleasure working with everyone and getting a lot different perspective of the IIMC organization.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Marita Rhude, Region VI Director  
Gloria Christensen, Region VI Director

**Date:** October 11, 2022

**Subject:** 2022 Mid-Year Region VI Director Update



## Background on first half of the 2022 term

### Reports from the three states in Region VI:

#### IOWA:

- Gloria Christensen (City of Humboldt, Iowa) was sworn in as the new Region VI Director to fill an unexpired term through May 2023.
- Municipal Professionals Institutes were held in July (in person) and October (online). A winter online Institute session will be held in February.
- Municipal Professionals Academy was held in July

#### MINNESOTA:

- Planning is continuing for the 2023 IIMC Annual Conference in Minneapolis. Volunteers are needed!
- Minnesota Municipal Clerks Institute was held in May in St. Cloud
- Minnesota Municipal Clerks Advanced Academy was held in September

#### WISCONSIN:

- The Wisconsin Clerks' and Treasurers' Institute was held in July in Green Bay
- The Master Academy will be held in February

### Any issues in your Region

No concerns to report

### Travels and future Travels

- August 2022 - Marita and Gloria attended the Wisconsin Municipal Clerks Association Annual Conference in Wisconsin Dells.
- October 2022 - IMFOA Fall Conference in Des Moines – Gloria will attend (Marita was invited but is unable to attend). Gloria and Roxanne Schneider from the IIMC Foundation Board will man a resource table with information on the Athenian Fellowship program and IIMC membership.
- January 2023 - Region VI Mid-Year Training and Meeting has been set for January 27-28 in Bloomington Minnesota. Friday's training will include an Athenian Dialog (*Eat More Chikin: Inspire More People*) and there will be a business meeting on Saturday morning.
- March 2023 – Marita and Gloria will attend the MCFOA Annual Conference in St. Cloud.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Ruth Post, MMC,  
Jamie Newman, MMC

**Date:** November 11, 2022

**Subject:** 2022 Mid-Year Region IX Director Update

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## Background on first half of the 2022 term

Upon returning from Little Rock, we established a monthly Zoom meeting to review upcoming travels, Board meetings and presentations. This short chat helps us map out the next month and keep us both on the same page.

We've been busy welcoming new members, congratulating new certification achievements, and staying in touch with our State associations by submitting newsletter articles when we can.

## List your Region's accomplishments

1. Newsletter – We issued the Region IX newsletter in August. Our next newsletter is scheduled for December. We will be inviting all IIMC Vice President candidates to include a statement.
2. Agreement with Region IX states – We are updating the agreement between the four Region IX states and the Directors. The primary proposed amendment is to add reimbursement from the Directors' Fund for new incoming Directors to be reimbursed up to two nights of hotel expense to attend the IIMC Board meeting prior to the IIMC Conference. This has been well received by the State Association Presidents and we anticipate having the updated agreement signed off by early December.
3. Successful in-person Professional Development Institutes were held earlier this year by both the City Clerks Association of California program directors and the Northwest Clerks Institute that covers Alaska, Oregon and Washington.
4. We presented a segment of the "Welcome to the Profession" session at the Oregon Association of Municipal Recorders' Annual Conference with approximately 30 new City Recorders in attendance. Our focus was benefits of IIMC membership, certification, education and scholarships.
5. Since July 1, 2022, we've added 25 CMCs and 7 MMCs plus 1 Athenian Fellow.

## Any issues in your Region

With three out of four of our states having established IIMC Foundation Endowments (and the fourth one coming along soon), we're pushing the message to apply for IIMC Foundation scholarships.

With so many new members, we're also promoting IIMC membership to make sure they're ready to receive CMC certification as soon as they qualify.

## Travels and future Travels

September 28-30 in Newport, Oregon: Oregon Association of Municipal Recorders (OAMR) Annual Conference – We presented in the "Welcome to the Profession" session and provided an

IIMC round-up during a lunch. The Oregon Coast came through with beautiful weather and the conference facility included a view of the beach and lighthouse. It was an excellent education program and OAMR raised over \$11,000 for education scholarships.

December 4-6 in Anchorage, Alaska: Alaska Association of Municipal Clerks (AAMC) Annual Conference – We’re looking forward to a great conference at a new location with the Alaska Clerks. All of the State Association Presidents will be in attendance and we’ll present a roundup during lunch that will include a recap of the November Midyear Board meeting. They plan to have a Northern Lights Watch to wake us up if the lights come out to make a show!

March 14-17, 2023 at Skamania Lodge, Stevenson, Washington: Washington Municipal Clerks Association (WMCA) Annual Conference – We’ll again have the opportunity to meet with our four State Association Presidents and have time to address the full conference delegation to answer any questions about the upcoming IIMC Annual Conference or other issues. With a view of the Columbia River at Skamania Lodge, any down time will be filled with watching the kite boarders fly across the mighty Columbia.

April 11-14, 2023 in Palm Springs, California: City Clerks Association of California (CCAC) Annual Conference – Our circuit to the four State Association Conferences will wrap up in sunny Palm Springs with the California Clerks. We’ll answer all of their last-minute IIMC Conference questions and remind them that May of 2024 will bring a CCAC member onto the IIMC Board.

### **Miscellaneous**

It was a pleasure to have IIMC President Pamela Smith and Immediate Past President Sheri Pierce at the OAMR Conference. Our heart went out to President Smith, and all of the clerks and residents impacted by the path of destruction from Hurricane Ian.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** IIMC Board of Directors

**From:** Stephen Huycke and Lana Antony  
Region X Directors

**Date:** October 7, 2022

**Subject:** 2022 Mid-Year Region X Director Update

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## Background on first half of the 2022 term

Fall is in the air in all parts of Canada. Our change of season includes all the beautiful colours and that certain crispness in the air that you can't beat. After a very hot and very dry summer across most of country, the change is welcome. We have to acknowledge, however, the devastating impact of Hurricane Fiona on our colleagues in Nova Scotia, Prince Edward Island and Newfoundland & Labrador.

Three Canadian Provinces are running municipal and school board elections this fall. British Columbia on October 15, 2022, Ontario on October 24, 2022, and Manitoba on October 26, 2022. Many IIMC Members are focused on delivering these elections.

The annual IIMC Conference in 2024 will be held in Calgary, Alberta, Canada, and we are already in full swing of the planning for this Canadian event! Bonnie Hilford, City Clerk for the City of Lethbridge has taken on the Host Clerk role for the conference. Bonnie was formerly Deputy Clerk with the City of Calgary and was part of the team that submitted the bid for the conference back in 2019 and is excited to bring the conference to Canada. Bonnie has assembled a team of IIMC members from Alberta to help with the Host Committee duties and make this conference a memorable experience for all. The provincial organization; the Alberta Municipal Clerk's Association, has shared their support for the 2024 conference and has agreed to forgo their annual spring conference in 2024 with intent to promote attendance at the IIMC conference in Calgary. The Host Committee is working on a logo and theme right now and will be looking forward to promoting it at the Minneapolis conference in 2023.

## List your Region's Goals

1. Planning for the 2024 Conference in Calgary Alberta
2. Assist in the delivery of a targeted Athenian Dialogue in Canada
3. Increasing our CMC and MMC certifications
4. Increasing Region X membership levels.
- 5.

**Any issues in your Region -- None identified**

## Travels and future Travels

Angila Bains, past Region X Director will represent IIMC at the LGMA Annual Conference in British Columbia. Travel to other Canadian Conferences and events, mostly held in the spring months, to be determined later.

**Miscellaneous -- None**



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Chris Shalby, Executive Director  
**Date:** October 17, 2022  
**Subject:** 2022 Executive Director Midyear Report

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### Overview

The following is an overview of Headquarters, Operations and Personnel. 2022 has been a productive year, with enhanced Education programs, increased engagement with members via Social Media, streamlined membership services, allowing more person-to-person contact, and a successful Annual Conference. Staff is diligent in their daily responsibilities and we look forward to adding a part-time financial specialist prior to year-end. **At the end of my report, we have six recommendations that require Board approval and one for your reference.**

1. IIMC Policy Code of Ethics – IIMC Attorney’s Revisions - **Attachment**
2. ICMA Code of Ethics/Rules of Procedure Policy – **Attachment**
3. IIMC/ICMA Ethics Update – **Attachment**
4. CMC/MMC Application Process – **Attachment**
5. Paul Craig – Renaming Athenian Fellows to Paul Craig Fellow – **Attachment**
6. 2023 Hotel Conference Cancellation Policy – **Attachment**
7. 2020 – 2023 Strategic Plan Update - **Attachment**

### Staff

IIMC now has three staff members working remotely -- Nevada, Arizona and Kentucky. The rest of staff continues to work a hybrid schedule at the Rancho Cucamonga, CA, headquarters. Our staff meetings are held virtually each Wednesday. Otherwise, the departments meet on an ongoing and as needed basis. All Departments are operating efficiently.

### Administration

IIMC has ten full-time employees. Five staff members have been with the Organization for 15 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 office management and human resources. \*\*\*As of this report, we are reviewing resumes for a part-time finance specialist. When the new hire comes on board, Janet will assume the Office Manager position permanently, and act as a back-up in finance. Our property management firm works with Janet on weekly maintenance and as needed.

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.

## 2022 ED Update – Page 2

### **Building Update**

On November 1, 2022, we will have consolidated three rental offices into two as current tenant – Burga Law – expanded, thus, turning two office spaces into a large one. We have signed a five-year lease with the option of an additional five years after 2027. Our other tenant began their three-year lease in August 2022. Both tenants' leases will generate approximately \$5,734 in monthly income. IIMC's monthly mortgage is approximately \$2,800, leaving IIMC with a windfall.

**NOTE:** IIMC refinanced its Building in 2020, reducing the monthly mortgage from approximately \$5,000 to its current rate of \$2,786.

### **CONFERENCE – 4-Day Conference**

#### **2023 Conference – Minneapolis, MN**

We are projecting 650 Delegates/25 guests for the 2023 Conference and projected profit of \$15,990. The average attendance numbers from Conferences in 2016, 2017, 2018, 2019 and 2022 is approximately 666 delegates. However, there is no method to determine a member's interest to attend an in-person conference, even if travel and education budgets are available.

**NOTE:** We recommend a \$25 increase to Delegate registration. If it's approved, 2023 Conference revenue will increase to \$32,240. **We will discuss this during the Budget report.**

Minneapolis offers plenty for Delegates and guests. Airlift is available from anywhere in the world and it is approximately a 20 to 30-minute taxi ride from the airport to the host hotel. We are in one hotel, the Hyatt Regency, which will house attendees and the education and meeting programs. Here are areas that we believe will make Minneapolis an attractive conference:

1. Host Hotel – one Hotel – the Hyatt Regency;
2. Minneapolis by car is between 3 to 8 hours from numerous states in that Region;
3. The opportunity of adding vacation to a conference may attract more delegates;
4. Typical expenditures for delegates in Minneapolis are affordable; and
5. There are various attractions available to delegates that we will be promoting.

### **Hotel Room Block/F&B Costs**

The Hyatt Regency Hotel -- \$155/night for single and double; \$180 for triple and \$205 for quads with sales tax (13.5%) and 65% attrition. There is a \$75,000 Food and beverage minimum, which is in line with what IIMC has paid for in the past. We will exceed this minimum.

The hotel is within a safe and secure area of the City with nearby establishments within walking distance. We have contracted 550 rooms each on peak nights for a total room block of 2,791 (need to meet 1,814 to avoid attrition). If the conference registrations increase, we will need an overflow hotel. There are several within a short walking distance from the Hyatt Regency that we can utilize. **NOTE:** We will not be adding a second hotel until we are guaranteed that the host hotel is truly sold out. We've had numerous members "hold" several rooms for a period of time, providing the impression that the rooms have been sold, only to discover that the individual did not attend. A loss of promised rooms leads to attrition. To minimize this risk, we are recommending that the host hotel, the Hyatt Regency, include a one night's stay penalty (\$176.74 includes taxes, etc.) upon a guest's cancellation regardless of when/why the cancellation occurs.

## 2022 ED Update – Page 3

\*\*All education, general sessions, exhibit hall, lunches, refreshment breaks, opening ceremony, board meetings, annual banquet and ABM will be in the Hyatt Regency. The All Conference Event will be a **Purple** themed party and held in the Host Hotel, unless funding allows for it to be offsite at Paisley Park.

### Conference Delegate/Guest Registration Fees - 2023

The current fees are \$625 early bird for Delegates and \$265 for Guests. **NOTE:** we are asking to increase the delegate fees by \$25 to \$650. **This is part of the Budget and Planning Report.**

#### Early Bird Package/Marketing - Current

**The Early Bird will be Wednesday, March 15, 2023 to save \$50.00 on registration.** We believe an early bird date in March helps us with our marketing campaign. If the past 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.

- Early Bird rate offered through Wednesday, March 15, 2023 – cost will be \$625.00
- After Early Bird - Thursday, March 16, 2023 – 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.

These figures will change if we increase the Delegate registration fees.

#### Early Bird Package/Marketing – Recommended for 2023 Conference

- Online Registration will be online in November/December 2022;
- The Education program will be part of the online registration process, with Delegates being able to choose their concurrent education sessions prior to the conference;
- Hotel online reservations will be online November/December 2022; and
- We will promote this conference as a potential opportunity to earn 10 education points based on completing your assessment. We believe this will be a strong marketing tool.

#### Rebates/Commissions Maximum

The Hyatt is offering a 10% commission that will be divided between IIMC and YES (65% IIMC - 35% YES). The Hyatt is also offering IIMC a rebate of \$10/guest room occupied, which will fund IIMC 100%.

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

• Hyatt Regency	\$28,119 IIMC's maximum commission (10% per room night sold)
• Hyatt Regency	\$27,971 in rebates (\$10 per room night sold)
• Meet Minneapolis	\$ 2,500 for signing contract
• <b>Total</b>	<b>\$58,590</b>

#### Areas to note for Minneapolis include:

- Cities may be reluctant to pay conference travel; thus, having an impact on overall attendance.
- The host committee is solid but Meet Minneapolis (CVB) is not as available as past CVBs.
- The location may help to reduce the cost of travel for some attendees.
- No outlook on Delegates' apprehensions about travel, even in May 2023.
- It is in a region with approximately 543 IIMC members.
- The hotel offers spacious venues on the first and second floors to hold our sessions and events.

### **Recommended Discounts and Savings**

We will offer \$50 discounts to Region VI (MN, WI, IA). 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 2022, we had 110 members from the discounted Region. In 2016, 2017, 2018 and 2019, we've extended the discount program to the host region.

Management also recommend the following for the 2023 Conference:

- All Academy sessions will be \$159 regardless of how many Academies a Delegate attends. In the past, IIMC offered a fee of \$179 for one Academy and a reduced rate of \$50 for each additional Academy. For the 2022 Conference, 102 Delegates attended Academies of which 56 delegates attended more than one Academy. Total revenue with discounts was \$30,255. If we use the same number for 2023 and no discount, IIMC's total revenue would be \$31,105 an increase of \$850.

We do not believe the discount attracted additional participation. Therefore, we believe reducing the cost by \$20 will work just as well. 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 per delegate (**No other discounts - first timer or Region - would apply to the delegates paying \$485**). Little Rock attracted 94 multiple attendees.

### **EDUCATION DEPARTMENT**

The 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 continues to immerse herself in IIMC's Education programs. Jaimis "Jai" Ulrich joined IIMC in March 2022 as IIMC's Conference and Education Coordinator and provides IIMC with an education background and perspective. Certification Manager Kellie Siggson is handling both CMC and MMC applications and will also manage the "Beyond the MMC Program" once it's launched. Dr. Rodriguez oversees the Department's overall direction regarding certification programs, Association course reviews, Institute Annual Reports, the Athenian Dialogue process, Foundation scholarship, and grant programs, and the logistical duties of planning the Annual Conference education program including speakers, conferences, and transcripts were a team effort. Both Kellie and Jai are cross-trained in reviewing Institute Annual Reports, and the course review process, and assist as needed with Athenian Dialogue, facilitator and book approval processes, and conference logistics. Education/Membership Assistant Iris Hill adds clerical support to this Department.

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

### Finance (As of 10/19/22)

The 2022 Year End projected budget is now anticipated to end with a profit of **\$66,693** This is an increase from our initial projection of **\$8,292** and includes staff's one-time bonuses of \$2,500 in the 2022 financials. The 2022 Conference will end the year in the positive - **\$36,668** (When the budget was initially created for the budget meeting in September, the conference was a negative of **\$22,803** because we did not have the final invoice from the hotel. That invoice arrived on October 5, 2022). Several reasons attributed to the overall year-end positive bottom line:

1. Rental income is projected at \$4,000 more than anticipated. This is due to adding a new tenant and restructuring an existing tenant's desire to occupy two offices.
2. Education Department's online webinars have exceeded revenue projections.
3. 2022 Conference netted \$28,000 more than projected.
4. Overall expenses in each Department were reduced.

**The 2022 and 2023 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, the third quarter financials 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. 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). Advertisers are also featured on the IIMC website in their respective sponsorship levels.

Karen Lee, IIMC's Communications Coordinator, supports all areas regarding communication from the Executive Committee to Region Directors, State/Provincial associations via various communication platforms. Her report provides more information regarding how effective IIMC communication is with the members. **The Communications Report is in this Agenda.**

### Membership

Membership numbers in Regions I through X remain consistent. Region XI has the bulk membership scheme (one fee covers the entire Association for SLCC, ADSO, VVG and IMASA). Retired Baby Boomers are not 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 from 2017 to present day. Municipalities find themselves with budget constraints, thus we see the ebb and flow of our association membership numbers. **2022 membership revenue is \$51,050 less than originally budgeted.** The budget was projected at \$1,386,750 and will end the year at \$1,335,700. There is still the possibility of improving revenue by year-end. The following are 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;
- Moved to private sector;
- Special District was no longer interested; and
- City restructured position and no longer in Clerks office.

## **2022 ED Update – Page 6**

Jan Daudt, Tammy Storrie and Iris Hill continue to stay abreast of member changes and challenges. Our 2022-2023 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 is part of this Agenda.**

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

We recommend the Board approve items #1, #2, #3, #4, #5 and #6. Item #7 is strictly an update.

1. IIMC Policy Code of Ethics – IIMC Attorney’s Revisions - **Attachment**
2. ICMA Code of Ethics/Rules of Procedure Policy – **Attachment**
3. IIMC/ICMA Ethics Update – **Attachment**
4. CMC/MMC Application Process – **Attachment**
5. Paul Craig – Renaming Athenian Fellows to Paul Craig Fellow – **Attachment**
6. 2023 Hotel Conference Cancellation Policy – **Attachment**
7. 2020 – 2023 Strategic Plan Update - **Attachment**

## **Chapter 6.05**

### **CODE OF**

### **ETHICS**

#### **Sections:**

- 6.05.010 Purpose.
- 6.05.020 Scope.
- 6.05.030 Policy.
- 6.05.040 Enforcement.
- 6.05.050 Jurisdiction.
- 6.05.060 Responsibilities.
- 6.05.070 Initiation of Investigation.
- 6.05.080 Conduct of Investigation.
- 6.05.090 Proposed Findings and Proposed Sanctions.
- 6.05.100 Sanctions.
- 6.05.110 Hearings.
- 6.05.120 Final Decisions.

#### **6.05.010**

##### **Purpose.**

To establish a code of ethics for members of IIMC. [November 2008; December 6, 2002. Policy M-2].

#### **6.05.020**

##### **Scope.**

All members. [November 2008; December 6, 2002. Policy M-2].

#### **6.05.030**

##### **Policy.**

The International Institute of Municipal Clerks hereby adopts the following Code of Ethics for all classes of membership:

##### **International Institute of Municipal Clerks Professional, Personal Code of Ethics**

Believing in freedom throughout the World, allowing increased cooperation between public officials, and others, nationally and internationally, I (*Insert Members Name, Title, and Employer*) do hereby subscribe to the following principles and ethics which I affirm will govern my personal conduct as a member of IIMC:

- To uphold constitutional government and the laws of my community;
- To so conduct my public and private life as to be an example to my fellow citizens;

- To impart to my profession those standards of quality and integrity that the conduct of the affairs of my office shall be above reproach and to merit public confidence in our community;
- To be ever mindful of my neutrality and impartiality, rendering equal service to all and to extend the same treatment I wish to receive myself;
- To record that which is true and preserve that which is entrusted to me as if it were my own; and
- To strive constantly to improve the administration of the affairs of my office consistent with applicable laws and through sound management practices to produce continued progress and so fulfill my responsibilities to my community and others.
- These things I, as a member of IIMC, do pledge to do in the interest and purposes for which our government has been established.

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(Member signature)

This certificate granted by the authority of the International Institute of Municipal Clerks.

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IIMC

#### **6.05.040**

##### **Enforcement**

- These rules govern the procedures for enforcing the International Institute of Municipal Clerks ("IIMC") Code of Ethics and Article XII Ethical Standards of the Constitution of IIMC as adopted by the IIMC membership (jointly referred to hereinafter as the "Code").
- All members of IIMC agree to abide by the Code.
- The purpose of these rules is to provide a process for investigating and determining whether a member has violated the Code, and to afford each individual member who is the subject of an investigation (the "Respondent") a full and fair opportunity to be heard throughout the process.
- It is the intention of the IIMC membership that these rules be carried out carefully but expeditiously in order to minimize the time during which a member may be subject to possible disciplinary action. Accordingly, time limits stated in these rules are binding, subject to extensions which may be granted by the IIMC Board of Directors, for reasonable cause upon request.

- E. No person may participate in any proceedings on a complaint brought under these rules if that person is or may be a witness or Complainant in that case, or if his or her participation would otherwise create, or appear to create, a conflict of interest. The President as confirmed by the IIMC Board of Directors may select a replacement for any person who is unable to participate in the case for this reason.

#### 6.05.050

##### **Jurisdiction**

- A. All members of IIMC in active service to a Legislative Governmental Body (herein after referred to as a "local government") are subject to the Code and are subject to sanctions for any violations thereof which occur during their membership. A member may be subject to sanctions for a violation which continues while he or she is a member even though the conduct in question originated prior to admission to membership. Sanctions may be imposed for improper conduct which occurred while in service to a local government and a member of IIMC even after the relationship with the local government is terminated so long as membership status is retained.
- B. If a complaint is made against a person who was a member at the time the alleged violation occurred, but who is not a member at the time the complaint is made, the complaint will be processed under these procedures only if the former member agrees in writing. In no event shall a person be readmitted to membership if there is an outstanding and unresolved complaint against him or her for conduct while formerly a member.
- C. The IIMC Board shall retain jurisdiction over an investigation of a Respondent who, before the conclusion of the investigation, resigns from IIMC or otherwise allows his or her membership in IIMC to lapse.

- D. **Anonymous complaints will not be accepted.**

#### 6.05.060

##### **Responsibilities**

- A. The IIMC Board of Directors is responsible for making the final decision on matters pertaining to the enforcement of the Code, including, but not limited to, sanctions for the violation thereof. No current or former member may be publicly censured, expelled, or barred from membership without the approval of the IIMC Board of Directors.
- B. An ad hoc Ethical Standards Committee (ESC) is the committee of IIMC responsible for assisting the IIMC Board of Directors in implementing these rules and has the specific duties set forth hereinafter.
- C. The ESC shall act as a body and no member of the ESC shall take individual action unless assigned a specific task by a majority of the ESC.

**Commented [RC1]:** To the extent that, in California, a complaint contains a component of sexual or other type of protected category harassment, IIMC may wish to consider modifying this absolute prohibition by saying that it will be addressed to the extent possible, but the likelihood of discipline or other resolution is not guaranteed.

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## 6.05.070

### **Initiation of Investigation.**

- A. Allegations of unethical conduct shall be submitted in writing on the approved Request to Investigate an Alleged Violation of Improper Conduct form ("Request to Investigate") to the IIMC President or the IIMC Executive Director who shall immediately provide a copy to members of the IIMC Board. Authority to convene an Ethical Standards Committee (ESC) are outlined in provisions of Article XII of the IIMC Constitution.
- B. The ESC shall be comprised of three (3) to five (5) IIMC members in good standing, that are currently serving as either Chair or Vice-Chair of an IIMC Committee. The IIMC Executive Director and IIMC Parliamentarian will serve as support staff ex officio members to the ESC without voting privileges. No past IIMC Board Member or an IIMC member in the same region as the respondent may serve. The Chair of the ESC shall be selected by the ESC members, and will be responsible for keeping all members of the ESC informed during the process
- C. Upon receiving a Request to Investigate, the IIMC Board will convene the ESC and make an initial assessment to ascertain whether the complaint is sufficiently clear and complete. If the IIMC Board concludes that the Request to Investigate is not sufficiently clear or complete, the IIMC Board shall seek further clarification from the Complainant or other source before taking any further action.
  1. If the IIMC Board determines that the complaint is sufficiently clear and complete to initiate proceedings, and may indicate a violation of the Code, a copy of the Request to Investigate shall be forwarded by certified mail to the Respondent named. The Respondent shall be informed at the time of the provisions of the Code which he or she is alleged to have violated. The ESC, once appointed, may also request that the Respondent answer specific questions pertaining to the alleged violation.
  2. The Respondent shall be given thirty (30) days within which to respond in writing to the Request to Investigate, to provide any further information or material he or she considers relevant to the allegations, and to answer any specific questions asked by the ESC.
  3. All documentation and matters pertaining to a Request to investigate shall be treated as **confidential**.

## 6.05.080

### **Conduct of Investigation.**

- A. An ad hoc ESC shall be appointed as per provisions in Article XII of the IIMC Constitution and the committee shall commence an investigation into the allegations. However, no investigation shall be required if (1) the Respondent admits to the violation in his or her initial response, (2) the Respondent has already entered a guilty plea if the allegations pertain to criminal misconduct; or admits to fault if the allegations pertain to non-criminal misconduct, or (3) the Respondent has been found guilty and has exhausted all appeals, in a criminal case involving the

**Commented [RC2]:** You may want to flesh out what is meant by "confidential." Who gets access to the documentation and other matters? Are the hearings public or not? Since you don't follow rules of evidence, do you have the means of keeping witnesses out of the hearing room - as is customary in litigation and trials? Who keeps records? Are there court reporters?

same conduct.

**Commented [RC3]:** How about civil litigation? Not all code violations are criminal, are they? In fact, if all code violations are criminal, you may run into a 5<sup>th</sup> Amendment problem for public officials. And if the alleged violations relate to job performance, you may have civil service union protections to consider.

- B. The investigation shall include a fact-finding process which affords the Respondent and/or the Respondent's representative an opportunity to converse with the committee and may, at the ESC's discretion, afford such an opportunity to the Complainant as well.
- C. The fact-finding process shall take all reasonable steps to ascertain the facts relevant to the case, including, but not limited to, interviews with witnesses, review of the Respondent's submission(s), and examination of all published material judged to be relevant and reliable.
- D. Upon completion of the fact-finding process and conclusion of the investigation, the ESC shall prepare a written report of proposed findings of fact. Each finding must be supported by relevant evidence which has been made available to the Respondent for review.

#### **6.05.090**

##### **Proposed Findings and Proposed Sanctions.**

- A. The ESC shall promptly review the written report of proposed findings of fact and shall ascertain whether they are supported by sufficient relevant evidence.
  - 1. If the evidence is not sufficient, the ESC shall make a recommendation to the IIMC Board that the matter be dismissed and that the Respondent and Complainant be advised accordingly.
  - 2. If the ESC determines that the proposed findings are supported by the evidence, it shall determine whether they demonstrate that a violation of the Code has occurred. If not, it shall advise the IIMC Board with a recommendation that the case be dismissed. The IIMC Board will make a decision on the recommendation and the Respondent and the Complainant will be advised.
  - 3. If the ESC concludes on the basis of the fact-finding report that a violation has occurred, the ESC shall then notify the Respondent of its intent to adopt the proposed findings of fact report unless the Respondent can show that the findings of facts are erroneous. The Respondent shall have fifteen (15) days in which to submit a written response to the ESC and/or to request a hearing before the ESC.
  - 4. In the event the Respondent requests a hearing, the ESC shall conduct a hearing in accordance with Section 6.05.110 of these rules. No findings shall be adopted before the hearing is concluded.
  - 5. In the event the Respondent makes no submission, and does not request a hearing, the ESC shall promptly adopt the proposed findings of facts and make its recommendation to the IIMC Board.

6. Upon completion of the actions set forth in Section 6.05.090, the ESC shall prepare a written report of proposed sanctions to be imposed. The ESC shall then notify the Respondent of its intent to recommend the proposed sanctions unless the Respondent can show that the proposed sanction(s) should not be imposed in light of certain mitigating factors which the ESC did not previously consider. The Respondent shall have fifteen (15) days in which to submit a written response to the ESC and/or to request a hearing before the ESC.
7. In the event the Respondent makes no submission and does not request a hearing, the ESC shall promptly forward the recommended findings and sanctions to the IIMC Board of Directors.

#### **6.05.100**

##### **Sanctions.**

- A. Sanctions may be imposed in accordance with these rules upon members who are found to have violated the Code. In determining the sanction to be imposed, the following factors may be considered: the nature of the violation, prior violations by the same individual, the willfulness of the violation, the level of professional or public responsibility of the individual, and any other factors which bear upon the seriousness of the violation.
- B. The following sanctions may be imposed singly or in combination at the conclusion of an investigation and/or hearing under these rules:
  1. Censure. A letter to the Respondent and the Complainant indicating that the Respondent has been found to have violated the Code, that IIMC disapproves of such conduct, and that, if it is repeated in the future, it may be cause for more serious sanctions.
  2. Loss of Privilege. A loss of privilege to vote, serve on the IIMC Board of Directors or its committees, or participate in member services for specific periods of time.
  3. Expulsion. A revocation of the Respondent's membership privileges.
  4. Membership Bar. A prohibition against reinstatement of the Respondent's membership in IIMC.
- C. A member who has been expelled from membership under these rules may apply for reinstatement to IIMC membership only after a period of at least five (5) years from the date of expulsion, or one year from the date of the last review of a request for reinstatement. The expelled former member must submit a written request to the IIMC Board of Directors for a reinstatement review and include the reasons why he or she believes it should be considered.

## 6.05.110

### **Hearings.**

- A. These procedures shall govern all hearings conducted pursuant to these rules.
- B. No ESC member may hear any case if his or her participation in that case would create an actual or apparent conflict of interest.
- C. Within ten (10) days of receiving a request for a hearing, the ESC shall notify the Respondent by certified mail that a hearing has been scheduled. The hearing date shall be at least fifteen days after the date the notice is postmarked. The notice shall also state that the Respondent has the following rights:
  - 1. To appear at the hearing personally at his/her own expense, or by other means at the discretion of the ESC;
  - 2. To be accompanied and represented at the hearing by an attorney or other representative;
  - 3. To review all documentary evidence, if any, against him or her in advance of the hearing;
  - 4. To cross-examine any witness – including the original complainant(s) – who testifies against him or her at the hearing; and
  - 5. To submit documentary evidence and to present testimony in his or her defense at the hearing.
- D. The ESC shall not be bound by any formal rules of evidence but may accord appropriate weight to the evidence based on its relevance and reliability.
- E. At any hearing conducted under these rules, the ESC shall first present evidence in support of its recommended decision. Upon conclusion of its presentation, the Respondent shall have the opportunity to present evidence in his or her defense.
- F. Within fifteen (15) working days of the conclusion of the hearing, the ESC shall render a decision in the case.

The decision shall be in writing and shall include a statement of the reasons. Only evidence which was put before the ESC may be considered as a basis for the decision.

## 6.05.120

### **Final Decisions.**

- A. Within thirty (30) days, but no sooner than five (5) days, of receiving notice from the ESC of its recommendation findings of facts and sanctions, the IIMC Board of Directors shall meet to act upon the recommended decision of the ESC.

**Commented [RC4]:** May post-hearing materials be submitted? Sometimes that can be useful. Or do you suspend the conclusion of the hearing pending submission of pertinent material that comes to light during the hearing?

1. The Respondent shall be given the opportunity to file a written response to the recommended findings of facts and sanctions for consideration by the IIMC Board of Directors in making its final decision.
2. The IIMC Board of Director's decision may be to:
  - a. Dismiss the case;
  - b. Adopt the findings and sanction(s) recommended by the ESC; or
  - c. Revise, and adopt as revised, the findings and/or sanction(s) recommended by the ESC. However, the IIMC Board of Directors may not increase the sanction(s) recommended by the ESC unless new evidence, not previously available to the ESC, is disclosed at the hearing, which indicates that the Respondent's violation was more serious. No sanction may be imposed for any violation of which the Respondent had no prior notice.
3. A copy of the written decision of the IIMC Board of Directors shall be sent immediately by certified mail to the Respondent, the Complainant, and the ESC.



**ICMA Code of Ethics:  
Rules of Procedure for Enforcement  
Adopted by the ICMA Executive Board and Revised in February 2019**

**I. General**

- A. These rules govern the procedures for enforcing the ICMA Code of Ethics as adopted by the ICMA membership.
- B. All members of ICMA agree to abide by the Code of Ethics and to participate in the enforcement process should a formal complaint be filed with ICMA.
- C. The purpose of these rules is to provide a reasonable process for investigating and determining whether a member has violated the code, and to afford each individual member who is the subject of an investigation (the “respondent”) a full and fair opportunity to be heard throughout the process.
- D. It is the intention of the ICMA membership that these rules be carried out carefully but expeditiously in order to minimize the time during which a member may be subject to possible disciplinary action. Accordingly, time limits stated in these rules are binding, subject to extensions which may be granted by the Committee on Professional Conduct (CPC), or the ICMA executive director, for reasonable cause, upon request.
- E. No person may participate in any proceedings on a complaint brought under these rules if that person is or may be a witness or complainant in that case, or if his or her participation would otherwise create, or appear to create, a conflict of interest. The executive director may select a replacement for any person (other than a member of the Executive Board) who is unable to participate in the case for this reason.

**II. Jurisdiction**

- A. All members of ICMA in active service to a local government are subject to the Code of Ethics and are subject to sanctions for any violations thereof which occur during their membership. However, elected officials are not subject to Tenet 7, and members not in service are subject only to Tenets 1 and 3. A member may be subject to sanctions for a violation which continues while he or she is a member even though the conduct in question originated prior to admission to membership.
- B. If a complaint is made against a person who was a member at the time the alleged violation occurred, but who is not a member at the time the complaint is made, the complaint will be processed under these procedures only if the former member agrees in writing. In no event shall a person be readmitted to membership if there is an outstanding and unresolved complaint against him or her for conduct while formerly a member.

- C. The committee shall retain jurisdiction over an investigation of a respondent who, before the conclusion of the investigation, resigns from ICMA or otherwise allows his or her membership in ICMA to lapse.

### **III. Responsibilities**

- A. The ICMA Executive Board is responsible for making the final decision on matters pertaining to the enforcement of the code, including, but not limited to, sanctions for the violation thereof. No current or former member may be publicly censured, suspended, expelled, or barred from membership without the approval of the Executive Board.
- B. The Committee on Professional Conduct (CPC) is the committee of ICMA responsible for assisting the Executive Board in implementing these rules and has the specific duties set forth hereinafter.
  - 1. The CPC shall consist of three or more members of the ICMA Executive Board who shall be selected by the president of ICMA.
  - 2. CPC members shall serve for terms of one (1) year or until their successors are chosen by the president.
- C. A state association consists of members of ICMA within the particular state or province. It is responsible for appointing fact-finding committees.
- D. A fact-finding committee is a committee of ICMA, appointed by a state association, and is responsible for conducting the investigation of a complaint of a violation of the code in accordance with these rules. Members of a fact-finding committee shall serve until the conclusion of the investigation they were appointed to conduct, or until such later date as the state association of ICMA members may request.
- E. The executive director shall assist the Executive Board and the CPC in enforcing the code and implementing these rules. It is the responsibility of the executive director to publicize the existence and importance of the code with elected officials and the general public.
  - 1. The executive director may privately advise members on the ethical implications of their conduct under the code. However, the opinion or advice of the executive director shall not be binding on the Executive Board, the CPC, or any fact-finding committee.
  - 2. The executive director may designate a member of the ICMA staff to carry out any of the responsibilities assigned to the executive director under these rules.

### **IV. Sanctions**

- A. Sanctions may be imposed in accordance with these rules upon members who are found to have violated the code. In determining the kind of sanction to be imposed, the following factors may be considered: the nature of the violation, prior violations by the same individual, the willfulness of the violation, the level of professional or public responsibility of the individual, and any other factors which bear upon the seriousness of the violation.
- B. The following sanctions may be imposed singly or in combination at the conclusion of an investigation and/or hearing under these rules:

1. **Private Censure.** A letter to the respondent, the state association, and the complainant, indicating that the respondent has been found to have violated the Code of Ethics, that ICMA disapproves of such conduct, and that, if it is repeated in the future, it may be cause for more serious sanctions. If the complainant is a nonmember, he or she shall be notified that the case was considered and resolved, and that no public action was taken.
2. **Public Censure.** Notification to the respondent, complainant, state association, and news media, indicating that a violation of the code took place and that ICMA strongly disapproves of such conduct and the nature of the sanction(s) imposed. In addition, such notice shall be provided to appropriate local governing bodies where the Executive Board has found it necessary to do so in order to protect the public against unethical conduct in local government.
3. **Membership Suspension.** A suspension of membership, and all related benefits, for a period to be determined by the CPC subject to provisions for approval by the Executive Board. Adherence to the ICMA Code of Ethics is a condition of serving a suspension. The term of the suspension shall not exceed 5 years. Notice of the suspension will be given to the respondent, complainant, state association, and appropriate media.
4. **Expulsion or Membership Bar.** A revocation of the respondent's membership privileges, where the respondent is a current member; or a prohibition against reinstatement of the respondent's membership in ICMA, where the respondent's membership has lapsed or otherwise ended.
5. **ICMA Credential Revocation.** A revocation of the respondent's ICMA Credential Manager or Credential Candidate designation.

- C. Upon receiving documented evidence that a member has been found guilty after trial by a judge or a jury of criminal conduct, which constitutes a violation of the ICMA Code of Ethics and which occurred while the person was a member of ICMA, the executive director shall immediately issue a notice of suspension of membership to that person by personal email or letter with delivery confirmation service and that person's membership shall be suspended as of the date of that notice. The executive director shall advise the CPC of any such action and shall refer the case to the CPC. The CPC may commence an investigation in accordance with Part VI hereof, or it may defer proceedings until the person has exhausted all appeals or the time for appeal has expired. The suspension shall continue in effect until such time as sanctions provided under Part IV.B are imposed, or the case is dismissed, in accordance with these Rules.

## V. Initiation of Procedures

- A. Proceedings against an individual for an alleged violation of the Code of Ethics may be initiated by the executive director upon receiving a written complaint from any source indicating that a violation may have occurred. The complaint must be accompanied by documentation that supports the allegation of a violation of the Code.
- B. Upon receiving such a written complaint or information, the executive director must ascertain whether it is sufficiently clear and complete to initiate proceedings, and, if so, whether it alleges conduct that may be a violation of the Code of Ethics. If the executive director concludes that the complaint is not sufficiently clear or complete to initiate proceedings, he or she shall seek further clarification from the complainant or other source before taking any further action.

1. If the executive director cannot determine whether the conduct alleged, if proven, might violate the Code of Ethics, he or she shall refer the question to the CPC for a ruling. No further action shall be taken with respect to the complaint or information unless the CPC rules that the conduct alleged, if true, may constitute a violation of the code.
2. If the executive director concludes that the complaint is sufficiently clear and complete to initiate proceedings, and may, if proven, indicate a violation of the code, a copy of the complaint or information shall be forwarded by personal email or letter with delivery confirmation service to the respondent named in the complaint or information. The respondent shall be informed at the time of the provisions of the code which he or she is alleged to have violated. The executive director may also request that the respondent answer specific questions pertaining to the alleged violation.
3. The respondent shall be given thirty (30) days within which to respond in writing to the complaint or information, to provide any further information or material he or she considers relevant to the allegations, and to answer any specific questions asked by the executive director.
4. As soon as the respondent's response is received, but in no event more than thirty (30) days after written notice of the alleged violation has been given to the respondent, the executive director shall refer the case to the CPC for proceedings in accordance with these rules.
5. A respondent who resigns their membership upon receiving notice that they are subject to an ethics complaint shall receive written notice that they waive all rights to participate in the review process including, but not limited to, Section VI. Investigations; Section VII. Decisions; and Section VIII. Hearings. Such respondents shall be informed that they have fifteen (15) days from the date ICMA acknowledges their membership resignation in writing for the respondent to reconsider the decision. If the respondent has not notified ICMA of their intent to remain a member in good standing within fifteen (15) days, the respondent's membership resignation shall be considered final.

## **VI. Investigations**

- A. Upon receiving a case of an alleged violation of the Code of Ethics from the executive director, the CPC shall commence an investigation into the allegations. However, no investigation shall be required if (1) the respondent admits to the violation in his or her initial response, (2) the respondent admits to conduct outlined in the allegation that constitutes a potential violation of the Code, (3) the respondent has already entered a guilty plea, or has been found guilty and has exhausted all appeals, in a criminal case involving the same conduct.
- B. In all cases other than those in which an investigation is not required, the executive director, at the request of the CPC, shall request the state association for the state in which the violation is alleged to have occurred to appoint an ICMA fact-finding committee to conduct the investigation. If the violation is alleged to have occurred in more than one state, at least one member of the committee shall be from the state involved. In the event that there is no active association in a state, the CPC shall appoint an ICMA fact-finding committee from one or more state(s) for this purpose.
  1. The fact-finding committee shall consist of not less than three (3) ICMA members. No one other than an ICMA member may serve on the ICMA fact-finding committee.

- 2.A fact-finding committee must be appointed within fifteen (15) days of the request made by the executive director.
- 3.The fact-finding committee shall afford the respondent an opportunity to meet with the committee in person and may, at its discretion, afford such an opportunity to the complainant as well. The respondent may appear at such a meeting personally and be accompanied by a representative. Alternatively, the respondent may appear through a representative.
- 4.The fact-finding committee shall prepare and maintain notes of all meetings and interviews with the respondent, the complainant, and any witnesses, and may request any such person to sign a statement prepared on the basis of those notes. The respondent shall be entitled to review these notes and statements, and any other documentary evidence gathered in the course of the investigation, and shall be afforded the opportunity to respond in writing thereto.
- 5.The fact-finding committee shall take all reasonable steps to ascertain the facts relevant to the case, including, but not limited to, interviews with witnesses, review of the respondent's submission(s), and examination of all documentation in the public domain judged to be relevant and reliable.
- 6.Within sixty (60) days of the appointment of the fact-finding committee, the investigation shall be concluded, and a written report of the committee's proposed findings of fact shall be sent to the executive director and the respondent. Each finding must be supported by reliable and relevant evidence which has been made available to the respondent for review.

## **VII. Decisions**

- A. The CPC shall promptly review all of the case materials, including the fact-finding committee report if applicable, and shall ascertain whether they are supported by sufficient reliable and relevant evidence.
  - 1.If the evidence is not sufficient, the CPC may either (a) dismiss the case; (b) return it to the fact-finding committee for further investigation in accordance with these rules; or (c) refer the case to the Executive Board for a hearing in accordance with part VIII of these rules.
  - 2.If the CPC determines that the proposed findings are supported by the evidence, it shall determine whether they demonstrate that a violation of the Code of Ethics has occurred. If not, it shall dismiss the case and so advise the respondent, the fact-finding committee, the state association, and the executive director.
  - 3.If the CPC concludes on the basis of all the case materials made available to it that a violation has occurred, it shall determine the appropriate sanction(s). The CPC shall then notify the respondent of its decision to adopt the fact-finding committee report where appropriate, and to impose the recommended sanction(s) for the reasons stated. The respondent shall be afforded fifteen (15) days in which to (1) request that the CPC reconsider its decision or recommendation based on new and clarifying information not previously made available to or considered by the CPC and/or (2) appeal the decision by requesting a hearing before the Executive Board.

In the event that the respondent requests that the CPC reconsider its decision and/or recommendation, the CPC shall review the submission. Upon review, the CPC may sustain or revise its decision and/or recommendation. The CPC shall promptly notify the respondent of its decision. The respondent has the right to appeal the decision to the Executive Board.

4. In event that the respondent does not request a CPC reconsideration or request an appeal hearing before the Executive Board following the expiration of the fifteen (15) days afforded to file such an appeal, the CPC shall implement the procedures described in Sections B and C described below and the appropriate notifications as outlined in Section VII., B.
5. In the event that the respondent makes a written submission, but does not request a hearing, the CPC shall review the submission and may either adopt, or revise and adopt as revised, the proposed findings and/or sanction(s), as it deems appropriate. The CPC shall promptly notify the Executive Director of its decision.
6. In the event that the respondent requests a hearing, the CPC shall refer the case, including its recommended sanction(s), for a hearing before the Executive Board. Hearings shall be conducted in accordance with part VIII of these rules. No sanction(s) shall be imposed before the hearing is concluded.

B. Upon receiving notice from the CPC of its determination that a private censure is the appropriate sanction, and that the respondent has not requested a hearing, the executive director shall send a letter of private censure to the respondent, with copies to the complainant and the state association. The case shall then be closed.

1. No other notification of a private censure shall be made. However, ICMA may publish the fact that certain kinds of conduct have resulted in the issuance of private censures, provided that no names or identifying details are disclosed.
- C. Upon receiving notice from the CPC of its determination that a public censure, suspension, expulsion, or membership bar, and/or Credential revocation is the appropriate sanction, and that the respondent has not requested a hearing, the Executive Board may vote to adopt the recommended decision of the CPC, to modify said decision, or to dismiss the case without imposing sanctions. The respondent shall be immediately notified of the decision of the Executive Board and the sanction, if any, shall be implemented.

## **VIII. Hearings**

- A. These procedures shall govern all hearings conducted pursuant to these rules.
- B. No board member may hear any case if his or her participation in that case would create an actual or apparent conflict of interest.
- C. Within ten (10) days of receiving a request for a hearing, the executive director shall notify the respondent by personal email or letter with delivery confirmation service that a hearing has been scheduled before the Executive Board. The hearing date shall be at least fifteen (15) days after the date the notice is postmarked. The notice shall also state that the respondent has the following rights:

1. To appear personally at the hearing;

2. To be accompanied and represented at the hearing by an attorney or other representative;
3. To review all documentary evidence, if any, against him or her in advance of the hearing;
4. To cross-examine any witness who testifies against him or her at the hearing; and
5. To submit documentary evidence, to present testimony, including the respondent's, in his or her defense at the hearing.

D. The Executive Board shall not be bound by any formal rules of evidence but may accord appropriate weight to the evidence based on its relevance and reliability.

1. The fact-finding committee's report shall be admissible evidence at the hearing.
2. The Executive Board may not hear evidence of any alleged ethics violation by the respondent that was not the subject of the initial investigation.

E. At any hearing conducted under these rules, the CPC shall first present evidence in support of its recommended decision. Upon conclusion of its presentation, the respondent shall have the opportunity to present evidence in his or her defense.

F. Within five (5) working days of the conclusion of the hearing, the Executive Board shall render a decision in the case.

1. The decision shall be in writing and shall include a statement of the reasons therefore. Only evidence which was put before the Executive Board may be considered as a basis for the decision.
2. The Executive Board's decision may be to:
  - a. Dismiss the case;
  - b. Adopt the findings and sanction(s) recommended by the CPC; or
  - c. Revise and adopt as revised, the findings and/or sanction(s) recommended by the CPC. However, the Executive Board may not increase the sanction(s) recommended by the CPC unless new evidence, not previously available to the CPC, is disclosed at the hearing, which indicates that the respondent's violation was more serious. No sanction may be imposed for any violation of which the respondent had no prior notice.
3. A copy of the written decision of the Executive Board shall be sent immediately by personal email or letter with delivery confirmation service to the respondent, the Executive Board, the CPC, the state association, and the executive director.
4. Promptly after receiving a copy of the written decision, the executive director shall implement the sanction(s), if any, imposed by the Executive Board in accordance with the rules.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Chris Shalby, Executive Director  
**Date:** August 30, 2022  
**Subject:** IIMC Code of Ethics

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### Overview

On Tuesday, August 30, I spoke with Jessica Cowles, ICMA's Ethics Advisor on ICMA's code of ethics and its rules of procedure for enforcement of the Code of Ethics. Here is a synopsis of the conversation:

- ICMA's Code of Ethics has been in place for nearly 100 years
- Its enforcement process has been around since 1960
- Jessica Cowles is a full-time employee devoted strictly to ICMA's permanent Professional Conduct Committee. ICMA also devotes a part-time staff person to this Committee
- ICMA receives approximately 50 to 60 complaints annually regarding Ethics violations
- Of the total complaints lodged, ICMA moves forward on approximately 50% of the complaints

Since City Managers are considered high profile positions, with many city departments reporting to them, City Managers are always in the public eye. Therefore, ICMA believes the integrity of the profession is paramount and any violation of ethics can damage the reputation and public trust of the position. Thus, ICMA will investigate complaints brought forward that it deems true violations based on its Code and its tenents. For example: acceptance of gifts; engaging in election campaigns; investments in conflict with official duties; and more. Since City Managers are considered part of the public domain, ICMA's investigations are often aided by having existing information via media regarding unethical behavior.

ICMA cannot remove a City Manager from his or her place of employment (only the City can). ICMA cannot provide information to a new City about whether or not to hire a City Manager who has been found guilty of a prior ethics violation. ICMA can impose the following penalties: private censure, public censure, suspension from membership, permanent membership expulsion or bar and credential revocation.

### Management's Recommendation:

Based on the conversation with ICMA's Jessica Cowles and IIMC attorney Rosa Cumare, Management recommends continuing with having members sign IIMC's existing Code of Ethics and maintain the application process (on IIMC website) to file a complaint. However, rather than create a lengthy in-house process of review, IIMC should streamline the process by creating a generic statement of reviewing the complaint and acting according to current IIMC Policies regarding the Code of Ethics.

**NOTE:** There is always the option of forwarding egregious complaints to outside legal counsel for advice on moving forward. The attorney's advice will then be submitted to the Board for its direction. Using an attorney will have budget implications that cannot be projected but can affect the budget's bottom line.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Chris Shalby, Executive Director  
**Date:** August 30, 2022  
**Subject:** Process for Discrepancies in CMC/MMC Application Review

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### **IIMC's Personal Declaration of Responsibility for CMC and MMC Applications**

I hereby apply for Certified Municipal Clerk (CMC) Master Municipal Clerk (MMC) status with the International Institute of Municipal Clerks, and attest that the following statements and supporting documentation are accurate and true to the best of my knowledge. If evidence to the contrary is discovered, it may result in the rescinding of my designation. If, in the course of the review process, evidence comes to light that contradicts the veracity of the materials submitted, IIMC's Education Department has the right to suspend the certification application review process. I further acknowledge that in order for IIMC to recognize a CMC or MMC designation, I must remain an active member of IIMC.

### **IIMC - In-house Process**

Upon finding a discrepancy in the CMC or MMC application process, the Education Department will use the following procedures:

1. Contact the applicant and inform him or her of the discrepancy and ask for clarification before you can continue the review;
2. Suspend the application until you hear back from the applicant;
3. If the applicant provides reason or missing materials were resubmitted, then you can move on with the review process;
4. If the applicant fails to respond, the application remains suspended until you hear back from the applicant;
5. At no time does IIMC sanction the applicant, remove his or her membership or take any action deemed to be disparaging and final in nature; and
6. IIMC's posture toward this type of discrepancy is to provide wide latitude for the applicant to correct the mistake with his or her own volition.

### **Management's Recommendation:**

We recommend that the Board of Directors adopt this in-house policy for staff's use regarding discrepancies in the CMC/MMC application process.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Chris Shalby, Executive Director  
**Date:** August 30, 2022  
**Subject:** Renaming Athenian Fellows – Paul Craig Fellow

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### Overview

Former Illinois Institute Director and creator of Athenian Leadership Society Dialogues, Paul Craig, passed away in August. Paul was a teacher and Institute Director at the University of Illinois where he was Director of the Office of Public Leadership with responsibility for the creation of leadership programs for elected and appointed officials in all levels of government. The most enduring of these programs with the broadest reach is the Athenian Leadership Dialogues, a book centered on a one-day program that explores the depth and meaning of select books from literature, biography, and historical chronicles, in search of leadership principles, models, practices and implications. This program has been and continues to be one of IIMC's most popular learning platforms.

The Dialogues gained traction in 2005, when Paul and the 2009 IIMC Annual Conference host committee proposed these dialogues as part of the education program for the 2009 conference. Over the years, the Dialogues have grown in popularity at Associations, Region Meetings and IIMC Annual Conferences. To date, we have approximately 200 Fellows, a strong showing

### Management's Recommendation:

We recommend renaming the Athenian Dialogue Fellows to the Paul Craig Fellow in the Athenian Leadership Society. Paul was instrumental in introducing the Dialogues and helped IIMC establish a foundation for the Athenian program to grow and develop into what it is today.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Chris Shalby, Executive Director  
**Date:** September 2, 2022  
**Subject:** 2023 Hotel Cancellation Penalty – New

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For the 2022 Conference, IIMC experienced a loss of approximately \$7,500 from hotel attrition. This is due primarily to members reserving more than one room only to never utilize the additional rooms. Therefore, IIMC incurs the penalty. For 2023 and future conferences, we are taking the following measure of which one (#2) will need Board approval:

1. We will not be adding a second hotel until we are guaranteed that the host hotel is truly sold out. We've had numerous members "hold" several rooms for a period of time, providing the impression that the rooms have been sold, only to discover that the individual did not attend. A loss of promised rooms leads to attrition. **For Your Reference**
2. To minimize this risk, we are recommending that the host hotel, the Hyatt Regency, include a one night's stay penalty (\$176.74 includes taxes, etc.) upon a guest's cancellation regardless of when/why the cancellation occurs. **Board Action Required**

### PROS

- Have the block be more reflective of the actual block at time of the conference - i.e., protect the reservations and have the reservations be a more accurate depiction of how the actual block performs in the end;
- This should help to avoid last minute cancellations for people that are holding rooms...with no risk, in hopes of maybe attending or for those that are speculatively hanging onto extra rooms for potential colleagues and friends that may want to attend;
- Leaves the block open longer so that more people have the opportunity to reserve in the host hotel; and
- This will help to mitigate last minute cancellations and eliminate attrition situation.

### CONS

- Some government credit cards could decline for this type of charge (a cancellation) since it is a pre-arrival charge and certain rules may apply to government credit cards. For example, do the Clerk's finance people unlock the credit cards for check-in/travel? Is using a government credit card an issue with a one-night cancellation charge to their card? If so, are the terms different for a city or a federal credit card?
- If most of the credit cards are the government type that would decline the charge, then this is a moot point;
- The block probably won't sell out as fast as it normally does - but that means that people making room reservations are being more thoughtful and are more certain of attending the conference; and
- If the Hyatt sells out not sure if we could institute a cancellation policy at the overflow hotel.

### OTHER COMMENTS/NOTES

- Special circumstances will need to be communicated from IIMC to the hotel for those charges to be waived on a case by case basis -manual process;
- The hotel will receive the funds collected for any rooms canceled; and
- For any reservations that are canceled and charged - is it TBD if the cancellations would count toward attrition, rebate/commission...would be assessed and determined after the event.

### Management's Recommendation:

We recommend that the Board of Directors adopt this recommendation regarding one night's hotel penalty. If nothing else, we believe the penalty may act as a deterrent for those members who overbook rooms. This may alleviate "holding" rooms without the intent of really needing them.



**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:** Our weekly E-briefings keep IIMC's 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 continually evaluates social media/marketing member needs and makes immediate adjustments. The Communications Department will coordinate with the Public Relations and Marketing Committee, Member Services and the Education Department to identify and execute promotional opportunities which will be presented to the Board in 2023.**

#### **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. **Our brand is visible via online Education courses and our updates with the IIMC President.**

**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 the other objectives. This will take time and resources members to begin discussions and create a plan.

**Key Result Area 4 – Education**

**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 distributed to the IIMC membership to gauge satisfaction. Most recent survey was October 2022.**
- 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: In January 2022, the Online Professional Development program was launched. This program offers 8 new webinar-style courses 2 hours in length. The courses provide One CMC education or One MMC advanced education point when completed with a learning assessment. In addition to the synchronous learning component where participants can receive immediate feedback, the department has also created an asynchronous component where participants can learn at their own pace. Seven out of the eight online courses can be purchased via the IIMC website's "online opportunities." Both of these components potentially offer the members 15 new online opportunities.**
- **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: Removed from the Education Department and has been assigned to Membership and Communications.**

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

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#### **Performance Objective:**

- Through December 31, 2023, IIMC will maintain a membership base of at least 15,000 or more members. **Outcome: Member Services will increase each year through the continuity of strong membership campaigns and bulk membership. With the recent implementation of the 2022 IMIS software, which automatically creates electronic distribution of certificates, member kits, etc., this affords the Department more time to engage with our members regarding issues or needs.**
- Through December 31, 2020, 2021 and 2022, IIMC will look to increase its membership by 5% annually through new members. **Outcome: This is an ongoing process. To date, we have not reached this goal. Between the pandemic, economy, little to no response to dues renewals with so many members working remotely creates a lack communication with our members. However, the new membership campaign, set to launch in 2023, can lend a positive outcome on growing the Organization.**
- 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. We are planning a Region X Member Drive the last half of 2023 to encourage membership and attendance at the 2024 Calgary, Alberta Conference.**
- 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). The iMIS software update has been set in motion July 2022 and all the items mentioned above are in Phase I. Phase 2 and 3 will be coming in time.**

#### **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 – Objective 2 – By December 2023, through a consistent direct marketing plan, IIMC will aim to increase current membership to 500 plus in Region X. We are launching a membership campaign in Region X in late 2023 which could help in increasing numbers. Canada has two Directors, and it is difficult for them to get to visit each of the major Provincial Associations without IIMC remunerating their costs. We need mailing lists for municipality addresses and association membership names. A possible extra conference discount on top of Region X’s already discounted conference fee. Perhaps a new member type for Region X member dues to set them apart from Region I through IX Members.**
- **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 – Designated Reserves and Building Mortgage have been accomplished in 2022.**

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Bea Rodriguez Ed.D., Director of Professional Development  
Kellie Siggson, Certification Manager  
Jaimis Ulrich, Education/Conference Coordinator  
Iris Hill, Education and Membership Assistant



**Date:** October 1, 2022

**Subject:** Education Department – 2022 Midyear Report

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Below please find an overview of the Education Department's operations since the Annual Board Meeting held on May 21, 2022.

**Certification** - The department continues to receive a high influx of both CMC and MMC certification applications with a review time averaging 5 – 6 weeks. We recently received quite a few Certification Questionnaires that will be forwarded to the Communications department. These questionnaires include members sharing their certification journey as well as their direct experiences with the Education department. Member satisfaction is one of our highest priorities and as always, we appreciate all feedback on how we can meet or exceed your expectations.

**CMCs and MMCs** – Since the Annual Board Meeting in May 2022, we have awarded an additional 104 CMC designations and 35 MMC designations. Overall totals are as follows: CMC Grand total = 4,485; MMC Grand total = 1,376.

**Certification Records Retention** - After the May 2022 Board approval of the updated Records Retention Schedule, a purge of active certification files was completed by Certification Manager, Kellie Siggson which had not been completed since 2011. With an almost even split between CMC and MMC applicants, 549 inactive members (inactive IIMC membership) were removed from the existing files. In researching the iMIS membership database, many were no longer working for the previously noted municipality, all contact information was no longer accurate, they had been inactive between 5 – 10 years, and a small amount was deceased. Per the IIMC Education Guidelines, inactive members are not eligible to receive the CMC or MMC designations. Should any of the remaining individuals choose to reinstate their membership and continue their certification journey they may do so at any time. The beginning stage of outreach is currently in process.

**Calendly** – The Department's appointment scheduling system continues to be instrumental in the success of the certification process and allows for a high level of customer service to continue to be delivered. Kellie is currently creating an additional appointment type for the upcoming EPP that will allow members to schedule one on one time to go over any uncertainties/questions they may have about the program. As a brand-new program, we hope this will not only be beneficial for the members to put their minds at ease but will also assist Staff in determining where we may need to focus on clarifying any FAQs.

## Annual Conference Education Program – Minneapolis, Minnesota

**Conference Design:** We are excited to announce that we are awarding the most points than previous Conferences. We understand that the economic climate is affecting everyone, including our members, and designed a conference that we hope will draw a larger audience. We carefully examined the feedback and purposely weaved in more time between sessions, thereby, allowing more time for connectivity. We don't want members to feel they are rushing from one session to the next to gain points.

We want the members to experience education in the manner provided. For this reason, we designed education tracks. Each track has about 5 courses and all tracks have the same courses, so members won't lose out on any session.

**Conference Content:** Our 2023 "*Bold Education*" program will consist of

- ❖ 8 Academy sessions (pre-conference)
- ❖ 4 Athenian dialogues (pre-conference)
- ❖ 2 General sessions (conference)
- ❖ 38 Concurrent sessions (conference): Each track will consist of 8 education sessions.

**Offsite Education:** We are looking into a possible offsite education session at the Target Field baseball stadium which focuses on renewable energy.

**Registration:** An online registration model has been designed utilizing an upgraded version of IIMCs data-based software. This upgrade will allow members to register for academy sessions, Athenian dialogues, and a conference track online.

**Tracks:** Each track was designed to provide similar, if not identical educational topics for each attendee's benefit. The "big" decision for the registrant is simply deciding with which class they want to start their conference week.

In short, registrants will select a track for the conference which will consist of their full conference schedule.

**Speakers:** All speakers have been carefully selected and contracted for our 2023 Annual Conference. This includes our academy speakers, Athenian dialogue facilitators, general speakers, and concurrent speakers.

Speakers were considered and selected specifically based on their knowledge, experience, and expertise in the field of public and municipal services.

**Conference App:** A new app is currently in design for our 2023 Annual Conference. This app is user-friendly and versatile as it can be accessed via cell phone and/or desktop. The app will also integrate our quiz platform, which will allow members to access their quiz directly from their phone or desktop without an external QR code. The app also has a networking function that will allow members to make connections individually or in groups. Additionally, members will have real-time access to presentation materials and content through our app platform.

**Contactless Conference Transcripts:** We will continue to use Flexiquiz to complete all assessments. This has proven successful and provides attendees instant access to certificates and immediate submission for certification credit and will be integrated into the new mobile app as previously stated.

## IIMC Institutes

**California** - On September 13, 2022, Dr. Rodriguez and Jai Ulrich visited the California Institute Technical Training for Clerks (TTC) in the UCR Extension Center for the University of Riverside, California. They also visited the Master Municipal Clerk Academy at Cal Poly Pomona on September 21 – 23, 2022. They had the opportunity to engage with several members attempting to achieve the two different levels of designation along with the very qualified facilitators.

**Pennsylvania** – Dr. Rodriguez has met with the representatives of Albright College and has assisted with their curricula. Positive relations continue to flourish. The Board will be kept apprised as information is received.

**New Mexico** – Dr. Rodriguez and Chris Shalby stay in contact with Lisa Johnson to assist until a new ID is identified. To date, we have yet to hear of progress.

**ID Turnover** – At the current time, Institute Directors continue to turn over. Below is a list reflecting the most recent changes:

**Alabama** – Kelsie Fendley to Christa Sterling  
**Connecticut** – Steven Kliger to Christa Sterling  
**Arizona** – Linda Hess to Michelle Hill  
**Minnesota** – Tammy Anhalt-Warner to Kassidi Andres  
**Illinois** – Melissa Meiners to Aaron White

## Athenian Leadership Society

The Athenian Leadership Society has grown substantially in the last two years as noted by the number of Fellows awarded.

<b>Year</b>	<b>Athenian Dialogues Held</b>	<b>Fellows Awarded</b>
<b>2021</b>	<b>92</b>	<b>41</b>
<b>2022</b>	<b>83</b>	<b>39</b>

There are currently 72 approved Athenian Facilitators and 220 books on the Approved Booklist.

IIMC Region Directors are automatically notified once a new Athenian Fellow has been approved by the Education department. Members continue to be notified immediately upon becoming a member of the Athenian Leadership Society and an official congratulatory letter is distributed once the fellowship is achieved.

## Course Review Process

Course reviews continue to come in weekly and the department works with each association to ensure high-quality education programs are being offered on the local level.

## Committee Work

**Conference Committee** –On July 13, 2023, the Conference Committee members were presented with a proposal via email, detailing the 2023 conference schedule. A list of general speakers, along with links to their presentations, was also submitted to the committee for feedback. Feedback on the schedule and possible keynote speakers were all positive. The common theme among feedback was selecting a speaker with the following qualities: humorous, knowledgeable, and engaging.

**Education and Professional Development Committee** - The Education and Professional Development (EPD) Committee members were provided an update on the IIMC Board’s review and discussion of the “Beyond” framework from the annual conference held in May. Dr. Rodriguez informed the Committee that the IIMC staff is setting up the structure and all parts, including the application and the largest component which is a database. Kellie Siggson, Staff Liaison, discussed the Beyond the MMC application process and timeline with the Program. Dr. Rodriguez stated the final name of the Program will be announced to the Board at mid-year.

Dr. Rodriguez informed the committee that the education staff will revise the Education & Institute Guidelines in conjunction with the Beyond the MMC initiative since the guidelines will be impacted by this work. There is no further work for the EDPC at this point. The Executive Committee directed IIMC staff to drive this overhaul along with the Beyond the MMC program to save time and keep the momentum moving forward. Once the guidelines are complete, along with the Beyond the MMC program, both will be presented to the IIMC Board for consideration. Following Board’s review and action, they will be presented to the EPD and Institute Directors as a final product for comments only.

**2022 Online Professional Development Program** - The program continues to be highly successful. If members are unable to attend the live session, they can now participate in our online asynchronous program via Captus Press under our Online Learning Opportunities. The 2023 online calendar is completely done and can be viewed on the website.

## Courses in the final quarter:

- ❖ October 18, 2022 -- *Listen to Your Body – Navigating Stress in the Workplace* – 93 registrants as of the date of this report.
- ❖ December 8, 2022 – *Workforce Strategies for Municipal Leaders* – 360 registrants as of the date of this report. This is a complimentary end-of-year course.

## **ACTION REQUIRED**

**Education P.L.U.S. Program** – The program formerly known as “Beyond the MMC” has officially been renamed. The education staff revised the draft presented with the Board’s approval and guidance at the annual conference held in Little Rock, Arkansas in May 2022. **The revised draft is attached to this report for Board review.**

It is important to note that IIMC is in the process of upgrading the in-house data system. Once this is complete, we will have a better understanding of program functionality, member accessibility and continuity with the other programs. Staff will finalize the Education Guidelines and launch them simultaneously. We are still set to launch in June 2023.

The Education Department looks forward to the comments, considerations, and guidance from the board to move forward with this initiative.

### **Managements Comments:**

We are not surprised that the development of the new online courses is attracting a large group of members working toward their certification. We believe the “soft skills” topics are also welcome to our Region XI members, who have asked for these types of education sessions. With the implementation of the **Education P.L.U.S. Program**, the Department will become busier as it deals with the potential influx of those members interested in continuing professional development. We are still searching for new ways to convey education programs to Regions X and XI and these virtual sessions seem to be the right vehicle as well as the implementation of Athenian Dialogues.

As part of Dr. Rodriguez’s overall goals, we will have her visit various Institutes as she becomes more and more acclimated to the Organization and its educational requirements. This summer, Dr. Rodriguez and Jamis Ulrich visited the Californian Institutes for both the CMC and MMC programs and provided updates to the Board in my Friday letter. Their visits were highly successful in terms of building personal and professional relationships.

Our recommendation is to approve the **Education P.L.U.S Program** for 2023, continue to develop more online courses, and finalize the Education Guidelines.





# Education PLUS Program (EPP)

**FEES:** \$200.00 – no installments, NON-refundable

**Projected Launch Date:** **June 2023**

The Launch of this program will be done in conjunction with the full review of the Education and Institute Guidelines. Staff anticipates the Education PLUS Program and updated Education Guidelines to be launched simultaneously.

## Program Requirements

(These will be used in Guidelines)

**This new program is NOT a designation but an ADDITION to the current education programs (CMC and MMC). Members MUST possess an MMC in good standing to apply to this program.**

### Current MMC's

They must complete the application required to participate in the Education PLUS Program. All hours to be applied toward their three-year cycle must be achieved within this time frame. No "saving" hours for future cycles or allocating hours before enrollment into the program.

### Educational Hours Tracking System

The Education Plus Program (EPP) will be tracked on an "hour" basis rather than a "point" basis as IIMC currently operates. This transition is in alignment with other professional certifying organizations.

- Complete 30 continuing education hours of Advanced Education every three years consisting of:
  - 4 hours – Mandatory Ethics Training - **FIRST SCHEDULED ENROLLMENT CYCLE ONLY**
  - 4 hours – Mandatory Diversity, Equity, and Inclusivity Training (e.g., ADA, veterans (VA), seniors, multi-generational, etc.) – **FIRST SCHEDULED ENROLLMENT CYCLE ONLY**
  - Second cycle and forward members can select their 8 hours of education leaving room for new topics on the horizon in higher education
  - 22 hours – Advanced Education from any combination of the following categories

- 1) IIMC Approved Academy Program
- 2) Applicable College/University-Based Courses
- 3) State/National/Provincial Association Programs approved with Course Review
- 4) IIMC Education (Annual Conference, Athenian Dialogues, Webinars, Online Learning, IIMC Symposium)
- 5) Other Applicable Advanced Training Programs (Municipal Leadership Programs, Certified Public Manager Programs, etc.)

In addition to the requirements above, members are required to complete an additional project or assignment. Elective "community engagement" options may include but are not limited to:

- Write an article for the *IIMC News Digest*
- Participate in a community event within their municipality
- Facilitate an education session for IIMC's annual conference

*\*All the above are subject to approval before participation.*



## Program Requirements (continued)

(These will be used in Guidelines)

The EPP Program consists of a three-year scheduled enrollment cycle. The scheduled enrollment cycles start on the first of the month and stop at the end of the scheduled month. See below:

A graphic with a yellow and orange border containing the text "PUT THIS on YOUR CALENDAR!" in a stylized, bubbly font.

EPP Enrollment Date	EPP Completion Date
June 1, 2023	June 30, 2026
December 1, 2026	December 31, 2029
June 1, 2030	June 30, 2033
December 1, 2033	December 31, 2036

- The EPP program requires the member to commit to the entire three-year cycle. Completion dates will not change, regardless of completing the requirements before a member's **scheduled completion date**. This is to ensure the sustainability of the program and commitment.
- All Education hours must be completed within the scheduled 3-year window. **For example, No incremental submissions. All REQUIRED DOCUMENTATION MUST BE SUBMITTED ALL AT ONCE ON THE SCHEDULED COMPLETION DATE. NOT BEFORE AND NOT AFTER.** Refer to the above-scheduled completion date.
- No "saving" hours for future cycles or allocating hours before enrollment into the program.
- Members are responsible for all their record keeping.

## Incentive Structure – Five levels

(benefits are NOT cumulative)

1. **BRONZE (3 years)** – digital certificate of achievement emailed to members along with a letter of recognition signed by the current IIMC president
2. **SILVER (6 years)** – 25% off IIMC annual conference registration and digest profile feature along with a letter of recognition signed by the current IIMC president
3. **GOLD (9 years)** – \$200 IIMC annual conference scholarship or academy along with a letter of recognition signed by the current IIMC president
4. **PLATINUM (12 years)** – \$400.00 academy scholarship along with a letter of recognition signed by the current IIMC president
5. **DIAMOND (15 years)** – IIMC annual conference recognition, photo feature, and a letter of recognition signed by the current IIMC president

### Incomplete status

If a member fails to meet the 3-year scheduled completion requirement they will be considered "incomplete" and automatically transition out of the EPP program without any continuing education requirements.

Should a member choose to rejoin the EPP program, they can do so by the next scheduled enrollment cycle. Eligible continuing education hours will need to be completed from that date forward. No "saving" hours for future cycles or allocating hours before enrollment into the program. No additional fees are required.

# Education PLUS Program (EPP)

“Professional Leadership United in Service”

The Education PLUS Program is designed for Municipal Clerks who have completed their MMC and are looking for a way to continue learning and professional development in a structured IIMC module.

This learning module is designed as an ENHANCEMENT of your overall education plan and is NOT a standalone designation.

- Certification ►
- IIMC Approved Institutes ►
- IIMC Online Professional Development Program
- Online Learning Opportunities ►
- Course Review Process
- Athenian Leadership Society ►
- Education PLUS Program (EPP) ►
- Scholarship & Grant Information

## Requirements

The following are the requirements for participating in the EPP.

1. **Hold an MMC designation in good standing** - *Current MMC holders who would like to transition to the Education PLUS Program may do so by the 1st of any scheduled enrollment cycle.*
2. **Be an active Full, Additional Full, or Retired Member of IIMC**
3. **Reaffirm IIMC's Code of Ethics** - *This requirement will take place when you submit your applications.*
4. **Attain 30 hours per three-year cycle** - *The three-year cycle begins on the EPP Enrollment Date and ends on the EPP Completion Date. NO “saving” hours for future cycles or allocating hours completed prior to the specified EPP Enrollment Date. See the enrollment chart below:*



**EPP Enrollment Date**  
June 1, 2023  
December 1, 2026  
June 1, 2030  
December 1, 2033

**EPP Completion Date**  
June 30, 2026  
December 31, 2029  
June 30, 2033  
December 31, 2036

*All points must be earned according to the provisions of the Education Guidelines*



### CONTACT US:

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# Education PLUS Program (EPP)

"Professional Leadership United in Service"

## — EPP Step-by-Step Process —

### STEP #1

Submit the EPP Enrollment Application on the specified EPP Enrollment Date along with the \$200.00 USD enrollment fee. This fee is NON-refundable.

- EPP Enrollment Application – Please complete this form if you will be paying your initial enrollment fee online with a credit card.
- EPP Enrollment Application (PDF) – Please complete and mail this form along with payment if you will be paying your enrollment fee by check, or would like to mail your payment information in.



### STEP #2

#### EPP Hours Application

Submit the EPP Hours Application along with supporting documentation for each item being evaluated. All education hours must be completed during the three-year cycle and submitted for review by the specified EPP Completion Date.



### STEP #3

#### Education Department Evaluation

Once you have completed your three-year cycle and have submitted all the required supporting documentation, the Education Department will contact you regarding the status of your review and next steps.

**PLEASE NOTE:** One may not begin the next three-year cycle until the next EPP Enrollment Date is open and confirmation from the Education department of the current cycle has been completed.



# International Institute of Municipal Clerks

www.iimc.com • Kellie@iimc.com • Phone: 909/944-4162 • Fax: 909/944-8545  
8331 Utica Ave., Suite 200 • Rancho Cucamonga, CA 91730

## EDUCATION P.L.U.S. PROGRAM (EPP) ENROLLMENT APPLICATION

Professional Leadership United In Service

Date \_\_\_\_\_

The EPP Enrollment Application will only be accepted during an Enrollment month and must be postmarked between the 1st and 14th. Eligible Full, Additional Full, and Retired members must hold the MMC designation in good standing to enroll.



Enrollment Date	Completion Date
6/1/2023	6/30/2026
12/1/2026	12/31/2029
6/1/2030	6/30/2033
12/1/2033	12/31/2036

Applying for Enrollment into:  Bronze EPP Cycle  Silver EPP Cycle  Gold EPP Cycle  Platinum EPP Cycle

Member ID#: \_\_\_\_\_

### PERSONAL INFORMATION

Name, (Last, First, MI)

Title

Municipality or Government Unit

Mailing Address (Street Address Required for the Shipment of Plaques)

Suite/Apt.#

City/State/Province/Country, ZIP/Postal Code

Email Address

Phone Number

Method of Payment:  Check  Visa  MasterCard  American Express

Credit Card #

Expiration

Card Holder Name (Please print)

Authorized Signature

\$200 EPP Application Fee  \$25 Continuing Education Donation (Optional)

### APPLICATION FEES

The total cost of the EPP is \$200 USD. This fee is non-refundable and is required to accompany the enrollment application. Should you be unable to complete the hourly educational requirements of your current cycle, your \$200 fee will remain on file for a second attempt at the same cycle.

### CONTINUING EDUCATION FEE

The Continuing Education Donation listed above is not a mandatory payment. It would be a contribution to the IIMC Foundation which provides scholarships and grants for IIMC members to attend Institute Programs and the IIMC Annual Conference.

**MAIL TO: IIMC, 8331 Utica Ave., Suite 200, Rancho Cucamonga, CA 91730**



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8331 Utica Ave., Suite 200 • Rancho Cucamonga, CA 91730

## EDUCATION P.L.U.S. PROGRAM (EPP) HOURS APPLICATION

Professional Leadership United In Service

Date \_\_\_\_\_

**The Enrollment Application for the EPP and fee, must be on file with IIMC prior to submitting this form. In order to submit the Application for EPP you must also hold the MMC designation in good standing.**

**NOTE: All EPP hours awarded are in accordance with the current Education Guidelines. Work completed prior to your current EPP Enrollment Cycle Date are NOT eligible to be reviewed. We are unable to disseminate any materials once received; please keep a copy of your submittal for your records.**

### PERSONAL INFORMATION

Name, (Last, First, MI)

Title

Municipality or Government Unit

Mailing Address (Street Address Required for the Shipment of Plaques)

Suite/Apt.#

City/State/Province/Country, ZIP/Postal Code

Email Address

Phone Number

**Has any of your personal information changed recently?  YES  NO**

**➡ Please submit this form to IIMC Certification Manager, Kellie Siggson at [bit.ly/EPPHoursForIIMC](http://bit.ly/EPPHoursForIIMC)**

### IIMC CODE OF ETHICS

Believing in freedom throughout the world allowing increased cooperation between Municipal Clerks and other officials, locally, nationally and internationally, I do hereby subscribe to the following principles and ethics which I affirm will govern my personal conduct as a Municipal Clerk:

- To uphold constitutional government and the laws of my community;
- To so conduct my public and private life as to be an example to my fellow citizens; conduct of the affairs of my office shall be above reproach and merit public confidence in our community
- To be ever mindful of my neutrality and impartiality, rendering equal service to all and to extend the same treatment I wish to receive myself;
- To record that which is true and preserve that which is entrusted to me as if it were my own; and
- To strive constantly to improve the administration of the affairs of my office consistent with applicable laws and through sound management practices to produce continued progress and so fulfil my responsibilities to my community and others.

These things I, as a Municipal Clerk, do pledge to do in the interest and purposes for which our government has been established.

I hereby apply for the Education PLUS Program (EPP) with the International Institute of Municipal Clerks, and attest that the following statements and supporting documentation are accurate and true to the best of my knowledge. If evidence to the contrary is discovered, it may result in the rescinding of my designation. If, in the course of the review process, evidence comes to light that contradicts the veracity of the materials submitted IIMC's Education Department has the right to suspend the certification application review process. I further acknowledge that in order for IIMC to recognize a CMC or MMC designation, I must remain an active member of IIMC.

I hereby commit myself to complete 30 hours in a three-year cycle demonstrating continuous lifelong learning, and to improving my professional performance for the public good.

SIGNATURE

DATE

## EDUCATION P.L.U.S. Program - 30 Hours Required

### 1. Completion of an Academy program from an IIMC-approved Institute.

Academy Title	Institute	Mo/Yr Completed	Hours	IIMC Only

► A copy of your certificate of completion or transcript from each Academy session is required.

### 2. Applicable college/university based courses. (3 hours per course)

Course Title	College/University	Mo/Yr Completed	Hours	IIMC Only

► Copies of official transcripts are required.

### 3. Completion of an IIMC-approved State/National/Provincial educational course. (This includes programs which have been pre-approved by the Education department through the Course Review Process)

Program Title	Association	Mo/Yr Completed	Hours	IIMC Only

► The Course Review Process is completed by the hosting association, not the individual applicant. Certificates of completion are required.

### 4. IIMC Education. (This includes: IIMC Online Courses, IIMC Annual Conference Education Sessions, approved Athenian Leadership Society Dialogues, and the IIMC Study Abroad/Symposium)

Program Title/Conference Location	Mo/Yr Completed	Hours	IIMC Only

► Certificates of completion or transcripts are required.

### 5. Other applicable advanced training programs directly related to the duties of a Municipal Clerk. (This includes: Municipal Leadership programs, Certified Public Manager programs, etc.)

Program Title	Mo/Yr Completed	Hours	IIMC Only

► IIMC will require proof of completion in addition to supporting documentation outlining the educational content and total hours for evaluation.

Total Hours Completed \_\_\_\_\_



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Marie Turner, CMC, Chair  
**Date:** October 11, 2022  
**Subject:** 2022/2023 Conference Midyear Report

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### **Background:**

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

### **Discussion:**

The Conference Committee was tasked with several tasks throughout the year:

- Review the 2022 Conference Evaluations (delegate comments) and provide individual summaries of the same.
- Review the proposed Keynote and Breakout Session Speakers for the 2023 Conference Program.
- Review the proposed Athenian Dialogue presenters and Dialogues.
- Provide individual feedback in all areas to ensure a fair and neutral representation by and for our members.

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

### **Summary:**

The Conference Committee was happy to complete the assigned tasks and on standby for more if needed. I thank all of the members of the Committee and IIMC Staff for their hard work in continuing to put on top-notch conferences for our members from around the globe.

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

The Committee throughout the years has always been helpful with all Conference related activities. It's unfortunate that IIMC did not receive decent proposals for the 2027 Annual Conference for which the committee's perspective and input would have been helpful to the Board in choosing a new site. Currently, the 2027 Conference site selection has been postponed and we will resume our search in Spring 2023.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Dawn G. Abrahamson, Chair  
Education and Professional Development Committee

**Date:** September 22, 2022

**Subject:** 2022/2023 Education & Professional Development Midyear Report



### Background:

The 2022/23 Education and Professional Development Committee (EPDC) is comprised of the following members: Dawn Abrahamson, MMC, Chair, Vallejo, CA; Elizabeth Garcia-Beckford, MMC, Vice Chair, North Lauderdale, FL; Janice Bates, MMC, Tipp City, OH; Scotty Lynn Kelly, MMC, Sanibel, FL; Tina Knapp, MMC, Fountain Valley, CA; Marne McGrath, MMC, Islamorada, FL; Naomi Miller, CMC, Topeka, IN; Karen Mowad, MMC, Wolcott, CT; Kayla Pauley, CMC, Cromwell, IN; Michelle Smith, CMC, Reading, PA; Julie Torres, MMC, Sparks, NV; Nancy A. Vincent, MMC, Thornton, CO; Janet E. Gray, MMC, Board Liaison, IL; Mary Ann Hess, MMC, Board Liaison, MS; Sheri L. Pierce, MMC, Board Liaison, AK; Ruth Post, MMC, Board Liaison, OR; Iris Hill, Staff Liaison; Bea Rodriguez, Ed.D, Staff Liaison; Kelly Siggson, Staff Liaison; Jaimis Ulrich, Staff Liaison

The Education and Professional Development Committee Goals and Objectives for the 2022-23 program year are:

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

**Goal #:** As needed, work with the Education Department to ensure all aspects and development of current and new Municipal Clerk education programs, courses, etc., are consistent with IIMC's education guidelines

On July 27, 2022, the Committee convened virtually to receive an update from Dr. Rodriguez on the "Beyond the MMC Program." Dr. Rodriguez informed the Committee staff is working hard on setting up the structure and all parts associated with the new Program with most of the work completed. Staff continues to work on the technology components of the Program. The Committee was informed that the IIMC Board would be receiving an update from staff at the mid-year Board meeting, including the unveiling of the Program's official name.

Dr. Rodriguez also provided an update on the Education Department's work on revising the Education and Institute Guidelines and combining the two into one document per support from

the IIMC Board. The updated document will also contain the final components of the “Beyond the MMC” optional program.

As items come up for the EPDC to review and address, the Education Department will notify the EPDC.

**Recommendation:**

Goal #1: Identify education resources for existing education and professional development opportunities to be reviewed by the Education Department

Following the IIMC mid-year board meeting, the EPDC requested Dr. Rodriguez provide an update to the Committee on the Board’s discussion regarding the “Beyond the MMC Program,” including announcing the final name of the Program.

Goal #2: Review applications filed for new Institutes

The Committee has not received any applications to review to date and stands ready to assist as needed.

Goal #3: As needed, work with the Education Department to ensure all aspects and development of current and new Municipal Clerk education programs, courses, etc., are consistent with IIMC’s education guidelines

At the request of the EPDC and following IIMC Board’s review, the Education Department will bring the blended, revised Education & Institute Guidelines to the Committee for comment.

The Committee stands by ready to assist with matters referred from staff, President Smith, or the Board of Directors. No referrals have been received to date for Committee review and recommendation.

**Management’s Comments:**

We appreciate the Committee’s work and look forward to future discussions regarding the Guidelines and the development of the Beyond the MMC Program.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Eelco Groenenboom, MMC  
International Relations Committee Chair

**Date:** October 3, 2022

**Subject:** 2022-2023 International Relations Midyear Report



**The International Relations Committee's purpose is to facilitate the exchange of information, knowledge and experience between IIMC members and promote affiliations in Regions X and XI.**

The Committee met on June 30 to discuss their goals.

**1. Manage and run the booth annually at the IIMC Annual Conference which promotes international Programs and provides a focal point for international members.**

This is a goal to achieve during the IIMC Annual Conference in Minneapolis. All members of this committee who will be attending the Conference will be asked to work a shift in the booth. We will create a schedule and distribute it before the Conference.

Our main goal will be to promote the Study Abroad and Symposium program. We would appreciate any Board and former Board members who are willing to volunteer to work the booth with us.

**2. Work with Region XI Consultant and ED to market and promote the 2023 Study Abroad and Symposium programs.**

This is a goal for the coming months. Tom van der Hoven will have a meeting with the VvG (Dutch Clerks Association) in September about the Study Abroad and Symposium programs. He will keep the IRC informed of developments. Arnout van Kooij (member of the IRC) and Hans Rijs (board liaison) are also intensively involved in both programs. The IRC thinks it is important to promote the value and benefits of attending these programs.

**3. Create News Digest profiles featuring Region X and XI members.**

We are trying to promote in each News Digest a contribution from one of the Committee's members. We have scheduled to promote one member in each issue.

**4. Develop strategy on educating the membership on the value of global membership**

The committee has started a subgroup to discuss this goal/objective with the full members of the committee. The subgroup consists of Emily Forbes, Ashley Wyatt, Megan Howard, Andrew McKenzie and Eelco Groenenboom.

**Management's Comments:**

This Committee is extremely helpful in promoting Regions X and XI. We appreciate their efforts overseeing the exhibit booth in Little Rock, promoting the 2023 Study Abroad and Symposium Program and their continued efforts to engage and educate the membership about these Regions.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Lanelda Gaskins, MMC, Committee Chair  
**Date:** October 3, 2022  
**Subject:** 2022/2023 Membership & Mentor Midyear Report

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The Membership & Mentor Committee consists of the following members:

Lanelda Gaskins, MMC	Chair
Aimee Nemer, MMC	Vice Chair
Douglass Barber, MMC	Member
Shantay Bingham, CMC	Member
Barbara Blackard, MMC	Member
Rachael Brinson	Member
Melissa Chambers	Member
Rhonda Council, CMC	Member
Mary Farmer, CMC	Member
Susan Jackson, CMC	Member
Mary Johnston, MMC	Member
Dianna Layne, CMC	Member
Sharon McFadden, CMC	Member
Shanekia Mosley-Jordan, CMC	Member
Lee Frazier, MMC	Board Liaison
Carrie Mugford, CMC	Board Liaison
Jamie Newman, MMC	Board Liaison

Our committee held a telephone conference on July 14, 2022. We discussed our goals and objectives and the Committee tasks by Region. We hope to hold a Virtual Meeting quarterly.

We are contacting all the new members to welcome them and answer any questions they may have along with contacting members receiving their CMC and MMC to congratulate them.

Currently, IIMC has 27 Mentees, 27 Mentors and 33 unassigned Mentors on the wait list.

For the future, we will be planning for the "Welcome First Timers!" table at the 77<sup>th</sup> IIMC Annual Conference on May 13 and 14, 2022 in Minneapolis, MN. We hope to have a Mentor/Mentee article highlighting the importance of this program.

### Management's Comments:

We appreciate the Committee's work on touching base with new members and their help with the first-timers table at the annual conferences. We look forward to publishing their articles in the *News Digest*.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Wynetta Bolder, CMC, Chair  
**Date:** September 21, 2022  
**Subject:** 2022/2023 Public Relations/Marketing Midyear Report

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It is an honor to share our experiences and knowledge with our Clerk family. The Committee is excited about sharing new information on a monthly basis and exploring different cultures, environments, and mindsets of others in our monthly *News Digest*.

### **Background:**

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

### **Goals and Objectives:**

1. Allow committee members to write articles sharing their expertise and passion, such as voting, Athenian, conference experience and different monthly awareness.
2. Preparing a marketing idea for Municipal Clerk's week
3. Learning the history of IIMC, such as the excitement of the lapel pins.

### **Discussions**

- 1. Lapel Pins**
  - a) The History of the Lapel Pin
  - b) Pictures and articles of those collecting lapel pins.
  - c) Preparing Clerks to purchase their lapel pens for the Conference
- 2. Elections**
  - a) Preparing
  - b) Resources
  - c) Knowledge of the laws in the different states
- 3. Back to the Norm after the summer vacations**
  - a) How to establish a daily routine
  - b) Establishing a work-life balance
  - c) Time management
- 4. Ways to better connect with other Clerks**
- 5. Cyber Security**
- 6. Below are volunteers that have written articles for the following month.**
  - a) September: Self Improvement
  - b) October: Elections (Ann Quirk)
  - c) November: Participating in a Municipal League
  - d) December: Athenian

### **Summary**

The Public Relations and Marketing Committee will continue to provide articles that will create a better understanding, empowerment and passion for representing their community at their fullest compacity.

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

The Committee continues the work of past Public Relations/Marketing Committees. To date, they've submitted *Digest* materials and we anticipate more informational and educational articles in the next few months.





**To:** IIMC Board of Directors

**From:** Mary Johnston, MMC, Chair  
Lisa Westfall, MMC, Vice Chair

**Date:** September 20, 2022

**Subject:** 2022/2023 Records Management Midyear Report

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

**Roster:** Mary Johnston, MMC, Chair, Westerville, OH; Lisa Westfall, MMC, Vice Chair, Branson MO; Kathleen Brow, Abbotsford, BC, Canada; Grace Derosa, CMC, Satellite Beach, FL; Robin Fenwick, MMC, Port Orange, FL; Susan Jackson, CMC, Inverness, FL; Scott Passey, MMC, Edmonds, WA; Alicia Richardson, CMC, North Richland Hills, TX; Tracy Simons, Bedford, OH; Lauren Stewart, CMC, Laurel, MS; Rebecca Tompkins, CMC, Fishkill, NY; Lucinda Williams, MMC, Fullerton, CA; Susan Haag, MMC, Board Liaison, Spencertown, NY; Maria Miranda, Staff Liaison; Janet Pantaleon, Staff Liaison.

The Committee held a virtual meeting on July 28, 2022, with many members in attendance. The Committee discussed the Goals and Objectives set by President Smith. Goals and Objectives:

- 1. Recommend records management educational sessions for the Annual Conference –** This goal is complete for 2023. Committee will work on topics for the 2024 Annual Conference and present in the final committee report in May.
- 2. Prepare a minimum of two articles regarding best practices for records management –** Committee member Kathleen Brow is developing an article on converting microfilm to digital. Board Liaison Haag is working on an article from the New York State Archives.
- 3. Identify at least two issues and create content for the online Resource Center of ordinances, policies and best practices –** Committee will work on fixing the broken links for Record Retention Schedules listed on IIMC's website.
- 4. Review and possibly update, current or create new IIMC Technical Bulletins –** Staff liaisons are working on contacting/identifying authors of current technical bulletin. Once that has been completed, the Committee will take the next step on any updates as needed.

**Financial:** The Committee requested no funding during this budget year.

**Summary:** The Committee will continue providing records management articles for *News Digest*, fix broken links concerning Record Retention on IIMC's website and identify authors of Technical Bulletins so the Committee can begin the update process. The Committee will schedule another virtual meeting before the end of the year.

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

**Management's Comments:**

We look forward to publishing the articles in the *News Digest* when they're ready. Any help toward the website and new Technical Bulletins is always appreciated.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Debra A. Jermann, MMC – Chair  
Teresa K. Hudson, MMC – Vice-Chair

**Date:** September 14, 2022

**Subject:** 2022/2023 Research & Resource Midyear Report

---



### **Background:**

The purpose of the IIMC Research & Resource Committee is to assist in surveying the membership on various issues as necessary; and to ensure that members are provided with quick and accurate answers to inquiries through the membership network and resource library.

Members of the 2022-2023 IIMC Research & Resource Committee are: Debra A. Jermann, MMC – C-TRAN Transit District, WA; Teresa K. Hudson, MMC, Milford DE, Brittany Byrum, Hopkinsville KY; Audra Etzel, MMC, Otsego, MN, Kari Graber, CMC, Hiawatha, IA; Deborah Jean Harris, MMC, County of Davidson, NC; Kelsea Holian, Peoria, AZ; Angela Lanter, MMC Banks. OR; Laura Pierce, MMC, Auburn Hills, MI. Board Liaisons: Celyn Hurtado, CMC, Garden City, KS and Angela Marshall, MMC, Kingsport, TN. IIMC Staff Liaison: Tammy Storrie, Member Services Representative.

### **Our goals and objectives for 2022-2023 are as follows:**

1. Review in-house publications (Role 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 potentially update current IIMC Technical Bulletins or create a new version.

The Research & Resource Committee received the following assignment from the IIMC Board of Directors: -- **Review the IIMC Membership Survey for 2022.**

### **Discussion:**

The survey was provided to the committee for review on August 10, 2022. The committee members vetted and provided input on the survey to IIMC staff. IIMC staff will be providing the draft survey to the IIMC Board of Directors for final approval.

**Financial:** There are no financial impacts or budget requests.

**Summary:** With our initial task completed, the Committee stands ready to tackle any assignment as directed by the IIMC Board of Directors.

**Recommendation:** None.

**Management's Comments:** We appreciate the Committee's work on the membership survey.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Beth Hickman, CMC, Election Committee Chair  
Joel Hondorp, MMC, Election Committee Vice-Chair

**Date:** September 19, 2022

**Subject:** 2022/2023 Election Midyear Report

---



## Review of Results of Voting on Constitutional Amendments

### **Background:**

At the 2022 IIMC Annual Business Meeting in Little Rock, Arkansas, the following proposed constitutional amendments were recommended for adoption by a majority of delegates present.

**1a. Shall Article III REGIONS, Section 1. Geographic Regions, be amended by substitution?**

**1b. Shall Article IV BOARD OF DIRECTORS, Section 1. Composition, be amended by substitution?**

**2. Shall Article VIII, QUALIFICATIONS, NOMINATIONS AND ELECTIONS, Section 1, Qualification of Candidates for Vice President, Subsection E, be amended by inserting "in their current position or another position that qualifies them as a Full Member or Additional Full Member," before "during the term" and by inserting "Vice President" before "President-Elect"?**

**3. Shall Article VIII, QUALIFICATIONS, NOMINATIONS AND ELECTIONS Section 2, Qualification of Candidate for Region Director, Subsection E, be amended by inserting "in their current position or another position that qualifies them as a Full Member or Additional Full Member," before "during the term?"**

**4a. Shall the constitution be amended by inserting a new Article XIII, ELECTRONIC MEETINGS and renumbering subsequent articles?**

**4b. Shall ARTICLE X, Annual Business Meeting, be amended by striking out "in-person"?**

Members had 60 days following the annual business meeting to vote separately on each of the four proposals. Two-thirds of voting members had to vote in the affirmative for the amendments to pass. The amendments would take effect, if passed, 61 days after the annual meeting.

The Election Committee was tasked with the following:

1. Reviewing the voting results to determine if the amendments received the required 2/3 of those voting.
2. Report those results to Executive Director Shalby so that the Constitution can be updated and the information be distributed to the members.

**Discussion:**

The Committee met via Zoom on Thursday, August 4, to review the voting results on the constitutional amendments. On a motion by Wonsor and a second by Hooker, the Committee voted unanimously to approve the dissemination of the voting results on the amendments to the membership as each of the amendments received the required 2/3 vote of the voting members.

**Review of Election Materials for Two Candidates Running for 2023 Vice-President****Background:**

On August 8, Election Committee Vice-Chair Hondorp and I received an email from IIMC Executive Director Chris Shalby regarding the use of photographs by two candidates running for IIMC Vice-President in 2023 and asked us to review the materials with our committee to determine if either or both of the photos were in compliance with existing policy.

The two specific policies we were asked to review these items in light of are:

- C. All election materials from candidates or anyone acting on behalf of the candidates must be submitted to IIMC staff before distribution to IIMC members. Materials include, but are not limited to, candidate brochures, biographies, letters and emails of support, news releases, photographs, websites, etc. If the information provided does not meet IIMC standards of propriety, the Executive Director will submit the information to the Election Committee for their final recommendation.
- D. Neither Executive Committee members nor Region Directors, by group or individually, may endorse or provide assistance to any declared candidate and may not be mentioned in any election materials. Photographs of presentations by an Executive Committee member are an exception and will need to be pre-approved prior to distribution.

Members of the Committee via email reviewed the election materials in light of the existing policy and provided feedback. The comments were sent to ED Shalby. A majority of members felt that the photos did not violate current policy. Several, however, did provide questions/suggestions about revising the policy in the future to be a clearer as to intent.

**Financial:** There are no financial impacts from the above tasks.

**Summary:** The Election Committee makes the following recommendations:

1. The Committee voted unanimously to transmit the results of the votes on the constitutional amendments to IIMC staff to be incorporated in the Constitution and distributed to the membership.
2. The Committee reviewed the election materials from two candidates for Vice-President, and a majority determined that the materials did not violate current policy. However, it was expressed by more than one member that a clarification of the pertinent election policies in question may be required at a later date.

I thank the Committee Members for their work on these tasks and Board Liaisons, Montejo and Rhude, Staff Liaisons, Miranda and Pantaleon for their input and guidance.

**Management's Recommendations:**

We appreciate the Committee's vetting and approving the Constitutional Amendments for distribution and the review of the Elections and Campaigning policy. We agree and recommend that the Board direct this Committee to review the current Elections and Campaigning policies prior to the next election cycle.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** **Board of Directors**

**From:** **Allen R. Susan, MMC – Chair**  
**Camilla G. Pitman, MMC – Vice-Chair**

**Date:** **October 17, 2022**

**Subject:** **2022/2023 Policy Mid-Year Report**



**2022-2023 Committee Members:** Alice J. Attwood, MMC, Tracy L. Davis, MMC, Helen Ingold, MMC, Debra Jermann, MMC, Donna Lobaito, CMC, Darice McCracken, MMC, Kelley Millar, CMC, Carol Moore, CMC, D. Danyelle Snicer, MMC, Kathy J. Walker, MMC; Board Liaisons - Lisa Garcia, MMC, Stephen Huycke, CMC, Angela R. Johnson, MMC, and Angela E. Richburg, MMC; Staff Liaisons – Connie M. Deford, CMC and Chris Shalby

### **PURPOSE:**

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.

### **GOALS AND OBJECTIVES:**

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, 2026, 2031, 2036.

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

1. Create two policy statements of support and solidarity to be used regarding wars, disasters, etc.
2. Staff will provide the internal process for submittal of fraudulent documentation for certification
3. What should be the policy in case of a Vice President tie vote
4. Review Quill Award Policy (focus on retired members). After a Clerk retires, should there be a specific number of years after retirement that a retired Clerk can be nominated. Eligibility requirements of what is applicable today
5. Policy that would allow another Board member other than the President of our Region X and XI affiliates to attend the IIMC Conference.
6. Review of the Vice President appointing his/her budget committee member

As Chair, I made a decision to divide the Committee into sub-committees to tackle each of the above items that President Smith submitted. The Committee was divided as follows:

TIE-VOTE	QUILL AWARD CRITERIA	WHEN PRESIDENT OF AFFILIATE IS UNABLE TO ATTEND IIMC CONFERENCE	REVIEW AND UPDATE PRESIDENT'S APPOINTMENT TO THE BUDGET COMMITTEE
<b>ALLAN SUSEN – CHAIR</b>	<b>TRACY L. DAVIS – CHAIR</b>	<b>DEBRA A. JERMANN – CHAIR</b>	<b>CAMILLA G. PITMAN - CHAIR</b>
ANGELA RICHBURG – LIAISON	LISA GARCIA - LIAISON	STEPHEN HUYCKE – LIAISON	ANGELA JOHNSON - LIAISON
DANYIELLE SNIDER	KELLEY MILLAR	DONNA LOBAITO	DARCIE MCCRACKEN
CAROL MOORE	HELEN INGOLD	ALICE ATTWOOD	KATHY WALKER

Each sub-committee was tasked with reviewing their issue, and the sub-committee chair reported their findings at our Committee teleconference. The teleconference was scheduled August 31<sup>st</sup> with the following results.

**Create two policy statements of support & solidarity to be used regarding wars, disasters, etc.**

- There was a discussion concerning this charge with concern on when statements should be written, who would authorize such statements, and if such statements are part of IIMC's mission. As good intentioned as these statements may be, there was especially concern with statements being interpreted as political. The Committee therefore would like further clarification from the Board of Directors before proceeding on this topic.

**What should be done in case of a tie-vote for Vice President?**

- Allan Susen chaired this sub-committee. It was discovered that tie-votes in governmental units in the United States are settled in various ways from the drawing of lots, a new election, the winner is determined by decision of a pre-determined individual or body, or by an election held among the members of the State Legislatures.

**Recommendation:**

After discussion of the various methods, the Committee is recommending the following:

*A tie-vote shall be determined by the drawing of lots by the Election Committee Chair via a ZOOM or similar virtual process so it can be observed by any interested party. This was deemed necessary because of where the drawing will take place versus where candidates, staff and other interested individuals may be located. A pre-determined virtual method, time and place would be decided so anyone wishing to observe would have the opportunity. The process of drawing lots should also be pre-determined and set within the policy. For example: Candidates names should be written on same size paper, enclosed in a sealed cylinder, and placed in a receptacle. The cylinder would then be drawn from the receptacle determining the winner.*

**Review of Quill Policy, focusing on retired members**

- Tracy Davis submitted a review of this topic on behalf of her subcommittee.

**Background Information:**

When the sub-committee checked into why this request was forwarded to the Policy Review committee, IIMC President Pamela Smith noted this issue was raised at an IIMC Board meeting by a Region Director. The Quill Award nomination requires an endorsement by both Region Directors. One of the 2022 nominations was for a clerk who had been retired for several years. They were an IIMC Past President who has lifetime membership and technically met the criteria for nomination. As required by policy, the Region director needed to write a letter of endorsement for this nomination. They found it difficult to prepare an endorsement letter since this Clerk had retired from the City over a decade ago and they had no personal knowledge of the individual or their contributions. They also were conflicted because another Region member was nominated and knew of their contributions and wanted to fully support the nomination. However, they did not want to show bias and felt they needed to treat both nomination endorsement letters equally. Being frustrated with this experience, the issue was raised at the Board meeting.

The subcommittee discussed both the timeline and the endorsement issue. We all agreed it wasn't necessary to include a timeline in the award criteria. If a nominee meets the guidelines in the policy, they should be nominated. As for the endorsement issue raised at the Board meeting, members of the subcommittee who were previously Region Directors felt it was in honor to support a nomination for this prestigious award. We concluded the Region Director should have the ability to at least attest in an endorsement letter that the member was a Clerk in their region. If they wish to add additional information or personal knowledge of the individual, that will be their choice. The Region Director would also have the ability to review the nomination submission to gather any other information they might need for the endorsement letter. In conclusion we feel the Region Directors can determine the level of endorsement contained in their letter.

One member of our subcommittee requested a review of the point system used to evaluate the nominations and possibly a waiting period for past board members to be nominated. This was outside of our assignment, so we did not discuss these items. However, if the IIMC Board wishes to assign this task, we would be happy to participate in the review.

**Recommendation:**

No timeline should be implemented for Retired Clerks to be nominated for the Quill Award. The recommendation was approved by the Policy Review Committee

**Policy that would allow another Board member other than the President of our Region X & XI affiliates to attend the IIMC Conference.**

***TASK: Currently, the Presidents of international affiliate organizations are invited to attend the IIMC Conference at IIMC's expense. A policy is needed that when the President cannot attend, another Board member or incoming Board member can attend. If an existing affiliate agreement contains language regarding this process, it too should be reviewed.***

- **Debbie Jermann submitted a review and recommendation on behalf of her sub-committee.**

**Recommendation:**

IIMC policy 07-Annual Conference, Section 7.45 VIP Protocol provides guidance for hosting representatives from our International Affiliates. We recommend that the following verbiage be added to Section 7.45 to address hosting representatives other than Affiliate Presidents (red underlined verbiage is addition).

The recommendations were approved by the Policy Review Committee.

7.45.050

Definitions

“VIP” means presidents of associations outside of the United States or their designee, their guests, and other VIP as designated by the IIMC President. [November 2016. May 2009; October 27,2006; December 6, 2002. Policy B-10].

7.45.060

Annual Conference

The Protocol Officer is to prepare a list of possible VIP invitees for approval by the Executive Director and President. Once approved, the Protocol Officer is to ensure that invitations are sent along with appropriate information. If the President of an Association outside of the United States is unable to attend, the Association President may submit the name of a replacement Association representative(s), according to terms of the affiliate agreement.

#### **Review of the Vice President appointing his/her budget committee member**

- **Camilla Pitman submitted a review and recommendation on behalf of her sub-committee.**

**Background Information:**

During the Incoming Board of Directors Meeting held in Grand Rapids, May 2021, a question was raised as to how the Budget Chair is selected. After discussion, the Board agreed to request the Policy Review Committee to review the language.

During discussion it was explained that applications of those who have served as past Board of Directors are collected by the Executive Director and provided to Vice President-Elect for review and consideration. It was also explained that the Vice President-Elect selects the individual who will be named as a Member and then will rise to Vice Chair and Chair at the same time the Vice President rises from President Elect to President, so that the individual selected serves as Chair at the same time the President is serving.

**Recommendation:**

During the Policy Review teleconference, this topic received the most discussion. Concern was raised regarding how past Board Members would qualify, application submission deadline, and ultimately the selection of a candidate.

The following redline recommendations were approved by the Committee.

### **2.35.080 Budget and Planning**

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

At least six months prior to the annual conference, the Executor Director will announce the vacancy on the Committee and will accept and retain applications on behalf of the incoming Vice President from former ~~and qualified~~ IIMC Board members who qualify 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 with the Executive Director regarding the appointment to this Committee. The Vice President will select and present the nominee to the Board at the incoming Board meeting at the Annual Conference for the Board's approval.

Qualifications to serve on the Budget and Planning Committee include the Appointee serving as Appointee shall be a former IIMC Board Member and having with a budget financial background. The deadline for receiving applications for the vacancy will be March 1.

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, the incoming Vice President may nominate someone who has served previously to ~~may~~ serve again. ~~, if selected by the Incoming Vice President.~~

#### **Executive Committee Handbook – Budget Committee Vice Chair Vice President's Appointment**

The incoming Vice-President is responsible for reviewing applications to fill the vacancy of the Member seat on the Budget and Planning Committee and selecting and presenting the nominee to the Board at the incoming Board meeting at the Annual Conference for approval. The Executive Director will announce the vacancy on the Committee and will accept and retain applications on behalf of the incoming Vice President from former IIMC Board members who qualify to serve. Qualifications to serve on the Budget and Planning Committee include the Appointee serving as a former IIMC Board Member and having a budget 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. ~~working together with the Executive Director on choosing their Vice Chair for the Budget Committee. This decision is vital and will require Board confirmation. This person will advance to Vice Chair beginning with the transition to President Elect and will serve as Chair when assuming the office of President. The Executive Director will seek applications from former IIMC Board members and will provide the Vice President with names from which to choose.~~

Budget Chair – The Budget Chair presents the year-end financials during the Annual Business Meeting at the Conference.

**FINAL COMMENTS:**

The Committee looks forward to receiving comments from the Executive Committee and the Board of Directors regarding our recommendations. I want to thank the members of the Policy Review Committee for their hard work providing the contents of this Mid-Year Report. Dividing the tasks assigned to the Committee into sub-committees made the work manageable and provided the ability to approach each assigned task.

Thank you also to President Smith for her confidence in selecting me as the Committee Chair.

**Management's Comments/Recommendations (in italics):**

• **Create two policy statements of support & solidarity to be used regarding wars, disasters, etc.**  
*We need a specific policy regarding statements of support. Prior to this year, IIMC has distributed one statement of support and that was in 2005 for Hurricane Katrina. IIMC's mission doesn't encompass these types of letters, and as supportive as they may be, we need to establish rules and processes in terms of which types of letters are distributed, how often and who makes the decision.*

• **What should be done in case of a tie-vote for Vice President?**

*Management concurs with the Committee's recommendation regarding a drawing for a tie-vote.*

• **Review of Quill Policy, focusing on retired members**

*Management concurs with the Committee's recommendation.*

• **Policy that would allow another Board member other than the President of Regions X & XI affiliates to attend the IIMC Conference.**

*Management concurs with this recommendation and appreciates the clarity and improvement to the current policy. This will not have a budgetary effect since registration and accommodations are already allocated toward the Conference regarding Regions X and XI affiliations.*

• **Review of the Vice President appointing his/her budget committee member**

*Management's agrees with the majority of the recommendations. However, rather than six months prior to the annual conference, we recommend the call to notice for this committee should be January since the notice is distributed only to past IIMC Board members.*

**Regarding -- 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, the incoming Vice President may nominate someone who has served previously to may serve again. , if selected by the Incoming Vice President.

*Management does not agree with the incoming VP determining who is and who is not qualified to serve on this committee. We recommend that the incoming VP select from the list of applicants, unless no one applies. Selecting from the list will eliminate unplanned and careless decisions by the incoming VP. Also, this will keep IIMC inclusive of its policy and eliminate the burden of an incoming VP having to make this decision solely on his or her behalf.*

*Management recommends revising the wording to **the incoming VP must select from the list of candidates that have submitted their applications by the March 1 deadline. If no one has applied, then the incoming Vice President may nominate** someone who has served previously to ~~may~~ serve again.*



# International Institute of Municipal Clerks

**To:** IIMC Board of Directors

**From:** Brenda K. Young, MMC, Chair  
Terri Kowal, MMC, Vice-Chair

**Date:** September 17, 2022

**Subject:** 2022/2023 Budget & Planning Midyear Report

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## **Background:**

Membership on the 2022/2023 Budget & Planning Committee is comprised of: Brenda K. Young, MMC, Chair; Terri Kowal, MMC, Vice-Chair; Barbara Blackard, MMC; Lisa Garcia, MMC; Mary Ann Hess, MMC; Sheri L Pierce, MMC; Pamela Smith, MMC ; Janet Pantaleon (Staff Liaison); Connie Parker, CPA (Staff Liaison); and Chris Shalby, IIMC Executive Director (Non-Voting Staff Liaison)

## **2022 / 2023 Committee Goals as assigned are:**

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

## **Discussion:**

Staff distributed to the committee information on the current 2022 budget and the proposed 2023 budget. A meeting of the Budget & Planning committee to review this information and recommend a proposed 2023 budget was held on Friday, September 9, 2022, at the Hilton Garden Inn Conference Room in Rancho Cucamonga, California. Committee members present were Brenda Young, Terri Kowal, Barbara Blackard, Lisa Garcia, Mary Ann Hess, Sheri Pierce, Pamela Smith & Chris Shalby. IIMC Finance Specialist Janet Pantaleon and IIMC Finance Manager Connie Parker, CPA also attended.

**The Committee discussed the 2022-2023 Committee Goals and Objectives.**

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

**Procedure:** The Committee reviewed the Revenue and Finance Policy for compliance. The Committee suggested the following:

- The Committee would like to see a designation on how the organization will use the interest on the designated reserves. The goal should be included in the strategic plan.
- Investment Policy should be updated after an investment company is hired. We recommend reviewing the current policy as to where we can or cannot invest.
- We need to create a policy on designated reserved. We feel this could be accomplished after a discussion with an investment manager.

**Budget Committee Appointment Policy Review-The committee reviewed the policy and did not make any recommended changes.**

**Reviewed 2022 Year-End Budget Report** – The committee suggested having the strategic plan items noticed when the items are for the budget. This would show that we are working on our goals and/or meeting our goals.

**Review of 2021 Auditors Status Letter/Financial Statements** – Staff had reviewed the audit report and advised that we had gone to a compilation during Covid. Thus, it has been three years since we have had a full audit. The Committee agreed that we should move forward with a full audit next audit cycle. The Auditor's Compilation Report and Financial Statements were reviewed for the 2021 year-end and there were no significant findings.

**2023 – 2027 – Five Year Capital Expenses:**

The 2023 - 2027 Five Year Capital Expenditures Plan was reviewed by the Committee. Staff reviewed the proposed capital expenses.

**2022 Management's Notes/Recommendations - (Attached):**

ED Shalby and Staff reviewed the attached 2022 Projected Year-End Budget Notes with the committee. ED Shalby highlighted some specific items that will be reflected in a summary from the 2022 projected year end as follows:

- Little Rock Conference is expected to give a small profit.
- IIMC Headquarters rental income is up.
- Dr. Rodriguez announced the programs are making a profit.
- Staff is projecting a positive bottom line for 2022.
- Staff is working a hybrid schedule and ED Shalby reported that distance work is not hindered. Staff will continue to work a hybrid schedule in 2023.

**Motion by member Pierce, seconded by member Blackard and carried to approve the 2022 project year-end budget report and the recommendation of the Executive Director. All voted in favor.**

### **2023 Management's Notes/Recommendations –(Attached)**

ED Shalby and Staff reviewed the attached 2023 Budget Overview- Management's Notes and highlighted Staff's Wish List. Committee discussed the 2023 budget presented by IIMC Staff and Management notes.

### **Budget and Planning Committee Recommendations to be presented to the Board of Directors for approval:**

- 1. \$10.00 Membership Increase – Motion by member Hess, seconded by member Garcia and carried to approve a membership increase of \$10.00 and forward the vote to the Board of Directors by email. All voted in favor.**
- 2. \$25.00 Increase in 2023 Conference Delegate Registration – The Committee discussed this proposed increase and decided to have this item taken to the Mid-Year Board meeting as an Executive Director recommendation.**
- 3. 5% Increase in Staff Salaries, excluding the ED. – Motion by member Hess, seconded by member Blackard to approve the budget recommended and stated to the Board. All voted in favor.**
- 4. \$2,400 Increase in Stipend for Parliamentarian Annual Contract – Motion by member Hess, seconded by member Kowal and carried to increase the parliamentary stipend to \$5,000 per year.**
- 5. 5% Increase to IIMC's Conference Planner in the Hotel Split – Motion by member Kowal, seconded by member Blackard to approve the 5% increase in the hotel commission split. All voted in favor. One night's cancellation will go to the mid-year meeting as a management recommendation.**

**Staffing Needs-Part Time Finance Specialist** – Management recommends hiring a part-time finance specialist. The fiscal impact for the remainder of the year would be approximately \$12,500. The position could be hired as soon as mid-October.

**COLA Projections, 2024, 2025 and 2026 (Attached)** Committee discussed the projections.

### **Investment Firm Brochure – Urban Wealth Management – (Attached)**

**Motion by Member Kowal, seconded by member Hess and carried to enter the process of hiring an Investment Firm.** The next steps will be to determine appropriate investment level and type of investments.

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

We appreciate the Committee's thoughtful and insightful discussions regarding the projected year-end 2022 and 2023 budgets. We also support the Committee's approval of Management's recommendations and advocate that the Board approve them as well.

**Recommendation #1 - \$10.00 Dues increase was approved by the Board via email on 10/11/22**

The Committee and Management believed there was much to discuss and, other than the \$10 membership increase, which was conducted by email, those discussions were more viable to conduct them in person rather than a virtual meeting.



## 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:** August 18, 2022

**Subject:** 2022 Projected Year-End Budget Notes

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The 2022 Year End projected budget is anticipated to end with a profit of **\$19,202**. This is an increase from our initial projection of **\$8,292**, and includes staff's one-time bonuses of \$2,500 in the 2022 financials. Although the 2022 Conference will end the year in the negative (as of this writing - \$22,083), there are several reasons attributed to the overall year-end positive bottom line:

1. Rental income is projected at approximately \$4,000 more than anticipated. This is partly due to adding a new tenant and restructuring an existing tenant's desire to occupy two offices, increasing rental income for this year.
2. Education Department's online webinars have exceeded revenue projections and have expended less in projected expenses.
3. Overall expenses in each Department were reduced.

**NOTE:** As of today, the 2022 Conference invoices have not arrived at headquarters. We have estimated expenses based on our food and beverage orders. We anticipate Conference numbers will change, perhaps, toward a more positive bottom line.

**NOTE#2:** Based on the positive year-end 2022 projections, it is feasible that we can hire a part-time finance specialist, beginning fourth quarter 2022. The impact on the budget will be approximately \$12,000, reducing year-end from \$19,203 to \$7,202, while still maintaining a positive bottom-line.

### Our Board Designated Reserves are \$1 million.

#### STAFF

All Departments are operating as efficiently as possible. The hybrid schedule is now permanent. Our Office Manager position remains vacant for the time being.

#### COMMITTEES

##### Executive Committee

We anticipate the EC travel budget will meet projections. It's highly possible this line item could improve by year-end, pending actual travel costs. Association conference invitations have increased the past two years. Major travel to date will be: VVG Conference in the Netherlands in October and SLCC Conference in the UK in November. For the past 14 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 consistent.

## 2022 Projected YE Notes – Page 2

### Board of Directors – General

This area will meet budget projections. The 2022 Strategic Planning/Board Development line item is more than budgeted in anticipation of midyear strategic planning facilitator fees, meals, audio visual, and other costs.

### Other Committees

Other Committees are expected to meet budget.

### 2022 Conference – Little Rock, AR

The 2022 Conference in Little Rock attracted 791 total attendees with 556 Delegates. We estimated 650 Delegates/25 guests for the 2022 Conference and a projected profit of \$9,802 (projected loss of \$22,083). **The reduction in Delegate numbers negated an additional \$56,400 in revenue.** We determine attendance from tabulating past Conferences to produce an average number of delegates.

Due to attendance not meeting projections, we encountered light attrition which reduced miscellaneous income. We did generate income from acquiring ten sponsors. Conferences are IIMC's major method of procuring additional dollars. It's imperative that we continue to follow policies, processes and standard monitoring practices to ensure these events are successful from a financial standpoint.

### Education

On July 26, 2021, IIMC hired Dr. Beatrice Rodriguez as Director of Professional Development. As of this writing, Dr. Rodriguez has been with us for one year, immersing herself in all education initiatives including the proposed "Beyond the MMC Program." She has developed relationships with IIMC Institutes, embellished existing programs, and created new ones, as evident by the department's revenue generating online sessions this year.

IIMC continues to offer its own online courses under Dr. Rodriguez' direction. She also developed a program in collaboration with Captus Press, uploading professional development webinars to the existing online platform 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.

We also act as a resale partner with two other online providers: however, both 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 14 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

## 2022 Projected YE Notes – Page 3

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 Officer Karen Lee continues to oversee all things on our website and media platform. She also creates and coordinates the weekly E-briefings, monthly online *News Digest* and does an excellent job working with Region Directors on their Region newsletters and other outreach events.

### Membership

IIMC's membership numbers in Region I through X remain consistent. Region XI is under the bulk membership scheme (one fee covers the entire Association for SLCC, ADSO, VVG and IMASA). 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 from 2017 to present day. Municipalities find themselves with budget constraints, thus we see the ebb and flow of our association membership numbers.

**The 2022 membership revenue is \$51,050 less than originally budgeted.** The budget was projected at \$1,386,750 and will end the year at \$1,335,700. 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;
- Moved to private sector;
- Special District was no longer interested; and
- City restructured position and no longer in Clerks office.

### Management's Comments/Recommendation:

The year 2022 will result in a positive bottom line. Realistically, this is based on higher than anticipated revenue from Education online webinars, fine tuning Conference expenses and vigilance in reducing overall expenses across the board.

We do need to hire an in-house part-time finance specialist to replace Janet Pantaleon in that position as she's performing more and more duties on the Administrative side, making it difficult to oversee both jobs.

**NOTE:** Based on year-end 2022 financials, we can hire a part-time individual beginning fourth quarter 2022. The impact on the budget will be approximately \$12,000, thus reducing year-end from \$19,202 to \$7,202, and still maintaining a positive bottom-line.

Other than the hiring of a part-time finance specialist, we do not have any other recommendations for 2022. We anticipate slight revisions to the Conference budget. We recommend that the Committee accept the projected 2022 financials as presented, optimistic 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: August 22, 2022

Subject: **2023 Budget Overview - Management's Notes**

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The 2023 budget is projected to end the year with a profit of **\$45,491**. At the end of this report, we will be recommending the following increases which have been added to the Wish List:

1. **\$10 membership dues increase.**
2. **\$25 increase in 2023 Conference Delegate registration.**
3. **5% increase in staff salaries.**
4. **\$2,400 increase in stipend for Parliamentarian annual contract.**
5. **5% increase to IIMC's Conference Planner in the hotel commission split.**
6. **\$40,000 in salary for a part-time finance specialist.**

**NOTE:** If all items in the Wish List are realized, the projected bottom line for 2023 will be a positive \$20,435.

## Management's Comments

We 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 a decade to build its Board Designated Reserves to the \$1 million it currently has through the following: realizing the salary of a Communications/Marketing Coordinator position (vacant 2014 to March 2020); successful conferences in 2012, 2013, 2014, 2016, 2017, 2018, and 2019; successful membership campaigns (2012 – 2015 and 2017 - 2019); eliminating the costs of publishing a monthly magazine (since 2009) and creating an online E-zine; cost cutting measures in operations; refinancing headquarters' building (2020); three fully leased office rentals (as of this writing); and overall diligence by staff, the Executive Committee and Board. Pending on future annual conferences and how the impending environment of our membership unfolds, IIMC has placed itself in a prime position to maintain its current level of service to its membership while researching new methods of improving its existing operations. We are in this position financially because of strict adherence to policies over the years. We need to continue being vigilant in following the policies and processes regarding our finances.

## Revenue Generation

Creating new revenue streams is always on the horizon, albeit it is somewhat vertical in what is offered: IIMC's Education Department continues to develop online courses that attract a good number of members. Although low in cost, those courses are popular and provide small rebates. Our only fundraiser – Annual Conferences – generates additional revenue from attendance, sponsors and exhibit programs.

## 2023 Budget Notes – Page 2

The main concerns moving forward are the consolidations taking place with some of our Conference sponsors. Within the next year, if not earlier, there will be three Codification companies left. The consolidations will hurt IIMC's sponsorship revenue since we could be dealing with fewer independent companies.

The Education Department continues to aid in revenue accountability via the creation of wholly owned IIMC online courses and the CMC and MMC applications. With the advent of the "Beyond the MMC Program," launched in 2023, IIMC could have another small, but income-generating program. In 2018, we partnered with a new online education company – **MindEdge** – (per the 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 online programs is 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 two years, IIMC has realized that virtual online education sessions are beneficial to all members and IIMC - regarding costs to members and revenue to IIMC. IIMC has produced its own virtual quarterly education webinars at a low cost to members, providing IIMC with another avenue to increase revenue. Our goal is to provide accessibility and equity regarding these types of future programs. Members will continue to receive the bulk of their education via the Institutes.

### **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 splitting her time between accounting and administration. 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 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. Based on our year-end 2022 projections, it seems viable to hire for this position.

### **BUILDING**

On November 1, 2022, we will have consolidated three rental offices into two as current tenant – Burga Law – will expand, thus turning two spaces into one large one. We have signed a five-year lease with the option of an additional five years after 2027. Our other tenant began their three-year lease in August 2022. Both tenants' leases will generate approximately \$5,734 in monthly income. IIMC's monthly mortgage is approximately \$2,900, leaving IIMC with a windfall

## **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, prior to Covid. We have yet to restart that conversation, however, we kept the \$1,500 request in the Records Management Committee's budget in case we move forward with revising current publications.

## **CONFERENCE – 4-Day Conference**

### **2023 Conference – Minneapolis, MN**

We are projecting 650 Delegates/25 guests for the 2023 Conference and projected profit of \$15,990. The average attendance numbers from Conferences in 2016, 2017, 2018, 2019 and 2022 is approximately 666 delegates. However, there is no method to determine a member's interest to attend an in-person conference, even if travel and education budgets are available.

**NOTE:** We are asking for a \$25 increase to the Delegate registration fee. If this is approved, 2023 Conference bottom-line will increase to \$32,240.

Minneapolis offers plenty for Delegates and guests. Airlift is available from anywhere in the world and it is approximately a 20 to 30-minute taxi ride from the airport to the host hotel. We are in one hotel, the Hyatt Regency, which will house attendees and the education and meeting programs. Here are areas that we believe will make Minneapolis an attractive conference:

1. Host Hotel – one Hotel – the Hyatt Regency;
2. Minneapolis by car is between 3 to 8 hours from numerous states in that Region;
3. The opportunity of adding vacation to a conference may attract more delegates;
4. Typical expenditures for delegates in Minneapolis are affordable; and
5. There are various attractions available to delegates that we will be promoting.

## **Hotel Room Block/Costs**

The Hyatt Regency Hotel -- \$155/night for single and double; \$180 for triple and \$205 for quads with sales tax (13.5%) and 65% attrition. There is a \$75,000 Food and beverage minimum, which is in line with what IIMC has paid for in the past. We will exceed this minimum.

The hotel is within a safe and secure area of the City with nearby establishments within walking distance. We have contracted 550 rooms each on peak nights for a total room block of 2,791 (need to meet 1,814 to avoid attrition). If the conference registrations increase, we will need an overflow hotel. There are several within a short walking distance from the Hyatt Regency that we can utilize. **NOTE:** We will not be adding a second hotel until we are guaranteed that the host hotel is truly sold out. We've had numerous members "hold" several rooms for a period of time, providing the impression that the rooms have been sold, only to discover that the individual did not attend. A loss of promised rooms leads to attrition. To minimize this risk, we are recommending that the host hotel, the Hyatt Regency, include a one's night's stay penalty (\$176.74 includes taxes, etc.) upon a guest's cancellation regardless of when/why the cancellation occurs.

## 2023 Budget Notes – Page 4

\*\*All education, general sessions, exhibit hall, lunches, refreshment breaks, opening ceremony, board meetings, annual banquet and ABM will be in the Hyatt Regency. The All Conference Event will be a **Purple** themed party and held in the Host Hotel, unless funding allows for it to be offsite at Paisley Park.

### Conference Delegate/Guest Registration Fees - 2023

The current fees are \$625 early bird for Delegates and \$265 for Guests. **NOTE:** we are asking to increase the delegate fees by \$25 to \$650.

### Early Bird Package/Marketing - Current

**The Early Bird will be Wednesday, March 15, 2023 to save \$50.00 on registration.** We believe an early bird date in March helps us with our marketing campaign. If the past 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.

- Early Bird rate offered through Wednesday, March 15, 2023 – cost will be \$625.00
- After Early Bird - Thursday, March 16, 2023 – 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 2023 Conference

- The preliminary program will be online in 2023;
- The Education program will be part of the online registration process, with Delegates being able to choose their concurrent education sessions prior to the conference;
- Hotel online reservations will be online November 2022;
- Conference deposits can still be made in 2022 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; and
- We will promote this conference as a potential opportunity to earn 10 education points based on completing your assessment. We believe this will be a strong marketing tool.

### Rebates/Commissions Maximum

The Hyatt is offering a 10% commission that will be divided between IIMC and YES (65% IIMC - 35% YES). The Hyatt is also offering IIMC a rebate of \$10/guest room occupied, which will fund IIMC 100%.

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

- Hyatt Regency      \$28,119 IIMC's maximum commission (10% per room night sold)
- Hyatt Regency      \$27,910 in rebates (\$10 per room night sold)
- Meet Minneapolis    \$2,500 for signing contract
- **Total**                **\$58,529**

**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 Minneapolis include:**

- Cities may be reluctant to pay conference travel; thus, having an impact on overall attendance.
- The host committee is solid but Meet Minneapolis (CVB) is not as available as past CVBs.
- The location may help to reduce the cost of travel for some attendees.
- No outlook on Delegates' apprehensions about travel, even in May 2023.
- It is in a region with approximately 543 IIMC members.
- The hotel offers spacious venues on the first and second floors to hold our sessions and events.

**Recommended Discounts and Savings**

We will offer \$50.00 discounts to Region VI (MN, WI, IA). 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 2022, we had 110 members from the discounted regions attend Little Rock. 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 2023 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 205 registered for the Academies in 2022. 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**). Little Rock attracted 94 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 continues to immerse herself in IIMC's Education programs. Jaimis "Jai" Ulrich joined IIMC in March 2022 as IIMC's Conference and Education Coordinator and provides IIMC with an education background and perspective. Certification Manager Kellie Siggson is handling both CMC and MMC applications and will also manage the "Beyond the MMC Program" once it's launched. Dr. Rodriguez oversees the Department's overall direction regarding certification programs, Association course reviews, Institute Annual Reports, the Athenian Dialogue process, Foundation scholarship, and grant programs, and the logistical duties of planning the Annual Conference education program including speakers, conferences, and transcripts were a team effort. Both Kellie and Jai are cross-trained in reviewing Institute Annual Reports, and the course review process, and assist as needed with Athenian Dialogue, facilitator and book approval processes, and conference logistics. Education/Membership Assistant Iris Hill adds clerical support to 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.

## MEMBERSHIP

Although we did not meet projections for 2022, we are increasing our 2023 projected budget to \$1,405,000 and are anticipating an additional \$50,000 with the proposed \$10 membership dues increase for 2023. Based on how we are receiving and what we have realized for year-end 2022, we believe the 2023 membership projections are still conservative and a reflection of today's environment.

We are recommending a membership-dues increase in 2023 (prior increase was 2021) for it's been two years since our last increase and the overall cost of doing business (printing, credit card fees, postage, membership drives, building maintenance, travel, etc.) continues to increase. The concerns for 2023 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. 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.

### Membership Campaigns

IIMC has successfully conducted several new membership recruitment campaigns since 2012: The Municipality campaign was created for 2012 and concluded in October 2013 and brought in 364 new members; In 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 356 members from the **inactive 2 active** campaign).

Our newest campaign will launch either by year-end 2022 or beginning of 2023. See attached membership campaign report.

## 2023 Budget Notes – Page 7

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, member engagement, education and features. We're also employing the Board in recruiting efforts. The Department has taken on more of a concerted effort to contact members via phone or email these past two years to help secure dues.

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

### **2023 Membership Dues**

In 2021, we increased membership dues by \$5. IIMC Policy states that we are to present member dues increases to the IIMC Board every two years. Therefore, we are recommending a \$10 per full member and additional full member increase for membership dues in 2023.

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

We recommend the Budget and Planning Committee accept and support the following recommendations regarding what is incorporated in the 2023 budget and the 2023 Wish List. Management also recommends approving the Executive Director and CPA Consultant to engage with the Investment Firm – Urban Wealth Management to provide IIMC options with investing all or a portion of its Board Designated Reserves (see attached power point presentation - brochure).

- 1. \$10 membership dues increase. Policy states that we present to the Board an increase every other year. The last increase was in 2021.**
- 2. \$25 increase in Conference Delegate registration. The Board approved an increase of \$25 for Delegates in 2022.**
- 3. 5% increase in staff salaries.**
- 4. \$2,400 increase in Parliamentarian annual contract. Since 2013, IIMC has paid a \$300 monthly stipend (\$3,600/yearly) to IIMC's Parliamentarian. We are looking to increase by \$200 per month.**
- 5. 5% increase to IIMC's Conference Planner in the hotel commission split. It is currently at 65% - IIMC and 35% for Sharon Ozimek.**
- 6. \$40,000 in salary for a part-time finance specialist (see attached).**



**IIMC Financials**

FISCAL YEAR 2022

September 30, 2022

**Statement of Financial Position**

	Current Year	Prior Year
<b>ASSETS</b>		
Current Assets		
Petty Cash	648	858
General Checking	250,752	162,426
MMA - Operating	1,249,097	1,094,609
MMA - Reserve Accounts	1,000,923	1,081,971
Accounts Receivable	61,209	25,983
Prepaid Expense	58,143	76,778
	<b>2,620,772</b>	<b>2,442,625</b>
Total Current Assets		
Land	321,408	321,408
Building and Improvements	412,608	447,559
Furniture and Equipment	8,328	13,925
Computer Software	1,758	2,789
Loan Cost	6,622	6,622
	<b>750,724</b>	<b>792,303</b>
Total Property and Equipment		
	<b>3,371,496</b>	<b>3,234,928</b>
<b>TOTAL ASSETS</b>		
<b>LIABILITIES AND EQUITY</b>		
<i>Current Liabilities</i>		
Accounts Payables	75,285	33,729
Accrued Expense	48,138	45,926
Deferred Revenue	865,070	889,063
Grants Payable	-	841
Due to Foundation	6,361	4,500
	<b>994,753</b>	<b>974,059</b>
<i>Long Term Liabilities</i>		
Tenant - Security Deposit	7,758	3,558
Mortgage Loan	526,624	542,834
	<b>534,382</b>	<b>546,392</b>
<i>EQUITY</i>		
Equity	1,716,355	1,572,501
Net Income/(Loss)	125,904	141,978
	<b>1,842,259</b>	<b>1,714,478</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>		
	<b>3,371,495</b>	<b>3,234,928</b>

## IIMC Financials

FISCAL YEAR 2022

SUMMARY TOTALS

September 30, 2022

Department	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME:</b>							
Administration	2,455	4,500	2,625	3,375	(750)	(1,875)	3,200
Building	38,292	44,400	35,209	33,300	1,909	(9,191)	49,772
Conference	386,823	563,037	521,303	563,037	(29,734)	(29,734)	521,303
Education	111,110	148,325	141,437	111,244	30,193	(6,888)	171,945
Marketing	(7,797)	27,000	22,871	20,250	2,621	(4,129)	32,271
Membership	995,154	1,386,750	1,011,265	1,040,063	(28,798)	(375,485)	1,335,700
Other Income						-	
Total Income	1,526,037	2,174,012	1,734,710	1,771,268	(24,559)	(427,303)	2,114,190
<b>EXPENSES:</b>							
Administration	392,785	534,746	397,299	401,060	3,761	137,447	532,147
Building	80,703	143,958	91,459	107,968	16,509	52,499	138,181
Committee - Board of Directors	46,016	120,450	74,211	90,338	16,126	46,239	122,478
Committee - Executive	7,376	32,300	27,850	24,225	(3,625)	4,450	33,200
Committees - Other	6,857	16,500	11,732	12,375	643	4,768	12,907
Conference	391,948	553,235	472,333	536,735	64,402	80,902	484,635
Education	161,206	353,100	240,430	264,825	24,395	112,670	334,583
Marketing	116,905	157,876	115,921	118,407	2,486	41,955	149,817
Membership	180,264	253,555	177,571	190,166	12,596	75,984	239,551
Total Expense	1,384,060	2,165,720	1,608,805	1,746,099	137,293	556,915	2,047,498
<b>PROFIT/(LOSS)</b>							
Administration	(390,330)	(530,246)	(394,674)	(397,685)	3,010	135,572	(528,947)
Building	(42,411)	(99,558)	(56,251)	(74,668)	18,418	43,307	(88,409)
Board of Directors	(46,016)	(120,450)	(74,211)	(90,338)	16,126	46,239	(122,478)
Committee - Executive	(7,376)	(32,300)	(27,850)	(24,225)	(3,625)	4,450	(33,200)
Committees - Other	(6,857)	(16,500)	(11,732)	(12,375)	643	4,768	(12,907)
Conference	(5,125)	9,802	48,970	26,302	22,668	39,168	36,668
Education	(50,096)	(204,775)	(98,993)	(153,581)	54,588	105,782	(162,638)
Marketing	(124,702)	(130,876)	(93,050)	(98,157)	5,107	37,826	(117,546)
Membership	814,890	1,133,195	833,694	849,896	(16,202)	(299,501)	1,096,149
Net Profit/(Loss)	141,978	8,292	125,904	25,170	100,734	117,612	66,693

## IIMC Financials

FISCAL YEAR 2022

Administrative

September 30, 2022

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Interest	2,455	4,500	2,625	3,375	(750)	(1,875)	3,200
Total Income	2,455	4,500	2,625	3,375	(750)	(1,875)	3,200
<b>EXPENSES</b>							
Personnel Costs	258,132	327,762	254,567	245,822	(8,746)	73,195	332,162
Other	1,455	3,510	1,408	2,633	1,225	2,102	3,000
Staff Travel	364	8,570	-	6,428	6,428	8,570	4,100
Professional Develop/Training	1,219	1,500	237	1,125	888	1,263	500
Professional Services	36,405	67,850	36,417	50,887	14,470	31,433	67,850
Computer Costs	43,800	54,039	50,739	40,529	(10,210)	3,300	52,539
Office Equipment	9,437	15,149	9,366	11,362	1,996	5,783	13,793
Office Expense	14,355	24,600	16,015	18,450	2,435	8,585	24,317
Credit Card/Bank Fees	22,622	23,200	22,924	17,400	(5,524)	276	26,132
Memberships	-	800	629	600	(29)	171	929
Taxes Business	25	500	25	375	350	475	25
Depreciation Furn/Amortization Exp	4,971	7,266	4,971	5,450	479	2,295	6,800
Total Expense	392,785	534,746	397,299	401,060	3,761	137,447	532,147
Net Profit/Loss	(390,330)	(530,246)	(394,674)	(397,685)	3,010	135,572	(528,947)

## IIMC Financials

FISCAL YEAR 2022

Building

September 30, 2022

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Rental Income	38,292	44,400	35,209	33,300	1,909	(9,191)	49,772
Total Income	38,292	44,400	35,209	33,300	1,909	(9,191)	49,772
<b>EXPENSES</b>							
Amortize Loan Costs	-	250	-	187	187	250	250
Association Fees	1,667	2,800	1,665	2,100	435	1,135	2,220
Depreciation Building	24,041	40,000	24,041	30,000	5,959	15,959	32,000
Insurance Fire/Property	2,453	3,300	2,771	2,475	(296)	529	3,695
Mortgage Interest	13,064	19,818	14,429	14,864	434	5,389	19,818
Property Tax	8,499	16,800	8,403	12,600	4,197	8,397	17,971
Building Repairs and Maint	13,975	35,190	22,403	26,392	3,989	12,787	34,380
Utilities	11,603	16,000	12,276	12,000	(276)	3,724	15,547
Property Manager	5,400	7,500	5,471	5,625	154	2,029	7,500
Allocation to Bldg Reserve	-	1,000	-	750	750	1,000	1,000
Commissions/Appraisals	-	1,300	-	975	975	1,300	3,800
Total Expense	80,703	143,958	91,459	107,968	16,509	52,499	138,181
Net Profit/Loss	(42,411)	(99,558)	(56,251)	(74,668)	18,418	43,307	(88,409)

# IIMC Financials

FISCAL YEAR 2022

Committees

September 30, 2022

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>EXECUTIVE COMMITTEE:</b>							
Meeting Expenses	-	500	150	375	225	350	150
Travel	7,376	31,800	27,700	23,850	(3,850)	4,100	33,050
Total Executive Committee Expense	7,376	32,300	27,850	24,225	(3,625)	4,450	33,200
<b>BOARD OF DIRECTORS:</b>							
<i>General</i>							
Region XI Consultant	10,732	11,500	10,544	8,625	(1,919)	956	11,500
Region X Consultant	-	3,000	-	2,250	2,250	3,000	-
Insurance Officers & Directors	3,024	3,200	3,091	2,400	(691)	109	3,091
Legal Fees	-	1,500	869	1,125	256	631	1,500
Strategic Planning/Board Development	2,998	3,000	10,181	2,250	(7,931)	(7,181)	12,500
Memorials	250	500	100	375	275	400	350
Parliamentarian Expense	3,173	7,200	3,766	5,400	1,634	3,434	7,200
Other Expenses	-	1,050	-	788	788	1,050	150
General	20,176	30,950	28,551	23,213	(5,339)	2,399	36,291
<i>Mid-Year</i>							
Travel	9,123	60,500	22,137	45,375	23,238	38,363	60,500
Meeting Expense	-	3,000	836	2,250	1,414	2,164	3,000
Mid-Year	9,123	63,500	22,973	47,625	24,652	40,527	63,500
<i>Conference</i>							
Travel	9,558	16,000	14,211	12,000	(2,211)	1,789	14,211
Board Meeting Expense	7,159	10,000	8,476	7,500	(976)	1,524	8,476
Conference	16,717	26,000	22,687	19,500	(3,187)	3,313	22,687
Total Board of Directors Expense	46,016	120,450	74,211	90,338	16,126	46,239	122,478
<b>OTHER COMMITTEES</b>							
BUDGET & PLANNING	6,757	13,700	11,557	10,275	(1,282)	2,143	11,557
CONFERENCE POLICY	-	100	-	75	75	100	50
EDUCATION / PROFESSIONAL DEVELOPMENT	-	200	-	150	150	200	50
ELECTION	-	100	-	75	75	100	50
INTERNATIONAL RELATIONS	100	200	175	150	(25)	25	200
POLICY REVIEW	-	200	-	150	150	200	50
MEMBERSHIP	-	100	-	75	75	100	50
PUBLIC RELATIONS	0	100	0	75	75	100	50
LEGISLATIVE	-	-	-	-	-	-	-
RECORDS MANAGEMENT	-	1,600	-	1,200	1,200	1,600	750
RESEARCH	-	100	-	75	75	100	50
RESOURCE & INFORMATION	-	100	-	75	75	100	50
Total Other Committees Expense	6,857	16,500	11,732	12,375	643	4,768	12,907
Executive Committee	7,376	32,300	27,850	24,225	(3,625)	4,450	33,200
Board of Directors	46,016	120,450	74,211	90,338	16,126	46,239	122,478
Other Committees	6,857	16,500	11,732	12,375	643	4,768	12,907
Total Expense	60,249	169,250	113,794	126,938	13,144	55,456	168,585
Net Profit/Loss	(60,249)	(169,250)	(113,794)	(126,938)	(13,144)	(55,456)	(168,585)

## IIMC Financials

FISCAL YEAR 2022

Conference

September 30, 2022

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Registration Members-Full	290,674	406,250	344,950	406,250	(61,300)	(61,300)	344,950
Registration Discounts	(59,060)	(84,220)	(60,552)	(84,220)	23,668	23,668	(60,552)
Registration Guest	5,035	6,625	6,030	6,625	(595)	(595)	6,030
Donations & Sponsorships	52,300	71,100	85,177	71,100	14,077	14,077	85,177
Exhibitor Program	9,200	43,400	23,550	43,400	(19,850)	(19,850)	23,550
Cancellation Fee	-	2,500	5,173	2,500	2,673	2,673	5,173
Misc Conference Revenue	41,578	53,682	77,590	53,682	23,908	23,908	77,590
Academy Workshop	42,761	36,000	28,646	36,000	(7,354)	(7,354)	28,646
Athenian Leadership Society	4,335	13,200	8,310	13,200	(4,890)	(4,890)	8,310
Offsite Education Program	-	12,000	-	12,000	(12,000)	(12,000)	-
Boutique Sales	-	2,500	2,430	2,500	(70)	(70)	2,430
Total Income	386,823	563,037	521,303	563,037	(29,734)	(29,734)	521,303
<b>EXPENSES</b>							
Conference Planner	52,876	71,570	55,496	55,070	(426)	16,074	67,795
Academy Expenses	15,876	24,150	18,096	24,150	6,054	6,054	18,096
General/Plenary Speakers Expenses	23,579	34,300	41,187	34,300	(6,887)	(6,887)	41,187
Speaker Expenses	56,390	62,000	57,117	62,000	4,883	4,883	57,118
Staff Conference Travel	24,158	32,100	21,889	32,100	10,211	10,211	21,889
VIP Travel	-	13,500	12,279	13,500	1,221	1,221	12,279
Conference Events	25,538	51,500	35,213	51,500	16,287	16,287	35,213
Food & Beverage	91,040	148,415	104,425	148,415	43,990	43,990	104,425
Audio/Visual	48,846	40,000	61,906	40,000	(21,906)	(21,906)	61,906
Conference Printing/Design Work	11,560	23,000	5,064	23,000	17,936	17,936	5,064
Conference Expense	42,084	52,700	59,662	52,700	(6,961)	(6,961)	59,662
Total Expense	391,948	553,235	472,333	536,735	64,402	80,902	484,635
Net Profit/Loss		(5,125)	9,802	48,970	26,302	22,668	39,168
							36,668

## IIMC Financials

FISCAL YEAR 2022

Education

September 30, 2022

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME:</b>							
Foundation Contribution/Policy 8	-	25,000	-	18,750	(18,750)	(25,000)	25,000
Fees CMC	40,140	50,775	42,325	38,081	4,244	(8,450)	50,775
MMC Fees	46,260	44,550	40,490	33,413	7,078	(4,060)	44,550
Sales Pins and Plaques	11,685	12,700	11,315	9,525	1,790	(1,385)	11,620
Distance Ed Registration	13,025	15,000	47,307	11,250	36,057	32,307	40,000
New Institute Application Fees	-	300	-	225	(225)	(300)	-
Total Income	111,110	148,325	141,437	111,244	30,193	(6,888)	171,945
<b>EXPENSES:</b>							
Personnel Costs	143,759	281,600	203,222	211,200	7,978	78,378	281,600
Staff Travel	-	3,100	112	2,325	2,213	2,988	112
Professional Develop/Training	900	900	-	675	675	900	400
MCEF - Region Stipends	5,000	11,000	2,000	8,250	6,250	9,000	7,000
Distance Ed	-	20,000	9,500	15,000	5,500	10,500	13,000
Pins and Plaques	1,190	9,700	10,074	7,275	(2,799)	(374)	11,371
Computer/Software Support	495	11,500	1,064	8,625	7,561	10,436	1,500
Office Expenses	6,498	10,300	10,031	7,725	(2,306)	269	14,600
Bank Fees	3,364	5,000	4,427	3,750	(677)	573	5,000
Total Expense	161,206	353,100	240,430	264,825	24,395	112,670	334,583
Net Profit/Loss	(50,096)	(204,775)	(98,993)	(153,581)	54,588	105,782	(162,638)

## IIMC Financials

FISCAL YEAR 2022

Marketing

September 30, 2022

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Advertising	(8,344)	25,000	22,475	18,750	3,725	(2,525)	31,525
Royalty	174	200	146	150	(4)	(54)	206
Mailing Lists	-	500	-	375	(375)	(500)	100
Merchandise	-	100	-	75	(75)	(100)	-
Publications	373	1,200	250	900	(650)	(950)	440
Total Income	(7,797)	27,000	22,871	20,250	2,621	(4,129)	32,271
<b>EXPENSES</b>							
Personnel	104,853	142,526	109,102	106,895	(2,208)	33,424	142,526
Staff Travel	-	-	225	-	(225)	(225)	500
Professional Development	-	-	-	-	-	-	-
Bank Fees	12	50	12	38	26	38	50
Awards & Gifts	5,000	2,500	1,521	1,875	354	979	1,521
Design Work (non conference)	-	200	365	150	(215)	(165)	365
Postage and Shipping	-	100	-	75	75	100	100
Exhibit/Sponsorship	2,200	3,500	-	2,625	2,625	3,500	-
Design/News Digest/Misc	4,760	8,500	4,655	6,375	1,720	3,845	4,655
Printing - Publications	80	500	40	375	335	460	100
Total Expense	116,905	157,876	115,921	118,407	2,486	41,955	149,817
Net Profit/Loss	(124,702)	(130,876)	(93,050)	(98,157)	5,107	37,826	(117,546)

## IIMC Financials

FISCAL YEAR 2022

Membership

September 30, 2022

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Membership Dues	989,349	1,383,000	1,007,035	1,037,250	(30,215)	(375,965)	1,330,000
Membership Late Fee	5,805	3,750	4,230	2,813	1,418	480	5,700
Total Income	995,154	1,386,750	1,011,265	1,040,063	(28,798)	(375,485)	1,335,700
<b>EXPENSES</b>							
Personnel	142,382	185,700	140,831	139,275	(1,556)	44,869	185,700
Staff Travel	-	3,010	1,536	2,258	722	1,474	2,853
Professional Develop/Training	900	900	1,050	675	(375)	(150)	1,050
Membership Drive	2,713	10,500	-	7,875	7,875	10,500	4,000
Research Salary Survey Services	1,188	1,225	1,428	919	(509)	(203)	1,428
Dues Mailing	12,628	22,900	11,838	17,175	5,337	11,062	16,000
Computer/Software Support	1,403	6,200	1,279	4,650	3,371	4,921	3,000
Office Expense	1,124	4,720	1,764	3,540	1,776	2,956	3,250
Bank Fees	17,657	18,000	17,576	13,500	(4,076)	424	22,000
Membership	270	400	270	300	30	130	270
Total Expense	180,264	253,555	177,571	190,166	12,596	75,984	239,551
Net Profit/Loss	814,890	1,133,195	833,694	849,896	(16,202)	(299,501)	1,096,149



**IIMC Financials**  
**2023 Budget**  
**SUMMARY TOTALS**

	2020	2021	2022	2022	2022	2023	2023
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2022	Projected Year End	Budget	Wish List
<b>INCOME:</b>							
Administration	15,923	3,270	4,500	1,607	4,000	4,500	4,500
Building	55,055	50,022	44,400	19,560	48,272	63,162	63,162
Conference	13,565	370,125	563,037	472,703	467,817	573,010	589,260
Education	270,647	184,324	148,325	94,931	171,945	176,100	176,100
Marketing	25,905	21,891	27,000	13,665	30,271	26,900	26,900
Membership	1,348,051	1,337,093	1,386,750	672,625	1,335,700	1,405,000	1,455,000
<b>Total Income</b>	<b>1,729,146</b>	<b>1,966,726</b>	<b>2,174,012</b>	<b>1,275,091</b>	<b>2,058,004</b>	<b>2,248,672</b>	<b>2,314,922</b>
<b>EXPENSES:</b>							
Administration	616,859	527,680	534,746	267,734	524,062	540,497	607,471
Building	163,057	120,705	143,958	59,623	131,664	138,087	138,087
Committee - Board of Directors	42,685	100,289	120,450	25,498	118,800	140,450	140,450
Committee - Executive	10,518	10,807	32,300	18,508	32,297	33,300	33,300
Committees - Other	8,404	9,936	16,500	1,636	15,050	16,500	16,500
Conference	88,688	415,368	553,235	451,840	489,899	557,020	557,020
Education	331,296	238,078	353,100	165,159	341,821	346,350	358,155
Marketing	131,801	155,153	157,876	76,638	150,347	160,251	164,035
Membership	242,412	244,731	253,555	116,691	234,861	270,726	279,469
<b>Total Expense</b>	<b>1,635,720</b>	<b>1,822,748</b>	<b>2,165,720</b>	<b>1,183,328</b>	<b>2,038,801</b>	<b>2,203,181</b>	<b>2,294,487</b>
<b>PROFIT/(LOSS)</b>							
Administration	(600,936)	(524,410)	(530,246)	(266,127)	(520,062)	(535,997)	(602,971)
Building	(108,002)	(70,683)	(99,558)	(40,063)	(83,392)	(74,925)	(74,925)
Board of Directors	(42,685)	(100,289)	(120,450)	(25,498)	(118,800)	(140,450)	(140,450)
Committee - Executive	(10,518)	(10,807)	(32,300)	(18,508)	(32,297)	(33,300)	(33,300)
Committees - Other	(8,404)	(9,936)	(16,500)	(1,636)	(15,050)	(16,500)	(16,500)
Conference	(75,123)	(45,243)	9,802	20,863	(22,083)	15,990	32,240
Education	(60,649)	(53,754)	(204,775)	(70,228)	(169,876)	(170,250)	(182,055)
Marketing	(105,896)	(133,262)	(130,876)	(62,973)	(120,076)	(133,351)	(137,135)
Membership	1,078,153	1,105,639	1,133,195	555,935	1,100,839	1,134,274	1,175,531
<b>Net Profit/(Loss)</b>	<b>93,426</b>	<b>143,978</b>	<b>8,292</b>	<b>91,765</b>	<b>19,202</b>	<b>45,491</b>	<b>20,435</b>

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**IIMC Financials**  
**2023 Budget Worksheet**  
**Administration**

	2020	2021	2022	2022	2022	2023	2023
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2022	Projected Year End	Budget	Wish List
<b>INCOME</b>							
Interest	15,923	3,270	4,500	1,607	4,000	4,500	-
Misc Admin Revenue	-	-					
<b>Total Income</b>	<b>15,923</b>	<b>3,270</b>	<b>4,500</b>	<b>1,607</b>	<b>4,000</b>	<b>4,500</b>	<b>4,500</b>
<b>OVERHEAD EXPENSES</b>							
Salary/Wages	347,580	275,021	262,362	137,617	267,362	262,362	60,667
Temporary Help	-	300					
Salary Benefits	60,828	44,348	43,500	22,108	43,500	43,500	900
Payroll Taxes-Employer	24,408	19,467	20,000	12,038	20,000	20,000	5,057
Workers Comp Insurance	1,261	1,181	1,900	782	1,900	1,900	350
<b>Personnel Costs</b>	<b>434,077</b>	<b>340,317</b>	<b>327,762</b>	<b>172,545</b>	<b>332,762</b>	<b>327,762</b>	<b>66,974</b>
<b>Other</b>	<b>1,512</b>	<b>1,677</b>	<b>3,510</b>	<b>1,078</b>	<b>2,100</b>	<b>2,500</b>	
Auto Allowance	-	-					
Auto Mileage-Staff	23	2	200	-	100	200	
Admin Accommodations	-	362	2,870		-	2,870	
Admin Airfare	-	-	3,000		2,000	3,000	
Admin Ground	-	-	500		500	500	
Admin Meals	-	-	2,000		1,000	2,000	
<b>Staff Travel</b>	<b>23</b>	<b>364</b>	<b>8,570</b>	<b>-</b>	<b>3,600</b>	<b>8,570</b>	
<b>Professional Develop/Training</b>	<b>1,500</b>	<b>2,418</b>	<b>1,500</b>		<b>500</b>	<b>1,500</b>	
Contract Labor	48,000	48,405	48,000	24,000	48,000	48,000	
Auditor Fees	10,500	11,000	17,350		17,350	17,350	
Legal Fees	-	-	2,500		2,500	2,500	
<b>Professional Services</b>	<b>58,500</b>	<b>59,405</b>	<b>67,850</b>	<b>24,000</b>	<b>67,850</b>	<b>67,850</b>	
Computer/Software Purchase	2,215	3,174	5,000	1,997	3,500	5,000	
Computer/Software Support	73,443	54,672	49,039	30,908	49,039	60,000	
<b>Computer Costs</b>	<b>75,658</b>	<b>57,846</b>	<b>54,039</b>	<b>32,905</b>	<b>52,539</b>	<b>65,000</b>	
Office Equipment Lease	2,314	2,483	2,906	2,059	2,906	2,906	
Office Equipment Maint			500		100	500	
Office Equipment Purchase	182	123	1,650		300	1,650	
Copier	8,214	7,203	10,093	5,071	10,093	10,093	
<b>Office Equipment</b>	<b>10,710</b>	<b>9,810</b>	<b>15,149</b>	<b>7,130</b>	<b>13,399</b>	<b>15,149</b>	
Office Supplies	4,665	4,774	8,500	1,904	4,500	6,500	
Telephone	9,398	9,714	11,400	4,879	10,000	10,500	
Web Site	-	200	200		-	200	
Postage/Courier/Mailing	2,954	3,269	3,000	1,112	2,500	3,000	
Printing	-	525	1,500	1,681	1,500	1,500	
Shipping	136	163	-	417	417	-	
<b>Office Expense</b>	<b>17,154</b>	<b>18,644</b>	<b>24,600</b>	<b>9,993</b>	<b>18,917</b>	<b>21,700</b>	
Fraudulent Activity - CC Fees/Exp Incurred							
Credit Card Fees	2,361	1,511	5,000	468	800	2,500	
Bank Analysis Fees	3,108	5,307	3,200	1,928	4,000	4,200	
Payroll Processing	4,631	23,134	15,000	13,720	19,300	15,000	
<b>Credit Card /Bank Fees</b>	<b>10,099</b>	<b>29,953</b>	<b>23,200</b>	<b>16,115</b>	<b>24,100</b>	<b>21,700</b>	
Insurance-Retiree (*)	-	-	-	-	-	-	
Memberships	325	594	800	629	929	1,000	
Taxes Business	35	25	500	25	100	500	
Depreciation Furn/Amortization Exp	7,266	6,628	7,266	3,314	7,266	7,266	
<b>Total Administrative Expenses</b>	<b>616,859</b>	<b>527,680</b>	<b>534,746</b>	<b>267,734</b>	<b>524,062</b>	<b>540,497</b>	<b>607,471</b>
<b>Net Profit/Loss</b>	<b>(600,936)</b>	<b>(524,410)</b>	<b>(530,246)</b>	<b>(266,127)</b>	<b>(520,062)</b>	<b>(535,997)</b>	<b>(602,971)</b>

**IIMC Financials**  
**2023 Budget Worksheet**  
**Building**

Description	2020	2021	2022	2022	2022	2023	2023
	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2022	Projected Year End	Budget	Wish List
<b>INCOME</b>							
Rental Income	55,055	50,022	44,400	19,560	48,272	63,162	
<b>Total Income</b>	<b>55,055</b>	<b>50,022</b>	<b>44,400</b>	<b>19,560</b>	<b>48,272</b>	<b>63,162</b>	<b>63,162</b>
<b>DIRECT EXPENSE</b>							
Amortize Loan Costs	6,223	736	250		250	500	
Association Fees	2,220	2,222	2,800	1,110	2,220	2,220	
Depreciation Building	38,252	32,055	40,000	16,028	32,000	35,000	
Insurance Fire/Property	3,172	3,355	3,300	1,848	3,695	3,800	
Mortgage Interest	28,699	17,920	19,818	9,617	18,272	17,747	
Property Tax	16,607	16,775	16,800	8,276	17,000	18,000	
Landscaping	6,496	4,569	4,960	2,206	4,960	5,000	
Office Cleaning - IIMC	3,000	2,940	3,120	1,080	3,120	3,120	
Repair/Maint Building	29,532	11,309	14,110	3,822	10,000	12,000	
Repair/Maint Grounds	50	223	2,200	50	1,500	2,200	
Office Cleaning - Tenants	8,413	5,875	10,800	5,657	10,800	11,000	
<b>Building Repair and Maintenance</b>	<b>47,491</b>	<b>24,916</b>	<b>35,190</b>	<b>12,815</b>	<b>30,380</b>	<b>33,320</b>	
Supplies							
Utilities	13,090	15,526	16,000	6,259	15,347	16,000	
Utilities - Tenant					200		
<b>Utilities</b>	<b>13,090</b>	<b>15,526</b>	<b>16,000</b>	<b>6,259</b>	<b>15,547</b>	<b>16,000</b>	
Property Manager	7,303	7,200	7,500	3,671	7,500	7,500	
Allocation to Bldg Reserve			1,000		1,000	1,000	
Commissions/Appraisals			1,300		3,800	3,000	
<b>Total Direct Expense</b>	<b>163,057</b>	<b>120,705</b>	<b>143,958</b>	<b>59,623</b>	<b>131,664</b>	<b>138,087</b>	<b>138,087</b>
<b>Net Profit/Loss</b>	<b>(108,002)</b>	<b>(70,683)</b>	<b>(99,558)</b>	<b>(40,063)</b>	<b>(83,392)</b>	<b>(74,925)</b>	<b>(74,925)</b>

**IIMC Financials**  
**2023 Budget Worksheet**  
**Committees**

	2020	2021	2022	2022	2022	2023	2023
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2022	Projected Year End	Budget	Wish List
<b>EXECUTIVE COMMITTEE:</b>							
Legal Fees			500		-	-	
Telephone				150	150		
Shipping							
Meeting Expenses							
<b>Meeting Expenses</b>	-	-	500	150	150	-	
Memberships							
Travel Accommodations	3,562	3,776	8,000	6,662	8,000	8,000	
Travel Airfare	4,860	3,162	18,000	6,919	18,000	20,000	
Travel Ground	502	1,186	2,000	973	1,200	2,000	
Travel Meals	1,594	2,671	2,500	3,727	4,547	2,500	
Travel Other	-	-	1,000	77	200	500	
Other	-	12	300		200	300	
Travel	10,518	10,807	31,800	18,358	32,147	33,300	
<b>Total Expense</b>	<b>10,518</b>	<b>10,807</b>	<b>32,300</b>	<b>18,508</b>	<b>32,297</b>	<b>33,300</b>	<b>-</b>
<b>BOARD OF DIRECTORS:</b>							
<b>General</b>							
Region XI Consultant	9,461	10,732	11,500	5,294	11,500	11,500	
Region XI Expenses			-		-	-	
Region X Consultant/Travel			3,000		-	3,000	
Insurance Officers & Directors	2,931	3,024	3,200	3,091	3,091	3,200	
Legal Fees -	1,225	790	1,500		1,500	1,500	
<b>Meeting Expenses</b>			-		-	-	
Strategic Planning/Board Development	2,525	13,649	3,000	3,354	8,000	8,000	
Memorials	500	350	500	100	350	500	
Parliamentarian Expense	3,600	4,894	7,200	2,566	7,200	9,200	
Region XI Symposium moved to Educ							
Subscriptions/Publications							
Postage		142	100		-	100	
Shipping	750	-	200		200	200	
Telephone	-	-	250		100	250	
Other Expenses	1,365	-	500		200	500	
<b>Other Expenses</b>	<b>2,115</b>	<b>142</b>	<b>1,050</b>	<b>-</b>	<b>500</b>	<b>1,050</b>	
<b>General</b>	<b>22,356</b>	<b>33,581</b>	<b>30,950</b>	<b>14,405</b>	<b>32,141</b>	<b>37,950</b>	<b>-</b>
<b>Mid-Year</b>							
Travel Accommodations	5,737	19,139	20,000	5,814	20,000	23,000	
Travel Airfare	3,533	11,365	17,000	840	17,000	20,000	
Travel Ground	2,428	4,274	5,000		5,000	5,000	
Travel Meals - All Meals	4,523	12,296	18,000		18,000	20,000	
Travel Other	-	-	500		500	500	
<b>Travel</b>	<b>16,222</b>	<b>47,073</b>	<b>60,500</b>	<b>6,653</b>	<b>60,500</b>	<b>68,500</b>	
Meeting Expenses - A/V	3,634	2,918	3,000		3,000	3,000	
<b>Meeting Expense</b>	<b>3,634</b>	<b>2,918</b>	<b>3,000</b>	<b>-</b>	<b>3,000</b>	<b>3,000</b>	
Travel Region Directors							
<b>Mid-Year</b>	<b>19,856</b>	<b>49,991</b>	<b>63,500</b>	<b>6,653</b>	<b>63,500</b>	<b>71,500</b>	<b>-</b>
<b>Conference</b>							
Travel Accommodations	-	8,412	12,000	701	12,000	14,000	
Travel Airfare	364	421	1,500	2,238	1,500	3,000	
Travel Ground	80	594	500	1,008	500	500	
Travel Meals	30	131	1,500	494	1,500	2,000	
Travel Other			500		500	500	
<b>Travel</b>	<b>474</b>	<b>9,558</b>	<b>16,000</b>	<b>4,440</b>	<b>16,000</b>	<b>20,000</b>	
Board Meeting Expense - B/L/D	-	4,159	7,000		4,159	8,000	
Audio/Visual	-	3,000	3,000		3,000	3,000	
<b>Board Meeting Expense</b>		<b>7,159</b>	<b>10,000</b>	<b>-</b>	<b>7,159</b>	<b>11,000</b>	
<b>Conference</b>	<b>474</b>	<b>16,717</b>	<b>130</b>	<b>26,000</b>	<b>4,440</b>	<b>23,159</b>	<b>31,000</b>

**IIMC Financials**  
**2023 Budget Worksheet**  
**Committees**

	2020	2021	2022	2022	2022	2023	2023
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2022	Projected Year End	Budget	Wish List
<b>Total Expense</b>	42,685	100,289	120,450	25,498	118,800	140,450	-
<b>BUDGET AND PLANNING:</b>							
Meeting Expenses	-	-	-	-	-	-	
Travel Accommodations	3,114	1,083	4,000		4,000	4,000	
Travel Airfare	2,520	3,306	6,000	1,636	6,000	6,000	
Travel Ground	400	602	500		500	500	
Travel Meals	2,087	4,845	3,000		3,000	3,000	
Travel Other	-	-	200		200	200	
Telephone	-	-					
<b>BUDGET AND PLANNING</b>	8,121	9,836	13,700	1,636	13,700	13,700	-
Meeting/Telephone Expenses	-	-	100		50	100	
<b>CONFERENCE POLICY</b>	-	-	100	-	50	100	-
Meeting/Telephone Expenses	65	-	200	-	50	200	
<b>EDUCATION / PROFESSIONAL DEVELOPMENT</b>	65	-	200	-	50	200	-
Meeting/Telephone Expenses	-	-	100		50	100	
<b>ELECTION</b>	-	-	100	-	50	100	-
Meeting/Telephone Expenses	200	100	200		200	200	
<b>INTERNATIONAL RELATIONS</b>	200	100	200	-	200	200	-
Meeting/Telephone Expenses	-	-	100		50	100	
<b>MEMBERSHIP</b>	-	-	100	-	50	100	-
Postage/Courier/Mailing							
Meeting/Telephone Expenses	17	-	200	-	50	200	
<b>POLICY REVIEW</b>	17	-	200	-	50	200	-
Meeting/Telephone Expenses	2	-	100		50	100	
<b>PUBLIC RELATIONS</b>	2	-	100	-	50	100	-
Meeting/Telephone Expenses	-	-	100		50	100	
<b>IIMC/NAGARA Workshops</b>	-	-	1,500		700	1,500	
<b>RECORDS MANAGEMENT</b>	-	-	1,600	-	750	1,600	-
Meeting/Telephone Expenses	-	-	100		50	100	
<b>RESEARCH</b>	-	-	100	-	50	100	-
Meeting/Telephone Expenses	-	-	100		50	100	
Other			-		-	-	
<b>RESOURCE &amp; INFORMATION</b>	-	-	100	-	50	100	-
Meeting/Telephone Expenses	-	-	-		-	-	
Other Diversity							
<b>TASK FORCE(S) -</b>	-	-	-	-	-	-	-
Total Other Committees Expense	8,404	9,936	16,500	1,636	15,050	16,500	
<b>Executive Committee</b>	10,518	10,807	32,300	18,508	32,297	33,300	33,300
<b>Board of Directors</b>	42,685	100,289	120,450	25,498	118,800	140,450	140,450
<b>Other Committees</b>	8,404	9,936	16,500	1,636	15,050	16,500	16,500
<b>Total Expense</b>	<b>61,608</b>	<b>121,032</b>	<b>169,250</b>	<b>45,642</b>	<b>166,147</b>	<b>190,250</b>	<b>190,250</b>
<b>Net Profit/Loss</b>	<b>(61,608)</b>	<b>(121,032)</b>	<b>(169,250)</b>	<b>(45,642)</b>	<b>(166,147)</b>	<b>(190,250)</b>	<b>(190,250)</b>

**IIMC Financials**  
**2023 Budget Worksheet**  
**Conference**

	2020	2021	2022	2022	2022	2023	2023
Description	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2022	Projected Year End	Budget	Wish List
<b>INCOME</b>							
Registration Members-Full	-	300,704	406,250	345,525	345,525	406,250	16,250
- Comp - Full Registration	-	(26,715)	(34,420)	(21,520)	(21,520)	(34,420)	
- Discount - First Timer	-	(10,050)	(6,750)	(5,850)	(5,850)	(6,750)	
- Discount - Multi Attendee	-	(8,165)	(6,100)	(12,867)	(12,867)	(6,100)	
- Discount - Conference Region Discounts	(50)	(11,400)	(15,000)	(3,400)	(3,400)	(15,000)	
- Discount - Region X	-	(280)	(3,500)	(1,130)	(1,130)	(3,500)	
- Discount - Region XI	-	(205)	(4,350)	(1,405)	(1,405)	(4,350)	
- Discount - Speakers	-	(50)	(900)	(525)	(525)	(900)	
- Discount - Foundation Grants 2 per Region	50	(10,300)	(13,200)	(13,855)	(13,855)	(13,200)	
Registration Discounts	-	(67,165)	(84,220)	(60,552)	(60,552)	(84,220)	
Registration Guest	-	5,035	6,625	6,295	6,295	6,625	
Donations & Sponsorships	12,225	34,369	71,100	89,575	84,688	79,150	
Exhibitor Program	-	9,200	43,400	23,550	23,550	43,400	
Cancellation Fee	1,040	-	2,500	5,173	5,173	5,000	
Option Tickets/Tours Royalty	-	-	-	-	-	-	
Misc Conference Revenue	-	41,578	53,682	23,947	23,947	58,590	
Academy Workshop	-	42,095	36,000	28,646	28,646	36,695	
Athenian Leadership Society	300	4,310	13,200	8,115	8,115	9,020	
Offsite Education Program	-	-	12,000	-	-	10,000	
Boutique Sales	-	-	2,500	2,430	2,430	2,500	
<b>Total Income</b>	<b>13,565</b>	<b>370,125</b>	<b>563,037</b>	<b>472,703</b>	<b>467,817</b>	<b>573,010</b>	<b>589,260</b>
<b>DIRECT EXPENSES</b>							
Planner - Contract Labor	65,869	67,518	66,000	33,075	66,000	66,000	
Planner Travel Accom.	-	(240)	2,900	-	-	2,900	
Planner Airfare	286	798	1,670	636	636	1,670	
Planner Ground Travel	166	1,045	500	311	311	500	
Planner Travel Meals	138	26	200	675	675	200	
Planner Travel Other	41	266	300	173	173	300	
Conference Planner	66,499	69,413	71,570	34,870	67,795	71,570	
Academy Speaker Fees		10,968	16,000	11,931	11,931	16,000	
Academy Speaker Accommodations		1,757	2,500	-	-	2,500	
Academy Speaker Meals		239	650	530	530	650	
Academy Speaker Travel		1,502	4,000	4,263	4,263	4,000	
Academy Materials/Supplies		768	1,000	-	-	500	
Academy Transportation		857	-	-	-	-	
Academy Expenses	-	16,091	24,150	16,723	16,723	23,650	
Genl/Plenary Speaker Fees		22,500	30,000	31,123	31,123	30,000	
Genl/Plenary Speaker Accommodations		566	1,000	-	-	1,000	
Genl/Plenary Speaker Meals		149	300	-	-	300	
Genl/Plenary Speaker Travel		364	3,000	2,000	2,000	3,000	
Gen/Plenary Speaker Expenses	-	23,579	34,300	33,123	33,123	34,300	
Speakers Fees		48,600	45,000	44,500	44,500	45,000	
Speakers Accommodations		4,893	5,000	2,444	2,444	5,000	
Speakers/Convenor Gifts		-	-	-	-	-	
Speakers Meals		838	1,000	966	966	1,000	
Speakers Travel		3,108	6,000	7,795	7,795	7,000	
Offsite Education - Transportation/Fees		-	5,000	-	-	5,000	
Speaker Expenses	-	57,439	62,000	55,705	55,705	63,000	
Staff Travel Accom.	-	10,695	14,600	(1,380)	14,600	9,600	
Conf. Travel Airfare Staff	1,146	7,689	10,400	4,825	10,400	10,100	
Conf. Travel Ground - Staff	273	749	1,000	667	1,000	1,000	
Conf. Travel Meals - Staff	818	5,025	5,000	5,083	5,000	5,000	
Conf. Travel Other - Staff	-	-	100	-	100	100	
Conf. Travel Accomm. - Raffle Donation	-	-	1,000	564	1,000	1,000	
Staff Conference Travel	2,237	24,158	32,100	9,759	32,100	26,800	
Travel Accommodations VIP	-	508	13,500	-	-	13,500	
Conf. Transportation - VIP	-	-	-	-	-	-	
VIP Travel	-	508	13,500	-	-	13,500	
Opening Reception	-	9,154	10,000	-	-	10,000	
All Conference Event	-	15,984	40,000	-	-	40,000	
Opening Ceremony	-	400	1,500	500	500	1,000	
Conference Events Expenses	-	25,538	51,500	500	500	51,000	
Food & Beverage	-	68,860	132	92,630	166,528	143,623	110,000

**IIMC Financials**  
**2023 Budget Worksheet**  
**Conference**

Description	2020	2021	2022	2022	2022	2023	2023
	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2022	Projected Year End	Budget	Wish List
Colloquim Food & Beverage	-	2,680	1,745	-	-	2,000	
Annual Banquet	-	13,796	40,000	-	-	40,000	
Private Receptions	-	6,107	10,370	388	388	10,000	
Meeting Expense - MCEF	-	2,362	3,670	-	-		
<b>Food &amp; Beverage Expenses</b>	<b>-</b>	<b>93,806</b>	<b>148,415</b>	<b>166,916</b>	<b>144,011</b>	<b>162,000</b>	
Audio/Visual	-	48,846	40,000	62,783	62,783	50,000	
Conference Printing/Design Work	9,657	11,560	23,000	5,064	5,064	7,500	
Conference App	999	-					
Meeting Space Labor		986		3,100	3,100		
Credit Card Fees	9,168	7,915	8,000	10,993	10,993	11,000	
Hotel Room - Attrition				15,908	15,908		
Athenian Leadership Society	-	3,798	3,500	6,439	6,439	3,500	
Telephone/Internet	75	3,521	3,500	740	740	1,000	
Awards & Gifts	-	8,242	3,500	1,228	1,228	3,500	
Meeting Room				329	329		
Office Supplies	-	506	800	-	-	800	
Shipping	-	4,264	6,000	300	6,000	6,000	
Lanyards/Bags/Gifts	-	3,742	3,700	3,212	3,212	3,700	
Conference Security			2,000	388	388	2,000	
Colloquium Institute Director			500	500	500	500	
Postage/Courier/Mailing	3	55	200	161	161	200	
Conf. Transportation	-	-	-	3,085	3,085		
Exhibit Hall	-	3,790	7,000	3,203	3,203	8,000	
Photographer	-	3,450	3,500	3,450	3,450	3,500	
Merchandise	-	-	-	2,903	2,903		
Other	50	160	500	72	72		
Conference - Kit App	-	3,999	10,000	9,228	9,228	10,000	
Other Conference Expenses	9,295	44,429	52,700	66,397	72,096	53,700	-
<b>Total Expense</b>	<b>88,688</b>	<b>415,368</b>	<b>553,235</b>	<b>451,840</b>	<b>489,900</b>	<b>557,020</b>	<b>557,020</b>
<b>Net Profit/Loss</b>	<b>(75,123)</b>	<b>(45,243)</b>	<b>9,802</b>	<b>20,863</b>	<b>(22,083)</b>	<b>15,990</b>	<b>32,240</b>

**IIMC Financials**  
**2023 Budget Worksheet**  
**Education**

Description	2020	2021	2022	2022	2022	2023	2023
	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2022	Projected Year End	Budget	Wish List
<b>INCOME:</b>							
Foundation Contribution/Policy 8	32,415	35,454	25,000		25,000	25,000	
CMC Fees	45,575	53,665	50,775	28,500	50,775	50,000	
MMC Fees	53,765	60,710	44,550	25,675	44,550	47,200	
EPP Fees	-	-	100	30	50	9,600	
Pin CMC	-	-	100	30	50	50	
Pin MMCA	90	-	90	100	50	50	
Pin MMC	-	90	100	-	50	50	
Plaques CMC/MMC	13,015	15,360	12,500	7,315	11,520	12,500	
<b>Sales Pins &amp; Plaques</b>	<b>13,105</b>	<b>15,450</b>	<b>12,700</b>	<b>7,345</b>	<b>11,620</b>	<b>12,600</b>	
Distance Ed Registration	125,787	19,045	15,000	33,411	40,000	36,000	
New Institute Application Fees	-	-	300	-	-	300	
Region XI Symposium	-	-	-	-	-	5,000	
<b>Total Income</b>	<b>270,647</b>	<b>184,324</b>	<b>148,325</b>	<b>94,931</b>	<b>171,945</b>	<b>176,100</b>	<b>176,100</b>
<b>DIRECT EXPENSES:</b>							
Salary/Wages	138,856	171,371	218,950	109,147	227,700	207,000	10,250
Salary Benefits	25,135	28,868	41,300	17,247	41,300	40,400	750
Payroll Taxes - Employer	10,622	13,832	19,800	10,044	19,800	19,300	735
Workers Comp Insurance	672	798	1,550	541	1,550	1,350	70
<b>Personnel Costs</b>	<b>175,285</b>	<b>214,869</b>	<b>281,600</b>	<b>136,979</b>	<b>290,350</b>	<b>268,050</b>	<b>11,805</b>
Staff Travel Accommodations	-	-	1,000	-	1,000	1,000	
Staff Airfare	-	-	1,500	-	500	1,500	
Staff Travel Ground	-	-	100	-	100	100	
Staff Travel Meals	-	-	500	-	-	500	
Staff Travel Other	-	-	-	-	-	-	
<b>Staff Travel</b>	<b>-</b>	<b>-</b>	<b>3,100</b>	<b>-</b>	<b>1,600</b>	<b>3,100</b>	<b>-</b>
Contract Labor - Professional Dev Director	27,083	-	-	-	-	-	
<b>Professional Develop/Training</b>	<b>-</b>	<b>2,100</b>	<b>900</b>	<b>-</b>	<b>400</b>	<b>1,200</b>	
Foundation - Region Stipends	8,000	6,000	11,000	1,000	7,000	11,000	
Region XI Symposium	3,147	-	-	-	-	7,000	
Distance Ed	98,104	-	20,000	6,000	10,000	25,000	
Pins CMC	-	-	-	-	-	-	
Pins MMCA	-	-	-	-	-	-	
Pins CMC/MMC	-	160	5,000	7,491	7,491	-	
Plaques	3,541	2,472	4,700	2,582	3,880	9,000	
<b>Pins &amp; Plaques</b>	<b>3,541</b>	<b>2,632</b>	<b>9,700</b>	<b>10,074</b>	<b>11,371</b>	<b>9,000</b>	
Program Development	-	-	-	-	-	-	
Computer/Software Support	371	536	11,500	413	1,500	5,000	
Office Equipment Purchase	-	-	-	-	-	-	
Conference CD Rom	-	-	-	-	-	-	
Office Supplies	-	-	-	-	-	-	
Postage/Courier/Mailing	1,133	1,540	1,600	849	1,600	2,000	
Printing	-	-	-	-	-	-	
Shipping	7,501	5,841	8,000	7,017	13,000	10,000	
Subscriptions/Publications	-	-	500	-	-	-	
Telephone	94	-	200	-	-	-	
Office Expenses	8,727	7,381	10,300	7,866	14,600	12,000	-

**IIMC Financials**  
**2023 Budget Worksheet**  
**Education**

<b>Description</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2022</b>	<b>2022</b>	<b>2023</b>	<b>2023</b>
	<b>Actual Year End</b>	<b>Actual Year End</b>	<b>Budget</b>	<b>Actual YTD as of June 2022</b>	<b>Projected Year End</b>	<b>Budget</b>	<b>Wish List</b>
Credit Card Fee	7,039	4,560	5,000	2,828	5,000	5,000	
Bank Fees	<b>7,039</b>	<b>4,560</b>	<b>5,000</b>	<b>2,828</b>	<b>5,000</b>	<b>5,000</b>	<b>-</b>
<b>Total Direct Expense</b>	<b>331,296</b>	<b>238,078</b>	<b>353,100</b>	<b>165,159</b>	<b>341,821</b>	<b>346,350</b>	<b>358,155</b>
<b>Net Profit/Loss</b>	<b>(60,649)</b>	<b>(53,754)</b>	<b>(204,775)</b>	<b>(70,228)</b>	<b>(169,876)</b>	<b>(170,250)</b>	<b>(182,055)</b>

**IIMC Financials**  
**2023 Budget Worksheet**  
**Marketing**

Description	2020	2021	2022	2022	2022	2023	2023
	Actual Year End	Budget	Budget	Actual YTD as of June 2022	Projected Year End	Budget	Wish List
<b>INCOME</b>							
Advertising	6,010	1,050	3,500	525	525	3,500	
Advertising/Sponsor	14,300	11,321	19,000	6,531	19,000	19,000	
Advertising Job Posting Website	4,051	8,904	2,500	6,212	10,000	2,500	
<b>Advertising</b>	<b>24,361</b>	<b>21,274</b>	<b>25,000</b>	<b>13,269</b>	<b>29,525</b>	<b>25,000</b>	
Royalty - Liberty Mutual	56						
Royalty - Robert's Rule of Order	6	6	-	6	6	-	
Royalties Other - E.Mina/NAP	-	168	200	140	200	200	
<b>Royalty</b>	<b>62</b>	<b>174</b>	<b>200</b>	<b>146</b>	<b>206</b>	<b>200</b>	
Mailing Lists	8		500		100	500	
Merchandise			100		-	-	
Publications	418		500	216	340	500	
Publications - Book 8	1,056	442	700	34	100	700	
<b>Publications</b>	<b>1,474</b>	<b>442</b>	<b>1,200</b>	<b>250</b>	<b>440</b>	<b>1,200</b>	
<b>Total Income</b>	<b>25,905</b>	<b>21,891</b>	<b>27,000</b>	<b>13,665</b>	<b>30,271</b>	<b>26,900</b>	<b>26,900</b>
<b>EXPENSES</b>							
Salary/Wages	103,814	115,834	115,076	57,745	115,076	115,076	3,114
Salary Benefits	11,821	15,846	17,400	8,753	17,400	17,100	500
Payroll Taxes	6,693	8,558	9,200	5,290	9,200	9,000	160
Workers Comp Insurance	377	605	850	397	850	825	10
Auto Mileage							
<b>Personnel</b>	<b>122,705</b>	<b>140,844</b>	<b>142,526</b>	<b>72,185</b>	<b>142,526</b>	<b>142,001</b>	<b>3,784</b>
Staff Travel Accommodations	-				500	1,200	
Staff Airfare					500	800	
Staff Travel Ground	-						
Staff Travel Meals	-						
Staff Travel Other							
<b>Staff Travel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000</b>	<b>2,000</b>	
<b>Professional Development</b>			<b>300</b>		-	<b>300</b>	
Credit Card Fee	95	14	50	12	50	50	
<b>Bank Fees</b>	<b>95</b>	<b>14</b>	<b>50</b>	<b>12</b>	<b>50</b>	<b>50</b>	
<b>Awards &amp; Gifts</b>	<b>2,053</b>	<b>5,000</b>	<b>2,500</b>	<b>1,521</b>	<b>1,521</b>	<b>3,000</b>	
Design Work - Region XI Newsletter	175	-	200		250	500	
Shipping	-	-	100		100	100	
<b>Postage &amp; Shipping</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>100</b>	
Exhibit/Sponsorship	-	2,200	3,500		-	3,500	
News Digest - Design Work/Constant Contact	5,872	7,015	8,500	2,880	4,600	8,500	
Printing - Book 8	901	80	500	40	300	500	
<b>Printing - Publications</b>	<b>901</b>	<b>80</b>	<b>500</b>	<b>40</b>	<b>300</b>	<b>500</b>	
<b>Total Direct Expense</b>	<b>131,801</b>	<b>155,153</b>	<b>157,876</b>	<b>76,638</b>	<b>150,347</b>	<b>160,251</b>	<b>164,035</b>
<b>Net Profit/Loss</b>	<b>(105,896)</b>	<b>(133,262)</b>	<b>(130,876)</b>	<b>(62,973)</b>	<b>(120,076)</b>	<b>(133,351)</b>	<b>(137,135)</b>

**IIMC Financials**  
**2023 Budget Worksheet**  
**Membership**

Description	2020	2021	2022	2022	2022	2023	2023
	Actual Year End	Budget	Budget	Actual YTD as of June 2022	Projected Year End	Budget	Wish List
<b>INCOME</b>							
Membership Dues	1,343,181	1,330,073	1,383,000	670,165	1,330,000	1,400,000	50,000
Membership Late Fee	4,869	7,020	3,750	2,460	5,700	5,000	
<b>Total Income</b>	<b>1,348,051</b>	<b>1,337,093</b>	<b>1,386,750</b>	<b>672,625</b>	<b>1,335,700</b>	<b>1,405,000</b>	<b>1,455,000</b>
<b>DIRECT EXPENSES</b>							
Salary/Wages	149,330	148,173	138,400	70,135	138,400	149,700	7,500
Salary Benefits	32,553	29,283	33,200	14,473	33,200	30,815	585
Payroll Taxes-Employer	11,471	15,065	13,220	7,713	13,220	14,014	586
Workers Comp Insurance	642	563	880	185	880	928	72
<b>Personnel</b>	<b>193,995</b>	<b>193,083</b>	<b>185,700</b>	<b>92,506</b>	<b>185,700</b>	<b>195,457</b>	<b>8,743</b>
Auto Mileage			100	-	100	100	
Staff Travel Accommodations	-	470	1,650	706	1,425	3,360	
Staff Airfare	-	102	1,000	665	1,068	1,400	
Staff Travel Ground	-	-	100		100	100	
Staff Travel Meals	-	-	110		110	70	
Staff Travel Other	-	-	50		50	50	
<b>Staff Travel</b>	<b>-</b>	<b>572</b>	<b>3,010</b>	<b>1,371</b>	<b>2,853</b>	<b>5,080</b>	
Professional Develop/Training							
Membership Drive	6,524	2,713	10,500	-	450	1,050	
Research Salary Survey Services	1,188	1,188	1,225	1,428	1,428	1,428	
Dues Mailing	21,925	16,323	22,900	7,669	16,000	24,931	
Awards/Gifts							
Computer/Software Support	2,145	4,249	6,200	536	3,000	6,200	
Office Equipment	-	-	620		-	980	
Postage/Courier/Mailing	1,598	1,754	3,000	1,560	3,000	1,180	
Printing	-	-	1,100		250	1,100	
<b>Office Expense</b>	<b>1,598</b>	<b>1,754</b>	<b>4,720</b>	<b>1,560</b>	<b>3,250</b>	<b>3,260</b>	
Credit Card	14,706	22,689	18,000	11,441	18,000	19,000	
Bank Fees	14,706	22,689	18,000	11,441	18,000	19,000	
Membership	329	359	400	180	180		
<b>Total Direct Expense</b>	<b>242,412</b>	<b>244,731</b>	<b>253,555</b>	<b>116,691</b>	<b>234,861</b>	<b>270,726</b>	<b>279,469</b>
<b>Net Profit/Loss</b>	<b>1,105,639</b>	<b>1,092,362</b>	<b>1,133,195</b>	<b>555,935</b>	<b>1,100,839</b>	<b>1,134,274</b>	<b>1,175,531</b>



**CAPITAL EXPENDITURES**  
**Five Year Plan**

Below is a brief outline of a five year capital expenditures plan. The expenditures are listed for 2023 through 2027.

**2023 Capital Expenditures**

3 Dell Computers/Laptops @ \$1300 ea.	3,900
2 Dell Conf Laptops @ \$1100 ea. (4 Yrs)	2,200
Dell Power Edge Server for MAS 100 and storage	6,500
Ipad/laptop for ED (3 Yrs)	1,500
Cell Phone for ED (3 Yrs)	1,000
A/C unit	11,000
HVAC Duct Work	30,000
410A Heat Pump System (Air)	10,000
Parking Lot Resealed	6,500
Cat 6 Cable Line - 8x8 Phones (15)	3,000
iMIS 20-300 EMS - License	20,000
iMIS 20-300 EMS - Online System - Phase One	15,000
<b>TOTAL</b>	<b><u>\$ 110,600</u></b>

**2024 Capital Expenditures**

3 Dell Computers/Laptops @ \$1300 ea.	3,900
A/C unit	11,000
Honey Comb Blinds ED Office	2,500
iMIS 20-300 EMS - License	20,000
iMIS 20-300 EMS - Online System - Phase Two/Three	30,000
<b>TOTAL</b>	<b><u>\$ 67,400</u></b>

**2025 Capital Expenditures**

3 Dell Computers/Laptops @ \$1300 ea.	3,900
A/C unit	11,000
iMIS 20-300 EMS - License 50% increase cloud based host website	30,000
iMIS 20-300 EMS - Online System - Phase Four if needed	15,000
<b>TOTAL</b>	<b><u>\$ 59,900</u></b>

**2026 Capital Expenditures**

3 Dell Computers/Laptops @ \$1300 ea.	3,900
2 Dell Conf Laptops @ \$1100 ea. (4 Yrs)	2,200
A/C unit	11,000
iMIS 20-300 EMS - License	30,000
<b>TOTAL</b>	<b><u>\$ 47,100</u></b>

**2027 Capital Expenditures**

3 Dell Computers/Laptops @ \$1300 ea.	3,900
Ipad/laptop for ED (3 Yrs)	1,500
Cell Phone for ED (3 Yrs)	700
A/C unit	11,000
Parking Lot Resealed	6,500
iMIS 20-300 EMS - License	30,000
<b>TOTAL</b>	<b><u>\$ 53,600</u></b>



## 5 Year COLA Projections

	2023	2023	2024	2025	2026
<b>Increase Percentage</b>	<b>5.00%</b>	<b>8.90%</b>	<b>8.90%</b>	<b>8.90%</b>	<b>8.90%</b>
<b>Salary</b>	26,124	50,060	54,515	59,368	64,650
<b>Retirement</b>	1,960	3,488	3,798	4,136	4,504
<b>ER Taxes</b>	2,050	3,930	4,280	4,660	5,076
<b>Overall Increase</b>	<b>30,134</b>	<b>57,478</b>	<b>62,593</b>	<b>68,164</b>	<b>74,230</b>

8.9% Projected COLA information gathered from Social Security website

The salary chart represents a four year span that includes a COLA adjustment for nine full-time staff. We've taken the Federal rate of 8.90% and stratified it over the next four years. Included in the chart are the increase to salaries across staff, IIMC's portion toward staff's 457 retirement plan and IIMC's portion of taxes to produce a bottom line of annual salary increases.

Our 2023 staff increase is recommended at 5%.





URBAN WEALTH  
MANAGEMENT



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**INVESTMENT MANAGEMENT SERVICES  
PROPOSAL FOR  
INTERNATIONAL INSTITUTE  
OF  
MUNICIPAL CLERKS**





# DISCLOSURES

- *Advisory Services offered through Urban Wealth Management Group LLC., a Registered Investment Advisor.*
- *The views expressed represent the opinion of Urban Wealth Management Group, LLC. The views are subject to change and are not intended as a forecast or guarantee of future results.*
- *While Urban Wealth Management believes information derived from third party sources to be accurate and reliable, we do not claim or have responsibility for its completeness, accuracy, or reliability.*
- *Statements of future expectations, estimates, projections, and other forward-looking statements are based on available information at the time of these statements.*
- *Accordingly, such statements are inherently speculative as they are based on assumptions that may involve known and unknown risks and certainties. Actual Results, performance or events may differ materially from those expressed or implied in such statements.*
- *This material is for informational purposes only. It does not constitute investment advice and is not intended as an endorsement of any specific investment.*
- *Past performance is no guarantee of future results.*

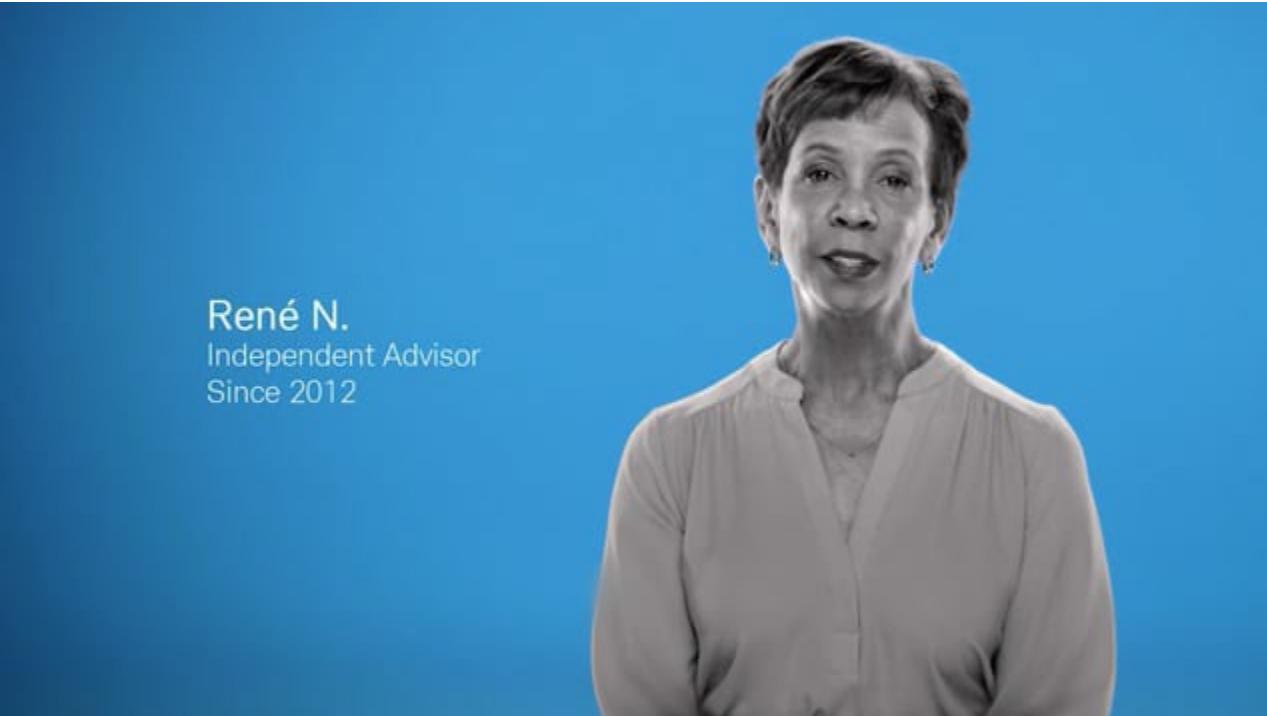
## OVERVIEW OF OUR FIRM

Hello, my name is Rene' Nourse, Founder and CEO of Urban Wealth Management. UWM was established in 2012 as an independent advisory firm under another RIA. In 2017, UWM became a Registered Investment Advisor (RIA) with the SEC (Securities and Exchange Commission).

I began my career in the financial industry as a Stockbroker with Dean Witter in 1986. In 2000, I moved to Smith Barney, acquired my CFP® designation in 2003, and began focusing on offering financial advice in addition to asset management services. Smith Barney merged with Morgan Stanley in 2012, which is when I left to establish Urban Wealth Management®. Since that time, I have been blessed in a variety of functionalities. Between 2013 and 2020, I was a guest commentator on CNBC's Closing Bell Report, have been honored by 5 Star Professional for the past 11 years, honored by Marquis Who's Who as a major financial advisor and selected by our primary custodian, Charles Schwab to be in their national ad campaign, designating the importance of being a Fiduciary Firm. Our focus is to build long-term relationships with clients - including non-profits and foundations, the majority of whom have been clients for 20+ years.



# ARE WE A FIDUCIARY FIRM? YOU BET!



René N.  
Independent Advisor  
Since 2012

**As Fiduciaries, our mandate is to ensure that your investment portfolios are aligned with your timelines, goals, objectives, and desires. Our goal is to focus on knowing and learning more about your organization, its intentions and plans for the future.**

# Fee Structure

- AUM Fees are charged to portfolio accounts on a monthly basis based on the month's current value.
- The firm's primary custodian is Charles Schwab.
- Once an account reaches a specific asset level, the AUM fee is amended to meet the terms of the AUM service fees.
- For strict Fixed Income Portfolios, created by our firm, the annual Investment Management Fee is .25%.

## Investment Management Services Fees

AUM (Assets Under Management)	Investment Management Fee	Financial Planning Services
\$1,000 - \$499,999	1.25%	N/A
\$500,000-\$1,999,999	1.00%	
\$2,000,000 -\$4,999,999	.75%	
\$5,000,000-\$9,999,999	.50%	Financial Planning Services Included
\$10,000,000- \$14,999,999	.25%	
\$15MM+	.15%	

# Our Process with Non-Profits & Foundations

**Our first step in working with nonprofits and foundations is understanding their objectives, desires and time-lines. Additionally, it is imperative that we work with the finance committee and board to ensure that their mission is reflected in their financial fiduciary responsibilities and any services we provide. In addition to Investment Management Services, and depending on the needs of the organization, we can provide the following service levels:**

*Board engagement and financial wellness assessment*

*The creation, implementation, updating and/or monitoring of an Investment Policy Statement*

*Confirmation of the firm's investment risk methodology by offering a risk management analysis*

*Acknowledgement and directives if your firm has an emphasis on Sustainable and Responsible (SRI), Environmental, Social and Governance (ESG) focused investment strategies*

*Collaborative efforts to support Legacy Planning*

*Creating and/or reviewing legacy planning donation offerings from the firms' network of supporters*





# INVESTMENT STRATEGIC APPROACH

- Our partnership will begin with a knowledge of mission, vision, and value. UWM provides a Risk Tolerance Survey which is fundamental before recommending and implementing suitable investment portfolios. Additionally, your goals will command the institution of our relationship and is dictated by your IPS (Investment Policy Statement).
- As a result, we will provide insight and appropriate steps in order to address your financial and investment objectives. We use our knowledge, methodology, and experience to collaborate with board members and executive directors to develop a sound approach for helping nonprofits meet their goals.
- We advise notifying UWM promptly if there are any material changes in the investment objectives, or in the event you wish to implement investment restrictions or changes.

# INVESTMENT ADVICE ANALYSIS



- *UWM utilizes these following methods of analysis when providing investment advice. Our objective is to follow IIMC's IPS Directives. The investment allocation workout is attainable and will be designed to meet your investment objectives. It is important to create and maintain an actively managed portfolio vs. a passive account, because life and the economy never stay the same.*
- *Fundamental Analysis* concentrates on factors that determine a company's value and expected future earnings. It involves analyzing its financial statements and health, its management and competitive advantages and its competitors and markets.
- *Technical Analysis* is a method of evaluating securities by relying on the assumption that market data, such as charts of price, volume and open interest can help predict future (usually short-term) market trends.
- *Cyclical Analysis* assumes that markets react in cyclical patterns can be leveraged to provide performance. Cyclical analysis of economic cycles is used to determine how these cycles affect the returns of an investment, an asset class, or an individual company's profits. Cyclical analysis is a time-based assessment which incorporates past and present performance to determine future value.

# ACCOUNT STATEMENTS AND PERFORMANCE REPORTS

UWM's primary custodian, Charles Schwab provides monthly statements, which can be accessed virtually and via "snail mail". UWM provides performance statements, activity, and allocation reports quarterly and are uploaded into a secure virtual folder and account, entitled Personal Financial Dashboard. Additionally, your foundation will have access to a performance reporting app that provides a view of investment activity, on demand performance and portfolio allocation. Additionally, portfolio overview reports are provided on demand for the foundation's committee meetings, and even more frequently if market conditions dictate that need.



# PORTFOLIO REPORTS CONTENT



- Initial Account Value vs. Current Account Value
- 4 Quarterly Performance Data and since Inception Returns
- Asset Allocation for Total Account & Per Asset Class
- Asset Breakout by Sector
- Risk Tolerance Scoring
- Equity and Fixed Income Sectors
- Regional Allocations
- Returns since Account Inception Date
- Distinction between Value, Growth & Alternatives
- Income generation: Dividends and Interest
- Asset Class Returns
- Account Activity
- Holdings Attribution: Largest, Best and Worst per quarter
- Performance by Style Type

# SAMPLE OF INVESTMENT PORTFOLIOS BASED ON RISK TOLERANCE LEVELS

- CONSERVATIVE PORTFOLIO—  
100% FIXED INCOME. UWM CAN CONSTRUCT A CUSTOMIZED SHORT-TERM FIXED INCOME PORTFOLIO THAT CAN INCLUDE CORPORATE BONDS, T-BILLS, AND CDS WITH MATURITY DATE RANGES OF 1-5 YEARS. INTEREST RATES CURRENTLY RANGE FROM 2% TO 4.75%
- CONSERVATIVE GROWTH--  
40% EQUITIES/60% FIXED INCOME: VANGUARD
- MODERATE GROWTH--  
60% EQUITIES/40% FIXED INCOME: BLACKROCK
- AGGRESSIVE GROWTH--  
70%+ EQUITIES: AB SUSTAINABLE GLOBAL THEMATIC

**THANK YOU!**

***FOR CONSIDERING UWM FOR YOUR***

***INVESTMENT AND FINANCIAL SERVICE NEEDS.***

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Karen Lee, Communications Officer  
**Date:** September 26, 2022  
**Subject:** 2022/2023 Communications Department Midyear Report

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### September 23, 2022

(The metrics in this report reflect data collected 03/2022 – 09/2022). IIMC continues to increase outreach, strengthen support and provide IIMC resources and marketing promotions.

#### WEBSITE

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

#### Milestones:

- Development of the home page to increase promotion of IIMC announcements and programs.
- Creation and development of 2023 IIMC Annual Conference – Minneapolis, MN, page.
- Strategy for development of Education pages.

#### E-BRIEFINGS

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

#### Metric:

- E-Briefing Average open rate – 30%.

#### REGION NEWSLETTERS AND ANNOUNCEMENTS

The Communications Department assisted the following IIMC Regions distribute Region newsletters. It is notable that open rates for Region newsletters are very high by industry standards.

#### Metrics:

- Region I – Summer/Fall 2022 open rate: 36%
- Region II – Summer 2022 open rate: 45%
- Region III – Spring 2022 open rate: 36%
- Region III - Summer/Fall 2022 open rate: 38%
- Region IV Meeting Announcement open rate: 46%
- Region V – Summer 2022 open rate: 40%
- Region IX – Summer/Fall 2022 open rate: 37%
- Region XI – 2022 July open rate: 24%

The Communications Department is currently developing a video to serve as a resource for developing a newsletter template.

## **NEWS DIGEST**

The *News Digest* is produced monthly and distributed via Constant Contact, which directs readers to the IIMC website and drives traffic to the website to increase accessibility to archived *News Digests* and other IIMC online resources.

A longstanding goal for The *News Digest* has been to increase content authored by members. The IIMC Public Relations and Marketing Committee continues to submit monthly articles. With 2022 summer issues, the IIMC International Committee began submitting monthly articles. Content created by Clerks continues to be popular among readers.

## **COMMUNICATIONS AND EDUCATION**

The Communications Department continues to work closely with the Education Department to create materials and disseminate messaging to assist with education programming.

The Communications Department built the web page and calendar for the Online Professional Development Program launched in March 2022 and is in the process of developing the web page for the Education PLUS program. Further, the Communications Department works closely with the Education Department to market its programs and resources.

## **ONLINE EVENTS AND VIDEO PRODUCTION -- Coffee or Tea with President Pamela**

The Communications Department works closely with IIMC President Pamela Smith, MMC, to produce the “Coffee or Tea with President Pamela” series, which includes ten sessions:

- Thursday, June 23
  - 10:00 AM ET
  - 3:00 PM ET
- Tuesday, September 13, 2022
  - 10:00 AM ET
  - 3:00 PM ET
- Friday, December 2022
  - 10:00 AM ET
  - 3:00 PM ET
- Friday, February 10, 2023
  - 10:00 AM ET
  - 3:00 PM ET
- Friday, April 14, 2023
  - 10:00 AM ET
  - 3:00 PM ET

## **Public Virtual Meetings**

The Communications Department markets, coordinates, streams live, and archives public meetings, such as the IIMC Board Special Meeting on Thursday, August 18, 2022.

## **IIMC Presidential Videos**

The Department is working with IIMC President Pamela Smith to produce a *Greeting From The President* video for local conferences and a *Welcome From The President* for new and returning IIMC members.

In July 2022, The Department produced the *Congratulations From The President* video recorded specifically for the New England Institute.

## **SOCIAL MEDIA -- Facebook**

Currently, Facebook is the predominant social media platform maintained by IIMC since the bulk of members who use social media are most active on Facebook. Below is a comparative chart of numbers of members for each Region Facebook group.

Region	March 2022	September 2022
I	106	131
II	178	239
III	446	511
IV	131	168
V	226	250
VI	126	141
VII	146	176
VIII	184	209
IX	131	155
X	19	26
XI	36	60
Intl Buddy	101	102

## **LinkedIn**

The Department is working on expanding its LinkedIn presence to promote a shift of professional networking to its site. With development of the LinkedIn platform, the goal is to encourage members to participate in professional networking on LinkedIn and social networking on Facebook.

## **COMMUNICATIONS AND MEMBERSHIP SERVICES -- Membership Cards**

At the beginning of the year, the Department designed and systemized distribution of the IIMC Membership Card. This campaign eased the registration process for the 76<sup>th</sup> IIMC Annual Conference in May 2022 and prompted several members to pay delinquent dues and several others to renew their memberships early. Currently, the Department is working with iMIS specialists to automate the membership card production and distribution system.

## **Management's Comments:**

This Department has become an extension for the Board's outreach. The metrics are excellent. Members' engagement proves communication is appreciated. Communications also supports the other Departments and has been a huge factor in marketing the Education online courses. We continue to explore new avenues of engagement and make best use of our technology platforms.



## 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 22, 2022

**Subject:** 2022/2023 Member Services Mid-Year Report



We are excited about the iMIS Software Upgrade Plan (IIMC's Member Association Software) which will affect our membership greatly. It will not happen overnight, but you will see the first step with the 2023 annual conference registration. When our members register for the conference, the registration they pay for will automatically go directly to their profile. They will receive an immediate receipt for all the courses/events for which they registered. Staff receives daily reports for incoming registrations. New, we are seeing our members receive automated 25 Year Certificates by email – frameable certificate in color. We are in the process of automating the Membership and Ethics Certificates for our New Members. Education, Communication and Finance will see major improvements for our members in their areas as well.

Our Minneapolis, MN conference registration database is almost completely setup and will soon be available for our members to register online. We are excited about the new registration format and feel that our members will find this new approach to registering through the IIMC association software refreshing and easy!

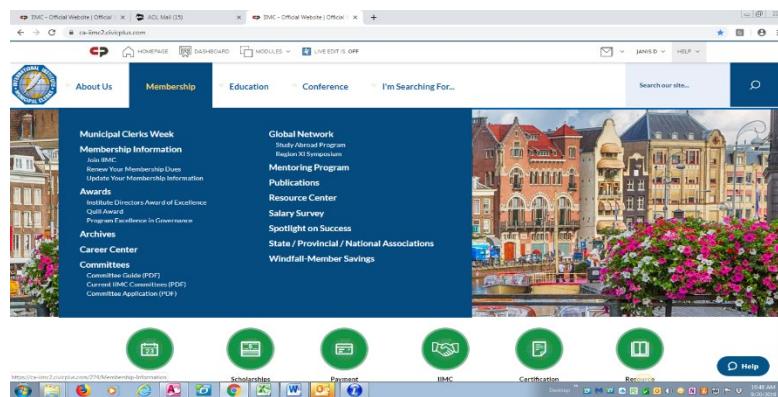
2022-2023 will bring a new Member Drive to IIMC. We are going to revisit our database and introduce IIMC to many municipalities that have been IIMC Members in the past and encourage them to have their Clerks join IIMC along with their deputies. MD22-23 will offer a free online Education Course with a new membership. Our new members will receive a savings of \$50.00.

Along with this new drive, we are hoping to contact 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 the end of 2022 and 2023 to bring in new members.

Our Region Director Challenge has brought in 8 new members since May 2022. We show Susan Haag, MMC, in the lead. We appreciate all of the Region Directors participation and will watch for this number to grow as we get closer to the deadline of March 2023. IIMC provides two complimentary 2023 conference registrations to the Region Director that brings in the most, new members.

IIMC's Membership portion of the 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 and this will soon change with the creation of automated online member packets. We follow up with email and phone calls promptly. Tammy also sends the Month End Report to the Board along with excel reports which make it easy for the Region Directors to send out “Congratulations” and “Welcome to IIMC” letters.

We send out dues renewals as follows:

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

Member Services has continued to aid members who are experiencing problems paying their member dues. Those that we have offered to assist have taken advantage of the IIMC offer.

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 years 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 including dues, home contact information and their retired benefits.

Member Services will be distributing the 2023 Salary Survey at the end of October 2022 to all IIMC Members to complete. We are aiming to have the results online by February 2023. Please discuss with your region membership how important it is to take part in our salary survey. For instance, in the past 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.

Sharing some statistics for the following:

- Region Totals as of September 26, 2022 totals 14,633 are:
  - Region I – 655
  - Region II – 600
  - Region III – 1,715
  - Region IV – 636
  - Region V – 955
  - Region VI – 537
  - Region VII – 827
  - Region VIII – 1,304
  - Region IX – 1,826
  - Region X – 187
  - Region XI – 5,491
- Bulk Members in Region XI are from the following Associations:
  - ADSO United Kingdom – 1,083 members
  - IMASA South Africa – 120 members
  - SLCC United Kingdom – 3,731 members
  - VVG The Netherlands – 554 members
- Our Career Center since January 2022 has brought in non-dues revenue of \$9,574.

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

This Department continues to serve members in a variety of ways. The new electronic certificates will help streamline the old process of packaging and mailing, leaving staff to focus on more one-on-one member engagement. We have always believed that IIMC's key to maintaining and growing its membership is through its personal "concierge" service, which members truly appreciate. We anticipate another successful membership marketing campaign. We also will be working diligently in 2023 on a focused Region X enterprise aimed at acquiring new members.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

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



**Date:** September 24, 2022

**Subject:** 2022/2023 IIMC Region XI Midyear Report

The purpose of my report is to inform the Board of the focus of my work as Region XI Development Consultant in 2022/23 and to seek the Board's input and support.

### **Background:**

This is my thirteenth 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.

### 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. Prior to Covid we aimed to 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. Since Covid most of our meetings had been held virtually via Zoom.

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 managed to hold a face-to-face meeting in Little Rock, Arkansas during this year's IIMC conference attended by those members able to attend the conference.

### 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 last newsletter was produced in July 2022 and the next one is scheduled to be published in January/February 2023.

### Membership

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

We need to focus on retaining 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.

### 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 hosted a virtual launch of the International Buddy scheme in January this year and this has resulted in a number of new buddy pairs. Further sessions on this are being planned.

### 2023 IIMC Region XI Symposium and Study Tour

Due to the impact of the Covid pandemic situation, arrangements had to be put on hold for some time but that has now resumed in earnest. The Study Tour is scheduled to kick off on Saturday September 16, 2023 in Brugge, Belgium. The group will then travel to Antwerpen on the Monday to meet with the Mayor and then travel on to Amsterdam late afternoon. The next two days will be spent visiting various sites in and around Amsterdam. On Thursday and Friday, the group will join the IIMC Symposium/VvG conference in Amsterdam.

Hotel rooms have been contracted in Brugge, Belgium and Amsterdam, the Netherlands. Negotiations are being held to secure a venue for the Thursday and Friday events. We hope to start registration early in 2023 and more information will be made available via the usual media. Attached is the draft 2023 program. A team of Region XI members are working on developing an exciting program!

Discussions are taking place to introduce virtual “Athenian Dialogues” in Region XI.

### Focus for 2022/23

The key focus for the immediate future will be on the arrangements for the 2023 Symposium and Study Tour and to continue working with the VvG in the Netherlands and the International Relations Committee.

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

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

Our focus is another successful Study Abroad/Symposium Program in 2023. We also continue to provide assistance with the Region XI Management Board as well as produce semi-annual Region XI newsletter updates. The International Buddy Program has been launched and we continue to find new avenues of outreach between our members. Our aim is to create one Athenian Dialogue in Region XI in 2023. We appreciate all the work Tom does coordinating this Region with the help of the two Region XI Directors.



# 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 - Crowne Plaza Brugge.
- 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.



**To:** IIMC Board of Directors  
**From:** Lisa Garcia, Vice President  
**Date:** November 2022  
**Subject:** Region VIII Split – New Directors

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**Purpose:** The purpose of this item is to determine the terms of office for the two new positions created with the adopted Split of Region 8.

**Background:**

In November 2019, the IIMC Board of Directors assigned a task force that was chaired by Lisa Garcia to consider a restructure for Region VIII, as this region was the largest in the United States with 11 states within the Region. The following includes the members and states within each Region as of 2019:

Region I	7 States	693	Members
Region II	7 States	612	Members
Region III	5 States	1,762	Members
Region IV	5 States	641	Members
Region V	5 States	1,015	Members
Region VI	3 States	610	Members
Region VII	3 States	632	Members
Region VIII	11 States	1,337	Members
Region IX	3 States	1,669	Members

Task Force was made up of past Region VIII Directors, State Presidents, and members from those without state associations.

The Board of Directors, at their meeting on May 8, 2021, adopted the following motion based on the Task Force recommendation: 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. Map 1 shows that the following states would be included in the two areas:

\*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).

In May 2022, IIMC members voted to support this division at the IIMC Annual Business Meeting. In August, the full body ratified the decision of the board by voting affirmatively.

## **Discussion**

Region VIII has selected directors by Rotation. Both, Region VIII West and Region VIII East, plan on continuing this practice.

Rotation Schedule:

### **Region VIII East**

2022 -2025	Wyoming (Angela)
2023- 2026	Montana
2025 -2028	Colorado
2026 -2029	Nebraska
2028-2031	North Dakota
2029-2032	South Dakota
2031-2034	Wyoming

### **REGION VIII West**

2020-2023	Nevada
Dec 2022 – 2025	New Mexico (2.5 years)
2023- 2026	Utah
2025 -2028	Idaho
2026 -2029	Arizona
2028-2031	Nevada
2029-2032	New Mexico

In order to maintain continuity, the Region VIII West Director term should be established as a 2.5-year term with appointment as close to December 2022 as possible.

In order to maintain continuity, The Region VIII East Director would begin their term in May 2023.

It is recommended that the IIMC Board establish the terms by motion but allow the member in Region VIII to continue to appoint/elect region directors based on the above rotation schedule.

## **Financial**

IIMC pays approximately \$2,500 per year for Region Director for training and travel for both mid-year and annual conference for each Director. This included the following:

### Midyear

1. Flight (round trip)
2. Hotel costs
3. Meal reimbursement while traveling
4. Meals provided at meetings
5. Airport parking reimbursement
6. Shuttle/taxi reimbursement

### Conference

1. Thursday and Friday nights at the hotel for Board development and Board meetings
2. Meals provided at meetings

This is a rough estimate since hotel and airline costs fluctuate from year to year. The addition of two Directors for the newly created region would be approximately \$5,000 per year. This financial impact will occur in May 2023.

### Recommendation

It is hereby recommended that the following terms be established for the two new directors positions created through the adoption and approval of the Region VIII Split:

Region VIII West Director term be established as of December 2022, with a term expiring May 2025.

Region VIII East Director term to be established May 2023, with a term expiring May 2026.

After the initial establishment, the terms shall be three years beginning May of said year.

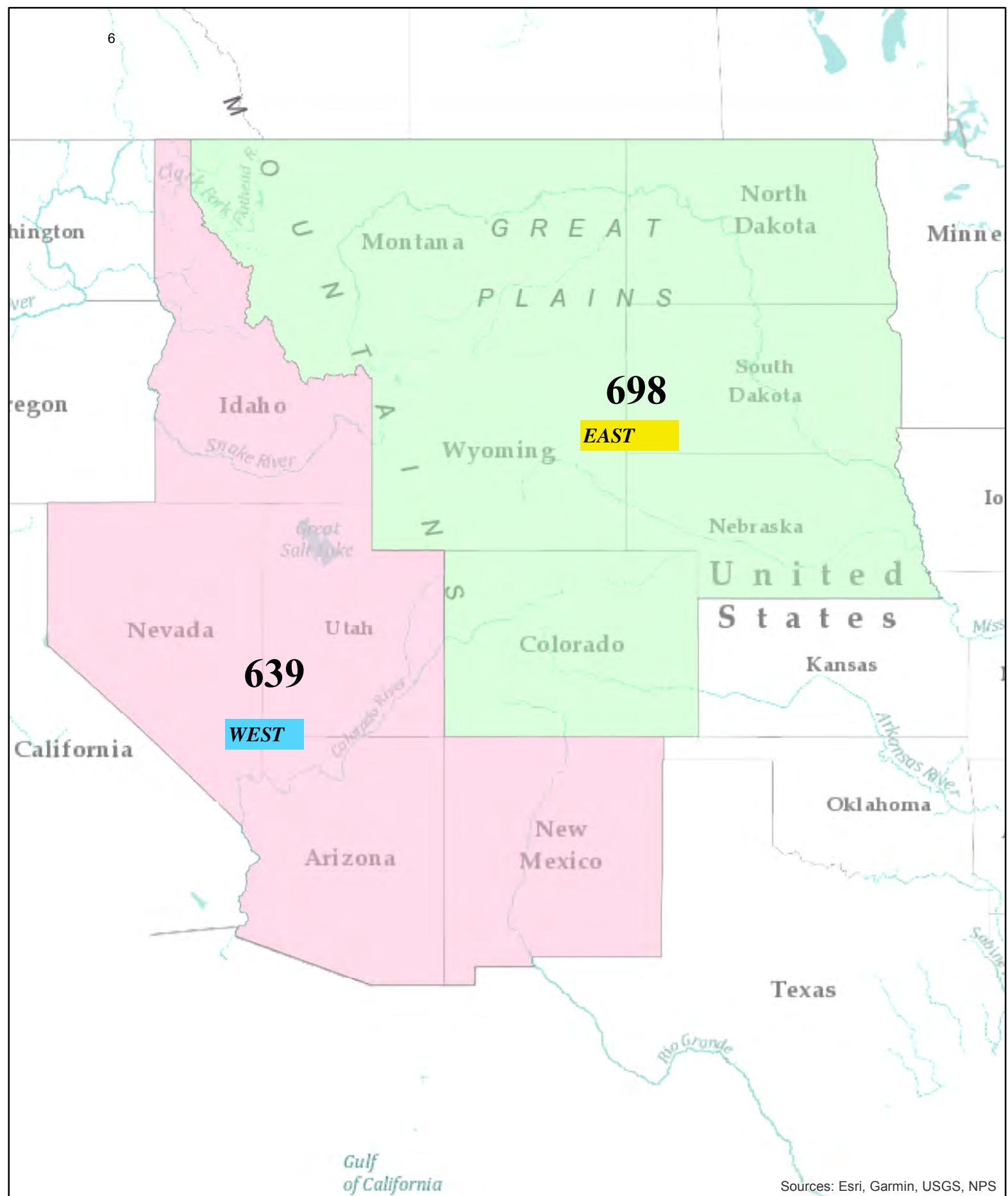
**Summary:** Region VIII has been divided into two Regions. Both regions will have one additional director. This item establishing the term of the new directors as well as the use of the rotation system.

### Management's Comments:

The State Associations in both Regions have agreed to the terms that VP Garcia has listed in this report. The 2023 budget reflects the additional costs of travel, accommodations and miscellaneous meals.

We recommend that the Board approve this outline. Upon approval, we will distribute a letter to Region VIII West asking for a qualified candidate to fill the 2.5-year vacancy. My understanding is that there is an agreed upon qualified candidate from New Mexico in place to begin this term.





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

## REGION VIII FIG 1





# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Hans Rijs, Region XI Director  
Sarah Jeffries, Region XI Director

**Date:** September 28, 2022

**Subject:** Review of Election Protocol

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At a meeting of the Region XI management Board one year ago, 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 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 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:**

IIMC has followed protocol from the General Data Protection Regulation regarding the distribution of any marketing materials to Region XI members. Region XI has approximately 5,000 plus members, making it an attractive Region for campaigning. Currently, candidates are not allowed to distribute materials to the Region. However, Region XI members do vote in the election. In last year's election, 177 members from this Region voted.

The election period has been shortened to three weeks instead of five weeks.

Management has always been a proponent of removing the Conference attendance requirement.