



International Institute of Municipal Clerks

Board of Directors

Annual Meeting Agenda

May 13, 2023

Minneapolis, Minnesota

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:

July 15, 2023	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.
September 17, 2023	File a Report with Headquarters for inclusion with agenda materials for the November IIMC Board of Directors Mid-Year Meeting.
March 26, 2024	File the final report with Headquarters for inclusion with the Annual Report.

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President Elect

City Clerk/Finance Director
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Vice President

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2021/2024 IIMC Board of Directors Roster

Vester Lee Frazier, MMC**Region III Director**

City Clerk

City of Birmingham

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Phone: (205) 254-2290**Fax:** (205) 254-2115**Email:** lee.frazier@birminghamal.gov**Tory Frink, MMC****Region III Director**

Clerk to the Board

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Phone: (336) 570-4042**Fax:** (336) 570-6360**Email:** tory.frink@alamance-nc.com**Phyllis A. McGraw, MMC****Region IV Director**

City Clerk

City of Bossier City

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Bossier City, LA 71171-5337

Phone: (318) 741-8520**Fax:** (318) 741-8971**Email:** mcgrawp@bossiercity.org**Angela E. Richburg, MMC****Region IV Director**

City Clerk

City of Byram

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Byram, MS 39272

Phone: (601) 372-7746**Fax:** (601) 372-7748**Email:** arichburg@byram-ms.us**Angela Marshall, MMC****Region V Director**

City Clerk/Deputy City Recorder

City of Kingsport

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Phone: (423) 229-9384**Fax:** (423) 224-2566**Email:** angiemarshall@kingsporttn.gov**Carrie Mugford, CMC****Region V Director**

Clerk/Treasurer

Town of North Manchester

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Phone: (260) 306-3541**Fax:** (260) 982-7428**Email:** cmugford@northmanchester.in.gov**Gloria J. Christensen, MMC****Region VI Director**

City Clerk

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Clerk/Treasurer

City of Barrett

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City Clerk

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2023/2024 IIMC Board of Directors Roster

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Ruth Post, MMC
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Stephen Huycke, CMC
Region X Director
Director, Legislative Services/City Clerk
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Johannes Rijs, MMC
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**International Institute of Municipal Clerks
Board of Directors ~ Annual Meeting Agenda
Hyatt Regency Hotel – Minneapolis, Minnesota
May 13, 2023**

1.	Call to order	
2.	Roll Call	
3.	Agenda approval	7
4.	Consent agenda approval	
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	b. DRAFT Minutes April 10, 2023 – Board Meeting - Virtual	19
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8.	A. Code of Ethics with Revisions per attorney Rosa Cumare	51
9.	B. Attorney Letter of Engagement – Lynne Hook	59
10.	C. Region X Membership Dues Restructure	65
11.	D. Resolution Re: Board Designated Reserves and Urban Wealth Management	67
12.	Education Department Report — ACTION REQUIRED	69
13.	A. Education P.L.U.S Program	75
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	h. Records Management	131
	i. Research and Resource -	133
18.	Committee Reports – Board Liaisons to Introduce Reports - ACTION REQUIRED	
	a. Policy	135
19.	Financials – ACTION REQUIRED	
	a. 2022 DRAFT Year-End Budget with notes – Shalby/Parker/Pantaleon - Email	
	b. 2022 Audit Report – Pantaleon/Parker/Shalby – Email	
	c. 2023 First Quarter Financials – Shalby/Pantaleon/Parker - Email	
20.	Staff Reports – NO ACTION REQUIRED	
	a. Communications – Karen Lee	143
	b. Membership – Janis Daudt	147
21.	Annual Conference Updates	
	a. 2024 – Calgary, Canada – Shalby – Verbal	
	b. 2025 – St. Louis, MO – Shalby – Verbal	
	c. 2026 – Reno, NV – Shalby – Verbal	
	d. 2027 – TBD at Midyear Meeting – RFP deadline is 6/5/23	
22.	Other Business and Announcements	
	a. Clerk From International Perspective/Strategic Profile/Dutch Clerks – Director Rijs ***Management's Perspective and Recommendation – Shalby/Rodriguez	151
	b. Elections & Campaigning and Social Media – Director Frink – Verbal	
	c. Advanced Athenian Program – Pflugfelder - Verbal	
	d. ED Follow up from January Meeting	
23.	Adjournment	

International Institute of Municipal Clerks
Board of Directors Meeting
January 27, 2023
Minutes

CALL TO ORDER

President Pamela Smith called the meeting of the IIMC Board of Directors to order at 1:10 p.m. PT, Friday, January 27, 2023, at the Hilton Garden Inn, Rancho Cucamonga, California.

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 II Director: Travis Morris, CMC; Diane Pflugfelder, MMC
Region III Directors: Lee Frazier, MMC; Tory Frink, MMC
Region IV Directors: Phyllis McGraw, MMC; Angela Richburg, MMC
Region V Director: Carrie Mugford, CMC
Region VII Directors: Janet Gray, MMC; Celyn Hurtado, CMC
Region VIII East Director: Angela Johnson, MMC
Region VIII West Directors: LuAnn Holmes, MMC; Ida Fierro, CMC
Region X – Stephen Huycke, CMC; Lana Antony, CMC
Region IX Director: Ruth Post, MMC

Board Members Absent:

Region I Directors: Susan Haag, MMC; Kathleen Montejo, MMC
Region V Director: Angela Marshall, MMC
Region VI Directors: Gloria Christensen, MMC; Marita Rhude, MMC
Region IX Director: Jamie Newman, MMC
Region VI Directors: Sarah Jeffries; Johannes Rijs, MMC

Staff Members Present:

Chris Shalby, Executive Director
Dr. Beatrice Rodriguez, Director of Professional Development
Jaimis Ulrich, Education & Conference Coordinator
Kellie Siggson, Certification Manager
Janet Pantaleon, Finance Specialist
Karen Lee, Communications Officer
Janis Daudt, Director of Member Services
Tammy Storrie, Member Services Representative
Iris Hill, Education/Membership Assistant
Maria Miranda, Administration Coordinator/Recorder

Others Present:

Dawn Abrahamson, MMC
Connie Deford, Parliamentarian

Director Pflugfelder moved to excuse Region Directors not present. Motion adopted.

Region 8 West Director Ida Fierro, CMC, was sworn in by President Pamela Smith.

Agenda Approval:

Director Gray moved to approve the consent agenda, including minutes of August 18, 2022, virtual meeting, with the following changes:

- Strike out Item b: \$10 membership dues Increase
- Add new item b: December 2, 2022, Board of Directors meeting minutes with the following corrections:
 - a. Change “Director Garcia” to “Vice President Garcia on page 6.
 - b. Correct Parliamentary increase to \$2,400 on page 5.

Motion adopted.

Executive Session

Without objection, the executive session was postponed until 8 a.m. on Saturday, January 28, 2023.

Foundation Report

The report was presented verbally by President Smith stating the following:

- CMC/MMC scholarship application process is running behind schedule.
- As of December 31, 2022, unrestricted funds were \$2,375,566 and restricted funds were \$940,034 for a total amount of \$3,315,600.
- The deadline to apply for conference grants has been extended to February 12, 2023.

Region Director Reports

Region Director reports were previously submitted. Directors provided additional verbal reports.

Executive Director Report

ED Shalby presented the report:

- Item a – IIMC Policy Code of Ethics – Director McGraw moved to refer to staff to bring back two versions, together with a recommendation for which to adopt. Motion adopted.
- Item b – ICMA Code of Ethics/Rules – Past President Pierce moved to postpone this item to bring back with the other two alternatives to the Board of Directors in May 2023. Motion adopted.
- Item d – Paul Craig – Renaming Athenian Fellows – Executive Director Shalby provided the history of Paul Craig’s involvement with the beginning of the

Athenian Dialogues. Director Gray moved to accept recommendation to rename as “Paul Craig Athenian Dialogue.”

Motion adopted by the following vote:

Yes, Directors Frazier, Frink, Richburg, Gray, Johnson, Fierro, Huycke, Past President Pierce Vice President Garcia, President Elect Hess, and President Smith, 11.

No, Directors Morris, Pflugfelder, McGraw, Mugford, Hurtado, Holmes, Post, Antony, 8.

The meeting recessed at 2:25 p.m. and reconvened at 2:51 p.m.

Vice President Garcia moved to request that the Policy Committee recommend a policy establishing criteria for memorializing individuals on IIMC programs. Motion adopted.

Committee Reports

The following committee reports, not requiring action, were received: Conference, Education & Professional Development, International Relations, Membership Mentoring, Public Relations/Marketing, Records Management, and Research and Resource.

Elections – ED Shalby presented the report with the recommendation from the committee that the board direct this committee to review the current Elections and Campaigning policies prior to the next election cycle.

Vice President Garcia moved to refer to the Elections Committee to review the current election and campaign policies. Motion adopted.

Policy Committee

Create two policy statements of support & solidarity to be used regarding wars, disasters, etc. The committee requested further clarification from the Board of Directors before proceeding on this topic. ED Shalby noted that he has contacted other organizations about their policy regarding these issues. He noted that IIMC needs to establish rules and processes in terms of which types of letters are distributed, how often, and who makes the decision. Director Gray moved to refer this issue to the Executive Director to bring back information to the board in May. Motion adopted.

What should be done in case of a tie vote for Vice President? The committee recommended 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. The process of drawing lots should also be pre-determined and set within the policy.

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.

For example, Candidate names would 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.

Management concurs with the committee's recommendation regarding a drawing for a tie vote.

Director Pflugfelder moved to approve the recommendation with the Policy Committee directed to prepare the policy determining the criteria. Motion adopted.

Quill Award The committee recommended no change in the policy regarding establishing a timeline for retired clerks to be nominated.

Annual Conference, Section 7.45.060 – Director Huycke moved to accept the recommended addition which states:

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.

Motion adopted.

Committee Application Process, Selection and Term, Section 2.35.080 Budget and Planning - Director Huycke moved to approve the policy as presented with the opening phrase, "At least six months prior to the annual conference" struck out.

Past President Pierce moved to postpone this item until after the Executive Session at the board meeting on Saturday, January 28, 2023.

Motion to postpone adopted by the following vote:

Yes, Directors Frink, McGraw, Richburg, Mugford, Gray, Fierro, Post, Antony, Huycke, Past President Pierce, Vice President Garcia, President Elect Hess, President Smith, 13.

No, Directors Morris, Frazier, Hurtado, Johnson, Holmes, 5.

Recess

Director McGraw moved to recess until 8 a.m. Saturday, January 28, 2023. Motion adopted.

The meeting recessed at 3:35 p.m. PT.

Maria Miranda
Recorder.

International Institute of Municipal Clerks
Board of Directors Meeting
January 28, 2023
Minutes

CALL TO ORDER

President Pamela Smith called the meeting of the IIMC Board of Directors to order at 8:05 a.m. Saturday, January 28, 2023, at the Hilton Garden Inn, Rancho Cucamonga, California.

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 II Director: Travis Morris, CMC; Diane Pflugfelder, MMC
Region III Directors: Lee Frazier, MMC; Tory Frink, MMC
Region IV Directors: Phyllis McGraw, MMC; Angela Richburg, MMC
Region V Director: Carrie Mugford, CMC
Region VII Directors: Janet Gray, MMC; Celyn Hurtado, CMC
Region VIII East Director: Angela Johnson, MMC
Region VIII West Directors: LuAnn Holmes, MMC; Ida Fierro, CMC
Region IX Director: Ruth Post, MMC

Board Members Absent:

Region I Directors: Susan Haag, MMC; Kathleen Montejo, MMC
Region V Director: Angela Marshall, MMC
Region VI Directors: Gloria Christensen, MMC; Marita Rhude, MMC
Region IX Director: Jamie Newman, MMC
Region VI Directors: Sarah Jeffries; Johannes Rijs, MMC

Staff Members Present:

Chris Shalby, Executive Director
Dr. Beatrice Rodriguez, Director of Professional Development
Jaimis Ulrich, Education & Conference Coordinator
Kellie Siggson, Certification Manager
Janet Pantaleon, Finance Specialist
Karen Lee, Communications Officer
Janis Daudt, Director of Member Services
Tammy Storrie, Member Services Representative
Iris Hill, Education/Membership Assistant
Maria Miranda, Administration Coordinator/Recorder

Others Present:

Dawn Abrahamson, MMC
Connie Deford, Parliamentarian

Executive Session

Director Pflugfelder moved to go into executive session. The motion was adopted, and the board went into executive session at 8:08 a.m. PT.

The regular session reconvened at 12:00 p.m.

Recess

Without objection, the board recessed at 12:01 p.m. for lunch.

The meeting was called back to order at 1:00 p.m.

Director Pflugfelder moved to excuse Region Directors not present. Motion adopted.

Policy Committee

The following report was postponed from the Friday meeting:

Committee Application Process, Selection and Term, Section 2.35.080 Budget and Planning - Director Huycke moved to approve the policy as presented with the opening phrase, "At least six months prior to the annual conference" struck out.

The proposed policy was considered seriatim:

In the first paragraph, there was no objection to striking out "At least six months prior to the annual conference"

In the second paragraph, there was no objection to striking out "financial" and inserting "budget" before background or the addition of the deadline for receiving applications.

No changes to the third paragraph

The fourth paragraph, Term of Committee Chair, as proposed by the Policy Committee reads as follows:

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 Vice President.~~

Director McGraw moved to replace the language with the management recommendation as follows:

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 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 serve again.

After discussion, there was no objection to the substitution.

The policy, as amended, was adopted.

Staff Reports

Staff reports were received from Communications Officer Karen Lee and Director of Member Services Janis Daudt. A report from Region XI Development Consultant Tom van der Hoven was also received.

Annual Conference Updates

2023 – Minneapolis, MN ED Shalby reported that the Hyatt Hotel in Minneapolis is at 79% of capacity. IIMC will not contract with a second hotel until the Hyatt is at full capacity.

2024 – Calgary, Alberta, Canada - Former Director Bonnie Hilford and current Director Antony will be working out details with ED Shalby this summer.

2025 – St. Louis, MO - The logo is being updated, and the original host is still the clerk.

2026 – Reno, NV - They are working on the logo for this conference as well.

2027 - The board will make the decision at the mid-year meeting.

Other Business

Region VIII - The board term and selection process was determined in past meetings.

Region XI – Election Protocol Four recommendations were included in the report from Directors Rijs and Jeffries. Because they were unable to attend this meeting, Director Holmes moved to postpone their request to the May meeting. Motion adopted.

Region XI Travel Director Rijs' verbal report was also postponed to the May meeting.

Attorney Services Director Huycke moved that the Board of Directors authorize the President to retain the services of an attorney as required and, on a case-by-case basis, to provide legal advice to the Board of Directors and the Budget Committee on matters including, but not limited to, human resources matters.

Director McGraw moved to amend by striking out "on matters including, but not limited to, human resources matters" and inserting "regarding the Executive Director's contract."

Amendment lost by the following vote:

Yes, Pflugfelder, Frazier, McGraw, Richburg, Gray, Johnson, Fierro, Antony, 8.

No, Directors Frink, Mugford, Hurtado, Holmes, Post, Huycke, Past President Pierce, Vice President Garcia, President Elect Hess, President Smith, 10

Abstain: Director Morris, 1.

The original motion was adopted by the following vote:

Yes, Directors, Pflugfelder, Frazier, Frink, Mugford, Hurtado, Holmes, Post, Huycke, Past President Pierce, Vice President Garcia, President Elect Hess, President Smith, 12

No, Directors McGraw, Richburg, Gray, Johnson, Fierro, Antony, 6.

Abstain: Director Morris, 1.

Budget and Planning Committee Vice President Garcia moved to add the President Elect, Vice President, and Past President to the committee consisting of the President, Budget and Planning Committee Chair, and 3rd year Director to work with the Executive Director on his contract.

Motion adopted by the following vote:

Yes, Directors Frazier, Frink, McGraw, Richburg, Mugford, Johnson, Fierro, Holmes, Post, Antony, Huycke, Past President Pierce, Vice President Garcia, President Elect Hess, President Smith, 15

No, Directors Morris, Pflugfelder, Gray, Hurtado, 4.

Report of Constitution Task Force

The Constitution Task Force met via email to discuss the edits made by the Board of Directors at their December 2, 2022 Virtual Board Meeting. After discussion, the Task Force agreed with the edits presented with the exception of Article VII, Section 3. Powers. The Task Force members believe that the Executive Committee should not have any decision-making abilities outside of the entire Board of Directors.

The proposed constitution amendments were considered seriatim, as follows:

1. Article 1. General, Section 3, Core Values, Professionalism. No changes.
2. Article 1. General, Section 3. Core Values, Communication, No changes.
3. Article 1. General, Section 6, Budget. No changes.
4. Article 1. General, Section 9, IIMC Constitution Review. No changes.
5. Article II. Membership, Section 2A. Director Huycke moved to amend by inserting "Local Government Clerk" between "Recorder" and "Responsible Financial Officer."

Motion adopted by the following vote:

Yes, Directors Morris, Pflugfelder, Frazier, Frink, McGraw, Richburg, Mugford, Gray, Hurtado Johnson, Fierro, Holmes, Post, Antony, Huycke, Past President Pierce, Vice President Garcia, President Elect Hess, President Smith, 19
No, None.

6. Article II. Membership, Section 2. B. No changes.

7. Article II, Membership, Section 2, D. 1. No changes.

8. Article II. Membership, Section 2. D. 2. No changes.

Article III, Region. Section 2. A. Punctuation change will be handled in final edit.

Article IV. Board of Directors. Section 2. A. Insertion of the word “the” will be handled in final edit.

9. Article V. Officers, Section 5, and Article VI. Region Directors Section 4. No changes.

Article V, Officers, Section 7. C. Striking out “a” and inserting “the” before “Officer” will be handled in final edit.

10. Article VII. Executive Committee, Section 3. Powers. By unanimous consent, the Board of Directors agreed to the committee’s recommendation not to make any changes to this section.

Article VIII. Qualifications, Nominations, and Elections, Section 1. B. Inserting the word “the” before “time” will be handled in final edit.

11. Article VIII. Qualifications, Nominations and Elections, Section 1. F. and Section 2. E. By unanimous consent, the Board of Directors agreed that the committee’s recommendation to insert “verifiable” before “written support” not be forwarded for vote by the membership.

12. Article IX. Board of Directors Meetings. By unanimous consent, the Board of Directors agreed to remove subsection C, which read: “Notice of the meetings and an opportunity to participate will be provided to all members.” No other changes.

13. Article IX. Board of Directors Meetings. Section 3. No changes.

14. Article IX. Board of Directors Meetings, Section 4. Director Huycke moved to strike out “as determined by the board, such as the death of a family member and/or medical problems such as surgery.” Motion adopted. No other changes.

Article X, Annual Business Meeting. This clerical error should have been corrected after the 2022 annual meeting and will be handled in final edit.

Article XI. Executive Director, Section 1. Change “operation” to “operations”. This will be handled in final edit.

Article XI. Ethical Standard, Section 1. Strike out “so as” leaving “to”. This will be handled in final edit.

Article XI, Section 4. It is not necessary to insert “Ad Hoc” as it is already determined in Section 3; however, this minor change can be handled in final edit.

Article XV. Amendments to the Constitution, Section 2. A. Insertion of a comma after “Organization” will be handled in final edit.

15. Article XV, Amendments to the Constitution Section 1 and Section 3. No changes to either section.

In accordance with the IIMC Constitution, it was determined by the board of directors that if these amendments are adopted, they will not have a negative impact on the Organization or its finances. They will be published in the March *Digest*, considered by the membership at the Annual Business Meeting, and if approved by a majority vote will be submitted to membership for approval. Any amendment will be adopted if two thirds of the votes cast are in favor of the proposal. The effective date will be the 61st day following the Annual Business Meeting.

Announcements

President Elect Hess announced that the mid-year meeting will be held in Orlando, Florida.

Adjournment

With no further business, the meeting adjourned at 3:40 p.m.

Maria Miranda
Recorder.

International Institute of Municipal Clerks
Special Meeting
April 10, 2023
Minutes

President Pamela Smith called the special meeting to order at 9:03 a.m. PDT via Zoom.

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 Director: Travis Morris, CMC
Region III Directors: Lee Frazier, MMC; Tory Frink, MMC
Region IV Director: Angela Richburg, MMC
Region V Directors: Angela Marshall, MMC; Carrie Mugford, CMC
Region VI Directors: Gloria Christensen, MMC; Marita Rhude, MMC
Region VIII East Director: Angela Johnson, MMC
Region VIII West Directors: Ida Fierro, CMC; LuAnn Holmes, MMC
Region IX Director: Ruth Post, MMC
Region X Director: Lana Antony, CMC
Region IV Director Phyllis McGraw, MMC, and Region VII Director Celyn Hurtado, MMC, joined the meeting in progress.

Board Members Absent:

Region II Director: Diane Pflugfelder, MMC
Region IX Director: Jamie Newman, MMC
Region X Director: Stephen Huycke, CMC
Region XI Directors: Johannes Rijs, MMC

Others Present:

Chris Shalby, Executive Director; Connie Deford, Parliamentarian

President Smith explained that the purpose of the special meeting was to consider the communication from the Elections Committee.

Director Holmes moved to go into executive session. The motion was adopted, and the board went into executive session at 9:04 a.m. PDT

The regular session reconvened at 11:03 p.m. PDT

Without objection, the meeting was adjourned at 11:04 p.m. PDT.

Connie Deford
Parliamentarian and Recorder

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors

From: Susan Haag, Director
Kathleen Montejo, Director

Date: April 12, 2023

Subject: Region 1 Board Report for May 2023 Board Meeting



We are pleased to submit the following report to the Board of Directors regarding the activities in Region 1, which is comprised of Connecticut, Maine, Massachusetts, New Hampshire, New York, Rhode Island and Vermont.

ACTIVITIES OF THE DIRECTORS:

Region 1 just completed its Annual Meeting and training conference held in Cooperstown, NY. The meeting was well attended and clerks had the privilege of getting to know President Elect Mary Ann Hess and IIMC Director of Professional Development, Dr. Bea Rodrigues, both of whom were in attendance. We were pleased to host them and honored to have them visit us in Region 1. The education and Athenian Dialogue centered on the theme of “team work: to compliment the National Baseball Hall of Fame which is located in Cooperstown.

Our next newsletter will be published in early spring featuring the Region’s Annual Meeting and updating the membership on IIMC education and board decisions.

Region 1 continues to solicit and attract new IIMC members, as well as, encouraging clerks to pursue their CMC and MMC designations.

Travels -

1. Sue attended the NYSTCA 2022 and March 2023 Regionals
2. Kathy and Sue hosted the Region 1 Annual Meeting in Cooperstown, NY
3. Kathy and Sue will be attending the IIMC Annual Conference in May in Minneapolis.
4. Sue will be attending the NYSTCA September and December 2023 Regional
5. Sue and Kathy will be attending the NEACTC Annual Conference in Connecticut in November 2023.

CONNECTICUT:

Connecticut Town Clerks have been very busy reviewing proposed legislation and providing testimony as needed. The enactment of the amendment to our Constitution to allow for Early Voting seems to be falling mainly on our Registrars of Voters but the clerks are aware that amendments can be proposed during debates on the raised bills. There are currently three bills on this issue each proposing a different number of days for early voting.

CTCA is also monitoring a new bill to have a state sponsored dog licensing portal. Town Clerks can still issue the dog licenses but owners will be able to also license their dogs online if that is more convenient. We do have some concerns with the language of this bill but we are working with the state Department of Agriculture.

A major concern for the CT Town Clerks is a proposed bill to have the state create a portal for the land records. The bill is very vague stating that a working group be formed (no mention on who should serve). We are working with our lobbyist and legislators on this bill.

Our Spring Conference will be held April 20th and 21st at the Omni Hotel in New Haven. Berlin Town Clerk Kate Wall will be completing her two years as President and Patty Spruance from Windham will be the incoming CT President. Kate reports it has truly been a pleasure to serve as the President for the Connecticut Town Clerks Association and she wishes Patty and the rest of the Executive Board all the best.

MAINE:

The MTCCA Executive Committee has been meeting monthly. A board retreat is scheduled on May 9th at the Harraseeket Inn in Freeport, Maine.

The MTCCA's working groups and committees have been hard at work. The Legislative Policy Committee has been keeping a close eye on proposed legislation (mostly pertaining to elections) and providing testimony when needed.

The Election's Working Group has been working with the Secretary of State's office on various election related issues such as proposed legislation relating to elections, covering issues from the November General Election and what went well and what did not. The Secretary of State is in the process of developing a new Central Voter Registration System (which is long overdue). It is going to be rolled out in phases with Phase 1 scheduled to be implemented in September. Clerks throughout Maine will receive training in July/August on the first phase. The Election's Working Group got a sneak peek/demo last month and are excited for this to roll out.

The Instructor's Committee is busy offering in-person training sessions around the state. Vital Records training was offered at the end of March, New Clerk's training will be offered in April, as well as, De-Escalation Training in preparation for working with citizens in the November 2024 presidential election.

Many are preparing for local elections to be held on June 13th.

The Maine Town and City Clerks' Association's Public Relations Committee has been promoting Municipal Clerk's Week. They will feature at least one clerk from each Maine county on our listserv during the week. They have also submitted a draft proclamation to the Governor's office requesting that she make a declaration for Clerk's Week.

MASSACHUSETTS:

The Massachusetts Town Clerks Association, in conjunction with the Massachusetts City Clerks Association, held their Winter Conference in Devens, Massachusetts in February. The turnout was great; the classes were well-attended and very informative.

The MTCA has two surveys in the works; a salary survey that will be searchable and updated annually, and an Early Voting/Vote-by-Mail survey. The MTCA Legislative Committee will use this to work with the State to try to streamline the early voting and vote by mail processes, as well as, express needs and the long-term issues with sustainability of the existing voting laws.

The next MTCA Conference will be in Plymouth in June and new officers will be sworn in

NEW HAMPSHIRE:

The New Hampshire City and Town Clerks' Association board of directors recently met with the state's Title Bureau Administrator for the Department of Motor Vehicles as well as the State Director of Motor Vehicles to review upcoming changes in the vehicle registration process. They are considering offering two classes to clerks – Identifying and Responding to Aggressive Human Behavior and Calming the Storm. Both are in response to recent trends of interacting with customers who have increased anger management issues and frustration. Their state board also recently met with Secretary of State Scanlan to discuss upcoming legislative proposals regarding election law changes.

Their annual state conference will be October 11-13, 2023 at the Grand Summit Hotel in Attitash, New Hampshire.

NEW YORK:

New York State Town Clerks Association -

The NYSTCA Annual Conference was held in Syracuse, NY with 300 clerks in attendance. It was a wonderful time of networking and learning as clerks from all over the State gathered at the Downtown Marriott.

New York Legislators passed a recent bill in which anyone can act as a Marriage Officiant as long as they come to a Town or City clerk for a permit. Although this could happen in the past, it was through different channels. This change will bring new income into the clerk's office, which is always welcomed.

New York State City and Village Clerks Association –

The Association is encouraging members to attend the NY State Municipal Clerks Institute, which will be held in July; course offerings include topics such as performance management, servant leadership, critical decision making, ethics for public officials and more. Their statewide training conference was held this past fall where five municipal clerks were presented with their original Registered Municipal Clerk certification and thirteen clerks received their re-certifications.

RHODE ISLAND:

There is a special election in the works to fill the vacating US Congressional seat of David Cicilline. Congressman Cicilline will resign from Congress on June 1st to take over as CEO of the Rhode Island Foundation.

The Rhode Island Clerks' Association is working with the RI Secretary of State, Elections Division and the RI Board of Elections on a number of bills to streamline the voting process and operations.

There is hope, through bill support, for a change in Rhode Island's primary date. It regularly falls on the Tuesday after Labor Day, making it a hard-working holiday for the RI Clerks and staff.

The RI Association is also advocating for bills allowing for public notices and certain required advertisements to meet advertising requirements through website postings, in lieu of expensive

newspaper ads.

Finally, RI is promoting a bill to allow clerk's offices to maintain some issuance rights over local vital records. Over the past fifteen months, the state has been incorporating a central vital records system, and not allowing the local clerks to hold their citizenry records.

VERMONT:

Many of the Vermont communities are wrapping up their town meeting season. The Vermont League of Cities and Towns prepared a nice preview with numerous statistics about Town Meeting 2023 in Vermont. In January of 2023, the VT legislature moved to extend the COVID precautions that allow for the extension of the date of town meeting and the move from in person to ballot vote; at least 11 towns chose to postpone or move all articles to ballot again for 2023. That said, Vermont Town Meetings largely returned to in person meetings this year. In 2022, sixty-three towns held in person Town Meetings compared to at least 182 towns meeting held in person this year. The fallout of these precautions is more towns moving permanently to the ballot only option and completely moving away from in person town meetings – eighteen towns considered doing to on the 2023 ballot. Vermont is also seeing an increase in the move from Elected to Appointed positions – in 2017 the legislature moved to allowing municipalities the authority to vote to convert elected positions to appointed. In 2023 nine more towns considered articles to move the elected Town Clerk to an appointed role.

NEW ENGLAND MUNICIPAL CLERKS INSTITUTE AND ACADEMY:

The annual Institute and Academy will be held the week of July 16 – 21 on the campus of Plymouth State University in New Hampshire. The program is administered by twelve board members who are municipal clerks from around New England. Enrollment for NEMCI continues to set records as the first-year class registrations opened on April 5 and filled in less than 5 hours.

THE NEW YORK STATE MUNICIPAL CLERKS INSTITUTE AND ACADEMY:

Registration is now open for the July 2023 Institute and Academy. In person classes will be held the first week followed up with online classes the second. Once this year is complete, the Rockefeller College will be negotiating a new contract with the NYSTCA and the NYSACTC.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Lee Frazier & Tory Frink, Region 3 Directors
Date: April 5, 2023
Subject: Region Director III Update



Background on first half of the 2023 term

List your Region's accomplishments

1. Membership Growth
2. Continuum of certifications/designations
3. Region 3 Annual Meeting in February (28 registered for the AD, 101 registrants)
4. Spring Newsletter Completed
5. We have 40 signed up (our maximum) for our Region 3 Dinner – The News Room
6. Facebook Group #s have continued to increase we are at over 600 members

Any issues in your Region

Region Facebook page – We have and continue to have several unrelated random posts in the Region 3 Facebook group, it's been challenging to post the CMC/MMC designations because then someone posts something random and unrelated and it distracts from the celebratory posts and announcements. Had concerns about the number of posts during the VP campaign.

Travels and future Travels

- April – Tory will attend the NC County Clerks Annual Conference in Wrightsville Beach, NC (April 19-21, 2023)
- June – Lee and I both will be attending the FACC Summer Conference in St. Petersburg, FL (June 18-21, 2023)
- September – Lee and I both will be attending the Study Abroad Program & Symposium

Miscellaneous

May 3rd – Lee will present a training class to the Alabama Association of Municipal Clerks & Administrators (AAMCA)

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: Board of Directors
From: Angela Richburg and Phyllis McGraw
Date: April 14, 2023
Subject: Region Directors IV Report

Currently, the Arkansas City Clerks, Records and Treasurers Association has 190 members (135 Clerks, Records and Treasurers and 55 Deputy/Associate members). During 2022, they hosted a mini-institute in North Little Rock with approximately 60 attendees in September and a district workshop in Mineral Springs in October that focused on second class cities. They also have two district workshops scheduled in 2023 in West Memphis during March and Beebe during April.

Arkansas hosted the 2022 IIMC Conference in Little Rock/North Little Rock. It was a huge success. We thank everyone that attended and look forward to the upcoming conferences.

The Mississippi Clerks Association has a busy season coming up. They have an Annual Spring Conference at the end of April, the Annual IIMC Conference in the middle of May and then ending our Associations year with the Annual MML Conference the end of June. Mississippi recently had their Annual Winter Conference and hosted the IIMC Regional Meeting which were both successful. This conference was four days of education, networking, meetings and team building. There were 205 attendees with twenty of those being from outside of Mississippi.

The Certified Municipal Clerk Program for Mississippi is a three-year program that is offered twice a year, once being in the Fall and once in the Spring. These classes are held in three different locations across the State to allow for Clerks to attend the one most convenient to them. Courses are presented to help new clerks to understand what is required in their job and also to prepare them to handle many of the day-to-day situations that will come up. Instructors include experienced clerks from other municipalities in Mississippi as well as persons from State Agencies, private firms and from our Institutions of Higher Learning. There are currently 159 enrolled in the certification program.

Mississippi has approximately 175 IIMC members. 72 completed their CMC and 19 are MMC.

As of December 31, 2023, the Oklahoma Clerks, Treasurers and Finance Officials Association has a total membership of 206 with 50 new members. The fall conference is set for, October 18 – October 20, 2023, at the Shangri-La Resort, Monkey Island, at Grand Lake in OK. The Oklahoma 2023 Institute and Academy took place at the Wes Watkins Center on the OSU campus in Stillwater, OK from March 27-31, 2023. There are 39 CMCs and 6 MMCs.

Louisiana hosted its Annual Spring Conference April 13-14, 2023, in New Orleans, where new Officers and Trustees were installed. Lora Johnson, City Clerk, New Orleans is the new LMCA President. Vice President, Veronica Arcenaux, CityClerk, Lafayette, Secretary-Treasurer; Veronica Brown, City Clerk, Greenwood and Public Relations Officer, Meshawn Arcenaux, City Clerk, Napoleonville. There were also 4 new Trustees sworn in. As with most states, I'm sure, there was a huge turnover in Clerks following the first of the year. As of March 31, we have had 27 new Clerks appointed. Louisiana will host its annual Institute in October 2023, which is a week filled with much needed education for our Clerks.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Angie Marshall and Carrie Mugford

Date: 04/13/23

Subject: 2023 Region V Directors Update



1. Indiana League of Municipal Clerks & Treasurers held the annual Institute and Academy on March 19-23 in Muncie, Indiana. We hosted our second Athenian Dialogue on *Year of Yes* by Shonda Rhimes. Over 230 clerks and municipal staff attended this week of intensive education. ILMCT recently transitioned the member listserv and website to a new provider. This will make for a better user experience and faster listserv transactions. The 2023 ILMCT annual conference will be June 25-29 at the Grand Wayne Center in Fort Wayne. The theme is “Be a Hero in Your Community.” We are planning for over 400 attendees at the annual conference.
2. During the annual Kentucky League of Cities Conference and Expo, in September, many clerks were recognized for achieving milestone levels in the City Officials Training Program: Level 1: Achievement in City Governance, 13 clerks, Level 2: Excellence in City Governance, 11 clerks, Level 3: Master of City Governance, 15 clerks. Melissa Sies became the 8th Kentucky clerk to be inducted as a Fellow in the Athenian Leadership Society. The spring conference is planned for April 26-28, 2023, in Owensboro. Institute and Academy is scheduled for July 17-21, 2023, in Lexington and the Masters Academy is planned for August 23-25, 2023.
3. The Michigan Association of Municipal Clerks held their Institute and Academy in Mount Pleasant on March 19-24. The Institute is in the 14th year in collaboration with Central Michigan University. The week of education included topics such as Challenges and Solutions for Michigan Clerks, Professionalism in the Clerk’s Office, and Managing Generational Differences. The 2023 MAMC annual conference is scheduled for June 12-16, 2023, in Detroit. The conference theme is “Clerks Hitting a Home Run” and will highlight how municipal clerks continue to work as a team and hit it out of the park!
4. The Ohio Municipal Clerk Association is offering numerous educational opportunities in 2023. OMCA offers members 3 one-day academies, 3 Athenian Dialogues, 1 virtual opportunity, and a four-day Institute. Specific details about training are available at omca.us. The OMCA annual institute is planned for July 16-20 in Columbus, OH. The theme is “Portrait of Success” and all out-of-state clerks are welcome to attend.
5. The Tennessee Association of Municipal Clerks and Records considered and approved a number of amendments to its bylaws at the fall conference. Included was a bylaw amendment to allow the association to meet electronically. In 2023, TAMCAR will hold two conferences, both in Murfreesboro, on April 26 and again on September 20. TAMCAR has six standing committees that are looking for volunteers, if any Tennessee clerks would like to get more involved.

Miscellaneous

So far in 2023, Region 5 has added 6 new CMC and 3 new MMC recipients. Region 5 has also added 49 new members.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Marita Rhude, Region VI Director
Gloria Christensen, Region VI Director
Date: April 11, 2023
Subject: 2023 Region Directors VI Update



Background on second half of the 2022-2023 term

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.

Reports from the three states in Region VI:

IOWA:

- A winter online Municipal Professionals Institute session was held in February. An in-person Institute session will be held in July in Ames, Iowa, and another online session will be held in October.
- The Municipal Professionals Academy will be held in July in Ames, Iowa.
- The Iowa Municipal Finance Officers Association (IMFOA) Spring Conference was held April 19-21, and included an Athenian Dialogue on *The Gifts of Imperfection* by Brene Brown, facilitated by Marita Rhude.

MINNESOTA:

- Planning is continuing for the 2023 Conference in Minneapolis. Volunteers are needed!
- The Minnesota Clerks & Finance Officers Association (MCFOA) Annual Conference was held in St. Cloud, Minnesota in March, and included an Athenian Dialogue on *The Gifts of Imperfection* by Brene Brown, facilitated by Marita Rhude.
- The Minnesota Municipal Clerks Advanced Academy was held in September.

WISCONSIN:

- The 43rd Annual Wisconsin Municipal Clerks Association (WMCA) will be held in Appleton, Wisconsin August 22-25.
- District Meetings for the eight Wisconsin districts were held in April and early May, which included educational and information sessions geared to the needs of each unique area of the state.
- The UW-Green Bay Clerks Institute will be held (online only) July 17-21, 2023.
- The Master Academy was held (online) February 23-25, 2023.

Any issues in your Region -- No concerns to report

Travels and future Travels

- January 2023 – We had a great turnout for our Region VI Mid-Year Training and Meeting. January 27-28 in Bloomington, Minnesota. Friday's training included an Athenian Dialog (*Eat Mor Chikin: Inspire More People*) facilitated by Camilla Pitman, and a business meeting was held on Saturday morning.
- March 2023 – Marita and Gloria attended the MCFOA Annual Conference in St. Cloud, Minnesota March 22-24.
- April 2023 – Marita and Gloria attended the IMFOA Spring Conference in Des Moines, Iowa.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Angela Johnson, Meeteetse, WY
Ida Fierro, Bernalillo - NM
LuAnn Holmes, Las Vegas - NV

Date: April 12, 2023

Subject: Region VIII East & West



Institutes & Conferences

The last Region VIII Conference was held in beautiful Park City, Utah in 2021. Currently, the regions are looking at holding a combined Region VIII conference later this year and will be looking towards the individual states for their expertise and input into a location and curriculum.

Region VIII has offered several educational opportunities for all IIMC members over the past year and the following are additional opportunities:

Arizona— CMC Institute June 5 – 9, 2023; MMC Academy June 20-23, 2023; AMCA Annual Conference and Elections Training July 25-27, 2023; Arizona Municipal Clerks Association: www.azclerks.org

Colorado— 2022 Summer Masters Academy July 15, 2022; 2022 CMCA Conference October 18-21, 2022; <https://www.cmcaclerks.com/>

Idaho— 2022 ICCTFOA Institute September 21-23, 2022; AIC Annual Conference June 21-23, 2023; <https://idahocities.org/mpage/ICCTFOAHome>

Montana— <http://www.mmctfoa.com>

Nebraska— Clerk's Institute & Academy March 12-17, 2023; <https://www.lonm.org/clerks/nebraska-municipal-clerks-association.html>

New Mexico— Clerks Certification Workshop April 18-19, 2023; NM Clerks & Finance Officer's Association Spring Meeting April 19-21, 2023; <https://nmml.org/subsections/clerks-and-finance-officers/>

Nevada— <http://www.nvclerks.com/>

North Dakota— North Dakota League of Cities Annual Conference September 20-22, 2023; <http://www.ndlc.org/>

South Dakota— South Dakota Municipal League Annual Conference October 3, 2023; <http://www.sdmunicipalleague.org>

Utah— Institute & Academy April 3-7, 2023; 2023 UMCA Annual Conference September 20-22, 2023; <https://www.umca.org/>

Wyoming— Spring Virtual Series Accounting/Finance February 16, 23 & March 2, 9, 2023 - Spring Institute April 12-14, 2023; Fall Institute September 27-29, 2023; <https://www.wamcat.org/>

Getting Ready for Minnesota

Carrying on the new tradition of offering a unique experience for Region VIII members on Region Night, at the Annual Conference, Region VIII East & West will be enjoying a cultivating, guided bus tour around Minnesota's historic Twin Cities. Participants will learn why the Twin Cities are more fraternal than identical, and why Mark Twain allegedly said, "St Paul is the last great city of the east and Minneapolis is the first great city of the west".

The Next Region VIII Directors

Ida Fierro, from the Town of Bernalillo, New Mexico, was sworn in as the second Region VIII West Director in January 2023. She will serve a 2.5-year term on the Board of Directors, starting January 27th, 2023 until May 2025. At the 2023 IIMC Annual Conference, Colleen Mulvey from, Cedar Hills, Utah, will be replacing LuAnn Holmes as the second Region VIII West Director. Colleen's term will begin in May 2023 and until May 2026.

Angela Johnson of Meeteetse, Wyoming is the current Region VIII East Director. Angela came on the board in May 2022 and will serve until May 2025. She will be joined by Julie Kamka, from Evans, Colorado, to be sworn in at the May 2023 Annual Conference. She will serve until May 2026.

Travels and Future Travels

Wyoming Association of Municipal Clerks and Treasurers- April 12-14, 2023
Great Falls MT- Montana State Education – April 30- May 4, 2023
SDGFOA Annual Convention-

Miscellaneous

Attached are the Region VIII East and West Bylaws along with State Association Reports received.

IIMC Region VIII East Bylaws

1. Purpose:

To affirm the policy that the International Institute of Municipal Clerks (IIMC) Region VIII East Director rotation; the method for each state to submit candidates; Region VIII East conference rotation; to establish a Region East VIII assessment to pay for Director travel and annual Region VIII conference; to establish a schedule for Region VIII Director rotation to visit states when requested.

2. Members:

Region VIII members include Colorado, Montana, Nebraska, North Dakota, South Dakota, and Wyoming.

3. Director Qualifications

Candidates for the Director's office must meet the following qualifications:

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

4. Election of Region Directors

- a. If there is only one candidate for Region Director, no election is held, and the candidate is declared elected.
- b. If there are two or more candidates for the state in rotation, state will conduct a state election and submit the name to IIMC 90 days prior to the deadline.
- c. Vacancy in Term: In a Region Director resigns during their term of office, the state of the resigning director will fill the vacancy. If no candidate steps forward to fill the seat, the vacancy will be announced to 5 states (excluding the state that has a director currently serving, and the state that waived the seat).
- d. In the event that a state association has no eligible candidate for the Region VIII East Director position, that state association may pass on their turn. Each state would move up on the rotation and the state not taking the seat would move to the last spot on the rotation schedule. Thereby forfeiting their turn.

5. Director Term

Two members from Region VIII East shall serve staggered three-year terms. Terms are staggered to where a new member will be elected each year.

Example:

2019 Arizona

2020 Nevada

2022 North Dakota

6. Rotation Schedule

- a. From the time of this agreement, Region VIII Directors will rotate according to the following schedule.

2022 Wyoming (3 year Term)

2023 Montana

2025 Colorado

2026 Nebraska

2028 North Dakota

2029 South Dakota

2031 Wyoming

2032 Montana

2034 Colorado

2035 Nebraska

- b. Rotation will repeat in 2035 with Nebraska and continues in the same order.
- c. States must submit qualified applicants to IIMC 90 days prior to the deadline or facilitate having an election. This would allow sufficient time for a state that has two qualified candidates to have an election if necessary.

7. Region Assessment: In the future, the bylaws may be amended to add an assessment. Until that time, Region Directors may request reimbursement from state associations for the following:

- a. Coach airline travel is made 21 days in advance
- b. Hotel room and tax charges during the conference only
- c. Mileage
- d. Parking
- e. Conference charges for Annual Meetings within the Region
- f. No travel funds will be used for travel or conferences in the Directors' home state

8. Travel Reimbursements

- a. Director may pay in advance and receive reimbursements with the proper receipts

9. Region VIII Conferences

- a. Conference shall be held every two years.
- b. Conferences shall be bid two years prior to scheduling.

c. Presidents of each association shall vote on the location of the Region VIII Conference.

i. Selection shall be based on the following criteria:

1. Registration Costs
2. Educational Opportunities offered at the conference
3. Ease of travel for the entire region

10. Bylaws and amendments will be signed by all presidents in accordance with the rules of the state association.

This agreement is adopted on the ____ date of _____, 2023, by agreement of the Presidents of each of the Region VIII East states.

_____ Colorado President	_____ Date
_____ Montana President	_____ Date
_____ Nebraska President	_____ Date
_____ North Dakota Representative	_____ Date
_____ South Dakota Representative	_____ Date
_____ Wyoming President	_____ Date

IIMC Region VIII West Bylaws

1. Purpose:

To affirm the policy that the International Institute of Municipal Clerks (IIMC) Region VIII West Director rotation; the method for each state to submit candidates; Region VIII conference rotation; to establish a Region VIII West assessment to pay for Director travel and annual Region VIII West conference; to establish a schedule for Region VIII West Director rotation to visit states when requested.

2. Members:

Region VIII members include Arizona, Idaho, Nevada, New Mexico, and Utah.

3. Director Qualifications

Candidates for the Director's office must meet the following qualifications:

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

4. Election of Region Directors

- a. If there is only one candidate for Region Director, no election is held, and the candidate is declared elected.
- b. If there are two or more candidates for the state in rotation, the state will conduct a state election and submit the name to IIMC 90 days prior to the deadline.
- c. Vacancy in Term: In a Region Director resigns during their term of office, the state of the resigning director will fill the vacancy. If no candidate steps forward to fill the seat, the vacancy will be announced to 4 states (excluding the state that has a director currently serving, and the state that waived the seat).
- d. In the event that a state association has no eligible candidate for the Region VIII Director position, that state association may pass on their turn. Each state would move up on the rotation and the state not taking the seat would move to the last spot on the rotation schedule. Thereby forfeiting their turn.

5. Director Term

Two members from Region VIII West shall serve staggered three-year terms. Terms are staggered to where a new member will be elected each year.

Example:

2019 Arizona

2020 Nevada

2022 North Dakota

6. Rotation Schedule

- a. From the time of this agreement, Region VIII Directors will rotate according to the following schedule.

2020 Nevada

2022 New Mexico

2023 Utah

2025 Idaho

2026 Arizona

2028 Nevada

2029 New Mexico

2031 Utah

2032 Idaho

2034 Arizona

2035 Nevada

- b. Rotation will repeat in 2035 with Nevada and continues in the same order.
 - c. States must submit qualified applicants to IIMC 90 days prior to the deadline or facilitate having an election. This would allow sufficient time for a state that has two qualified candidates to have an election if necessary.
7. Region Assessment: In the future, the bylaws may be amended to add an assessment. Until that time, Region Directors may request reimbursement from state associations for the following:
- a. Coach airline travel is made 21 days in advance.
 - b. Hotel room and tax charges during the conference only.
 - c. Mileage
 - d. Parking
 - e. Conference charges for Annual Meetings within the Region.
 - f. No travel funds will be used for travel or conferences in the Directors' home state.
8. Travel Reimbursements
- a. Director may pay in advance and receive reimbursements with the proper receipts.
9. Region VIII Conferences
- a. Conference shall be held every two years.
 - b. Conferences shall be bid two years prior to scheduling.
 - c. Presidents of each association shall vote on the location of the Region VIII Conference.

i. Selection shall be based on the following criteria:

1. Registration Costs
2. Educational Opportunities offered at the conference
3. Ease of travel for the entire region

10. Bylaws and amendments will be signed by all presidents in accordance with the rules of the state association.

This agreement is adopted on the ____ date of _____, 2022, by agreement of the Presidents of each of the Region VIII West states.

_____	_____
Arizona President	Date
_____	_____
Idaho Representative	Date
_____	_____
Nevada President	Date
_____	_____
New Mexico President	Date
_____	_____
Utah President	Date

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors

From: Jamie Newman, MMC
Ruth Post, MMC

Date: April 17, 2023

Subject: Region Director IX Update



We continue to hold monthly Zoom meetings to coordinate travel to State Association conferences, discuss Board business, and connect on other matters of interest. These meetings have proved very helpful with communication and coordination of duties.

Notes of congratulations to Region IX members who have earned their CMC or MMC designation, and new Athenian Fellows are sent, as well as welcome notes to new Region IX members.

The Region IX winter newsletter was issued in January, with the summer edition scheduled for publication in July. All candidates for IIMC Vice President were invited to include a statement in the winter newsletter, and we were happy to feature all candidates.

In September 2022, we traveled to the beautiful Oregon Coast, to attend the Oregon Association of Municipal Records Conference. At the conference, we participated in a “Welcome to the Profession” session to introduce a large group of first-time attendees to IIMC.

In December 2022, we attended the Alaska Association of Municipal Clerks Conference (AAMC) in Anchorage. At the conference, we had our first “IIMC table” (like a vendor table) where conference attendees could find information about IIMC. We had membership applications, a membership list, flyers on certification, the IIMC Foundation, and more. AAMC hosted a wonderful conference despite the challenges brought by change. For years AAMC met in November, but beginning in 2022, the conference schedule was moved to December.

In March 2023, we attended the Washington Municipal Clerks Association Conference at the Skamania Lodge located in one of the country’s most celebrated natural wonders, the Columbia River Gorge. As we did at AAMC, we hosted an IIMC table. In addition to the flyers and membership application, we gave “I Voted” stickers to anyone who voted in the election for IIMC Vice President. Our message was clear, the purpose of the stickers was simply to promote member participation in the election.

In April, we attended the City Clerks Association of California Conference in Palm Springs, where we had our IIMC table. Additionally, we held a meeting with Region IX leaders to discuss amendments to the Region IX Director Agreement to clarify language related to the assessment pool. The purpose of this agreement is to affirm the policy that the IIMC Region IX Director position rotates among the states of Alaska, California, Oregon, and Washington; to establish a schedule for that rotation; to agree to a process for submitting the candidate’s name to IIMC; to

agree to an assessment pool for Region IX Director travel costs; and to establish a schedule for rotation of the Region IX dinner at IIMC.

Professional Development Institutes were held or will be held this year; Technical Training for Clerks (CMC) Program and the Leadership Training for Clerks (MMC) Program sponsored by the City Clerks Association of California, and the Northwest Clerks Institute, sponsored by the Washington Municipal Clerks Association, Alaska Association of Municipal Clerks, and Oregon Association of Municipal Recorders.

With the majority of Region IX states having established IIMC Foundation Endowments, we continue to push the message to apply for IIMC Foundation scholarships.

In all communications, we continue to encourage and promote membership in IIMC to ensure those pursuing certification are qualified when they apply.

In summary, it has been a wonderful and productive year - Region IX is as strong and unified as ever!

Updates from Region IX State Associations

Alaska Association of Municipal Clerks - Brenda Henry, MMC, President

- The 2023 AAMC Annual Conference will be held at the Dena'ina Center in Anchorage, December 3 – 5. President Henry is revising the conference schedule to provide for more efficiency and cost savings for association members, reduce time that members are away from their families near the holidays, and reduce expenditures for the Association.
- *Dare Greatly – AAMC 2023!*

City Clerks Association of California – Marc Donohue, MMC, President

- The 2024 CCAC Annual Conference will be held at the Hard Rock Hotel in San Diego, April 2 - 5.
- Currently CCAC is:
 - In contract negotiations with their new education institutes, and hope to have a finalized contract done in May and new institutes up and running in 2024.
 - Getting ready to bring an updated City Clerk Handbook to the Board for approval. This will be the first update in over 10 years.
 - Passed Ballot Measure 23-A, which moves the swearing in of the Board of Directors to the annual conference, allows any member of CCAC to run for any position on the board, extends the terms of the current board by 6-months, and removes the north/south region requirement for president.

Oregon Association of Municipal Recorders – Karin Johnson, MMC

- The 2023 OAMR Annual Conference will be held September 19 - 22, at Spirit Mountain Lodge, Grand Ronde, Oregon.
- Board meeting and Athenian Dialogue on September 19; Conference September 20 – 21; and Academy session on September 22.
- OAMR adopted a Strategic Plan and now the Board is reviewing it and working on implementation.

Washington Municipal Clerks Association - Lisa Neissl, MMC, President

- The 2024 WMCA Annual Conference will be held March 20 – 22, with an Athenian and Academy on Tuesday, March 19. The Conference will be held at the Yakima Convention Center with the Red Lion serving as the conference hotel.
- WMCA is working on succession planning and development of new leaders.
- President Neissl noted there are a lot of new clerks in Washington and a lot of new perspectives that need to be tapped. New clerks need to be encouraged to get involved.
- WMCA is working on clarifying job and committee descriptions and sharing what it takes to take on a leadership role in WMCA.
- *Life Begins at the end of your Comfort Zone – WMCA 2024!*

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Stephen Huycke and Lana Antony
Region X Directors

Date: April 14, 2023

Subject: 2023 Region X Director's Report to the Board



Background on first half of the 2022 term

Spring has sprung in Canada, and in some places it has already felt like summer. With the coming of spring, many Canadian municipal clerks and administrators have started gathering for conferences and education sessions. AMCA (Alberta) is holding its annual conference from April 26 to 28 in Canmore AB. AMCTO (Ontario) is holding its annual conference in Niagara Falls, Ontario from June 11 to June 14. LGMA (British Columbia) annual conference in Nanaimo, BC from June 13 to 15.

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 has designed a western logo and theme and will be looking forward to promoting it at the Minneapolis conference in 2023. Start gathering your western wear!



List your Region's Goals and Accomplishments

1. Promoting the 2024 Conference in Calgary Alberta
2. Assist in the delivery of a targeted Athenian Dialogue in Canada - **Deferred**

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Chris Shalby, Executive Director
Date: April 17, 2023
Subject: Executive Director's Year-End Report



Overview

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

Staff Update

IIMC is into its second year of having staff work a hybrid schedule from home/office with 50% of staff in-house with alternating days. Two staff members work out of state. We hold weekly virtual meetings and more as needed. Our productivity remains high, and the schedule has proved beneficial to staff in many ways.

Personnel

As of this writing, we have 9 full time staff, and 5 independent contractors: 1) CPA/Financial Consultant; 2) Event Management; 3) International Consultant; 4) Parliamentarian; and 5) Information Technology.

Update

As of this report, we are still looking to hire a finance specialist. With Kellie Siggson's resignation and Maria Miranda's upcoming retirement, IIMC will also need to fill those two full-time positions.

Administration

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

Maria Miranda (Administrative Coordinator) and Janet Pantaleon (Financial Specialist), have daily responsibilities in administration and assist in other areas. We still have not replaced the vacant Office Manager position, vacant since October 2020. Janet Pantaleon, Maria Miranda and I are still coordinating the tasks involved with this position.

Marketing/Communications

Our Communications Officer, Karen Lee, has been with us since March 2020. She has done an excellent job regarding member outreach, publications and engagement development. The Department is responsible for producing the following: the monthly online *News Digest*; marketing and collateral support to all Committees and IIMC in general; and the weekly *E-briefings*. **The Communications Department's report is part of this agenda and features current metrics on the IIMC website, *E-Briefings* and *News Digest*.**

ED Update – Page 2

Education

The Education Department has been consistently solid in meeting members' educational needs and staying abreast of education guideline improvements. Dr. Beatrice Rodriguez directs the Department and continues to immerse herself in IIMC's Education programs. To date, she has created eight online education courses for 2023 with the possibility of adding more courses by year-end. She and IIMC's Education and Professional Development Committee have finalized the "Education P.L.U.S." program with an anticipated summer launch date. She continues to oversee the Institutes and annual report compliance, Athenian Dialogues and more. Jaimis "Jai" Ulrich was hired in March 2022 as the Education/Conference Program Coordinator. Jai's immediate involvement has been to carry out the task of coordinating the conference education program regarding speakers and other logistics. Jai's educational background has embellished the Department. With Certification Manager Kellie Siggson's resignation, we are reviewing the current process to determine where improvements can be made and how best to staff it moving forward. Education Assistant Iris Hill adds support to this Department. **The Education Department's report and attachments are part of this Agenda.**

Membership

The Department embarked on a new membership campaign in 2023, garnering nearly 100 new members as of this writing.

Janis Daudt, Tammy Storrie and Iris Hill oversee this department's work. This group is exemplary when dealing with IIMC members and is constantly looking for new and creative ways to recruit new members and maintain current membership. Their efforts helped make the 2022 year-end membership figures exceed the \$1 million mark, again, for the fifteenth consecutive year. **Please see the Department's report in this agenda.**

Finance

Our existing policies and processes over the past 13 years continue to steer us in a positive direction. We're diligent about administering the Organization's finances. 2022 was the 15th consecutive year **(2022 year-end financials are not part of this agenda. They will be emailed to the Board)** that IIMC's bottom line was positive. Our Board Designated Reserves are \$1,082,000 as of (4/5/2023) and on April 6, IIMC's Board approved the hiring of Urban Wealth Management to oversee a portion of its investments to expedite financial growth.

IIMC's 2022 year-end projections are estimated to be approximately \$200,000, an increase from the initial projection of \$8,292. A good portion of the windfall was realized from not holding a midyear meeting in November 2022; an increase in education revenue by \$50,000; a slight increase in conference profits and building revenue and a consistent eye on expenses.

Janet Pantaleon oversees the majority of our daily accounting tasks with help from Maria Miranda. Connie Parker, CPA, our financial consultant, has been with IIMC for approximately eight years and her experience and oversight have been invaluable to the department and IIMC. **As of this report, our year-end audit compilation is in progress and will be emailed prior to the meeting.**

ED Update – Page 3

CONFERENCE -- 2023 Conference – Minneapolis, Minnesota

We projected 650 Delegates/25 guests for the 2023 Conference and a projected profit of \$15,990. The average attendance numbers from Conferences in 2016, 2017, 2018, 2019 and 2022 is approximately 666 delegates. To date, we have 645 delegates and 19 guests.

We originally contracted with one host hotel, the Hyatt Regency, which will house attendees, events and the education and meeting programs. Sometime in March, the Hyatt sold out IIMC's room block, allowing us to add an overflow property to handle the additional delegates. The Doubletree is a 5-minute walk from the Hyatt.

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.

We contracted 550 rooms each on peak nights for a total room block of 2,791 (need to meet 1,814 to avoid attrition). As of this writing, we have 2,800 room nights sold. The conference registrations increased; therefore, we procured an overflow hotel in late March.

****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.**

Early Bird Package/Marketing – 2023 Conference

- Online Registration was available to members in November/December 2022.
- The Education program was part of the online registration process, with Delegates able to choose their concurrent education session tracks prior to the conference.

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
- **Total \$58,590**

Recommended Discounts and Savings

We offered \$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. For 2023, we have 1123 members from the discounted Region.

2023 ED Update – Page 4

Management also recommended the following for the 2023 Conference:

- For the 2023 Conference, we listed Academy sessions at \$159 each 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 2023 Conference, 178 Delegates attended Academies of which 76 attended more than one Academy. Approximate revenue is \$28,302, compared to the 2022 Conference Academies with 102 Delegates of which 56 attended multiple Academies and a revenue of \$27,162. We also have four Athenian Dialogues that always draw well.
- 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**). Minneapolis attracted 155 multiple attendees.

Headquarter Building -- Update

On November 1, 2022, we consolidated three rental offices into two as current tenant – Burga Law – expanded, thus, turning two office spaces into one large unit. 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.

NOTE: IIMC refinanced its Building in 2020, reducing the monthly mortgage from approximately \$5,000 to its current rate of \$2,900.

******NEW***Board Action Required – 2023***

Management's Recommendations - Attachments:

1. Code of Ethics – Revisions per IIMC Attorney Rosa Cumare as directed by the Board.
2. Human Resources Attorney Letter of Engagement – Lynne Hook
3. Region X Membership Dues restructure - DRAFT

Chapter 6.05

CODE OF ETHICS

Sections:

6.05.010 Purpose.

6.05.020 Scope.

6.05.030 Policy

6.05.040 – *Commitment to IIMC's Code of Ethics*

~~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. [**May 2022**; November 2008; December 6, 2002. Policy M-2].

6.05.020

Scope.

All members. [**May 2022**; 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.

(Member signature)

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

IIMC

6.05.040

Commitment to IIMC's Code of Ethics

As part of its commitment to advance and implement its Code of Ethics, IIMC provides the following review:

- ***A complaint about an IIMC member can be submitted by a member by sending the complaint to IIMC's Executive Director via email or by mail to IIMC Headquarters. Complaints must be related to actions occurring to the member's duties as a Municipal Clerk and the code of conduct.***
- ***The IIMC Board of Directors will implement an Ad Hoc Ethical Standards Committee (ESC) to review the complaint to determine whether the action potentially violates IIMC's code.***
- ***If it is judged that the action, if verified, is a violation of the Code, the ESC will then work with IIMC's Executive Director and the Board to determine if further steps should be taken.***

This is intended to be a constructive process that helps members understand how the Code is applied to specific situations.

(May 2023)

6.05.040 Enforcement

- ~~A. 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”).~~
- ~~B. All members of IIMC agree to abide by the Code.~~
- ~~C. 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.~~
- ~~D. 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.

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, or (3) the Respondent has been found guilty and has exhausted all appeals, in a criminal case involving the same conduct.~~

~~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. 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.~~
- ~~7. 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.~~

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 Respondents membership privileges.~~
4. ~~Membership Bar. A prohibition against reinstatement of the Respondents 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 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.~~

~~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.~~

~~[May 2022; November 2008; December 6, 2002. Policy M-2].~~

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: IIMC Board of Directors
From: Chris Shalby, Executive Director
Date: April 4, 2023
Subject: Attorney Letter of Engagement

At the 2022 IIMC Midyear Board meeting, the Board directed ED Shalby to find a Human Resource Attorney who would be willing to provide a Letter of Engagement for the IIMC Board to use when needed. Below is attorney Lynne Hook's biography and attached is her letter of engagement.

Management's Recommendation: Approve Hook as IIMC attorney regarding personnel matters.

Lynne Hook
Employment Attorney
Manhattan Beach, CA

Lynne Hook has been advising and defending employers in employment law matters for over 25 years. She counsels human resources and operations professionals on the legal aspects of employment policies and conducts training and workplace investigations.



Prior to starting her own practice and working as a subject matter expert at Axiom Law, Lynne served as in-house employment counsel for a Fortune 500 hotel company with 70,000 employees, managing litigation throughout the United States and providing corporate HR advice. She also lived in Switzerland and worked as employment advisor for an international supply business. Lynne spent eight years at three different large law firms in Los Angeles litigating California employment disputes and providing employment law advice to employers.

Lynne's areas of expertise include California employment law, wage and hour law, human resources policies and procedures, employment discrimination awareness and training, and workplace investigations.

Outside of work, Lynne is the School Board Chair at St. Frances X. Cabrini School in Los Angeles, a Board member at Family Promise of the South Bay, a Trustee at the Dan Murphy Foundation, and is the former Board Chair at St. Anne's, a residential treatment center for at-risk pregnant and parenting teenage girls. She has also served as the co-chair of social outreach at American Martyrs Catholic Church and as a City of Manhattan Beach Library Commissioner. Member: State Bar of California; Association of Workplace Investigators; LAX Coastal and Manhattan Beach Chamber of Commerce

<https://employerlawyer.us/>

Education

Notre Dame Law School

JDLaw

1990 - 1993 - Activities and Societies: Thomas J. White Scholar, Member, Notre Dame Journal of Law, Ethics and Public Policy

University of Southern California

B.A., Cum Laude Philosophy and Political Science

1986 - 1990 -- Activities and Societies: Presidential Scholar, Resident Honors Program, Thematic Option Program, Orientation Advisor (1988), Junior Year Abroad University of Sussex (1988-89)

March 22, 2023

Pamela Smith
IIMC President – 2022-2023
C/O IIMC Headquarters
8331 Utica Avenue
Suite 200
Rancho Cucamonga, CA 91730

Re: Engagement Letter

Dear Pamela,

Thank you for contacting Employer Lawyer PC to provide employment law advice for your organization. The State Bar of California and our professional liability insurance policy require us to have an engagement letter in place. This agreement will outline our plan to work together (“Agreement”). If you have any questions or do not understand any of these terms, please feel free to call me.

1. **CONDITIONS.** This Agreement will not take effect, and I will have no obligation to provide legal services, until you return a signed copy of this Agreement to me via mail or email.

2. **SCOPE OF SERVICES.** You have engaged Employer Lawyer PC for employment law advice. We will provide all legal services reasonably required. We will keep you informed of progress and to respond to your inquiries. This Agreement does not cover litigation, dispute management or claims representation services of any kind, whether in court, arbitration, administrative hearings, or government agency hearings. Services in any matter not described above will require a separate written agreement.

3. **CLIENT DUTIES.** You agree to be truthful, to cooperate, to keep us informed of any information or developments which may come to your attention that relate to the work I perform, to abide by this Agreement. You will assist us in providing information and documents necessary for the representation in the described matter. You agree that the documents and advice that we prepare for your employment law needs are tailored to your needs and are not to be shared with unrelated entities or individuals without our express written permission.

4. LEGAL FEES AND BILLING PRACTICES. You agree to pay for my work by the hour. My current billing rate is \$400 per hour.

The time tracked will include the time I spend on telephone calls relating to your matter, including calls with you and other parties. Time is charged in minimum units of one tenth (. 1) of an hour. For example, if I spend 30 minutes on a telephone call, the invoice will reflect .5 hours for that call.

5. COSTS AND OTHER CHARGES.

(a) At times, but not often, we may incur various costs and expenses in performing legal services under this Agreement. You agree to pay for all costs, disbursements and expenses. The costs and expenses commonly include fees such as postage, photocopying and other reproduction costs, travel costs including parking, mileage, transportation, meals and hotel costs, investigation expenses and other similar items. Except for the items listed below, all costs and expenses will be charged at cost. Mileage is calculated at the IRS rate for the date incurred.

(b) Out-of-town travel. Although I do not expect to need to travel, you agree to pay transportation, meals, lodging and all other costs of any necessary out-of-town travel.

(c) Consultants. To aid in the representation in your matter, it could become necessary to hire consultants. You agree to pay such fees and charges. We will discuss and select any consultants to be hired, at your request, and you will sign an agreement with the vendor directly.

6. BILLING STATEMENTS. We will send you periodic invoices via email for costs incurred. We use FreshBooks for timekeeping and invoicing. Each invoice will be payable within 30 days of its mailing date. We normally send invoices at intervals of no less than 30 days. If you request, we will provide one within 10 days. The statements shall include the amount, rate, basis of calculation or other method of determination of the costs, and such costs will be clearly identified by item and amount.

7. DATA SECURITY AND CONFIDENTIALITY. Employer Lawyer PC believes in the importance of client confidentiality and maintaining a safe, secure, and protected data and information management platform. We utilize a cloud-based file storage system, Dropbox, to store and share documents and data obtained from and shared with clients.

8. TERMINATION AND WITHDRAWAL. Of course, you may discontinue our work at any time by notifying us in writing. We may withdraw with your consent or for good cause. Good cause includes your breach of this Agreement, refusal to cooperate or to follow my advice on a material matter or any fact or circumstance that would render my continuing representation unlawful or unethical. When our services conclude, all unpaid charges will immediately become due and payable. After services conclude, we will, upon your request, deliver your file and property in the firm's possession, whether or not you have paid for all services. We reserve the right to retain our files in electronic

format only. We also reserve the right to destroy electronic files after they have been maintained for seven years.

9. **DISCLAIMER OF GUARANTEE AND ESTIMATES.** Nothing in this Agreement and nothing in our statements to you will be construed as a promise or guarantee about the outcome of the matter. We make no such promises or guarantees. Our comments about the outcome of the matter are expressions of opinion only. Any estimate of fees given shall not be a guarantee. Actual fees may vary from estimates given.

10. **ENTIRE AGREEMENT.** This Agreement contains the entire agreement of the parties. No other agreement, statement, or promise made on or before the effective date of this Agreement will be binding on the parties.

11. **SEVERABILITY IN EVENT OF PARTIAL INVALIDITY.** If any provision of this Agreement is held in whole or in part to be unenforceable for any reason, the remainder of that provision and of the entire Agreement will be severable and remain in effect.

12. **MODIFICATION BY SUBSEQUENT AGREEMENT.** This Agreement may be modified by subsequent agreement of the parties only by an instrument in writing signed by both of them or by an oral agreement only to the extent that the parties carry it out.

13. **EFFECTIVE DATE.** This Agreement will govern all legal services performed by me on your behalf commencing with the date I first performed services. The date at the beginning of this Agreement is for reference only. Even if this Agreement does not take effect, you will be obligated to pay the reasonable value of any services I performed.

The parties have read and understood the foregoing terms and agree to them as of the date we first provided services. If more than one client signs below, each agrees to be liable, jointly and severally, for all obligations under this agreement.

Thank you for your business. I look forward to working with you.

Sincerely,



Lynne M. Hook

Founder

lynne.hook@employerlawyer.us

ACKNOWLEDGEMENT

I have read and understand the above Engagement Letter setting forth the client's obligations concerning the terms of representation by Employer Lawyer PC, and payment of expenses to the firm and agree to be bound by the terms of this Agreement.

International Institute of Municipal Clerks

Agreed:

Signature

Print Name

Title

Date

Please send invoices to _____ at this email _____

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Chris Shalby, Executive Director
Date: April 3, 2023
Subject: Region X – Membership Dues - DRAFT



Overview

At the midyear meeting in 2019, Region X (Canada) Directors requested that IIMC review Region X and its membership structure and fees. Directors suggested that Region X might fall under the same bulk membership scheme that we currently afford four associations outside of North America that affiliates with IIMC.

IIMC currently has four Region X affiliations: AMCTO (Toronto), LGMA (British Columbia), AMCA (Alberta) and PMA (Newfoundland).

IIMC brings in approximately \$32,270US in membership dues from Region X.

When IIMC began its Region XI bulk membership program in 2014, IIMC had 162 members in this Region, paying annual dues of \$26US. The bulk membership program was created to grow the Region in numbers not fiscally. IIMC currently has 5,632 members in Region XI with four Affiliations that provide the following in annual revenue:

SLCC - \$2,000

ADSO -- \$2,000

VVG – \$2,000

IMASA - \$200

Total Annual Income -- \$6,200US

In reviewing our Region X membership, IIMC currently has:

Membership

Alberta - 33

British Columbia - 109

Ontario - 23

Manitoba - 3

New Brunswick - 3

Newfoundland - 12

Nova Scotia - 1

Northwest Territories - 2

Saskatchewan - 1

Total - 187

CURRENT - Population/Member Breakdown

68 - \$185.00 = \$12,580 – up to 20,000

44 - \$225.00 = \$9,900 -20,001 to 200,000

12 - \$285.00 = \$3,420 Over 200,001

56 - \$125.00 = \$7,000 – Additional Full Members

7 -- \$35.00 = \$245 -- retired members

Total Annual Income = \$33,145US

Region X overall members = 187 plus 4 honorary (past presidents) members.

As part of the affiliations, IIMC provides a discounted membership fee using the same three-tiered membership structure for all our members, except those in Region XI:

1. Eligible Region X members who are not already IIMC members as of the date of this Agreement may join IIMC for the first year at 50% of the applicable IIMC Region membership rate, allowing qualified members participation in IIMC and the IIMC Foundation education programs, scholarships, grants and other opportunities.
2. Eligible IIMC members who are new members only of Region X Associations as of the date of this Agreement may join Region X Associations for the first year at 50% of the applicable Region X Association membership rate, allowing qualified members participation in Region X Association education programs, and other opportunities.

The concern is the bottom line. As you can see, with \$33,145US in revenue generated, moving to a bulk membership scheme would have a direct and negative impact on IIMC's bottom line.

Management's Recommendations:

We recommend the following: 1) Reduce all Full Members' fees to \$185US (**PROPOSED** Chart) rather than the tiered fees (**CURRENT** Chart) we employ for population size and retain the Additional Full Member fees at \$125US; and 2) the introduction of fixed fees is a stopgap measure for Region X while IIMC continues to look for new ways to increase membership. In the process, IIMC will also need to give serious consideration into adding one or more Directors to this Region considering the imbalance of the current set-up.

CURRENT - Population/Member Breakdown	PROPOSED - Population/Member Breakdown
68 - \$185.00 = \$12,580 – up to 20,000 44 - \$225.00 = \$9,900 -20,001 to 200,000 12 - \$285.00 = \$3,420 Over 200,001 56 - \$125.00 = \$7,000 – Additional Full Members 7 -- \$35.00 = \$245 - retired members Total Annual Income = <u>\$33,145US</u> Region X overall members = 187 plus 4 honorary (past presidents) members	68 - \$185.00 = \$12,580 – up to 20,000 44 - \$185.00 = \$8,140 -20,001 to 200,000 12 - \$185.00 = \$2,220 - Over 200,001 56 - \$125.00 = \$7,000 – Additional Full Members 7 -- \$35.00 = \$245 - retired members Total Annual Income = <u>\$30,185US</u> Region X overall members = 187 plus 4 honorary (past presidents) members

Changing the fees to one price will reduce IIMC's revenue by \$2,960US. We recommend keeping the new membership rate through 2030 with no dues increase for the next 6 years (**see chart below**) and revisit fee structure in 2030. The loss of additional revenue over six years is minimal compared to moving to a bulk membership scheme. Also, there is no guarantee that each Region X affiliation would be amenable to such a move, considering there is direct competition between IIMC and Region X associations.

2025 Dues Increase	2027 Dues Increase	2029 Dues Increase	Loss of Additional Revenue Over 6 Years
\$5 Increase = \$935 \$10 Increase = \$1,870	\$5 Increase = \$935 \$10 Increase = \$1,870	\$5 Increase = \$935 \$10 Increase = \$1,870	\$5 = \$2,805 \$10 = \$5,610

From a marketing perspective, if these recommendations are approved, Region X members can significantly plan for the next six years knowing their dues are fixed. Also, as IIMC looks to grow this Region, it can market the fixed dues structure to broaden its base and to promote its 2024 Conference in Calgary.



International Institute of Municipal Clerks

Professionalism in Local Government through Education

BOARD OF DIRECTORS RESOLUTION TO INVEST FUNDS WITH URBAN WEALTH DEVELOPMENT FINANCIAL SERVICES

Upon a motion duly made, authorized by IIMC Board of Directors, that \$750,000 would be transferred from Manufacturers Bank to Urban Wealth Development Financial Services for the International Institute of Municipal Clerks. The number of accounts necessary as well as type of accounts for investment to be decided by the Executive Director, Chris Shalby and Finance Specialist, Janet Pantaleon. Executive Director, Chris Shalby, to sign solely in representation of the Board of Directors.

RESOLVED, that the Finance Specialist, Janet Pantaleon, be authorized and directed to open any investment accounts for IIMC with Urban Wealth Development Financial Services which is hereby authorized to honor the deposits of IIMC. Finance Specialist, Janet Pantaleon, will be named account manager and have rights to manage funds within all accounts. Account Manager will not be an authorized signer.

IIMC Authorized Signers:

Chris Shalby – Executive Director

The undersigned, Chris Shalby, Executive Director and Pamela Smith, President certify that the above is true and correct.

Dated: 4/11/2023

X 

Chris Shalby
IIMC Executive Director

X 

Pamela Smith
IIMC President 2023

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, and Conference Coordinator
Iris Hill, Education and Membership Assistant

Date: May 14, 2023

Subject: 2023 Education Department Annual Report



Below is an overview of the Education Department's operations since the Board Meeting held on January 27, 2023.

CMCs and MMCs – Since the Annual Board Meeting on May 21, 2022, we have awarded **an additional 309 CMC** designations and **87 MMC** designations. Overall totals are as follows: CMC total = 4,492; MMC total = 1,374.

Certification - The Member Services department reported a 351 new member increase from last year and a 175 new member monthly average increase in the first quarter of 2023. Due to this increase, the Education Department continues to receive a high influx of CMC and MMC certification applications with an increased average review time of 6 - 8 weeks. We have noted an abundance of CMC admission applications and first-time designation applications, which is a direct result of the membership increase.

In addition, we have found a more significant than usual increase in MMC applications. We believe this increase is due to those driven to complete the Master designation and participate in the upcoming Education P.L.U.S program. Although this has yet to be fully advertised to the membership, word has traveled of its June 2023 launch due to the inquiries we receive during scheduled Calendly appointments.

Calendly – The Department's appointment scheduling system is in high demand, with bookings scheduled one month in advance. This continues to be a successful tool internally for the certification process and allows for an elevated level of personalized customer service. Current appointments range from "Certification Next Steps" to "I Want to Discuss My Certification Application Review." An additional appointment type will be available upon Staff's return from Minneapolis for those with questions about the upcoming EPP launch.

iMIS Database/Website Maintenance – A recent overhaul has been completed to both the CMC and MMC Certification pages of the IIMC website to ensure broken links, corrections to certification guides, and any additional updates have been corrected. Region X and XI certification and the Athenian Society pages are currently being constructed. The internal iMIS database is in the final stages, including two new CMC and MMC dashboards for improved data reporting purposes. This will include the following:

- CMC/MMC yearly revenue
- CMC/MMC enrollment completed and accepted but not yet applied for the designation
- CMC/MMC in progress
- CMC/MMC directory (search by date, inactive/active, state/province/country)
- CMC/MMC active and inactive by year (up to the last 20 years)
- CMC/MMC active and inactive by region

In addition, an EPP dashboard with the same reporting structures listed above will be implemented. For IIMC members enrolled in the EPP, we are excited to announce that the EPP Hours Application will be submitted to the Education Department by directly uploading their documents to the iMIS database for Staff review. We hope this will be the pilot test for future CMC and MMC submittal process changes.

Annual Conference Education Program – Minneapolis, Minnesota

Conference Design: We are very excited to announce that we designed our conference to award the most points than before. We understood that the economic climate affected everyone, including our members, and created a conference that we hoped would draw a larger audience. To date (April 4, 2023), we have 675 registrants.

We carefully examined the feedback and purposely weaved in more time between sessions, allowing more time for connectivity. We wanted members to feel timely from one session to the next to gain points.

For this reason, we designed education tracks. All tracks had the same, if not comparable, courses so that members would benefit from the content.

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: Target Field. This offsite event was extracurricular only, with no option for education points.

Registration: Our upgraded version of IIMC’s database supported our online registration model. A key perk was that members could register for academy sessions, Athenian dialogues, and their 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 deciding which class they want to start their conference week with. In short, registrants selected a track for the conference with their full schedule.

Speakers: All speakers were carefully selected and contracted for our 2023 Annual Conference. This included our academy speakers, Athenian dialogue facilitators, general speakers, and concurrent speakers.

Speakers were considered and explicitly selected based on their knowledge, experience, and public and municipal services expertise.

Conference App: A new app was implemented for our 2023 Annual Conference through the web platform, Whova. This app is user-friendly and versatile as it can be accessed via cell phone and desktop. The app integrates our quiz platform, allowing members to access their quiz directly from their phone or desktop without an external QR code. The app also has a networking function enabling 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

Region I - On March 29 - 31, 2023, Dr. Rodriguez attended the IIMC Region I Annual Meeting at the Otesaga Resort Hotel in Cooperstown, NY. Region Directors Sue Haag, MMC, and Kathleen Montejo, MMC, created an intimate environment where members came together for professional networking and premium education. Dr. Rodriguez also had the opportunity to engage institute directors Tracy Borst, John Myers, and Dr. Eugene Monaco to discuss education on the horizon. She also met 55 attendees, participated in the education session and fundraising, and updated members on the status of the Education PLUS Program.

Pennsylvania – Dr. Rodriguez has met with Albright College representatives and assisted with their curricula. Positive relations continue to flourish, and a completed application is expected.

New Mexico – Dr. Rodriguez and Chris Shalby remain in contact with Lisa Johnson to assist until a new ID is identified.

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

New England – John Myers

Virginia – Christina Draper

Georgia – Christina Collins

Wisconsin – Laura Nolan

Kansas – Paula Downs

Athenian Leadership Society

The Athenian Leadership Society continues to grow, as noted by the number of Fellows awarded.

<u>Year</u>	<u>Athenian Dialogues Held</u>	<u>Fellows Awarded</u>
2022	95	46
2023	45	12

IIMC Region Directors are automatically notified once the Education department has approved a new Athenian Fellow. 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. The Award has officially been changed to the Paul Craig Athenian Fellow.

Course Review Process

Course reviews continue to come weekly, and the department works with each association to ensure high-quality education programs are offered locally.

Committee Work

Education and Professional Development Committee (EPD) - The committee members met on March 1, 2023, and were provided an update on the IIMC Board's review and discussion of the Education PLUS Program. Dr. Rodriguez informed the Committee that the Education Department is completing the structure and design, including the application and submission process, with the help of their feedback. The main concern identified was the 3-year cycle, and based on this feedback, the years in the cycle were changed to 2 years. The committee also appreciated the virtual platform the program offers.

On March 17, 2023, Dr. Rodriguez sent a copy of the revised 2023 Education Guidelines to the Education and Professional Development Committee for review and comment. The Executive Committee directed IIMC staff to drive this overhaul and the Education PLUS Program for efficiency. As agreed, the guidelines are now complete, along with the Education PLUS Program, for presentation to this Board for consideration. Comments from members are attached to this report.

Education Advisory Group (EAG) – The Education Advisory Group consisting of six institute directors, met on March 14, 2023, and was provided an update on the IIMC Board's review and discussion of the Education PLUS Program. Dr. Rodriguez informed the Committee that the Education Department is completing the structure and design, including the application and submission process, with the help of their feedback. The main concern identified was also the 3-year cycle; therefore, the cycle was changed to 2 years. The EAG also appreciated the autonomy provided by the program and the virtual component.

On March 17, 2023, Dr. Rodriguez sent a copy of the revised 2023 Education Guidelines to the Education and Professional Development Committee for review and comment. The Executive Committee directed IIMC staff to drive this overhaul and the Education PLUS Program for efficiency. As agreed, the guidelines are now complete, along with the Education PLUS Program, for presentation to this Board for consideration. Comments from members are attached to this report.

ACTION REQUIRED Education P.L.U.S. Program – The Education Department revised the draft with the Board’s approval and guidance to the EPD committee and the EAG. Minor revisions have been made based on the comments provided. The EPP application and website will reflect all revisions upon approval. The revised draft is attached immediately following this report for Board review.

ACTION REQUIRED Revised Education Guidelines – In 2022, the IIMC Board of Directors directed Dr. Rodriguez and the Education Department to revise the Education and Institute Guidelines and make the final copy available for comment for expediency. The Education Department has achieved this goal and attached a copy to this report for your review. IIMC aims to clarify the Education Guidelines and reflect the most current practices within the Clerk profession and higher education. The first change is that there is only **one** set of guidelines, which have been combined for consistency, avoiding confusion. The second change is the **addition** of the Education PLUS Program components.

The Education Department looks forward to the board's comments, considerations, and guidance to proceed with this initiative.

Management Comments:

The Department continues to flourish regarding the creation of new online courses, the upcoming launch of the P.L.U.S. program and the revised, streamlined Education Guidelines. Management agrees with the Department’s recommendations and anticipates these items will be fruitful for the members. In moving forward with continuing professional development, some possible areas to note include:

1. The dissolution of Institutes in certain states and what initiatives will be borne regarding Clerk education,
2. The persistent interest in the development of online courses, and
3. The implementation of a contemporary and profound approach to certification.

With Dr Rodriguez’ consistent outreach toward the Institutes and its directors, IIMC continues to grow this important relationship. With the recent changes to the Education staff, the Department will be undertaking the task of reviewing the current CMC and MMC application process, discovering new ways of streamlining the practice while upholding the integrity of each member’s application.

EDUCATION P.L.U.S. PROGRAM (EPP)

“Professional Leadership United in Service”

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

Projected Launch Date – June 2023

The Education PLUS Program and revised Education Guidelines will launch simultaneously.

PROGRAM REQUIREMENTS

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 two-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 two 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, University-based certificate programs and/or courses, Certified Public Manager Programs, etc.
 - 6) **Elective** - “community engagement” options may include writing an article for IIMC News Digest, facilitating an education session for IIMC’s annual conference, or online professional development component. ***SUBJECT TO APPROVAL**

The EPP Program consists of a two-year scheduled enrollment cycle. The scheduled enrollment cycles start on the first of the month and stop at the end of the scheduled month. As an **example** See below: (the dates below are not exact and are subject to change depending on the actual launch date of this program)

EPP Enrollment Date	EPP Completion Date
June 1, 2023	June 30, 2025
December 1, 2025	December 31, 2027
June 1, 2028	June 30, 2030
December 1, 2030	December 31, 2032

- The EPP program requires members to commit to the **entire** two-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 2-year window. **For example, No incremental submissions. All REQUIRED DOCUMENTATION MUST BE SUBMITTED 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 digital certificate and letter of recognition signed by the current IIMC president
3. GOLD (9 years) – \$200 IIMC annual conference scholarship or academy, along with a digital certificate and letter of recognition signed by the current IIMC president
4. PLATINUM (12 years) – \$400.00 academy scholarship along with a digital certificate and letter of recognition signed by the current IIMC president
5. DIAMOND (15 years) – IIMC annual conference recognition, photo feature, digital certificate and a letter of recognition signed by the current IIMC president

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS EDUCATION GUIDELINES

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PREAMBLE

The International Institute of Municipal Clerks (IIMC) serves the needs of Municipal Clerks, City Secretaries, Treasurers, Recorders, and other allied associations worldwide. IIMC's primary goals are to promote education and training, professional development, certification, public service, mutual assistance and goodwill, and skill development.

EDUCATIONAL PHILOSOPHY

The primary purpose of the International Institute of Municipal Clerks (IIMC) is to provide education and professional development programs and opportunities for its members. IIMC recognizes that education and professional development are essential to every member, and those needs are diverse worldwide. The educational philosophy of "No Clerk Left Behind" remains at the forefront as IIMC offers extensive educational programs and courses through a variety of methods, including universities and institutes, IIMC-approved institutes, state/provincial/national associations, international study, and online classes, publications, networking opportunities, and annual conferences. IIMC values its affiliations with Municipal Clerk associations and sponsoring educational institutions. IIMC provides members with certifications earned through participation in educational programs and involvement in various professional development activities. These certifications include the Certified Municipal Clerk (CMC) designation and the Master Municipal Clerk (MMC) designation. The educational programs and certifications offered through IIMC empower its members to achieve academic and professional success.

IIMC promotes life-long learning, skill development, and public service to foster a spirit of mutual assistance and goodwill among Municipal Clerks around the globe. We continually strive to promote and lead professional and personal development practices to create opportunities for our diverse membership. In partnership with our national and international institutes and our state/local and provincial associations, we support learning opportunities that enrich our members' knowledge, skills, and abilities, thus creating pathways to certification. Certified professionals can continue their development through participation in programs offered at the state/local/provincial, and national levels even after they achieve the desired certification. This commitment to life-long learning enables the members to keep current with evolving practices in the profession and remain effective in their municipalities.

IIMC MEMBERSHIP CLASSIFICATIONS

- Full Member/Additional Full Member - Individuals who serve a legislative government body (LGB) in an administrative capacity with management responsibilities and perform at least [four of the eight core clerk duties](#). These members may earn both IIMC designations.
- Associate member* - Does not qualify for full membership and cannot become a Certified Municipal Clerk or a Master Municipal Clerk. They may, however, attend conferences and courses as they desire.
- Retired Members - These members may earn both IIMC designations.

**If a Full Member, who is fully admitted and engaged in the certification process, finds themselves unable to meet the criteria of a Full Member, they can transfer to Associate Member status. If the newly transitioned Associate Member wishes, they can continue to complete their current certification.*

For IIMC to recognize a Certified Municipal Clerk (CMC) or Master Municipal Clerk (MMC) designation, membership must be current.

CERTIFIED MUNICIPAL CLERK (CMC) DESIGNATION

The Certified Municipal Clerk program can enhance the job performance of the Clerks in small and large municipalities. To earn the CMC designation, a Municipal Clerk must attend extensive education programs, and the CMC designation also requires relevant experience in a municipality. The CMC program prepares the applicants to meet the challenges of the complex role of the Municipal Clerk by providing them with quality education in partnership with institutions of higher learning and state/provincial/national associations. The CMC program has been assisting clerks in excelling since 1970.

Members will earn all points according to the provisions of the IIMC Education Guidelines.

The following are the requirements for obtaining the CMC designation:

1. Be a Full/Additional Full/Retired Member.
2. Be an active member of IIMC for two years.
3. Complete and submit the Enrollment Form to be reviewed as an eligible CMC candidate and the full non-refundable certification fee.
4. Submit the [Application for CMC Designation](#) accompanied by supporting documentation for each item listed.
5. The CMC Designation requires sixty (60) education and fifty (50) experience points.

CMC CERTIFICATION

The Certified Municipal Clerk (CMC) is the first of two professional designations offered by IIMC. The CMC program prepares participants to meet the basic challenges of the complex role of the Municipal Clerk.

PREREQUISITES

The CMC is a prerequisite to the MMC. Points earned before achieving the CMC designation will not apply towards the MMC designation. A college degree not previously applied is the only exception to this rule.

A member may begin accruing MMC-eligible items while their CMC application is pending review. However, if the assessment determines that the member's final CMC application is deficient, the assessor will only review and apply any items accrued in the interim toward the CMC application.

Credit earned while a CMC designee awaits nothing but the fulfillment of the two-year IIMC membership requirement for receiving the CMC designation will be eligible to be reviewed for MMC credit.

CMC EDUCATION POINT REQUIREMENTS

Sixty (60) Education Points Required (Regions I-IX)

Options for obtaining the sixty (60) Education points required may come from any combination of the following categories:

Option	Eligible Points
1) Completion of an IIMC-approved Institute or Academy program	1 point per 2 educational hours (120 hours = 60 points)
2) A bachelor's degree or higher in Public Administration or a related field*	20 points
3) A bachelor's degree or higher in an unrelated field*	10 points
4) An associate degree	5 points
5) Completion of a State/ National/ Provincial education program approved through the IIMC course review process	1 point per 4 educational hours with a completed learning assessment
6) IIMC Annual Conference**	1 point per 1 educational session with a completed learning assessment
7) IIMC Athenian Leadership Dialogue***	3 points each with completed learning assessment, 18 points maximum
8) IIMC Online programs	1 point per 2 educational hours
9) IIMC Study Abroad Program	Points vary by program

* Copies of official transcripts are required.

**Members may use IIMC Annual Conference educational hours for either education or experience points.

*** Members may apply a maximum of 18 points to the CMC designation.

Additional Education Options for IIMC Members in Regions X-XI Only (Outside the US)

In addition to options 1-9 listed above, members in Regions X and XI may also submit items qualifying within the following three additional categories:

10) Applicable college or university course credits not applied toward a degree	1 point per applicable credit unit
11) Applicable business or vocational school programs	1 point per 10 educational hours

12) Other applicable programs	1 point per 6 educational hours with a completed learning assessment
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Excess education points will be applied to experience by the IIMC Education Department during the designation application review period.

IIMC awards at the very least 0.5 education points. Members must meet minimum time requirements based on stated point conversion.

CMC EXPERIENCE POINT REQUIREMENTS

Fifty (50) Experience Points Required (Regions I-XI)

Options for obtaining the fifty (50) experience points required may come from any combination of the following categories:

Option	Eligible Points
1) Full-time Municipal Clerk* positions qualifying for Full/Additional Full Membership	4 points per year**, maximum 40 points
2) Part-time Municipal Clerk* positions qualifying for Full/Additional Full Membership	2 points per year**, maximum 40 points
3) Other full-time positions in local government before becoming a Municipal Clerk*	2 points per year**, maximum 30 points
4) Administrative positions in federal, state, or provincial government	1 point per year**, maximum 30 points
5) Administrative positions in business***	1 point per year**, maximum 30 points
6) IIMC Annual Conferences****	1 point per 1 educational session with a completed learning assessment
7) Attendance at an IIMC regional meeting, municipal clerks association conference, municipal league conference, or other municipal clerk-related conferences	1 point per 4 verifiable hours***** or 1 day of educational attendance
8) Completion of a State / National / Provincial education program approved through the IIMC Course Review Process	1 point per 4 educational hours with a completed learning assessment
9) Other applicable programs	1 point per 6 educational hours
10) IIMC Study Abroad Program	Points vary by program
11) Applicable business or vocational school programs	1 point per 10 educational hours
12) Applicable college or university courses not applied toward education	1 point per applicable credit unit
13) IIMC, IIMC Foundation, or Municipal Clerks Association Committee service	1 point per year**

*See IIMC Membership Classifications.

**Employment and Committee service may be reviewed in six-month increments and will be re-evaluated with each application submission.

***In the case of applicable self-employment, the applicant must submit a copy of their business license and tax return for each year of employment they seek credit for in addition to a first-hand letter outlining the nature of the business and the duties performed.

****Members may use IIMC Annual Conference educational hours for either education or experience points. *****Verifiable hours are educational hours the hosting organization verifies and reflects in the supporting documentation.

IIMC awards at the very least 0.5 education points. Members must meet minimum time requirements based on stated point conversion.

Sample Course Subjects for the Certified Municipal Clerk (CMC) Program

The following is an example of course subjects for the education component of the CMC designation. It indicates the subject matters within the context of IIMC core educational requirements for the CMC designation. The courses must fulfill the requirements of the IIMC Education Guidelines.

IIMC emphasizes that, at a minimum, all courses shall be related to the job of the participating clerk and shall include a presentation by an educator with appropriate credentials or by an expert in the field. From time to time, the Education Department may update, revise, and change courses as needed.

A. Public Administration and Organization

- Introduction to Public Administration
- Public Management
- Social and Political Systems
- Local Government
- Public Organizations
- Introduction to Fiscal Management
- Accounting for Municipalities
- Budgeting for Municipalities
- Financial Management
- Introduction to Law
- Introduction to Information Technology
- Records Management I
- Records Management II
- The Planning Process
- The Municipal Clerk Profession
- Introduction to Project Management
- Meeting Administration
- Agendas and Minutes
- Administrative Law
- Environmental Policy and Management
- Public Sector Economics
- Knowledge Management
- Organizational Management
- The American Municipality

B. Social and Interpersonal Issues

- Personal and Group Behavior
- Introduction to Communication
- Written Communication I
- Written Communication II
- Presentation Skills
- Community Development
- Teambuilding and Group Dynamics
- Principles of Ethics
- Comparative Clerkship
- Leadership
- Media Relations Project Management
- Project Risk Management
- Research Skills
- Public Organizations
- Public Personnel Management
- Strategic Planning for Not-for-Profit and Government Entities
- Sustainable Economic and Community Development
- Technical Writing
- Technology in the Clerk's Office/Information management Technology

C. Electives

- Election Administration
- Emergency Management
- Employment Law/HR Management
- State Mandated Education

IIMC will also accept state or provincial-specific education and training related to the clerk's job as an elective. In addition, IIMC will also take other courses relevant to the Municipal Clerk profession and in compliance.

MASTER MUNICIPAL CLERK (MMC) DESIGNATION

The Master Municipal (MMC) is the second of two professional designations offered by IIMC. To qualify for entrance into the MMC program, an applicant must hold the CMC designation. The MMC program prepares participants to meet the challenges of the complex role of the Municipal Clerk. Through advanced continuing education programs, participants receive further development to perform more complex municipal duties. The certification requirements include an extensive and advanced educational component and a professional contribution component. MMC applicants must demonstrate their active pursuit of educational and professional activities and have remained informed of current socio-political, cultural, and economic issues that affect local governments and municipalities.

The educational requirements for the MMC are more advanced and complex than those of the CMC program. The topics and course descriptions may sound like those of the CMC courses; however, the breadth and depth of the MMC courses are more academically advanced. The IIMC Education Department is always a resource to assist in determining the education level of any course. Members must earn all points according to the provisions outlined in the requirements in this document.

The following are the requirements for obtaining the MMC designation:

1. Hold a CMC designation in good standing.
2. Be a Full/Additional Full/Retired Member
3. Complete the Application for MMC admission to determine MMC eligibility and the non-refundable certification fee.
4. Submit the Application for MMC Designation accompanied by supporting documentation for each item listed.
5. The MMC Designation requires sixty (60) advanced education and forty (40) professional contribution points.
6. IIMC DOES NOT accept any points earned or dated before the CMC designation toward the MMC in progress. For example, no materials dated before March 2008 will count toward the MMC in progress if the applicant obtained their CMC designation in March 2008. A college degree not previously applied is the only exception to this rule.

MMC ADVANCED EDUCATION POINT REQUIREMENTS

Sixty (60) Advanced Education Points Required **(Regions I-XI)**

Options for obtaining the sixty (60) advanced education points required may come from any combination of the following categories:

Option	Eligible Points
1) Completion of an IIMC-approved Academy program	1 point per 2 educational hours (120 hours = 60 points)

2) A bachelor's degree or higher in Public Administration or a related field*	20 points
3) A bachelor's degree or higher in an unrelated field*	10 points
4) An associate degree	5 points
5) Completion of a State / National / Provincial education program approved through the IIMC Course Review Process	1 point per 4 educational hours with a completed learning assessment
6) IIMC Annual Conference**	1 point per 2 educational hours
7) Athenian Leadership Society Dialogues***	3 points each with completed learning assessment, 18 points maximum
8) IIMC online education programs	1 point per 2 educational hours
9) IIMC Study Abroad Program	Points vary by program
10) Other applicable programs	1 point per 6 educational hours with a completed learning assessment

* Copies of official transcripts are required.

**Members may use IIMC Annual Conference educational hours for either education or experience points.

*** Members may apply a maximum of 18 points to the MMC designation.

Excess advanced education points will be applied to professional contributions by the IIMC Education Department as referenced in #5 of the MMC requirements noted above.

A member may begin accruing MMC- eligible items while their final CMC application is pending review. However, if the assessment determines that the member's CMC application is deficient, the assessor will only review and apply any items accrued in the interim toward the CMC application.

MMC PROFESSIONAL CONTRIBUTION POINT REQUIREMENTS

Forty (40) Professional Contribution Points Required (Regions I-XI)

Options for obtaining the forty (40) professional contribution points required may come from any combination of the following categories:

Option	Eligible Points
1) Member of the IIMC or IIMC Foundation Board of Directors	2 points per year of service
2) Chairperson of IIMC, IIMC Foundation, or Municipal Clerks Association Committee	2 points per year of service
3) An officer or trustee of a municipal clerk association or subdivision	2 points per year of service
4) IIMC, IIMC foundation, or municipal clerk association committee member	1 point per year of service
5) An officer in a related professional association	1 point per year of service
6) Attendance at an IIMC regional meeting, municipal clerk association conference, municipal league conference, or other municipal clerk-related conferences	1 point per 4 verifiable hours* or 1 day of educational attendance
7) IIMC Annual Conference**	1 point per 1 educational session with

	a completed learning assessment
8) Instructor, facilitator, or trainer for one of the following organizations: <ul style="list-style-type: none"> • An IIMC-approved Institute/Academy • A State/Provincial/National Association Education Program • Applicable education programs 	Points per educational hour taught plus prep time***: 1 point per 2 hours 1 point per 4 hours 1 point per 6 hours
9) Unique on-the-job performance or achievements outside daily duties that benefit the profession or municipality****	1 point per 8 hours, with a 12-point maximum
10) Personal accomplishments of educational benefit to the profession	1 point per accomplishment
11) Applicable college or university courses not applied toward education *****	1 point per applicable credit unit
12) Other applicable programs	1 point per 6 educational hours

*Verifiable hours are educational hours the hosting organization verifies and reflects in the supporting documentation.

** Members may use IIMC Annual Conference educational hours for either education or experience points.

***In addition to verification of the teaching time provided by the hosting organization, the time spent preparing for the presentation is eligible to be reviewed for credit. A first-hand letter outlining the preparation and the number of hours dedicated to said preparation is required.

****The municipality or organization where the service occurred must verify the unique on-the-job performance.

***** Members must complete courses after the achievement of the CMC designation.

IIMC awards at the very least 0.5 education points. Members must meet minimum time requirements based on stated point conversion.

SAMPLE COURSE SUBJECTS FOR THE MUNICIPAL CLERK ACADEMY (MMC) PROGRAM

The following is an example of course subjects for the education component of the MMC designation. It indicates the subject matter required (Public Administration and elective courses) for the MMC designation. The courses must fulfill the requirements of the IIMC Education Guidelines. The educational requirements for MMC are more rigorous and much higher than the CMC program. The subject matters may be similar to those of the CMC courses; however, the breadth and depth of the MMC courses shall be more academically advanced.

IIMC emphasizes that, at a minimum, all courses shall be related to the job of the participating clerk and shall include a presentation by an educator with appropriate credentials or by an expert in the field. A brief bio will suffice as evidence of the appropriateness of the credentials or expertise. From time to time, the Education Department may update, revise, and change courses as needed.

A. Public Administration

- Public Administration and Society
- Environmental Policy and Management
- Local Government Administration
- Comparative Administrative Systems
- Administrative Law
- Budgeting/Accounting for Municipalities

- Public Sector Economics
- Public Financial Management I
- Public Financial Management II
- Sustainable Economic and Community Development
- The American Municipality
- Project Management I
- Project Management II
- Project Risk Management
- Technology in the Clerk's Office/Information Technology Management
- Knowledge Management
- Strategic Planning for Not-for-profit and Governmental entities
- Public Personnel Management
- Advanced Records Management
- Community Power, Leadership, and Administration
- Organizational Change in Public Service
- Technical Writing and Communication in Public Service I
- Technical Writing and Communication in Public Service II
- Ethics as Core Strategy for Social Responsibility/Values
- Advanced Agendas and Minutes
- Communication
- Community, Power, and Leadership
- Leadership, Organization, and Management
- Media Relations
- Meeting Administration
- Personal and Group Behavior
- Public Organizations
- Research Skills
- Revenue and Fiscal Management
- Strategic Planning for Not-for-Profit and Governmental Entities
- Election Administration
- Emergency Management
- Employment Law/HR Management

B. Electives

- IIMC accepts state/provincial/national specific education and training directly related to the clerk's job as electives.

EDUCATION PLUS PROGRAM (EPP)

The Education PLUS Program is designed as an **ADDITION** to the current education programs (CMC and MMC) and is **NOT** a designation. Members **MUST** possess an MMC in good standing to apply. The EPP program requires members to commit to lifelong education. The certification requirements include an extensive and advanced educational component and a professional contribution component. EPP applicants must demonstrate their active pursuit of educational and professional activities and remain informed of current socio-political, cultural, and economic issues that affect local governments and municipalities.

The educational requirements for the EPP are advanced and complex, like those of the MMC program. The breadth and depth of the EPP courses are academically advanced. The IIMC Education Department is always a resource to assist in determining the education level of any course. Members must earn all points according to the provisions outlined in the requirements in this document.

Educational Hours Tracking System

The Education Plus Program (EPP) will use an "hour" basis tracking system rather than a "point" basis in contrast to the CMC and MMC designations. The EPP Program consists of a **two-year** scheduled

enrollment cycle with 15 points to be completed each year. The scheduled enrollment cycles begin on the first of the month and stops at the end of the scheduled month. Each cycle should contain the following:

- 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
- hours – of advanced education from any combination of the below categories. The following is an example of course subjects for the education component of the EPP Program, and it is an indication of the subject matters required. The courses must fulfill the requirements of the IIMC Education Guidelines.

1) IIMC Approved Academy Program
2) Applicable College/University-Based Courses
3) State/National/Provincial Association Programs approved with Course Review
4) IIMCEducation (Annual Conference, Athenian Dialogues, Webinars, Online Learning, IIMC Symposium)
5) Other Applicable Advanced Training Programs - Municipal Leadership Programs, University-based certificate programs and courses, Certified Public Manager Programs, etc.
6) Elective - “community engagement” options may include writing an article for IIMC News Digest, facilitating an education session for IIMC’s annual conference, Institutes, and Academics, or online professional development component *

***Subject to approval before participation.**

The following are the requirements for enrolling in the EPP Program:

- 1) Hold an MMC designation in good standing.
- 2) Be an active Full, Additional Full, or Retired Member of IIMC.
- 3) Commit to completing 30 hours per two-year cycle (NO “saving” hours for future cycles or allocating hours before enrollment into the program).
- 4) Submit the EPP application with all supporting documents **after** completing the first 2-year cycle. Members must submit **all required documentation on the scheduled completion date**. No incremental submissions will be accepted.

CMC, MMC, AND EPP SUPPORTING DOCUMENTATION

Members must include supporting documentation with each application for each designation and the Education PLUS Program.

Supporting documentation contains:

- The name of the applicant
- The date of the work
- The title/description/or nature of the work
- The date, location, and hours of attendance
- Any other pertinent information

Examples of Acceptable Materials:

- A certificate of completion, transcript, or letter of verification from the hosting organization
- A letter of reference from the Human Resources Department verifying the duration, scope, and nature of employment/unique service.

- A certificate of attendance from a State/Provincial/National Association, complete with hours of attendance.
- A copy of official college transcripts

Note: If you need clarification on what kind of supporting documentation is acceptable, please contact the IIMC Education Department.

IIMC cannot accept the following:

- A first-person letter, except in the case outlined in these guidelines.
- A document from a relative or spouse of the applicant
- Incomplete documentation
- PowerPoint presentations, pamphlets, or workbooks

IIMC cannot send, mail, copy, or otherwise disseminate any applications or supporting documentation once received. Members are required to keep the original for their records and send IIMC copies.

ATHENIAN LEADERSHIP SOCIETY POLICY

Dialogues are conversations beyond the usual knowledge recall and application process familiar to all municipal clerks in training seminars. They are unique because they explore leadership principles and practice, drawing on the insights from a book all participants have read.

Dialogues are conversations in which clerks share their experience and understanding as it relates to the author's ideas and the relevance of those ideas to their public leadership role.

The premise of the Athenian Dialogue Society is that clerks are leaders in profound yet subtle ways. Leadership here differs from the transactional vending machine citizens seem to believe about public management. The participants' interest and involvement, as well as the author's specific focus and emphasis, require that the facilitator moves with purpose using the language of meaning, feeling, and power. Participants devote a full day (6 hours) to a Dialogue and experience intellectual enrichment.

Clerk leadership is more transformational. That is to say, the contribution of clerks to municipal leadership changes the perception of colleagues and citizens about the role and purpose of government.

Athenian dialogues are IIMC programs that IIMC-approved institutes may offer state/national/provincial clerk associations. All dialogues must go through a pre-approval process with the education department to be recognized by IIMC.

IIMC-approved institutes and state/provincial/national associations are responsible for procuring an Athenian Dialogue. This responsibility includes hiring a facilitator and negotiating the contract, setting fees to cover costs, and marketing the dialogue. Institute directors who are approved Athenian Dialogue facilitators may contract to conduct dialogues, and participants must purchase their books. In this format, Athenian Dialogues remain an IIMC program; however, all logistics of the dialogue are the responsibility of the hosting organization.

ATHENIAN FACILITATOR FORMAT AND GUIDELINES FOR ATHENIAN DIALOGUES

Facilitators must conduct all 6-hour Athenian Dialogues live to ensure that the content and meaning of the book and its key points are thoroughly dissected and discussed. All Dialogues must be pre-approved by the Education Department.

The ideal Dialogue Facilitator should be capable of comprehending and dissecting the essential leadership knowledge contained in and dispersed throughout the contents of an approved book. This knowledge must then be conveyed primarily through discussion, as opposed to lecture alone, eliciting input from each participant on the relevance and applicability of the principles and skills gleaned. The facilitator must build a "bridge" between the ideas in the selected book and the leadership concepts and principles relevant to the role of a Municipal Clerk.

A Facilitator must be an excellent communicator. They should be able to listen and ask pertinent, thoughtful questions actively. They must be skilled at keeping the conversation going, able to summarize participants' unique contributions, and able to go beyond the pages of a single book to shed new light on the insights contained therein. They should be aware that some dialogues will require additional research.

Requirements for IIMC Members

- Must hold an MMC Designation in good standing
- Must be an IIMC member for at least five years
- Must complete the 6-hour mentoring program
- Must be inducted into the Athenian Leadership Society as a Fellow
- Instead of the Fellow requirement, an IIMC member who has attended a minimum of 3 Dialogues AND also meets one of the following criteria:
 - The facilitator applicant has served as an adjunct instructor, lecturer, or similar position at a college, university, or other institutions of higher learning. Such a position must be verified in writing by the college or university and submitted to IIMC during the application process.
 - The facilitator applicant has presented programs at Institutes or Academies, State/National/Provincial Association level education programs, or IIMC Annual Conferences. Such experience must be verified in writing by the Institute Director or State Association Board of Directors and submitted to IIMC during the application process.
- Must have experience facilitating or teaching adult education programs.
- Must submit the Athenian Facilitator Application form, a bio that supports the requirements, any supporting documentation showing facilitation experience, and the "Mentor-Mentee Agreement."
- Must Participate in IIMC-approved and required Athenian Facilitator Training before hosting their first dialogue.

Athenian Leadership Society Fellow requirements

If you are interested in becoming an Athenian Leadership Society Fellow, you must:

- Be an IIMC member in good standing
- Submit the Athenian Leadership Society Membership Application and the required \$15 enrollment fee to IIMC
- Complete 10 Dialogues (**participants are responsible for maintaining their attendance records**)
- Submit the Athenian Leadership Society Fellow Application and include 10 Dialogue Certificates/Transcripts
- IIMC verifies attendance and notifies applicants when inducted as a Fellow
- New Athenian Fellow Inductees receive recognition at the IIMC Annual Conference

Requirements for Professionals and Academics

- Working knowledge of the municipal clerk profession.
- Must understand the Athenian Dialogue program and its requirements.
- Must complete the 6-hour mentoring program.
- Must submit the Athenian Facilitator Application form, a bio that supports the requirements, any supporting documentation showing facilitation experience, and the "Mentor-Mentee Agreement."
- Must Participate in IIMC-approved and required Athenian Facilitator Training before their first dialogue.

INSTITUTE AND STATE/PROVINCIAL/NATIONAL ASSOCIATION DIALOGUES

If an Institute or Association is interested in creating a Dialogue, they must:

- Procure their facilitator at a cost negotiated between the facilitator and the hosting organization. The cost to participate can be determined by the hosting organization depending on the facilitator and room rental, keeping costs at a minimum and eliminating the 10 participants minimum required by IIMC.
- Participants must purchase their book and **read** it before attending the dialogue.
- Dialogues must be 6.0 educational hours in length.
- Seek pre-approval from IIMC for the facilitator and book if this is a new Dialogue or a new Facilitator.
 - For a new book, send the book title and author name to the Education Department for review with a brief paragraph describing how the leadership lessons within the book are related to the duties of a municipal clerk. New facilitators must go through the Facilitator application process outlined in this policy.
 - Suppose the facilitator and book are not new to the program. In that case, the hosting organization must inform IIMC of the dialogue's logistics by submitting a copy of the Dialogue registration form/flyer/brochure, the facilitator's proposed agenda, and a copy of the learning assessment tool.
- Each participant seeking IIMC education points must complete and submit an assessment. The hosting organization/facilitator will then review and distribute a certificate of completion stating the book title, date, location, and the number of points signed by either the hosting organization or facilitator. Should an attendee already hold the MMC designation or opt not to complete the assessment, a certificate of completion will still be issued as above with the statement "Attendance Only – No Learning Assessment" to replace the number of points listed. **IIMC is not responsible for keeping track of Dialogue attendance.**
- A list of approved books is available on the IIMC website, www.iimc.com.
- Athenian Leadership Dialogues earn 3 points each with a completed assessment.

IIMC ANNUAL CONFERENCE DIALOGUES

- IIMC will procure its facilitator at a cost negotiated between the parties. IIMC can determine the cost to participate depending on the facilitator and room rental, and doing so will assist in minimizing dialogue costs.
- IIMC will also select and assign books to facilitators contracted to perform the Dialogues.
- Participants must purchase their books and **read the entire book** before attending the dialogue.
- Dialogues must be 6.0 educational hours in length.
- Facilitators will rotate, with no facilitator presenting for successive years.

- IIMC members taking a Dialogue at the Annual Conference must complete an assessment to earn IIMC education points. Should an attendee already hold the MMC designation or opt not to complete the assessment, IIMC will issue proof of completion for attendance credit.
- The facilitator will review all assessments and provide IIMC with a list of attendees that satisfactorily completed the assessment. IIMC will issue proof of attendance and points earned on the Annual Conference transcripts.
- Facilitators must send copies of their Dialogue agenda and assessment to IIMC, before the Dialogue date, for its permanent files and review.

VIRTUAL ATHENIAN DIALOGUES

As of May 8, 2021, the IIMC Board of Directors approved Athenian Leadership Society Dialogues conducted online indefinitely when hosted by an IIMC-approved Institute, State/Provincial/National Association, or IIMC itself. The following guidelines are for all Dialogues completed virtually:

- All Dialogues must be 6.0 educational hours; however, Virtual Dialogues may split into alternate formats such as two 3-hour or three 2-hour time blocks. Virtual Dialogues may also be separated over multiple days if desired.
- As with in-person dialogues, Virtual Dialogues must also be pre-approved by IIMC and follow the pre-approval process outlined above. Hosting organizations must also follow the guidelines for selecting an approved Facilitator and book.
- Hosting organizations must require a camera and microphone when utilizing an online meeting platform (such as Zoom, Go-To-Meeting, WebEx, etc.). The facilitator and participant must have a stable camera and audio connection for the entire session duration, and participants without an audio or camera connection are removable from the session.
- IIMC recommends that hosting organizations recruit a technology volunteer to handle all technical issues and work one-on-one with the participants so the facilitator may be left to focus on facilitating.
- The hosting organization determines the costs to participate in a virtual dialogue based on Facilitator and technology expenses incurred.
- IIMC recommends limiting Virtual Dialogue attendance to 24 attendees for maximum engagement.
- Participants must purchase and read their book before attending the virtual dialogue.
- Attendee participation and engagement are required. Facilitators may utilize polling features, breakout rooms, chat boxes, hand raising, and any other features the selected technology platform offers. Attendees must limit outside distractions to allow for an effective learning environment and be fully present during the session. IIMC recommends an executed agreement between the attendee and hosting organization/facilitator outlining expectations for the program. Failure to meet reasonable expectations will result in zero credit, and the facilitator can give credit at their discretion.
- Assessment and Certificate requirements remain the same for Virtual Dialogues as are for in-person Dialogues. Hosting organizations and facilitators are responsible for assessment review and certificate distribution.

EDUCATIONAL PARTNERSHIPS

To achieve its educational goals, the International Institute of Municipal Clerks (IIMC) partners with over 40 universities, colleges, and select affiliates in cooperation with State/Provincial/National Associations and IIMC staff. This triangular partnership has contributed to the success and longevity of the quality of education delivered to IIMC members for many decades. IIMC combines its resources with the resources of its two partners at the local and institutional levels to achieve greater efficiency, effectiveness, and relevance for its members.

IIMC also partners with various education providers to supplement the work done by our institute and Association partners.

Each educational provider has a set of guidelines they follow when planning educational programs.

State/National/Provincial Associations

State/National/Provincial Associations can offer education programs independent from an IIMC Approved Institute. These included single-day education events and multiple-day educational conferences. Associations may also serve as the hosting organization for an IIMC Regional meeting. Association-level programming must go through the Course Review Process to be assessed for certification credit and are eligible for 1 CMC education or 1 MMC advanced education point per 4 educational hours offered.

[List of State/National/Provincial Associations](#)

IIMC Approved Institutes

An Institute is a university-based program that has undergone a rigorous pre-approval process with IIMC staff, the Education & Professional Development Committee, and the IIMC Board of Directors. These entities offer a clerk-specific curriculum and partner with the local Clerks association to offer educational opportunities relevant to CMC and MMC Designations. The CMC Institute and MMC Academy programs are eligible for 1 CMC education or 1 MMC advanced education point per 2 educational hours offered.

[List of approved Institutes](#)

Additional Educational Providers

IIMC partners with numerous organizations that offer education opportunities relevant to the Municipal Clerk profession. The courses/programs these organizations provide, including a learning assessment, can be reviewed for 1 CMC experience or 1 MMC advanced education point per 6 educational hours. Courses/programs that do not include a learning assessment will earn 1 CMC experience or 1 MMC professional contribution point.

ADDITIONAL INFORMATION APPLICABLE TO ALL EDUCATIONAL PARTNERS

ACCEPTABLE COURSES WITH EMBEDDED TECHNOLOGY

In support of the achievement of a municipal clerk credential, coursework should always have a connection to the profession. Courses providing instruction on specific functions of the Municipal Clerk utilizing software as a *supplemental* tool are permitted and encouraged.

Such courses include but are not limited to:

- Budgeting, data analysis, or record-keeping with Excel as a tool to assist in creation and maintenance.
- Presentation skills utilizing PowerPoint (or similar visual presentation programs).
- Social media, using Facebook, Instagram, and LinkedIn as marketing tools.

When not incorporated into the study of its application to municipal clerk duties and responsibilities, courses focusing on a particular software or app are not permitted, nor will they count in point calculation.

Examples of unacceptable courses are but are not limited to:

- How to use Outlook, Excel, Word, vendor products, and data analytic apps
- How to send emails
- How to create spreadsheets
- Basic word processing applications
- Vendor product usage
- Creating a database

WELLNESS COURSES

Wellness content is relevant to the municipal clerk profession and a good topic for CMC and MMC credit when it relates to or enhances the profession. With a renewed focus on mindfulness, life balance, and stress reduction in the workplace, courses that assist clerks in achieving these goals are acceptable. Some courses include meditation, mindset, and creating life balance. Exercise classes, physical self-defense, martial arts, and cooking or nutrition are prohibited.

CONTACT HOUR DEFINITION

IIMC reviews clerk-related programs for credit based on in-class contact hours. In alignment with standard higher education academic policy, IIMC defines a "contact hour" as 50 minutes of instruction for every hour of the class or workshop.

The following is the board-approved scale in both the review of certification applications, IIMC-approved Institute programs, state/national/provincial educational programs, and other applicable programs:

- *1 contact hour* = 60 total minutes, which is 50 minutes of instruction, with up to 10 minutes of break time*
- *2 contact hours* = 120 total minutes, which is equal to 100 minutes of education, with up to 20 minutes of break time*
- *3 contact hours* = 180 total minutes, which is equivalent to 150 minutes of instruction, with up to 30 minutes of break time*

*NOTE: Breaks can occur in one instance, as one break, or divided into two or more intervals, depending on total contact time.

LEARNING ASSESSMENTS

IIMC requires learning assessments to accompany any program that is eligible for CMC education or MMC advanced education credit, including education programs offered by IIMC-approved institute and academy programs, state/national/provincial association programs, IIMC annual conference programs, IIMC-approved Athenian Leadership Dialogues, IIMC-approved online education programs, and other relevant education programs.

Assessments may be incorporated into the session learning or completed after the education program at the discretion of the hosting organization. The assessment tool, measuring the participants' knowledge/skills/experience, will be selected and designed by the instructors in conjunction with the hosting organization. The assessment tool may include but is not limited to a test or quiz, essay, practicum, Knowledge Transfer Action Plan, Capstone Project, or similar mechanisms.

The instructors or hosting organization will review the assessment results before a certificate of completion or supporting documentation may be awarded.

Note: Learning Assessments are not session/program evaluations.

CERTIFICATES OF COMPLETION/PROOF OF ATTENDANCE

IIMC Educational Partners are required to provide attendees with supporting documentation verifying attendance, such as a certificate of completion, transcript, verification letters, etc., after the conclusion of each program and given only to those who have verified attendance for all sessions and completed the mandatory learning assessment.

The certificate of completion must include the following:

- Participants name
- Program/Event title
- Date of completion
- Number of hours attended
- Signature or contact information of the host representing the organization (Institute Director, Education Chair, Program Coordinator, etc.

ONLINE LEARNING

Two distinct online learning types exist. They are online-designed courses and web-based seminars (webinars).

Online-designed Courses: A course is online when the method of instruction is delivered 100% via the Web, allowing students to interact frequently with fellow students, instructor(s), and content. These courses include an in-depth exploration of the topic and a reasonable amount of outside work. Online courses must also include a learning assessment approved by the institute director or sponsoring organization to be eligible for CMC education or MMC advanced education points. Online courses that *do not* contain a learning assessment will *only* be eligible for CMC experience or MMC professional contribution points.

Webinars: A webinar may be a workshop or class whose host facilitates the course in real-time or recorded for viewing later.

There are ***two*** types of online/webinar facilitation and delivery methods:

- 1) **Interactive (synchronous)** – These are real-time online courses/webinars in which participants interact with a facilitator, other participants, and content. Participants may ask questions and participate in discussions. To be given credit by IIMC, these webinars must include a learning assessment approved by the Institute Director, Director of Professional Development, or sponsoring organization.
- 2) **Non-Interactive (asynchronous)** – These are recorded online courses/webinars where participants view content at their own pace, without real-time interaction with an instructor or participants. These online courses/webinars must include a learning assessment approved by the Institute Director, Director of Professional Development, or sponsoring organization to receive credit from IIMC.

Members may earn all 60 CMC education points required for CMC certification through online learning (includes offerings by institutes, academies, pre-approved state, provincial, or national association programs, and IIMC programs).

Members may earn all 60 advanced education points required for MMC certification through online learning (including offerings by institutes, academies, pre-approved state, provincial, or national association programs, IIMC programs, and programs from other outside entities, i.e., Fred Pryor Seminars, Career Track, National Seminar Training, Ed2Go, and FEMA).

STATE/PROVINCIAL/NATIONAL ASSOCIATIONS/IIMC REGIONS AND THE COURSE REVIEW PROCESS

State/provincial/national associations and IIMC regions providing education programs or hosting an IIMC region meeting and wishing to receive education points must go through the course review process. Pre-approved courses earn 1 CMC education or 1 MMC advanced education point per 4 educational hours with a completed assessment. IIMC does not offer blanket approvals to any association or region. Each education event must be pre-approved.

IIMC does not award less than 0.5 CMC or MMC points. Associations must offer a minimum of a combined 2 hours of educational content to meet this requirement. This content can be a single standalone 2-hour session or a combination of individual sessions totaling 2+ hours.

MMC credit requires educational content to be at an intermediate or advanced level. The content's rigor determines CMC and MMC coursework, not the topic or title.

Institute programs do not require course review. Institute directors cannot “sign off” on State/Provincial/National Associations programs or Region Meetings.

IIMC's website provides additional information on the course review submission process [here](#).

IIMC-APPROVED INSTITUTES

THE GUIDELINES FOR CREATING A NEW INSTITUTE

The Institute Director provides an institute program encompassing CMC and MMC programs. Creating an IIMC-approved Institute starts with the state/provincial/national association. To establish an IIMC-approved institute, each state/provincial/national association should form an education committee consisting of the following:

- At least five (5) clerks, one of whom will be the state/provincial/national education chair.
- All members of the Education Committee must be active or retired participating members of both IIMC and their State/Provincial/National Association.
- The Education Committee should have at least two (2) members who are actively pursuing their CMC designation and who will attend the institute.
- At least two (2) members pursuing their MMC designation must attend the institute.
- Institutes may recruit members from the state/provincial/national association's at-large membership interested in the education programs.

The Education Committee seeks and obtains the sponsorship of an accredited university or an accredited four-year college, enter into an agreement in which the university or college shall sponsor and host the institute, and finally, the Dean, Associate Dean, or higher sign the agreement with the university or college and follow the Education Guidelines of IIMC in establishing and managing the institute. The signing and

execution of the contract are a part of the prerequisites for IIMC approval of the institute and its programs. Part of the agreement includes selecting an institute director.

According to the university sponsorship agreement, the Institute Director shall be the university's representative in executing that agreement and shall serve as the educational and administrative leader of the institute. The university sponsorship is of paramount importance to the partnership. Only accredited universities and four-year colleges sponsor, administer, and conduct certification for IIMC-approved institutes.

Higher learning institutions' full faith and reputation must support the profession's credentials. Universities and colleges provide independent environments that ensure program quality and stability, research capabilities, and the educational resources and support needed to deliver a first-rate education.

The State/Provincial/National Education Committee and the Institute Director shall jointly write a comprehensive proposal based on the requirements of the IIMC Education Guidelines, which will encompass the structure, the mission, the goals and objectives, and the educational programs of the institute. The Institute Director shall serve as the point person in writing the proposal for creating an Institute as stipulated by the IIMC Education Guidelines.

Proposal Requirements

The state/provincial/national education committee and the Institute Director who wishes to form a new institute shall write a proposal, which shall include the following:

1. Executive Summary
2. Introduction and Mission
3. Institute Purpose and Goals
4. Include a copy of an agreement of sponsorship with an accredited university or an accredited four-year college in which the university or college agrees to design, deliver, and manage all aspects of the institute and its programs according to the IIMC Education Guidelines. A university official at the level of Dean or higher shall sign this agreement.
5. Include a brief bio of the institute director
6. Include a list of instructors and their areas of expertise
7. List the Institute's Programs
8. Program Description
9. Program Objectives
10. Program Outcomes
11. A copy of the Program Assessment Method. IIMC requires assessments for all institute and academy programs. Assessments include essays, quizzes, short-answer questions, KTAP, etc.
12. Teaching and Learning Methods
13. A Copy of the Teaching and Course Evaluation Forms
14. Program Schedule and Arrangements
15. Proposed Curricula for the Institute Programs
16. Curriculum Schedule Year-by-Year for Each Program
17. List of host organizations
18. Include a copy of the proposed CMC institute and MMC academy certificates (must include the number of institute/academy hours.
19. Include a copy of the institute budget report or a statement of the financial health of the institute (a letter from the institute director/state education chair attesting to the economic well-being of the institute will suffice)
20. Include supplementary materials, program descriptions, and other supporting documentation the association or institution believes will strengthen the application and enhance the program's quality and value to Municipal Clerks. IIMC may request a sample proposal

The Institute Director must submit the proposal, a filing fee of \$300, and a cover letter to the Director of Professional Development for review and approval. The Director of Professional Development will forward the proposal with their comments to the Education and Professional Development Committee members for their review and comments. The Education and Professional Development Committee will forward their comments and recommendation to the Director of Professional Development, who will notify the State/Provincial/National Education Committee Chair of the results. If deficiencies or more information are needed, the education department addresses them with the state/provincial/national institute director.

UNSPONSORED INSTITUTES/COMMUNITY COLLEGES

Only accredited colleges or universities sponsor all institutes as of January 1, 2004, with limited exceptions.

An accredited community college may only be approached as a potential partner if the state/provincial/national association has exhausted all options to partner with an accredited 4-year college, university, or other approved IIMC Institute. To be considered a joint institute, it must be IIMC approved, be reasonably close, and offer convenient travel options to clerks in the state without an institute.

State/Provincial/National Associations will be required to provide IIMC's Director of Professional Development with the following information for review and consideration:

- A document that chronologically details the steps taken to partner with other approved IIMC state institutes and justification as to why this is not a viable option.
- A letter stating the details of the journey to obtain sponsorship and justification for partnering with a community college.
- Documentation of unsuccessful partnership attempts with multiple 4-year colleges or universities within their state or province if more than one 4-year college or university exists. Examples of this documentation may include but are not limited to the dissolution of existing sponsorship agreements or letters or emails of denial and rejected RFPs.
- A letter from the potential sponsoring community college detailing the terms of sponsorship might include financial and administrative support as well as possible revenue expectations.

Once approved, a review of the Community Colleges partnership must occur after three but at most five years. The review must include attempts to re-engage with an accredited 4-year college or university or with other approved IIMC Institutes. The state/provincial/national association must submit all documentation detailing the course of action to IIMC's Director of Professional Development.

IIMC decides on sponsorship and presents the decision to the Board of Directors after reviewing all materials.

CHANGE OF UNIVERSITY SPONSORSHIP

IIMC requires a new program proposal when a college/university sponsorship or affiliation change occurs for which there is a filing fee.

INSTITUTE DIRECTOR

An Institute program is a program that the institute director solely provides, and the institute program encompasses both the CMC and MMC programs. Once the Institute Director has collaborated with the State/Provincial/National Education Committee regarding possible topics and speakers, they are responsible for all aspects of the Institute program (selection of topics and speakers, contracts, fees, etc.

If replacing the institute director, the state/provincial/national association education chair shall send IIMC the bio and contact information of their replacement no later than two months from the appointment date.

INSTITUTE ANNUAL REPORT REQUIREMENTS

Each year, institutes are required to submit the following information in the form of an Annual Report to the IIMC Director of Professional Development. The Annual Report assists IIMC's Education Department in maintaining a record of education courses and future education on the horizon. It provides quality assurance and enables IIMC to identify changes, if any. The annual report helps ensure members receive the best in education.

The annual report is due to the director of professional development via email by December 31 each year. IIMC also recommends sending a copy of this report to the State/Provincial/National Education Chair for their review.

The report should include the following:

1. A brief cover letter explaining an evaluation of the programs, areas needing improvement, and future educational offerings.
2. Titles, descriptions, and schedules of CMC and MMC courses offered (an institute brochure providing this same information is sufficient).
3. Institute and Academy level courses should be distinguished and identified.

The Institute Director will forward their Annual Report to the Education Department for their review and comments. IIMC will review for confirmation of compliance with the IIMC Education Guidelines and the requirements regarding the level and rigor of courses (CMC versus MMC).

NONCOMPLIANCE

The Director of Professional Development may determine that an Institute's course offerings for CMC designation or MMC designation are not in compliance with the provisions of the IIMC Education Guidelines. The following steps will take place:

1. The Director of Professional Development will bring the noncompliance issue to the attention of the Institute Director and collaboratively work toward a solution.
2. The Director of Professional Development will bring the issue of noncompliance regarding the institute director within 30 days to the executive director, state/provincial/national education chair, and regional directors for resolution.
3. A teleconference occurs with the Director of Professional Development, Executive Director, Institute Director(s); State/Provincial/National President and Education Chair(s); Institute Director Liaisons, and Board Liaisons of the Education and Professional Development Committee for noncompliance. If still unresolved, The Director of Professional Development will conduct a second teleconference with the same parties, and the Director of Professional Development shall schedule such teleconferences.

If unresolved within thirty days of the second teleconference, the Director of Professional Development will render a judgment regarding the extent of noncompliance and the appropriate course of action and inform the Institute Director and the State/Provincial/National Education Chair. The written communication from the Director of Professional Development shall specify the nature of noncompliance with the Education Guidelines and offer recommendations to bring the institute into compliance.

The Institute Director, in collaboration with the State/Provincial/National Education Chair(s) and Regional Director(s), may respond to the decision by contacting the Director of Professional Development in writing. Continued noncompliance may result in revoking the institute's approval by the Director of Professional Development.

2023 EDUCATION & PROFESSIONAL DEVELOPMENT COMMITTEE (EPD) AND
EDUCATION ADVISORY GROUP (EAG) EDUCATION GUIDELINES FEEDBACK

EPD

Michelle Smith

"Please proofread overall.

-on page 5 at the top of the page, please start a new line for *****

-on page 6 before MMC ADVANCED EDUCATION POINT REQUIREMENTS, consider adding a section detailing the MMC certification fee amount as you did for CMC

-on page 7 is it necessary to continue including the statement about CMC Recertification?

-on page 10 is there an EPP application fee? If so, please include it.

-on page 12 consider retitling ""Requirements for IIMC Members"" by adding ""to Become an Athenian Facilitator""

-consider single spacing all the bullet points in the Athenian sections

-perhaps move the ""Athenian Leadership Society Fellow Requirements"" section before the ""Fellow Facilitator Requirements"" (page 13 to page 12)

-on page 14 is it still necessary to include the statement about Dialogues completed before 2013?

-on page 14 Virtual Athenian Dialogues - is the first sentence necessary or can the section begin with ""The following guidelines are for all Dialogues...""

-on page 16 ""Additional Educational Providers"" describes whether or not an educational assessment is completed, it is still worth 1 point and does not note a required number of hours. Is that correct?

-on page 21 ""Change of University Sponsorship"" indicates that there is a filing fee but does not include the amount of the fee. Consider including that.

-on page 22 ""Noncompliance"" consider changing ""The following steps will take place"" to ""The following steps will be taken""

-on page 22 consider making the last two paragraphs #4 and #5 of the steps taken.

-on page 22 consider changing the last sentence to ""Continued noncompliance may result in revoking"" to ""Continued noncompliance may result in the revocation of""

Throughout the document there is inconsistent capitalization and non-capitalization of titles like institute director, education committee, institute, state/provincial/national association, etc.

Thanks for all your work on this project!"

Dawn G. Abrahamson

"I like the combined education and institute guidelines all in one place. Very easy to read through and understand. I actually learned a few things reading through it I wasn't aware of!

A few grammatical corrections and comments:

1)Page before CMC Certification Fees, it would be nice in #5 to include maximum number of hours along with 60 education and 50 experience points.

2)Question: is there mention anywhere in the education guidelines that double dipping is not allowed (i.e., if you use points/hours on education side for the same educational forum, you can't use it on the experience side)? I get asked this question from time to time when working with my mentees.

3)Page 7: ***Members may apply a maximum of 18 points to the MMC designation (shows CMC).

4) Page 12: Didn't the Athenian change to the Paul Craig Athenian Dialogue or was that just for the Society Fellow?

Kayla Pauley, IAMC, CMC, CMO, CPFA, Clerk-Treasurer for Cromwell, Indiana

"First & foremost, I apologize for waiting until deadline day to submit comments. I wanted to make sure I had the time to fully understand and review all the latest content and I have been at our Indiana Institute & Academy this week.

I humbly submit the following comments/questions regarding the program:

1. Overall, I am excited about the program and feel there is a large contingency that will benefit and will be excited to sign up in the first round.
2. I have listened to the ""incentive"" argument multiple times and I do understand both sides. My personal, and somewhat limited, view would be as follows:

Here in Indiana, and within my municipality, I have a wonderful council that supports education. It will not ever be an issue for me to be given the financial support to attend our state conferences and Institute/Academy. I will, at at minimum, always attend these conferences and attend these past obtaining the MMC (which I hope to accomplish within this year). Meeting the criteria for the EPP will be easy and something I will do even if I do not enter the EPP program. As long as I am in the profession, I will continue advanced education within my field. I believe many of my colleagues will also maintain their commitment to lifelong education, with or without, enrollment to the EPP. Therefore, my perception and the question I know will be asked is ""Is there a need or any benefit for me to enroll within the EPP and pay the enrollment costs, or do I simply maintain my own personal commitment to continuing, lifelong education?""

3. My position is elected and we have 4 year cycles. I know there are more within the organization that are appointed, but the three year cycle will be a huge deterrent to those of us that are elected. For example, the first round falls within our ability to complete the first 3 year cycle within our terms as most of us will serve from 1/1/2024-12/31-2027. However, the next cycle may be considered too great a risk and a potential loss of money to enroll as there is a large chance they wouldn't be able to complete the 3 year cycle if they are not re-elected. I serve within our state education committee and we navigate through the difference in the IIMC 3 year cycle and our 4 year cycle already. I know the 2 year window was discussed and I believe this would benefit the state of Indiana and be easier for navigation for our elected members.

4. I sincerely request that the next application window be reconsidered. I understand the staffing issues within IIMC, but as one who will not be able to get my MMC until later this year, it is discouraging to feel like I will ""miss the boat"" and not be able to enter the program for almost 3 more years.

5. On the state level, I feel we are on a tight window for roll-out and acceptance of applications. While I want the program underway, I believe it is going to be difficult to adequately provide information to our members in time for them to enroll June 1st. This would have been a great program to introduce at our conference last week, but I know this information is not to be ""public"" at this time. We will not be able to announce it at our annual conference because it is at the end of June. I foresee logistical issues if this is made public at the IIMC conference but applications are due June 1st. I worry about the negative feedback of the many that will not get this information in time to enroll in the first cycle.

6. Lastly, who else within my state is privy to this information? I serve on the Executive committee and this is not on their radar. I serve on our Indiana Education committee and this is not information they have been given either. Who in Indiana is going to be responsible for getting this program underway on our state level and have they been given the information? Am I authorized to present this information so we can prepare a launch initiative?

Thank you all for your time and attention to getting this program underway. It is an honor to serve on this committee and contribute in this small way to the great work that is being done.

Gratefully,

Marne McGrath

"Overall, the guidelines are very comprehensive yet easy to understand.

I did notice a few things that should be addressed:

Page 2, first paragraph - The link ""four of the eight core clerk duties"" goes to the Join IIMC page but nothing there references the eight core duties.

Page 5, second paragraph - ""IIMC awards at the very least 0.5 education points."" This is in the Experience section and I believe the word ""experience"" should replace ""education.""

Page 6, first paragraph under MMC Designation - The word Clerk is missing from the beginning term ""The Master Municipal (MMC)...""

Table at top of page 7 - 20 points and 10 points in top two right side boxes have extra spacing.

Page 10, list of requirements for enrolling in EPP - It is unclear how to initiate the two-year cycle. If the application and supporting documents are submitted after the completion date, how does one indicate to IIMC that they are committing to the 30 educational hours? "

EAG

Joann Tilton

"January 23, 2023 Revised Education Guidelines – Comments to Dr. Bea:

Dr. Bea thank you for your efforts to combine documents and clean-up language. My comments are more editorial than substantive. I appreciate having everything in one place.

Page 5 – Sample Course Subjects for the CMC Program.

I noticed the language regarding the 50%-30%-20% distribution of subject matters has been removed. As an Institute Director I do my best to ensure all areas are included in my curriculum. I'm fairly certain other ID's do the same. It saddens me this is no longer being monitored and a CMC or MMC candidate can obtain points through a smorgasbord of options, not from one Institute. Is that building the best foundation for a career in the clerk world?

Page 6 - #6 "IIMC DOES NOT accept any points earned or dated before the CMC designation toward the MMC in progress." I understand this requirement. Is there any possible circumstance an exception would be made? Example: Last week an Academy session was held in conjunction with the WMCA Conference. In a discussion about certification, two members expressed their concern with this requirement as they attended the Academy, however they have been in the CMC Designation application review queue for 6 weeks and 6 months, respectively. I understand there is a backlog in the review process right now. This is a situation which penalizes the member through no fault of their own. (I will be following up with you Kellie via email on their behalf.) I'm asking for my own knowledge, is there ever a time where IIMC will allow course credit to the member, when such a backlog exists? Training funds and time is precious to the members and they must use both wisely.

Page 15 – Education Partnerships. I see there are now 40 partnerships with universities, etc. where there once was 47. It's just curiosity on my part – was it decided things were no longer sustainable due to the number of options for earning education points? Or, were there other factors.

Also, in this section 3rd paragraph – "Each educational provider has a set of guidelines they follow when planning educational programs." I'm assuming this means the provider has chooses the manner in which they design and facilitate content – as long as it meets IIMC's requirements.

Page 18 - Online Learning. This section is clear, thank you. For the record, I do not support the ability to earn all 60 CMC or MMC education points online. I cannot overemphasize the value gained through in-person training and the interaction with others. We must be able to interact with others to be successful in our daily lives.

Thank you for the opportunity to comment on the revised Education Guidelines.

Tanner Vario

"This is a great combination of the previous education/institute guidelines. The only feedback I may add is if possible at one point, could we have some type of DEIB topic available for CMC or MMC courses? I know Utah would benefit from these types of sessions, and when we have used them we have tied it to HR management.

Other than that, no feedback is needed. Thanks so much for all you do to provide guidance to us as institutes and educational opportunities for clerks."

Ellen Freeman-Wakefield

"I think this will work well. On page 10, under the EPP standards it state a MMC in good standing. I think good standing should be taken out as we don't don't revoke or suspend a certification. I would also put in the preamble that we are an equal opportunity organization, and we do not discriminate.

If you need me to clarify anything, please contact me."

Kim Jones

"1. fix bullet formatting at bottom of p 5 and middle of p 6

2. EPP explanation on p 9 - should include an explanation of the ""cycles"" - if they will be once annually, or multiple times annually, what the cycle timings are - or flesh out the statement below the table on p 10 - also, how do people enroll and is there a fee?

3. p 10 EPP explanation is confusing -

""The following is an example of course subjects for the education component of the EPP Program, and it is an indication of the subject matters required. "" - is this an example or are the bullet point items mandatory?

""•4 hours – Mandatory ethics training - first scheduled enrollment cycle only"" - so after the very first cohort, 4 hours of mandatory ethics training is not required for subsequent cohorts? Same question applies to the second bullet re DEI training

4. bottom of p 10 - Supporting Documentation - does this criteria also pertain to the EPP documentation? if not, what does EPP documentation look like?

5. bottom of p 11 - if documentation can be emailed, that should be noted somewhere

6. middle of p 19: ""Members may earn all 60 advanced education points required for MMC certification through online learning (including offerings by institutes..."" - replace ""(""" with a comma

Also I just figured out that the page numbers are different, depending on how the document is viewed. For the page numbers I used above, I opened the document online in Google Docs."

Jason Camp

Thank you for checking in. I have not additional feedback.

NOTE: Comments are in their true and original form. The 2023 Education Guidelines have been updated based on some not all of the comments herein.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board

From: Tom van der Hoven
Region XI Development Consultants

Date: March 18, 2023

Subject: Development within IIMC Region XI in 2022/23



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 fourteenth 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 me.

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 IIMC membership and 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 last year's IIMC conference attended by those members able to attend the conference. We also held a virtual meeting in February 2023 with a further face-to-face meeting scheduled in Minneapolis in May.

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 APRIL 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 5400 members.

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

Region Director Hans Rijs recently attended a visit to colleagues in Germany and will give the Board an update on that.

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 2022 and this resulted in a number of new buddy pairs. Further sessions will be held when suitable topics are identified.

2023 IIMC Region XI Symposium and Study Tour

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. Our Dutch colleagues of the VvG are leading on the Thursday and Friday programs. We hope to start registration soon 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 – the first being held in the Netherlands with colleagues from Belgium invited to participate.

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: As always, we appreciate Tom's efforts to keep this Region connected and engaged. We look forward to another outstanding Study Abroad and Symposium Program.

In conjunction with Tom and the Region XI affiliates, we helped launch the "buddy program" in 2022 with nearly 60 participants; however, not all participants have chosen their partners to date. We distributed IIMC's Athenian Dialogue materials to Region XI in hopes of working with them to recreate the verbiage that would be more suitable to marketing in this Region. As of this report, there is an Athenian Dialogue schedule for early summer in the Netherlands.

Also, the call for soft skills webinars was provided to the Region in March 2023 as part of IIMC's new online webinar series.



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 – 16th September 2023)

- Participating members to arrive in Bruges on their own to book into hotel - Crowne Plaza Bruges.
- We will meet as a group at 6.00 pm for informal introductions and a preview of the week's agenda.
- Members may arrive in Bruges at different times. They will be able to drop off their luggage at the hotel if they arrive before 3.00 pm. Rooms will be available from 3.00 pm unless they booked extra days prior.
- We will meet in the Burgh 4 + 5 theatre at 6.00 pm followed by an aperitif at 19.00 in the St Donaas Reception area.
- Dinner will be at 8.00 pm.

Day 2 (Sunday – 17th September 2023)

- Today the group will explore Brugge.
- Breakfast will be available fromam in the restaurant. (TBC)
- A horse and carriage tour has been arranged to depart at 9.30 am to explore Bruges and its history.
- Following this tour members can explore the rest of Bruges on their own.
- Lunch on your own.
- Dinner will be at 6.30 pm at Het Zwart Huis – a short stroll from our hotel.

Day 3 (Monday – 18th September 2023)

- Today the group will depart to Antwerpen.
- Buses will depart at (TBC)
- Meet up with Tine Vervisch of Excelo and her Mayor for a discussion and lunch. Detail to be confirmed.
- Depart for Amsterdam at around 3.00 pm to arrive Amsterdam 5.00 pm.
- Check into Amsterdam Marriott hotel.
- Cocktail reception at 7.30 in The Living Room followed by dinner in Studio 3&4.

Day 4 (Tuesday – 19th September 2023)

- Today we will explore the rural area around Amsterdam.
- Breakfast will be available fromam in the restaurant.
- Buses will depart at
- Program for the day:
 - Arrive at IJmuiden Zee- en Havenmuseum at 9.00 am for a presentation and tour. It is the world's largest sea lock
 - Visit to one of the largest Orchid growers in the Netherlands - Dutch growers are the orchid champions of Europe.
 - Visit Zaanse Schans. Historic windmills and distinctive green wooden houses were relocated here to recreate the look of an 18th/19th-century village. The Zaanse Museum has regional costumes, model windmills and interactive exhibits on chocolate making. Artisan workshops demonstrate rare handicrafts such as wooden clog carving, barrel making and pewter casting.
 - Lunch will be a traditional pancake lunch at Restaurant De Kraai.

- Meet the Griffier (Clerk) of the small village of Bodegraven, Hans Rijs and members in their Council chamber - hear of the challenges they face as a small community and how they have to work together with other communities.
- Visit an authentic cheese farm for cheese and wine to conclude the day's visit. Holland is home to an area known as Cheese Valley, made up of four regions: Gouda, Bodegraven-Reeuwijk, Woerden and Krimpenerwaard.
- Dinner on your own.

Day 5 (Wednesday – 20th September 2023)

- Today the group will explore Amsterdam.
- Buses will depart at (TBC)
- Start off with a visit to Anne Frank House - Museum house where Anne Frank & her family hid from the Nazis in a secret annex, during WWII.
- Following this take time to explore the many attractions of Amsterdam.
 - Beurs van Berlage – vast former stock exchange building;
 - Boat trip on the canals;
 - Lunch on a boat trip on the canals;
 - Capital C – former diamond exchange of Amsterdam;
 - Royal Palace of Amsterdam;
 - Rijksmuseum - Dutch national museum dedicated to arts and history in Amsterdam;
 - Van Gogh Museum;
 - Etc, etc;
- Evening meal at Rijks Restaurant (TBC)

Day 6 (Thursday – 21st September 2023) – International Theatre Amsterdam

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

08.30 – 12.30 Guided tours of The Hague and Houses of Parliament

13.30 – 13.45 Welcome by the Mayor of Amsterdam, drs F. Halsema and the Presidents of IIMC and VvG

13.45 – 14.45 Key Note Speaker: Councillor Peter Fleming, Leader of Sevenoaks District Council (UK) and Local Government Association (UK) Chair on Improvement and Innovation .

14.45 – 15.00 Refreshment Break & meet the exhibitors

15.00 – 15.30 Round table Discussion International academic panel:
 Dr. Bea Nevarez Rodriguez / IIMC Director of Professional Development
 Prof. Dr. K. Peters / Maastricht University Prof. Mr. G. Boogaard/Leiden University Prof. Dr M. Boogers / Twente University
 Prof. C. Copus / Montfort University

15.30 – 16.30 Plenary session: keynote speaker TBD (crisis & disaster survivor)

16.30 – 17.15 International Plenary session (movie & theatre related) Michiel Huisman / Game of Thrones

18.30 - Buffet and entertainment at De Balie - 19th-century courthouse hosting debates, theatre & talk shows with a social or political focus.

Day 7 (Friday – 22nd September 2023) – International Theatre Amsterdam

09.30 – 09.45 – Welcome and arrangements for the day

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 TBD
15.15 - 15.45 Closing session with the Presidents of IIMC and VvG.
15.45 - 16.30 – Closing ceremony with refreshments

The evening is free and those staying over can make their own arrangements to explore Amsterdam or go out for dinner or whatever.

International Institute of Municipal Clerks

To: IIMC Board of Directors

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

Date: September 17, 2022 (*Revised 4/11/2023*)

Subject: 2022/2023 Budget & Planning Year-end Report



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. At the time of this report, the 2022 year-end audit had yet to take place, and will be finalized by end of April.

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

ED Shalby and Staff reviewed the 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 provide a small profit.
- IIMC Headquarters rental income is up.
- Dr. Rodriquez 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 has continued 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

ED Shalby and Staff reviewed the 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. Increase became effective with first billing in 2023.**
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. **The \$25 Conference Increase for the 2023 Conference was not approved.**
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. **Increase was implemented with the first payroll in January 2023.**
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. **Approved at midyear Board meeting.**
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. **This increase no longer applies since the Conference Planner did not renew her contract with IIMC.**

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. As of this writing, this position has not been filled for a variety of reasons. However, we continue the interviews.**

COLA Projections, 2024, 2025 and 2026, Committee discussed the projections.

Investment Firm Brochure – Urban Wealth Management –

Motion by Member Kowal, seconded by member Hess and carried to enter the process of hiring an Investment Firm. **On April 6, 2023, the IIMC Board of Directors approved the hiring of UWM to handle a good portion of the IIMC Board Designated Reserves. Budget Committee members were part of the Board meeting.**

Management's Recommendations:

We appreciate the Committee's thoughtful and insightful discussions regarding the projected year-end 2022 and 2023 budgets. The Committee's recommendation regarding the hiring of an investment firm was approved by the Board during its virtual Board meeting on April 6, 2023.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Marie Turner, CMC, Chair

Date: October 11, 2022 (Updated 4/11/23)

Subject: Conference Year-end Report



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. This summer, the Committee will review the upcoming education panel of speakers for the 2024 conference and the bids for the 2027 conference.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: Board of Directors

From: Dawn G. Abrahamson, MMC. Chair
Elizabeth Garcia-Beckford, MMC, Vice-Chair

Date: March 30, 2023

Subject: Education and Professional Development Committee Year End 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, Ripon, WI
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.

Accomplishments

On July 27, 2022, the Committee convened virtually to receive an update from Dr. Rodriguez on the Education PLUS Program (EPP – formerly Beyond the MMC Program). At that meeting, Dr. Rodriguez also provided an update on the Education Department’s work on revising the Education and Institute Guidelines with the goal of combining the two into one document as directed by the IIMC Board.

The Committee was provided the EPP program pieces as approved by the IIMC Board of Directors for review and comment. On March 1, 2023, the Committee convened virtually to ask questions and provide feedback to Dr. Rodriguez on the program. Several concerns were shared with Dr. Rodriguez primarily related to the 3-year gap between clerks being able to join and expressing a desire to have something more than a certificate; something behind our names for this achievement (MMC Plus added title next to MMC for example).

The Committee also was given the opportunity to review and provide feedback on the revised Education and Institute Guidelines. The revised Guidelines were shared with the Committee mid-March with feedback due March 24, 2023. The Committee’s feedback will provide the Education Department and the Board information to take into consider when adopting the final combined Guidelines.

Financial

The Education and Professional Development Committee does not require any financial assistance currently.

Summary

On behalf of the Committee, we thank you for the opportunity to allow us to serve on the EPDC. The Committee appreciates the opportunity to be included in the dialogue with the Education Department on the Education PLUS Program and the revised and combined Education & Institute Guidelines as they are directly related to the 3 goals and objectives for the Committee’s workplan this past year.

Recommendation

Consider the feedback provided to the Education Department on the Education PLUS Program and the revised, combined Education and Institute Guidelines.

Management’s Comments:

We thank and appreciate the committee’s perspective and insight on the PLUS Program and the revised Education and Institute Guidelines.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors

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

Date: April 17, 2023

Subject: Election - Year-End Report



Background:

The Election Committee is responsible for conducting and supervising all elections. This year the Committee was tasked with the following:

1. The vetting of ballots for Vice-President – 3 Candidates.
2. The vetting of votes cast for Vice-President.
3. The review of two complaints of the campaign activity of two candidates for Vice-President.

Discussion:

- Task #1 was completed on March 1st and the ballots went out to the membership on March 6th.
- Task #2 was completed on March 27th with the Committee reviewing the results and confirming the candidate who received a plurality of the votes cast. Results of the VP election will be announced at the IIMC Annual Meeting in Minneapolis.
- Task #3 was presented to the Policy and Election Committees on March 6th and on March 27th.

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

Summary:

On March 6, 2023, the Election Committee Chair and Vice-Chair received an email from IIMC Executive Director Chris Shalby, in which he forwarded a complaint against one of the candidates for Vice-President posting numerous times on the Facebook pages of various regions. The email was forwarded to the members of the Election Committee for their review to determine if any policies were being violated. In compiling the email responses from the Committee, it was determined no existing policy had been violated, but some Committee members thought that there should be some discussion in the future about a social media policy.

On March 24, 2023, the Election Committee Chair and Vice-Chair received another email from Executive Director Shalby, in which he detailed a complaint he had received regarding campaign activity for one of the candidates for Vice-President in Region XI. Since the Election Committee had to meet to vet the election results, as this was the last day of voting, a Zoom meeting was scheduled for Monday, March 27th to discuss the complaint and determine the impact, if any, the activity would have on the outcome of the election. During discussion, the Committee decided that the activity in question did not impact the election results to the point of nullifying the election. However, the Committee did vote to ask the Election Committee Chair to file a Request to Investigate an Allegation of Improper Conduct on behalf of the Committee. The request was officially filed with the Executive Director on April 9, 2023.

The Election Committee had a busy year and worked well together to accomplish all the tasks presented to them even in the face of some difficult issues. At this time, I, Beth Hickman, would like to thank President Smith and the Executive Board for the opportunity to Chair this great committee. I would also like to thank the Committee Members for their service: Joel Hondorp (Vice Chair), Liselle Dufort, Julie Fisher, Shelley George, Jannette Goodall, Keith Hooker, Jennifer Johnson, Laura Jordan, Robin Raines-Bond, Stephanie Settles, Lucrecia Wonsor, and Lee Woodward, and Board Liaisons: Kathy Montejo and Marita Rhude, and Staff Liaisons Maria Miranda and Janet Pantaleon for their input and guidance. It has been an honor to serve with you all on this committee.

Management's Comments:

The committee's response regarding election questions and issues is always timely, consistent and insightful. We appreciate their service and candor and look forward to much needed revisions to IIMC's Election policy on campaigning and social platforms.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Eelco Groenenboom, MMC
International Relations Committee Chair
Date: April 12, 2023
Subject: International Relations Year-end Report



The International Relations Committee facilitates the exchange of information, knowledge and experience between IIMC members and promotes affiliations in Regions X and XI. **The Committee has been given the following four goals to achieve:**

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

Committee members attending the Conference will work a shift in the booth. A schedule was distributed before the Conference. Our Main subject is to promote during the Conference in May 2023 will be the Study Abroad and the Symposium Program.

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

During the Committee's only virtual meeting, it was agreed that the IRC would be informed about developments regarding the Study Abroad and Symposium program. The diversity and the thinking power of the IRC members would be helpful and meaningful to finalize both programs. Although the IRC was not directly involved in the 2023 program, we recommend using the Committee for future Study Abroad and Symposium programs.

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

Beginning with the July issue, the *Digest* has published a profile of an IRC member. We created a monthly schedule introducing one member. That worked out fantastic. During the digital Coffee and Tea with President Pamela Smith on April 7, it was mentioned a success. We will continue creating *Digest* profiles featuring IRC and Region X and XI members.

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

At our meeting, the IRC discussed the importance to promote the value and benefits of attending the Study Abroad and Symposium program. This could have been a good starting point for a broader discussion about educating the membership on the value of global membership. The subgroup tried to meet a couple of times, without success. Time slipped through our fingers. Moving forward, we recommend keeping this Committee apprised of the program's progress.

Management's Comments:

This Committee has published several *News Digest* articles regarding Region XI. We appreciate them overseeing the exhibit booth in Minneapolis and their progress to engage and educate the membership about these Regions. As far as the IRC's involvement with the Study Abroad/Symposium Program, we can certainly keep them informed of logistics and how we're implementing the plan to move forward with the program. It was with the 2017 symposium in Brussels that our Region XI International consultant began working with respective Region XI Associations/Affiliations to produce these types of programs. As for the 2023 programs, IIMC has 40 participants to date. The maximum total participants allowed for this program is 50.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Lanelda Gaskins, MMC, Committee Chair

Date: April 12, 2023

Subject: Membership & Mentor Year-end Report



Background

The purpose of the IIMC Membership and Mentor Committee is to communicate with new members and bring together experienced members with less-experienced members for the benefit of both the individuals and the profession.

The 2022/2023 Goals and Objectives are as follows:

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

The 2022/2023 Committee Members are as follows:

Lanelda Gaskins, MMC	Chair
Aimee Nemer, MMC	Vice Chair
Douglass Barber, MMC	Member
Shantay Bingham, CMC	Member
Barbara Blackard, MMC	Member
Rachel 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-Jackson, CMC	Member
Lee Frazier, MMC	Board Liaison
Carrie Mugford, CMC	Board Liaison
Jamie Newman, MMC	Board Liaison

Discussion - None.

Financial - Currently, there are no financial obligations.

Summary

The Committee Members received the monthly membership information pertaining to new members and recipients earning their CMC and MMC certification. In addition, the Committee Members contacted those individuals, welcomed the new members, congratulated the members who earned their certification as well as answered any questions and provided them with resourceful information.

Recommendation

The Membership and Mentor Committee Members to continue to fulfill the goals and objectives for the upcoming year.

Management's Comments:

We thank the Committee for their work throughout the year. We appreciate their help at the conference.

International Institute of Municipal Clerks

To: Pamela Smith, IIMC President
IIMC Board of Directors

From: Wynetta Bolder, CMC, Chair
Ann M. Quirk, MMC

Date: March 30, 2023

Subject: Public Relations and Marketing Year-End Report



Thank you to the members of this Committee for dedicating their time and service to their IIMC colleagues worldwide. Sharing their knowledge and experience has been valuable and beneficial to other IIMC members. Also, we appreciate the support from the IIMC Staff Karen Li Lee and IIMC Executive Director Chris Shalby.

Background

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

Goals and Objectives:

1. Submit at least one or more articles for the News Digest
2. Promote marketing plans for Municipal Clerks Week
3. Developing ideas to assist clerks with engaging and being more attentive to the Digest for a clerk's ideas, history, and daily operations.

Discussion -- The Committee has been busy this past year, meeting monthly to achieve our goals and objectives for the year. The following are projects we have worked on.

News Digest

The Committee continued to create educational information in the news digest.

Discussions and for the News Digest:

1. Lapel Pens
 - a) The History of the Lapels
 - b) Pictures and articles of those collecting lapel pens.
 - c) Preparing Clerks to purchase their lapel pens for the Conference
2. Elections (**Ann Quirk**)
 - 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-like balance
 - c) Time management

4. Cybersecurity
5. Poll questions to ask what makes IIMC exciting
 - a) This will help determine the clerks' interest. This would allow putting information in the digest.
6. Feature a Clerk of the month (**We want to put a recognition spotlight every month on a clerk**)
7. Idea Corner (**ideas that make your city unique, Mental Health awareness, festivals, customer service week, etc.**)
 - a. There was a brief discussion regarding this idea. Everyone was encouraged to create articles for the "Idea Corner."
8. MuniciPAL Clerks across the miles profile
 - a. The committee discussed reaching out to international clerks who have become Municipals. **Marie Moe, Diane Pflugfelder, and Chad Daggett** will work on building the momentum for this in the Digest for Municipal Clerks Week.
9. Self-Improvement (**Wynetta Bolder, CMC**)
 - a. September Self-Improvement Month
10. Participating in a Municipal League (**Julie Kamaka, MMC**)
11. A Celebration of Black History Month (**Wynetta Bolder, CMC**)
12. Preparing Youth for Political Leadership (**Wynetta Bolder, CMC**)
13. Prepare the clerks for Municipal Clerks Week with a creative idea. (**Chad Daggett**)

Financial -- No financial expenditures to date.

Summary

The Committee has worked hard to bring our Clerks education, knowledge, mental coping skills, and recognition ideas. We aim to inform and market the International Institute of Municipal Clerks *News Digest*.

Recommendation

For the Committee to continue moving forward with new and creative projects to build communication and more interaction with all clerks.

Management's Comments:

Another excellent year for this Committee. The consistency in members and production the past three plus years has been outstanding, especially in designing aesthetically appealing logos for both the Program Excellence Award (PEGA) and this year's Municipal Clerks Week quill, featured in the April Digest.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Pamela Smith, MMC, IIMC President
IIMC Board of Directors

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

Date: March 31, 2023

Subject: Records Management Year-End Report



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

Roster: Mary Johnston, MMC, Chair, OH; Lisa Westfall, MMC, Vice Chair, MO; Kathleen Brow, BC, Canada; Grace Derosa, CMC, FL; Robin Fenwick, MMC, FL; Susan Jackson, CMC, FL; Scott Passey, MMC, WA; Alicia Richardson, CMC, TX; Tracy Simons, OH; Lauren Stewart, CMC, MS; Rebecca Tompkins, CMC, NY; Lucinda Williams, MMC, CA; Susan Haag, MMC, Board Liaison, NY; Maria Miranda and Janet Pantaleon, Staff Liaison.

The Committee met virtually on January 20, 2023, with many members in attendance. We reviewed the progress made and discussed the Goals and Objectives set by President Smith.

Goals and Objectives:

- 1. Recommend records management educational sessions for the Annual Conference –** This goal has been completed for 2023. The Committee did not recommend records management educational sessions for the 2024 Annual Conference. Hopefully the next Committee can make recommendations.
- 2. Prepare a minimum of two articles regarding best practices for records management –** Committee member Brow's article on converting microfilm to digital was published in the *News Digest* first quarter 2023. Board Liaison Haag's article from the New York State Archives was published in the *News Digest* in fall of 2022.
- 3. Identify at least two issues and create content for the online Resource Center of ordinances, policies and best practices –** Committee member Simons worked to fix 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. This goal will need to be continued into the next year as it is a huge undertaking by staff and committee members.

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

Summary: The Committee met some of their Goals and Objectives and is hopeful that the next Committee will continue the work. I thank the Committee for its participation this past year. It has been a pleasure to work with all of you! I wish you the very best in the future!

Recommendation: No recommendations at this.

Management's Comments: We thank the Committee and appreciate their *Digest* articles.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Pamela Smith, MMC, IIMC President
IIMC Board of Directors

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

Date: March 31, 2023

Subject: Research & Resource Year-End Report



Background:

Research & Resource Committee's purpose 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 Committee are: Debra A. Jermann, MMC – WA, Teresa K. Hudson, MMC – DE, Brittany Byrum, - KY, Audra Etzel, MMC –, MN, Kari Graber, CMC – IA, Deborah Jean Harris, MMC – County of Davidson, NC, Kelsea Holian – AZ, Angela Lanter, MMC – OR, Laura Pierce, MMC – MI. Our Board Liaisons are Celyn Hurtado, CMC – KS and Angela Marshall, MMC –TN. Our IIMC Staff Liaison is Tammy Storrie, Member Services Representative.

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

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

The Research & Resource Committee received the following assignments:

1. Review the IIMC Membership Survey for 2022.
2. Review the IIMC Salary Survey for 2023.
3. Responded to a member question on providing FOIA training to elected officials.

Discussion:

The IIMC Membership Survey for 2022 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.

The IIMC Salary Survey for 2023 was provided to the committee for review on October 31, 2022. The committee members vetted and provided input on the survey to IIMC Staff. The Salary Survey was sent to the membership in November 2022.

Financial: There are no financial impacts or budget requests.

Summary: All requested tasks were completed. The committee would like to thank IIMC staff for their direction and guidance.

Recommendation: None.

Management's Comments: We appreciate the Committee's work on both the Salary and Membership Surveys.

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 (April 6, 2023)

Subject: **Policy Year- Report** (*Committee Chair Susen has informed the Board that there were no updates to this Committee since the midyear meeting.*) This is the midyear 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. Danyielle 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
ALLAN SUSEN – CHAIR	TRACY L. DAVIS – CHAIR	DEBRA A. JERMANN – CHAIR	CAMILLA G. PITMAN - CHAIR
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 31st 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.

Policy Review Mid-Year Report - Page 3

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.

Policy Review Mid-Year Report - Page 4

- **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.~~
Policy Review Mid-Year Report - Page 6

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**

Managements 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.*

Management's Recommendation:

Most of these recommendations have been implemented as policy since the January 2023 Board meeting. Still outstanding is the policy on statement of support. This needs to be assigned to the incoming Policy Committee.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: IIMC Board of Directors

From: Karen Lee, Communications Officer

Date: March 31, 2023

Subject: Communications Year End Report

The metrics in this report reflect data collected 09/2022 – 03/2023

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:

- Developing 2023 IIMC Annual Conference – Minneapolis, Minnesota web pages on the [IIMC website](#) and online registration [public site](#).
- Updating [committee pages](#).
- Updating [Professional Municipal Clerks Week](#) page with 2023 content.
- Developing Region 8 East and West pages, to be published at the beginning of the 2023-2024 term.

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.

Increased readership and a weekly cleanup of member contact information—removal of expired and expiring email addresses to improve the integrity of the mailing list—yield an improvement of the *E-Briefing* **average open rate of 35.6%**¹. Eight of the most recent *E-Briefings* yield open rates above 40%, a notable milestone for the Communications Department.

REGION NEWSLETTERS, MESSAGES, AND UPDATES

The Communications Department assisted the following IIMC Regions, Leaders, and Departments distribute various mass mail communications.

¹ According to the [Influencer Marketing Hub](#), a good email open rate is between 17% - 28%. (Accessed April 10, 2023)

Metrics:

- Region I
 - 2023 Region I Meeting Announcement open rate: 32%
 - Fall-Winter 2022-2023 Newsletter open rate: 37%
- Region II
 - 2023 Region II Meeting Announcement open rate: 36%
 - Message From Your Region Director, 1/5/2023 open rate: 24%
 - Message From Your Region Director, 2/9/2023 open rate: 37%
- Region III – Winter 2022 Newsletter open rate: 36%
- Region V – Winter 2022-23 Newsletter open rate: 42%
- Region VI – Region VI 2023 Mid-year Meeting Announcement open rate: 36%
- Region VIII – February 2023 Newsletter open rate: 41%
- Region IX – Winter 2022-23 Newsletter open rate: 36%
- Region XI – 2023 March Newsletter open rate: 22%

- Message from Your IIMC President
 - September 29, 2022 open rate: 31%
 - December 2, 2022 open rate: 29%

- Conference Update
 - December 5, 2022 open rate: 30%
 - January 9, 2023 open rate: 34%

- Education Update – January 3, 2023 open rate: 28%

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 and IIMC International Committee continue to submit monthly articles. Content created by and written about Clerks continues to be very popular among readers.

COMMUNICATIONS AND EDUCATION

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

- Thursday, June 23, 2022
 - 10:00 AM ET
 - 3:00 PM ET
- Tuesday, September 13, 2022
 - 10:00 AM ET
 - 3:00 PM ET
- Friday, December 9, 2022
 - 10:00 AM ET
 - 3:00 PM ET
- Friday, February 10, 2023
 - 10:00 AM ET
 - 3:00 PM ET
- Friday, April 7, 2023
 - 10:00 AM ET
 - 3:00 PM ET

IIMC Videos

The Communications Department produced two videos for new member distribution:

- [*Greeting From The President*](#) featuring IIMC President Pamela Smith, MMC.
- [*Region 8 Welcome to IIMC*](#) featuring Region 8 Director Angela Johnson, MMC.

SOCIAL MEDIA

LinkedIn

The Communications Department updated the IIMC LinkedIn page to promote a shift of professional networking to its site. The goal of this promotion was to differentiate between professional networking and social networking on Facebook. Activity on LinkedIn is limited, while activity on Facebook is on the increase.

Facebook

Facebook is the predominant social media platform maintained. Below is a comparative chart for each IIMC Facebook group.

Group	September 2022	March 2023	Notes
Region I	131	156	+19%
Region II	239	266	+11%
Region III	511	603	+18%
Region IV	168	202	+20%
Region V	250	296	+18%
Region VI	141	163	+16%
Region VII	176	215	+22%
Region VIII	209	249	+19% Communications will launch pages for Region 8 East and West at the beginning of the 2023-2024 term.
Region IX	155	203	+31%
Region X	26	46	+77%
Region XI	60	67	+12%

Intl Buddy	102	102	Unfortunately, there is little to no activity among the members of this group.
2023 IIMC Conference	IIMC closed this group to yield to the Facebook group created by the 2023 Conference Host Committee.		

IIMC staff and members consider the increase in Facebook activity to be a good indication of an uptick in social networking. However, increased use also means increased misuse and confusion over appropriate use parameters.

GOALS

The Communications Department submits to the Board the following goals. Please note that the Membership Cards and Higher Logic Community present budget implications and will be discussed with the budget committee this summer.

- **Membership Cards.** In June, at the start of the new fiscal year, the Communications Department would like to move forward with the effort to automate membership cards. The first phase of the membership card initiative was a manual distribution in 2022. The second phase — making adjustments, running a second distribution, and automating — was put on hold so that staff and iMIS consultants could focus on building the 2023 Conference Registration module. As the rollout of the 2024 Conference Registration module will require fewer resources, more staff and consultant time will be available for moving forward with the membership card automation effort.
- **Social Media/Facebook.** The Communications Department welcomes further guidance from the IIMC Board and IIMC Elections Committee on establishing and clarifying standard practices and guidelines.
- **Higher Logic Thrive Community.** For the new fiscal year, the Communications Department recommends investment in Higher Logic Thrive Community, a member engagement platform that integrates directly into our iMIS database system. This platform is used by other associations, including the American Society of Association Executives (ASAE), to:
 - Host and facilitate discussions and Q&A to collaborate and build connections;
 - House libraries for sharing resources and documentation;
 - Manage built-in community events; and
 - Create strategies with automation rules and a mobile app to keep members coming back².

Structured groups would include region-specific and committee work spaces. At the very minimum, these spaces would allow for organized discussions and document-sharing, which could replace all the mass group email conversation threads and attachments that can so easily get out of control. Further, these structured groups and work spaces promote professional networking, guided discourse, and targeted content development beyond social media.

² Henry D. Eickelberg, Chief Operating Officer, HR Policy Association offers the following endorsement for this platform: “Our online community takes the guesswork out of trying to understand what is most important to my members and how to develop my member strategy. I no longer need to ask about what matters because my members do it for me. Best of all, I can confirm in real time if my strategy is working or not by what I see my members talking about.”

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: April 4, 2023

Subject: Member Services Year-End Report



We are very 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 in our database. They will receive an immediate receipt for what they have registered and paid for. Staff receive daily reports for incoming registrations.

New - we are seeing our members receive automated 25-30-35-40-45-50 Year Certificates by email – frameable certificates in color. We have automated the Membership and Ethics Certificates for our New Members and new member packets. Education, Communication and Finance will see major improvements for our members in their areas as well.

Our Minneapolis, MN conference registration was opened on January 9 and 614 delegates are now registered. Some experienced difficulties in getting their credentials correct to register for the conference but all was worked out. 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!

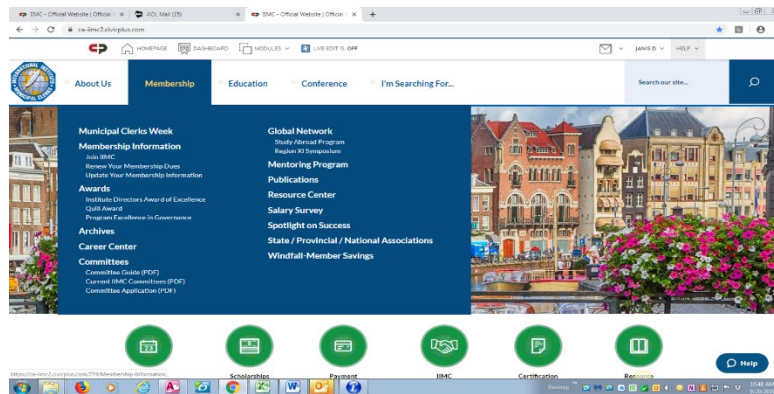
2023 has brought a new Member Drive to IIMC. We are re-introducing IIMC to many municipalities that have been IIMC Members in the past and encourage them to have their Clerks join IIMC along with their deputies. MD22-23 will offer a free online Education Course with a new membership, a savings for our members of \$50.00.

Our Region Director Challenge brought in 21 new members since May 2022. Susan Haag, MMC was the winner, bringing in 7 new members. Celyn Hurtado, CMC was 2nd with 6 new members. The Region Directors that participated are Angela Johnson, MMC – 4, Jamie Newman, MMC – 2, Lee Frazier, MMC - 1 and Tory Frink, MMC – 1. We appreciate all the Region Directors participating and will watch for this number to grow in the year 2023-2024. 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 do find that our members would rather call IIMC than peruse the website for what they need. Most call to make changes to their membership when all they have to do is go to Membership, click on “Update my contact information.” We are trying to direct them to the website for the simplest of topics.

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 updates all members that send in changes to their contact information, municipality changes, personal address changes and title changes. 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

With the second phase of the iMIS Soft upgrade, our members will be able to make changes to their own records, pay their bills online in their own profile and review their history with IIMC. This will allow Member Services to email the member that their dues are now available to pay for the year without sending the renewals through the mail. This will be a large savings to Member Services yearly budget.

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

Member Services distributed the 2023 Salary Survey on November 9, 2022, to all IIMC Members in Regions I-X. We had 1,737 responses which is the best response for many years. We can do better in the future and the responses assist all our members when doing research for a title change, promotion, and a pay raise.

Sharing some statistics for the following:

- Region Totals as of March 31, 2023, totals 14,861 are:
 - Region I – 647
 - Region II – 608
 - Region III – 1,750
 - Region IV – 63
 - Region V – 964
 - Region VI – 547
 - Region VII – 826
 - Region VIII – 1,326
 - Region IX – 1,734
 - Region X – 186
 - Region XI – 5,633
- 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

Management’s Comments:

The Department continues to provide excellent customer service and the new membership campaign is off to a good start. The Department’s next task will be to explore new ways of increasing membership in Region X.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: IIMC Board of Directors

From: Chris Shalby, Executive Director
Dr. Bea Rodriguez, Director Professional Development

Date: March 20, 2023

Subject: Region XI – International Certification - DRAFT

Summary

Since the implementation of the Region XI bulk membership scheme in 2015, IIMC has maintained its membership base of more than 4,500 members. Its success rests primarily on the flat cost of the scheme. And, with the development of a bi-annual Study Abroad/Symposium Program, the sharing of mutual information and the growing popularity of virtual Athenian Dialogues that could generate more interest in professional development, the relationship has progressed, except in one integral field – Certification.

Other than the Society of Local Council Clerks (SLCC), there is no other Organization in Region XI that can claim a traditional Institute. This is the major concern that has proved inequitable and has hampered Region XI members in receiving a Certification designation in a timely manner. This inequity rings true throughout Region XI, especially in the Netherlands, Belgium, South Africa and the UK Association ADSO – all affiliations without a traditional Institute, but with strong education programs.

If IIMC's primary mission is educating its membership, Management believes that more of our Region XI members would be willing to participate in the certification programs based on amenable and justifiable education Guidelines. Few Clerks in this region are currently able to obtain certification under the current Guidelines, as the Guidelines correlate with a points per hour system not found in Region XI.

The attached VVG research papers discuss the similarities between all Municipal Clerks worldwide. However, the issue lies with the traditional Institute program and its points per hours allocation. At this time, the VVG does not have a university-based Institute that its members can attend, but they are attending Institute-level courses and other advanced education programs for which they're not receiving certification points related to the level of education hours. Therefore, if IIMC continues to aspire to be the pre-eminent Organization for Municipal Clerks worldwide, it needs to revise its Education Guidelines to benefit all members in Region XI.

Conclusion

Once and for all, we need to admit that our demographic is unique in many ways and our focus should be to act as facilitators toward educational outcome, not watchdogs. I think our certification programs propel members toward learning. If it's too difficult, and their cities do not require additional training for the job, and the cost and time factors are stringent, why do it? IIMC's purpose as a nonprofit membership Organization was never to be the obstacle in members achieving growth.

In essence, education needs leeway to these types of interpretations. We now need a facile approach with Region XI members and their objectives.

Management's Recommendation:

That the Board of Directors direct IIMC's Education Department to work with the Professional Development Committee to outline a plan that will balance the incongruities within the education guidelines, allowing Region XI members looking to achieve their certification to have the same advantages and balance as Regions I through X members. We ask that a report be presented to the IIMC Board by the November 2023 midyear meeting.

The clerk in an international perspective

**A quick scan of the role of the clerk in
a number of different countries**

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March 2022

Colophon

Commissioned by:
Vereniging van Griffiers
(Association of Clerks)

Researchers

Prof. dr. K. Peters
Dr. P. Castenmiller

Assisted by

K. Allijn

Date

March 2022

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1. Introduction

1.1 Background and study questions

It is a key ambition of the *Vereniging van Griffiers* (Dutch Association of Clerks - VvG) to strengthen the position and office of clerk in the Netherlands as a way of contributing to improving the country's public administration. The professionalisation committee of the VvG has set itself the goal of determining whether certification can make a contribution to the professionalisation of the profession of clerk in the Netherlands, with the underlying goal of reinforcing the position of the clerk as the primary advisor to the elected representatives, at local government level. In other words, certification is not a goal in itself, but makes a contribution to the professionalisation and better positioning of the clerk.

Any such certification must tie in with the requirements imposed in the Netherlands on the profession of clerk. In that connection, it could be valuable to investigate whether there are good examples abroad of specific investments in the position of officers in the public administration, who occupy a position comparable to that of the Dutch clerk (Griffier). The professionalisation committee therefore commissioned a quick scan, with two objectives:

- I. to gain an insight into the fulfilment of the position of 'clerk to the municipal council' in other countries, in other words the provision of professional support to the municipal council.
- II. to gain an insight into the relevant requirements (in terms of competences, skills and knowledge) that can or should be imposed on the person who provides support to local elected representatives.

The two objectives led to the following **study questions**:

1. Are there other countries in which support to the municipal council is entrusted to an officer who is not part of the official organisation?
2. If no, how is support to the municipal council organised in those countries and what is the nature of the support provided?
3. From the practice of local administration in other countries, in particular in respect of education and training on the one hand and certification on the other, is it possible to identify job requirements for the provision of support to the municipal council?

In our quick scan, we have limited our activities to the municipal clerk, based on the assumption that the *Vereniging van Griffiers* can use the results for its deliberations regarding certification of both municipal and provincial clerks.

In chapter 3, we start with a brief study of the Netherlands. In chapters 4 to 9 we observe six different countries and provide short answers to the study questions.

1.2 The investigation approach

The clerk or griffier, a position introduced as a legal requirement following the dualisation of Dutch local government is remarkable, when considered in an international perspective. Nonetheless, it is surprising that there is little or no research available into the support provided to local elected representatives, in other countries. This lack of published studies meant much of the investigative work was carried out online. Despite our efforts, the information gathered was sparse: after all, our search involved investigating the job requirements and fulfilment of a role which effectively exists nowhere else. Only in Anglo-Saxon countries is there a somewhat comparable office, that of clerk, but even in these countries, the set of tasks differs considerably from those of the Dutch *griffier*.

So what approach did we employ? On the basis of the wishes of our commissioning party, and our own knowledge and experience, we selected a number of relevant countries and conducted a limited literature study into the structure of local government in those countries. This study serves a specific purpose and in no way pretends to provide a full overview of the systems of local government in the selected countries. The literature study was supplemented by an Internet search into the practice of local administration, and any professional associations in those countries. We went in search of descriptions of (the functioning and organisation of) local administration and above all the municipal council, on websites of individual municipalities, umbrella organisations of municipalities or professional associations, research and training institutes. Job vacancy texts for municipal officers also sometimes proved a valuable source of information. For the chosen countries, we have placed a selection of those sources in the bibliography. We also made use of our own network: we consulted Dutch local government researchers, approached a number of fellow researchers abroad and also spoke to griffiers in the border areas.

On the basis of the material gathered, we prepared this report, in which we present our findings and as clearly as possible provide answers to the study questions. In part, the conclusions are in the form of a recommendation to undertake further specific investigation of a number of good examples, but above also to call upon Dutch griffiers to describe their own work and on that basis, to work towards further professionalisation and certification.

2. Findings

2.1 The Netherlands

Before looking at the situation abroad, we will explain very briefly the way in which the profession of griffier and training and certification in the Netherlands have been organised to date.

Support for the municipal council: the griffier

Since the introduction of dualism in local and provincial government in the Netherlands, at the start of the 21st century, municipalities and provinces are required by law to appoint a griffier. One of the aims of introducing dualism was to strengthen the position of the municipal council in relation to the executive (the mayor and aldermen), a goal that demanded internal support. The general task of the griffier is laid down in Article 107a (1) of the Municipalities Act: 'The griffier supports the council and committees appointed by the council in the exercising of their task.' The primary task of the griffier is therefore to support and advise the municipal council. The griffier is not part of the official organisation and therefore enjoys a special position: he is independent and personally bears final responsibility, reporting directly to the municipal council.

The Vereniging van Griffiers, on its [website](#) describes the position as an important link between various internal and external parties. The griffier operates at the interface between the council and mayor, the municipal executive and the official organisation, headed by the municipal secretary. The griffie(r) (clerk and clerk's office) is also the link between the council and external parties, such as local residents, businesses and (social) organisations.

In the most recent official investigation from 2016¹, on the basis of day-to-day griffier's practice, four main task areas are distinguished: organising (council and committee) meetings; facilitating council members (e.g. by organising meetings); representing the council (by advising the executive and official organisation); and advising council members and the council in the broadest sense.

In 2021, the board of the VNG (Association of Netherlands Municipalities) drew up a [job profile for the griffier](#) on the basis of a proposal from Netherlands Association for Council Members and the Vereniging van Griffiers (Association of Clerks).

Training and certification

Griffiers are encouraged by their professional association to follow further training. The Association of Clerks offers an online development scan that offers all griffiers an insight into their individual strengths and developable competences, with appropriate training courses to be selected from a supplied training guide.

Moreover, the Dutch Association of Clerks is affiliated to the International Institute of Municipal Clerks (IIMC), an international professional association for municipal clerks that originated and is established in the United States. This organisation also encourages the training and certification of clerks. The Vereniging van Griffiers, Bestuursacademie Nederland and ISBW Hogeschool have together formed the [Dutch Institute of Municipal Clerks \(DIMC\)](#) in order to live up to the educational objectives of the group of professionals and of the IIMC, from a Dutch-speaking perspective. Via the DIMC, you can apply for the title CMC (Certified Municipal Clerk) or MMC (Master Municipal Clerk) from the IIMC.

¹ Van Hulst, Kruijnen, Schaap & Van Ostaaijen (2016). *Griffier in de Gemeente Geschetst. Het ambt anno 2016*. Tilburg.

The study programmes 'Griffier' (Municipal Clerk) and 'Leiderschap' (Leadership) in the public sector offered by the Bestuursacademie are recognised by the IIMC. This also applies to the study programme 'Meesterschap voor Griffiers' (Master Municipal Clerk) from the Noordelijke Academie voor Openbaar Bestuur (NAOB), a collaborative venture between the Thorbecke Academy and the University of Groningen. By successfully completing these study programmes, the participating griffiers acquire an educational basis for entitlement to the title CMC or MMC. Other courses offered via the study guide also result in points that can count towards the entitlement to bear these titles.

As already explained, with the dualisation process, the positions of support provider to the executive (mayor and aldermen) and the municipal council were separated. In many foreign countries, no such distinction is made. In the practice of those countries, both forms of support are combined, as was the case in the Netherlands pre-2002. Information about the [professionalisation and required competences of the Dutch municipal secretary](#) can be found on the site of the Association for Municipal Secretaries (VGS).

2.2 Flanders

Support for the municipal council

The system of local government in Flanders is very similar to that in the Netherlands prior to the dualisation. In Flanders, the secretary also supports the municipal council. The term 'griffier' is used in Flanders for the counterpart to the municipal secretary, but at provincial level.

The role of municipal secretary in supporting the municipal council is described relatively briefly in the [Decreet Lokaal Bestuur \(Local Government Decree\)](#). Article 20 of the Decreet Lokaal Bestuur states: 'The general director or the members of staff appointed by him supply council members with technical information about documents appearing in the dossier, on request. The house rules specify how that information is provided'. Article 32 of the same Decree states that the general director attends the meetings of the municipal council and is responsible for preparing and keeping the minutes. Article 172 of the Decree then states: 'The general director advises the municipal council, the chairman of the municipal council, the council for social affairs, the chairman of the council for social affairs, the executive (mayor and aldermen), the mayor, the permanent office, the chairman of the permanent office and the special committee for social services in respect of policy, administration and legal issues. As the case arises, he refers to the applicable legal rules, outlines the factual details of which he has given notice and ensures that the notifications required by the regulations are included in the decisions'.

On the basis of a literature study and contacts in Flemish local government, overall we can conclude that except in purely practical terms, support for the municipal council is not an important element of the duties of the municipal secretary. The municipal secretary/general director works closely together both with the executive (that meets on a weekly basis) and the mayor, who is effectively political leader of the municipality. The secretary has far less contact with the municipal council and the council members. The municipal council generally meets once a month, not including the committee meetings in some municipalities, so the opportunities for contact are far fewer.

Council members can request (technical) information from the municipal secretary, but as a rule only do so to a limited extent. Substantive support and advice to the municipal council is effectively not an issue for Flemish municipal secretaries.

One major difference between Dutch and Flemish local government is that the mayor is not automatically chairman of the council. Municipal councils can appoint a councillor or aldermen to that position, and has in fact done so, in around two-thirds of municipalities (Verhelst & Van Bever, 2010: 160; Buylen et al., 2014: 50). This may have consequences for the way in which support is provided to the council in those municipalities, but we are not aware of any results of actual studies, in this field.

Training and certification

The Association of Flemish Cities and Municipalities offers a variety of general training programmes and courses for municipal civil servants, but no training in the support of the municipal council. The professional association of Flemish general directors and municipal secretaries also has no such specific training, also not in the private section of its own [website](#). As a consequence, we were unable to identify any job requirements for council support, in Flanders.

2.3 Germany

German local government

Germany offers various forms of local government, in the sense that there is a difference between municipalities (Gemeinde) and towns and cities (which are known as Kreisfreie Städte). The level of government above the municipality, which is also included in the local government structure, is that of the district (Kreis or Landkreis). A district (Kreis or Landkreis) is made up of several municipalities.

The structure of local government differs in historical terms between the federal states or Bundesländer. Traditionally there are four main types, but over the years the majority of federal states have adopted the system known as the Süddeutsche Ratsverfassung. This system has a dualistic structure, whereby the local population elects both the members of the municipal council and the mayor. The mayor implements the decisions taken by the municipal council, is in charge of the administrative organisation (Verwaltung) and represents the municipality.

In certain federal states, other systems still operate. In Hessen and in the city district of Bremerhaven, the Magistratsverfassung is still in place: the mayor is part of the executive (Magistrat) comparable with the mayor and aldermen in the Netherlands. There is also an elected public body (Stadtverordnetenversammlung) that elects its own president.

In this system, the mayor was originally elected by the municipal council, but since 1993 the residents of Hessen elect their mayors directly.

For the purposes of this study, it is important to briefly discuss the relationship between the municipal council and the executive, dominated by the mayor.² Depending on the federal state, the mayor is the chairman of the council in some municipalities, and not in others. In some places he is also a voting member of the council. There is also a difference between ordinary municipalities and Kreisfreie Städte; in the latter case, the mayor is known as the Oberbürgermeister. Studies have shown that as a rule, in the balance of power between mayor and municipal council in Germany, the mayor comes out on top. The decisive factor is not whether or not he is the chairman of the council. Instead, the important factor is the possibilities open to the municipal council (or taken up by the municipal council) in acquiring specific authorities, and the political affiliation:

² In a number of German municipalities there are aldermen, but their role is far less important than that of the mayor (and less important than in the Netherlands).

If the majority of the council and the mayor come from different political parties, the power of the mayor is not as great as when are from the same party (Van der Kolk & Vetter 2004: 27-31).

Support for the municipal council

We were not able to find much information about specific support to the municipal council, separately from the executive. Consultation with colleagues from Germany revealed no information, in the sense that independent support to the municipal council is a subject to which they have never given any real consideration. The municipal council of Bremerhaven, which as already stated has a more independent position than in the rest of Germany, has its own support office³, which according to the website is specifically tasked with providing support to the council chairman. In the border areas, we know that there are municipalities (e.g. Krefeld) which have a 'Büro Rat und Ehrenamt', an organisation unit that offers organisational, facility and administrative support services to the council and the aldermen. In other municipalities (e.g. Mönchengladbach) support for the council is the responsibility of the Büro des Oberbürgermeisters, an office that can be a key player in the political-administrative relationships within the municipality. We were unable to find any information about job requirements imposed on the officers employed in these organisation units.

Training and certification

There are a number of institutes in Germany that offer courses for municipal civil servants. These institutes are often known as 'Kommunalakademie'. Certain of these operate at federal state level and are part of the association of municipalities in those federal states⁴. Others are foundations. We were unable to identify any courses, training or certification specifically focused on support to elected representatives.

2.4 United Kingdom

British local government and the 'clerk'

Local government in the United Kingdom has a different status from that in the Netherlands. Local governments have relatively few individual powers, and no autonomy guaranteed in the Constitution. The structure of local government in the UK is highly complex, and differs widely between the four countries England, Scotland, Wales and Northern Ireland. Here we will restrict ourselves to saying that there is a council at various subnational levels. The difference is determined by the layer of government and the nature of the area (urban or rural) and is often historically based. In England alone, there are parish councils, town councils, city councils, district councils, county councils and borough councils.

Local government in the United Kingdom has a long history of the position of clerk (griffier). In the past, the clerk was also known as the 'Remembrancer' (the one who remembers). Historically, minute taking, archiving, supervising legislation and regulations and ensuring correct decision-making processes as well as organising municipal council elections have been the core tasks of the clerk, based on the responsibility for reliable and transparent government for the citizens.

³ <https://www.bremerhaven.de/de/verwaltung-politik-sicherheit/buergerservice/adressen-oeffnungszeiten/buero-der-stadtverordnetenversammlung.22516.html>

⁴ see for example: <https://www.kommunalakademie.de/>

The clerk is the primary source of support for the council. But remember: because local government in the UK is not dualised, the council is not only the elected representatives but also the executive. The most common system is the 'Cabinet model' or 'Leader and cabinet model', in which an executive is formed from the majority party(ies) from the council.⁵ Although the clerk works for the entire council, his primary role is to support the executive. He/she also manages the council officers or council employees, responsible for preparing and implementing decisions.

It is therefore difficult to specifically identify which parts of the set of tasks entrusted to the clerks overlap with the tasks of the Dutch griffier. If we start with the four task areas as presented in the most recent study into the Dutch office of griffier (Van Hulst et al., 2016), we can conclude that clerks in the UK are also responsible for the task areas 'organisation' as well as part of the other three task areas 'facilitation', 'representation' and 'advice'. One area that became insufficiently clear during our study is the question of how clerks in the UK deal in practical terms with the task of facilitation, and the substantive or strategic advising of the council. In the profile employed for the training of clerks (see the next sub section), for example, such tasks are identified as 'carry out research so that the council is well-informed for making decisions' and 'advise the council on its duties and powers'. But how precisely should we interpret advice? Is it in fact only the executive that receives advice? And what does it mean for the controlling role of the other councillors? Within the scope of this study, we were unable to find satisfactory answers to these questions.

One possible approach would be to question British clerks about their involvement in providing support to the 'overview and scrutiny committees' (or 'audit and scrutiny committee') established in various municipal councils.⁶ Support to those committees entrusted with critical monitoring (control) on behalf of the entire council into the way in which the municipality is governed may be more similar to the tasks as implemented by the Dutch griffier. However, our study did not consider this point in any depth.

The tasks described in the British system under the heading 'community engagement' (see the subsection below), also raise questions in this connection. The clerks appear to fulfil a major role in establishing the links between the council and the residents and the local community, but this role cannot be compared in every respect with the role of the Dutch griffier. The clerk works for the council that is also the executive, while in the Netherlands, the griffier works only for the elected representatives, who expressly do not themselves govern and implement. In the set of tasks of the Dutch griffier as identified in the official investigation in 2016, the organisation of meetings with residents and civil society parties is earmarked as a task but one that receives less attention than in the British profile.

Training and certification

The clerks of the various levels of local government in England and Wales are united in the Society of Local Council Clerks (SLCC), a sound and smoothly functioning professional association, that was established in 1972. Senior council officers (senior management of the municipality) can also be members.

This organisation ensures that its members are supplied with the knowledge, training and skills they need to effectively implement their tasks.

⁵ The other models are the 'Committees model', whereby the council is divided into a series of theme-based politically mixed committees, without an executive; and the 'Mayoral model' in which a directly elected mayor is in control and assembles his own executive.

⁶ It should be noted that as a rule, this only applies in municipalities where the 'Cabinet model' is employed.

There is an extensive range of training available. There is an introduction course for people who wish to be introduced to, to understand or who have just started in the profession. For people with more experience, there is a practical programme available. There is also a three-year vocational training course. Each stage comes with a certificate. In each stage of the training, five core themes are the central focus, but the intensity and extent to which they are studied varies considerably.⁷ Appendix A discusses the structure of the course components in more detail.

In November 2021, the government of Wales concluded a consultation about the intention to introduce the following [‘stages’ of certification](#):

- the Certificate in Local Council Administration (CiLCA)
- the Certificate of Higher Education in Community Governance
- the Certificate of Higher Education in Community Engagement and Governance
- the Certificate of Higher Education in Local Policy.
-

To further structure the (existing) training programmes, core themes were identified, that form the backbone of introduction training and the accompanying qualification. The five core themes are:

- Roles and responsibilities
- Knowledge of relevant legislation and procedures
- Insight into financing
- Knowledge of planning and execution (management skills)
- Supporting local (political) communities.

Appendix B provides an elaboration these themes in terms of specific tasks and responsibilities.

Studying these tasks and responsibilities leads to the conclusion that various tasks tie in closely with the task areas identified in the official investigation from 2016, in the Netherlands.

At the same time, the same proviso mentioned in the previous subsection still applies here, in respect of the monistic (non-dualistic) context in which the council operates. This makes the comparison difficult.

2.5 France

French local government has no position comparable to that of the griffier. Local government in France differs considerably in every respect from the situation in the Netherlands, for example in terms of range of tasks, degree of autonomy and minimum size of municipalities (Committee of State on dualism and local democracy, 2000: 163-167). For that reason, we do not discuss the situation in France any further here.

2.6 Scandinavia

The Scandinavian countries and Baltic states all have a system of local government with relatively strong communities with a high degree of autonomy. We were unable to find an officer in any of these countries who works exclusively for the elected representatives. No reference is made to such a position in any of the literature. Furthermore, no professional associations from local government from any of the Scandinavian or Baltic countries are members of the IIMC, the international professional association of municipal clerks. Because of the language barrier, it was difficult to conduct an Internet

⁷ The actual structure of the training programme matches broadly with the programmes developed by the IIMC for the United States.

search for example into municipal documentation about the functioning of the municipal council or vacancies for municipal secretaries and similar positions. Somewhat to our surprise, in a number of countries, at least in Estonia and Norway, we came across systems with dualistic tendencies, in the sense that members of the executive elected from the council may not remain members of the council. We were unable to find any information about the support provided to the councils in these countries.

2.7 United States

American local government and the 'clerk'

The United States has a wide variety of forms of local government. The legal basis lies in the constitutional law of the individual states. Local governments operate different administrative systems. The most common form of administration is that of the elected council in combination with an elected mayor. Broadly speaking, the council has legislative and administrative authorities, while the executive power lies with the mayor (State committee on dualism and local democracy: 123-130).

The British emigrants who settled in North America opted for a system of administration from their home country. That included the task of clerk. Just as in the United Kingdom, minute taking, archiving, supervising legislation and regulations and ensuring correct decision-making processes as well as organising municipal council elections are the core tasks of the clerk, based on the responsibility for reliable and transparent government for the local citizens. The package of tasks also shows an overlap with that of a controller, in particular in municipalities where there is no separate controller. The municipal clerk or city clerk is positioned alongside or below the city manager, in many municipalities. The city manager is responsible for the provision of services to the local residents. The figure below shows how the relationship should be evaluated.



Training and certification

The [International Institute of Municipal Clerks \(IIMC\)](#) was established in the United States in 1947. This is a worldwide non-profit organisation for clerks, that wishes to promote the professionalisation of clerks through training and certification. The IIMC established the [Certified Municipal Clerk \(CMC\) program](#). This programme has been in existence since 1970, and is still a vital instrument. The training, offered by a variety of professional institutes, must be approved by the IIMC. For this purpose, the IIMC has drawn up a series of [Educational guidelines](#). Just like in England and Wales, this programme offers training at various levels, depending on the professional experience of a potential participant. There is for example a supplementary master programme, the [Master Municipal Clerk \(MMC\) program](#). The IIMC also operates an ethical code, that must be signed by any clerk wishing to become a member.

In the US, more than in the United Kingdom, attention is also focused on the development of personal competences considered relevant for the position of municipal clerk. See also appendix B.

3. Conclusions

In this concluding section, we return to the initial study questions and formulate our conclusions.

1. Are there other countries in which support to the municipal council is entrusted to an officer who is part of the official organisation?
2. If no, how is support to the municipal council organised in those countries and what is the nature of the support provided?
3. From the practice of local administration in other countries, is it possible to identify job requirements for the provision of support to the municipal council?

Conclusion 1 On the basis of this study, we conclude that there are no officers comparable to the position of Dutch griffier, abroad.

Our reading, investigation and consultation have led to the initial conclusion that outside our borders, there are no officers who, unlike the Dutch griffier, support local elected representatives, but who are not part of the official organisation of the municipality. This conclusion is initial in the sense that we have of course only studied a limited number of countries in any detail.

The clerks in the United Kingdom and the United States do show similarities with the Dutch griffier, in terms of their set of tasks, but one important distinction is that they are part of the official organisation that supports both the council and the cabinet, the executive and mayor. This is a crucial distinction, because in the Dutch dualistic system, the griffier supports the body that does not actually govern, but that prepares the frameworks and monitors the executive. This is a fundamentally different set of tasks than supporting the council, which in a non-dualised system is also the municipal executive.

In our study, we came across a number of uncertain cases, in which we cannot exclude the possibility that a position comparable to that of the Dutch griffier does exist. These cases are Norway and Estonia, where local government has some dualistic tendencies, and a number of German municipalities (such as Bremerhaven) in which the municipal council occupies a strong position. Within the limited scope of this study, we were unable to find any information about the provision of support and advice to the municipal council in these systems, but it could be interesting to carry out further study.

Conclusion 2 Support to the elected representatives abroad is an integral part of the official organisation, sometimes in a separate secretariat or with the executive secretariat

Elected representatives in other countries are supported by officers who are part of the official organisation of the municipality.

Above all in respect of clerks in the UK and the US, we are able to identify what they do in terms of support for their council. To some extent, their set of tasks overlaps with that of the Dutch griffier. For example they are responsible for the smooth running of decision-making procedures by the council, including recording, archiving and publishing the procedures. These are tasks that are also included in the tasks of the Dutch griffier (task field 'organisation'). However, it is difficult to gain an insight into the question to what extent the set of tasks of the clerks overlaps in terms of the other three task fields of the Dutch griffier. What is the situation in respect of more substantive or strategic facilitation and advice to the council? Who, for example, is advised in what role, if the executive is an integral part of the elected representation?

In the Flemish situation, the municipal council certainly also receives secretarial and procedural support, for example in respect of decision-making procedures and information provision, but substantive and strategic facilitation and advice to municipal council members would not appear to be important tasks of the municipal secretary/general director and the official system, and is also not reflected in their training programmes. For the other selected countries, we were able to find even less information.

Conclusion 3 In particular the clerks in the UK and the US and their training programmes and certification system could be a source of inspiration for the Dutch griffier.

It can be derived from conclusion 2 that inspiration should above all be sought in the clerks in the Anglo-Saxon countries. On the one hand, because their package of tasks to some extent overlaps with that of the Dutch griffier, and on the other because the practice of training programmes and certification for professional clerks is well developed in those countries.

We would add the recommendation that in our judgement, the Griffiersvereniging itself should also further elaborate the task fields of the griffier and the job profile, in terms of the required knowledge, skills and competences. The unique dualistic form of administration in the Dutch local government in our opinion means that the tasks of the Dutch griffier require a fundamentally different approach than called upon in other systems.

Bibliography

The form of the bibliography differs from that of a scientific publication. For each country - in the order as employed in the previous chapters - we present relevant written sources and digital sources (including web links) that offer background information about local government, elected representatives and (in some cases) the support provided in the various countries. Although not an exhaustive list, it is useful to anyone seeking further information.

The Netherlands

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Appendix A SLCC courses and certificates

The courses developed by the SLCC (England and Wales) enjoy the following structure:

ILCA: Introduction to local council administration

This is an introduction for new clerks in England and Wales and a solid introduction for anyone wishing to acquire the CiLCA qualification. The aim of this course is to provide an introduction to working for a local council. It is a basic level course, and is therefore labelled as 'level 1'.

FILCA: Financial introduction to local council administration

This course is intended to provide support to 'responsible financial officers' in their tasks and to provide an introduction to the financing of the municipal council.

ILCA to CiLCA

This course is intended for participants in England and Wales who have already completed the ILCA course, and is provided online. The course was developed in order to improve the knowledge, confidence and skills of a clerk in his/her work for the municipal council, and to reduce the gap between the basic course (ILCA) and the (relatively difficult) follow-up course (CiLCA). This course has therefore been allocated the qualification 'level 2'.

CiLCA: Certificate in local council

The CiLCA is considered to be 'level 3', and relates to the broad range of knowledge for the work of the clerk in terms of the roles and responsibilities, laws, procedures, financing and community involvement.

Community governance

There is also an option for increasing the level of knowledge via the 'community governance institute'. This institute offers a 'certificate of higher education' (level 4), 'foundation degree' (level 5) and an 'honours degree' (level 6). Level 4 continues on from the CiLCA, and is legally recognised as a qualification for clerks and is intended specifically to meet the needs of municipal civil servants.

Appendix B Tasks and competences ‘clerks’ (UK and US)

As already explained in the text of this report, there are courses available for clerks both in the US and England and Wales, that are developed, governed and certified by their professional organisations.

The description of the programme in England and Wales indicates that there are five core themes in which the clerk is expected to achieve development, through training and experience. These categories were previously mentioned in more general terms. In the programmes, they are elaborated in terms of specific tasks and responsibilities, as follows:

Five core themes for the clerk

Roles and responsibilities

- S 1** Understand the roles, responsibilities and duties of the council and of the individuals involved in the work of the council
- S 2** Carry out research so that the council is well-informed for making decisions
- S 3** Manage the implementing of decisions for which the council is responsible
- S 4** Organise and maintain effective administrative systems, processes, policies and records
- S 5** Employ a variety of written and oral communication skills including the use of information and communications technology (ICT)

Knowledge of relevant legislation and procedures

- S 6** Advise the council on its duties and powers
- S 7** Ensure that all statutory requirements are observed including employment law, Health and Safety, Freedom of Information, Data Protection and Equality
- S 8** Establish appropriate and lawful procedures for managing the meetings of the council and its committees
- S 9** Advise the council on statutory requirements and other procedures for maintaining public confidence in the council

Insight into financing

- S 10** Advise the council on financial planning and reporting including the preparation and review of budgets, the management of risks to public money and funding applications
- S 11** Ensure compliance with proper financial practices including accounts, financial regulations, audit processes, VAT and procurement

Knowledge of planning and execution (management skills)

- S 12** Support the council in the planning, management, funding and review of projects, services, assets and facilities
- S 13** Manage the employment, performance and development of council staff
- S 14** Manage effective relationships with contractors and service users
- S 15** Advise the council on its performance as a corporate body ensuring councillors have opportunities for training and development

Supporting local (political) community

- S 16** Advise and support the council as it identifies and implements plans for the future of the community it represents
- S 17** Manage and administer the council's participation in the planning system according to current planning law, policies and procedures
- S 18** Demonstrate an awareness of all aspects of the community served by the council, recognising and respecting different interests and enabling cohesion
- S 19** Help provide all members of the community with opportunities for influencing decisions that affect their lives
- S 20** Facilitate the council's engagement with the community, managing public relations and ensuring that the council is transparent in all its actions
- S 21** Manage effective partnership working
- S 22** Advise and support the council as it facilitates community activity

In the training programmes in the United States, a whole raft of relevant competences have been identified, for the clerk. Because the American 'clerk' is also involved in managing the broad official organisation, many of these competences are in fact generic management competences:

Relevant competences for a clerk according to IIMC

(US)Management qualities	Leadership
Time Management	Integrity
Delegation Team development	Strategic thinking and operation
Responsibility	Ethical operation
Decisiveness	Feeling for the local community
Negotiation skills	Dependability
Ability to achieve results	Capacity for critical thinking
Conflict management	Capacity for problem solving
Meeting management	Communication skills
Human Resources and personnel management	Understanding of political and administrative processes
Stress Management	Dedication
Writing skills	Initiative Visionary
	Responsibility
	Knowledge and experience
	Credibility
	Consistency in behaviour
	Willingness to tackle problems
Interpersonal qualities	Team Management
Empathy	Communication
Emotional Intelligence	Team development
Self-development	Delegation
Positivity	Recognition
Creativity	Organisation skills / structured working
Work ethics	Willingness to invest in team development
Willingness to listen and accept advice	
Cognitive skills	
Resilience	
Humour	
Independence	
Perseverance	
Curiosity	
Responsiveness	
Agile and flexible	

Towards a balanced relationship

Positioning of the role of Griffier within local democracy

Commissioned by:
Netherlands Association for Council Members

2 July 2021
3V-Advies BV

The background

From the moment that the Municipal Government Dualisation Act was adopted in 2002, a search was started within the local government aimed at finding the right balance between the objectives outlined in this Act, the various major developments within local government, the approach to handling the differences in local identity and their practical translation.

In other words, from the perspective of the position of the Municipal Clerk, since 2002, within local government, a search has been underway regarding the position of the Clerk's office. In practice, we have seen huge discrepancies emerge. For the *Nederlandse Vereniging voor Raadsleden* (Netherlands Association of Council Members) this is considered undesirable, because of course all Councils and council members 'deserve' good-quality support. The heart of the matter is equality. See also the position paper from Netherlands Association for Council Members, submitted to the VNG (the Association of Netherlands Municipalities) in September 2020.

Broadly speaking, commitment has been achieved on the objectives of this choice for dualisation, and also on the fact that this means that the Griffier is tasked with supporting the council, council committees and individual council members. In this way, the Griffier makes a contribution to strengthening local democracy, by:

- enhancing the quality of decision-making processes;
- guiding the council in arriving at clear policy choices and monitoring the implementation of council decisions taken by the Executive, and tasks imposed on the municipalities by central and provincial government;
- supporting the council and council members in fulfilling their role as link between the council and the residents of the municipality;

In terms of legal position, it is laid down that the municipal council acts as employer of the Griffier and the clerk's organisation and specifies which tasks, responsibilities and authorities are allocated to the Griffier. This results in an independent position in respect of the municipal organisation.

Having acquired 19 years of practical experience, the various interest groups and professional organisations decided in 2021 to prepare and to record a uniform development perspective for the position of Griffier, in a single, generic job description; the result is a single essential (final) proposition which can be evaluated locally, in a manner analogous to the process on the basis of which the position of Municipal Secretary has been evaluated and positioned, in the recent past.

This memorandum contains that generic profile. Also in this memorandum, the profile is interspersed with themes that could prove useful in the discussions which will undoubtedly arise in practice, and which will have to take place locally during the implementation process.

Towards a balanced relationship: from a broadly supported vision, a solid legal basis, clear frameworks, consideration for the human scale, focus on the conscious development of professional relationships between the affected parties, and completing this sensitive and complex process in the appropriate manner.

I. Generic profile for the position of Griffier

Job information

Job name	Griffier
Sector	Municipalities

JOB DESCRIPTION

Position and environment

The Griffier is appointed by the municipal council on the basis of the Municipalities Act.

For the everyday practical implementation of the role of employer, pursuant to Article 83 of the Municipalities Act (administrative committee), as a rule use will be made of an employers' committee with council members tasked specifically with the role of employer.

The position is subject to the collective labour agreement for municipalities. The Griffier is mandated to take decisions regarding conditions of employment, for the staff of his/her office (the griffie).

In the dual administrative system, in line with the Municipal Government Dualisation Act 2002, the Griffier fulfils a central linking role within a politically sensitive and administratively complex interplay of forces, against the background of deeply entrenched and ever changing opposing interests and differences in political and social opinion. This (linking) role takes the form of administrative harmonisation between Municipal Council, Municipal Executive, griffie organisation and the municipal administrative organisation: the municipal council troika. The Griffier fulfils his/her role in line with the interests of the municipal council. The dual administration acquires a joint structure within this troika, on the basis of equivalence of roles, from different starting positions.

The griffie organisation supports the municipal council, the members of the municipal council and the (council) committees in the broadest sense of the word, and as such makes an essential contribution to the structure and form of local democracy. The Griffier determines the translation of the course followed in providing this support, from within an independently operating griffie organisation. The organisation is focused on facilitating the primate of the political force, and holds initial responsibility for the deployment of services by the griffie organisation on behalf of the municipal council, the fractions, the members of the municipal council, the presidium, the employers' committee, the council committees and the mayor, as chair of the municipal council. The griffier also harmonises (proactively) with the municipal secretary as head of the municipal administrative organisation.

Result areas

Result area 1. Strategic advice (to members of) the municipal council

- ✓ Advises at strategic level on political, administrative and organisational processes and issues. Participates in strategic administrative-official processes with a focus on the long-term strategic perspective, based on an assessment of the various positions, motivations and ideas of administrators and decision makers.
- ✓ Advises on positioning issues within the context of local democracy (such as interest groups, media, social media).
- ✓ Advises on positioning issues with regard to other (semi) government organisations such as collaborative ventures, regions, province, national government and Ministries.
- ✓ Advises the municipal council on (new) forms of external orientation (including communication policy, forms of participation, right of challenge) and develops and introduces innovative and ground-breaking work forms.

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- ✓ Advises on the link between political parties, fractions, municipal council, executive, mayor, administrative organisation, social groups, local residents, etc.
- ✓ Promotes and monitors the quality of local political-administrative decision-making processes and submits improvement proposals.
- ✓ Advises on and supports the municipal council in special investigations and activities such as strategic consultation with partners and official bodies, hearings, council investigations and court of audit investigations. Advises on and supports the municipal council and the mayor in respect of honest and upstanding political government and issues of integrity and resilience of the council (and its members).

Result area 2. Support for the municipal council

- ✓ Acts as first point of contact and first advisor to the municipal council, the council chair, the presidium, the council committees, the council fractions, the council members, both solicited and unsolicited. Also monitors the position of the municipal council within the principles of dualism.
- ✓ Encourages, supports and facilitates 'professionalism' (skills and expertise) of the municipal council and council members in the broadest sense of the word and in particular with regard to the effectiveness of the contribution to the decision making and communication process.
- ✓ Assists in monitoring the division of roles and responsibilities of all affected players in the political decision-making process, calls all parties involved to account and contributes to the adoption of well-balanced positions by the municipal council.
- ✓ Contributes to ensuring an optimum balance between municipal council on the one hand and official organisation on the other, and consequently coordinates issues regarding information requests, requests for advice and requests for official support to the municipal council in consultation with the municipal secretary.
- ✓ Is responsible for organising and facilitating incidental council-wide activities in respect of the population, including neighbourhood visits and consultation evenings, and maintains structural contacts with representatives of the local community, businesses, institutions, the media and residents.
- ✓ Refers and/or supervises residents with questions and/or comments to the appropriate location, where they will be heard.
- ✓ Ensures that council members receive all information or analyses necessary for fulfilling their role and with regard to proposals for agenda setting.
- ✓ Prepares council meetings, is responsible for the integrated assessment of proposed recommendations, supports and participates in council meetings, is responsible for the drawing up of the timetable agenda for the municipal council. Supervises the executive in filling the timetable agenda and complying with undertakings made to the municipal council and council committees. Also monitors the settlement of motions, amendments, initiative suggestions, proposals and questions from the municipal council.

Result area 3. Operations

- ✓ Directs and is responsible for the planning and control of the council processes in the broadest sense.
- ✓ Promotes and ensures the development and implementation of policy and management instruments.
- ✓ Promotes and ensures the optimum layout and control of information management.
- ✓ Monitors the budgets of the municipal council and notifies budget overruns and is responsible for reporting.

- ✓ Bears final responsibility for the organisation and implementation of secretarial, administrative and logistic support for the municipal council, committees and politics.
- ✓ Provides contract management with internal and external parties, suppliers and stakeholders.

Result area 4. Integrated management.

- ✓ Is responsible for the management of the griffie organisation and organises council processes.
- ✓ Is responsible for the appropriate deployment of people and resources to achieve the desired products and services, also in terms of support from the official organisation to the council process (messenger service, IT).
- ✓ Is responsible for the establishment of result-based agreements with employees and monitoring and adjusting performance.
- ✓ Is responsible for expertise development and innovation within the griffie organisation.
- ✓ Is a director as intended in the Works Councils Act with regard to staff of the griffie organisation.
- ✓ Acts as advisor to the employers' committee.
- ✓ Is responsible for the effectiveness of developed policy and developed and implemented programmes for the municipal council.

Result area 5. Networks.

- ✓ Develops and maintains a functional network of relations.
- ✓ Initiates and promotes cooperation with political parties, local administration, official organisation, associated parties and interest groups.
- ✓ Creates support for policy, execution and evaluation.

Knowledge and skills

- ✓ Thinks and works at higher education or equivalent level.
- ✓ In-depth knowledge and in-depth understanding of social-societal, financial-economic and political-administrative issues.
- ✓ Knowledge and understanding of the functioning of administrative circuits and complex political-administrative decision-making processes.
- ✓ Broad knowledge of and insight into legislation and regulations relating to local government, the decision making circuits and administrative relationships with other levels of government.
- ✓ Broad knowledge of and insight into the outlines of the political agenda, taking account of political and social sensitivities.
- ✓ Experience of working within the administrative-official troika.
- ✓ Skilled in formulating strategic content-based political-administrative recommendations.
- ✓ Knowledge of and skilled in representing integrated management for the griffie organisation in a politically sensitive context.
- ✓ Communication, advisory, negotiation and networking skills.
- ✓ Skilled in management and leadership.
- ✓ Skilled in dealing with conflicting interests.

Contacts

- ✓ With (members of) the municipal council, political parties, mayor, council committees, municipal secretary, griffie organisation, the municipal official structure and the municipal environment (local residents, institutions and interest groups) with a view to gathering support for administrative decision-making processes, in which in-depth, political and/or social conflicts of interest and administrative renewal can play a role.
- ✓ With the court of audit and accountant for harmonising (results of) investigations, and duly informing the council.
- ✓ With administrators and officers of other levels of government, representatives of social organisations, businesses, etc. with a view to organising opinion-seeking, informative and support-enhancing theme meetings, working visits and field visits, and consultation sessions.
- ✓ With official representatives at regional and national level (council clerks and Provincial council clerks, VNG, VvG, VvR, Ministries) for discussing policy proposals.
- ✓ With council members and councillors on (inter)national developments, policy issues within the organisation and fundamental differences in policy-related thinking, to arrive at decisions and to create support for the policy, possible alternative solutions, etc.
- ✓ With employee representation and trade unions, committees and advisory and consultation bodies to explain and defend the development and implementation of policy.
- ✓ With external bodies, media and interest groups to explain policy, to create a positive image, to generate support and/or to arrive at agreements.

Latitude

- ✓ Takes decisions in fulfilling the role as link between municipal council, political parties, executive and official organisation, acting as sparring partner to the chair, employers' committee, presidium, in directing the griffie organisation, in formulating and coordinating the establishment of visions, strategic policy development and management, in initiating and formulating the multiyear (organisation) policies, in the integrated management of the organisation, in representing the municipality and in adopting positions and representing the interests of the municipal council and griffie organisation.
- ✓ Fundamental task-setting policy principles and relevant national legislation and regulations form the underlying framework.
- ✓ Is accountable to the municipal council. Because strategic policy spearheads are not formulated for implementation of the griffie function, the griffier enjoys considerable freedom of action. Consultation takes place with the employers' committee and in the implementation of tasks, the Griffier has the freedom to implement fundamental shifts in the strategic course, and to lay down new directions for development.
- ✓ The freedom to make choices in tackling and designing the tasks extends to the possibility of deciding that the tasks should in fact be structured and implemented in an entirely new fashion.

Competences

- Management capacity (including leadership)
- Empathy (including political and administrative sensitivity)
- Independence
- Initiative (including boldness and daring)
- Result focus (including negotiation skills)
- Communication and listening
- Cooperation
- Vision

- Environmental awareness (including networking and social orientation)
- Analytical capacity
- Coaching
- Stress-resistance (including self-awareness and energy)

II. The road to local implementation

A. Introduction

The purpose of this memorandum is to draw up a new, generic profile for the Griffier. A Griffier who is able to operate on the basis of balance and equality, on behalf of the municipal council, in the local troika, with the mayor and municipal secretary, such that municipal councils can have access to qualified officials for effective and efficient support. We recommend that every municipal council uses this generic profile, with a view to realising this highly desirable and worthwhile objective. We understand that not every municipality will arrive at this choice, with immediate effect. For that reason, in the following sections, we discuss a number of practical issues relating to the application and implementation of this generic profile for the griffier.

A number of themes and questions will help promote the discussions which will undoubtedly arise in practice and during the course of the implementation process that must be undertaken. A number of questions relating to the evaluation systems will also be discussed in this section, with explanatory notes.

B. Substance

1. From development plan to evaluation

It is already known that municipalities work with different job descriptions and assessment methods. By making an analysis of the differences between existing, locally developed descriptions and the new generic profile, it is possible to identify which elements of the job are new in terms of tasks of required level. On that basis, it can then be determined which elements need to be further developed, designed or fulfilled, in practice. A development plan with clear development agreements will help manage and design the growth process for the Griffier, but of course only if necessary. The aim of the employer, after all, is to provide clarity on the expectations (by introducing a framework based on a clear job profile) and to assess whether the position is fully and correctly fulfilled.

If the development plan contains clear steps, and is focused on a new eventual situation with higher remuneration, it is also possible to determine at which moments in the development process assessments will be carried out, and remuneration increments and remuneration agreements can be linked to those assessments.

Also if it is concluded that the intended perspective (the generic profile for Griffie) is not achievable for a particular job occupant, agreements can be reached for offering or providing the required support and advice to the council and council committees, in some other way. Retaining and respecting the human scale, after all, is a strength of any good employer!

2. Remuneration

Remuneration for the position of Griffier is determined according to the local rules of play. If this generic profile is employed, an assessment of the weighting of the position can also be carried out locally. The outcome of the job assessment of the generic position of Griffier is after all independent from the judgement on the performance of the Griffier by or on behalf of the municipal council

In the perception of many people, span of control is one of the elements on the basis of which the weighting of a job or position is based. The scale of the municipal organisation is often compared to the scale of the griffie organisation. What is important in remuneration, at least in a number of evaluation systems, is the number of individuals over whom the job holder has direct control. For a municipal secretary, this often amounts to the senior administrative staff, whereas for the Griffier, it relates to the

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entire griffie organisation. For the position of Griffier, we would also point out that the task of the Griffier also relates to the personal support provided to members of the municipal council, which can be viewed as a weighty complex aspect. Both the Griffier and the municipal secretary bear final responsibility for operational activities, effectiveness, further development, innovation and intensive leadership of the entire organisation, be it the municipal organisation or the griffie organisation. Moreover, there is a clearly perceivable shift towards the Griffier in which the Griffier is increasingly the provider of primary (process) support for complex processes such as elections, the process of council formation and the drawing up of the coalition programme/council programme / council agreement which in its layout will be the guiding document for the work of the administrative organisation, for a period of 4 years.

Drawing up a new profile for the position of Griffier could result in a different job grade, as a consequence of which the remuneration balance in relation to other griffie positions changes. This does not automatically mean an increase in the space for remuneration for these griffie positions. After all, a re-evaluation of one job or position is not based on the space available within the remuneration structure of the municipality or griffie organisation, but is based on the entrusted tasks laid down in a job description, the position in the local troika and the size of the municipality.

For the sake of completeness, we would also point out that in establishing any job assessment, in the majority of assessment systems competences are not (a major) element of the weighting and validation process.

C. Process

1. Change process

The positioning of the Griffier according to the generic profile can expect to come up against opposition, in certain local situations. A sense may emerge of a disruption in balance (of power) in the minds of some cooperation partners. There may equally be a lack of understanding about this position development.

Recognising and accepting these reactions is step one, but does not automatically mean that the aim of change or the change perspective should be cast aside. Explicitly identifying the feelings and discussing the reactions, the opposition, the lack of understanding on the part of other parties by considering the underlying opinions which result in these reactions and responding on the basis of facts is a positive way to achieve the desired new balance, with acceptance and possibly a new form of professional cooperation within the local administration. The municipal council, the fractions, the committees and the individual council members need and indeed are entitled to proactive support from a competent, good-quality Griffier.

D. Context

1. Cooperation with the municipal secretary

The Dualisation Act is clear on the position of the roles of Griffier and Municipal secretary. Both job holders can be called to account for their professional responsibility for bringing about dualism, together with the Mayor, in a transparent manner, and (if necessary) developing dualism to an equivalent position within the local consultation troika.

If this results in pressure on the mutual relationships, this is in fact a key reason for actively tackling this process of change, so as to reinforce the consultation and to promote cooperation, for the good of local society. In certain situations, it can be valuable to call in additional external support.

2. Cooperation with the Mayor

As chair of the council and of the council executive, the mayor works alongside both the municipal secretary and the Griffier. In this position, he/she is at the interface of dualism.

All participants can be called to account for their professional responsibility for bringing about dualism in a transparent manner, and (if necessary) developing dualism to an equivalent position within the local consultation troika. If this results in pressure on the mutual relationships, this is in fact a key reason for actively tackling this process of change, so as to reinforce the consultation and to promote cooperation, for the good of local society. In certain situations, it can be valuable to call in additional external support.

3. Role in respect of council members

The griffier supports council members in fulfilling their role. In the broadest sense of the word. For example in introducing new council members (often still as an ancillary position) and guiding them through the political and administrative processes, supporting them in their own strategic positioning, referring information questions or complaints from citizens or social organisations to council members (referral role).

Thanks to his/her position, network and contacts, the griffier has a sort of controlling role when it comes to the generation of complaint procedures and processes.

The griffier also supports the council members in clarifying the taking of decisions in complex decision-making processes, and supports the council in arriving at choices in the face of the growing complexity of issues and projects, whereby the council is placed in an adequate position, both in respect of the executive and the region.

In this sense, the griffier, as most important supporter of the council, has a role not only in monitoring the quality of the decision-making process, but also contributing to the council in improving the performance of local democracy.

