



**International Institute of Municipal Clerks  
Board of Directors  
Mid-Year Meeting Agenda  
November 10-11, 2023**

**Buena Vista Suites – Orlando, Florida**



# International Institute of Municipal Clerks

## 2023/2024 IIMC Board of Directors Roster

Term: May 17, 2023 through May 22, 2024

### ***PURPOSE:***

### ***2023/2024 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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City Clerk/Finance Director  
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**Travis O. Morris, CMC**  
**Region II Director**  
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## 2023/2024 IIMC Board of Directors Roster

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

City Clerk

City of Birmingham

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Birmingham, AL 35203-2294

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

Clerk to the Board

Alamance County

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City Clerk

City of Fort Smith

P.O. Box 1908

Fort Smith, AR 72902-1908

**Phone:** (479) 784-2207**Fax:** (479) 784-2256**Email:** sgard@fortsmithar.gov**Angela E. Richburg, MMC****Region IV Director**

City Clerk

City of Byram

P.O. Box 720222

Byram, MS 39272

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

City Clerk/Deputy City Recorder

City of Kingsport

415 Broad St.

Kingsport, TN 37660

**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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North Manchester, IN 46962-1892

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

City Clerk

City of Sun Prairie

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**Phone:** (608) 825-1148**Fax:** (608) 825-6879**Email:** ehilby@cityofsunprairie.com**Marita Rhude, MMC****Region VI Director**

Clerk/Treasurer

City of Barrett

P.O. Box 155

Barrett, MN 56311-0155

**Phone:** (320) 528-2440**Fax:** (320) 528-6639**Email:** barrett@runestone.net**Celyn Hurtado, MMC****Region VII Director**

City Clerk

City of Garden City

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Garden City, KS 67846-0998

**Phone:** (620) 276-1161**Fax:** (620) 276-1169**Email:** celyn.hurtado@gardencityks.us**Leesa Ross, MMC****Region VII Director**

City Clerk

City of Frontenac

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## 2023/2024 IIMC Board of Directors Roster

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**Julie Barnett, MMC**  
**Region VIII Director E**

City Clerk  
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**Angela R. Johnson, MMC**  
**Region VIII Director E**

Clerk/Treasurer  
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**Ida Fierro, CMC**  
**Region VIII Director W**

Town Clerk/Administrator  
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**Colleen A. Mulvey, MMC**  
**Region VIII Director W**

City Recorder  
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**Jamie E. Newman, MMC**  
**Region IX Director**

City Clerk  
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**Ruth Post, MMC**  
**Region IX Director**

City Recorder  
City of Philomath  
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Philomath, OR 97370-0400  
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**Lana Antony, CMC**  
**Region X Director**

Municipal Clerk  
Town of Coaldale  
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CANADA  
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**Jaylene Knight, CMC**  
**Region X Director**

Manager, Legislative Services  
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**Linda Larter**  
**Region XI Director**

Town Clerk  
Sevenoaks Town Council  
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**Johannes Rijs, MMC**  
**Region XI Director**

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Township Bodegraven-Reeuwijk  
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THE NETHERLANDS  
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**International Institute of Municipal Clerks**  
**Board of Directors ~ Midyear Meeting Agenda**  
**November 10-11, 2023**  
**Buena Vista Suites – Orlando, Florida**

1.	Call to order	
2.	Roll call	
3.	Agenda approval	
4.	Consent agenda approval	
	a. May 12, 2023 – Board Meeting DRAFT Minutes – Minneapolis, MN	8
	b. May 13, 2023 – Board Meeting DRAFT Minutes – Minneapolis, MN	11
	c. May 17, 2023 – Board Meeting DRAFT Minutes – Minneapolis, MN	16
	d. May 17, 2023 – Annual Business Meeting DRAFT Minutes – Minneapolis, MN	18
	e. August 17, 2023 -- Virtual Board Meeting DRAFT Minutes	24
	f. October 17, 2023 – Virtual Board Meeting DRAFT Minutes	27
5.	Executive Session -- Executive Director (Evaluation/Miscellaneous)	
6.	Foundation Report Update – Mary Lynne Stratta – Verbal	
7.	Executive Director Update – Chris Shalby – <b>ACTION REQUIRED</b>	29
	a. Honorary Membership – Marc Lemoine	36
	b. Certification Plaques	38
	c. 2024 Hotel Cancellation Policy – <b>Attached As Reference</b>	39
8.	Education Department Report — <b>ACTION REQUIRED</b>	40
	a. Regions X and XI Education Points Restructure - <b>Attachment</b>	43
9.	Committee Reports – <b>NO ACTION REQUIRED</b>	
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	b. Education & Professional Development	52
	c. International Relations	53
	d. Membership/Mentoring	55
	e. Policy	57
	f. Public Relations/Marketing	58
	g. Records Management	59
	h. Research and Resource	61
10.	Committee Reports – <b>ACTION REQUIRED</b>	
	a. Elections - Attachment	63
	Elections Revised Campaigning Policy	65
	b. Budget and Planning -- 2023-2024 Budget	70
11.	Financials – <b>ACTION REQUIRED</b>	
	a. 2023 Management Notes – Shalby/Parker/Pantaleon/Kane	77
	b. 2024 Projected Budget with Notes– Shalby/Pantaleon/Parker/Kane	80
	c. 2023 3 <sup>rd</sup> Quarter financials -- Shalby/Parker/Pantaleon/Kane	97
	d. Five-Year Capital Expenses – Shalby/Pantaleon/Parker/Kane	106
	e. Revenue Policy – FYI	107
12.	Staff Reports – <b>NO ACTION REQUIRED</b>	
	a. Communications – Karen Lee	125
	b. Membership – Janis Daudt	135
	c. Region XI – Tom van der Hoven/Shalby	139
	Region XI Election Protocol Report	141
13.	Annual Conference Updates - Verbal	
	a. 2024 – Calgary, Canada – Shalby	
	b. 2025 – St. Louis, MO – Shalby	
	c. 2026 – Reno, NV – Shalby	
14.	2027 Annual Conference Site Selection – Shalby – Handout	
15.	Other Business and Announcements	
	a. Annual Banquet Seating and Annual Business Meeting Seating – Garcia - Verbal	
	b. Region XI Study Abroad	143
	c. Region X membership – Antony/Knight	149
	d. Region Directors Updates - Verbal	
16.	Adjournment	

International Institute of Municipal Clerks  
Board of Directors Meeting  
May 12, 2023  
Minutes

**CALL TO ORDER**

President Pamela Smith called the meeting of the IIMC Board of Directors to order at 3:22 p.m. CDT, Friday, May 12, 2023, at the Hyatt Regency Hotel in Minneapolis, Minnesota.

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; Diane Pflugfelder, MMC  
Region III Directors: Lee Frazier, MMC; Tory Frink, MMC  
Region IV Directors: Phyllis McGraw, MMC; Angela Richburg, MMC  
Region V Director: Angela Marshall, MMC; Carrie Mugford, CMC  
Region VI Directors: Gloria Christensen, MMC; Marita Rhude, MMC  
Region VII Directors: Janet Gray, MMC; Celyn Hurtado, MMC  
Region VIII East Director: Angela Johnson, MMC  
Region VIII West Directors: LuAnn Holmes, MMC; Ida Fierro, CMC  
Region IX Director: Jamie Newman, MMC; Ruth Post, MMC  
Region X Directors: Lana Antony, CMC; Stephen Huycke, CMC  
Region XI Directors: Johannes Rijs, MMC

Staff Members Present:

Chris Shalby, Executive Director  
Karen Lee, Communications Officer

Others Present:

Dawn Abrahamson, MMC  
Sherri Gard, MMC  
Elena Hilby, MMC  
Leesa Ross, MMC  
Connie Deford, Parliamentarian

**Agenda Approval:**

Director Gray moved to approve the agenda. Motion adopted.

**Minutes Approval**

Director Antony moved to approve the minutes of the January 27-28, 2023, meeting. Motion adopted.

Director Frazier moved to approve the minutes of the April 10, 2023, meeting. Motion adopted.

### **Foundation Report**

Without objection, the report of the IIMC Foundation was postponed until Saturday morning.

### **Region Director Reports**

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

### **Executive Director Report**

ED Shalby provided an update on IIMC staff, education, membership, finances, the 2023 conference, and the Headquarters building.

A Code of Ethics proposed by Attorney Rose Cumare was reviewed. Stephen Huycke moved to refer to the Policy Committee.

President Elect Lisa Garcia moved to amend by adding “as soon as the current situation is resolved.”

After discussion, Director Newman moved to close debate. Adopted by the following vote:

Yes: Directors Haag, Frazier, Frink, McGraw, Marshall, Mugford, Christensen, Rhude, Gray, Hurtado, Johnson, Fierro, Newman, Rijs, Past President Pierce, Vice President Garcia, President Elect Hess, and President Smith, 18.

No: Directors Montejo, Morris, Pflugfelder, Richburg, Holmes, Post, Antony, Huycke, 8.

The amendment was adopted by the following vote:

Yes: Directors Frazier, McGraw, Christensen, Rhude, Johnson, Fierro, Newman, Post, Antony, Rijs, Past President Pierce, Vice President Garcia, President Elect Hess, and President Smith, 14.

No: Directors Haag, Montejo, Morris, Pflugfelder, Frink, Richburg, Marshall, Mugford, Gray, Hurtado, Holmes, Huycke, 12.

The motion to refer to the Policy Committee as amended was adopted.

A Letter of Engagement from Human Resources Attorney Lynne Hook was reviewed, and it was noted that it would not be effective until signed.

Director Haag moved to move forward with the agreement. Motion adopted.

The Executive Director presented a proposal for restructuring the dues for Region X members. The proposed breakdown by population is as follows:

Under 20,000	\$185
20,001 – 200,000	\$185
Over 200,001	\$185
Additional Full Members	\$125
Retired Members	\$ 35

Further, it is proposed that the dues structure be revisited in 2030, and there be no dues increase for the next six years in Region X.

Following discussion, President Elect Garcia moved to approve the recommendation.  
Motion adopted.

**Recess**

The meeting recessed until 8 a.m. Saturday, May 13, 2023. Motion adopted.

The meeting recessed at 4:45 p.m. CDT.

Connie Deford  
Parliamentarian and Recorder

International Institute of Municipal Clerks  
Board of Directors Meeting  
Hyatt Regency Hotel – Minneapolis, Minnesota  
May 13, 2023

**CALL TO ORDER**

President Pamela Smith called the meeting of the IIMC Board of Directors to order at 8:03 a.m. Saturday, May 13, 2023, at the Hyatt Regency Hotel, Minneapolis, Minnesota.

Board Members Present:

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

Staff Members Present:

Chris Shalby, Executive Director  
Dr. Beatrice Rodriguez, Director of Professional Development  
Dr. Jaimis Ulrich, Education & Conference Coordinator  
Janet Pantaleon, Finance Specialist  
Connie Parker, CPA  
Karen Lee, Communications Officer  
Maria Miranda, Administration Coordinator/Recorder

Incoming Board Members Present:

Dawn Abrahamson, MMC  
Sherri Guard, MMC  
Leesa Ross, MMC  
Elena Hilby, MMC

IIMC Foundation Board Members Present:

Mary Lynne Stratta  
Buster Brown  
Vincent Buttiglieri  
Colleen Nicol

James Bonneville  
Sharon Cassler  
Kathryn Dornan  
Donny Barstow  
Cristina LoVerde  
Shari Moore  
Tracy Davis  
Roxanne Schneider  
Eelco Groenenboom  
Dale Barstow  
Kirk Franklin

**Others Present:**

Camilla Pitman  
Connie Deford, Parliamentarian

**Foundation Report**

The report was presented verbally by Foundation President Stratta. She noted that since the Foundation was created in 1984, \$1,313,352.29 has been provided to IIMC for education programs and scholarships, regional grants, and other programs. The income for the Foundation in 2022 was just over \$151,000, and \$49,298 was provided to IIMC for educational programs and scholarships. She noted that there have been a number of dedicated scholarships established.

President Stratta explained the difference in how restricted and unrestricted funds may be used. She added that since 2010, all scholarship requests have been fully funded.

**Executive Director Report**

ED Shalby presented the report:

- Item D – Resolution Regarding Board Designated Reserves and Urban Wealth Management.

Following discussion regarding the transfer of funds to Urban Wealth Development Financial Services, ED Shalby stated the current Investment Policy can be easily attached to this report after the fact.

**Education Report**

Dr. Rodriguez presented the Education Department report. She explained the revised Education P.L.U.S. program.

Director Johnson moved to approve the revision as provided. Motion adopted.

Dr. Rodriguez provided information on changes to the Education and Institute Guidelines.

Director Haag moved to approve the changes as presented in the report. Motion adopted.

### **Region XI Report**

The report from Region XI Development Consultant Van der Hoven was received.

### **Committee Reports**

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

### **Policy Committee**

The Policy Committee report was received, and it was noted that IIMC still needs a policy of support and solidarity to be used regarding wars, disasters, etc.

Director Huycke moved to refer this item to the incoming Policy Committee to establish policy. Motion adopted.

### **Financials**

Financials were postponed until after the lunch break.

### **Staff Reports**

Reports from Communications Officer Karen Lee and Member Services Director Janis Daudt were received.

### **Annual Conference Updates**

#### **2024 – Calgary, Alberta, Canada**

- Former Director Bonnie Hilford and current Director Antony will be working out details with ED Shalby this summer
- Conference logo was created and is in current use
- Will have 2 hotels with plenty of overflow hotels available
- Will be held in Convention Center
- Calgary has booth at Exhibit Hall in Minneapolis to promote Calgary

#### **2025 – St. Louis, MO**

- Logo is being updated
- Host Clerks are Karen Goodwin and Leesa Ross
- Hyatt is the host hotel
- All Conference event will be held at The Arch

## 2026 – Reno, NV

- They are working on the logo for this conference
- Will be held at the Peppermill Resort
- Reno has an outstanding CVB

## 2027

- The board will make the decision at the mid-year meeting.
- Deadline for RFPs is June 5, 2023

## **Other Business**

### Clerk From International Perspective/Strategic Profile/Dutch Clerks

This item was requested by Director Rijs. Management's recommendation is that Dr. Rodriguez be directed 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, with the report to be presented to the IIMC Board by the November 2023 midyear meeting.

Director Hurtado moved to accept the recommendation as presented. Motion adopted.

### Elections & Campaigning and Social Media

Director Frink moved to implement a moratorium on all campaign materials on Region Facebook pages until the Elections Committee can come up with official rules and guidelines.

A roll call vote was taken on this motion with the following results:

YES: Morris, Frazier, Frink, McGraw, Christensen, Rhude, Fierro, 7.

NO: Haag, Montejo, Pflugfelder, Richburg, Marshall, Mugford, Gray, Hurtado, Johnson, Holmes, Newman, Post, Antony, Huycke, Rijs, Smith, Hess, Garcia, Pierce, 19

Motion lost.

## **Recess**

Vice President Garcia moved to take a recess. There was no objection. The meeting recessed at 10 a.m. and reconvened at 10:40 a.m.

Vice President Garcia moved that the Elections Committee be directed to fully review and recommend wholistic improvements to all election policies, including but not limited to, campaign rules, and that candidate filings be suspended until after the Board has considered the recommendation. Motion adopted.

#### Advanced Athenian Program

Director Pflugfelder discussed the possibility of creating an Advance Athenian Program.

#### ED Follow up from January Meeting

President Smith stated that the Board of Directors would like to know who would take over duties should the ED not be available for a period of three weeks or more.

ED Shalby stated he will put together a succession plan with the two staff members qualified to take over if he is not available for a period of more than three weeks. At that time, he will also work out any pay increase according to budget.

#### **Recess**

The meeting recessed at 11:33 a.m. for lunch and reconvened at 1:00 p.m.

#### Financials

- Financial report was received as presented by Finance Specialist Pantaleon
- Compilation of the Audit was presented by CPA Parker

Director Pflugfelder moved to accept the compilation of the audit as presented. Motion adopted.

#### **Adjournment**

With no further business, the meeting adjourned at 1:27 p.m.

Maria Miranda  
Recorder.

International Institute of Municipal Clerks  
Board of Directors Meeting  
May 17, 2023  
Minutes

**CALL TO ORDER**

President Mary Ann Hess called the meeting of the IIMC Board of Directors to order at 11:55 AM CDT, Wednesday, May 17, 2023, at the Hyatt Regency Hotel in Minneapolis, Minnesota.

Board Members Present:

President Mary Ann Hess, MMC  
President Elect Lisa Garcia, MMC  
Vice President, Daw Abrahamson, MMC  
Immediate Past President Pamela Smith, MMC  
Region I Directors: Susan Haag, MMC; Kathleen Montejo, MMC  
Region II Director: Awilda Hernandez, MMC; Travis Morris, CMC  
Region III Director: Tory Frink, MMC  
Region IV Directors: Sheri Gard, MMC; Angela Richburg, MMC  
Region V Director: Angela Marshall, MMC; Carrie Mugford, CMC  
Region VI Directors: Elana Hilby, MMC; Marita Rhude, MMC  
Region VII Directors: Celyn Hurtado, MMC; Leesa Ross, MMC  
Region VIII East Director: Angela Johnson, MMC; Julie Kamka, MMC  
Region VIII West Directors: Ida Fierro, CMC; Colleen Mulvey, MMC  
Region IX Director: Jamie Newman, MMC; Ruth Post, MMC  
Region XI Directors: Johannes Rijs, MMC

Region III Director Lee Frazier, MMC, and Region X Director Lana Antony, CMC, joined the meeting at 12:15 p.m. Region X Director Jaylene Knight arrived at 12:20 p.m. Region XI Director Linda Larter joined the meeting at 12:25 p.m.

Staff Members Present:

Chris Shalby, Executive Director  
Karen Lee, Communications Officer  
Connie Deford, Parliamentarian

**Accord of Trust**

President Hess noted that the Accord of Trust will be sent via email.

**Board Development**

President Hess opened the discussion regarding attendance of candidates at Board Development sessions.

Following discussion, Director Rhude moved to invite Vice President candidates to attend Board Development and Board of Directors meetings but not participate. In May, all incoming board members will be allowed to participate in Board Development. They

are encouraged to attend the board meeting but will not be allowed to participate in the board meeting.

Director Haag moved to amend by striking out “invite” and inserting “allow.” There was no objection, and the amendment was adopted.

After debate, the motion as amended was adopted.

### **Goals for 2023-2024**

President Hess reviewed her goals for education, institutes, membership, Foundation donations, investment of IIMC funds, and update of the strategic plan.

### **Role of Board**

President Hess reviewed IIMC Policy 2.30 regarding the Role of the Board. Without objection, this policy was referred to the Policy Committee for update.

### **Budget & Planning Committee Appointment**

Vice President Abrahamson moved to approve her appointment of Past President Sheri Pierce to the Budget & Planning Committee. Motion adopted.

### **President, EC, and ED Travel**

Director Haag moved to approve the travel for the President, Executive Committee, and Executive Director outside of the United States. Motion adopted.

### **Mid-Year Meeting**

The Mid-Year Meeting will be held November 9-12, 2023, in Orlando, Florida, with the Board Development topic 2023-2026 Strategic Planning.

### **Executive Director Report**

ED Shalby provided information on his visits to 2027 conference sites during the summer months, his weekly Friday letter, quarterly financials, news releases, and information about the reception and banquet later that evening.

### **Communications**

Karen Lee introduced herself and offered to work with board members directly.

### **Adjourn**

With no further business, the meeting adjourned at 12:52 p.m. CDT.

Connie Deford, Recorder and Parliamentarian

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

Annual Business Meeting  
Minneapolis, Minnesota  
Wednesday, May 17, 2023

### Call to order

President Pamela Smith called to order the Annual Business Meeting at the 77<sup>th</sup> Annual Conference of the International Institute of Municipal Clerks at 7:45 a.m. CDT on Wednesday, May 17, 2023.

### Introductions and welcome

The executive committee members seated at the head table were introduced, and President Smith welcomed all delegates and thanked them for attending the conference.

### Invocation

Past President Sharon Cassler provided the invocation.

### Agenda

Without objection, the agenda was approved as distributed.

### Minutes

President Smith explained that minutes of the 2022 annual meeting were approved by the Board of Directors at their mid-year meeting. Without objection, minutes of this annual meeting were referred to the Board of Directors for approval at the mid-year meeting.

### IIMC Year in Review

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

### Financial Report

Budget Committee Chair Brenda Kay Young, MMC, was unable to attend due to illness. Vice Chair Terri Kowal, MMC, reviewed IIMC financial Information for the Year Ended December 31, 2022, which was provided to the delegates at the meeting. It was noted that IIMC has ended each year in the positive for the past 15 years.

## **Foundation Update**

President Mary Lynne Stratta, MMC, Bryan, Texas, stated that since 1984, the Foundation has provided \$1,313,352.29 to IIMC for education. She noted that expenses for the Foundation are minimal, as all board members pay their own expenses. The corpus of the Foundation is \$3,466,038.21 of which \$968,507.60 are restricted funds. Interest on the corpus is used for educational needs. Every scholarship request since 2010 has been funded.

President Stratta reported that \$13,579 was realized on the silent auction at this conference.

## **Constitutional Amendments**

President Smith noted that because the proposed amendments were previously noticed, they will automatically come before the annual meeting for discussion and vote without first having to have a motion to approve.

Without objection, delegate debate on the constitutional amendments was limited to two minutes per delegate.

On behalf of the Constitution Task Force, Chair Mary Johnston moved that the IIMC staff, together with the parliamentarian, be authorized to correct article and section designations, punctuation, and cross-references and to make such other technical and conforming changes as may be necessary to reflect the intent of IIMC in connection with proposed amendments to the Constitution.

President Smith explained that during the course of the Constitution Task Force work, they recommended minor changes in punctuation and capitalization that did not warrant an amendment to the Constitution. Adoption of this resolution will allow those changes to be made. Resolution adopted.

Chair Johnston explained that 13 proposed constitutional amendments were noticed to membership for discussion and evaluation at the annual business meeting.

In accordance with the IIMC Constitution, if an amendment is approved at the annual business meeting by a majority vote, the proposed amendment will be distributed for a vote by the entire membership. Members will have 60 days following this meeting to vote on the proposed amendment. If adopted by two thirds of those voting, the effective date of the amendment will be the 61<sup>st</sup> day following the Annual Business Meeting.

President Smith explained that the amendments to the constitution will be considered en masse—that is, without discussion and with only one vote, much like a consent agenda.

Chair Johnston read the titles to the following proposed amendments:

1. ARTICLE 1. General, Section 3, Core Values, Professionalism

2. ARTICLE I. General, Section 3. Core Values, Communication
3. ARTICLE I. General, Section 6. Budget
4. ARTICLE I. General, Section 9. IIMC Constitution Review
5. ARTICLE II. Membership, Section 2A. Full Member
6. ARTICLE II. Membership, Section 2B. Additional Full Member
7. ARTICLE II. Membership, Section 2D. Honorary Member, Subsection 1
- 8a. ARTICLE V. Officers, Section 5. Oath of Office
- 8b. ARTICLE VI. Region Directors, Section 4. Oath of Office
9. ARTICLE IX. Board of Directors Meetings, Section 1. Regular Meetings
10. ARTICLE IX. Board of Directors Meetings, Section 2. Quorum
11. ARTICLE IX. Board of Directors Meetings, Section 4. Attendance at Board Meetings
12. ARTICLE XII. Amendments to the Constitution, Section 3. Membership Vote

Members were offered the opportunity to request that an individual amendment be removed and considered separately. Subsequently, Amendments 5, 6, and 11 were removed to be considered separately.

Amendments No. 1, 2, 3, 4, 7, 8a, 8b, 9, 10, and 12 were put to a single vote. There was a majority in the affirmative and Proposed Constitution Amendments 1, 2, 3, 4, 7, 8a, 8b, 9, 10 and 12 will be forwarded to the entire membership for a vote.

#### **Proposed Constitution Amendment #5**

Proposed Amendment #5 amends Article II. Membership, Section 2A, Full Member, by inserting “Local Government Clerk, Responsible Financial Officer” between “Recorder” and “Legislative Administrator.” so that the first paragraph will read: “A Full Member is a Municipal Clerk, City Secretary, Recorder, Local Government Clerk, Responsible Financial Officer, Legislative Administrator, Director of Corporate business or Administrative Services, and/or those with similar titles who serve legislative governmental bodies in administrative capacities with management responsibilities and duties....”

Following debate, President Smith put the question to a vote. There was a majority in the affirmative and Proposed Constitution Amendment #5 will be forwarded to the entire membership for a vote.

#### **Proposed Constitution Amendment #6**

Proposed Amendment #6 amends Article II. Membership, Section 2B. Additional Full Member, by inserting “in” between “serves” and “a” so that the section would read: An Additional Full Member is an individual who meets the Full Member criteria and serves in a legislative governmental body represented by a Full Member. There is no limit to the number of Additional Full Members there may be from a legislative governmental body.”

Following debate, President Smith put the question to a vote. Because the voice vote was inconclusive, a counted vote was ordered. There were 146 in favor and 145 opposed. Therefore, there was a

majority in the affirmative and Proposed Constitution Amendment #6 will be forwarded to the entire membership for a vote.

### **Proposed Constitution Amendments #11**

Proposed Amendment #11 amends Article IX. Board of Directors. Meetings, Section 4, Attendance at Board Meetings by adding “unless there are mitigating circumstances.” so that the section would read “Board members are required to attend all Board of Directors meetings. A Board member may be excused from two regular meetings during a three-year term for a valid reason. The request to be excused must be in writing, approved by the President. The Board of Directors will excuse the absence of the President. A third absence is considered a resignation from the position unless there are mitigating circumstances.”

Following debate, President Smith put the question to a vote. There was a majority in the affirmative and Proposed Constitution Amendments #11 will be forwarded to the entire membership for a vote.

President Smith expressed her appreciation to the Constitution Task Force and to the delegates for their participation.

### **2023 Conference Resolutions**

Mary Ann Hess, MMC, moved adoption of the Resolution recognizing the City of Minneapolis, Minnesota, for the 77<sup>th</sup> Annual Conference of the International Institute of Municipal Clerks. Resolution adopted.

Mary Ann Hess, MMC, moved adoption of the Resolution recognizing the Host Clerk for the 77<sup>th</sup> Annual Conference of the International Institute of Municipal Clerks. Resolution adopted.

Mary Ann Hess, MMC, moved adoption of the Resolution recognizing Host State of Minnesota for the 77<sup>th</sup> Annual Conference of the International Institute of Municipal Clerks. Resolution adopted.

### **President's Awards of Merit**

President Smith presented special awards of merit to Mary Ann Hess, MMC, Brenda Kay Young, MMC; and Camilla Pitman, MMC.

### **Certificates of Appreciation – Outgoing IIMC 2022-2023 Committee Chairs**

President Smith presented Certificates of Appreciation to Outgoing IIMC Committee Chairs:  
Budget & Planning, Brenda Kay Young, MMC  
Conference, Marie Turner, CMC

Education & Professional Development, Dawn Abrahamson, MMC  
Elections, Beth Hickman, CMC  
International Relations, Eelco Groenenboom, MMC  
Membership/Mentoring, Lanelda D. Gaskins, MMC  
Policy, Allan R. Susen, MMC  
Public Relations/Marketing, Wilmetta Bolder, CMC  
Records Management, Mary Johnston, MMC  
Research & Resource, Debra Jermann, MMC

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

President Smith presented Certificates of Appreciation to the Outgoing IIMC Region Directors:  
Region II Director Diane Pflugfelder, MMC, Liberty, NJ  
Region IV Director Phyllis McGraw, MMC, Bosier, LA  
Region VI Director Gloria Christensen, MMC, Humboldt, IA  
Region VII Director Janet Gray, MMC, Ramtoul, IL  
Region VIII Director LuAnn Holmes, MMC, Las Vegas, NV  
Region X Director Stephen Huycke, CMC, Richmond Hills, Ontario, Canada

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

President Smith presented a certificate of appreciation to Past President Sheri Pierce, MMC, Valdez, Alaska.

### **Election Results**

Elections Committee Chair Beth Hickman, CMC, reported that for the office of IIMC Vice President, 2,307 votes were cast. Dawn Abrahamson received 1,124, Janice Bates received 777, and Stephen Huycke received 232. President Smith declared Dawn Abrahamson elected as Vice President.

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

President Smith administered the oath of office to the following incoming IIMC Region Directors:  
Region II Director Awilda Hernandez, MMC, Bowie, MD  
Region IV Director Sheri Gard, MMC, Fort Smith, AR  
Region VI Director Elena Hilby, MMC, Sun Prairie, WI  
Region VII Director Leesa Ross, MMC, Frontenac, MO  
Region VIII East Director Julie Kamka, MMC, Evans, CO  
Region VIII West Director Colleen Mulvey, MMC, Cedar Hills, UT  
Region X Director Jaylene Knight, CMC, Cochrane, Alberta, Canada  
Region XI Director Linda Larter, Sevenoaks, Kent, UK

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

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

Immediate Past President Pamela Smith, MMC, by Mary Johnston, MMC

Vice President Dawn Abrahamson, MMC, by Past President Sheri Pierce, MMC

President Elect Lisa Garcia, MMC, by Natasha Kennedy

President Mary Ann Hess, MMC, by Past President Mary Kayser, MMC.

### **President's Comments**

President Hess expressed her thanks for the honor of serving as IIMC President, and she introduced family members present for the ceremony.

### **Invitation to 2024 IIMC Conference**

A video highlighting the City of Calgary, Alberta, Canada was presented for the 78th Annual Convention in 2024, and Bonnie Hilford, CMC, Lethbridge, Alberta, invited delegates to attend next May.

### **Adjournment**

With no further business, the meeting adjourned at 10:25 a.m. CDT.

Connie M. Deford

Recorder and Parliamentarian

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS  
Virtual Board of Directors Meeting  
August 17, 2023  
Minutes

**CALL TO ORDER**

President Mary Ann Hess called the meeting to order via Zoom at 9:01 a.m. PDST.

Board Members Present:

President Mary Ann Hess, MMC

President Elect Lisa Garcia, MMC

Vice President Dawn Abrahamson, MMC

Immediate Past President Pamela Smith, MMC

Region I Directors: Susan Haag, MMC; Kathy Montejo, MMC

Region II Directors: Awilda Hernandez, MMC; Travis O. Morris, CMC

Region III Directors: Vester Lee Frazier, MMC; Tory Frink, MMC

Region IV Directors: Sherri E. Gard, MMC; Angela Richburg, MMC

Region V Directors: Angela Marshall, MMC; Carrie Mugford, CMC

Region VI Directors: Elena Hilby, MMC; Marita Rhude, MMC

Region VII Directors: Celyn Hurtado, MMC; Leesa Ross, MMC

Region VIII East Directors: Angela Johnson, MMC; Julie Kamka, MMC

Region VIII West Directors: Ida Fierro, CMC; Colleen Mulvey, MMC

Region IX Directors: Jamie Newman, MMC; Ruth Post, MMC

Region X Directors: Lana Antony, CMC;

Region XI Directors: Linda Larter; Johannes "Hans" Rijs, MMC

Board Member Absent:

Region X Director: Jaylene Knight, CMC

Staff Members Present:

Executive Director, Chris Shalby

Director of Member Services, Janis Daudt

Director of Professional Development, Dr. Beatrice Rodriguez

Associate Director of Professional Development, Dr. Jaimis Ulrich

Education Specialist, Iris Hill

Office Manager, Janet Pantaleon

Parliamentarian, Connie Deford

**Executive Director Update**

Director Shalby provided an update on the 2024 Annual Conference in Calgary, Canada. ED Shalby noted Calgary is a beautiful city and very walkable with many amenities within a short distance from the hotel. Calgary is a destination City and it is hoped that many may want to stay and vacation, visit Banff located about an hour away, and other local attractions.

IIMC currently has two hotels set up as the host hotels. Should the two hotels reach capacity, we will then contract with the third hotel that has already been lined up. ED Shalby informed the board about plans to promote the conference with a conference preliminary program in e-briefings prior to registration launch in November or December.

The 2024 Opening Ceremony will feature the Canadian flag and anthem as our Host Country. We will not include the usual parade of flags. This year the focus will be on the Canadian provinces as we did in Montreal.

All Conference Event will have a western theme with plans to hold a karaoke contest as a fundraiser for the IIMC Foundation. Region X Director, Lana Antony, gave a verbal update on the Host Committee progress for the conference. Host Committee has plans to hire a line dancing instructor for the All-Conference Event as well as mechanical bull riding.

ED Shalby provided a staff update regarding the hiring of a new Administrative Coordinator to replace the vacant position after Maria Miranda retired in June. We will be holding interviews next week.

Certification Plaques have been temporarily discontinued. We are currently searching for a new supplier. Associate Director of Professional Development, Dr Jai Ulrich, explained the current plaque process and the amount of time it takes for Education Coordinator, Iris Hill, to complete one order. Director of Professional Development, Dr. Bea Rodriguez, requested that the board consider using a third party to distribute the plaques freeing up Education staff to focus on the certification applications. President Elect, Lisa Garcia, suggested that this is an administrative decision, and the board elected to review at the November Mid-Year Meeting.

ED Shalby reminded the board that the Constitution voting deadline is September 3, 2023.

#### Education Update

Director of Professional Development, Dr. Bea Rodriguez, provided an update on the new P.L.U.S. program. Currently. There are 74 registered and another few interested members. Estimated total enrollment in Cohort 1 is 80-85. MMC applications were being expedited during this period to allow interested members to qualify for the new EPP program. The new EPP application will not be available until next year. Region 1 Director Kathy Montejo suggested a tracking form to assist members.

Associate Director of Professional Development, Dr. Jaimis Ulrich, provided an update on the new certification process that has expedited the review time. Under the old procedure, the department would review 139 applications in the same amount of time that they are now able to review 304 applications. Through this new process 212 CMCs and 92 MMCs have been approved

AD Ulrich provided a conference speaker update confirming her finalized contracts with Shawn Booth and Desi Payne as our keynote speakers for the 2024 conference. She also noted that we will need to increase the speaker budget in order to contract with speakers of this same caliber moving forward.

#### Reports From Directors and Officers

Region Directors gave a brief verbal update on their regions.

### Other Business/Announcements

Annual Banquet Seating on Stage - President Elect Lisa Garcia requested to speak regarding the board seating at the Annual Banquet. She noted that the board should be seated with the entire membership. This item was postponed to discuss at a later date.

Principle of Regional Directors attending regional events - Following discussion, it was agreed by the Board that a Report would be presented to the November meeting.

Board Meeting Agenda and Handouts – Region XI Director, Johannes Rijs requested that this discussion be moved to the November board meeting.

Elections Committee DRAFT report – Elections & Campaigning – Region 1 Director, Kathy Montejo gave a brief review of the meeting minutes to be presented at the November board meeting.

### Announcement

President Mary Ann Hess requested that board members bring a \$25.00 gift card to the Mid-Year Meeting for a Foundation raffle.

### Adjournment

With no further business, the meeting adjourned at 11:20 a.m. PDST.

Janet Pantaleon  
Recorder

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS  
Virtual Board of Directors Meeting  
October 17, 2023  
Minutes

**CALL TO ORDER**

President Mary Ann Hess called the meeting to order via Zoom at 9:00 a.m. PDT.

Board Members Present:

President Mary Ann Hess, MMC

President Elect Lisa Garcia, MMC

Vice President Dawn Abrahamson, MMC

Immediate Past President Pamela Smith, MMC

Region I Director: Kathy Montejo, MMC

Region II Director: Travis O. Morris, CMC

Region III Directors: Vester Lee Frazier, MMC; Tory Frink, MMC

Region IV Directors: Sherri E. Gard, MMC; Angela Richburg, MMC

Region V Directors: Angela Marshall, MMC; Carrie Mugford, CMC

Region VI Directors: Elena Hilby, MMC; Marita Rhude, MMC

Region VII Directors: Celyn Hurtado, MMC; Leesa Ross, MMC

Region VIII East Directors: Julie Barnett, MMC; Angela Johnson, MMC

Region VIII West Directors: Ida Fierro, CMC; Colleen Mulvey, MMC

Region IX Directors: Jamie Newman, MMC; Ruth Post, MMC

Region X Director: Jaylene Knight, CMC;

Region XI Director: Linda Larter; Johannes "Hans" Rijs, MMC

Board Member Absent:

Region I Director: Susan Haag, MMC

Region II Director: Awilda Hernandez, MMC

Region X Director: Lana Antony, CMC

Staff Members Present:

Executive Director, Chris Shalby

Director of Member Services, Janis Daudt

Member Services Representative, Tammy Storrie

Communications Officer, Karen Lee

Administrative Coordinator, Marlena Hernandez

Office Manager, Janet Pantaleon

**Agenda Approval**

Region III Director Tori Frink moved to excuse absent board members. Motion approved.

#### Executive Director Update

ED Chris Shalby provided an update on the 2024 Annual Conference in Calgary, Canada registration fees, noting that the cost of hosting conferences has rapidly increased over the past few years with audio-visual costs nearly tripling cost in 2023.

#### 2024 Conference – Calgary – Delegate Registration Fees

Immediate Past President Pamela Smith moved to approve the \$50 early bird conference registration increase.

Adopted by roll call vote:

Yes: Hess, Garcia, Abrahamson, Smith, Montejo, Morris, Frazier, Hilby, Johnson, Fierro, Mulvey, Newman, Post. 13

No: Frink, Gard, Richburg, Marshall, Mugford, Rhude, Hurtado, Ross, Barnett, Knight, Larter, Rijs. 12

#### 2024 Conference – Calgary -Alberta Association Letter

ED Shalby presented the letter from the association showing that they are providing 20 scholarships for their members to attend the conference. Alberta Association is asking to reduce the Region X registration fee to \$310. Vice President Dawn Abrahamson moved to approve reduction of 2024 Region X conference registration fee to \$310.00.

Adapted by roll call vote:

Yes: Hess, Garcia, Abrahamson, Smith, Montejo, Morris, Frazier, Gard, Richburg, Marshall, Mugford, Hilby, Rhude, Hurtado, Ross, Barnett, Johnson, Fierro, Mulvey, Newman, Post, Knight, Larter, Rijs. 24

No: Frink. 1

#### Staff Update

ED Shalby announced that Finance Specialist Shannon Kane has joined the IIMC team and is doing very well. Administrative Coordinator Marlena Hernandez recently joined IIMC and is coming up to speed. Office Manager Janet Pantaleon has been overseeing the training as needed for both. New employees will be joining the rest of the staff at the Mid-Year meeting in Orlando.

#### Other Business Announcements

President Mary Ann Hess requested that board members bring a \$25.00 gift card to the Mid-Year Meeting for Foundation Raffle. President Hess also mentioned her upcoming Pumpkin Latte with the President in two weeks, which will have a Halloween theme and has encouraged those attending to wear costumes.

#### Adjournment

With no further business, the meeting adjourned at 9:36 a.m. PDT.

Janet Pantaleon - Recorder

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Chris Shalby, Executive Director  
**Date:** October 17, 2023  
**Subject:** 2023 Executive Director Midyear Report

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### Overview

The following is an overview of Headquarters, Operations and Personnel. 2023 has been a productive year, with enhanced Education programs, increased engagement with members via social media, streamlined membership services, allowing more person-to-person contact, and a highly attended Annual Conference. Staff is diligent in their daily responsibilities: We added a full-time administrative coordinator in September and will be adding staff in Member Services in Spring 2024. **At the end of my report, we have three recommendations that require Board approval.**

1. 2023 Hotel Conference Cancellation Policy Update – **Attachment**
2. Elimination of Purchasing and Shipping Certification Plaques - **Attachment**
3. Honorary Membership – Past President Marc Lemoine, Winnipeg - **Attachment**

### Staff

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

### Administration

IIMC has nine full-time employees and one part-timer. Four staff members have been with the Organization for 15 or more years. Staff offers institutional history, knowledge, experience, a belief in IIMC's mission and an affinity toward the membership.

Janet Pantaleon is transitioning from Finance to Office Manager. She will oversee most areas of Administration, Human Resources and works with the property management firm regarding building and tenant maintenance. She will provide backup to Finance as our new part-time staff Shannon Kane is now overseeing the Finance Department. Janet will continue to coordinate the Conference's Opening Ceremony. On September 19, Marlena Hernandez began as IIMC's Administrative Coordinator, providing service in many areas including accounts receivables on top of her administrative responsibilities. She will help Janet during the Opening Ceremony at the Annual Conference.

In September 2019, we launched an affinity program -- **Windfall** – which provides members from Regions I - X with benefits regarding loyalty shopping programs. There is no revenue stream with this program. It is a value-added service for those members who wish to participate. Their full-page advertisement is published in the monthly *News Digest* and weekly E-briefings.

**Building Update**

On November 1, 2022, we consolidated three rental offices into two as current tenant – Burga Law – has expanded, thus turning two spaces into one large unit. We 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 generate approximately \$5,734 in monthly income. IIMC's monthly mortgage is approximately \$2,900, leaving IIMC with a windfall of \$2,834.

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

**NOTE #2:** In 2024, we will repair the roof, repave the parking lot and, internally, install new carpeting or flooring whichever is more cost-efficient and lasting.

**CONFERENCE – 4-Day Conference**

**2024 Conference – Calgary, Alberta, Canada**

We are projecting 650Delegates/70 guests for the 2024 Conference and projected loss of \$74,475. The average attendance numbers from Conferences in 2016, 2017, 2018, 2019, 2022 and 2023 is approximately 666 delegates. However, there is no method to determine a member's interest to attend a conference, even if budgets are available. As a comparison, the 2017 Conference in Montreal brought in 572 delegates and 70 guests. Region X had 55 members. We believe Calgary's proximity and attractions may entice a larger attendance than Montreal.

\*\*\*The projected loss is due to the following: 1) high audio-visual costs; 2) Telus Centre rental fees are firm with little room to negotiate or release rooms; 3) high exhibit hall fees; and 4) increase in overall speaker and travel costs. We continue to work with the Telus Centre on releasing rooms early so they can resell them, which, if that comes to fruition, will reduce IIMC's overall rental fees and may help with the bottom line.

Calgary offers plenty for Delegates and guests. Airlift is available from anywhere in the world and it is approximately a 20 to 30-minute taxi ride from the airport to the host hotel. We are in two hotels, the Marriott and the Fairmont, which will house attendees. The Telus Centre is the convention center adjacent to the host hotel, the Marriott, and where the education and meeting programs will be held. Here are areas that we believe make Calgary an attractive conference:

1. Host Hotel – and overflow Hotel – are less than a five-minute walk from each other;
2. The opportunity of adding vacation to a conference may attract more delegates. Banff and Lake Louise are an hour's drive of Calgary, both areas are highly popular destinations;
3. Typical expenditures for delegates in Calgary are affordable since the US dollar is strong;
4. The City offers much to see with many establishments less than a block from the hotels.
5. In April of this year, The Alberta Association made available 20 Scholarships for its members to attend the 2024 IIMC Conference.

## 2023 ED Update – Page 3

### Hotel Room Block/Costs

The Host Hotel -- **Marriott Hotel** -- \$219CND/night for single and double (approximately \$160US as of this writing); with sales tax (12%) and 75% attrition. We have 1,491 rooms overall with 237 on peak nights.

The **Fairmont** is the secondary hotel -- \$239CND/night for single - double is an additional \$30CND (approximately \$175US as of this writing) with sales tax (12%) and 75% attrition. We have 808 rooms overall with 150 on peak nights.

The hotels are within walking distance of each other and nearby establishments.

We have contracted 387 rooms for both hotels on peak nights for a total room block of 2,299 (need to meet 1,724 to avoid attrition). If conference registrations increase, we will need an overflow hotel. We have asked the Marriott for additional rooms should we sell out the room block. The Marriott has rooms to offer, but at a higher rate. The plan is to wait and see where we are before acquiring more rooms. If the Marriott will not provide additional rooms, we have another hotel to whom we will reach out.

**NOTE:** We will not be adding a third hotel until we are guaranteed that both hotels are truly sold out. We've had numerous members in the past "hold" several rooms providing the impression that the rooms have been sold, only to discover that the individual did not attend. A loss of promised rooms leads to attrition. We minimized risk in 2023 by requiring the host hotel, the Hyatt Regency, to include a one's night's stay penalty upon a guest's cancellation regardless of when/why the cancellation occurs. We are anticipating asking both hotels in Calgary for a similar arrangement. **Also, we will block a group of rooms for the Board of Directors, but each Director will need to make his or her own arrangement regarding payments and finalizing his or her travel dates.** The last two years, IIMC held rooms on its master account, only to have to spend countless hours wading through each director's room charges. For 2024 and beyond, IIMC will operate on reimbursing the Board after the conference. This will expedite the hotel's final billing, too.

\*\*All education, general sessions, exhibit hall, lunches, refreshment breaks, opening ceremony, annual banquet and ABM will be in the Telus Centre. The Friday and Saturday Board Development and Board Meetings will be in the Marriott. The All-Conference Event will be a **Western** themed party and held in the Telus Centre.

### Conference Delegate/Guest Registration Fees - 2024

The current fees are \$675 (*Board approved on 10/17/23 virtual meeting*) early bird for Delegates and \$265 for Guests. **NOTE:** the increase in delegate fees by \$50 to \$675 affects the full member registration fee and not guests or other discounted Regions.

### Early Bird Package/Marketing - Current

**The Early Bird will be Wednesday, March 15, 2024, to save \$50 on registration.** We believe an early bird date in March helps us with our marketing campaign. If the past conferences are any indication of members booking early, we will need this date to help us negotiate a second overflow hotel if the need arises.

- **Early Bird rate** - through March 15, 2024 – cost will be \$675
- **After Early Bird** - March 16, 2024 – cost will be \$725. Increasing the late fee helps spur delegates to register early, infusing IIMC with conference cash an early indication of attendance.

### **Early Bird Package/Marketing – Recommended for 2024 Conference**

- The preliminary program will be online in 2023;
- The Education program will be part of the online registration process, with Delegates being able to choose their concurrent education tracks prior to the conference;
- Hotel online reservations will be available to members in November/December 2023;
- The Conference Grant application period will run from September – November and recipients will need to be selected by the Board in early December; and
- We will promote this conference as a potential opportunity to earn 12 education points based on completing an assessment. We believe this will be a strong marketing tool.

### **Rebates/Commissions Maximum**

The Marriott is offering a 7% rebate that will be divided between IIMC and YES (65% IIMC - 35% YES). The Fairmont is offering a rebate of \$20CND per paid room. This rebate is IIMC's 100%.

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

• Marriott Hotel	\$20,971CND in rebates (approximately \$15,482US – 8/21/23)
• The Fairmont	\$16,160CND in rebates (approximately \$11,930US – 8/21/23)
• <b>Total</b>	<b>\$27,412US</b>

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

### **Areas to note for Calgary include:**

- Cities may be reluctant to pay conference travel; thus, having an impact on overall attendance.
- The cost of doing business is not amenable to IIMC. The Telus Centre contract is encumbering with rental fees per each room per day, whether the rooms are required;
- Food and beverage can exceed \$200,000US with a minimum of \$150,000US guaranteed;
- No outlook on Delegates' apprehensions about travel, even in May 2024.
- It is in a region with approximately 200 IIMC members and 35 in Alberta;
- Overflow hotels can provide a small number of rooms; however, cost may be considerably higher than the host hotels. There are numerous other hotels - attendees might shop and book outside our block.
- Our hotel room performance is tied out to the convention center costs. Because of the numbers projected & the F&B required, we will hold the All-Conference Event in the Telus Center.
- Meeting space is discounted based on the F&B spend.
- Montreal Conference attracted 55 Region X members. Calgary is also a destination.
- What will municipalities rules & regulations regarding traveling outside the US be in 2024?

### **Recommended Discounts and Savings**

We will offer a flat price of \$310US (*Board approved on 10/17/23 virtual meeting* to Region X (Canada). Region XI already receives a discounted conference rate of \$395US. We have found the Region discount programs work well. In 2023, we had 123 members from the discounted region (Region VI) attend Minneapolis. Our discount program has been in operation for the past ten years and has always been a positive source of marketing and attendance.

Other discount programs that Management recommends continuing in 2024 include:

- Academy sessions are \$159 regardless of registering for one or more. We had 204 registered for the Academies in 2023. We will have four Athenian Dialogues at \$110 per Dialogue. We believe these fees will do well to attract delegates.
- Offer an incentive for any city that sends two or more Clerks to the conference a discounted flat rate of \$485.00 per delegate (**No other discounts - first timer or Region - would apply to the delegates paying \$485.00**). Minneapolis attracted 148 multiple attendees.
- Offering a one-year complimentary membership to Alberta Clerks that are registering for the conference for the first time.

**NOTE: We are optimistic that the bottom line will improve. However, at this time, we cannot predict based on exchange rates, rebates, contracts, etc.**

### **EDUCATION DEPARTMENT**

The Education Department continues to operate efficiently, has consistently met members' educational needs, and has stayed abreast of education guideline improvements, especially in our current environment. Dr. Rodriguez continues to facilitate and create IIMC's Education programs. She has successfully launched the Online Professional Development Program, which is entering its third year, along with the Education PLUS Program and fostered a partnership with the Leadership Development Academy. She has also refined the department's processes critical to certification and granting CMC and MMC designations, Association course reviews, and Institute Annual Reports.

Dr. Jaimis "Jai" Ulrich joined IIMC in March 2022, providing IIMC with an educational background and perspective. Although Dr. Rodriguez oversees the Department's overall direction, Dr. Ulrich manages IIMC's certification programs, the Athenian Dialogue process, Foundation scholarship and grant programs, and the logistical duties of planning the Annual Conference education program, including speakers, conferences, and transcripts. Dr. Ulrich assists with the Institute's Annual Reports and the course review process as needed.

Education Coordinator Iris Hill adds robust support to this Department. She counsels members about the certification and application process. She assists Dr. Rodriguez with the Online Professional Development Program, course review and Paul Craig Athenian Fellows. She provides full administration support with prepping and shipping certificates and month-end reports. She supports both Dr. Rodriguez and Dr. Ulrich daily.

**The Education Department's report is part of the Agenda.**

## 2023 ED Update – Page 6

### Finance

The 2023 Year End projected budget is anticipated to end with a loss of **(\$35,988)**. Our initial projection for 2023 was a profit of **\$45,591**. There are several reasons attributed to the overall year-end bottom line:

1. **Committees – Board Midyear Meeting** – Holding two midyear Board meetings in one calendar year (2023) added \$36,599 to the deficit;
2. **Committees – Board Meeting Conference** – costs of audio visual added \$21,589;
3. **2023 Annual Conference** -- incurred a loss of \$153,041 from an initial projection of a \$15,990 profit. Two main factors contributing to the loss are an increase in audio visual costs of \$43,278 from the projected \$50,000 and an increase of \$69,298 in food and beverage from the projected \$162,000.

**Board Designated Reserves are invested with the firm of Urban Wealth Management – see attached Charles Schwab statements for month-end September 2023 for reference.**

**The 2023 and 2024 projected year-end budget reports are in this Agenda as part of the financial update and provide detailed accounts of IIMC's finances.** The Budget Committee's report also provides full details regarding this and next year's finances.

### Marketing/Communications

We continue to sell advertising in the online *News Digest* when possible and seek opportunities for advertisers to promote themselves in ways that also benefit IIMC members (e.g., webinars, articles). Advertising dollars for a magazine that is totally on-line results in bottom-line revenue.

Publishing an on-line *Digest* allows us the flexibility to negotiate advertising costs since IIMC does not incur any significant costs to produce (\$300/month for design) the E-zine.

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

### **The Communications Report is in this Agenda.**

### Membership

IIMC's membership numbers in Region I through X remain consistent. Region XI is under the bulk membership scheme (one fee covers the entire Association for SLCC, ADSO, VVG and IMASA). We have seen growth in our Deputy Membership since 2015 along with members choosing to remain Retired Members. Our previous Inactive 2 Active Member Drive which began in 2017 and ended in early 2022 brought in 365 new members. Of the 365 new members, more than half are still active. Many of these new members kept their membership for one to two years prior to leaving their positions, transferring to different departments, and resigning.

IIMC offers lower dues to those that inform us that they do not have the funds to pay their dues. In the past three years, we have assisted approximately a dozen members so they may remain with IIMC while working toward their certification.

## **2023 ED Update – Page 7**

We began the 2022-2023 Member Drive with the first marketing letter going out in late December 2022. Today, we have 190 new members in just 10 months. With the constant ebb and flow of our membership, this list will continue to be a member drive list for the future.

The 2023 membership revenue is expected to end the year with a profit of \$1,425,000. The budget was projected at \$1,405,000. There is still the possibility of increasing this number by year-end.

The department has taken measures to ensure continuity of IIMC's 14,980 membership base, primarily by concentrating on personal contact with members who are close to losing their membership, utilizing the IIMC education opportunities through Virtual Institutes and easy access to online learning and continuous promotion to recruit new members. We are acutely aware of budget constraints and we're using our monthly E-Briefings to promote IIMC services, member engagement, education and features. We are also employing the Board in recruiting efforts with the Region Director Challenge.

The Department continues its concerted efforts to contact members via phone or email to help secure dues and make the members aware of the benefits of their membership. Janis Daudt and Tammy Storrie continue to be the main points of contact with our members. The addition of new staff in Spring 2024 will help in membership recruitment, customer relations and conference responsibilities.

### **2024 Membership Dues**

In 2023, IIMC increased membership dues by \$5.00. IIMC Policy states that we are to present member dues increases to the IIMC Board every two years. Therefore, we are not recommending a member dues increase for 2024.

**The Member Services Report is in this Agenda.**

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

We recommend the Board approve the following recommendations:

1. 2023 Hotel Conference Cancellation Policy Update – **Attachment**
2. Elimination of Purchasing and Shipping Certification Plaques - - **Attachment**
3. Honorary Membership – Past President Marc Lemoine, Winnipeg - **Attachment**

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Chris Shalby, Executive Director  
**Date:** October 16, 2023  
**Subject:** Honorary Membership – Marc Lemoine

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**Background:** Per IIMC Constitution, the IIMC Board of Directors need to approve Honorary Membership. See Constitution and Lemoine's biography:

## ARTICLE II Membership

### Section 1. Classes of Membership

IIMC members are comprised of the following classes of membership:

- A. Full Member
- B. Additional Full Member
- C. Associate Member
- D. Honorary Member
- E. Retired Member

### Section 2. Definitions

- A. A Full Member is a Municipal Clerk, City Secretary, Recorder, Local Government Clerk, Responsible Financial Officer, Legislative Administrator, Director of Corporate Business or Administrative Services, and/or those with similar titles who serve legislative governmental bodies in administrative capacities with management responsibilities and duties including four of the following:
  - 1. General management
  - 2. Meeting administration
  - 3. Financial management
  - 4. Stewardship of bylaws, articles of incorporation, ordinances, resolutions, and other legal instruments
  - 5. Custody of the official seal and execution of official documents
  - 6. Records management
  - 7. Human resources
  - 8. Elections administration

There may be only one Full Member from each legislative governmental body.

- B. An Additional Full Member is an individual who meets the Full Member criteria and serves in a legislative governmental body represented by a Full Member. There is no limit to the number of Additional Full Members there may be from a legislative governmental body.
- C. An Associate Member is an individual in transition or employed by a legislative body, but who does not meet the Full Member criteria.
- D. **An Honorary Member is elected to this classification by the IIMC Board of Directors and meets either of the following categories:**

1. **An IIMC Past President. Upon retirement or assuming a position with a legislative governmental body that does not qualify for Full Membership.**
2. **A member or individual who has made significant and exemplary contributions to IIMC and the profession.**

E. A Retired Member must have been a Full Member, Additional Full Member, or Associate Member prior to retirement.

**Marc Lemoine, MMC**  
**Winnipeg, Manitoba, Canada**  
**IIMC President 2013 – 2014**

As IIMC President, Lemoine focused on professional development for City Clerks including the exploration of emerging technologies, and the sharing of this information through conferences, E-zines and websites for the benefit of all members.

He is a strong advocate of the use of technology to improve processes and reduce costs. Winnipeg's City Clerk's Department has become a leader in Canada in using technology to better deliver results. Highlights include implementation of E-Government systems including online agendas, minutes and audio recordings for Council and its committees; introduction of the Automated Voting Machine and online election technologies; and establishment of Electronic Data Records Management Systems to ensure that electronic records are fully integrated into record management processes.

Lemoine is the sixth Canadian Clerk to win the IIMC Quill Award. Lemoine is a strong believer in the Clerk being an integral part of the decision-making process, providing both procedural and policy advice to both the Council and the Administration. As an IIMC member, Lemoine served as the Organization's President in 2013-2014 and has served on numerous committees including Chair of Budget and Planning, Policy and Conference. He is currently the Chair of the International Relations Committee.

His experience includes serving more than 37 years in Civic Government including eleven years as Winnipeg's Deputy City Clerk, prior to succeeding as the City's Municipal Clerk in 2018.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Chris Shalby, Executive Director  
**Date:** October 16, 2023  
**Subject:** Elimination and Purchasing of Certification Plaques

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### Background

For many years, IIMC and the Education Department have provided plaques with a CMC and MMC certificate to members once they have been awarded certification. Although an important customer service benefit, the process from start to finish regarding the packaging and delivery has been time consuming, costly and a reduction from other responsibilities. With our plaque store closing its doors, we are taking this opportunity to eliminate the purchase and distribution of certification plaques.

The Education Department continues to grow internally in its operational practices. With the increase in Certifications, the launch of the PLUS Program, online courses and prospective new endeavors, the Department's efficiency is at full capacity. To continue serving our members at a high level, we need to put as much of our resources into fulfilling the Department's goals without limiting our mission.

As such, it is vital that IIMC be as efficient as possible. To do this, we are looking into improving and expounding on operational efficiency that would be cost and resource neutral or better. One method of improving IIMC's operational efficiency is by undertaking a key action: Eliminating the purchase and distribution of plaques, relieving the Department of the costs, time and resources in handling this service.

### Costs and Time to Package and Ship One Plaque (15 minutes)

IIMC cost per plaque	\$20
Shipping in US only per plaque	\$50
UPS service costs/weekly \$75/20 plaques	<u>\$ 3.75 per plaque</u>
<b>Total cost to IIMC</b>	<b>\$73.75</b>

Member Purchase Price	\$40 per plaque
<b>Total loss to IIMC</b>	<b>(\$33.75)</b>

Add Staff time approximately	\$6.25/15 minutes
<b>Total loss to IIMC per plaque</b>	<b>(\$40 loss)</b>

### Management's Recommendations:

Currently, the Department has created an online CMC and MMC Certificate that is distributed to the member immediately upon receiving his or her designation. Along with the online certificate, the Department includes links to various online plaque sites. The member can also choose to purchase from a local art store. We believe this process would be a better use of IIMC's staff time, a savings on costs for IIMC and the member. The Education Department will continue to print the certificate and include it in a lightweight folder, place it in an envelope and mail it to the member. Management recommends discontinuing the purchase and distribution of plaques and following the new and current process as stated above.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Chris Shalby, Executive Director  
**Date:** October 16, 2023  
**Subject:** 2023 Hotel Cancellation Penalty - Update

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### Background – 2022 Annual Conference:

For the 2022 Conference, IIMC experienced a loss of approximately \$7,500 from hotel attrition. This was due primarily to members reserving more than one room only to never utilize the additional rooms. Therefore, IIMC incurs the penalty. For 2023 and future conferences, the IIMC Board of Directors approved staff's recommendation of enforcing a one night's stay penalty upon a guest's cancellation regardless of when/why the cancellation occurred.

1. For the 2023 Conference, we did not add a second hotel until we were guaranteed that the host hotel was truly sold out. In the past, we've had numerous members "hold" several rooms for a period, providing the impression that the rooms have been sold, only to discover that the individual did not attend. A loss of promised rooms leads to attrition.
2. We recommended the Hyatt in 2023 include one night's stay penalty (\$176.74 includes taxes) upon a guest's cancellation regardless of when/why the cancellation occurs.

### PROS

- The block was more reflective of the actual block at time of the conference - i.e., the reservations were accurate of how the actual block performed in the end;
- Avoid last minute cancellations for people that are holding rooms...with no risk, in hopes of maybe attending or for those that are speculatively hanging onto extra rooms for potential colleagues and friends that may want to attend;
- Leaves the block open longer so that more people can reserve in the host hotel; and
- This will help to mitigate last minute cancellations and eliminate attrition situation.

### CONS

- Some government credit cards could decline for this type of charge (a cancellation) since it is a pre-arrival charge and certain rules may apply to government credit cards. **Only a few were affected by this.**

### OTHER COMMENTS/NOTES

- Special circumstances were communicated from IIMC to the hotel for those charges to be waived on a case-by-case basis; **We experienced a few of these after the conference.**
- The hotel will receive the funds collected for any rooms canceled.

### Management's Recommendation:

Since the Board of Directors adopted this recommendation regarding one night's hotel penalty, the 2023 Conference did not receive attrition. However, the statistics include the following:

**There were 27 cancellations at the Hyatt in Minneapolis for the 2023 Conference. The Hotel charged \$176.74 for one night's cancellation penalty for a total of \$4,771.**

**Management recommends that we continue with this policy for 2024 and for future Conferences.**

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Bea Rodriguez Ed.D. Director of Professional Development  
Jaimes Ulrich, Ed.D. Associate Director of Professional Development  
Iris Hill, Education Coordinator



**Date:** October 17, 2023

**Subject:** 2023 Education Department Midyear Report

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Below is an overview of the Education Department's operations since the Annual Board Meeting on May 21, 2023.

### Certification

The department continues receiving steady CMC and MMC certification applications with a review time averaging 1 – 2 weeks.

CMCs and MMCs – Since the Annual Board Meeting in May 2023, we have awarded an additional **187 CMC designations and 65 MMC designations**.

#### CMCs and MMCs YTD:

CMC Grand total = 4,419 in the United States and 137 internationally.

MMC Grand total = 1,388 in the United States and 29 internationally.

**New Certification Process** – The new certification process is yielding positive outcomes. Although we still have approximately 1/5 members (20%) submitting incomplete applications, we are proud of our delegates and their willingness to embrace change as we refine and strengthen our process. For example, of the 210 members who submitted their CMC application via the portal, 80% resulted in certification averaging far below our previous 5-6 weeks wait time.

### Annual Conference Education Program – Calgary, Canada

**Conference Design** – We will be using the same design as last year.

**Registration** – Will continue to be online.

**Speakers** - All speakers have been carefully selected and contracted for our 2024 Annual Conference, with a majority local to Canada.

**Conference App** - We will continue to use Whova as our digital platform.

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

### IIMC Institutes

**California** – has successfully submitted its New Institute Proposal. The Proposal was reviewed and approved by both Dr. Rodriguez and Chris Shalby. The new institute is proposed to begin in 2024 with a program that provides sufficient hours covering the 60 required education points of both the CMC and MMC Certification programs.

**Pennsylvania** – Dr. Rodriguez has met with Albright College representatives and assisted with their curricula. Positive relations continue to flourish. IIMC has not received a formal submission as of the date of this report.

**New Mexico** – Dr. Rodriguez and Chris Shalby continue to stay in contact with Lisa Johnson to assist until a new ID is identified. We have not had any further communication with the new administration.

**Missouri** – Dr. Rodriguez met with ID Emilie Orlando, who replaced Belinda Pearson and was advised the university will not renew contract for the institute.

**Arizona** – Also reported they will not renew the contract for the institute.

**ID Turnover** – Currently, Institute Directors continue to turn over due to the termination of contracts.

### **Athenian Leadership Society**

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

<b>Year</b>	<b>Athenian Dialogues Held</b>	<b>Fellows Awarded</b>
<b>2022</b>	<b>42</b>	<b>12</b>
<b>2023</b>	<b>76</b>	<b>25</b>

There are 82 approved Athenian Facilitators (**an increase of 10 facilitators**) and 248 books (**an increase of 28**) on the Approved Booklist.

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.

### **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.

**2022 Online Professional Development Program** - The program continues to be very successful. If members cannot attend the live session, they can now participate in our online asynchronous program via Captus Press under our Online Learning Opportunities. The 2024 online calendar is complete and will be published on the website before the end of 2023.

Courses attendance in the last two quarters:

- ❖ July 13, 2023, Mindset – 105 registrants.
- ❖ September 22, 2023, Project & Priority Management – 179 registrants.
- ❖ October 12, 2023, EQ To the Rescue – 100 registrants.
- ❖ November 2, 2023, Planning, Organizing, Leading, and Controlling – 65 registrants as of the date of this report.

**Education P.L.U.S. Program** – The program was successfully launched in July 2023 with approximately 87 enrollments.

**International Education Hours Proposal** - In May 2023, the Board of Directors directed IIMC's Education Department to outline a plan to balance the differences within the education guidelines, allowing Regions X and XI members looking to achieve their certification to have the same advantages and balance as Regions I through IX members.

The Education Team has prepared the attached proposal outlining a more facile approach for Regions X and XI members and their objectives. The proposal has been designed with the strong recommendation of the Education Department.

The conversion of points to hours in the proposal has been derived directly from the current certification programs to ensure that the proposed requirements are equitable and in line with our current guidelines.

**Management Comments:**

We believe the changes that the Department has implemented regarding the CMC and MMC process as well as the outreach and constant communication with Institutes is certainly placing IIMC education at the forefront of its mission.

We have concerns regarding the non-renewal of certain Institutes and see a trend in this direction. Certainly, generating review is a major factor these days and IIMC needs to be proactive in this approach – the implementation of new IIMC online courses is a help.

Lastly, Management supports the direction of the streamlined process regarding education for Regions X and XI. We recommend that the Board approve moving forward with this approach and allow Dr. Rodriguez and Dr. Ulrich to continue to fine tune the outcome.

**INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**  
**INTERNATIONAL EDUCATION GUIDELINES**  
**PROPOSAL**

## **Introduction**

Since implementing 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 plan. 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.

Region XI has always been a stand-alone situation regarding IIMC's Certification programs. Along the way to producing an equitable solution for Region XI, the Education Department deemed it necessary to explore a similar outcome for Region X (Canada). Canadian Associations who also hold the distinction of providing Region X Clerks with premier education programs; however, they are not readily adaptable to IIMC's certification process.

Thus, what we are proposing for Regions X and XI is a streamlined approach with essential features that recognize the importance of creating a point of departure for a life of learning that can be attractive, attainable, and achieved fairly.

## **The Issue**

Other than the Society of Local Council Clerks (SLCC) and AMCTO, no other Organizations in Regions X or XI can claim to be a traditional Institute. This primary concern has proved inequitable and has hampered Regions X and XI members in receiving a Certification designation promptly. This inequity rings true throughout both Regions, especially in the Netherlands, Belgium, South Africa, and the UK Association ADSO – all affiliations without a traditional Institute but with strong education programs.

## **Solution**

If IIMC's primary mission is educating its membership, Management and the Director of Professional Development believe that more Region X and XI members would be willing to participate in the certification programs based on amenable and justifiable Education Guidelines. Few Clerks in these regions can obtain certification under the current Guidelines, as the Guidelines correlate with a points-per-hour system not found in these regions.

Although there are similarities between all Municipal Clerks worldwide, the issue lies with the traditional Institute program and its points per hour allocation. At this time, Regions X and XI do not have a university-based Institute that its members can attend. Still, they are attending Institute-level courses and other advanced education programs for which they are not receiving certification points related to the level of education hours. Therefore, if IIMC aspires to be the pre-eminent Organization for Municipal Clerks

worldwide, its Education Guidelines must be revised to benefit all Regions X and XI members. The attached International Education Hours are what is being proposed.

## **Conclusion**

IIMC's purpose as a nonprofit membership Organization has always been to provide certification and education programs designed to propel members toward learning. Education needs to evolve and be more flexible to these types of interpretations. In May 2023, the Board of Directors directed IIMC's Education Department to outline a plan to balance the incongruities within the education guidelines, allowing Regions X and XI members looking to achieve their certification to have the same advantages and balance as Regions I through IX members. We strongly believe this is a more facile approach for Regions X and XI members and their objectives.

## **BELOW ARE THE CURRENT REQUIREMENTS**

### **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 Hours
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

Excess education points will be applied to experience by the IIMC Education Department during the designation application review period.

**BELOW IS THE PROPOSED – 120 HOURS**

**CMC INTERNATIONAL EDUCATION HOUR REQUIREMENTS**

**One Hundred and Twenty (120) Education Hours Required  
(Regions X-XI)**

**The one hundred and twenty (120) Education hours required may come from a combination of any of the following categories:**

Option	Eligible Hours
1) A bachelor's degree or higher in Public Administration or a related field*	60 hours
2) A bachelor's degree or higher in an unrelated field*	10 hours
3) An associate degree	15 hours
4) Completion of a State/ National/ Provincial education program approved through the IIMC course review process	10 hours
5) Attendance at an Annual Conference, IIMC regional meeting, municipal clerks' association conference, municipal league conference, or other municipal clerk-related conferences	10 hours per conference
6) IIMC Online programs	5 hours (20 hours max)
7) Applicable college or university course credits not applied toward a degree	5 hours (20 hours max)
8) Applicable business or vocational school programs	5 hours (max)

\* Official transcripts are required.

Excess education points will be applied to experience by the IIMC Education Department during the designation application review period.

**BELOW ARE THE CURRENT REQUIREMENTS**

**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:**

<b>Option</b>	<b>Eligible Points</b>
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 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.

**BELOW IS THE PROPOSED – 100 HOURS**

**CMC INTERNATIONAL EXPERIENCE HOUR REQUIREMENTS**

**One Hundred (100) Experience Hours Required  
(Regions X-XI)**

**The one hundred (100) experience hours required may come from any combination of the following categories:**

<b>Option</b>	<b>Eligible Points</b>
1) Full-time Municipal Clerk* positions qualifying for Full/Additional Full Membership	10 hours per year (40hrs. maximum)
2) Part-time Municipal Clerk* positions qualifying for Full/Additional Full Membership	2 hours per year (30 hrs. maximum)
3) Other full-time positions in local government before becoming a Municipal Clerk*	2 hours per year (30 hrs. maximum)
4) Administrative positions in federal, state, or provincial government	2 hours per year (30 hrs. maximum)
5) Administrative positions in business	2 hours (30 hrs. maximum)
6) IIMC Annual Conferences	20 hours per year
7) Completion of a State / National / Provincial education program approved through the IIMC Course Review Process	40 hours per year
8) IIMC committee member, IIMC Foundation, or Municipal Clerks Association Committee service	6 hours per year (12 hrs. maximum)
9) IIMC Athenian Leadership Dialogue	36 hours per year

**BELOW ARE THE CURRENT REQUIREMENTS**

**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:**

<b>Option</b>	<b>Eligible Points</b>
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.

### **BELOW IS THE PROPOSED – 120 HOURS**

#### **MMC INTERNATIONAL EDUCATION HOUR REQUIREMENTS**

##### **One Hundred and Twenty (120) Education Hours Required (Regions X-XI)**

**The one hundred and ten (110) Education hours required may come from a combination of any of the following categories:**

Option	Eligible Hours
11) A bachelor's degree or higher in Public Administration or a related field*	60 hours
12) A bachelor's degree or higher in an unrelated field*	10 hours
13) An associate degree	15 hours
14) Completion of a State/ National/ Provincial education program approved through the IIMC course review process	10 hours
15) Attendance at an Annual Conference, IIMC regional meeting, municipal clerks' association conference, municipal league conference, or other municipal clerk-related conferences	10 hours
16) IIMC Online programs	5 hours
17) Applicable college or university course credits not applied toward a degree	5 hours
18) Applicable business or vocational school programs	5 hours

\* Official transcripts are required.

Excess education points will be applied to experience by the IIMC Education Department during the designation application review period.

**BELOW ARE THE CURRENT REQUIREMENTS**

**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:**

<b>Option</b>	<b>Eligible Points</b>
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"><li>• An IIMC-approved Institute/Academy</li><li>• A State/Provincial/National Association Education Program</li><li>• Applicable education programs</li></ul>	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.

### **BELOW IS THE PROPOSED – 80 HOURS**

#### **MMC INTERNATIONAL PROFESSIONAL CONTRIBUTION HOUR REQUIREMENTS**

##### **Eighty (80) Professional Contribution Hours Required (Regions X-XI)**

**Obtaining the forty (80) professional contribution hours required may come from a combination of any of the following categories:**

<b>Option</b>	<b>Eligible Points</b>
1) Member of the IIMC Board or IIMC Foundation Board of Directors	2 hours per year (6 hrs. maximum)
2) Chairperson of IIMC, IIMC Foundation, or Municipal Clerks Association Committee	2 hours per year of service
3) An officer or trustee of a municipal clerk association or subdivision	2 hours per year of service
4) IIMC committee member, IIMC foundation, or municipal clerk association committee member	1 hour per year of service
5) An officer in a related professional association	1 hour per year of service
6) IIMC Annual Conference***	20 hours per year
7) Instructor, facilitator, or trainer for one of the following organizations:  • An IIMC-approved Institute/Academy • A State/Provincial/National Association Education Program • Applicable education programs*	20 hours per year
8) Unique on-the-job performance or achievements outside daily duties that benefit the profession or municipality**	20 hours per year
9) Personal accomplishments of educational benefit to the profession	8 hours per accomplishment

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

\*\*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.

\*\*\*With appropriate certificates of completion **except “attendance only”** certificates.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Cheryl Hyde  
Chair, Conference Committee

**Date:** September 18, 2023

**Subject:** 2023 Conference Midyear Report

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## **Background:**

The Conference committee is charged with reviewing and recommending conference discussion topics, speakers, sessions, and general session speakers, and work with staff in reviewing the overall conference design and how to improve upon existing formats.

## **Discussion:**

In June 2023, committee members reviewed a keynote speaker that the Education Department was considering pursuing for the 2024 conference. The committee unanimously recommended that Dr. Ulrich reach out to Shaun Booth.

The conference committee received the conference survey results in June and then met in July 2023 to review potential presenters for the 2024 conference. Thank you to Vice-Chair Helen Ingold for arranging and chairing this meeting while I was on vacation. The committee reviewed 15 applications and provided the Education Department with a ranked list of recommendations as well as a recommendation to consider as many Canadian speakers as possible.

## **Financial:**

Nothing to report.

## **Summary:**

None.

## **Management's Comments:**

The Committee is always helpful with future conference speaker selection. Also, we appreciate their review and perspective on the 2027 Conference site selection.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

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

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

**Date:** **September 18, 2023**

**Subject** **2023 Education and Professional Development Midyear Report**



### **Background**

The 2023/2024 Education and Professional Development Committee members are Chair Elizabeth Garcia-Beckford, MMC, City Clerk, North Lauderdale, Vice Chair Angela Bains, CMC, Director of Legislative & Protective Services, District of Saanich, Dawn G. Abrahamson, MMC, City Clerk, Vallejo, Angelia Guy, MMC, City Clerk, Dade City, Marne McGrath, MMC, Village Clerk, Islamorada, Sheri L. Pierce, MMC, City Clerk, Valdez, Marianne Shrader, MMC, City Clerk, Crestview, Sherry L. Scoggins, MMC, Deputy Clerk, Greenville, Michelle Smith, CMC, Deputy Clerk, Reading, Tracey Terry, Town Clerk, Forestport, Diane K. Whitbey, MMC, City Clerk/Treasurer, North Little Rock, Sherri E. Gard, MMC, City Clerk, Fort Smith, Board Liaison, Ruth Post, MMC, City Recorder, Philomath, Board Liaison, Pamela Smith, MMC, Board Liaison, Executive Assistant/Legislative Administrator, Iris Hill, Education Assistant, Staff Liaison, Dr. Beatrice Rodriguez, Director of Professional Development, Staff Liaison, Dr. Jaimis Ulrich, Associate Director of Professional Development, Staff Liaison

The 2023/2024 IIMC Education and Professional Development Committee were not currently assigned a specific task to work on at this time, nor was there any required action needed by the Education and Professional Development Committee at this time. The next committee meeting date is to be determined.

### **Discussion:**

There is no discussion to report.

### **Financial:**

The Education and Professional Development Committee has no financial requirements.

### **Summary:**

The 2023/2024 Educational and Professional Development Committee looks forward to the launch of the Education P.L.U.S. program and continuing to work on assignments with IIMC to accomplish future goals.

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

We appreciate this committee's work these past few years. We look forward to future developments and discussions regarding education and the Regions X and XI proposed streamlined certification programs.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Arnout J.O. van Kooij, MMC  
Chair International Relations

**Date:** September 11, 2023

**Subject:** 2023 International Relations Midyear Report

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## Background:

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

## Discussion:

Summer 2023 we discussed our Goals and objectives.

President MaryAnn Hess' goals for IRC 2023-2024

1. Increasing membership in regions X & XI
2. Increasing educational opportunities in Regions X & XI

General goals:

- a. Manage and run the booth annually at the IIMC Annual Conference which promotes international Programs and provides a focal point for international members.
- b. Work with Region XI Consultant and ED to market and promote the Study Abroad and Symposium programs.
- c. Create *News Digest* profiles featuring Region X and XI members.
- d. Develop strategy on educating the membership on the value of global membership.

As chair for the Regio XI Symposium, Arnout provided additional information about his team's efforts for the Amsterdam 2023 program.

<https://www.iimc.com/164/Study-Abroad-Program>

<https://www.griffiers.nl/region-xi-symposium>

After postponing due to the covid lockdowns this year's 2023 study abroad program in Belgium and The Netherlands, the international symposium at the 21<sup>st</sup> September and annual VVG conference 22<sup>nd</sup> September 2023 in Amsterdam are a fact. Region XI's effort focused on presenting a smashing program for all IIMC's and national participants.

## IRC Goals

- a. Manage and run the booth annually at the IIMC Annual Conference which promotes international Programs and provides a focal point for international members.
- b. Work with Region XI Consultant and ED to market and promote the Study Abroad and Symposium programs.

*IRC's goals a and b* are well covered this year with the study abroad and symposium 2023.

## Booth Calgary 2024:

This will be on the agenda our next meeting.

We discussed to put the location of the next study tour on our next IRC meeting's agenda.

**C. our News Digest Profiles.** We are trying to promote in each News Digest a contribution of one the committee's member. We have scheduled to promote one member in each issue.

**D. President MaryAnn Hess' goals 2023-2024**

We realized that there are no Belgian members in IRC. We ask the board to promote membership and will reach out to our Belgian colleagues during the Study Abroad and symposium 2023.

We agreed that on the field of making Educational Development more known the *personal approach* works the best. UK and NL can be more active emphasizing what IIMC can contribute to your professional development. This will be on our next meeting's agenda.

***IRC is eager to know where to the next Study Abroad will be organized.***

**Management's Comments:**

We appreciate the Committee's submissions for the *News Digest*, and we are publishing them as we receive them. As for the next Study Abroad Program, that will be determined by IIMC's International Consultant along with IIMC's Executive Director with Board approval.

As for Belgian members, IIMC already affiliates with Exello.net. The conversation about membership will be discussed sometime in 2024.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Aimee Nemer, MMC  
Chair, Membership/Mentoring

**Date:** September 13, 2023

**Subject:** 2023 Membership/Mentoring Midyear Report

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## Background

2023/2024 Membership and Mentoring Committee Members: Rachael Brinson, CMC, Town Clerk/Deputy Treasurer, Remington, VA; Shawn Campbell, MMC, City Clerk, Auburn, WA; Cassandra Candini-Tilton, CMC, Director of Legislative Services/City Clerk, Manteca, CA; Marc Donohue, MMC, City Clerk/Communications Director, Eastvale, CA; Mary Farmer, MMC, City Clerk, Corning, NY; Christina Scipioni, City Clerk, Bloomington, MN; Rosezea Scott, CMC, City Clerk, McComb, MS; Penny Spears, CMC, City Clerk, Carthage, MS; Lee Frazier, MMC, Board Liaison, City Clerk, Birmingham, AL; Jamie Newman, MMC, Board Liaison, City Clerk, Wasilla, AK; Leesa Ross, MMC, Board Liaison, City Clerk, Frontenac, MO; Sharon McFadden, MMC, Vice-Chair, Mineral Wells, TX; Aimee Nemer, MMC, Chair, Richardson, TX

## Committee Purpose

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

## Committee Goals

- 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.
- 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.

## Discussion:

The Committee met virtually on June 6, 2023, to make introductions and review goals. Staff Liaison Janis Daudt provided additional information on the goals, explained how the membership reports would be provided, and gave background on the 'First-Timers Table' at the annual conference.

The Committee discussed which members planned to attend the Calgary conference and committed to providing a successful "First Timers Table." The Committee also discussed the idea of having M&M candies (to represent the Membership & Mentoring Committee) for first-time guests. Daudt shared that the Committee has a standing budget of \$200 for this expense.

Board Liaison, Leesa Ross, suggested that IIMC develop a “First-Timers” lapel pin for the Committee to give to first-time attendees. The Committee was in support of this idea.

The Committee discussed purchasing a minimum of 200 lapel pins, and possibly 500, depending on the price point per order. The Committee discussed the option of including the conference year on the pin and determined that would be the preference, but also understood that a pin without the year would be more economical.

### **Committee Work**

To date, the Committee has welcomed 331 new members and congratulated 117 CMC and 55 MMC designees from the May, June, and July member reports. The August reports will be reviewed by the Committee in September. The Committee has also identified one mentee and recommended them to IIMC staff to be paired with a mentor.

### **Financial:**

A budget request as detailed below was submitted on July 7, 2023, for the Board to consider. The M&M Committee has recommended that IIMC purchase a “First-Time Conference” Lapel Pin to be given away first come, first serve, at the Membership & Mentoring welcome table.

The Committee would like to purchase a minimum of 250 pins. If possible, the Committee recommends including the conference year, but understand that a generic pin without the date may be more economical and can be used in future years.

1-inch lapel pin (First-Time Conference Design – IIMC) Approximately \$2.40 ea. \$600.00

### **Summary:**

The Committee will continue accomplishing the goals designated by the Board for the remainder of the year and is looking forward to staffing the ‘First-Timers’ table and distributing lapel pins at the annual conference. The Committee appreciates the Board’s support and assistance from IIMC staff.

### **Management’s Comments:**

We thank the Committee’s commitment to developing and helping with membership growth. We will produce first-timer pins to distribute in Calgary and for future conferences.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Camilla G. Pitman, MMC - Chair  
Darcie McCracken, MMC – Vice Chair

**Date:** September 18, 2023

**Subject:** 2023 Policy Review Midyear Report



**Committee Members:** Margaret Carey, CMC; Jonathan Davis; Toya Harrell; Stephen Huycke, CMC; Helen Ingold, MMC; Debra A. Jermann, MMC; Donna Lobaito, CMC; Gloria Sitton, CMC; Kathy J. Walker, MMC; Angela R. Johnson, MMC (Board Liaison); Carrie Mugford, CMC (Board Liaison); Angela E. Richburg, MMC (Board Liaison); Connie Deford, CMC (Staff Liaison); Chris Shalby (Staff Liaison)

**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

**Discussion:** The Policy Committee is aware of the Board of Director's Mid-Year Meeting taking place in November and will await any directions and requests from that meeting.

**Financial:** The Chair and Vice Chair submitted a budget justification form with IIMC Headquarters in July affirming no budget needs for the current year.

## Management's Comments:

The Committee will be reviewing and recommending policies for IIMC Statements of support and solidarity to be used regarding wars, disasters, etc., and a revised Code of Ethics policy proposed by IIMC Attorney Rose Cumare.

These policy recommendations will be presented to the Committee after this midyear meeting for its final report to the Board for the May 2024 meeting.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Ann M. Quirk, CMMC/MMC  
**Date:** October 16, 2023  
**Subject:** 2023 Public Relations & Marketing Midyear Report

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

**Discussion:** The committee held their first meeting on July 26, 2023, and is meeting monthly to achieve our goals and objectives for the year.

We are committed to elevating the awareness of the various Clerk's positions and have submitted to the *News Digest* twelve (12) different versions of the Clerks positions from many states.

We discussed the previous winners of the Best Practices /Innovations from 2020, 2021, and 2022

We intend to move forward with articles promoting the professional clerk position. To aide all clerks in educating their Mayors, Managers, Council, Select board, etc., of the significance of the role of the clerk.

Discussions will continue with the committee in an effort of inclusion for *all* clerk titles across the globe. While this is a complicated endeavor, it remains a priority.

### **Financial:**

No financial expenditures

### **Summary:**

With the help of Karen Lee, a survey question in the November issue to ask the Clerks:

“What do we/you need to do for self-promotion of our positions?”

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

We appreciate the Committees articles and continued discussions on how to best promote IIMC Members, the profession and the Organization.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

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

**From:** **Lucinda Williams, MMC, Chair**  
**Ariana Cisneros, CMC, Vice Chair**

**Date:** **September 17, 2023**

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



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**Background:**

The Records Management Committee develops informational resources to assist IIMC members with their records management needs.

**Committee Members:** Lucinda Williams, MMC, Chair; Ariana Cisneros, CMC, Vice Chair; Alicia Richardson, CMC; Brenda L. Dennis, MMC; Monique Saviez; Tracy M. Simons, MMC; Rebecca Tompkins, CMC; Gloria Tucker, CMC

**Board Liaisons:** Susan A. Haag, MMC and Elena Hilby, MMC

**Staff Liaisons:** Janet Pantaleon

**Discussion:**

**Meetings:** The Records Management Committee held its first meeting of the year on June 13, 2023, and agreed to meet monthly via Zoom. The Committee met July 11, 2023, August 8, 2023 and canceled the September meeting as it conflicted with the 2023 Granicus City Clerk Virtual Summit, which some committee members attended.

Committee Members reviewed the Committee's 2023-24 Goals and Objectives and Committee deadlines. The Committee did not find any need to submit a budget justification request to the Budget and Planning Committee.

**Educational Sessions:** The Committee is discussing partnering with ARMA, NAGARA and AIIM to provide educational content for IIMC members. The Committee also suggested inviting state archivists and/or staff from national archives or presidential library archives in the host state to the Annual Conference.

**Articles:** Committee Members volunteered to write articles for IIMC on records management and set the timing for article submission throughout the year.

**Technical Bulletins:** The Committee continues reviewing the IIMC website for records management content, particularly the technical bulletins section, to determine which publications require updating.

State Retention Schedules: The Committee will continue to gather retention schedules from each state and other member countries to post on the IIMC website. Members will forward retention schedules to IIMC staff for posting. The Committee will also provide local retention schedules as resources for members. Committee Members will inform IIMC staff when they find broken links web links and make recommendations for website content regarding records management.

Other issues: The Committee plans to look further into the following topics during the year: grant funding for records management initiatives, celebrating ARMA Records and Information Month (April) and investigate partnering (and possibly points) opportunities with records and information management associations (ARMA, NAGARA, AIIM, etc.).

Having found no grant opportunities for records management projects, the Committee will ask the IIMC Foundation if it would like to create such a grant.

**Management's Comments:**

We always welcome committee articles for the *News Digest*. Also, staff is working with Robert Blatt on producing new Technical Bulletins. We appreciate any and all revisions to current Technical Bulletins and to new publications from the Information Management Associations – ARMA, NAGARA, AIIM and others.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** IIMC Board of Directors

**From:** **Teresa K. Hudson, MMC–Research & Resource Chair**  
**Audra Etzel, MMC–Research & Resource Vice-Chair**

**Date:** **September 18, 2023**

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

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## **Background:**

The purpose of the IIMC Research & Resource Committee is:

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

The 2023/2024 GOALS AND OBJECTIVES are:

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

## **Members:**

Teresa K. Hudson, MMC, Chair, Milford, DE; Audra Etzel, MMC, Vice Chair, Otsego, MN; Stephanie Bennett, Clerk, Fawley Parish Council, Fawley, England; Megan Eldridge, City Clerk, Wildwood, MO; Wendy Gannon Lionetti, Town Clerk, Ridgefield, CT; Denise Garzaro, CMC, Inland Empire Utilities Agency, Chino, CA; Kari Graber, CMC, Hiawatha, IA; Angela Lanter, MMC, Banks, OR; Laura Pierce, MMC, Auburn Hills, MI; Jennifer Rodriguez, CMC, Upland, CA; Barbara Schuh, Clerk/Treasurer, Black Creek, WI; Nancy Vincent, MMC, Thornton, CO.

## **Board Liaisons:**

Celyn Hurtado, MMC, Garden City, KS; Angela Marshall, MMC, Kingsport, TN; Colleen Mulvey, MMC, Cedar Hills, UT

## **IIMC Staff Liaison:**

Tammy Storrie, Member Services Representative

On behalf of its members, it is our distinct honor and privilege to have been selected to serve on the Research and Resource Committee and to assist in the implementation of the goals and objectives as established.

**Discussion:**

As of this date, the Committee has actively responded to an email request from a Clerk from Montana. She was seeking various perspectives in the United States and England relating to a mounting concern in her state whereby departures from the clerking profession were occurring at a higher level than experienced previously. She provided various possibilities for the elevated number of exits to consider.

The information was needed for a research project she was assigned.

**Financial:**

The Committee did not expend any funds for 2022-2023, nor does it anticipate any financial impacts or budget requests through May 2024.

**Summary:**

With our initial task completed, the Committee stands ready to assume any assignment when called upon by the Executive Board, Board of Directors, Staff, and IIMC members. The Committee does not have a specific recommendation for the Board of Directors currently other than to endorse its ongoing efforts.

The committee would like to thank IIMC Staff and the Board's Liaisons for their direction and guidance.

**Management's Comments:**

The Committee also vetted a 30-questionnaire survey by **eSCRIBE – an IIMC Sponsor** -- and expedited its comments and suggestions. The survey is titled -- *The State of the Clerk's Office: Assessing challenges, processes, and trends in the public sector*.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: **IIMC Board of Directors**  
From: **Joel H. Hondorp, MMC, Chair**  
Date: **September 18, 2023**  
Subject: **2023 Elections Midyear Report**

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## Background:

The Elections Committee has convened three times since the annual conference. One of the meetings was by email to begin the voting process for the Constitutional Amendments. Two other meetings were by Zoom to review Election Policy 2.20 (attached and requires Board approval).

**Members:** Joel Hondorp, Jannette Goodall, Laura Cahill, Shelley George, Shaniya Lashley-Mullen, Dan Weinrib, and Lucrecia Wonsor -- **Board Liaisons:** Ida Fierro, Kathy Montejo, and Marita Rhude -- **IIMC Staff:** Chris Shalby, Janet Pantaleon -- **Other:** Beth Hickman, 2022-2023 Elections Chair

The Committee received the results of the Constitutional Amendments, and they were approved by the membership overwhelmingly.

Amendment 1	1446 Yes	40 No
Amendment 2	1431 Yes	36 No
Amendment 3	1440 Yes	21 No
Amendment 4	1397 Yes	42 No
Amendment 5	1323 Yes	99 No
Amendment 6	1291 Yes	119 No
Amendment 7	1368 Yes	42 No
Amendment 8a	1288 Yes	91 No
Amendment 8b	1298 Yes	91 No
Amendment 9	1328 Yes	64 No
Amendment 10	1363 Yes	33 No
Amendment 11	1309 Yes	80 No
Amendment 12	1341 Yes	46 No

At meetings on August 2 and September 11, the committee discussed Elections Policy 2.20 and updates to the Elections Process for the election of Vice President and Region Director.

## The committee recommends the following changes to the Board:

- Announcements of vacancies/openings – October, November, December *News Digests* and weekly E-Briefings;
- VP and Director Candidates Officially Declare – January 1 – January 15;
- Filing Deadline – January 15, if holiday, next workday;
- Campaign period – January 16 – March 1, no campaigning after March 1;
- Candidate profiles on IIMC website, linked in E-Briefing, IIMC social media – end of January;

- Candidate profiles are published in *News Digest* – March issue;
- Election – two weeks of March – 14-day period - maybe second and third weeks of March; and
- May – Annual Meeting, oath of office.

The Committee also discussed whether candidates should moderate Athenian Dialogues or provide trainings while running. A future meeting will be scheduled to update campaign guidelines following Board meeting.

**Management's Comments:** We agree with the Committee's recommendations and believe this is an excellent start to a new practice: one that will entail an equitable and consistent timeline for the nomination process and campaigning. We also agree with the revisions regarding the Campaigning and Elections guidelines policy.

## Chapter 2.20

### ELECTIONS AND CAMPAIGNING

Sections:

- 2.20.010 Purpose.
- 2.20.020 Scope
- 2.20.030 Policy
- 2.20.040 Nominations.
- 2.20.050 Process of Determining Election Results
- 2.20.060 Election – Region Directors.
- 2.20.070 Election – Vice-president.
- 2.20.080 [Campaigning guidelines](#)[Campaign Period and Electioneering](#).

#### 2.20.010

##### **Purpose.**

To establish guidelines for the holding of elections to the Board of Directors and to regulate the campaigning for office. [May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

#### 2.20.020

##### **Scope**

All members. [October 2018; May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

#### 2.20.030

##### **Policy**

As much as bylaws inform board election criteria and process, they also leave room for interpretation. Within the construct of organizational rules, boards often evolve their processes in keeping with the cultural norms and leadership skills in place. While that often promotes efficiency, it also can produce stagnation and expose the organization to unnecessary risk.

Dynamic organizations continually seek and promote opportunities to cultivate new ideas and leadership. IIMC's mission and core values statements, especially regarding diversity and inclusivity, promise members leadership that reflects their interests, backgrounds and training.

Good governance calls for an ongoing process of board recruiting, board education and board assessment. Some associations delegate board elections to a nominating committee. Others employ a board development or governance committee that works on an ongoing basis to identify – and address — any knowledge and skills gaps that may exist on the board. Through that committee, the board ensures that its composition and performance are aligned with organizational needs.

##### **IIMC and its Board Structure via Open Election Process**

IIMC operates with an Elected Board -- where an organization with members allows those members to elect the Board. We see this structure most often with associations. Most 501(c)(6) nonprofits, as well as trade associations, credit unions and labor unions, use this model. With elected boards, members with a desire to serve declare their candidacy and “run” for a seat. Therefore, these boards consist of people who think they have the time, commitment and skills to

serve.

## RECOMMENDED DOS AND DON'TS FOR FOSTERING STRONG, EFFECTIVE IIMC LEADERSHIP

### **a. Identify and encourage members to develop leadership skills**

One of the fiduciary responsibilities of a Board member and Executive Committee is to ensure that organizational leadership is strong, responsible, forward-looking and responsive to the needs of the institution and its members. The Board carries out this responsibility by continually identifying and encouraging members to acquire the leadership skills necessary to become effective Board and Executive Committee members. In doing so, the Board and Executive Committee ~~should must~~ look beyond their immediate circles of acquaintances and associates and actively seek out ~~and encourage~~ members who might not, in the day-to-day course of dealings, fall within their work or social circles.

### **b. Invite members to run for office**

~~The Board has a duty to develop future leaders through continuing education and mentoring that encourages diversity of the Board. Besides training members for leadership, the Board members must should advise and encourage members who are considering running for office, to offer themselves as candidates for office. ABoard Members are encouraged to make direct invitations to potential members with the understanding that it is an invitation and not an endorsement of their candidacy. may be necessary. Sometimes, if the timing is not right, the member may refuse. Explain that the invitation remains open and continue to follow up with the member.~~  
~~Often Encouragement from organizational leaders can make a difference and ensures, good leaders are not lost to organizations because they are not actively invited to contribute their time and talents.~~

### **c. Ensure that elections are open and fair**

Once a member has declared his or her candidacy, the Board must ensure that the election process remains open and fair. ~~Campaigning openly or behind the scenes for a declared candidate is not appropriate. Favoritism – whether real or perceived -- is contrary to the goal of openness and fairness in elections. Campaigning openly or behind the scenes for a declared candidate is not appropriate.~~ Therefore, the Board ~~may shall~~ not endorse, ~~campaign (openly or behind the scenes)~~ for any declared candidate or provide opportunities for campaigning or electioneering that ~~is not offered to all exclude any~~ declared candidates for office.

## **2.20.040**

### **Nominations**

A. A list of offices that are or will become vacant shall be published in the ~~October, November and December News Digest, E-Briefings and on the IIMC Website, no later than January October 31<sup>st</sup>. Nominations for office will be accepted for a fifteen (15) thirty (30) day period starting January 1 the 2<sup>nd</sup> Monday of December and ending 30 days following the start date. The deadline for submitting the nomination packet is 5 p.m. (need to determine what time zone) Pacific Time on January 15 unless that day is a holiday and then the next business day, and~~

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shall allow a period of not less than 30 days to receive nominations. Nominations received after the closing date will be returned unopened to the candidate.

B. Candidates for office shall submit to IIMC on or before the closing date the following:

1. A completed nomination form. (Available from headquarters or on the website.)

2. A recent, high quality photograph. (Digital (electronic) pictures are acceptable. Polaroid pictures are not acceptable.)

3. A statement of qualifications for office, not to exceed 200 words.

C. Candidates agree and understand that the above information will be published as received in the News Digest and on the IIMC Website.

D. Candidates for Regional Director are required to include a letter of support from their municipality. Candidates for Vice-President are required to include a letter of support from their municipality.

E. All candidates for office must be members in good standing with IIMC.

G. All candidates will receive notification by IIMC when their nomination has been verified and posted to the IIMC Website.

[July 14, 2021; May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

## 2.20.050

### **Process of Determining Election Results**

When there are three (3) or more candidates for either Region Director or Vice-President, the successful candidate will be elected by Plurality Vote. A plurality vote is the largest number of votes to be given any candidate when three or more choices are possible; the candidate receiving the largest number of votes has a plurality.

## 2.20.060

### **Election – Region Directors**

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

Members must cast their Voted ballots must be received at IIMC headquarters no later than 20 days prior to the opening session of the annual conference. The Election will be held for a 14 day period in the month of March.

- A. Upon close of voting, the Executive Director shall immediately forward the results to the Election Committee Chair for the Election Committee to confirm the results. After results are confirmed, the Executive Director shall: (1) communicate the results with the Region Director candidates; (2) communicate the results with the membership; and (3) post the results on the website.
- B. At the Annual Business Meeting, the Elections Chair shall announce the election results including the number of ballots, the number of ballots submitted by the deadline, the percentage of members in the region voting, the number of ballots qualified and counted, and the number of votes each candidate received.

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[May 21, 2022; August 2016; November 23, 2013; November 2012; May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

## 2.20.070

### **Election – Vice-President**

If there is one Vice President candidate, no election is held and the candidate is declared elected. If there are two or more candidates, IIMC conducts an election 30 or more days prior to the beginning of the Annual Conference. Election of a Vice-President shall be conveyed to all Full Members, Associate Members, Retired Members and Honorary Members.

The Election will be held for a 14 day period in the month of March.

Members must cast their ballots no later than 20 days prior to the opening session of the annual conference.

Voted ballots must be received at IIMC headquarters no later than 20 days prior to the opening session of the annual conference.

- A. Upon close of voting, the Executive Director shall immediately forward the results to the Election Committee Chair for the Election Committee to confirm the results. After results are confirmed, the Executive Director shall (1) communicate the results with the Vice President candidates; (2) communicate the results with the membership; and (3) post the results on the website.
- B. At the Annual Business Meeting, the Elections Chair shall announce the election results including the number of ballots, the number of ballots submitted by the deadline, the number of ballots qualified and counted, and the number of votes each candidate received.

[May 21, 2022; August 2016; May 17, 2014; November 23, 2013; November 2012; May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

## 2.20.080 Campaign Period and Electioneering

### Campaigning guidelines

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- A. Electioneering is defined as the act of campaigning to influence the result of an election in favor of a particular candidate or ballot measure. Electioneering includes but is not limited to: information and material relating to a candidate or their positions distributed through official IIMC channels either by hard mail, voice or email; posts on IIMC social media platforms including but not limited to Facebook, YouTube, Messenger, Instagram, TikTok, Twitter, Snapchat, etc.; virtual campaign events including town hall or meet and greets.

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- B. A member's campaign period is January 16 to March 1. There is no campaigning after March 1, ~~may begin to campaign no earlier than July 1~~~~first Monday in December or, only~~ after IIMC has vetted and approved the candidate's nomination form and materials~~, whichever occurs last.~~ The Campaign Period for Vice-President and Region Directors ends three days prior to the deadline for members to submit their ballot.

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- B.C. Candidates are allowed to discuss their candidacy by emails to the members. Access to members' email addresses will be overseen/provided by the Executive Director to comply with the anti-spamming laws.

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D. All election materials from candidates or anyone acting on behalf of the candidates must be submitted to IIMC staff before distribution to IIMC members. Materials include, but are not limited to, candidate brochures, biographies, letters and emails of support, news releases, photographs, websites, videos, posts to IIMC and Regional social media platforms, etc. If the information provided does not meet IIMC standards of propriety, the Executive Director will submit the information to the Election Committee for their final recommendation.

E. Candidates are allowed to share campaign material on IIMC and Region social media platforms provided the materials and posts have been submitted to IIMC staff in advance.

F. Neither Executive Committee members nor Region Directors, by group or individually, may shall endorse or provide assistance to any declared candidate, and may shall not be mentioned in any election materials. Photographs of presentations by an Executive Committee member are an exception and will need to be pre-approved prior to distribution.

G. All declared Candidates campaigning for any position have the right to use the IIMC logo in their campaign materials, subject to authorization under the existing policy, for each specific use of the logo.

H. IIMC encourages all State affiliated organizations to provide equal access for all declared candidates to members when approached to advertise or host campaign events such as town halls, meet and greets, etc.

I. Declared candidates shall not serve as facilitators for continuing educational activities such as Athenian Dialogues, seminars and IIMC or Regional approved or hosted continuing education events during the Campaign Period.

J. These requirements apply to official IIMC social media platforms and materials distributed through IIMC only and not to candidate personal social media pages.

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[May 21, 2022; October 27, 2018; May 2017; November 12, 2016; May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Terri Kowal, MMC, Chair  
Chairman, Budget and Planning Committee

**Date:** September 11, 2023

**Subject:** 2023/2024 Budget & Planning Midyear Report

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## **Present:**

Chair Kowal; Vice Chair Blackard; Committee members: Vice President Abrahamson, President Elect Garcia, President Hess, Past President Smith, and Committee Member Pierce

**Staff present:** Executive Director Shalby and Staff Liaisons Parker, Pantaleon, and Kane, Director of Professional Development Dr. Rodriguez, Associate Director of Education Dr. Ulrich, and Education Coordinator Hill

The meeting was called to order by Chair Kowal at 8:37 a.m.

### **1. 2023-24 Committee Goals & Objectives**

Executive Director Shalby reviewed the agenda for the day followed by reviewing the goals and objectives (1-5 as noted on the Committee Roster).

### **2. Revenue & Finance Policy for Compliance Review**

Executive Director Shalby noted the policy has been static for the past couple of years.

Committee Member Pierce mentioned it would be nice to have a policy for investments, at a minimum, so the Board can see there are parameters and guideline and to provide an understanding.

Follow-up: Executive Director Shalby agreed to include the Policy in the midyear Board agenda as a reference. President Hess agreed. Important enough for the Board to look at it.

### **3. Budget Committee Appointment Policy Review**

Chair Kowal reviewed the Policy with the Committee. Discussion about the policy and the Vice President's role in reviewing only applications submitted. Executive Director Shalby noted the Board voted on a revised policy in January.

Executive Director Shalby pointed out that he included the old policy in the committee agenda packet which may be causing the confusion.

President Elect Garcia is comfortable with policy as amended in January.

Follow-up: Executive Director Shalby to email the correct revised policy as amended by the Board in January to the Committee.

4. **2023 Year End Budget Report** – Shalby reviewed the staff report.
5. **2022 Auditors Status Letter/Financial Statements**  
No comment. For informational purposes.
6. **2024-2028 5-year Capital Expenses**  
Finance Specialist Pantaleon reviewed 2024 expenses as noted in the report. Highlighted replacement of the carpet at headquarters. Looking to replace office flooring. Getting estimates, if high will hold off. Hasn't been replaced since 2000. Furniture will need to be moved.
7. **2023 Management Notes/Recommendations**  
Executive Director Shalby highlighted areas of the report.

Discussion regarding AV and food costs for annual conference.  
Past President Smith suggested to start budgeting higher for these expenditures.  
Executive Director Shalby explained food minimum in contract, AV costs are not factored into the contract. In past \$50K was used as a place holder for AV. In 2024, staff increased this figure to \$80K.  
Past President Smith questioned the expenditures for the two midyear board meetings.  
In response, Executive Director Shalby said there were no costs for November 2022 since it was cancelled. A mid-year in person Board meeting was held in January 2023 and one will be held in November 2023. Given the January mid-year Board meeting was last minute, the costs were probably higher. Buena Vista kind enough to not penalize us for cancelling the November 2022 Board meeting. Minimal expenses for November 2022 for board.  
President Hess inquired about the reconciliation of expenses (or lack thereof) for the conference in Minneapolis.  
Executive Director Shalby noted that it took staff several months for several reasons, of one which was reconciling the expenses for the Block of rooms for the Board. It is a lot easier to reimburse the Board then figure out the master billing. For the 2024 annual conference, a block of rooms will be held for the Board and individual board members will have to call to confirm and securing lodging with their own personal credit card.  
President Hess provided a report on the Wisconsin conference. There were 40 vendors. Amazing. QR Code with Schedule on the back. Quiz Card Game. Reach out to state vendors to increase. Executive Director Shalby explained how the vendors work for IIMC annual conference.  
Committee Member Pierce mentioned that every vendor contact she gets at work, she provides the information to IIMC. Here is another opportunity.

IIMC staff noted that as of yesterday, we have 170 new members.

President Hess mentioned soliciting donations online as part of the IIMC Silent Auction. Wisconsin did that and raised a lot of money.

Committee Member Pierce asked Dr. Rodriguez to consider doing a webinar for who signed up for the first cohort of the EPP Program informing them know the EPP online courses.

## **8. 2024 Budget Overview**

Executive Director Shalby mentioned an uptick in CMC applications over the past several months.

Executive Director Shalby reported that former Administrative Coordinator Maria Miranda's successor will start off doing some of the duties Miranda assumed. Will cross-train.

A discussion followed on who is taking the Board meeting minutes. President Hess and Past President Smith advocated for finding someone with experience.

Executive Director Shalby confirmed will need to pay for transportation and hotel accommodations for the minute taker.

Past President Smith inquired about the official date when Janet makes the switch into her new position. Executive Director Shalby informed the Committee that Shannon Kane is picking up pieces. Janet hasn't had time to sit and train Shannon since she has picked up pieces of what Maria did.

President Hess mentioned several board members asked questions about selling IIMC headquarters in Rancho Cucamonga. She wants to make sure there is a clear understanding.

In response to a question by Committee Chair Kowal, Executive Director Shalby's guesstimate to sell the building would be roughly \$1.2 million. He noted to sell the existing building and downsize, would be more costly. Hybrid schedule for staff is working well.

As an outsider coming in, Finance Specialist Kane said she was pleasantly surprised to see IIMC owned the building.

**Conference 2024 discussion** – ballpark for entire conference - \$1600.

Executive Director Shalby is taking a realistic approach to the Calgary conference.

President Hess hopes numbers are much higher. Article in NACO newsletter. In our print budget, include a full-page advt. run an advt. showing what's coming and encourage members to attend.

Executive Director Shalby mentioned that he is going back and forth with Telus Centre trying to reduce the number of meeting rooms that are not required but are a part of the contract.

Recommendations:

- 1. Region X Reduction in Conference Registration Fees from \$410US to \$310US**  
Every member in Canada.

*ACTION: Moved by Committee Member Pierce, seconded by Vice Chair Blackard and carried unanimously to agree to reduce Region X conference fees by \$100.*

- 2. \$25 increase in 2024 Conference Delegate registration fees**

Committee discussed proposal. President Hess doesn't have a problem. Prices are increasing. Calgary is a destination. People have already made up their minds to go.

*ACTION: Moved by President Hess, to accept a \$25 increase in basic registration fees for all delegates for the 2024 Annual Conference.*

After further discussion, President Hess amended her motion to increase basic registration fee for all delegates for the 2024 Annual Conference by \$50. Amended motion was seconded by Committee Member Pierce and carried unanimously.

Further discussion ensued on the approved amended motion.

- 3. Discussion on the recommendation for \$40,000 in salary for a Member Services Representative. All included in 2024 budget.**

In response to a question from a committee member, Executive Director Shalby confirmed the salary would be \$50K in 2025 for this position.

The Committee continued discussion inquiring where the funds would come from for this position given the projection of the 2024 budget ending the year with a deficit. Committee's approach was to be realistic for what IIMC pays.

In response to a question from Past President Smith, Executive Director Shalby noted there is a lot of work to do regardless of staff retiring. He informed the Committee that staff wants to reduce hours from 40 to 30 but won't do it until we bring someone in.

Executive Director Shalby informed the Committee there are 15 education sessions in the hopper with Dr. Rodriguez that could generate income. There are over 400 CMC applications waiting to be reviewed and staff can't stay on top and turn them around timely. Iris's time and duties are spread out.

Executive Director Shalby is not alarmed by small deficits.

Past President Smith wanted staff to do a better job of explaining to the Board how the Budget Committee vetted these increases out.

President Elect Garcia noted that members are under the impression that IIMC staff is spending hours at their disposal.

Executive Director Shalby informed the Committee that at next year's budget committee meeting, staff will recommend, at a minimum, \$5 membership dues increase.

Executive Director Shalby asked the Committee for direction in terms of whether all of the action taken by the Committee related to increases/decreases should be taken to the Board in November at their in person mid-year meeting or schedule a special virtual meeting prior to mid-year? He also noted there were salary adjustments due to former IIMC staff departures.

**ACTION:** *Moved by Past President Smith, seconded by President Hess and carried unanimously to approve \$40,000 in salary for a Member Services Representative.*

Committee Member Pierce inquired about the percentage money in reserves is making. We are invested in long-term CDs and stocks. The Committee reviewed the Charles Schwab financial statements.

In response, Executive Director Shalby noted there approximately \$1 million in operating cash that we use to pay bills. The 2023 year-end may end in a deficit, but there overall financial health is not an issue.

Associate Director of Education Dr. Ulrich mentioned the Education online courses have produced revenue.

President Election Garcia suggested a separate item on how IIMC's has grown over the past 5 years related to education/online. We are earning revenue based on online learning opportunities.

The meeting recessed for a lunch break at 11:45 a.m. and reconvened at 1:04 p.m.

**9. Education Update**

Director of Professional Development Dr. Rodriguez, Associate Director of Education Dr. Ulrich and Education Coordinator Hill provided an update on CMC/MMC process, Education, PLUS Program, education sessions for Calgary, update on conference APP and social media overview.

**10. Calgary General Overview**

Executive Director Shalby provided a general overview of the Calgary conference.

**11. 5% increase for all staff salaries (included in 2024 budget)**

Executive Director Shalby informed the Committee that he came to the Budget Committee last year requesting COLA increases for staff and explained the reasons for the request again this year. He pointed out that IIMC has two staff with doctoral degrees and to retain current staff, an increase in salary is warranted.

The Committee discussed COLA's in California. Committee Chair Kowal suggested consideration be given to a higher COLA, 5%, for those staff members who live and work in California and a smaller increase for the 2 staff members living and working

outside of California. President Elect Garcia and Vice President Abrahamson disagreed with this approach.

**ACTION:** *Moved by Vice Chair Blackard, seconded by President Elect Garcia and carried unanimously to support a 5% increase for all staff salaries.*

Committee Member Pierce said it would be nice to see a number associated with COLA's by Executive Director Shalby when presenting a proposed staff increase.

**12. 3% increase for Executive Director salary (included in 2024 budget)**

President Elect Garcia asked why a percentage increase isn't the same for the Executive Director as the remainder of staff? Is that the bottom line you (Chris) were talking about?

Committee Member Pierce said a COLA should be in the Executive Director's contract and said we have to follow what is in the Executive Director's latest contract.

Past President Smith noted that the Executive Director's current contract includes four 1-year roll overs. We are in year 2. Next time contract comes up is 2026. She noted that last year, the Budget Committee hired its own legal counsel and the Executive Director spoke with his legal counsel.

Executive Director Shalby pointed out there is nothing in the roll over in his contract that addresses salary.

President Hess had a different take on the matter. As a compromise, she proposed and asked the Committee to consider a \$12,000 1-time bonus. She mentioned that to go before Board in November, they will ask for some type of increase.

**ACTION:** *Moved by President Hess to authorize a 1-time bonus in the amount of \$12,000 for the Executive Director to be payable January 2024. Seconded by Kowal for discussion.*

Highlights of further discussion by the Committee:

- President Hess - not fair to Chris to not have some type of compensation. That is why I am suggesting a compromise of a 1-time bonus. Not opening the contract. Thinking the board may go along with that.
- President Elect Garcia supports 1 time bonus. Would rather build on that foundation with a 3% COLA increase.
- President Hess – our legal counsel said do not reopen this contract that is why she is suggesting a 1-time bonus. Trying to step aside from the contract.
- Executive Director Shalby - addendum to the contract for salary. 2024 the salary would be this.

Past President Smith asked Past Budget Committee Chair Young to email the attorney's opinion to us since there is a difference of opinion.

The meeting recessed at 2:226 pm. and reconvened at 2:36 p.m.

**ACTION:** *Moved by Vice Chair Blackard, seconded by President Election Garcia and carried unanimously to table the motion until tomorrow morning.*

**ACTION:** *Moved by President Elect Garcia, seconded by Vice President Abrahamson and carried unanimously to recess the meeting until tomorrow morning (Saturday, September 9, 2023) at 8:30 am.*

### **Continued Budget Committee Meeting Notes – Saturday, September 9, 2023**

The meeting was called to order by Chair Kowal at 8:38 a.m.

Past President Smith discussed her interpretation of Chris' contract, which was incorrect.

*President Hess withdrew her motion. The floor was open for a new motion*

**Action:** *Moved by President Elect Garcia, seconded by Vice Chair Blackard and carried unanimously to take to the Board a 3% increase for Executive Director Shalby.*

**ACTION:** *Motion by Vice Chair Blackard and seconded to adjourn, the 2023 Budget Committee meeting at 8:38 a.m.*

#### **Budget Committee Recommendations:**

1. **\$50 increase in 2024 Conference Delegate registration fees – Approved 10/17/23**
2. **3% increase for Executive Director salary**
3. **5% increase for all staff salaries**
4. **\$40,000 in salary for a Member Services Representative**
5. **Region X reduction in Conference Registration Fees from \$410US to \$310US – Approved 10/17/23**

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

We appreciate the thoughtful discussions with the committee on all things financial. We agree with their recommendations to increase 2024 Conference fees, reduce the Region X conference fee, a new staff hire and staff salary increases.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Budget & Planning Committee

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

**Date:** August 23, 2023 (revised 10/2/23)

**Subject:** 2023 Projected Year-End Budget Notes

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The 2023 Year End projected budget is anticipated to end with a loss of **(\$35,988)**. This is a loss from our initial projection of a profit of **\$45,591**. There are several reasons attributed to the overall year-end bottom line:

1. **Committees – Board Midyear Meeting** – Holding two midyear Board meetings in one calendar year (2023) added \$36,599 to the deficit;
2. **Committees – Board Meeting Conference** – additional costs of AV added \$21,589;
3. **2023 Annual Conference** -- incurred a loss of \$153,041 from an initial projection of a \$15,990 profit. Two main factors contributing to the loss are an increase in audio visual costs of \$43,278 from the projected \$50,000 and an increase of \$69,298 in food and beverage from the projected \$162,000.

**However, between now and year-end 2023, we may be able to reduce the deficit further, pending on whether we exceed membership revenue.**

**Board Designated Reserves are invested with the firm of Urban Wealth Management – see attached Charles Schwab statements for month-end September 30, 2023, for reference.**

### STAFF

All Departments are operating efficiently. We hired, Shannon Kane, as a part-time finance specialist in June. We hired a full-time Administrative Coordinator in September, Marlena Hernandez.

### COMMITTEES

#### Executive Committee

We anticipate the EC travel budget will meet projections. It's highly possible this line item could improve by year-end, pending actual travel costs. Association conference invitations have increased the past three years. Major travel to date will be: SLCC Conference in the UK in and LGMA in British Columbia, both in October. For the past 15 or more years, this line item has shown that the Executive Committee's commitment to adhere to a strategic and Board approved travel policy, employing Region Directors to represent the President, as much as possible, has kept IIMC's EC travel budget consistent.

#### Board of Directors – General

This area will exceed budget projections due to holding two midyear board meetings in one calendar year and high cost of audio visual at the 2023 conference.

## 2023 Projected YE Notes – Page 2

### Other Committees

Other Committees are expected to meet budget.

### 2023 Conference – Minneapolis, MN

The 2023 Conference in Minneapolis attracted 805 total attendees with 630 Delegates and 16 Guests. We estimated 650 Delegates/25 guests and a projected profit of \$15,990. The 2023 Conference will end with a loss of \$137,580. Attendance is determined by tabulating past Conferences to produce an average number of delegates.

Although attendance did not meet projections, we did not encounter any attrition. However, the price of food and beverage and audio visual was exceptionally high: both due to the cost of service, labor, items and equipment. We did generate income from acquiring nine sponsors. Conferences are IIMC's major method of procuring additional dollars. It's imperative that we continue to follow policies, processes and standard monitoring practices to ensure these events are successful from a financial standpoint.

### Education

On July 26, 2021, IIMC hired Dr. Beatrice Rodriguez as Director of Professional Development. Dr. Rodriguez has been with us for two years, immersing herself in all education initiatives including the completion and launch of the EPP education program. She has developed relationships with IIMC Institutes, embellished existing programs, and created new ones, as evident by the department's revenue generating online sessions this year.

IIMC continues to offer its own online courses under Dr. Rodriguez' direction. She also developed a program in collaboration with NaCO and is still working with Captus Press, uploading professional development webinars to the existing online platform for those members who require nominal points to finish their designations. We currently have eleven IIMC owned courses online and will be looking to develop additional long-term courses in the future.

Dr. Jai Ulrich has been with us for a year and a half, overseeing the annual conference education program, Athenian Dialogues and the Certification Programs, both CMC and MMC. Her work and fresh ideas have created a streamlined approach to certification. The 2023 Conference education track program was Dr. Ulrich's creation.

Iris Hill now devotes her time to the Education Department, helping Drs. Rodriguez and Ulrich with the certification process, and other areas of education.

### Marketing/Communications

It's been 15 years since the *News Digest* has functioned as an on-line E-zine. IIMC has realized more than \$1 million in savings these past years by not printing and mailing a monthly edition. Being an on-line magazine allows IIMC expediency in member delivery and does not rely on advertising to help pay for costs toward printing hard issues. Due to their own financial struggles, however, many of our advertisers have either pulled their ads or reduced the rate of publishing. We don't expect to see a return in advertisers. The bulk of the advertisers pay a portion of their advertising through their sponsorship agreements and/or their vendor participation. However, those who continue to advertise are given more flexibility to negotiate costs amenable to their budgets and business.

## 2023 Projected YE Notes – Page 3

Communications Officer Karen Lee continues to oversee all things on our website and media platform. She also creates and coordinates the weekly E-briefings, monthly online *News Digest* and does an excellent job working with Region Directors on their Region newsletters and other outreach events. The Communications Department focuses on no- to low-cost solutions and strategies for the bulk of its operations.

### **Membership**

IIMC's membership numbers in Region I through X remain consistent. Region XI is under the bulk membership scheme (one fee covers the entire Association for SLCC, ADSO, VVG and IMASA). We have seen growth in our Deputy Membership since 2015 along with members choosing to remain Retired Members. Our previous Inactive 2 Active Member Drive which began in 2017 and ended in early 2022 brought in 365 new members. Of the 365 new members just over half are still active. Many of these new members kept their membership for one to two years. The reason is they left their positions, they transferred to different departments, they were let go or they resigned.

IIMC offers lower dues fees to those that contact us to let us know they do not have the funds to pay their dues. In the past two years, we have assisted nine members so they may remain with IIMC while working toward their certification.

We began the 2022-2023 Member Drive with the first marketing letter going out in late December 2022. Today, we have 190 new members in just 8 months. This list will continue to be added to when we know a municipality has lost their City Clerk or Deputy. With the constant ebb and flow of our membership, this list will continue to be a member drive list for the future.

The 2023 membership revenue is expected to end the year with a profit of \$1,425,000. The budget was projected at \$1,405,000. There is still the possibility of increasing this number by year-end.

### **Management's Comments/Recommendation:**

The year 2023 bottom line will result in a deficit. A good portion of the deficit can be attributed to the costs of two Board midyear meetings in one calendar year and the unanticipated costs of the 2023 Annual Conference, specifically in food and beverage and audio visual.

We do not have any other recommendations for 2023. We recommend that the Committee accept the projected 2023 financials as presented, optimistic there is the possibility of reducing the deficit as year-end comes to a close.

**IIMC Financials**  
**2024 Budget - DRAFT**  
**SUMMARY TOTALS**

	2019	2020	2021	2022	2023	2023	2023	2024
Description	Actual Year End	Actual Year End	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2023	Projected Year End	Budget
<b>INCOME:</b>								
Administration	19,615	15,923	3,270	6,402	4,500	15,391	30,000	50,000
Building	58,528	55,055	50,022	51,380	63,162	28,756	63,162	65,987
Conference	629,850	13,565	370,125	514,318	573,010	484,138	538,879	577,245
Education	229,085	270,647	184,224	203,552	176,100	232,817	334,200	245,900
Marketing	31,851	25,905	21,891	30,150	26,900	16,232	27,256	28,750
Membership	1,326,793	1,348,051	1,337,093	1,353,519	1,405,000	701,291	1,425,000	1,455,000
<b>Total Income</b>	<b>2,295,722</b>	<b>1,729,146</b>	<b>1,966,626</b>	<b>2,159,322</b>	<b>2,248,672</b>	<b>1,478,625</b>	<b>2,418,497</b>	<b>2,422,882</b>
<b>EXPENSES:</b>								
Administration	602,154	616,859	527,680	531,874	540,497	261,317	536,724	616,185
Building	136,735	163,057	120,705	122,080	138,087	70,907	139,880	126,167
Committee - Board of Directors	99,362	42,685	100,313	67,823	140,450	120,112	192,488	140,450
Committee - Executive	18,544	10,518	10,807	26,624	33,300	13,290	33,378	33,400
Committees - Other	41,981	8,404	9,936	13,479	16,500	1,394	13,950	15,625
Conference	536,687	88,688	415,368	493,639	557,020	641,461	676,459	651,720
Education	278,058	331,296	238,078	318,261	346,350	180,605	436,126	372,508
Marketing	77,407	131,801	155,153	157,088	160,151	79,096	155,614	170,786
Membership	249,012	242,412	244,731	240,468	270,726	134,249	269,866	295,075
<b>Total Expense</b>	<b>2,039,939</b>	<b>1,635,720</b>	<b>1,822,772</b>	<b>1,971,335</b>	<b>2,203,081</b>	<b>1,502,432</b>	<b>2,454,485</b>	<b>2,421,916</b>
<b>PROFIT/(LOSS)</b>								
Administration	(582,539)	(600,936)	(524,410)	(525,472)	(535,997)	(245,926)	(506,724)	(566,185)
Building	(78,207)	(108,002)	(70,683)	(70,700)	(74,925)	(42,151)	(76,718)	(60,180)
Board of Directors	(99,362)	(42,685)	(100,313)	(67,823)	(140,450)	(120,112)	(192,488)	(140,450)
Committee - Executive	(18,544)	(10,518)	(10,807)	(26,624)	(33,300)	(13,290)	(33,378)	(33,400)
Committees - Other	(41,981)	(8,404)	(9,936)	(13,479)	(16,500)	(1,394)	(13,950)	(15,625)
Conference	93,163	(75,123)	(45,243)	20,679	15,990	(157,323)	(137,580)	(74,475)
Education	(48,973)	(60,649)	(53,854)	(114,708)	(170,250)	52,212	(101,926)	(126,608)
Marketing	(45,556)	(105,896)	(133,263)	(126,938)	(133,251)	(62,864)	(128,358)	(142,036)
Membership	1,077,781	1,105,639	1,092,362	1,113,052	1,134,274	567,042	1,155,134	1,159,925
<b>Net Profit/(Loss)</b>	<b>255,783</b>	<b>93,425</b>	<b>143,854</b>	<b>187,987</b>	<b>45,591</b>	<b>(23,807)</b>	<b>(35,988)</b>	<b>966</b>

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**IIMC Financials**  
**2024 Budget Worksheet - Draft**  
**Administration**

	2019	2020	2021	2022	2023	2023	2023	2024
Description	Actual Year End	Actual Year End	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2023	Projected Year End	Budget
<b>INCOME</b>								
Interest	18,055	15,923	3,270	6,402	4,500	15,391	30,000	50,000
Misc Admin Revenue	1,560	-	-	-		-		
<b>Total Income</b>	<b>19,615</b>	<b>15,923</b>	<b>3,270</b>	<b>6,402</b>	<b>4,500</b>	<b>15,391</b>	<b>30,000</b>	<b>50,000</b>
<b>OVERHEAD EXPENSES</b>								
Salary/Wages	340,249	347,580	275,021	271,391	262,362	130,147	262,362	335,251
Salary Benefits	60,659	60,828	44,348	43,686	43,500	23,717	43,500	43,255
Payroll Taxes-Employer	24,710	24,408	19,467	18,921	20,000	12,236	20,000	25,697
Workers Comp Insurance	2,396	1,261	1,181	1,358	1,900	868	1,900	1,973
<b>Personnel Costs</b>	<b>428,264</b>	<b>434,077</b>	<b>340,317</b>	<b>335,356</b>	<b>327,762</b>	<b>166,969</b>	<b>327,762</b>	<b>406,176</b>
<b>Other</b>	<b>2,595</b>	<b>1,512</b>	<b>1,677</b>	<b>3,261</b>	<b>2,500</b>	<b>1,993</b>	<b>2,500</b>	<b>2,500</b>
Auto Allowance	-	-	-					
Auto Mileage-Staff	62	23	2		200	-	100	200
Admin Accommodations	(57)	-	362		2,870		500	2,870
Admin Airfare	1,992	-	-	2,920	3,000	(6)	3,000	3,000
Admin Ground	207	-	-	89	500		500	500
Admin Meals	1,569	-	-	1,252	2,000	100	1,500	1,500
<b>Staff Travel</b>	<b>3,773</b>	<b>23</b>	<b>364</b>	<b>4,262</b>	<b>8,570</b>	<b>94</b>	<b>5,600</b>	<b>8,070</b>
Professional Develop/Training	700	1,500	2,418	836	1,500	359	800	1,500
Contract Labor	48,554	48,000	48,405	48,417	48,000	24,238	48,000	48,000
Auditor Fees	10,950	10,500	11,000	11,550	17,350		17,350	17,350
Legal Fees	676	-	-	-	2,500	1,563	2,500	2,500
<b>Professional Services</b>	<b>60,180</b>	<b>58,500</b>	<b>59,405</b>	<b>59,967</b>	<b>67,850</b>	<b>25,800</b>	<b>67,850</b>	<b>67,850</b>
Computer/Software Purchase	2,733	2,215	3,174	4,223	5,000	1,893	5,000	5,000
Computer/Software Support	46,526	73,443	54,672	60,227	60,000	31,613	60,000	60,000
<b>Computer Costs</b>	<b>49,259</b>	<b>75,658</b>	<b>57,846</b>	<b>64,450</b>	<b>65,000</b>	<b>33,506</b>	<b>65,000</b>	<b>65,000</b>
Office Equipment Lease	3,241	2,314	2,483	3,704	2,906	1,296	2,906	2,906
Office Equipment Maint					500	65	500	500
Office Equipment Purchase	711	182	123		1,650	-	800	1,650
Copier	8,272	8,214	7,203	7,998	10,093	2,986	8,000	8,000
<b>Office Equipment</b>	<b>12,224</b>	<b>10,710</b>	<b>9,810</b>	<b>11,702</b>	<b>15,149</b>	<b>4,347</b>	<b>12,206</b>	<b>13,056</b>
Office Supplies	7,861	4,665	4,774	3,974	6,500	4,308	6,500	6,500
Staff Monthly Cell Phone Allowance - WFH							630	900
Telephone	11,137	9,398	9,714	10,567	10,500	4,987	10,500	10,500
Web Site	1,832	-	200	-	200	3,243	3,243	5,000
Postage/Courier/Mailing	1,752	2,954	3,269	1,188	3,000	111	1,000	1,200
Printing	317	-	525	2,559	1,500	626	1,500	1,500
Shipping		136	163	514	-	-	-	-
<b>Office Expense</b>	<b>22,898</b>	<b>17,154</b>	<b>18,644</b>	<b>18,802</b>	<b>21,700</b>	<b>13,275</b>	<b>23,373</b>	<b>25,600</b>
Credit Card Fees	4,862	2,361	1,511	1,284	2,500	4,216	8,000	2,500
Bank Analysis Fees	3,192	3,108	5,307	4,140	4,200	1,696	4,200	4,200
Payroll Processing	6,220	4,631	23,134	20,746	15,000	5,210	12,000	12,000
<b>Credit Card /Bank Fees</b>	<b>14,274</b>	<b>10,099</b>	<b>29,953</b>	<b>26,169</b>	<b>21,700</b>	<b>11,121</b>	<b>24,200</b>	<b>18,700</b>
Insurance-Retiree (*)	1,626	-	-	-	-	-	-	-
Memberships	1,815	325	594	926	1,000	523	1,000	1,000
Taxes Business	57	35	25	25	500	25	200	500
Depreciation Furn/Amortization Exp	4,487	7,266	6,628	6,117	7,266	3,303	6,233	6,233
<b>Total Administrative Expenses</b>	<b>602,154</b>	<b>616,859</b>	<b>527,680</b>	<b>531,874</b>	<b>540,497</b>	<b>261,317</b>	<b>536,724</b>	<b>616,185</b>
<b>Net Profit/Loss</b>	<b>(582,539)</b>	<b>(600,936)</b>	<b>(524,410)</b>	<b>(525,472)</b>	<b>(535,997)</b>	<b>(245,926)</b>	<b>(506,724)</b>	<b>(566,185)</b>

**IIMC Financials**  
**2024 Budget Worksheet**  
**Building**

	2019	2020	2021	2022	2023	2023	2023	2024
Description	Actual Year End	Actual Year End	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2023	Projected Year End	Budget
<b>INCOME</b>								
Rental Income	58,528	55,055	50,022	51,380	63,162	28,756	63,162	65,987
<b>Total Income</b>	<b>58,528</b>	<b>55,055</b>	<b>50,022</b>	<b>51,380</b>	<b>63,162</b>	<b>28,756</b>	<b>63,162</b>	<b>65,987</b>
<b>DIRECT EXPENSE</b>								
Amortize Loan Costs	250	6,223	736	736	500	368	500	500
Association Fees	2,265	2,220	2,222	2,265	2,220	1,200	2,400	2,220
Depreciation Building	39,409	38,252	32,055	26,256	35,000	12,313	24,626	23,500
Insurance Fire/Property	2,801	3,172	3,355	3,695	3,800	2,126	4,300	4,500
Mortgage Interest	28,052	28,699	17,920	19,157	17,747	9,358	17,747	17,747
Property Tax	16,412	16,607	16,775	18,932	18,000	9,453	18,000	19,000
Landscaping	4,277	6,496	4,569	4,886	5,000	2,330	5,000	5,000
Office Cleaning - IIMC	2,940	3,000	2,940	2,880	3,120	1,140	3,120	4,000
Repair/Maint Building	9,844	29,532	11,309	10,490	12,000	9,083	15,000	12,000
Repair/Maint Grounds	1,803	50	223	50	2,200	75	2,200	2,200
Office Cleaning - Tenants	7,756	8,413	5,875	9,463	11,000	2,401	11,000	11,000
<b>Building Repair and Maintenance</b>	<b>26,621</b>	<b>47,491</b>	<b>24,916</b>	<b>27,769</b>	<b>33,320</b>	<b>15,029</b>	<b>36,320</b>	<b>34,200</b>
Supplies								
Utilities	13,726	13,090	15,526	15,867	16,000	6,223	16,000	16,000
Utilities - Tenant				130				
<b>Utilities</b>	<b>13,726</b>	<b>13,090</b>	<b>15,526</b>	<b>15,998</b>	<b>16,000</b>	<b>6,223</b>	<b>16,000</b>	<b>16,000</b>
Property Manager								
Allocation to Bldg Reserve	7,200	7,303	7,200	7,271	7,500	3,350	7,500	7,500
Commissions/Appraisals					1,000	1,000	1,000	1,000
					3,000	11,487	11,487	-
<b>Total Direct Expense</b>	<b>136,735</b>	<b>163,057</b>	<b>120,705</b>	<b>122,080</b>	<b>138,087</b>	<b>70,907</b>	<b>139,880</b>	<b>126,167</b>
<b>Net Profit/Loss</b>	<b>(78,207)</b>	<b>(108,002)</b>	<b>(70,683)</b>	<b>(70,700)</b>	<b>(74,925)</b>	<b>(42,151)</b>	<b>(76,718)</b>	<b>(60,180)</b>

**IIMC Financials**  
**2024 Budget Worksheet**  
**Committees**

Description	2019	2020	2021	2022	2023	2023	2023	2024
	Actual Year End	Actual Year End	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2023	Projected Year End	Budget
<b>EXECUTIVE COMMITTEE:</b>								
Legal Fees						-	-	
Telephone						-	-	
Shipping				150		78	78	100
Meeting Expenses						-	-	
<b>Meeting Expenses</b>	-	-	-	150	-	78	78	100
Memberships								
Travel Accommodations	4,088	3,562	3,776	7,049	8,000	1,037	8,000	8,000
Travel Airfare	9,965	4,860	3,162	13,139	20,000	10,714	20,000	20,000
Travel Ground	2,442	502	1,186	2,160	2,000	989	2,000	2,000
Travel Meals	2,049	1,594	2,671	4,049	2,500	472	2,500	2,500
Travel Other		-	-	77	500	-	500	500
Other		-	12	-	300	-	300	300
Travel	18,544	10,518	10,807	26,474	33,300	13,212	33,300	33,300
<b>Total Expense</b>	<b>18,544</b>	<b>10,518</b>	<b>10,807</b>	<b>26,624</b>	<b>33,300</b>	<b>13,290</b>	<b>33,378</b>	<b>33,400</b>
<b>BOARD OF DIRECTORS:</b>								
<b>General</b>								
Region XI Consultant	9,621	9,461	10,732	10,544	11,500	5,250	11,500	11,500
Region XI Expenses					-		-	
Region X Consultant/Travel					3,000	-	3,000	3,000
Insurance Officers & Directors	2,903	2,931	3,024	3,091	3,200	3,148	3,200	3,200
Legal Fees -					1,500		1,500	1,500
Meeting Expenses					-	-	-	-
Strategic Planning/Board Development	10,721	2,525	13,649	10,181	8,000	7,475	10,000	8,000
Memorials	550	500	350	100	500	200	500	500
Parliamentarian Expense	5,479	3,600	4,894	4,666	9,200	5,046	9,200	9,200
Region XI Symposium moved to Educ						-	-	
Subscriptions/Publications						-	-	
Postage			142		100	-	100	100
Shipping	458	750	-	-	200	62	200	200
Telephone	62	-	-	-	250	-	250	250
Other Expenses					500	-	500	500
<b>Other Expenses</b>	<b>520</b>	<b>2,115</b>	<b>142</b>	<b>-</b>	<b>1,050</b>	<b>62</b>	<b>1,050</b>	<b>1,050</b>
<b>General</b>	<b>29,794</b>	<b>22,356</b>	<b>33,581</b>	<b>29,451</b>	<b>37,950</b>	<b>21,181</b>	<b>39,950</b>	<b>37,950</b>
<b>Mid-Year</b>								
Travel Accommodations	17,924	5,737	19,139	312	23,000	33,477	37,791	23,000
Travel Airfare	15,049	3,533	11,389	13,758	20,000	9,494	29,494	20,000
Travel Ground	2,325	2,428	4,274	697	5,000	2,114	7,114	5,000
Travel Meals - All Meals	9,018	4,523	12,296	81	20,000	10,199	30,200	20,000
Travel Other	-	-	-	-	500	-	500	500
<b>Travel</b>	<b>44,315</b>	<b>16,222</b>	<b>47,097</b>	<b>14,848</b>	<b>68,500</b>	<b>55,285</b>	<b>105,099</b>	<b>68,500</b>
Parliamentarian Expense	501	-	-	836			-	
Meeting Expenses - A/V	4,823	3,634	2,918	-	3,000	707	3,000	3,000
<b>Meeting Expense</b>	<b>5,324</b>	<b>3,634</b>	<b>2,918</b>	<b>836</b>	<b>3,000</b>	<b>707</b>	<b>3,000</b>	<b>3,000</b>
Travel Region Directors								
<b>Mid-Year</b>	<b>49,639</b>	<b>19,856</b>	<b>50,015</b>	<b>15,685</b>	<b>71,500</b>	<b>55,992</b>	<b>108,099</b>	<b>71,500</b>
<b>Conference</b>								
Travel Accommodations	9,712	-	8,412	10,290	14,000	9,850	9,850	14,000
Travel Airfare	1,337	364	421	2,238	3,000	-	1,500	3,000
Travel Ground	91	80	594	1,071	500	162	162	500
Travel Meals	1,348	30	131	613	2,000	338	338	2,000
Travel Other					500	-	-	500
<b>Travel</b>	<b>12,488</b>	<b>474</b>	<b>9,558</b>	<b>14,211</b>	<b>20,000</b>	<b>10,350</b>	<b>11,850</b>	<b>20,000</b>
Board Meeting Expense - B/L/D	4,727	-	4,159	8,476	8,000	13,198	13,198	8,000
Audio/Visual	2,714	-	3,000	-	3,000	19,391	19,391	3,000
<b>Board Meeting Expense</b>	<b>7,441</b>	<b>-</b>	<b>7,159</b>	<b>8,476</b>	<b>11,000</b>	<b>32,589</b>	<b>32,589</b>	<b>11,000</b>
<b>Conference</b>	<b>19,929</b>	<b>474</b>	<b>16,717</b>	<b>22,687</b>	<b>31,000</b>	<b>42,939</b>	<b>44,439</b>	<b>31,000</b>
<b>Total Expense</b>	<b>99,362</b>	<b>42,685</b>	<b>100,313</b>	<b>67,823</b>	<b>140,450</b>	<b>120,112</b>	<b>192,488</b>	<b>140,450</b>
<b>BUDGET AND PLANNING:</b>								
Meeting Expenses	-	-	-	-	-	-	-	-
Travel Accommodations	3,798	3,114	1,083	4,459	4,000	-	4,000	4,000
Travel Airfare	3,958	2,520	3,306	4,298	6,000	1,394	6,000	6,000
Travel Ground	290	400	602	760	500	-	500	500
Travel Meals	1,888	2,087	4,845	3,787	3,000	-	3,000	3,000
Travel Other	-	-	-	0	200	-	200	200

**IIMC Financials**  
**2024 Budget Worksheet**  
**Committees**

Description	2019	2020	2021	2022	2023	2023	2023	2024
	Actual Year End	Actual Year End	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2023	Projected Year End	Budget
BUDGET AND PLANNING	9,933	8,121	9,836	13,304	13,700	1,394	13,700	13,700
Meeting/Telephone Expenses	15	-	-	-	100		25	25
CONFERENCE POLICY	15	-	-	-	100	-	25	25
Meeting/Telephone Expenses	11	65	-	-	200	-	25	25
EDUCATION / PROFESSIONAL DEVELOPMENT	11	65	-	-	200	-	25	25
Meeting/Telephone Expenses	-	-	-	-	100		25	25
ELECTION	-	-	-	-	100	-	25	25
Meeting/Telephone Expenses	153	200	100	175	200		25	25
INTERNATIONAL RELATIONS	153	200	100	175	200	-	25	25
<b>MEMBERSHIP:</b>								
Meeting/Telephone Expenses					100		25	200
MEMBERSHIP	-	-	-	-	100	-	25	200
Postage/Courier/Mailing								
Meeting/Telephone Expenses		17	-	-	200	-	25	25
POLICY REVIEW	-	17	-	-	200	-	25	25
Meeting/Telephone Expenses	13	2	-	-	100	-	25	25
PUBLIC RELATIONS	13	2	-	-	100	-	25	25
Meeting/Telephone Expenses	-	-	-	-	100		25	25
IIMC/NAGARA Workshops	-	-	-	-	1,500	-	-	1,500
RECORDS MANAGEMENT	-	-	-	-	1,600	-	25	1,525
Meeting/Telephone Expenses	-	-	-	-	100		25	25
RESEARCH	-	-	-	-	100	-	25	25
Meeting/Telephone Expenses	-	-	-	-	100		25	25
Other					-		-	-
RESOURCE & INFORMATION	-	-	-	-	100	-	25	25
Task Force	31,856	-	-	-	-	-	-	-
Other Diversity								
TASK FORCE(S) -	31,856	-	-	-	-	-	-	-
Total Other Committees Expense	41,981	8,404	9,936	13,479	16,500	1,394	13,950	15,625
<b>Executive Committee</b>	18,544	10,518	10,807	26,624	33,300	13,290	33,378	33,400
<b>Board of Directors</b>	99,362	42,685	100,313	67,823	140,450	120,112	192,488	140,450
<b>Other Committees</b>	41,981	8,404	9,936	13,479	16,500	1,394	13,950	15,625
<b>Total Expense</b>	<b>159,887</b>	<b>61,608</b>	<b>121,056</b>	<b>107,925</b>	<b>190,250</b>	<b>134,797</b>	<b>239,816</b>	<b>189,475</b>
<b>Net Profit/Loss</b>	<b>(159,887)</b>	<b>(61,608)</b>	<b>(121,056)</b>	<b>(107,925)</b>	<b>(190,250)</b>	<b>(134,797)</b>	<b>(239,816)</b>	<b>(189,475)</b>

**IIMC Financials**  
**2024 Budget Worksheet**  
**Conference**

Description	2019	2020	2021	2022	2023	2023	2023	2024
	Actual Year End	Actual Year End	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2023	Projected Year End	Budget
<b>INCOME</b>								
Registration Members-Full	402,215	-	300,704	343,980	406,250	337,530	337,530	438,750
- Comp - Full Registration	(37,110)	-	(26,715)	(22,325)	(34,420)	-	-	(34,420)
- Discount - First Timer	(7,250)	-	(10,050)	(5,850)	(6,750)	-	-	(6,750)
- Discount - Multi Attendee	(6,440)	-	(8,165)	(12,867)	(6,100)	-	-	(6,100)
- Discount - Conference Region Discounts	(8,500)	(50)	(11,400)	(3,400)	(15,000)	-	-	-
- Discount - Region X	(2,380)	-	(280)	(1,130)	(3,500)	-	-	(5,500)
- Discount - Region XI	(2,050)	-	(205)	(1,405)	(4,350)	-	-	(4,350)
- Discount - Speakers	(1,200)	-	(50)	(525)	(900)	-	-	(900)
- Discount - Foundation Grants 2 per Region	(10,800)	50	(10,300)	(13,855)	(13,200)	-	-	(13,200)
Registration Discounts	(75,730)	-	(67,165)	(61,357)	(84,220)	-	-	(71,220)
<b>NET</b>		-	<b>233,539</b>	<b>282,623</b>	<b>322,030</b>	<b>337,530</b>	<b>337,530</b>	<b>367,530</b>
Registration Guest	10,255	-	5,035	6,030	6,625	7,390	7,390	20,650
Donations & Sponsorships	75,379	12,225	34,369	80,252	79,150	68,350	68,350	66,350
Exhibitor Program	28,350	-	9,200	23,550	43,400	21,000	21,000	30,000
Cancellation Fee	3,683	1,040	-	5,173	5,000	3,799	3,799	5,000
Option Tickets/Tours Royalty	-	-	-	-	-	-	-	-
Misc Conference Revenue	125,207	-	41,578	77,590	58,590	3,295	58,036	32,000
Academy Workshop	35,739	-	42,095	28,646	36,695	28,938	28,938	36,695
Athenian Leadership Society	12,983	300	4,310	8,445	9,020	6,385	6,385	9,020
Offsite Education Program	10,320	-	-	-	10,000	4,440	4,440	10,000
Boutique Sales	1,450	-	-	2,010	2,500	3,011	3,011	-
<b>Total Income</b>	<b>629,850</b>	<b>13,565</b>	<b>370,125</b>	<b>514,318</b>	<b>573,010</b>	<b>484,138</b>	<b>538,879</b>	<b>577,245</b>
<b>DIRECT EXPENSES</b>								
Planner - Contract Labor	63,000	65,869	67,518	70,238	66,000	57,500	92,498	90,000
Planner Travel Accomm.	2,133	-	(240)	-	2,900	-	-	2,900
Planner Airfare	1,664	286	798	636	1,670	2,790	2,790	1,670
Planner Ground Travel	453	166	1,045	311	500	454	454	500
Planner Travel Meals	36	138	26	675	200	428	428	200
Planner Travel Other	286	41	266	173	300	-	-	6,000
Conference Planner	67,572	66,499	69,413	72,033	71,570	61,172	96,170	101,270
Academy Speaker Fees	7,000	-	10,968	12,361	16,000	15,789	15,789	16,000
Academy Speaker Accommodations	1,868	-	1,757	1,158	2,500	1,836	1,836	2,500
Academy Speaker Meals	646	-	239	530	650	420	420	650
Academy Speaker Travel	3,194	-	1,502	4,263	4,000	1,717	1,717	4,000
Academy Materials/Supplies	540	-	768	-	500	-	-	500
Academy Transportation	-	-	857	-	-	976	976	-
Academy Expenses	13,248	-	16,091	18,312	23,650	20,737	20,737	23,650
Genl/Plenary Speaker Fees	14,500	-	22,500	38,623	30,000	22,500	22,500	30,000
Genl/Plenary Speaker Accommodations	934	-	566	564	1,000	638	638	1,000
Genl/Plenary Speaker Meals	147	-	149	-	300	-	-	300
Genl/Plenary Speaker Travel	1,201	-	364	2,000	3,000	1,060	1,060	3,000
Genl/Plenary Speaker Expenses	16,782	-	23,579	41,187	34,300	24,197	24,197	34,300
Speakers Fees	26,987	-	48,600	43,000	45,000	22,573	22,573	45,000
Speakers Accommodations	5,228	-	4,893	5,357	5,000	6,032	6,032	5,000
Speakers/Convener Gifts	-	-	-	-	-	-	-	-
Speakers Meals	238	-	838	966	1,000	641	641	1,000
Speakers Travel	4,112	-	3,108	7,795	7,000	5,125	5,125	7,000
Offsite Education - Transportation/Fees	2,760	-	-	4,400	5,000	1,376	1,376	5,000
Speaker Expenses	39,325	-	57,439	61,517	63,000	35,747	35,747	63,000
Staff Travel Accomm.	12,125	-	10,695	10,305	9,600	8,985	8,985	9,600
Conf. Travel Airfare Staff	7,983	1,146	7,689	4,825	10,100	2,829	2,829	10,100
Conf. Travel Ground - Staff	829	273	749	917	1,000	2,163	2,163	1,000
Conf. Travel Meals - Staff	4,442	818	5,025	5,278	5,000	7,831	7,831	5,000
Conf. Travel Other - Staff	2	-	-	-	100	-	-	100
Conf. Travel Accomm. - Raffle Donation	747	-	-	564	1,000	1,060	1,060	1,000
Staff Conference Travel	26,129	2,237	24,158	21,889	26,800	22,868	22,868	26,800
Travel Accommodations VIP	12,542	-	508	12,279	13,500	8,864	8,864	13,500
Conf. Transportation - VIP	1,512	-	-	-	-	-	-	-
VIP Travel	14,054	-	508	12,279	13,500	8,864	8,864	13,500
Opening Reception	33,030	-	9,154	7,647	10,000	15,403	15,403	10,000
All Conference Event	38,711	-	15,984	27,066	40,000	71,521	71,521	50,000
Opening Ceremony	603	-	400	500	1,000	2250	2,250	1,000
Conference Events Expenses	72,344	-	25,538	35,213	51,000	89,175	89,175	61,000
Food & Beverage	117,882	-	68,860	67,508	110,000	148,159	148,159	110,000
Colloquium Food & Beverage	589	-	2,680	2,679	2,000	2,304	2,304	2,000
Annual Banquet	45,246	-	13,796	24,887	40,000	54,284	54,284	50,000
Private Receptions	9,008	-	6,107	7,019	10,000	18,422	18,422	10,000
Meeting Expense - MCEF	2,872	-	2,362	2,331	-	8,129	8,129	3,000
<b>Food &amp; Beverage Expenses</b>	<b>175,597</b>	<b>-</b>	<b>93,806</b>	<b>104,425</b>	<b>162,000</b>	<b>231,298</b>	<b>231,298</b>	<b>175,000</b>
Audio/Visual	37,532	-	48,846	61,906	50,000	93,278	93,278	80,000
Conference Printing/Design Work	22,487	9,657	11,560	5,064	7,500	4,877	4,877	7,500

**IIMC Financials**  
**2024 Budget Worksheet**  
**Conference**

Description	2019	2020	2021	2022	2023	2023	2023	2024
	Actual Year End	Actual Year End	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2023	Projected Year End	Budget
Conference App		999	-	-	-	-	-	-
Meeting Space Labor			986	361		578	578	
Credit Card Fees	16,114	9,168	7,915	11,786	11,000	13,022	13,022	11,000
Hotel Room - Attrition				7,462		-	-	
Athenian Leadership Society	3,048	-	3,798	6,689	3,500	924	924	3,500
Telephone/Internet	2,548	75	3,521	740	1,000	-	-	1,000
Awards & Gifts	1,642	-	8,242	1,228	3,500	1,366	1,366	3,500
Meeting Room				329		-	-	
Office Supplies	788	-	506		800	715	715	800
Shipping	4,547	-	4,264	2,472	6,000	7,509	7,509	6,000
Lanyards/Bags/Gifts	3,032	-	3,742	3,212	3,700	2,900	2,900	3,700
Conference Security				388	2,000	-	-	2,000
Colloquium Institute Director				500	500	-	-	500
Postage/Courier/Mailing	160	3	55	161	200	-	-	200
Conf. Transportation	3,420	-	-	3,085		-	-	
Exhibit Hall	5,259	-	3,790	4,503	8,000	7,237	7,237	20,000
Photographer	3,450	-	3,450	3,450	3,500	3,525	3,525	3,500
Signage - Room Keys	-	-	-	1,158		-	-	
Merchandise	6,560	-	-	2,903		5,736	5,736	
Other	50	50	160	72		72	72	
Conference - Kit App	999	-	3,999	9,318	10,000	5,664	5,664	10,000
Other Conference Expenses	51,617	9,295	44,429	59,815	53,700	49,249	49,249	65,700
Total Expense	536,687	88,688	415,368	493,639	557,020	641,461	676,459	651,720
<b>Net Profit/Loss</b>	<b>93,163</b>	<b>(75,123)</b>	<b>(45,243)</b>	<b>20,679</b>	<b>15,990</b>	<b>(157,323)</b>	<b>(137,580)</b>	<b>(74,475)</b>

**IIMC Financials**  
**2024 Budget Worksheet**  
**Education**

	2019	2020	2021	2022	2023	2023	2023	2024
Description	Actual Year End	Actual Year End	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2023	Projected Year End	Budget
<b>INCOME:</b>								
Foundation Contribution/Policy 8	51,479	32,415	35,454	26,402	25,000	-	25,000	25,000
CMC Fees	69,260	45,575	53,665	57,525	50,000	30,725	50,000	58,000
MMC Fees	63,345	53,765	60,610	50,340	47,200	27,210	47,200	50,000
EPP Fees					9,600	-	16,000	-
Pin CMC	180	-	-	30	50	-		50
Pin MMCA		90		30		-		
Pin MMC			90		50	-		50
Plaques CMC/MMC	18,145	13,015	15,360	14,890	12,500	7,390	12,500	12,500
<b>Sales Pins &amp; Plaques</b>	<b>18,325</b>	<b>13,105</b>	<b>15,450</b>	<b>14,950</b>	<b>12,600</b>	<b>7,390</b>	<b>12,500</b>	<b>12,600</b>
Distance Ed Registration	26,676	125,787	19,045	54,335	36,000	58,992	75,000	100,000
New Institute Application Fees					300	-	-	300
Region XI Symposium					5,000	108,500	108,500	-
<b>Total Income</b>	<b>229,085</b>	<b>270,647</b>	<b>184,224</b>	<b>203,552</b>	<b>176,100</b>	<b>232,817</b>	<b>334,200</b>	<b>245,900</b>
<b>DIRECT EXPENSES:</b>								
Salary/Wages	132,310	138,856	171,371	218,793	207,000	93,631	207,000	232,759
Salary Benefits	21,859	25,135	28,868	33,691	40,400	14,270	40,400	42,635
Payroll Taxes - Employer	11,231	10,622	13,832	18,037	19,300	9,049	19,300	19,520
Workers Comp Insurance	925	672	798	1,091	1,350	511	1,350	1,494
<b>Personnel Costs</b>	<b>166,326</b>	<b>175,285</b>	<b>214,869</b>	<b>271,611</b>	<b>268,050</b>	<b>117,461</b>	<b>268,050</b>	<b>296,408</b>
Staff Travel Accommodations	382	-			1,000	-		1,000
Staff Airfare	464	-		107	1,500	756	756	1,500
Staff Travel Ground	142	-		112	100	861	861	100
Staff Travel Meals	220	-			500	165	165	500
Staff Travel Other	-	-			-	-	-	-
<b>Staff Travel</b>	<b>1,208</b>	<b>-</b>	<b>-</b>	<b>219</b>	<b>3,100</b>	<b>1,782</b>	<b>1,782</b>	<b>3,100</b>
<b>Contract Labor - Professional Dev Director</b>	<b>65,000</b>	<b>27,083</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Develop/Training	88	-	2,100	-	1,200	1,475	1,475	2,000
Foundation - Region Stipends	5,000	8,000	6,000	3,000	11,000	4,000	11,000	11,000
Region XI Symposium	1,518	3,147			7,000	37,902	108,500	-
Distance Ed	1,000	98,104	-	11,000	25,000	6,400	18,000	24,000
Pins CMC								
Pins CMC/MMC	6,444	-	160	7,491	-			
Plaques	4,665	3,541	2,472	3,991	9,000	1,558	4,700	9,000
<b>Pins &amp; Plaques</b>	<b>11,109</b>	<b>3,541</b>	<b>2,632</b>	<b>11,483</b>	<b>9,000</b>	<b>1,558</b>	<b>4,700</b>	<b>9,000</b>
Program Development	3,075	-	-	-	-	-	-	-
Computer/Software Support	3,259	371	536	1,064	5,000	413	2,500	5,000
Office Equipment Purchase								
Conference CD Rom								
Office Supplies						119	119	
Postage/Courier/Mailing	1,154	1,133	1,540	1,146	2,000	686	2,000	2,000
Printing	3,069	-	-		-	-	-	-
Shipping	11,397	7,501	5,841	13,195	10,000	4,905	10,000	10,000
Education Consultants								
Subscriptions/Publications								
Telephone	47	94	-	-	-	-	-	-
Office Expenses	15,667	8,727	7,381	14,341	12,000	5,710	12,119	12,000
Credit Card Fee	4,809	7,039	4,560	5,543	5,000	3,904	8,000	10,000
Bank Fees	4,809	7,039	4,560	5,543	5,000	3,904	8,000	10,000
<b>Total Direct Expense</b>	<b>278,058</b>	<b>331,296</b>	<b>238,078</b>	<b>318,261</b>	<b>346,350</b>	<b>180,605</b>	<b>436,126</b>	<b>372,508</b>
<b>Net Profit/Loss</b>	<b>(48,973)</b>	<b>(60,649)</b>	<b>(53,854)</b>	<b>(114,708)</b>	<b>(170,250)</b>	<b>52,212</b>	<b>(101,926)</b>	<b>(126,608)</b>

**IIMC Financials**  
**2024 Budget Worksheet**  
**Marketing**

Description	2019	2020	2021	2022	2023	2023	2023	2024
	Actual Year End	Actual Year End	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2023	Projected Year End	Budget
<b>INCOME</b>								
Advertising	5,100	6,010	1,050	525	3,500		1,000	1,000
Advertising/Sponsor	19,983	14,300	11,321	17,760	19,000	9,917	19,000	18,250
Advertising Job Posting Website	6,055	4,051	8,904	11,237	2,500	5,950	6,500	8,000
<b>Advertising</b>	<b>31,138</b>	<b>24,361</b>	<b>21,274</b>	<b>29,523</b>	<b>25,000</b>	<b>15,867</b>	<b>26,500</b>	<b>27,250</b>
Royalty - Liberty Mutual	56	6	6	6	-			-
Royalty - Robert's Rule of Order	6	6	6	6	-			-
Royalties Other - E.Mina/NAP	129	-	168	140	200	56	56	200
<b>Royalty</b>	<b>129</b>	<b>62</b>	<b>174</b>	<b>146</b>	<b>200</b>	<b>56</b>	<b>56</b>	<b>200</b>
Mailing Lists		8			500			500
Merchandise					-	-		-
Publications	178	418	374	216	500	309	500	500
Publications - Book 8	406	1,056	68	265	700		200	300
<b>Publications</b>	<b>584</b>	<b>1,474</b>	<b>442</b>	<b>481</b>	<b>1,200</b>	<b>309</b>	<b>700</b>	<b>800</b>
<b>Total Income</b>	<b>31,851</b>	<b>25,905</b>	<b>21,891</b>	<b>30,150</b>	<b>26,900</b>	<b>16,232</b>	<b>27,256</b>	<b>28,750</b>
<b>EXPENSES</b>								
Salary/Wages	50,393	103,814	115,834	119,651	115,076	58,893	115,076	123,038
Salary Benefits	6,778	11,821	15,846	17,263	17,100	8,026	17,100	19,283
Payroll Taxes	2,913	6,693	8,558	8,737	9,000	4,930	9,000	9,429
Workers Comp Insurance	410	377	605	736	825	423	825	806
Auto Mileage								
<b>Personnel</b>	<b>60,493</b>	<b>122,705</b>	<b>140,844</b>	<b>146,387</b>	<b>142,001</b>	<b>72,271</b>	<b>142,001</b>	<b>152,556</b>
Staff Travel Accommodations	626	-		691	1,200		1,200	1,200
Staff Airfare				985	800	601	800	800
Staff Travel Ground	96	-		115				
Staff Travel Meals	423	-						
Staff Travel Other								
<b>Staff Travel</b>	<b>1,146</b>	<b>-</b>	<b>-</b>	<b>1,791</b>	<b>2,000</b>	<b>601</b>	<b>2,000</b>	<b>2,000</b>
<b>Professional Development</b>								
Credit Card Fee	35	95	14	18	50	11	20	30
Bank Fees	35	95	14	18	50	11	20	30
Awards & Gifts	3,230	2,053	5,000	1,521	3,000	2,893	2,893	3,000
Design Work - Region XI Newsletter	235	175	-	365	500			500
Shipping	50	-	-	-	100			100
<b>Postage &amp; Shipping</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>100</b>
Exhibit/Sponsorship	4,390	-	2,200		3,500			3,500
News Digest - Design Work/Constant Contact	7,484	5,872	7,015	6,730	8,500	3,320	8,500	8,500
Printing - Book 8	345	901	80	275	500		200	500
Printing - Publications	345	901	80	275	500	-	200	500
<b>Total Direct Expense</b>	<b>77,407</b>	<b>131,801</b>	<b>155,153</b>	<b>157,088</b>	<b>160,151</b>	<b>79,096</b>	<b>155,614</b>	<b>170,786</b>
<b>Net Profit/Loss</b>	<b>(45,556)</b>	<b>(105,896)</b>	<b>(133,263)</b>	<b>(126,938)</b>	<b>(133,251)</b>	<b>(62,864)</b>	<b>(128,358)</b>	<b>(142,036)</b>

**IIMC Financials**  
**2024 Budget Worksheet**  
**Membership**

	2019	2020	2021	2022	2023	2023	2023	2024
Description	Actual Year End	Actual Year End	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2023	Projected Year End	Budget
<b>INCOME</b>								
Membership Dues	1,321,888	1,343,181	1,330,073	1,348,319	1,400,000	698,431	1,420,000	1,450,000
Membership Late Fee	4,905	4,869	7,020	5,200	5,000	2,860	5,000	5,000
<b>Total Income</b>	<b>1,326,793</b>	<b>1,348,051</b>	<b>1,337,093</b>	<b>1,353,519</b>	<b>1,405,000</b>	<b>701,291</b>	<b>1,425,000</b>	<b>1,455,000</b>
<b>DIRECT EXPENSES</b>								
Salary/Wages	148,540	149,330	148,173	147,012	149,700	77,844	149,700	183,569
Salary Benefits	33,036	32,553	29,283	29,564	30,815	14,440	30,815	16,214
Payroll Taxes-Employer	12,768	11,471	15,065	13,781	14,014	8,137	14,014	15,936
Workers Comp Insurance	899	642	563	387	928	210	928	1,106
<b>Personnel</b>	<b>195,244</b>	<b>193,995</b>	<b>193,083</b>	<b>190,744</b>	<b>195,457</b>	<b>100,631</b>	<b>195,457</b>	<b>216,825</b>
Auto Mileage			-	-	100	7	100	100
Staff Travel Accommodations	-	-	470	706	3,360	823	3,360	700
Staff Airfare	-	-	102	1,124	1,400	257	1,400	1,400
Staff Travel Ground	-	-	-	-	100	-	100	100
Staff Travel Meals	-	-	-	95	70	-	70	100
Staff Travel Other	-	-	-	-	50	-	50	50
<b>Staff Travel</b>	<b>-</b>	<b>-</b>	<b>572</b>	<b>1,925</b>	<b>5,080</b>	<b>1,087</b>	<b>5,080</b>	<b>2,450</b>
Professional Develop/Training	53		1,800	1,050	1,050	-	-	400
Membership Drive	10,557	6,524	2,713	3,467	14,320	3,602	14,320	10,500
Research Salary Survey Services	1,188	1,188	1,188	1,428	1,428	1,428	1,428	1,500
Dues Mailing	17,585	21,925	16,323	15,632	24,931	9,822	24,931	23,000
Computer/Software Support	2,351	2,145	4,249	1,279	6,200	3,137	6,200	8,200
Office Equipment		-	-	-	980	-	980	320
Postage/Courier/Mailing	3,405	1,598	1,754	1,847	1,180	347	1,180	80
Printing	2,728	-	-	-	1,100	-	1,100	1,400
<b>Office Expense</b>	<b>6,133</b>	<b>1,598</b>	<b>1,754</b>	<b>1,847</b>	<b>3,260</b>	<b>347</b>	<b>3,260</b>	<b>1,800</b>
Credit Card	15,572	14,706	22,689	22,736	19,000	14,005	19,000	30,000
<b>Bank Fees</b>	<b>15,572</b>	<b>14,706</b>	<b>22,689</b>	<b>22,736</b>	<b>19,000</b>	<b>14,005</b>	<b>19,000</b>	<b>30,000</b>
Membership	329	329	359	359	-	190	190	400
<b>Total Direct Expense</b>	<b>249,012</b>	<b>242,412</b>	<b>244,731</b>	<b>240,468</b>	<b>270,726</b>	<b>134,249</b>	<b>269,866</b>	<b>295,075</b>
<b>Net Profit/Loss</b>	<b>1,077,781</b>	<b>1,105,639</b>	<b>1,092,362</b>	<b>1,113,052</b>	<b>1,134,274</b>	<b>567,042</b>	<b>1,155,134</b>	<b>1,159,925</b>

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Budget & Planning Committee

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

**Date:** August 23, 2023 (revised 10/17/23)

**Subject:** 2024 Budget Overview - Management's Notes

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The 2024 budget is projected to end the year with a projected revenue of **\$966**. Other than membership revenue, IIMC counts on Conference monies to grow its annual budget. Going into the 2024 fiscal year, IIMC will experience a loss in Conference revenue attributed to the 2024 Conference, primarily: high cost of audio visual; exhibit hall fees; less in miscellaneous conference revenue; conference planner salary; and room rental fees. We continue to work with the convention center (Telus Centre) to lessen rental costs by alleviating unneeded space. At the end of this report, we are recommending the following:

1. **\$50 increase in 2024 Conference Delegate registration fees – *Approved 10/17/23***
2. **3% increase for Executive Director salary**
3. **5% increase for all staff salaries**
4. **\$40,000 in salary for a Member Services Representative**
5. **Region X reduction in Conference Registration Fees from \$410US to \$310US – *Approved 10/17/23***

### Management's Comments

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

**Board Designated Reserves** - IIMC built its Board Designated Reserves to the \$1 million it currently has through the following: realizing the salary of a Communications/Marketing Coordinator position (vacant 2014 to March 2020); successful conferences in 2012, 2013, 2014, 2016, 2017, 2018, 2019 and 2022; successful membership campaigns (2012 – 2015 and 2017 - 2019); eliminating the costs of publishing a monthly magazine (since 2009) and creating an online E-zine; cost cutting measures in operations; refinancing headquarters' building (2020); two fully leased office rentals; and overall diligence by staff and Board. Pending on future annual conferences and how the impending environment of our membership unfolds, IIMC has placed itself in a prime position to maintain its current level of service to its membership while researching new methods of improving its existing operations. We are in this position financially because of strict adherence to policies over the years. We need to continue being vigilant in following the policies and processes regarding our finances.

## 2024 Budget Notes – Page 2

### Revenue Generation

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

The main concerns moving forward are the consolidations taking place with some of our Conference sponsors. We've already witnessed three sponsors who were with us in 2022, no longer in existence with mergers. The consolidations will hurt IIMC's sponsorship revenue since we could be dealing with fewer independent companies. We continue to be in constant negotiations with the existing sponsors, searching for new and creative ways to increase their contributions by providing them with flexible marketing opportunities.

The Education Department continues to aid in revenue accountability via the creation of wholly owned IIMC online courses and the CMC and MMC applications. The introduction of the "Education P.L.U.S. Program," launched in 2023, IIMC could have another small, but income-generating program. Although our focus on these online programs is first and foremost to provide education and professional development for IIMC members, gaining additional revenue is always a plus.

### IIMC-OWNED VIRTUAL PROGRAMS

In the past three years, IIMC has realized that virtual online education sessions are beneficial to all members and IIMC - regarding costs to members and revenue to IIMC. IIMC has produced its own virtual quarterly education webinars at a low cost to members, providing IIMC with another avenue to increase revenue. Our goal is to provide accessibility and equity regarding these types of future programs. Members will continue to receive the bulk of their education via the Institutes.

### ADMINISTRATION

Administrative Coordinator Maria Miranda retired in June 2023. Her successor, Marlena Hernandez assumed her responsibilities in September and continues to provide service in a variety of areas including assisting with accounts receivables on top of daily administrative responsibilities. The position will also work on the Conference Opening Ceremony and in other aspects of the conference. There is also the possibility that this position will become IIMC's minute taker at Board meetings. Janet Pantaleon will be relieving her finance duties and focusing on full-time administration. Janet also coordinates the Opening Ceremony at the Conference. Part-timer Shannon Kane is handling finance and has brought her nonprofit financial background to the department. Connie Parker is a major asset to IIMC regarding our financial oversight and nonprofit compliance.

### BUILDING RECAP

On November 1, 2022, we consolidated three rental offices into two as current tenant – Burga Law – has expanded, thus turning two spaces into one large one. We 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 of \$2,834.

## **COMMITTEES**

Committees continue to be on target with their responsibilities and communicate primarily via virtual meetings. As for new Technical Bulletins, we were negotiating a possible six new Bulletins at no cost to IIMC, prior to Covid. We have restarted that conversation; however, we kept the \$1,600 request in the Records Management Committee's budget in case we move forward with revising current publications.

## **CONFERENCE – 4-Day Conference**

### **2024 Conference – Calgary, Alberta, Canada**

We are projecting 650 Delegates/70 guests for the 2024 Conference and projected loss of \$74,475. The average attendance numbers from Conferences in 2016, 2017, 2018, 2019 and 2022 and 2023 is approximately 666 delegates. However, there is no method to determine a member's interest to attend an in-person conference, even if travel and education budgets are available. The 2017 Conference in Montreal brought in 572 delegates and 70 guests. We believe Calgary's proximity and attractions may entice a larger attendance than Montreal.

\*\*\*The projected loss is due to the following: 1) high audio-visual costs; 2) Telus Centre rental fees are firm with little room to negotiate or release rooms; 3) high exhibit hall fees; and 4) increase in overall speaker costs. We continue to work with the Telus Centre on releasing rooms early so they can resell them, which, if that comes to fruition, it will reduce IIMC's overall rental fees and may help with the bottom line.

**NOTE:** We remain optimistic that the current conversion rate from Canadian to US dollar will be in our favor when conference expenses close.

Calgary offers plenty for Delegates and guests. Airlift is available from anywhere in the world and it is approximately a 20 to 30-minute taxi ride from the airport to the host hotel. We are in two hotels, the Marriott and the Fairmont, which will house attendees. The Telus Centre is the convention center adjacent to the host hotel, the Marriott, and where the education and meeting programs will be held. Here are areas that we believe will make Calgary an attractive conference:

1. Host Hotel – and overflow Hotel – are less than a five-minute walk from each other;
2. The opportunity of adding vacation to a conference may attract more delegates. Banff and Lake Louise are an hour's drive of Calgary, both areas are highly popular destinations;
3. Typical expenditures for delegates in Calgary are affordable since the US dollar is strong;
4. The City, itself, offers much to see with many establishments less than a block from the hotels;
5. In April of this year, The Alberta Association made available 20 Scholarships for its members to attend the 2024 IIMC Conference.

### **Hotel Room Block/Costs**

The Host Hotel -- **Marriott Hotel** -- \$219CND/night for single and double (approximately \$160US as of this writing); with sales tax (12%) and 75% attrition. We have 1,491 rooms overall with 237 on peak nights.

## 2024 Budget Notes – Page 4

The **Fairmont** is the secondary hotel -- \$239CND/night for single - double is an additional \$30CND (approximately \$175US as of this writing) with sales tax (12%) and 75% attrition. We have 808 rooms overall with 150 on peak nights.

The hotels are within walking distance of each other and nearby establishments.

We have contracted 387 rooms for both hotels on peak nights for a total room block of 2,299 (need to meet 1,724 to avoid attrition). If conference registrations increase, we will need an overflow hotel. We have asked the Marriott for additional rooms should we sell out the room block. The Marriott has room to offer, but at a much higher rate. Right now, the plan is to wait and see where we are before acquiring more rooms. If the Marriott will not provide additional rooms, we have two other hotels to whom we will reach out.

**NOTE:** We will not be adding a third hotel until we are guaranteed that both hotels are truly sold out. We've had numerous members in the past "hold" several rooms providing the impression that the rooms have been sold, only to discover that the individual did not attend. A loss of promised rooms leads to attrition. We minimized risk in 2023 by requiring the host hotel, the Hyatt Regency, to include a one's night's stay penalty upon a guest's cancellation regardless of when/why the cancellation occurs. We are anticipating asking both hotels in Calgary for a similar arrangement. **Also, we will block a group of rooms for the Board of Directors, but each Director will need to make his or her own arrangement regarding payments and finalizing his or her travel dates.** The last two years, IIMC held rooms on its master account, only to have to spend countless hours wading through each director's room charges. For 2024 and beyond, IIMC will operate on reimbursing the Board after the conference. This will expedite the hotel's final billing, too.

\*\*All education, general sessions, exhibit hall, lunches, refreshment breaks, opening ceremony, annual banquet and ABM will be in the Telus Centre. The Friday and Saturday Board Development and Board Meetings will be in the Marriott. The All-Conference Event will be a **Western** themed party and held in the Telus Centre.

### Conference Delegate/Guest Registration Fees - 2024

The current fees are \$675 early bird for Delegates and \$265 for Guests. **NOTE:** the increase in delegate fees by \$50 to \$675 affects the full member registration fee and not guests or other discounted Regions.

### Early Bird Package/Marketing - Current

**The Early Bird will be Wednesday, March 15, 2024, to save \$50 on registration.** We believe an early bird date in March helps us with our marketing campaign. If the past conferences are any indication of members booking early, we will need this date to help us negotiate a second overflow hotel if the need arises.

- **Early Bird rate** - through March 15, 2024 – cost will be \$675
- **After Early Bird** - March 16, 2024 – cost will be \$725. Increasing the late fee helps spur delegates to register early, infusing IIMC with conference cash an early indication of attendance.

## 2024 Budget Notes – Page 5

### Early Bird Package/Marketing – Recommended for 2024 Conference

- The preliminary program will be online in 2023;
- The Education program will be part of the online registration process, with Delegates being able to choose their concurrent education sessions prior to the conference;
- Hotel online reservations will be available to members in November/December 2023;
- The Conference Grant application period will run from September – November and recipients will need to be selected by the Board in early December; and
- We will promote this conference as a potential opportunity to earn 12 education points based on completing an assessment. We believe this will be a strong marketing tool.

### Rebates/Commissions Maximum

The Marriott is offering a 7% rebate that will be divided between IIMC and YES (65% IIMC - 35% YES). The Fairmont is offering a rebate of \$20CND per paid room. This rebate is IIMC's 100%.

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

• Marriott Hotel	\$20,971CND in rebates (approximately \$15,482US – 8/21/23)
• The Fairmont	\$16,160CND in rebates (approximately \$11,930US – 8/21/23)
• <b>Total</b>	<b>\$27,412US</b>

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

### Areas to note for Calgary include:

- Cities may be reluctant to pay conference travel; thus, having an impact on overall attendance.
- The cost of doing business is not amenable to IIMC. The Telus Centre contract is encumbering with rental fees per each room per day, whether the rooms are required;
- Food and beverage can exceed \$200,000US with a minimum of \$150,000US guaranteed;
- No outlook on Delegates' apprehensions about travel, even in May 2024.
- It is in a region with approximately 200 IIMC members and 35 in Alberta;
- Overflow hotels can provide a small number of rooms; however, cost may be considerably Higher than the host hotels. There are numerous other hotels - attendees might shop and book outside our block.
- Our hotel room performance is tied out to the convention center costs. Because of the lower numbers projected & the F&B required, we will hold the All-Conference Event in the Telus Center.
- Meeting space is discounted based on the F&B spend.
- Montreal Conference attracted 55 Region X members. Calgary is also a destination.
- What will the municipalities rules & regulations regarding traveling outside the US be in 2024?

### Recommended Discounts and Savings

We will offer a flat price (discount included) of \$310US to Region X (Canada). Region XI already receives a discounted conference rate of \$395US. We have found the Region discount programs work well. In 2023, we had 123 members from the discounted region attend Minneapolis. Our discount program has been in operation for the past ten years and has always been a positive source of marketing and attendance.

## 2024 Budget Notes – Page 6

Other discount programs that Management recommends continuing in 2024 include:

- Academy sessions are \$159 regardless of registering for one or more. We had 204 registered for the Academies in 2023. We will have four Athenian Dialogues at \$110 per Dialogue. We believe these fees will do well to attract delegates.
- Offer an incentive for any city that sends two or more Clerks to the conference a discounted flat rate of \$485.00 per delegate (**No other discounts - first timer or Region - would apply to the delegates paying \$485.00**). Minneapolis attracted 148 multiple attendees.
- Offering a one-year complimentary membership to Alberta Clerks that are registering for the conference for the first time.

## EDUCATION

The Education Department continues to operate efficiently and has been consistently solid in meeting members' educational needs and staying abreast of education guideline improvements, especially in our current environment. Dr. Bea Rodriguez continues to immerse herself in IIMC's Education programs. Dr. Jaimis "Jai" Ulrich joined IIMC in March 2022 and provides IIMC with an education background and perspective. Dr. Ulrich oversees the logistical duties of planning the Annual Conference education program including the acquisition of speakers. Dr. Ulrich reviews CMC and MMC applications, Athenian Dialogues, Athenian facilitator and book approval processes, as well as offering support in PDP and EPP programming. Education Coordinator, Iris Hill adds support to both Dr. Rodriguez and Dr. Ulrich in numerous ways. Iris supports in all CMC and MMC implementation processes including the distribution of member certificates and pins. She also supports the PDP program as a point of contact and zoom facilitator during each webinar. Additionally, Iris serves as a CMC and MMC education counselor, servicing members daily to help guide them on their path to the CMC and MMC certification. She continues her own professional development through education programs and training to be an educational resource for our IIMC members.

## MARKETING

Our *News Digest* advertising dollars continue to slip away as many of our advertisers have lost business. However, we continue to sell advertising when possible and seek opportunities for advertisers to promote themselves in ways that also benefit IIMC members (e.g., webinars, articles). Advertising dollars for a magazine that is totally on-line results in bottom-line revenue.

Publishing an on-line *Digest* allows us the flexibility to negotiate advertising costs since IIMC does not incur any significant costs to produce (\$300/month for design) the Digest.

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

## MEMBERSHIP

We are projecting membership numbers to be \$1,455,000 for 2024. Based on what we will realize for year-end 2023, we believe the 2024 membership projections are still conservative but attainable.

## 2024 Budget Notes – Page 7

The department has taken measures to ensure continuity of IIMC's 14,980 membership base, primarily by concentrating on personal contact with members who are close to losing their membership, utilizing the IIMC education opportunities through Virtual Institutes and easy access to online learning and continuous promotion to recruit new members. We are acutely aware of budget constraints and we're using our monthly E-Briefings to promote IIMC services, member engagement, education and features. We are also employing the Board in recruiting efforts with the Region Director Challenge.

The Department has made more of a concerted effort to contact members via phone or email to help secure dues and make the members aware of the benefits of their membership. Janis Daudt and Tammy Storrie continue to be the main points of contact with our members.

**NOTE:** We will continue in 2024 with the Member Drive that we began in 2022, optimistic that we can build on the 190 new members acquired in the previous 8 months.

### 2024 Membership Dues

In 2023, IIMC increased membership dues by \$5.00. IIMC Policy states that we are to present member dues increases to the IIMC Board every two years. Therefore, we are not recommending dues increase for 2024.

### Management's Recommendations:

We recommend the Budget and Planning Committee accept the projected 2024 budget, knowing that staff will be constant in trying to find ways to produce a balanced budget by year-end 2024. Also, we recommend the Committee support the following recommendations regarding what is incorporated in the 2024 budget.

1. **\$25 increase in 2024 Conference Delegate registration fees - *Approved 10/17/23***
2. **3% increase for Executive Director salary (included in 2024 budget)**
3. **5% increase for all staff salaries (included in 2024 budget)**
4. **\$40,000 in salary for a Member Services Representative (included in 2024 budget)**
5. **Region X reduction in Conference Registration Fees from \$410US to \$310US - *Approved 10/17/23***

**IIMC Financials**

FISCAL YEAR 2023

September 30, 2023

**Statement of Financial Position**

	Current Year	Prior Year
<b>ASSETS</b>		
Current Assets		
Petty Cash	348	648
General Checking	285,208	250,752
MMA - Operating	1,194,990	1,317,562
MMA - Reserve Accounts	336,428	932,457
Charles Schwab Investments	748,082	
Accounts Receivable	61,595	61,209
Prepaid Expense	63,268	58,143
	<b>2,689,919</b>	<b>2,620,772</b>
	<b>Total Current Assets</b>	
Land	321,408	321,408
Building and Improvements	391,924	412,608
Furniture and Equipment	10,401	8,328
Computer Software	15,121	1,758
Loan Cost	5,334	6,622
	<b>744,188</b>	<b>750,724</b>
	<b>Total Property and Equipment</b>	
	<b>TOTAL ASSETS</b>	<b>3,434,107</b>
	<b>3,371,496</b>	
<b>LIABILITIES AND EQUITY</b>		
<i>Current Liabilities</i>		
Accounts Payables	50,884	76,060
Accrued Expense	50,452	48,138
Deferred Revenue	962,515	853,438
Grants Payable	-	841
Due to Foundation	4,900	6,361
	<b>1,068,751</b>	<b>984,839</b>
	<b>Total Current Liabilities</b>	
<i>Long Term Liabilities</i>		
Tenant - Security Deposit	6,150	7,758
Mortgage Loan	511,956	526,624
	<b>518,106</b>	<b>534,382</b>
	<b>Total Long Term Liabilities</b>	
<i>EQUITY</i>		
Equity	1,904,342	1,716,355
Net Income/(Loss)	(57,091)	135,919
	<b>1,847,251</b>	<b>1,852,275</b>
	<b>Total Equity</b>	
	<b>3,434,107</b>	<b>3,371,496</b>
	<b>TOTAL LIABILITIES &amp; EQUITY</b>	

## IIMC Financials

FISCAL YEAR 2023

SUMMARY TOTALS

September 30, 2023

Department	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME:</b>							
Administration	2,625	4,500	22,445	3,375	19,070	17,945	30,000
Building	35,209	63,162	45,959	47,372	(1,412)	(17,203)	63,162
Conference	521,303	589,260	484,363	589,260	(99,337)	(99,337)	539,104
Education	141,437	176,100	300,162	132,075	168,087	124,062	359,100
Marketing	22,871	26,900	20,906	20,175	731	(5,994)	29,034
Membership	1,022,055	1,455,000	1,067,313	1,091,250	(23,937)	(387,687)	1,425,000
Other Income						-	
Total Income	1,745,500	2,314,922	1,941,148	1,883,507	63,202	(368,214)	2,445,399
<b>EXPENSES:</b>							
Administration	397,795	607,471	410,746	455,603	44,857	196,725	565,800
Building	91,739	138,087	102,849	103,565	716	35,238	142,480
Committee - Board of Directors	74,211	140,450	131,771	105,338	(25,350)	8,679	190,436
Committee - Executive	27,850	33,300	19,301	24,975	5,674	13,999	33,402
Committees - Other	11,732	16,500	11,474	12,375	901	5,026	13,950
Conference	472,333	557,020	671,590	540,520	(131,070)	(114,570)	692,145
Education	240,430	358,155	334,190	268,616	(65,573)	23,965	454,502
Marketing	115,921	163,935	109,568	122,951	13,383	54,367	155,763
Membership	177,571	279,469	206,750	209,602	2,851	72,719	276,725
Total Expense	1,609,581	2,294,387	1,998,240	1,843,545	(153,611)	296,148	2,525,203
<b>PROFIT/(LOSS)</b>							
Administration	(395,170)	(602,971)	(388,301)	(452,228)	63,927	214,670	(535,800)
Building	(56,530)	(74,925)	(56,890)	(56,194)	(696)	18,035	(79,318)
Board of Directors	(74,211)	(140,450)	(131,771)	(105,338)	(25,350)	9,763	(190,436)
Committee - Executive	(27,850)	(33,300)	(19,301)	(24,975)	5,674	13,999	(33,402)
Committees - Other	(11,732)	(16,500)	(11,474)	(12,375)	901	5,026	(13,950)
Conference	48,970	32,240	(187,227)	48,740	(235,967)	(219,467)	(153,041)
Education	(98,993)	(182,055)	(34,028)	(136,541)	102,513	148,027	(95,402)
Marketing	(93,050)	(137,035)	(88,662)	(102,776)	14,115	48,373	(126,729)
Membership	844,485	1,175,531	860,562	881,648	(21,086)	(314,969)	1,148,275
Net Profit/(Loss)	135,919	20,535	(57,091)	39,961	(95,969)	(76,543)	(79,803)

## IIMC Financials

FISCAL YEAR 2023

Administrative

September 30, 2023

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Interest	2,625	4,500	27,586	3,375	24,211	23,086	30,000
Realized Gain or (Loss)	-	-	(5,141)	-	(5,141)	(5,141)	-
Total Income	2,625	4,500	22,445	3,375	19,070	17,945	30,000
<b>EXPENSES</b>							
Personnel Costs	254,567	394,736	269,111	296,052	26,941	125,625	354,350
Other	1,408	2,500	2,398	1,875	(523)	102	2,500
Staff Travel	-	8,570	1,251	6,428	5,176	7,319	4,800
Professional Develop/Training	237	1,500	359	1,125	766	1,141	800
Professional Services	36,417	65,350	36,238	49,012	12,775	29,112	65,350
Legal Fees	-	2,500	1,563	1,875	312	938	2,500
Computer Costs	50,739	65,000	49,817	48,750	(1,067)	15,183	65,000
Office Equipment	9,854	15,149	7,223	11,362	4,139	7,926	12,206
Office Expense	16,023	21,700	19,376	16,275	(3,101)	2,324	24,373
Credit Card/Bank Fees	22,924	21,700	15,721	16,275	554	5,979	24,721
Memberships	629	1,000	523	750	227	477	1,000
Taxes Business	25	500	25	375	350	475	200
Depreciation Furn/Amortization Exp	4,971	7,266	7,142	5,450	(1,692)	124	8,000
Total Expense	397,795	607,471	410,746	455,603	44,857	196,725	565,800
Net Profit/Loss	(395,170)	(602,971)	(388,301)	(452,228)	63,927	214,670	(535,800)

## IIMC Financials

FISCAL YEAR 2023

Building

September 30, 2023

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Rental Income	35,209	63,162	45,959	47,372	(1,412)	(17,203)	63,162
Total Income	35,209	63,162	45,959	47,372	(1,412)	(17,203)	63,162
<b>EXPENSES</b>							
Amortize Loan Costs	-	500	152	375	223	348	500
Association Fees	1,665	2,220	1,600	1,665	65	620	2,400
Depreciation Building	24,041	35,000	18,470	26,250	7,781	16,530	24,626
Insurance Fire/Property	2,771	3,800	3,189	2,850	(339)	611	4,300
Mortgage Interest	14,429	17,747	14,038	13,310	(728)	3,709	17,747
Property Tax	8,403	18,000	9,814	13,500	3,686	8,186	18,000
Building Repairs and Maint	22,403	33,320	27,895	24,990	(2,905)	5,425	38,920
Utilities	12,555	16,000	11,054	12,000	946	4,946	16,000
Property Manager	5,471	7,500	5,150	5,625	475	2,350	7,500
Allocation to Bldg Reserve	-	1,000	-	750	750	1,000	1,000
Commissions/Appraisals	-	3,000	11,487	2,250	(9,237)	(8,487)	11,487
Total Expense	91,739	138,087	102,849	103,565	716	35,238	142,480
Net Profit/Loss	(56,530)	(74,925)	(56,890)	(56,194)	(696)	18,035	(79,318)

# IIMC Financials

FISCAL YEAR 2023

Committees

September 30, 2023

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>EXECUTIVE COMMITTEE:</b>							
Meeting Expenses	150	-	102	-	(102)	(102)	102
Travel	27,700	33,300	19,199	24,975	5,776	14,101	33,300
Total Executive Committee Expense	27,850	33,300	19,301	24,975	5,674	13,999	33,402
<b>BOARD OF DIRECTORS:</b>							
<i>General</i>							
Election Expense	-	-	-	-	-	-	-
Region XI Consultant	10,544	11,500	10,500	8,625	(1,875)	1,000	10,500
Region XI Expenses			1,084				2,000
Region X Consultant	-	3,000	-	2,250	2,250	3,000	-
Insurance Officers & Directors	3,091	3,200	3,148	2,400	(748)	52	3,148
Legal Fees	869	1,500	-	1,125	1,125	1,500	-
Strategic Planning/Board Development	10,181	8,000	8,209	6,000	(2,209)	(209)	10,000
Memorials	100	500	300	375	75	200	500
Parliamentarian Expense	3,766	9,200	6,546	6,900	354	2,654	9,200
Other Expenses	-	1,050	62	788	725	988	1,050
General	28,551	37,950	29,849	28,463	(303)	9,184	36,398
<i>Mid-Year</i>							
Travel	22,137	68,500	57,918	51,375	(6,543)	10,582	105,099
Meeting Expense	836	3,000	707	2,250	1,543	2,293	4,500
Mid-Year	22,973	71,500	58,625	53,625	(5,000)	12,875	109,599
<i>Conference</i>							
Travel	14,211	20,000	10,707	15,000	4,293	9,293	11,850
Board Meeting Expense	8,476	11,000	32,589	8,250	(24,339)	(21,589)	32,589
Conference	22,687	31,000	43,297	23,250	(20,047)	(12,297)	44,439
Total Board of Directors Expense	74,211	140,450	131,771	105,338	(25,350)	9,763	190,436
<b>OTHER COMMITTEES</b>							
BUDGET & PLANNING	11,557	13,700	11,474	10,275	(1,199)	2,226	13,700
CONFERENCE POLICY	-	100	-	75	75	100	25
EDUCATION / PROFESSIONAL DEVELOPMENT	-	200	-	150	150	200	25
ELECTION	-	100	-	75	75	100	25
INTERNATIONAL RELATIONS	175	200	-	150	150	200	25
POLICY REVIEW	-	200	-	150	150	200	25
MEMBERSHIP	-	100	-	75	75	100	25
PUBLIC RELATIONS	0	100	0	75	75	100	25
RECORDS MANAGEMENT	-	1,600	-	1,200	1,200	1,600	25
RESEARCH	-	100	-	75	75	100	25
RESOURCE & INFORMATION	-	100	-	75	75	100	25
Total Other Committees Expense	11,732	16,500	11,474	12,375	901	5,026	13,950
<b>Executive Committee</b>							
Executive Committee	27,850	33,300	19,301	24,975	5,674	13,999	33,402
<b>Board of Directors</b>							
Board of Directors	74,211	140,450	131,771	105,338	(25,350)	9,763	190,436
<b>Other Committees</b>							
Other Committees	11,732	16,500	11,474	12,375	901	5,026	13,950
<b>Total Expense</b>	113,794	190,250	162,546	142,688	(18,775)	28,787	237,788
<b>Net Profit/Loss</b>	(113,794)	(190,250)	(162,546)	(142,688)	18,775	(28,787)	(237,788)

## IIMC Financials

FISCAL YEAR 2023

Conference

September 30, 2023

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections		
<b>INCOME</b>									
Registration Members-Full	344,950	422,500	337,440	422,500	(85,060)	(85,060)	337,440		
Registration Discounts	(60,552)	(84,220)	-	(84,220)	84,220	84,220	-		
Registration Guest	6,030	6,625	7,390	6,625	765	765	7,390		
Donations & Sponsorships	85,177	79,150	68,350	79,150	(10,800)	(10,800)	68,350		
Exhibitor Program	23,550	43,400	21,000	43,400	(22,400)	(22,400)	21,000		
Cancellation Fee	5,173	5,000	3,799	5,000	(1,201)	(1,201)	3,799		
Misc Conference Revenue	77,590	58,590	3,295	58,590	(55,295)	(55,295)	58,036		
Academy Workshop	28,646	36,695	28,938	36,695	(7,757)	(7,757)	28,938		
Athenian Leadership Society	8,310	9,020	6,700	9,020	(2,320)	(2,320)	6,700		
Offsite Education Program	-	10,000	4,440	10,000	(5,560)	(5,560)	4,440		
Boutique Sales	2,430	2,500	3,011	2,500	511	511	3,011		
Total Income	521,303	589,260	484,363	589,260	(99,337)	(99,337)	539,104		
<b>EXPENSES</b>									
Conference Planner	55,496	71,570	92,044	55,070	(36,974)	(20,474)	109,543		
Academy Expenses	18,096	23,650	20,951	23,650	2,699	2,699	20,951		
General/Plenary Speakers Expenses	41,187	34,300	24,197	34,300	10,103	10,103	24,197		
Speaker Expenses	57,117	63,000	35,747	63,000	27,253	27,253	36,954		
Staff Conference Travel	21,889	26,800	22,898	26,800	3,902	3,902	22,898		
VIP Travel	12,279	13,500	8,864	13,500	4,636	4,636	8,864		
Conference Events	35,213	51,000	89,175	51,000	(38,175)	(38,175)	89,175		
Food & Beverage	104,425	162,000	229,807	162,000	(67,807)	(67,807)	231,298		
Audio/Visual	61,906	50,000	92,921	50,000	(42,921)	(42,921)	93,278		
Conference Printing/Design Work	5,064	7,500	4,877	7,500	2,623	2,623	4,877		
Conference Expense	59,662	53,700	50,110	53,700	3,590	3,590	50,110		
Total Expense	472,333	557,020	671,590	540,520	(131,070)	(114,570)	692,145		
Net Profit/Loss			48,970	32,240	(187,227)	48,740	(235,967)	(219,467)	(153,041)

## IIMC Financials

FISCAL YEAR 2023

Education

September 30, 2023

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME:</b>							
Foundation Contribution/Policy 8	-	25,000	-	18,750	(18,750)	(25,000)	25,000
Fees CMC	42,325	50,000	43,650	37,500	6,150	(6,350)	50,000
MMC Fees	40,490	47,200	43,675	35,400	8,275	(3,525)	47,200
<i>EPP Fees</i>	-	-	15,600	-	15,600	15,600	15,600
Sales Pins and Plaques	11,315	12,600	6,365	9,450	(3,085)	(6,235)	12,500
Distance Ed Registration	47,307	36,000	82,072	27,000	55,072	46,072	100,000
New Institute Application Fees	-	300	300	225	75	-	300
Region XI Symposium	-	5,000	108,500	3,750	104,750	103,500	108,500
Total Income	141,437	176,100	300,162	132,075	168,087	124,062	359,100
<b>EXPENSES:</b>							
Personnel Costs	203,222	279,855	182,939	209,891	26,952	96,916	279,855
Staff Travel	112	3,100	2,207	2,325	118	893	2,207
Professional Develop/Training	-	1,200	1,475	900	(575)	(275)	1,475
MCEF - Region Stipends	2,000	11,000	5,000	8,250	3,250	6,000	11,000
Region XI Symposium	-	7,000	114,646	5,250	(109,396)	(107,646)	114,646
Distance Ed	9,500	25,000	7,900	18,750	10,850	17,100	18,000
Pins and Plaques	10,074	9,000	1,558	6,750	5,192	7,442	4,700
Computer/Software Support	1,064	5,000	1,860	3,750	1,890	3,140	2,500
Office Expenses	10,031	12,000	10,120	9,000	(1,120)	1,880	12,119
Bank Fees	4,427	5,000	6,485	3,750	(2,735)	(1,485)	8,000
Total Expense	240,430	358,155	334,190	268,616	(65,573)	23,965	454,502
Net Profit/Loss	(98,993)	(182,055)	(34,028)	(136,541)	102,513	148,027	(95,402)

## IIMC Financials

FISCAL YEAR 2023

Marketing

September 30, 2023

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Advertising	22,475	25,000	20,429	18,750	1,679	(4,571)	26,500
Royalty	146	200	84	150	(66)	(116)	84
Mailing Lists	-	500	-	375	(375)	(500)	1,750
Publications	250	1,200	393	900	(507)	(807)	700
Total Income	22,871	26,900	20,906	20,175	731	(5,994)	29,034
<b>EXPENSES</b>							
Personnel	109,102	145,785	100,291	109,339	9,048	45,494	142,001
Staff Travel	225	2,000	1,023	1,500	477	977	2,000
Bank Fees	12	50	12	38	25	38	20
Awards & Gifts	1,521	3,000	2,893	2,250	(643)	107	2,893
Design Work (non conference)	365	500	-	375	375	500	-
Postage and Shipping	-	100	-	75	75	100	-
Exhibit/Sponsorship	-	3,500	149	2,625	2,476	3,351	149
Design/News Digest/Misc	4,655	8,500	5,199	6,375	1,176	3,301	8,500
Printing - Publications	40	500	-	375	375	500	200
Total Expense	115,921	163,935	109,568	122,951	13,383	54,367	155,763
Net Profit/Loss	(93,050)	(137,035)	(88,662)	(102,776)	14,115	48,373	(126,729)

## IIMC Financials

FISCAL YEAR 2023

Membership

September 30, 2023

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Membership Dues	1,017,825	1,450,000	1,063,398	1,087,500	(24,102)	(386,602)	1,420,000
Membership Late Fee	4,230	5,000	3,915	3,750	165	(1,085)	5,000
Total Income	1,022,055	1,455,000	1,067,313	1,091,250	(23,937)	(387,687)	1,425,000
<b>EXPENSES</b>							
Personnel	140,831	204,200	156,487	153,150	(3,337)	47,713	204,200
Staff Travel	1,536	5,080	1,087	3,810	2,723	3,993	5,080
Professional Develop/Training	1,050	1,050	-	788	788	1,050	-
Membership Drive	-	14,320	7,176	10,740	3,564	7,144	7,176
Research Salary Survey Services	1,428	1,428	1,428	1,071	(357)	-	1,428
Dues Mailing	11,838	24,931	13,030	18,698	5,668	11,901	24,931
Computer/Software Support	1,279	6,200	5,454	4,650	(804)	746	6,200
Office Expense	1,764	3,260	496	2,445	1,949	2,764	1,210
Bank Fees	17,576	19,000	21,241	14,250	(6,991)	(2,241)	26,000
Membership	270	-	351	-	(351)	(351)	500
Total Expense	177,571	279,469	206,750	209,602	2,851	72,719	276,725
Net Profit/Loss	844,485	1,175,531	860,562	881,648	(21,086)	(314,969)	1,148,275

## CAPITAL EXPENDITURES

### Five Year Plan

Below is a brief outline of a five year capital expenditures plan. The expenditures are listed for 2024 through 2028

#### 2024 Capital Expenditures

3 Dell Computers/Laptops @ \$1500 ea.	4,500
A/C unit	11,000
Office Flooring	30,000
Cat 6 Cable Line - 8x8 Phones (15)	3,500
Ipad/laptop for ED (3 Yrs)	2,000
iMIS 20-300 EMS - License	18,000
<b>TOTAL</b>	<b><u>\$ 69,000</u></b>

#### 2025 Capital Expenditures

3 Dell Computers/Laptops @ \$1500 ea.	4,500
A/C unit	11,000
Parking Lot Resealed	5,000
Office Flooring	30,000
iMIS 20-300 EMS - License	18,000
<b>TOTAL</b>	<b><u>\$ 68,500</u></b>

#### 2026 Capital Expenditures

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

#### 2027 Capital Expenditures

1 Dell Computers/Laptops @ \$1500 ea.	1,500
A/C unit	11,000
iMIS 20-300 EMS - License	18,000
Ipad/laptop for ED (3 Yrs)	2,000
Ipad/laptop for ED (3 Yrs)	2,000
Dumbwaiter	10,000
<b>TOTAL</b>	<b><u>\$ 44,500</u></b>

#### 2028 Capital Expenditures

3 Dell Computers/Laptops @ \$1500 ea.	4,500
Ipad/laptop for ED (3 Yrs)	2,000
A/C unit	11,000
iMIS 20-300 EMS - License	18,000
<b>TOTAL</b>	<b><u>\$ 35,500</u></b>

**Title 4**  
**REVENUE AND FINANCE**

**Chapters:**

- 4.05    Revenues and Expenditures – The Budget Process**
- 4.10    Investment Policy**
- 4.15    Significant Accounting Policies**
- 4.20    Non-lapsing Reserve Fund**
- 4.30    Liquidity and Availability**
- 4.40    Operating Reserves**
- 4.50    Conflict of Interest**

## **Chapter 4.05**

### **REVENUES AND EXPENDITURES – THE BUDGET PROCESS**

Sections:

4.05.010 Purpose.

4.05.020 Scope.

4.05.030 Policy.

**4.05.010**

#### **Purpose**

To establish a process by which the annual budget is developed, approved and revised. [November 8, 2008; October 27, 2006; November 22, 2003. Policy A-4].

**4.05.020**

#### **Scope**

General. [November 8, 2008; October 27, 2006; November 22, 2003. Policy A-4].

**4.05.030**

#### **Policy**

A. The budget and planning committee will provide direction for staff to prepare an estimate of revenues and expenditures for an annual budget for the organization. These guidelines, once established, will be reviewed each Fall in conjunction with the review of the following year's budget.

B. At least two weeks prior to the budget meeting, staff will prepare an annual estimate of revenues and expenditures, in accordance with guidelines established by the budget and planning committee. This budget will, wherever possible, be a balanced budget and be accompanied by a summary of significant items that have been added to or removed from the budget to achieve a balance.

C. The budget and planning committee shall review and recommend the annual budget to the board of directors at the mid-year meeting.

D. The budget and planning committee may recommend amendments to the budget estimates prior to submitting it to the board.

E. Once approved by the Board, the annual budget shall govern the financial affairs of the association.

F. The Executive Director shall provide to each Department Manager a delegation of authority for expenditure commensurate with the allocation of expenditure within that staff member's portfolio of activity. The authority for approval of budgeted expenditures is as follows:

Funds from \$0 to \$1,000

Staff member (requires one signature)

Funds from \$1,001 to \$300,000

Executive Director (requires two signatures)

Unbudgeted Funds over \$10,000

Budget and Planning (requires B&P approval)

G. The executive director and staff are charged with monitoring expenditures to ensure that budget estimates of expenditures are not exceeded and that revenues are achieved. Each quarter, the Executive Director submits to the Board of Directors a Balance Sheet and Profit and Loss Statement.

H. In the event of an emergency or unanticipated requirement, the executive director, with the approval of the budget and planning committee, may authorize the reallocation of budgeted expenditures from one account to another to meet the needs of the corporation.

I. The Board reviews the budget at the mid-year and annual board meetings. The executive director will advise the budget and planning committee of any outcome immediately following the Board's budget review.

J. The Executive Director will prepare and submit a report to the Budget and Planning Committee and the Board for any project requiring more than a \$10,000 commitment and is not in the current budget.

K. Revisions to budget estimates, following the annual budget review, shall be presented to the Board at the mid-year board meeting.

L. Revisions to the budget estimates, following the mid-year board meeting, shall be presented to the Budget and Planning Committee and conveyed to the Board of Directors.

**[November 2018; November 2016; May 17, 2014; November 8, 2008; October 27, 2006; November 22, 2003. Policy A-4].**

## **Chapter 4.10** **INVESTMENT POLICY**

Sections:

- 4.10.010 Purpose.
- 4.10.020 Assignment of responsibility.
- 4.10.030 Responsibility of investment manager(s).
- 4.10.040 Allowable assets.
- 4.10.050 Spread of risk.
- 4.10.060 Safekeeping.
- 4.10.070 Related parties.
- 4.10.080 Prohibited assets.
- 4.10.090 Prohibited transactions.
- 4.10.100 Investment policy review.
- 4.10.110 Delegation of authority.

### **4.10.010**

#### **Purpose**

- A. This statement of investment policy is set forth to ensure that the current and future obligations of the organization are adequately funded in a cost-effective manner by:
  - 1. Defining and assigning the responsibilities of all involved parties.
  - 2. Establishing a clear understanding for all involved parties of the investment goals and objectives of the organization.
  - 3. Offering guidance and limitations to investment managers regarding the investment of assets.
  - 4. Managing organization assets according to prudent standards, as established in common trust law.
  - 5. Establishing a basis for evaluating investment results.
  - 6. Establish the relevant investment horizon for which the organization's assets will be managed.
- B. The goals of the investment policy shall be:
  - 1. Safety of principal.
  - 2. Liquidity.
  - 3. Yield.

C. Preservation of capital and the realization of sufficient total return to ensure the ongoing financial integrity of the funds are essential. Preservation of capital encompasses two goals:

- 1. Managing the risk of loss of principal for the fund.
- 2. Managing the erosion of principal value through inflation.

[November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

### **4.10.020**

#### **Assignment of Responsibility**

The board of directors of IIMC is charged with the responsibility for the management of the assets of the organization. The board shall discharge its duties solely in the interest of the organization with the care, skill, prudence and diligence, under the circumstances then prevailing, that a prudent individual acting in a like capacity and familiar with such matters

would use in the conduct of an enterprise of a like character with like aims. The specific responsibilities of the board of directors relating to the investment management of the organization assets include:

- A. Projecting the organization's needs, and the executive director communicating such needs to the board of directors on a timely basis.
- B. Determining the Organization's risk tolerance and investment horizon and communicating these to the appropriate parties.
- C. Establishing reasonable and consistent investment objectives, policies and guidelines, which will direct the investment of the organization's assets.
- D. Prudently and diligently selecting qualified investment professionals, including investment manager(s), investment consultant(s), and custodian(s).
- E. Regularly evaluating the performance of the investment manager(s) to assure adherence to policy guidelines and monitor investment objective progress.
- F. Developing and enacting proper control procedures. (For example: replacing investment manager(s) due to fundamental change in investment management process, or failure to comply with established guidelines.)

[November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

#### **4.10.030**

##### **Responsibility of Investment Manager(s)**

Each investment manager must acknowledge in writing his/her acceptance of responsibility as a fiduciary. Each investment manager will have full discretion to make all investment decisions for the assets placed under his/her jurisdiction, while observing and operating within all policies, guidelines, constraints, and philosophies as outlined in this statement. Specific responsibilities of the investment manager(s) include:

- A. Discretionary investment management including decisions to buy, sell, or hold individual securities, and to alter asset allocation within the guidelines established in this statement.
- B. Reporting, on a timely basis, quarterly investment performance results.
- C. Communicating any major changes to economic outlook, investment strategy, or any other factors, which affect implementation of investment process, or the investment objective progress of the organization's investment management.
- D. Informing the board of directors regarding any qualitative change to investment management organization. (Examples include changes in portfolio management personnel, ownership structure, investment philosophy, etc.)

[November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

#### **4.10.040**

##### **Allowable Assets**

- A. Cash Equivalents.
  - 1. Treasury bills.
  - 2. Money market funds.
  - 3. Commercial paper.
  - 4. Banker's acceptances.

- 5. Repurchase agreements.
- 6. Certificates of deposit.
- B. Fixed Income Securities.
  - 1. U.S. government and agency securities.
  - 2. Corporate notes and bonds.
  - 3. Mortgage-backed bonds.
  - 4. Preferred stock.
  - 5. Fixed income securities of foreign governments and corporations.
- C. Equity Securities.
  - 1. Common stocks.
  - 2. Convertible notes and bonds.
  - 3. Convertible preferred stocks.
  - 4. American depository receipts (ADRs of non-U.S. companies).
  - 5. Stocks of non-U.S. companies (ordinary shares).
- D. Mutual Funds. Mutual funds that invest in securities as allowed in this statement.
- E. Stock Exchanges. To ensure marketability and liquidity, investment managers will execute equity transactions through the following exchanges:
  - 1. New York Stock Exchange;
  - 2. American Stock Exchange; and
  - 3. The NASDAQ.

If an investment manager determines that there is a benefit or a need to execute transactions in exchanges other than those listed in this statement, written approval is required from the board of directors.

[November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

#### **4.10.050**

##### **Spread of Risk**

The investment managers will not invest more than one-third of the total investment portfolio into any one security type or institution. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

#### **4.10.060**

##### **Safekeeping**

A third-party custodian, designated by the executive director, as approved by the board of directors, and evidenced by safekeeping certificates, shall hold securities. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

#### **4.10.070**

##### **Related Parties**

No investment may be made in institutions in which a member of the board of directors or staff holds a pecuniary interest. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

#### **4.10.080**

##### **Prohibited Assets**

Prohibited investments include but are not limited to the following:

- A. Commodities and futures contracts.
- B. Private placements.
- C. Options.
- D. Limited partnerships.
- E. Venture-capital investments.
- F. Real estate properties.
- G. Golf courses.

H. Any transactions not authorized by this policy. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

#### **4.10.090**

##### **Prohibited Transactions**

Prohibited transactions include, but are not limited to, the following:

- A. Short selling.
- B. Margin transactions. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

#### **4.10.100**

##### **Investment Policy Review.**

To assure continued relevance of the guidelines, objectives, financial status and capital markets expectations as established in this statement of investment policy, the budget and planning committee shall review the investment policy at least annually and report to the board of directors. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

#### **4.10.110**

##### **Delegation of Authority**

The executive director, or his/her delegated representative, has the authority to invest unrestricted net assets in accordance and conformity with the above guidelines.

[November 2018; November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

## **Chapter 4.15** **SIGNIFICANT ACCOUNTING POLICIES**

Sections:

- 4.15.010 Purpose.
- 4.15.020 Basis of accounting.
- 4.15.030 Revenue recognition.
- 4.15.040 Expense allocation.
- 4.15.050 Income taxes.
- 4.15.060 Cash and cash equivalents.
- 4.15.070 Property, plant and equipment.

### **4.15.010**

#### **Purpose.**

To provide the framework for the preparation of consistent and meaningful annual financial statements. [October 27, 2006. Policy A-3].

### **4.15.020**

#### **Basis of accounting.**

A. Compliance. The annual financial statements will comply with the applicable accounting standards generally accepted in the United States of America, professional pronouncements and the requirements of the Internal Revenue Code and corresponding California provisions.

B. Basis. The annual financial statements will be prepared on the accrual basis of accounting and, except where specifically indicated in the notes to the accounts, in accordance with the historical cost convention. Using this methodology, revenue will be recognized when earned and expenses recognized when incurred.

C. Presentation. The annual financial statements will report information regarding financial position of the organization and its activities in three classes of assets: unrestricted net assets, temporarily restricted net assets and permanently restricted assets. [October 27, 2006. Policy A-3].

### **4.15.030**

#### **Revenue Recognition**

The two major sources of revenue are membership dues and annual conference fees. Members are billed on an anniversary cash basis. Income is deferred when cash is received and recognized monthly over the course of the term of their membership with IIMC.

Annual Conference fees are recorded at the beginning of the year of the conference. [November 2016; May 17, 2014; October 27, 2006. Policy A-3].

### **4.15.040**

#### **Expense Allocation**

The costs of providing the various programs and other activities will be summarized on a functional basis in a statement of activities. Accordingly, certain costs will be allocated to the programs and supporting services benefited. [October 27, 2006. Policy A-3].

#### **4.15.050**

##### **Income Taxes**

IIMC is exempt from federal income tax and California franchise taxes under Section 501(c)(6) of the Internal Revenue Code and corresponding California provisions. [October 27, 2006. Policy A-3].

#### **4.15.060**

##### **Cash and Cash Equivalents**

Cash and cash equivalents will include cash on hand, cash at bank and short-term deposits with original maturities of three months or less. Investment in term deposits and bank bills will be recognized at cost. Interest revenues will be recognized as they accrue. [October 27, 2006. Policy A-3].

#### **4.15.070**

##### **Property, Plant and Equipment**

A. Materiality. Assets with an economic life more than one year are only capitalized where the cost of acquisition exceeds materiality thresholds established by the organization for each type of asset. The materiality threshold for property and equipment is \$1,000.

B. Valuation. Property and equipment will be recorded at cost.

C. Depreciation of Noncurrent Assets. Property and equipment will be depreciated using the straight-line method over their useful lives. The estimated useful lives will be 35 to 40 years for buildings, 3 to 10 years for building improvements and 5 to 7 years for furniture, equipment, computer equipment and systems. [May 17, 2014; October 27, 2006. Policy A-3].

#### **4.15.080**

IIMC provides Errors and Omissions or Directors and Officers insurance policy that protects individual board members as well as employees, volunteers and the Organization itself in the instance of a civil suit. In terms of D&O insurance, almost all claims against D&O policies are employment-related, including harassment, discrimination, and wrongful termination.

IIMC's annual budget must include insurance for Directors and Officers (November 7, 2009)

## **Chapter 4.20** **NON-LAPSING RESERVE FUND**

Sections:

- 4.20.010 Purpose.
- 4.20.020 Policy.

### **4.20.010**

#### **Purpose.**

To provide sufficient working capital to address emergencies, withstand local and regional economic shocks and unexpected declines in revenue without borrowing. The fund balance measures the net financial resources available to finance expenditures of future periods. Rating agencies examine fund balance when considering the overall economic health of the IIMC and the credit quality of the IIMC. [May 21, 2007. Policy A-5].

### **4.20.020**

#### **Policy.**

A. The non-lapsing reserve fund is not to be used to support recurring operating expenditures outside of the current budget year. Use of the non-lapsing reserve fund shall be done only to cover emergencies and unexpected declines in revenue. If the non-lapsing reserve fund is used, IIMC shall increase its fund revenues or decrease its expenditures to prevent using the non-lapsing reserve fund in two consecutive fiscal years to subsidize fund operations.

B. The non-lapsing reserve fund can only be appropriated by a resolution of the IIMC Board of Directors.

C. The non-lapsing reserve fund shall not be less than five percent of the year's fund revenues in every fiscal year. The board is to review the possibility of raising the reserve percentage from five percent to not less than eight percent.

D. In the event the non-lapsing reserve fund is used to provide for temporary funding of unforeseen emergency needs, IIMC shall restore the non-lapsing reserve fund to the minimum level of five percent of fund revenues within two fiscal years following the fiscal year in which the event occurred.

E. Funds more than five percent of the annual requirements of subsection (C) of this section may be retained in the non-lapsing reserve fund or may be considered to supplement "pay as you go" capital outlay expenditures, or to prepay existing IIMC debt. [November 2016. May 21, 2007. Policy A-5].

## **Chapter 4.30** **LIQUIDITY AND AVAILABILITY**

Sections:

- 4.30.010 Purpose
- 4.30.020 Scope
- 4.30.030 Policy

### **4.30.010**

#### **Purpose.**

To provide sufficient funds to 90 days of general expenses.

### **4.30.020**

#### **Scope.**

IIMC Board of Directors

### **4.30.030**

#### **Policy**

IIMC strives to maintain liquid financial assets sufficient to cover 90 days of general expenditures. Financial assets more than daily cash requirements are invested in certificates of deposit, money market funds and other short-term investments.

**Board Approved -- May 18, 2019**

## **Chapter 4.40** **OPERATING RESERVES**

Sections:

- 4.40.010 Purpose
- 4.40.020 Scope
- 4.40.030 Policy

### **4.40.010**

#### **Purpose**

To maintain an operating reserve to better manage daily cash flow.

### **4.40.020**

#### **Scope**

IIMC Board of Directors

### **4.40.030**

#### **Policy**

An operating reserve can be a valuable tool to help IIMC respond to temporary changes in circumstances or in its environment. By building and maintaining an operating reserve, IIMC can better manage its daily cash flow.

An operating reserve is an accumulation of unrestricted resources, often resulting from surpluses, which are available for use at the discretion of the IIMC Board of Directors. For the operating reserve to function effectively, IIMC's Board's policy addresses each of the following items:

- The purpose of building and maintaining the reserves,
- A calculation of the target amount,
- The intended use of the reserves,
- Who will have the authority over the use of the reserves,
- How the reserve account will be monitored, and
- A plan for replenishing the reserve balance.

#### **Operating Reserve Purposes**

The purpose of IIMC's Operating Reserve Policy is to build and maintain an adequate level of unrestricted net assets to support the Organization's daily operations in the event of unforeseen shortfalls. The reserve may also be used for one-time, nonrecurring expenses that will build long-term capacity, such as research and development or investment in infrastructure. Operating reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. IIMC intends for the operating reserves to be used and replenished within a reasonable time. This Operating Reserve Policy will be implemented in conjunction with the other financial policies of the Organization and is intended to support the goals and strategies contained in those related policies and in strategic and operational plans.

## **Definitions and Goals**

The Operating Reserve Fund is defined as the designated fund set aside by the IIMC Board of Directors. The minimum amount to be designated as operating reserve will be established in an amount sufficient to maintain ongoing operations and programs for a set time and measured in months. The operating reserve serves a dynamic role and will be reviewed and adjusted in response to internal and external changes.

The target minimum Operating Reserve Fund is equal to six (6) months of average recurring operating costs.

In addition to calculating the actual operating reserve at the fiscal year-end, the operating reserve fund target minimum will be calculated each year after approval of the annual budget. These reserves will be reported to the Budget and Planning Committee and Board of Directors and included in the regular financial reports.

## **Accounting for Reserves**

The Operating Reserve Fund will be recorded in the accounting system and financial statements as IIMC Board Designated Operating Reserve. The Operating Reserve Fund will be funded and available in cash or cash equivalents. Operating reserves will be maintained in segregated bank accounts or investment funds, in accordance with investment policies.

## **Funding of Reserves**

The Operating Reserve Fund will be funded with surplus unrestricted operating funds. The Board of Directors may, from time to time, direct that a specific source of revenue be set aside for operating reserves.

The Executive Director and/or Chief Financial Officer will identify the need for access to reserve funds and confirm that the use is consistent with the purpose of the reserves as described in this Operating Reserve Policy. Determination of need requires analysis of the sufficiency of the current level of reserve funds, the availability of any other sources of funds before using reserves, and evaluation of the period for which the funds will be required and replenished.

## **Shortfalls**

If the Operating Reserve Fund is and has been less than 80% of the target reserve minimum for two consecutive years, the Board of Directors will adopt an operating budget with a projected surplus sufficient to rebuild the Reserve Fund to its targeted reserve level over a prescribed number of years.

## **Authority to Use Operating Reserves**

The Executive Director will submit a request to use operating reserves to IIMC's Budget and Planning Committee. The request will include the analysis and determination of the use of funds and plans for replenishment. IIMC's goal is to replenish the funds used within twelve (12) months to restore the Operating Reserve Fund to the target minimum amount. If the use of operating reserves will take longer than twelve (12) months to replenish, the request will be

scrutinized more carefully. The Budget committee will approve or modify the request and recommend to the Board to authorize transfer from the Operating Reserve Fund

### **Reporting and Monitoring**

The Executive Director and/or Chief Financial Officer is responsible for ensuring that the Operating Reserve Fund is maintained and used only as described in this Policy. Upon approval of the use of operating reserve funds, the Executive Director will maintain records of the use of funds and plan for replenishment. The Executive Director will provide regular quarterly progress reports to the Budget Committee and Board of Directors on restoring the fund to the target minimum amount.

The Executive Director and/or Chief Financial Officer will annually discuss what additional risk factors might be considered for the Organization and the impact of budgeting on operating reserve levels.

### **Relationship to Other Policies**

The Executive Director and/or Chief Financial Officer maintains the following Board-approved policies, which may contain provisions that affect the creation, sufficiency and management of the Operating Reserve Fund:

- Investment Policy, including risk tolerance
- Policies related to Operating and Capital Budgeting

### **Review of Policy**

The Budget Committee reviews this Policy annually, at minimum, or sooner if warranted by internal or external events or changes. The Budget Committee will recommend policy changes to the Board of Directors.

**Board Approved -- May 18, 2019**

## **Chapter 4.50** **CONFLICT OF INTEREST**

### **Sections:**

- 4.50.010 Purpose
- 4.50.020 Scope
- 4.50.030 Policy

### **4.50.010**

#### **Purpose**

To protect IIMC's nonprofit status regarding transactions or arrangements involving an IIMC Officer or Director.

### **4.50.020**

#### **Scope -- IIMC Board of Directors**

### **4.50.030**

#### **Policy**

The Policy's purpose is to protect IIMC's nonprofit status when it is contemplating a transaction or arrangement that might benefit the private interest of an IIMC Officer or Director or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit organizations.

### **Definitions**

#### **Interested Person**

Any Director, Officer, or member of a committee with Board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.

#### **Financial Interest**

A person has a financial interest if the person has, directly or indirectly, through business, investments, or family:

An ownership or investment interest in any entity with which IIMC has a transaction or arrangement;

A compensation arrangement with IIMC or with any entity or individual with which IIMC has a transaction or arrangement; or

A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which IIMC is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration, gifts or favors valued over \$100.

A financial interest is not necessarily a conflict of interest. Under Procedures, Section 2, a person who has a financial interest may have a conflict of interest only if the Board or committee decides that a conflict of interest exists.

## **Procedures**

### **Duty to Disclose**

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

### **Determining Whether a Conflict of Interest Exists**

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

### **Procedures for Addressing the Conflict of Interest**

- A. An interested person may make a presentation to the Board or committee, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
- B. The IIMC President or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- C. After exercising due diligence, the Board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- D. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in IIMC's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter the transaction or arrangement.

### **Violations of the Conflicts of Interest Policy**

- A. If the Board has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- B. If, after hearing the member's response and after further investigation as warranted by the circumstances, the Board or committee determines whether the member has failed to disclose an actual or possible conflict of interest, it then shall take appropriate disciplinary and corrective action.

## **Records of Proceedings**

The minutes of the Board and all committees with Board delegated powers shall contain:

- A. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Board's or committee's decision as to whether a conflict of interest in fact existed.
- B. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

## **Compensation**

- A. Any Board member who receives compensation, directly or indirectly, from IIMC for services is precluded from voting on matters pertaining to that member's compensation.
- B. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from IIMC for services is precluded from voting on matters pertaining to that member's compensation.
- C. No Board or committee member whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from IIMC, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

## **Annual Statements**

Each Director, Officer and committee member with Board delegated powers shall annually sign a statement which affirms such person:

- A. Has received a copy of IIMC's conflict of interest policy,
- B. Has read and understands the policy,
- C. Has agreed to comply with the policy, and
- D. Understands IIMC is a nonprofit 501C (6) and to maintain its federal tax exemption, it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

## **Periodic Reviews**

To ensure IIMC operates in a manner consistent with its 501C (6) status and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews will be conducted. The periodic reviews will, at a minimum, include the following subjects:

- A. Whether compensation arrangements and benefits are reasonable, based on competent survey information and the result of arm's length bargaining.

- B. Whether partnerships, joint ventures, and arrangements with management organizations conform to IIMC's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

#### **Use of Outside Experts**

When conducting the Periodic Reviews, IIMC may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the Board of its responsibility for ensuring periodic reviews.

**Board Approved -- May 18, 2019**

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To: IIMC Board of Directors**

**From: Karen Lee, Communications Officer**

**Date: October 1, 2023**

**Subject: 2023 Communications Midyear Report**

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

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:

- Creating the [IIMC 2024 conference website](#).
- Publishing Region 8 [East](#) and [West](#) pages.
- Creating [Education PLUS Program](#) page.
- Revising calendar to categorize IIMC education programs.
- Setting up President Mary Ann Hess's [blog](#).

## 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 *E-Briefing average open rate of 35.0%<sup>1</sup>*.

On request, a Foundation donation button was added to the top right corner of the *E-Briefing*.

## REGION NEWSLETTERS, MESSAGES, AND UPDATES

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

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

**Metrics:**

- Region II – Spring 2023 Newsletter open rate: 45%
- Region III
  - Spring 2023 Newsletter open rate: 38%
  - Summer 2023 Newsletter open rate: 45%
- Region IV – Region IV Meeting Announcement open rate: 42%
- Region V – Summer 2023 Newsletter open rate: 49%
- Region VI
  - Spring 2023 Newsletter open rate: 40%
  - Summer 2023 Newsletter open rate: 40%
- Region VII – Region VII Annual Meeting Announcement open rate: 34%
- Region VIII East
  - June 2023 Newsletter open rate: 47%
  - 2023 CMCA Meeting Announcement open rate: 50%
- Region VIII West – August 2023 Newsletter open rate: 52%
- Region XI
  - 2023 March Newsletter open rate: 23%
  - 2023 August Newsletter open rate: 23%
- Conference Update
  - May 9, 2023 open rate: 50%
- Education Update
  - April 25, 2023 open rate: 29%
  - April 27, 2023 open rate: 26%

**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 for 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. One of the most widely circulated pieces was the August 2023 article, *What's In A Name* by Lisa Garcia, MMC, IIMC President Elect, (Florence, AZ); Tory Frink, MMC, IIMC Region III Director (Alamance County, North Carolina); and Natasha Kennedy, MMC (Pinal County, AZ).

**COMMUNICATIONS AND EDUCATION**

The Communications Department continues to work closely with the Education Department to market its programs and resources. In addition to shared communication efforts, Karen Lee attended the 2023 iMIS Innovations conference to explore new technologies including a learning management system, Top Class.

## ONLINE EVENTS

### President – Membership Online Events

The Communications Department continues to work closely with IIMC President Mary Ann to produce President-Membership online events. Scheduled events include:

- August 10, 2023: ***Cool Down With A Cold Drink With President Mary Ann***
  - Session One (10:00 AM CT): Region 11 encouraged, all welcome
  - Session Two (3:00 PM CT): Regions 1-10 encouraged, all welcome
- October 31, 2023: ***Pumpkin Spice It Up With President Mary Ann***
  - Session One (10:00 AM CT): Region 11 encouraged, all welcome
  - Session Two (3:00 PM CT): Regions 1-10 encouraged, all welcome

Additional events will be scheduled as President Mary Ann's schedule allows.

## SOCIAL MEDIA

### Facebook

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

Group	September 2023	March 2023	Notes
Region I	194	156	
Region II	294	266	
Region III	672	603	
Region IV	232	202	
Region V	324	296	
Region VI	184	163	
Region VII	269	215	
Region VIII	-	249	Communications launched groups for Region 8 East and West at the beginning of the 2023-2024 term. The original Region 8 group will phase out.
Region VIII East	40	-	
Region VIII West	38	-	
Region IX	247	203	
Region X	55	46	
Region XI	77	67	
EPP Cohort 1	10	-	This group was requested by EPP Cohort 1.

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 AND RECOMMENDATIONS

The Communications Department submits to the Board of Directors the following goals and recommendations:

- **Top Class Learning Management System.** The Communications Department believes a learning management system would well support a growing Education Department and assist the Communications Department in promoting education-specific updates.
- **Membership Cards.** This 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—will continue this year.
- **Facebook Calendar.** The Communications Department developed this calendar per discussion with Kathy Montejo, Region 1 Director at the 2023 Annual Conference in Minneapolis, Minnesota, about missed opportunities to post content on Facebook main page (Professional Municipal Clerk's Week). Attached is a draft calendar for October 2023 – March 2024 with possible posts. These posts are proposed, not exhaustive, and subject to change by nature. The Communications Department invites board members and staff to contribute posts and other content for the IIMC Facebook Calendar.

### Management's Comments:

Our Communications Officer is relied upon to create major content to increase outreach, strengthen support, and provide IIMC resources and marketing promotions. We agree with the Goals and Recommendations and believe they will enhance and strengthen process internally and externally. Lastly, Karen and I have discussed creating a more active Social Media plan (via the new Strategic Plan) that will benefit the stature of an organization such as IIMC.

Our outreach and open mail percentages far exceed the national average, which depict a steady and cohesive effort by the Department to keep members abreast of all news fitting to IIMC.

Lastly, the calendar schedule is well-defined and will provide members with plenty of lead time to prepare for education webinars, meetings with IIMC President and other events.

2023

October				
Monday	Tuesday	Wednesday	Thursday	Friday
2	3	4	5	6
9	10	11	12	13
16 Promote “Pumpkin Spice It Up With President Mary Ann”	17	18 Announce <i>News Digest</i>	19 Promote Foundation Scholarships	20
23 Promote OPDP Webinar (November 2)	24	25 Promote “Pumpkin Spice It Up With President Mary Ann”	26	27
30 Promote “Pumpkin Spice It Up With President Mary Ann”	31 Promote “Pumpkin Spice It Up With President Mary Ann”			

2023

November				
Monday	Tuesday	Wednesday	Thursday	Friday
		1 Promote OPDP Webinar (November 2)	2 Promote Foundation Scholarships	3
6 Promote Foundation Scholarships	7	8	9 Promote Foundation Scholarships	10
13 Promote Foundation Scholarships	14	15 Announce <i>News Digest</i>	16 Promote Conference Grants	17
20	21 Promote Conference Grants	22	23	24
27	28 Promote Conference Registration	29	30	

## 2023

December				
Monday	Tuesday	Wednesday	Thursday	Friday
				1
4 Promote Conference Grants	5	6 Announce <i>News Digest</i>	7	8
11	12	13 Promote Conference Grants	14	15
18	19	20	21	22
25	26	27	28	29

2024

January				
Monday	Tuesday	Wednesday	Thursday	Friday
1	2	3 Promote Conference Grants	4	5
8	9 Promote Conference Registration	10	11 Announce Award Season	12
15	16 Promote Conference Grants	17 Announce <i>News Digest</i>	18 Promote Conference Registration	19
22	23 Promote Conference Grants	24 Promote Conference Registration	25	26
29	30 Solicit Award nominations	31 Promote Conference Grants		

2024

February				
Monday	Tuesday	Wednesday	Thursday	Friday
			1 Promote Conference Registration	2
5 Promote Conference Grants	6 Promote Conference Registration	7	8 Promote Conference Grants	9
12 Promote Conference Grants	13	14 Announce <i>News Digest</i>	15 Announce Board and VP Election	16
19	20 Promote Conference Registration	21	22	23
26	27	28	29 Promote Conference Registration	

2024

March				
Monday	Tuesday	Wednesday	Thursday	Friday
				1
4	5	6	7	8
Promote Conference Registration				
11	12	13 <i>Announce News Digest</i>	14	15
18	19	20	21	22
Promote Conference Registration				
25	26	27	28	29

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Janis Daudt, Director of Member Services  
Tammy Storrie, Member Services Representative

**Date:** September 19, 2023

**Subject:** 2023 Member Services Midyear Report



Our association software (iMIS) has had many improvements for Member Services, but we are not done yet. The additions to customer service have been:

- 1) Online conference registration.
- 2) Member packets automatically being sent to new members.
- 3) Member and Ethic Certificates automated for each new member and the ability to automatically send certificates to members who lost their originals.
- 4) Member Anniversary Certificates for 25-30-35-40-45 and 50-year members.

The online conference registration will have improvements in 2024 such as the first-time attendees will automatically receive their \$50.00 discount without having to use a discount code, Region X conference attendees will automatically receive their Region X discount without having to use a discount code. We are working to streamline the registration process to make it easier and more efficient.

With the new rates for Region X, all member applications have been updated online and pdf copies are able to be downloaded. With these locked in fees, Member Services created new member codes for Canadian Full Members, Additional Full Members and Associate Full Members so they may be billed separately .

IIMC Staff will be training in 2024 for the online staff site on which our software will allow our members to go into their own accounts and pay their dues and make changes to their contact information.

Our Calgary conference registration database is being updated and will soon be available for our members to register online. A Region X letter will be sent to the Alberta Municipal Clerks Association offering one-year free membership to those that are not now members of IIMC and are registering for the IIMC Conference in Calgary.

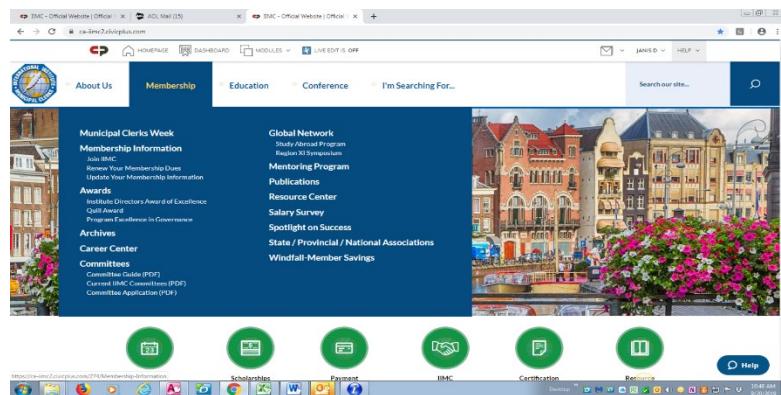
We are very pleased with the 22-23 Member Drive since starting promotion in late December 2022 and it has brought in 172 new members. Each new member will receive a free Captus Press education course (a \$50.00 savings). The difference from other IIMC member drives is this drive is perpetual in that we remove municipalities when they join and add municipalities when they cancel.

Our Region Director Challenge has brought in 4 new members since May 2023. We have a four-way tie. At this time last year, our Region Directors had brought in 8 new members and ended with a total of 21 new member. We are hoping for the same results. We appreciate all the Region

Directors' participation and will watch for this number to grow as we get closer to March 2024. The winning Director will receive two free conference registrations in Calgary.

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 on our website and update contact information at the same time. We have three buttons under "Membership" on our website that states:

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



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

We send out dues renewals as follows:

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

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

We update all the State/Provincial/National Association Presidents, Education Chairs and News Editors and their contact information. If we have not been notified of the incoming President, we check the association website to see who the new President is and if the website has not been updated, we call to collect all necessary information.

We have created a "proactive" Retired Member Letter which is being sent to our 15 year or more members making them aware that IIMC has a membership waiting for them when they leave their profession. The letter provides answers to questions they might have when and if they plan

to retire soon or years out such as the cost, home contact information needed and why they would wish to remain with IIMC!

Member Services distributed the 2023 Salary Survey results in February 2023. The survey received only 1,737 responses while the 2020 Salary Survey had 3,068 responses. For instance, in the past, Alabama had 80 members respond out of a possible 317, Minnesota had 73 members respond out of possible 199 and New Jersey had 65 out of a possible 226. Please discuss with your region membership how important it is they take part in IIMC's Salary Survey. The next survey will be in October 2024. We can do better, and this helps all our membership when doing research for a title change, promotion, and a pay raise.

A New Member Services Coordinator will be hired in Spring 2024. The duties for this full-time employee will include -

- Learn the iMIS Database in all aspects of the customer, event, billing, and account receivable modules.
- Train on all areas of Member Services reports - Crystal, Excel and Word reports - and be able to make changes to those reports to pull specific information.
- Back-up to Member Services Representative with new member applications
- Reach out to each new member to discuss their goals and how to be successful in IIMC!
- Learn the Membership Month End Report process section by section.
- Assist Director with Mentor/Mentee matches – inputting into iMIS and filing paperwork. Following up with each match on anniversary date to verify members are still active and verify all is working well between each Mentor/Mentee match.
- Staff Liaison to Membership and Mentor Committee
- Assist Director with 6-month past dues non-payments.
- Learn Member Drive mailings and input of new members.
- Assist Department with scanning and data entry.
- Answer office incoming phone calls.
- Verify all copy/fax/printing machines are stocked with paper.
- Participate in Conference processes from start to finish.
- Train in conference process – creating and printing badges - ordering ribbons, lanyard, supplies, and envelopes.
- Input Mayor/City Manager emails.
- Respond to emails and follow-up if necessary.
- Complete each purchase order and voucher verification, sending W-9 upon requests and mailing or scanning them.
- Research, correct, update in iMIS, all bounced emails and returned mail and resend.
- Make phone calls to Final Notice recipients.

Sharing some statistics for the following:

- Region Totals as of September 19, 2023, totals 14,893 are:
  - Region I – 664
  - Region II – 602
  - Region III – 1,757
  - Region IV – 651
  - Region V – 951
  - Region VI – 546
  - Region VII – 819
  - Region VIII East – 715
  - Region VIII West - 607
  - Region IX – 1,728
  - Region X – 188
  - Region XI – 5,663
- Bulk Members in Region XI are from the following Associations:
  - ADSO United Kingdom – 1,223 members
  - IMASA South Africa – 126 members
  - SLCC United Kingdom – 3,732 members
  - VVG The Netherlands – 570 members
- Our Career Center from January 2023 through June 6, 2023, has brought in non-dues revenue of \$5,950. We were using Boxwood/Naylor for our Career Center and have moved to Web Scribble in October 2023.

**Management's Comments:**

It's a consistently busy department. IIMC has always taken pride in maintaining a personal relationship with its members and continues to provide that service. As we look toward 2024 and beyond, the additional staff person will have a major impact on helping to grow the department in its daily activities and in conference responsibilities.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Tom van der Hoven  
Region XI Development Consultant  
**Date:** October 25, 2023  
**Subject:** Development within IIMC Region XI in 2023/24



The purpose of my report is to inform the Board of the focus of my work as Region XI Development Consultant in 2023/24 and to seek the Board's input and support.

### **Background:**

This is my fifteenth 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.

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. We aim to meet at least 3 times per year – the last meeting was held in May in Minneapolis. The next meeting with our associations will be virtual and in October.

These meetings allow associations to raise their needs and expectations from their IIMC membership. They also work collectively. No association is prohibited from discussions directly with IIMC on their specific needs or to work with another association.

### 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 more members to attend. The last newsletter was produced in August 2023 and the next one is scheduled to be published early 2024.

### 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 differs from association to association – one size does not fit all.

### Facilitated Zoom Discussions and Interviews

Members will be aware of the facilitated discussions held in 2020 and 2021. Feedback on these sessions were overwhelmingly positive. We hosted a virtual launch of the International Buddy scheme in 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

Just to remind members, the Study Abroad Tour and the Symposium are two separate events, The Study Tour is financed entirely by those that register and pay to go on it. There is no sponsorship funding or contributions from IIMC. IIMC however financially supports the two-day Symposium – this year the contribution was \$20,000.

This was the eighth Study Tour since the first held in 2007. The tour kicked off on Saturday September 16, 2023 in Brugge, Belgium. The group then travelled to Antwerpen on the Monday and visited City Hall and the Port Authority. We then travelled on to Amsterdam late afternoon. The next two days were spent visiting various sites in and around Amsterdam. On Thursday and Friday, the group joined the IIMC Symposium/VvG conference.

Unlike previous Symposiums, Executive Director Shalby and I primarily focussed on the Study Tour whilst the Thursday and Friday programs, at the request of the VvG, were planned by their team lead by Arnout van Kooij.

Feedback on both the Study Tour and Symposium/Conference has overwhelmingly been positive. A survey has been sent out to those on the Study Tour and we hope that the feedback will help us improve on what we offer in future.

### Focus for 2023/24

An “Athenian Dialogue” was recently hosted in the Netherlands with colleagues from Belgium invited to participate. Feedback has been very positive. Hopefully, this will continue and, perhaps, rolled out to other associations in Region XI. The Region XI Management Board is due to meet in October to discuss actions and activities for the next 12 months.

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

**Management’s Comments:** Tom’s role over the years has been exceptional and correlates to the growth and interest in this Region. The communication in Region XI with other associations has been exemplary. The recent Study Abroad Program/Symposium was nearly flawless for the participants, blending interesting visits to local municipalities, sites and an international education perspective. We look forward to continuing our collaboration and are beginning to formalize our next Study Abroad/Symposium program for 2025.

**INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**

**To:** **IIMC Board**  
**From:** **Region XI Management Board**  
**Date:** **October 1, 2023**  
**Subject:** **Review of Election Protocol**

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Dear IIMC Board,

At a June 2021 meeting of the Region XI management Board, a discussion took place regarding problems some associations experienced during the campaign period for a vacancy of Region Director. Similar problems were experienced in some previous elections.

Due to the impact of Covid, and for other reasons, there has unfortunately been a delay in bringing forward this report.

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

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

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

During these discussions a couple of other issues were raised.

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

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

Lastly, our Board discussed the requirement that a candidate for Region Director should have attended at least two annual conferences. This requirement under the restrictions imposed by Covid penalises members from our Region as we have not been able to travel to the US and are uncertain what the future will have in store for us. We were also of the opinion that this requirement is outdated and may prevent some good candidates from stepping forward – especially as far as Region XI is concerned. You will appreciate that it may probably be easier for Region I to IX members to attend the annual conference than for those from Regions X and XI. We, therefore, ask that the Board consider removing the requirement for candidates to have attended two annual conferences.

In summary the IIMC Board is recommended as follows:

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

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

This Region XI meeting was held in June 2021 and for reasons mentioned in the report, was not brought forth to the IIMC Board until now. Since this report was written, IIMC's Elections Committee has recommended a reduction in the campaigning period to five weeks instead of the 8 months in prior years and the election time frame is now 14 days. As far as the requirement to reduce conference attendance for a Region XI member to qualify for Region XI director, the 2022-2023 Constitution Task Force did not make that recommendation to the Board prior to amending the Constitution in 2023. Perhaps, the Board would like to revisit this requirement for Region XI since costs are a serious factor regarding travel.

IIMC has followed protocol from the General Data Protection Regulation (*regulation on information privacy in the European Union (EU) and the European Economic Area. The GDPR is an important component of EU privacy law and human rights law*) regarding the distribution of any marketing materials to Region XI members. Currently, candidates are not allowed to distribute materials to the Region.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Hans Rijs, MMC & Linda Larter, MBE  
**Date:** 5<sup>th</sup> October 2023  
**Subject:** Regional Events & Regional Directors

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## Background:

### IIMC Region XI Study Tour – Non-Attendance of Region XI IIMC Directors (and Chair of IIMC International Relations Committee)

Following the discussion held on 17<sup>th</sup> August 2023 at the Board Meeting about the procedures which had led to the Region XI Directors and Chair of IIMC International Committee not being able to attend the Study Tour it was agreed that a Report should be provided for the next IIMC Board Meeting

Both Linda and Hans expressed their upset and frustrations at the Board about the procedures which had led to IIMC not being flexible to enable them to attend the Region XI Study Tour in September 2023. Both Board Directors (Hans more so) and their associated organisations have put in considerable efforts in promoting the Study Tour and have adapted their work commitments and diaries to enable attendance. In the discussion Hans asked if it was possible to join part of the tour and offered to pay real out of pocket costs for IIMC. He didn't receive an answer on that. Further details below.

## Linda

As mentioned above Linda has been actively involved in discussions about programme and promotion of the event. She had wrongly assumed as a new Board Member that the allocation of spaces would have included IIMC CEO, President, Regional Coordinator and Region Directors. However, when seeking to clarify this was informed that no allocation had been made for Regional Directors.

Linda was also involved in developing the Belgium programme with Belgium colleagues who were therefore surprised at her non-attendance and confirmed if asked space was available.

When this became known the SLCC CEO's Personal Assistant wrote an email\* to IIMC asking how this could be addressed, offering to pay full amount for the SLCC CEO, President and Linda Larter Region Director or other options if this was not possible, to find a solution of paying for own accommodation and paying for the other activities. See email below:

**From:** Kate Shlusar <[kate.shlusar@slcc.co.uk](mailto:kate.shlusar@slcc.co.uk)>  
**Date:** Thursday, 15 June 2023 at 10:00  
**To:** Tom van der Hoven <[tvanderhoven@iimc.com](mailto:tvanderhoven@iimc.com)>  
**Subject:** Symposium, Travel and Cost

Dear Tom,

I am doing some research on costings for the Symposium on behalf of Rob Smith, Linda Carter, and Linda Larter.

Could I ask the following please: -

1. Is the event currently sold out?
2. Are there any places for SLCC?
3. If delegates arrange their own accommodation, could they still join the events during the day and evening?
4. If 3 agreeable what would be the revised cost?
5. If 3 agreeable, is it possible to join in with transport from Bruges to Amsterdam?

Many thanks for your assistance in advance.

.....

.....

Response from Tom van der Hoven

- We have closed registration and we have turned away a number of late applications. If we had to allow a few extra now it would have to be offered to those members first.
- We did close registration for the study tour as we reached the maximum number which we had set out at the start.
- We did not allocate places on the basis of associations or positions/office within associations. It was offered to all IIMC members on a first come basis. It was advertised widely in the Region XI Newsletter which went out to our Region XI members – the likes of SLCC, ADSO, etc.
- I assume the questions are about the study tour? If so, then that is no longer possible to join.

At the previous Board Meeting when the topic was raised the CEO stated that Hans and Linda had both been looking for a 'Free Buck'. When Linda mentioned that this was not the case and an email had been sent from SLCC requesting options to pay the CEO was adamant that an email had not been sent and suggested she try and prove it.

Following the meeting Linda reforwarded the SLCC email\* which the CEO responded see below:

Thank you, Linda. I have this email.

I believe the program was closed due to registration. And we did not accept anyone after registration closed. Now, if we are looking at future programs, I agree that we need to reach out to Region Directors. However, this program was promoted for some time, perhaps, after you decided to run for the Board. It's unfortunate but something to build on for the future.

I appreciate your candor.

Thank you. Chris

And yet then a space was found for SLCC President.

This was one of the first meetings Linda has attended as an IIMC Board Director and whilst hopefully it was a communication issue felt she deserves an apology from the CEO for calling into question her integrity as being described as an effectively a 'Free Loader' and lying about the email and having to prove its existence. In the UK there is a Civility & Respect programme which entitles all public officers to be respected and to 'call it out' when not treated appropriately in meetings. It would be hoped that IIMC would operate within such a remit.

Linda has also found this whole experience upsetting, embarrassing, and left with a feeling of not being welcomed and irrelevant to being an IIMC Board.

If this had been the other way around and IIMC Board Member had found themselves in difficulty trying to attend an SLCC event the SLCC CEO and Board Members would have gone out of their way to assist and find a solution. The CEO made it clear that he would not be trying to do this. The only process offered was to submit a report to the next meeting – which would be after the event.

#### Hans

As mentioned previously Hans and fellow VvG Directors and VvG staff have invested many hours since 2019 of helping to coordinate the Study Tour equated to way over 400 hours.

Hans originally approached Tom to ask that this be recognised in complimentary places for three people. This is not unusual IIMC / VVG and SLCC have arranged complimentary places for events as part of a reciprocal agreement. Moreover, VvG didn't charge IIMC for conference attendance and participation for the party the night before. VvG have charged their own members E100, per person for the party so this equals \$5,000 for IIMC. Because of the Symposium and study abroad the conference for VvG was organised in Amsterdam. This raised the conference costs with at least E40,000 for VvG. IIMC paid \$20,000 to VvG so this amount covered only half the costs for VvG.

When it became clear that complimentary places were not to be made available Hans requested a lower ticket price. Bearing in mind that VVG members were being asked to pay £3,000 each, total £9,000 when they would not be using a hotel as per other visitors but sleeping in their own beds! Again, this was not deemed possible. Neither was the suggestion of own arrangements being made and paying to join in the activities. The costs to IIMC would have been at least E1,250 cheaper but IIMC still wanted to charge the full \$3,000 – and refused to give insight to the real costs as said per email on 20<sup>th</sup> July 2023.

#### **Discussion:**

There has been no effort in trying to accommodate the IIMC Region XI Directors or IMMC Chair of International Relations to attend the Study Tour. This is not conducive to international relationships.

The IIMC Board is requested to agree a Policy that Regional Directors should be allocated a place initially when an event happens in their Region and be informed of the cost to them at the outset. Noting that a reduced cost should become available if accommodation is not required.

**Financial:**

Linda Larter – there would have been no cost to IIMC, all costs would have been met by SLCC or Linda Larter.

Hans Rijs, MMC – See above.

**Summary:**

The IIMC Board is requested to agree a Policy that Regional Directors should be allocated a place initially when an event happens in their Region and be informed of the cost to them at the outset. Noting that a reduced cost should become available if accommodation is not required.

**Management's Comments:**

I've asked IIMC's International Consultant, Tom van der Hoven, to weigh in on this report and provide facts and a timeline. (see Tom's comments below in italics) I also concur with Tom regarding the current practice and see no need to change. In 2019 and 2023, we had two IIMC Past Presidents attend at full cost (Sheri Pierce, 2019 and 2023, Stephanie Kelly in 2019 and Dyanne Reese in 2023). If in doubt, please reach out to those members who have participated in the 2019 and 2023 programs and get their opinion on how the registration process was handled and their thoughts on whether these programs were successful. Lastly, and for the record, I did not refer to Region Director Larter as a "Free Loader" as Region Director Rijs states. Please stick to facts. I believe the comments below provide those.

**Comments International Consultant Tom van der Hoven:**

*There are two issues at the heart of this report.*

*In the case of Region Director Rijs, it is the fact that it was not until May 2023 that he/VvG gave any indication of the VvG's wish to attend the study tour and the fact that they expected IIMC to pay for them to attend it for free.*

*In the case of Linda Larter, it is the fact that, despite having been told of the dates of the tour and having received notice of the detail and registration forms at the same time as all other IIMC members, for whatever reason, she failed to register in time. Further that, the fact that other ordinary members had been turned away and told that registration had been closed, she expected to be treated differently based on her position as Region Director.*

*I have always believed in the saying that there are three sides to a story. You have heard one so far, now let me give you the real facts.*

**Region Director Rijs**

*On numerous occasions we have pointed out in meetings since we started planning that the study abroad tour and the symposium were two separate events. The study tour is financed by those attending with no sponsorship income or funding from IIMC. In the case of the 2023 Symposium, IIMC was willing to make a contribution of \$20,000.*

*In March, all IIMC members were notified of the Study Abroad tour, that numbers were limited to a maximum of 50 and invited to register soon as availability was on a first come basis.*

*At no point since we started discussions with the VvG in October 2019 was mentioned ever made of the Region Director, Chair of VvG, the Chair of the International Relations Committee or indeed any other VvG member joining the Study Tour.*

*At an informal discussion in the hotel room of Rijs on Saturday 13<sup>th</sup> May, and in the presence of Arnout van Kooij, Hans casually mentioned that he, VvG president Wiggers and Arnout van Kooij would be joining the study tour. This was the first ever mention of this! By that time all rooms had been sold out and I had to urgently negotiate an additional 3 hotel rooms in Bruges for them – which I did. No mention was made of their expectation that they would be included for free with IIMC footing the cost.*

*In response to my email about them having to pay, President Wiggers responded that they were disappointed that IIMC wanted to charge them to attend the study tour. Also, that she would not attend. That she thought that IIMC would pay for the Region Directors but that their VvG Board had decided not to pay for Arnout to attend the study tour.*

*The claim was that VvG felt very unhappy and upset that, as they are spending so much money and time on the symposium, for IIMC to charge \$3,000 for their participation in the study tour was grossly unfair.*

*To smooth things a little, ED Shalby invited Renee, Hans, Arnout, Hester and Ralph of the VvG to join us for the canal dinner on the Wednesday night. This was rejected by Rijs at our meeting in July in Amsterdam stating that none of them would accept the invitation – later, also confirmed by President Wiggers in an email to us.*

*Rijs now claims that at the discussion in July in Amsterdam that he had asked if it was possible to join part of the tour and offered to pay real out of pocket costs for IIMC. He didn't receive an answer on that.*

*The facts are that he wanted to know the real costs to support his claim that they should be allowed free access to join the tour. It is not true that he offered to pay real out of pocket costs! That was not mentioned at all! My response to him in an email was: "Feedback to Chris - I did undertake to feedback your views to Chris. However, I did not undertake to come back to you with out of pocket costs for IIMC, That information is not for me to share with you." He did not raise this again with either me or ED Shalby.*

*In the report, RD Rijs claims that he originally approached me to ask that their efforts be recognized in complimentary places for three people. This is absolutely NOT true! Not sure what is meant by "originally" as at no point was payment or non-payment ever raised with me until after the instruction to issue the invoices in May 2023.*

*As far as VvG's costs are concerned, ED Shalby and I, right from the start, offered that those on the study tour would pay a registration fee of £250 as they did in 2019. The VvG, and especially RD Rijs, were adamant that nobody would have to pay and that he had sufficient sponsorship money not to require anyone to pay a registration fee for either the Thursday night event or the Thursday and Friday events! To now claim free access to the study tour based on their costs is absurd as it was their choice not to accept our offer to pay for registration.*

### RD Larter

*The allocation of a space to SLCC President Carter was made prior to the closing of registration.*

*Linda Larter only arrived at the Conference late on Tuesday 16<sup>th</sup> May. At Our Region XI Board meeting held on Monday 15<sup>th</sup> May, I had already reported the following: “We have 51 delegates registered for the tour and so not taking any more registrations. All rooms sold out!”*

*At no point prior to that had Linda raised her attendance of the study tour with me. She was made aware when she arrived of the fact that we had closed registration. A month later on 15<sup>th</sup> June, I received an email from the PA of CEO Rob Smith (SLCC) enquiring about the possibility of still joining at a revised cost.*

*I responded as follows:*

- *We have closed registration and we have turned away a number of late applications. If we had to allow a few extra now it would have to be offered to those members first.*
- *We did close registration for the study tour as we reached the maximum number which we had set out at the start.*
- *We did not allocate places on the basis of associations or positions/office within associations. It was offered to all IIMC members on a first come basis. It was advertised widely in the Region XI Newsletter which went out to our Region XI members – the likes of SLCC, ADSO, etc.*

*Linda’s response to this was: “Thank you for the update, I suppose lessons learned from my side. I think Rob and I were asked last year to put the Study Tour and Symposium dates in our diaries, thought we were on the initial list.”*

### Discussion

*The IIMC Board is requested to agree a Policy that Regional Directors should be allocated a place initially when an event happens in their Region and be informed of the cost to them at the outset. Noting that a reduced cost should become available if accommodation is not required.*

*Having been a Region Director myself, a chair of the International Relations Committee and an ordinary member of IIMC for over 30 years I will express my opinion as far as this recommendation is concerned.*

*Places on the study tour will always, for practical reasons, be limited. It would be very unfair to ordinary members of IIMC to allocate two of those limited places to Region Directors purely based on their position within the organisation! And potentially at a different cost!*

*All members are notified at the same time of all the information including costs. It is made very clear that spaces are limited and that they should register soon to avoid disappointment. To agree a policy to give preferential treatment to Board members would not go down well with ordinary members!*

*I see no need to change current practice but that is ultimately for the Board to decide.*

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Lana Antony, Region X Director  
**Date:** September 8, 2023  
**Subject:** Region X Proposal for Two Additional Directors

---



### **Background:**

Canada is 1.6% larger in size than the United States. The U.S. is home to Region's 1 through 9 and has 20 Directors representing those Regions. Region X is all of Canada and has 2 Directors. Along with the large size of the Country itself, comes a variety of varying laws and protocols that relate to Councils, legislation, elections, etc.

Region XI, which encompasses the rest of the world beyond the U.S. and Canada, only has 2 Directors representing them as well. I feel they could warrant additional Directors that could help bring awareness to our international membership, but that could be another, separate, discussion.

There was a Constitutional Amendment that came before the Board in 2021 to increase the number of the Board of Directors. The amendment was presented at the May 2022 Annual Business Meeting and was approved as an amendment at that meeting and distributed to the entire membership for vote. The following amendment to the Constitution became effective August 1, 2022:

*The Board of Directors is comprised of the four (4) Executive Committee members and a minimum of twenty-four (24) Region Directors and a maximum of twenty-eight (28) Region Directors (two from each region).*

I note that due to the Constitutional amendment that was approved last year and reads: "...and a maximum of twenty-eight (28) Region Directors (two from each region), would merit another change to the Constitution to remove or amend **two from each region**.

### **Discussion:**

I feel that the addition of two Directors could increase the membership in Region X as there are many provincial associations that we could draw membership from. With the conference coming to Canada next year in 2024, this would be an ideal time to bring in additional Directors to help promote the conference and increase memberships at the same time.

For consideration, the current Director terms for myself, Lana Antony, ends in May of 2025, fellow Director, Jaylene Knight, ends in May of 2026. I would propose that any additional Directors to Region X have terms that are staggered.

### **Financial:**

Each additional Director added to the organization could potentially cost the organization a \$3,000 a year for travel costs associated with the mid-year meeting and pre-Board Meeting to the annual conference.

**Summary:**

I am respectfully requesting the Board's approval to add two additional Directors to Region X, with the hope and intent that those additions come from a more spread-out area that would provide a more robust representation of the entire Region.

**Management's Comments:**

We've always believed that Region X was too large for two Directors. We agree with Director Antony's assessment and request for additional Directors. However, this will have budget implications and, if approved, will become effective in the 2025-2026 budget years. Also, we will need to stipulate: **no two directors in this Region can be from the same province, unless no other candidate applies for the vacancy. This change will not affect the Constitution since the new Constitution provides verbiage for the maximum amount of Board members**

**Section 1. Composition**

The Board of Directors is comprised of the four (4) Executive Committee members and a minimum of twenty-four (24) Region Directors and a maximum of twenty-eight (28) Region Directors (two from each Region).

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Statement Period  
September 1-30, 2023  
Account Number  
9755-7195

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**Cash:** Any Free Credit Balance owed by us to you payable upon demand which, although accounted for on our books of record, is not segregated and may be used in the conduct of this firm's business. **Dividend Reinvestment Customers:** Dividend reinvestment transactions were effected by Schwab acting as a principal for its own account, except for the reinvestment of Schwab dividends, for which an independent broker-dealer acted as the buying agent. Further information on these transactions will be furnished upon written request.

**Interest:** For the Schwab One Interest, Bank Sweep, and Bank Sweep for Benefit Plans features, interest is paid for period that may differ from the Statement Period. Balances include interest paid as indicated on your statement by Schwab or one or more of its Affiliated Banks. These balances do not include interest that may have accrued during the Statement Period after interest is paid. The interest paid may include interest that accrued in the prior Statement Period. For the Schwab One Interest feature, interest accrues daily from the second-to-last business day of the prior month and is posted on the second-to-last business day of the current month. For the bank sweep feature(s), interest accrues daily from the 16th day of the prior month and is credited/posted on the first business day after the 15th of the current month. If, on any given day, the interest that Schwab calculates for the Free Credit Balances in the Schwab One Interest feature in your brokerage account is less than \$0.05, you will not accrue any interest on that day. For balances held at banks affiliated with Schwab in the Bank Sweep and Bank Sweep for Benefit Plans features, interest will accrue even if the amount is less than \$0.05.

**Margin Account Customers:** This is a combined statement of your margin account and special memorandum account maintained for you under Section 220.5 of Regulation T issued by the Board of Governors of the Federal Reserve System. The permanent record of the separate account as required by Regulation T is available for your inspection.

Securities purchased on margin are Schwab's collateral for the loan to you. It is important that you fully understand the risks involved in trading securities on margin. These risks include:

- You can lose more funds than you deposit in the margin account.
- Schwab can force the sale of securities or other assets in any of your account(s) to maintain the required account equity without contacting you.
- You are not entitled to choose which assets are liquidated nor are Schwab can increase both its "house" maintenance margin requirements and the maintenance margin requirements for your Account at any time without advance written notice to you.

**Market Price:** The most recent price evaluation available to Schwab on the last business day of the report period, normally the last trade price or bid as of market close. Unpriced securities denote that no market evaluation update is currently available. Price evaluations are obtained from outside parties. Schwab shall have no responsibility for the accuracy or timeliness of any such evaluations. Assets Not held at Schwab Are not held in your Account or covered by the Account's SIPC account protection and are not otherwise held in Schwab's custody and are being provided as a courtesy to you. Information on Assets Not Held at Schwab, including but not limited to valuations, is reported solely based on information you provide to Schwab. Schwab can neither validate nor certify the existence of Assets Not Held at Schwab or the accuracy, completeness or timeliness of the information about Assets Not Held at Schwab, whether provided by you or otherwise. Descriptions of Assets Not Held at Schwab may be abbreviated or truncated. Some securities, especially thinly traded equities in the OTC market or foreign markets, may not report report the most current price and are indicated as Stale Priced. Certain Limited Partnership (direct participation programs) and unlisted Real Estate Investment Trust (REIT) securities, for which you may see a value on your monthly Account statement that reflects the issuer's appraised value, are not listed on a national securities exchange, and are generally illiquid. Even if you are able to sell such securities, the price received may be less than the per share appraised estimated value provided in the account statement.

**Market Value:** The Market Value is computed by multiplying the Market Price by the Quantity of Shares. This is the dollar value of your present holdings in your specified Schwab Account or a summary of the Market Value summed over multiple accounts.

**Non-Publicly Traded Securities:** All assets shown on this statement, other than certain direct investments which may be held by a third party, are held in your Account. Values of certain Non-Publicly Traded Securities may be furnished by a third party as provided by Schwab's Account Agreement. Schwab shall have no responsibility for the accuracy or timeliness of such valuations. The Securities Investor Protection Corporation (SIPC) does not cover many limited partnership interests.

**Schwab Sweep Money Funds:** Includes the primary money market funds into which Free Credit Balances may be automatically invested pursuant to your Account Agreement. Schwab or an affiliate acts and receives compensation as the Investment Advisor, Shareholder Service Agent and Distributor for the Schwab Sweep Money Funds. The amount of such compensation is disclosed in the prospectus. The yield information for Schwab Sweep Money Funds is the current 7-day yield as of the statement period. Yields vary. If on any given day, the accrued daily dividend for your selected sweep money fund as calculated for your account is less than 1/2 of 1 cent (\$0.005), your account will not earn a dividend for that day. In addition, if you do not accrue at least 1 daily dividend of \$0.01 during a pay period, you will not receive a money market dividend for that period. Schwab and the Schwab Sweep Money Funds investment advisor may be voluntarily reducing a portion of a Schwab Sweep Money Fund's expenses. Without these reductions, a Schwab would have been lower.

**Securities Products and Services:** Securities products and services

are offered by Charles Schwab & Co., Inc., Member SIPC. Securities products and services, including unswept intraday funds and net credit balances held in brokerage accounts are not deposits or other obligations of, or guaranteed by, any bank, are not FDIC insured, and are subject to investment risk and may lose value. SIPC does not cover balances held at banks affiliated with Schwab in the Bank Sweep and Bank Sweep for Benefit Plans features. Please see your Cash Feature Disclosure Statement for more information on insurance coverage.

**Yield to Maturity:** This is the actual average annual return on a note if held to maturity. **Unrealized Gain or (Loss):** Unrealized Gain or (Loss) sections ("Gain/Loss Section(s)") contain a gain or a loss summary of your Account. This information has been provided on this statement at the request of your Advisor, if applicable. This information is not a solicitation or a recommendation to buy or sell. **Schwab does not provide tax advice and encourages you to consult with your tax professional.** Please view the Cost Basis Disclosure Statement for additional information on how gain (or loss) is calculated and how Schwab reports adjusted cost basis information to the IRS.

**Accrued Income:** Accrued Income is the sum of the total accrued interest and/or accrued dividends on positions held in your Account, but the interest and/or dividends have not been received into your account. Schwab makes no representation that the amounts shown (or any other amount) will be received. Accrued amounts are not covered by SIPC account protection until actually received and held in the Account. **IN CASE OF ERRORS OR DISCREPANCIES:** If you find an error or discrepancy relating to your brokerage activity (other than an electronic fund transfer) you must notify us promptly, but no later than 10 days after this statement is sent or made available to you. If this statement shows that we have mailed or delivered securities, the certificate(s) that you have not received, notify Schwab immediately. You may call us at 800-435-4000. (Outside the U.S., call +1-415-667-8400). If you're a client of an independent investment advisor, call us at 800-515-2157. Any oral communications should be re-confirmed in writing to further protect your rights, including rights under the Securities Investor Protection Act (SIPA). If you do not so notify us, you agree that the statement activity and Account balance are correct for all purposes with respect to those brokerage transactions.

**IN CASE OF COMPLAINTS:** If you have a complaint regarding your Schwab statement, products or services, please write to the Client Advocacy Team at Charles Schwab & Co., Inc., Attention: Client Advocacy Team, 211 Main St., San Francisco, CA 94105, USA, or call Schwab Signature Alliance at 800-515-2157. **Address Changes:** If you fail to notify Schwab in writing of any change of address or phone number, you may not receive important notifications about your Account, and trading or other restrictions might be placed on your Account.

**Additional Information:** We are required by law to report to the Internal Revenue Service adjusted cost basis information (if applicable), certain payments to you and credits to your Account during the calendar year. Retain this statement for income tax purposes. A financial statement for your inspection is available at Schwab's offices or a copy will be mailed to you upon written request. Any third party trademarks appearing herein are the property of their respective owners. Schwab and Charles Schwab Bank are affiliates of each other and subsidiaries of the Charles Schwab Corporation.

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(0822-20UL)

Schwab One® Account of  
**THE INTERNATIONAL INSTITUTE OF  
 MUNICIPAL CLERKS**

Account Number  
**9755-7195**

Statement Period  
**September 1-30, 2023**

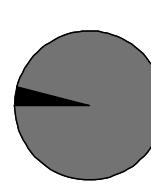
**Account Value as of 09/30/2023:\$ 498,227.56**

**Change in Account Value**

		This Period	Year to Date	Account Value [in Thousands]
<b>Starting Value</b>		<b>\$ 498,952.01</b>		<b>\$ 0.00</b>
Credits		7.19	19,443.77	
Debits		(102.53)	(456.33)	
Transfer of Securities (In/Out)		0.00	479,484.31	
Income Reinvested		0.00	0.00	
Change in Value of Investments		(629.11)	(244.19)	
<b>Ending Value on 09/30/2023</b>		<b>\$ 498,227.56</b>	<b>\$ 498,227.56</b>	
Accrued Income <sup>d</sup>		7,803.97	85	
<b>Ending Value with Accrued Income<sup>d</sup></b>		<b>\$ 506,031.53</b>		
Total Change in Account Value		\$ (724.45)	\$ 498,227.56	
Total Change with Accrued Income <sup>d</sup>		\$ 7,079.52		

**Asset Composition**

	Market Value	% of Account Assets	Overview
Bank Sweep <sup>X,Z</sup>	\$ 18,987.44	4%	
Fixed Income	479,240.12	96%	
<b>Total Assets Long</b>	<b>\$ 498,227.56</b>		
<b>Total Account Value</b>	<b>\$ 498,227.56</b>	<b>100%</b>	



- 4% Bank Sweep [X,Z]
- 96% Fixed Income



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**Unrealized Gain or (Loss)**

**Realized Gain or (Loss) This Period**

**Gain or (Loss) Summary**

**All Investments**

**\$0.00**

**Short Term**

**\$0.00**

**Long Term**

**\$0.00**

**\$3,462.88**

Values may not reflect all of your gains/losses. Schwab has provided accurate gain and loss information wherever possible for most investments. Cost basis may be incomplete or unavailable for some of your holdings and may change or be adjusted in certain cases. Statement information should not be used for tax preparation, instead refer to official tax documents. For additional information refer to Terms and Conditions.

<b>Income Summary</b>		<b>This Period</b>		<b>Year to Date</b>	
		<b>Federally Tax-Exempt</b>	<b>Federally Taxable</b>	<b>Federally Tax-Exempt</b>	<b>Federally Taxable</b>
Bank Sweep Interest	0.00	7.19	0.00	30.48	
Corporate Bond and Other Interest	0.00	0.00	0.00	957.00	
Certificate of Deposit Interest	0.00	0.00	0.00	1,260.27	
<b>Total Income</b>	<b>0.00</b>	<b>7.19</b>	<b>0.00</b>		<b>2,247.75</b>

**Cash Transactions Summary**

<b>Starting Cash*</b>	<b>\$ 19,082.78</b>	<b>\$ 0.00</b>
Deposits and other Cash Credits	0.00	17,196.02
Investments Sold	0.00	100,000.00
Dividends and Interest	7.19	2,247.75
Withdrawals and other Debits	0.00	0.00
Investments Purchased	0.00	(100,000.00)
Fees and Charges	(102.53)	(456.33)
<b>Total Cash Transaction Detail</b>	<b>(95.34)</b>	<b>18,987.44</b>
<b>Ending Cash*</b>	<b>\$ 18,987.44</b>	<b>\$ 18,987.44</b>

\*Cash (includes any cash debit balance) held in your account plus the value of any cash invested in a sweep money fund.

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### Investment Detail - Bank Sweep

Bank Sweep	Starting Balance	Ending Balance	% of Account Assets
CHARLES SCHWAB BANK	19,082.78	18,987.44	4%
<b>Total Bank Sweep</b>	<b>19,082.78</b>	<b>18,987.44</b>	<b>4%</b>
<b>Total Bank Sweep</b>	<b>18,987.44</b>	<b>4%</b>	

### Investment Detail - Fixed Income

Corporate Bonds	Par	Market Price	Market Value	Adjusted Cost Basis	% of Account Assets	Unrealized Gain or (Loss)	Estimated Annual Income	Yield to Maturity
CITIGROUP INC MED 5.2%26	50,000.0000	97.10970	48,554.85	50,000.00	10%	(1,445.15)	2,600.00	5.20%

*Accrued Interest: 982.22*

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### Investment Detail - Fixed Income (continued)

	Par	Market Price	Market Value	Adjusted Cost Basis	% of Account Assets	Unrealized Gain or (Loss)	Estimated Annual Income	Yield to Maturity
<b>Corporate Bonds (continued)</b>								
<b>CREDIT SUISSE AG5.8% 27F</b>	33,000.0000	94.67900	31,244.07	32,703.00	6%	(1,458.93)	1,914.00	6.06%
DUE 02/28/27 CALLABLE 02/28/24 AT 100.00000 CUSIP: 22553QRA7 MOODY'S: A3 S&P: A+			32,703.00					
<b>Total Corporate Bonds</b>	83,000.0000		79,798.92	82,703.00	16%	(2,904.08)	4,514.00	
<i>Total Cost Basis:</i> 82,703.00								
<b>Total Accrued Interest for Corporate Bonds: 1,157.67</b>								
	Par	Market Price	Market Value	Adjusted Cost Basis	% of Account Assets	Unrealized Gain or (Loss)	Estimated Annual Income	Yield to Maturity
<b>CDS &amp; BAS</b>								
<b>GOLDMAN SACHS BA 5.05%23</b>	100,000.0000	99.95640	99,956.40	100,000.00	20%	(43.60)	N/A	5.05%
CD FDIC INS DUE 11/13/23 US CUSIP: 38150VHF9 MOODY'S: NR S&P: NR			100,000.00					
<b>MORGAN STANLEY PV 5.1%24</b>	100,000.0000	99.76280	99,762.80	100,000.00	20%	(237.20)	N/A	5.10%
CD FDIC INS DUE 05/09/24 US CUSIP: 61768ETG8 MOODY'S: NR S&P: NR			100,000.00					
<i>Accrued Interest: 2,012.05</i>								

Please see "Endnotes for Your Account" section for an explanation of the endnote codes and symbols on this statement.

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### Investment Detail - Fixed Income (continued)

CDs & BAs (continued)	Par	Market Price	Market Value	Adjusted Cost Basis	% of Account Assets	Unrealized Gain or (Loss)	Estimated Annual Income
<b>CHARLES SCHWAB B</b> 5.15% <sup>24</sup> CD FDIC INS DUE 05/21/24 US CUSIP: 15987UBQ0 MOODY'S: NR S&P: NR	100,000.0000	99.81000	<b>99,810.00</b>	100,000.00	20%	(190.00)	<b>5,150.00</b>
			100,000.00				5.15%
							<b>Accrued Interest: 2,017.67</b>
<b>JPMORGAN CHASE &amp;</b> 5.6% <sup>24</sup> CD FDIC INS DUE 11/15/24 US CALLABLE 02/15/24 AT 100.000000 CUSIP: 46656MJL6 MOODY'S: NR S&P: NR	100,000.0000	99.91200	<b>99,912.00</b>	100,000.00	20%	(88.00)	<b>5,600.00</b>
			100,000.00				5.60%
							<b>Accrued Interest: 721.10</b>
<b>Total CDs &amp; BAs</b>	<b>400,000.0000</b>		<b>399,441.20</b>	<b>400,000.00</b>	<b>80%</b>	<b>(558.80)</b>	<b>10,750.00</b>
			<b>Total Cost Basis:</b>	<b>400,000.00</b>			<b>Total Accrued Interest for CDs &amp; BAs: 6,646.30</b>
<b>Total Fixed Income</b>	<b>483,000.0000</b>		<b>479,240.12</b>	<b>482,703.00</b>	<b>96%</b>	<b>(3,462.88)</b>	<b>15,264.00</b>
			<b>Total Cost Basis:</b>	<b>482,703.00</b>			

Accrued Interest represents the interest that would be received if the fixed income investment was sold prior to the coupon payment. Yield to Maturity is the actual average annual return on a note if held to maturity.

Estimated Annual Income ("EAI") and Estimated Yield ("EY") calculations are for informational purposes only and are derived from information provided by outside parties. Schwab cannot guarantee the accuracy of such information. Since the interest and dividends are subject to change at any time, they should not be relied upon exclusively for making investment decisions. The actual income and yield might be lower or higher than the estimated amounts. EY is based upon EAI and the current price of the security and will fluctuate. For certain types of securities, the calculations could include a return of principal or capital gains in which case EAI and EY would be overstated. EY and EAI are not promptly updated to reflect when an issuer has missed a regular payment or announced changes to future payments, in which case EAI and EY will continue to display at a prior rate.

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		<b>Total Investment Detail</b>	<b>498,227.56</b>
		<b>Total Account Value</b>	<b>498,227.56</b>
		<b>Total Cost Basis</b>	<b>482,703.00</b>

**Transaction Detail - Dividends & Interest** (including Money Market Fund dividends reinvested)

Transaction Process	Process	Date	Activity	Description	Credit/(Debit)
09/15/23		09/18/23	Bank Interest <sup>x,z</sup>	BANK INT 081623-091523: SCHWAB BANK	7.19
			<b>Total Dividends &amp; Interest</b>		<b>7.19</b>

**Transaction Detail - Fees & Charges**

Transaction	Process	Date	Activity	Description	Credit/(Debit)
09/07/23		09/07/23	Advisor Fee <sup>*</sup>	TO ADVISOR	(102.53)
			<b>Total Fees &amp; Charges</b>		<b>(102.53)</b>
				<i>Margin interest charged to your Account during the statement period is included in this section of the statement.</i>	
			<b>Total Transaction Detail</b>		<b>(95.34)</b>

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## Bank Sweep Activity

Transaction Date	Transaction	Description	Withdrawal	Deposit	Balance x.z
<b>Opening Balance x.z</b>					
09/08/23	Auto Transfer	BANK TRANSFER TO BROKERAGE	102.53		18,980.25
09/15/23	Interest Paid x.z	BANK INTEREST - CHARLES SCHWAB BANK		7.19	18,987.44
<b>Total Activity</b>					
<b>Ending Balance x.z</b>					
<b>18,987.44</b>					

Bank Sweep: Interest Rate as of 09/29/23 was 0.45%. <sup>2</sup>

## Endnotes For Your Account

### Symbol Endnote Legend

- \* You authorize Schwab to debit your account to pay investment management fees per the authorization you granted in your Account Application. Schwab does not review or monitor these fee payments. Contact your Investment Manager if you have questions.
- d** Accrued Income is the sum of the total accrued interest and/or accrued dividends on positions held in your brokerage account, but the income and/or dividends have not been received into your account and Schwab makes no representation that they will. Accrued amounts are not covered by SIPC account protection until actually received and held in the account.
- X** Bank Sweep deposits are held at FDIC-insured bank(s) ("Banks") that are affiliated with Charles Schwab & Co., Inc.
- Z** For Bank Sweep and Bank Sweep for Benefit Plans features, interest is paid for a period that differs from the Statement Period. Balances include interest paid as indicated on your statement by Schwab or one or more of its affiliated banks. These balances do not include interest that may have accrued during the Statement Period after interest is paid. The interest paid may include interest that accrued in the prior Statement Period.

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Statement Period  
**September 1-30, 2023**

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**9755-7195**

Schwab Institutional is a division of Charles Schwab & Co., Inc., and provides back office brokerage and related services to independent investment advisors and retirement plan providers. Schwab is a registered broker-dealer and is not affiliated with your Investment Advisor whose name appears on this statement ("Advisors") except in the case of Charles Schwab Investment Advisory, Inc. ("CSIA"), Schwab Private Client Investment Advisory, Inc. ("SPCIA"), or an affiliated company that may act as the investment advisor on a fund. Schwab neither endorses nor recommends any particular Advisor or its investment strategy and has no responsibility to monitor trading by any Advisor in your Account. Schwab has not verified any statement accompanying any Advisor's logo appearing on this statement. Not all of these products and services may benefit your Account, and Schwab may provide them to Advisors on the Advisor's commitment to place a certain amount of its clients' assets in brokerage accounts at Schwab within a certain period of time. This commitment could influence an Advisor's recommendation or requirement that its clients establish brokerage accounts at Schwab. For questions about this statement, or if there is a change in your financial situation, investment objectives, or risk profile, please contact your Independent Investment Manager and/or Advisor.

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**Your Independent Investment Manager and/or Advisor**

Statement Period  
**September 1-30, 2023**

Account Number  
**5054-7566**

URBAN WEALTH MGMT GROUP LLC  
841 APOLLO ST STE 320  
EL SEGUNDO CA 90245-4819  
1 (424) 277-2260

*The custodian of your brokerage account is: Charles Schwab & Co., Inc.*

**Managed Account Marketplace**  
**Envestnet Asset Management Inc**  
**Envestnet Unified Managed Account**

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## Terms and Conditions

### GENERAL INFORMATION AND KEY TERMS:

This Account is furnished solely by Charles Schwab & Co., Inc. ("Schwab") for your Account at Schwab ("Account"). Unless otherwise defined herein, capitalized terms have the same meanings as in your Account Agreement. If you receive any other communication from any source other than Schwab which purports to represent your holdings at Schwab (including balances held at a Depository Institution) you should verify its content with this statement.

**AIP (Automatic Investment Plan) Customers:** Schwab receives compensation in connection with certain transactions effected through Schwab, if you participate in a systematic investment program through Schwab, the additional information normally detailed on a trade confirmation will be provided upon request.

**Average Daily Balance:** Average daily composite of all cash balances that earn interest and all loans from Schwab that are charged interest. **Bank Sweep and Bank Sweep for Benefit Plans Features:** Schwab acts as your agent and custodian in establishing and maintaining your Deposit Account(s) as a feature of your brokerage account(s). Deposit accounts held through bank sweep features constitute direct obligations of one or more FDIC insured banks ("Affiliated Banks") that are affiliated with Schwab and are not obligations of Schwab. Funds swept to Affiliated Banks are eligible for deposit insurance from the FDIC up to the applicable limits for each bank for funds held in the same insurable capacity. The balance in the Deposit Accounts can be withdrawn on your order and the proceeds returned to your brokerage account or remitted to you as provided in your Account Agreement. For information on FDIC insurance and its limits, as well as other important disclosures about the bank sweep feature(s) in your account, please refer to the Cash Features Disclosure Statement available online or from a Schwab representative.

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If, on any given day, the interest that Schwab calculates for the Free Credit Balances in the Schwab One Interest feature in your brokerage account is less than \$0.05, you will not accrue any interest on that day. For balances held at banks affiliated with Schwab in the Bank Sweep and Bank Sweep for Benefit Plans features, interest will accrue even if the amount is less than \$0.05.

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Account Number  
**5054-7566**

Statement Period  
**September 1-30, 2023**

are offered by Charles Schwab & Co., Inc., Member SIPC. Securities products and services, including unswept intraday funds and net credit balances held in brokerage accounts are not deposits or other obligations of, or guaranteed by, any bank, are not FDIC insured, and are subject to investment risk and may lose value. SIPC does not cover balances held at banks affiliated with Schwab in the Bank Sweep and Bank Sweep for Benefit Plans features. Please see your Cash Feature Disclosure Statement for more information on insurance coverage.

**Yield to Maturity:** This is the actual average annual return on a note if held to maturity.

**Gain (or Loss):** Unrealized Gain or (Loss) and Realized Gain or (Loss) sections ("Gain/Loss Section(s)") contain a gain or a loss summary of your Account. This information has been provided on this statement at the request of your Advisor, if applicable. This information is not a solicitation or a recommendation to buy or sell. **Schwab does not provide tax advice and encourages you to consult with your tax professional.** Please view the Cost Basis Disclosure Statement for additional information on how gain (or loss) is calculated and how Schwab reports adjusted cost basis information to the IRS.

**Accrued Income:** Accrued Income is the sum of the total accrued interest and/or accrued dividends on positions held in your Account, but the interest and/or dividends have not been received into your account. Schwab makes no representation that the amounts shown (or any other amount) will be received. Accrued amounts are not covered by SIPC account protection until actually received and held in the Account.

**IN CASE OF ERRORS OR DISCREPANCIES:** If you find an error or discrepancy relating to your brokerage activity (other than an electronic fund transfer) you must notify us promptly, but no later than 10 days after this statement is sent or made available to you. If this statement shows that we have mailed or delivered communications including the existence of Assets Not Held at Schwab or the accuracy, completeness or timeliness of the information about Assets Not Held at Schwab, whether provided by you or otherwise. Descriptions of Assets Not Held at Schwab may be abbreviated or truncated. Some securities, especially thinly traded equities in the OTC market or foreign markets, may not report report the most current price and are indicated as Stale Priced. Certain Limited Partnership (direct participation programs) and unlisted Real Estate Investment Trust (REIT) securities, for which you may see a value on your monthly Account statement that reflects the issuer's appraised estimated value, are not listed on a national securities exchange, and are generally illiquid. Even if you are able to sell such securities, the price received may be less than the per share appraised estimated value provided in the account statement.

**Market Value:** The Market Value is computed by multiplying the Market Price by the Quantity of Shares. This is the dollar value of your present holdings in your specified Schwab Account or a summary of the Market Value summed over multiple accounts. **Non-Publicly Traded Securities:** All assets shown on this statement, other than certain direct investments which may be held by a third party, are held in your Account. Values of certain Non-Publicly Traded Securities may be furnished by a third party as provided by Schwab's Account Agreement. Schwab shall have no responsibility for the accuracy or timeliness of such valuations. The Securities Investor Protection Corporation (SIPC) does not cover many limited partnership interests.

**Schwab Sweep Money Funds:** Includes the primary money market funds into which Free Credit Balances may be automatically invested pursuant to your Account Agreement. Schwab or an affiliate acts and receives compensation as the Investment Advisor, Shareholder Service Agent and Distributor for the Schwab Sweep Money Funds. The amount of such compensation is disclosed in the prospectus. The yield information for Schwab Sweep Money Funds is the current 7-day yield as of the statement period. Yields vary. If on any given day, the accrued daily dividend for your selected sweep money fund as calculated for your account is less than 1/2 of 1 cent (\$0.005), your account will not earn a dividend for that day. In addition, if you do not accrue at least 1 daily dividend of \$0.01 during a pay period, you will not receive a money market dividend for that period. Schwab and the Schwab Sweep Money Funds investment advisor may be voluntarily reducing a portion of a Schwab Sweep Money Fund's expenses. Without these reductions, yields would have been lower.

**Securities Products and Services:** Securities products and services are offered by Charles Schwab & Co., Inc. ("Schwab"). All rights reserved. **Member SIPC.** (0822-20UL)

Schwab One® Account of  
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 MUNICIPAL CLERKS  
 ENVESTNET APM SRI**

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Statement Period  
**September 1-30, 2023**

Account Number  
**5054-7566**

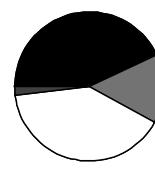
**Account Value as of 09/30/2023: \$ 48,610.77**

**Change in Account Value**

	This Period	Year to Date	Account Value
<b>Starting Value</b>	<b>\$ 51,440.22</b>	<b>\$ 0.00</b>	
Credits	50.21	50,061.50	
Debits	(24.93)	(24.93)	
<b>Transfer of Securities (In/Out)</b>	<b>0.00</b>	<b>0.00</b>	
Income Reinvested	(33.52)	(41.58)	
Change in Value of Investments	(2,821.21)	(1,384.22)	
<b>Ending Value on 09/30/2023</b>	<b>\$ 48,610.77</b>	<b>\$ 48,610.77</b>	
Accrued Income <sup>d</sup>	22.34	8500	
<b>Ending Value with Accrued Income<sup>d</sup></b>	<b>\$ 48,633.11</b>	<b>0</b>	12/22 3/23 6/23 9/23
<b>Total Change in Account Value</b>	<b>\$ (2,829.45)</b>	<b>\$ 48,610.77</b>	
<b>Total Change with Accrued Income<sup>d</sup></b>	<b>\$ (2,807.11)</b>		

**Asset Composition**

	Market Value	% of Account Assets	Overview
Cash	\$ 1,023.57	2%	
Equities	20,980.09	43%	
Bond Funds	7,368.12	15%	
Exchange Traded Funds	19,238.99	40%	
<b>Total Assets Long</b>	<b>\$ 48,610.77</b>	<b>100%</b>	
<b>Total Account Value</b>	<b>\$ 48,610.77</b>		



- 43% Equities
- 15% Bond Funds
- 40% Exchange Traded Funds
- 2% Cash

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### Gain or (Loss) Summary

	Realized Gain or (Loss) This Period		Unrealized Gain or (Loss)	
	Short Term	Long Term		
<b>All Investments</b>	\$0.00	\$0.00		\$1,330.77
Schwab One® Interest	0.00	0.29	0.00	3.52
Cash Dividends	0.00	49.92	0.00	57.98
<b>Total Income</b>	<b>0.00</b>	<b>50.21</b>	<b>0.00</b>	<b>61.50</b>
	This Period		Year to Date	
	Federally Tax-Exempt	Federally Taxable	Federally Tax-Exempt	Federally Taxable
<b>Income Summary</b>				
Schwab One® Interest	0.00	0.29	0.00	3.52
Cash Dividends	0.00	49.92	0.00	57.98
<b>Total Income</b>	<b>0.00</b>	<b>50.21</b>	<b>0.00</b>	<b>61.50</b>
	This Period		Year to Date	
	Starting Cash		\$ 1,031.81	\$ 0.00
	Deposits and other Cash Credits		0.00	50,000.00
	Investments Sold		0.00	3,315.12
	Dividends and Interest		50.21	61.50
	Withdrawals and other Debits		0.00	0.00
	Investments Purchased		(33.52)	(52,328.12)
	Fees and Charges		(24.93)	(24.93)
	<b>Total Cash Transaction Detail</b>		<b>(8.24)</b>	<b>(8.24)</b>
	<b>Ending Cash</b>		<b>\$ 1,023.57</b>	<b>\$ 1,023.57</b>

\*Cash (includes any cash debit balance) held in your account plus the value of any cash invested in a sweep money fund.

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### Investment Detail - Cash

Cash	Starting Balance	Ending Balance	% of Account Assets
Cash	1,031.81	1,023.57	2%
<b>Total Cash</b>	<b>1,031.81</b>	<b>1,023.57</b>	<b>2%</b>
<b>Total Cash</b>	<b>1,023.57</b>	<b>1,023.57</b>	<b>2%</b>

### Investment Detail - Equities

Equities	Quantity	Market Price	Market Value	% of Account Assets	Unrealized Gain or (Loss)	Estimated Yield	Estimated Annual Income
			Cost Basis				
ALPHABET INC. CLASS A SYMBOL: GOOGL	27.0000	130.86000	3,533.22	7%		55.62	N/A
AMAZON.COM INC SYMBOL: AMZN	26.0000	127.12000	3,305.12	7%	(280.68)	N/A	N/A
APPLE INC SYMBOL: AAPL	23.0000	171.21000	3,937.83	8%	(144.29)	0.56%	22.08
MICROSOFT CORP SYMBOL: MSFT	9.0000	315.75000	2,841.75	6%	(37.26)	0.86%	24.48
NVIDIA CORP SYMBOL: NVDA	9.0000	434.99000	3,914.91	8%	216.54	0.03%	1.44

Please see "Endnotes for Your Account" section for an explanation of the endnote codes and symbols on this statement.

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### Investment Detail - Equities (continued)

Equities (continued)	Quantity	Market Price	Market Value	% of Account Assets	Unrealized Gain or (Loss)	Estimated Yield	Estimated Annual Income
			Cost Basis				
<b>SALESFORCE INC</b> SYMBOL: CRM	17.0000	202.78000	<b>3,447.26</b>	7%	(81.60)	N/A	N/A
			3,528.86				
<b>Total Equities</b>	<b>111.0000</b>		<b>20,980.09</b>	<b>43%</b>	<b>(271.67)</b>	<b>48.00</b>	
			<i>Total Cost Basis:</i>	<i>21,251.76</i>			

### Investment Detail - Exchange Traded Funds

Exchange Traded Funds	Quantity	Market Price	Market Value	% of Account Assets	Unrealized Gain or (Loss)	Estimated Yield	Estimated Annual Income
			Cost Basis				
<b>ISHARES ESG AWR 1-5 Y</b> USD CP BND ETF SYMBOL: SUSB	167.0000	23.77000	<b>3,969.59</b>	8%	(19.97)	N/A	N/A
			3,989.56				
<b>ISHARES US</b> INFRASTRUCTURE ETF SYMBOL: IFRA	76.0000	36.59000	<b>2,780.84</b>	6%	(208.86)	1.77%	49.40
			2,989.70				
<b>ISHARES US HOME</b> CONSTRUCT ETF SYMBOL: ITB	36.0000	78.49000	<b>2,825.64</b>	6%	(142.38)	0.50%	14.32
			2,968.02				
<b>NUVEEN ESG INTER DVLP</b> MKT EQY ETF SYMBOL: NUDM	180.0000	27.32000	<b>4,917.60</b>	10%	(208.09)	1.86%	91.76
			5,125.69				
<b>NUVEEN ESG MID CAP VALUE</b> ETF SYMBOL: NUMV	102.00000	28.43000	<b>2,899.86</b>	6%	(197.56)	N/A	N/A
			3,097.42				

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### Investment Detail - Exchange Traded Funds (continued)

	Quantity	Market Price	Market Value Cost Basis	% of Account Assets	Unrealized Gain or (Loss)	Estimated Yield	Estimated Annual Income
<b>Exchange Traded Funds</b>							
<b>NUVEEN ESG SMALL CAP</b> ETF SYMBOL: NUSC	53.0000	34.82000	1,845.46 1,974.24	4%	(128.78)	N/A	N/A
<b>Total Exchange Traded Funds</b>	614.0000		19,238.99 20,144.63	40%	(905.64)		155.48
<i>Total Accrued Dividend for Exchange Traded Funds: 22.34</i>							

### Investment Detail - Mutual Funds

	Quantity	Market Price	Market Value	Cost Basis	Unrealized Gain or (Loss)	% of Account Assets
<b>Bond Funds</b>						
<b>AMERICAN BEACON DEVELOP NGWLDINCFD-YCL</b> SYMBOL: AGEYX	362.9840	6.69000	2,428.36	2,506.91	(78.55)	5%
<b>PIMCO CLIMATE BOND INSTI TUTIONAL</b> SYMBOL: PCEIX	591.5880	8.35000	4,939.76	5,014.67	(74.91)	10%
<b>Total Bond Funds</b>	<b>954.5720</b>		<b>7,368.12</b>	<b>7,521.58</b>	<b>(153.46)</b>	<b>15%</b>
<b>Total Mutual Funds</b>	<b>954.5720</b>		<b>7,368.12</b>	<b>7,521.58</b>	<b>(153.46)</b>	<b>15%</b>

*Estimated Annual Income ("EAI") and Estimated Yield ("EY") calculations are for informational purposes only and are derived from information provided by outside parties. Schwab cannot guarantee the accuracy of such information. Since the interest and dividends are subject to change at any time, they should not be relied upon exclusively for making investment decisions. The actual income and yield might be lower or higher than the estimated amounts. EY is based upon EAI and the current price of the security and will fluctuate. For certain types of securities, the calculations could include a return of principal or capital gains in which case EAI and EY would be overstated. EY and EAI are not promptly updated to reflect when an issuer has missed a regular payment or announced changes to future payments, in which case EAI and EY will continue to display at a prior rate.*

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		<b>Total Investment Detail</b>	<b>48,610.77</b>
		<b>Total Account Value</b>	<b>48,610.77</b>
		<b>Total Cost Basis</b>	<b>48,917.97</b>

### Transaction Detail - Purchases & Sales

#### Bond Funds Activity

Settle Date	Trade Date	Transaction	Description	Quantity	Unit Price	Charges and Interest	Total Amount
09/01/23	09/01/23	Reinvested Shares	AMERICAN BEACON DEVELOPI NGWLDINCFD-YCL: AGEYX	2.8100	6.7300	0.00	(18.91)
09/29/23	09/29/23	Reinvested Shares	PIMCO CLIMATE BOND INSTI TUTIONAL: PCEIX	1.7500	8.3500	0.00	(14.61)

<b>Total Bond Funds Activity</b>	<b>(33.52)</b>
<b>Total Purchases &amp; Sales</b>	<b>(33.52)</b>

### Transaction Detail - Dividends & Interest (including Money Market Fund dividends reinvested)

Transaction Process Date	Date	Activity	Description	Credit/(Debit)
09/01/23	09/01/23	Div For Reinvest	AMERICAN BEACON DEVELOPI AGEYX	18.91
09/08/23	09/08/23	Cash Dividend	ISHARES ESG AWR 1-5 Y: SUSB	9.92
09/14/23	09/14/23	Qualified Dividend	MICROSOFT CORP: MSFT	6.12
09/28/23	09/28/23	Qualified Dividend	NVIDIA CORP: NVDA	0.36

Please see "Endnotes for Your Account" section for an explanation of the endnote codes and symbols on this statement.

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### Transaction Detail - Dividends & Interest (including Money Market Fund dividends reinvested) (continued)

Transaction Process	Process	Date	Date	Activity	Description	Credit/(Debit)
		09/28/23	09/28/23	Credit Interest	SCHWAB1 INT 08/30-09/27	0.29
		09/29/23	09/29/23	Div For Reinvest	PIMCO CLIMATE BOND INSTI: PCEIX	14.61
						<b>50.21</b>

08/30 through 09/27: \$0.29 based on .450% average Schwab One® interest rate paid on 29 days in which your account had an average daily balance of \$1,027.99.

### Transaction Detail - Fees & Charges

Transaction	Process	Date	Date	Activity	Description	Credit/(Debit)
		09/12/23	09/12/23	Advisor Fee*	TO ADVISOR	(24.93)
						<b>(24.93)</b>
						<b>Total Transaction Detail</b>
						<b>(8.24)</b>

Margin interest charged to your Account during the statement period is included in this section of the statement.

### Pending Corporate Actions

	Transaction	Quantity	Payable Date	Rate per Share	Share Distribution	Cash Distribution
	Cash Dividend	76.0000	10/02/23	0.2226		16.92
	Cash Dividend	36.0000	10/02/23	0.1505		5.42
						<b>22.34</b>
						<b>Total Pending Corporate Actions</b>

Pending transactions are not included in account value.



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## Endnotes For Your Account

### Symbol Endnote Legend

- ◊ Dividends paid on this security will be automatically reinvested.
- \* You authorize Schwab to debit your account to pay investment management fees per the authorization you granted in your Account Application. Schwab does not review or monitor these fee payments. Contact your Investment Manager if you have questions.
- d** Accrued Income is the sum of the total accrued interest and/or accrued dividends on positions held in your brokerage account, but the income and/or dividends have not been received into your account and Schwab makes no representation that they will. Accrued amounts are not covered by SIPC account protection until actually received and held in the account.

Schwab Institutional is a division of Charles Schwab & Co., Inc., and provides back office brokerage and related services to independent investment advisors and retirement plan providers. Schwab is a registered broker-dealer and is not affiliated with your Investment Advisor whose name appears on this statement ("Advisors") except in the case of Charles Schwab Investment Advisory, Inc. ("CSIA"), Schwab Private Client Investment Advisory, Inc. ("SPCA"), or an affiliated company that may act as the investment advisor on a fund. Schwab neither endorses nor recommends any particular Advisor or its investment strategy and has no responsibility to monitor trading by any Advisor in your Account. Schwab has not verified any statement accompanying any Advisor's logo appearing on this statement. Not all of these products and services may benefit your Account, and Schwab may provide them to Advisors on the Advisor's commitment to place a certain amount of its clients' assets in brokerage accounts at Schwab within a certain period of time. This commitment could influence an Advisor's recommendation or requirement that its clients establish brokerage accounts at Schwab. For questions about this statement, or if there is a change in your financial situation, investment objectives, or risk profile, please contact your Independent Investment Manager and/or Advisor.

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**Your Independent Investment Manager and/or Advisor**

Statement Period  
**September 1-30, 2023**

Account Number  
**3508-4803**

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MGR: ENVESTNET ASSET MGMT  
8331 UTICA AVE STE 200  
RANCHO CUCAMONGA CA 91730-7600

URBAN WEALTH MGMT GROUP LLC  
841 APOLLO ST STE 320  
EL SEGUNDO CA 90245-4819  
1 (424) 277-2260

*The custodian of your brokerage account is: Charles Schwab & Co., Inc.*

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## Terms and Conditions

### GENERAL INFORMATION AND KEY TERMS:

This Account is furnished solely by Charles Schwab & Co., Inc. ("Schwab") for your Account at Schwab ("Account"). Unless otherwise defined herein, capitalized terms have the same meanings as in your Account Agreement. If you receive any other communication from any source other than Schwab which purports to represent your holdings at Schwab (including balances held at a Depository Institution) you should verify its content with this statement.

**AIP (Automatic Investment Plan) Customers:** Schwab receives compensation in connection with certain transactions effected through Schwab, if you participate in a systematic investment program through Schwab, the additional information normally detailed on a trade confirmation will be provided upon request.

**Average Daily Balance:** Average daily composite of all cash balances that earn interest and all loans from Schwab that are charged interest. **Bank Sweep and Bank Sweep for Benefit Plans Features:** Schwab acts as your agent and custodian in establishing and maintaining your Deposit Account(s) as a feature of your brokerage account(s). Deposit accounts held through bank sweep features constitute direct obligations of one or more FDIC insured banks ("Affiliated Banks") that are affiliated with Schwab and are not obligations of Schwab. Funds swept to Affiliated Banks are eligible for deposit insurance from the FDIC up to the applicable limits for each bank for funds held in the same insurable capacity. The balance in the Deposit Accounts can be withdrawn on your order and the proceeds returned to your brokerage account or remitted to you as provided in your Account Agreement. For information on FDIC insurance and its limits, as well as other important disclosures about the bank sweep feature(s) in your account, please refer to the Cash Features Disclosure Statement available online or from a Schwab representative.

**Cash:** Any Free Credit Balance owed by us to you payable upon demand which, although accounted for on our books of record, is not segregated and may be used in the conduct of this firm's business. **Dividend Reinvestment Customers:** Dividend reinvestment transactions were effected by Schwab acting as a principal for its own account, except for the reinvestment of Schwab dividends, for which an independent broker-dealer acted as the buying agent. Further information on these transactions will be furnished upon written request.

**Interest:** For the Schwab One Interest, Bank Sweep, and Bank Sweep for Benefit Plans features, interest is paid for period that may differ from the Statement Period. Balances include interest paid as indicated on your statement by Schwab or one or more of its Affiliated Banks. These balances do not include interest that may have accrued during the Statement Period after interest is paid. The interest paid may include interest that accrued in the prior Statement Period. For the Schwab One Interest feature, interest accrues daily from the second-to-last business day of the prior month and is posted on the second-to-last business day of the current month. For the bank sweep feature(s), interest accrues daily from the 16th day of the prior month and is credited/posted on the first business day after the 15th of the current month. If, on any given day, the interest that Schwab calculates for the Free Credit Balances in the Schwab One Interest feature in your brokerage account is less than \$0.05, you will not accrue any interest on that day. For balances held at banks affiliated with Schwab in the Bank Sweep and Bank Sweep for Benefit Plans features, interest will accrue even if the amount is less than \$0.05.

**Margin Account Customers:** This is a combined statement of your margin account and special memorandum account maintained for you under Section 220.5 of Regulation T issued by the Board of Governors of the Federal Reserve System. The permanent record of the separate account as required by Regulation T is available for your inspection.

Securities purchased on margin are Schwab's collateral for the loan to you. It is important that you fully understand the risks involved in trading securities on margin. These risks include:

- You can lose more funds than you deposit in the margin account.
- Schwab can force the sale of securities or other assets in any of your account(s) to maintain the required account equity without contacting you.

• You are not entitled to choose which assets are liquidated nor are

Schwab can increase both its "house" maintenance margin requirements and the maintenance margin requirements for your

**Market Price:** The most recent price evaluation available to Schwab on the last business day of the report period, normally the last trade price or bid as of market close. Unpriced securities denote that no market evaluation update is currently available. Price evaluations are obtained from outside parties. Schwab shall have no responsibility for the accuracy or timeliness of any such evaluations. Assets Not held at Schwab Are not held in your Account or covered by the Account's SIPC account protection and are not otherwise in Schwab's custody and are being provided as a courtesy to you. Information on Assets Not Held at Schwab, including but not limited to valuations, is reported solely based on information you provide to Schwab. Schwab can neither validate nor certify the existence of Assets Not Held at Schwab or the accuracy, completeness or timeliness of the information about Assets Not Held at Schwab, whether provided by you or otherwise. Descriptions of Assets Not Held at Schwab may be abbreviated or truncated. Some securities, especially thinly traded equities in the OTC market or foreign markets, may not report report the most current price and are indicated as Stale Priced. Certain Limited Partnership (direct participation programs) and unlisted Real Estate Investment Trust (REIT) securities, for which you may see a value on your monthly Account statement that reflects the issuer's appraised estimated value, are not listed on a national securities exchange, and are generally illiquid. Even if you are able to sell such securities, the price received may be less than the per share appraised estimated value provided in the account statement.

**Market Value:** The Market Value is computed by multiplying the Market Price by the Quantity of Shares. This is the dollar value of your present holdings in your specified Schwab Account or a summary of the Market Value summed over multiple accounts.

**Non-Publicly Traded Securities:** All assets shown on this statement, other than certain direct investments which may be held by a third party, are held in your Account. Values of certain Non-Publicly Traded Securities may be furnished by a third party as provided by Schwab's Account Agreement. Schwab shall have no responsibility for the accuracy or timeliness of such valuations. The Securities Investor Protection Corporation (SIPC) does not cover many limited partnership interests.

**Schwab Sweep Money Funds:** Includes the primary money market funds into which Free Credit Balances may be automatically invested pursuant to your Account Agreement. Schwab or an affiliate acts and receives compensation as the Investment Advisor, Shareholder Service Agent and Distributor for the Schwab Sweep Money Funds. The amount of such compensation is disclosed in the prospectus. The yield information for Schwab Sweep Money Funds is the current 7-day yield as of the statement period. Yields vary. If on any given day, the accrued daily dividend for your selected sweep money fund as calculated for your account is less than 1/2 of 1 cent (\$0.005), your account will not earn a dividend for that day. In addition, if you do not accrue at least 1 daily dividend of \$0.01 during a pay period, you will not receive a money market dividend for that period. Schwab and the Schwab Sweep Money Funds investment advisor may be voluntarily reducing a portion of a Schwab Sweep Money Fund's expenses. Without these reductions, a Schwab would have been lower.

**Securities Products and Services:** Securities products and services

are offered by Charles Schwab & Co., Inc., Member SIPC. Securities products and services, including unswept intraday funds and net credit balances held in brokerage accounts are not deposits or other obligations of, or guaranteed by, any bank, are not FDIC insured, and are subject to investment risk and may lose value. SIPC does not cover balances held at banks affiliated with Schwab in the Bank Sweep and Bank Sweep for Benefit Plans features. Please see your Cash Feature Disclosure Statement for more information on insurance coverage.

**Yield to Maturity:** This is the actual average annual return on a note if held to maturity. **Unrealized Gain or (Loss):** Unrealized Gain or (Loss) sections ("Gain/Loss Section(s)") contain a gain or a loss summary of your Account. This information has been provided on this statement at the request of your Advisor, if applicable. This information is not a solicitation or a recommendation to buy or sell. **Schwab does not provide tax advice and encourages you to consult with your tax professional.** Please view the Cost Basis Disclosure Statement for additional information on how gain (or loss) is calculated and how Schwab reports adjusted cost basis information to the IRS.

**Accrued Income:** Accrued Income is the sum of the total accrued interest and/or accrued dividends on positions held in your Account, but the interest and/or dividends have not been received into your account. Schwab makes no representation that the amounts shown (or any other amount) will be received. Accrued amounts are not covered by SIPC account protection until actually received and held in the Account. **IN CASE OF ERRORS OR DISCREPANCIES:** If you find an error or discrepancy relating to your brokerage activity (other than an electronic fund transfer) you must notify us promptly, but no later than 10 days after this statement is sent or made available to you. If this statement shows that we have mailed or delivered communications including rights under the Securities Investor Protection Act (SIPA), if you do not so notify us, you agree that the statement activity and Account balance are correct for all purposes with respect to those brokerage transactions.

**IN CASE OF COMPLAINTS:** If you have a complaint regarding your Schwab statement, products or services, please write to the Client Advocacy Team at Charles Schwab & Co., Inc., Attention: Client Advocacy Team, 211 Main St., San Francisco, CA 94105, USA, or call Schwab Signature Alliance at **800-515-2157**. Any oral communications should be re-confirmed in writing to further protect your rights, including rights under the Securities Investor Protection Act (SIPA). If you do not so notify us, you agree that the statement activity and Account balance are correct for all purposes with respect to those brokerage transactions.

**Address Changes:** If you fail to notify Schwab in writing of any change of address or phone number, you may not receive important notifications about your Account, and trading or other restrictions might be placed on your Account.

**Additional Information:** We are required by law to report to the Internal Revenue Service adjusted cost basis information (if applicable), certain payments to you and credits to your Account during the calendar year. Retain this statement for income tax purposes. A financial statement for your inspection is available at Schwab's offices or a copy will be mailed to you upon written request. Any third party trademarks appearing herein are the property of their respective owners. Schwab and Charles Schwab Bank are affiliates of each other and subsidiaries of the Charles Schwab Corporation.

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(0822-20UL)

Schwab One® Account of  
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 MGR: ENVESTNET ASSET MGMT**

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Statement Period  
**September 1-30, 2023**

Account Number  
**3508-4803**

**Account Value as of 09/30/2023:\$ 191,591.71**

**Change in Account Value**

This Period

Year to Date

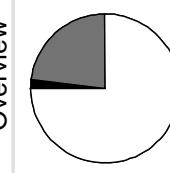
Account Value [in Thousands]

Starting Value				
	<b>\$ 197,684.69</b>			<b>\$ 0.00</b>
Credits	1,068.39			751,434.39
Debits	(39.89)			(67,235.91)
Transfer of Securities (In/Out)	0.00			(479,484.31)
Income Reinvested	(745.77)			(745.77)
Change in Value of Investments	(6,375.71)			(12,376.69)
<b>Ending Value on 09/30/2023</b>	<b>\$ 191,591.71</b>			<b>\$ 191,591.71</b>
Accrued Income <sup>d</sup>	159.48			45
<b>Ending Value with Accrued Income<sup>d</sup></b>	<b>\$ 191,751.19</b>			<b>\$ 191,751.19</b>
Total Change in Account Value	<b>\$ (6,092.98)</b>			<b>\$ 191,591.71</b>
Total Change with Accrued Income <sup>d</sup>	<b>\$ (5,933.50)</b>			

**Asset Composition**

	Market Value	% of Account Assets
Bank Sweep <sup>X,Z</sup>	\$ 3,479.41	2%
Bond Funds	43,112.47	23%
Exchange Traded Funds	144,999.83	76%
<b>Total Assets Long</b>	<b>\$ 191,591.71</b>	<b>100%</b>
Total Account Value	\$ 191,591.71	

Overview



- 2% Bank Sweep [X,Z]
- 23% Bond Funds
- 76% Exchange Traded Funds

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### Gain or (Loss) Summary

#### All Investments

Values may not reflect all of your gains/losses. Schwab has provided accurate gain and loss information wherever possible for most investments. Cost basis may be incomplete or unavailable for some of your holdings and may change or be adjusted in certain cases. Statement information should not be used for tax preparation, instead refer to official tax documents. For additional information refer to Terms and Conditions.

#### Realized Gain or (Loss) This Period

#### Short Term

#### Long Term

\$0.00

\$4,480.42

#### Unrealized Gain or (Loss)

#### This Period

#### Federally Tax-Exempt

#### Federally Taxable

#### Year to Date

#### Federally Tax-Exempt

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**MGR: ENVESTNET ASSET MGMT**

Statement Period  
**September 1-30, 2023**  
 Account Number  
**3508-4803**

### Investment Detail - Bank Sweep

Bank Sweep	Starting Balance	Ending Balance	% of Account Assets
CHARLES SCHWAB BANK	3,564.22	3,479.41	2%
<b>Total Bank Sweep</b>	<b>3,564.22</b>	<b>3,479.41</b>	<b>2%</b>
<b>Total Bank Sweep</b>	<b>3,479.41</b>	<b>3,479.41</b>	<b>2%</b>

### Investment Detail - Exchange Traded Funds

Exchange Traded Funds	Quantity	Market Price	Market Value	% of Account Assets	Unrealized Gain or (Loss)	Estimated Yield	Estimated Annual Income
			Cost Basis				
<b>INVSC BUYBACK ACHIEVERS</b> ETF SYMBOL: PKW	177.0000	89.97000	<b>15,924.69</b>	8%	(603.54)	0.98%	157.54
<b>INVSC INTL BUYBACK</b> ACHIEV ETF SYMBOL: IPKW	448.0000	35.06000	<b>15,706.88</b>	8%	(261.86)	2.57%	404.10
<b>ISHARES CORE S&amp;P 500</b> ETF SYMBOL: IIV	37.0000	429.43000	<b>15,888.91</b>	8%	(446.59)	1.24%	198.11
<b>ISHARES EXPANDED TECH</b> STW SCTR ETF SYMBOL: IGV	22.0000	341.26000	<b>7,507.72</b>	4%	(488.02)	N/A	<i>Accrued Dividend: 73.52</i>
<b>ISHARES MSCI EAFFE VALUE</b> ETF SYMBOL: EFV	324.0000	48.93000	<b>15,853.32</b>	8%	(281.85)	5.37%	852.52

Please see "Endnotes for Your Account" section for an explanation of the endnote codes and symbols on this statement.

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### Investment Detail - Exchange Traded Funds (continued)

	Quantity	Market Price	Market Value Cost Basis	% of Account Assets	Unrealized Gain or (Loss)	Estimated Yield	Estimated Annual Income
<b>Exchange Traded Funds</b>							
<b>ISHARES MSCI USA QLTY</b> FACT ETF SYMBOL: QUAL	116.0000	131.79000	15,287.64 15,745.26	8%	(457.62)	1.16%	178.42
<i>Accrued Dividend: 59.20</i>							
<b>ISHARES RUSSELL TOP 200</b> GROWTH ETF SYMBOL: IYW	90.00000	153.83000	13,844.70 14,514.36	7%	(669.66)	0.61%	84.54
<i>Accrued Dividend: 26.76</i>							
<b>SPDR S&amp;P HOMEBUILDERS</b> ETF SYMBOL: XHB	72.0000	76.57000	5,513.04 6,042.96	3%	(529.92)	0.99%	54.59
<b>SPDR S&amp;P INSURANCE ETF</b> SYMBOL: KIE	127.0000	42.54000	5,402.58 5,525.59	3%	(123.01)	1.47%	79.68
<b>SPDR S&amp;P OIL &amp; GAS EXPL</b> & PROD ETF SYMBOL: XOP	59.00000	147.91000	8,726.69 8,565.33	5%	161.36	2.08%	182.29
<b>SPDR S&amp;P 500 GROWTH ETF</b> SYMBOL: SPYG	156.00000	59.28000	9,247.68 9,571.71	5%	(264.03)	1.21%	111.95
<b>VANGUARD ENERGY ETF</b> SYMBOL: VDE	127.00000	126.74000	16,095.98 15,623.36	8%	472.62	3.09%	498.35
<b>Total Exchange Traded Funds</b>	1,755.0000		144,999.83	76%	(3,492.12)		2,802.09
		<b>Total Cost Basis:</b>	<b>148,491.95</b>				
<i>Total Accrued Dividend for Exchange Traded Funds: 159.48</i>							

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## Investment Detail - Mutual Funds

Bond Funds	Quantity	Market Price	Market Value	Cost Basis	Unrealized Gain or (Loss)	% of Account Assets
NAVIGATOR TACTICAL FIXED INCOME I	4,533.3830	9.51000	43,112.47	44,100.77	(988.30)	23%
<b>Total Bond Funds</b>	<b>4,533.3830</b>		<b>43,112.47</b>	<b>44,100.77</b>	<b>(988.30)</b>	<b>23%</b>
<b>Total Mutual Funds</b>	<b>4,533.3830</b>		<b>43,112.47</b>	<b>44,100.77</b>	<b>(988.30)</b>	<b>23%</b>
<b>Total Investment Detail</b>						<b>191,591.71</b>
<b>Total Account Value</b>						<b>191,591.71</b>
<b>Total Cost Basis</b>						<b>192,592.72</b>
<b>Realized Gain or (Loss)</b>						
Short Term	Quantity/Par	Acquired/Opened	Sold/Closed	Total Proceeds	Cost Basis	Realized Gain or (Loss)
ISHARES MSCI EAFFE VALUE ETF: EFV	318.0000	08/11/23	09/05/23	15,642.43	15,836.37	(193.94)
ISHARES US TRANSPORTATION ETF : IYT	34.0000	08/11/23	09/05/23	8,362.62	8,707.06	(344.44)
SPDR S&P REGIONAL BANKING ETF : KRE	334.0000	08/11/23	09/12/23	14,669.28	15,990.52	(1,321.24)
SPDR S&P BANK ETF: KBE	193.0000	08/11/23	09/18/23	7,283.75	7,988.25	(704.50)

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### Realized Gain or (Loss) (continued)

Short Term (continued)	Acquired/Opened	Sold/Closed	Total Proceeds	Cost Basis	Realized Gain or (Loss)
SPDR S&P HOMEBUILDERS ETF : XHB	119.0000	08/11/23 09/25/23	9,156.81	9,987.67	(830.86)
<b>Total Short Term</b>		<b>55,114.89</b>		<b>58,509.87</b>	<b>(3,394.98)</b>
<b>Total Realized Gain or (Loss)</b>		<b>55,114.89</b>		<b>58,509.87</b>	<b>(3,394.98)</b>

*Schwab has provided accurate realized gain and loss information wherever possible for most investments. Cost basis data may be incomplete or unavailable for some of your holdings. If all data for a given investment is not available, the investment will not be listed here. Option Customers: Realized gain/loss of underlying securities is adjusted to reflect the premiums of assigned or exercised options. Please consult IRS publication 550, Investment Income and Expenses, for additional information on Options.*

### Transaction Detail - Purchases & Sales

#### Exchange Traded Funds Activity

Settle Date	Trade Date	Description	Quantity	Unit Price	Charges and Interest	Total Amount
09/07/23	09/05/23	Bought INVSC INTL BUYBACK ACHIEV ETF: IPKW	448.0000	35.6445	0.00	(15,968.74)
09/07/23	09/05/23	Bought ISHARES EXPANDED TECH STW SCTR ETF: IGV	22.0000	363.4426	0.00	(7,995.74)
09/07/23	09/05/23	Sold ISHARES MSCI EAFE VALUE ETF: EFV	(318.0000)	49.1906	0.18	15,642.43

Includes Exchange Processing Fee \$0.18

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### Transaction Detail - Purchases & Sales (continued)

Exchange Traded Funds Activity (continued)				Charges and Interest	Total Amount
Settle Date	Trade Date	Description	Quantity	Unit Price	
09/07/23	09/05/23	Sold ISHARES US TRANSPORTATION ETF: IYT Includes Exchange Processing Fee \$0.07	(34.0000)	245.9615	0.07 8,362.62
09/14/23	09/12/23	Bought ISHARES RUSSELL TOP 200 GROWTH ETF: IYW	90.0000	161.2707	0.00 (14,514.36)
09/14/23	09/12/23	Sold SPDR S&P REGIONAL BANKING ETF: KRE Includes Exchange Processing Fee \$0.17	(334.0000)	43.9205	0.17 14,669.28
09/20/23	09/18/23	Sold SPDR S&P BANK ETF: KBE Includes Exchange Processing Fee \$0.09	(193.0000)	37.7401	0.09 7,283.75
09/27/23	09/25/23	Bought ISHARES CORE S&P 500 ETF: IVV	12.0000	435.2499	0.00 (5,223.00)
09/27/23	09/25/23	Sold SPDR S&P HOMEBUILDERS ETF: XHB Includes Exchange Processing Fee \$0.09	(119.0000)	76.9487	0.09 9,156.81
09/27/23	09/25/23	Bought SPDR S&P INSURANCE ETF: KIE	127.0000	43.5086	0.00 (5,525.59)
Total Exchange Traded Funds Activity				5,887.46	

Please see "Endnotes for Your Account" section for an explanation of the endnote codes and symbols on this statement.

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### Transaction Detail - Purchases & Sales (continued)

#### Bond Funds Activity

Settle Date	Trade Date	Transaction	Description	Quantity	Unit Price	Charges and Interest	Total Amount
09/19/23	09/18/23	Bought	NAVIGATOR TACTICAL FIXED INCOME I: NTBIX	639.2020	9.7700	10.00	(6,255.00)
			Includes Commission \$10.00				
09/28/23	09/28/23	Reinvested Shares	NAVIGATOR TACTICAL FIXED INCOME I: NTBIX	78.3370	9.5200	0.00	(745.77)
<b>Total Bond Funds Activity</b>							<b>(7,000.77)</b>
<b>Total Purchases &amp; Sales</b>							<b>(1,113.31)</b>

### Transaction Detail - Dividends & Interest (Including Money Market Fund dividends reinvested)

Transaction Process Date	Date	Activity	Description	Credit/(Debit)
09/15/23	09/18/23	Bank Interest <sup>x,2</sup>	BANK INT 081623-091523: SCHWAB BANK	1.46
09/21/23	09/21/23	Cash Dividend	SPDR S&P BANK ETF: KBE	71.00
09/21/23	09/21/23	Cash Dividend	SPDR S&P HOMEBUILDERS: XHB	36.20
09/21/23	09/21/23	Cash Dividend	SPDR S&P OIL & GAS EXPL: XOP	45.57
09/21/23	09/21/23	Cash Dividend	SPDR S&P 500 GROWTH ETF: SPYG	27.99
09/22/23	09/22/23	Cash Dividend	INVSC BUYBACK ACHIEVERS: PKW	39.38
09/22/23	09/22/23	Cash Dividend	INVSC INTL BUYBACK: IPKW	101.02
09/28/23	09/28/23	Div For Reinvest	NAVIGATOR TACTICAL FIXED: NTBIX	745.77
<b>Total Dividends &amp; Interest</b>				<b>1,068.39</b>

Please see "Endnotes for Your Account" section for an explanation of the endnote codes and symbols on this statement.

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## Transaction Detail - Fees & Charges

Transaction Date	Process Date	Activity	Description	Credit/(Debit)
09/12/23	09/12/23	Advisor Fee*	TO ADVISOR	(39.89)
<b>Total Fees &amp; Charges</b>				<b>(39.89)</b>
<i>Margin interest charged to your Account during the statement period is included in this section of the statement.</i>				<b>(84.81)</b>

## Bank Sweep Activity

Transaction Date	Transaction	Description	Withdrawal	Deposit	Balance x/z
					<b>3,564.22</b>
09/07/23	Auto Transfer	BANK CREDIT FROM BROKERAGE x		40.57	3,604.79
09/13/23	Auto Transfer	BANK TRANSFER TO BROKERAGE			3,564.90
09/14/23	Auto Transfer	BANK CREDIT FROM BROKERAGE x		154.92	3,719.82
09/15/23	Interest Paid x/z	BANK INTEREST - CHARLES SCHWAB BANK		1.46	3,721.28
09/19/23	Auto Transfer	BANK TRANSFER TO BROKERAGE			0.00
09/20/23	Auto Transfer	BANK CREDIT FROM BROKERAGE x		4,750.03	4,750.03
09/22/23	Auto Transfer	BANK CREDIT FROM BROKERAGE x		180.76	4,930.79
09/25/23	Auto Transfer	BANK CREDIT FROM BROKERAGE x		140.40	5,071.19
09/27/23	Auto Transfer	BANK TRANSFER TO BROKERAGE			3,479.41
<b>Total Activity</b>					<b>5,268.14</b>
<b>Opening Balance</b> x/z					<b>5,352.95</b>

*Margin interest charged to your Account during the statement period is included in this section of the statement.*

Bank Sweep: Interest Rate as of 09/29/23 was 0.45%. Z

Please see "Endnotes for Your Account" section for an explanation of the endnote codes and symbols on this statement.

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**charles**  
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## Pending Corporate Actions

	Transaction	Quantity	Payable Date	Rate per Share	Share Distribution	Cash Distribution
ISHARES CORE S&P 500	Cash Dividend	37.0000	10/02/23	1.9869		73.52
ISHARES MSCI USA QLTY	Cash Dividend	116.0000	10/02/23	0.5103		59.20
ISHARES RUSSELL TOP 200	Cash Dividend	90.0000	10/02/23	0.2973		26.76
<b>Total Pending Corporate Actions</b>						<b>159.48</b>

*Pending transactions are not included in account value.*

## Endnotes For Your Account

### Symbol Endnote Legend

- ◊ Dividends paid on this security will be automatically reinvested.
- \* You authorize Schwab to debit your account to pay investment management fees per the authorization you granted in your Account Application. Schwab does not review or monitor these fee payments. Contact your Investment Manager if you have questions.
- ¤ Accrued Income is the sum of the total accrued interest and/or accrued dividends on positions held in your brokerage account, but the income and/or dividends have not been received into your account and Schwab makes no representation that they will. Accrued amounts are not covered by SIPC account protection until actually received and held in the account.
- X Bank Sweep deposits are held at FDIC-insured bank(s) ("Banks") that are affiliated with Charles Schwab & Co., Inc.
- Z For Bank Sweep and Bank Sweep for Benefit Plans features, interest is paid for a period that differs from the Statement Period. Balances include interest paid as indicated on your statement by Schwab or one or more of its affiliated banks. These balances do not include interest that may have accrued during the Statement Period after interest is paid. The interest paid may include interest that accrued in the prior Statement Period.

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