



**International Institute of Municipal Clerks
Board of Directors
Annual Meeting Agenda
May 17-18, 2024**

**Calgary Marriott Downtown Hotel
Calgary, AB, Canada**

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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2023/2024 IIMC Board of Directors Roster

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2023/2024 IIMC Board of Directors Roster

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International Institute of Municipal Clerks
Board of Directors ~ Annual Meeting Agenda
Marriott Hotel – Calgary, Alberta, Canada
May 17 and May 18, 2024

1.	Call to order	
2.	Roll Call	
3.	Agenda approval	
4.	Consent agenda approval	
	a. DRAFT Minutes– November 10, 2023 – Midyear Meeting	8
	b. DRAFT Minutes November 11, 2023 – Board Meeting	10
	c. DRAFT Minutes March 14, 2024 – Board Meeting – Virtual	20
5.	Foundation Report Update – Buster Brown - Verbal	
6.	Executive Director Update – Chris Shalby – ACTION REQUIRED	25
	A. <i>Association of Public Treasurers of the US and Canada – BIO</i>	29
	B. <i>Association of Public Treasurers of the US and Canada Affiliate Agreement</i>	30
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7.	Education Department Report — ACTION REQUIRED	33
8.	A. <i>Education and Professional Development Proposal</i>	37
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10.	Region XI Report – Tom Van Der Hoven – NO ACTION REQUIRED	45
11.	A. Region XI Strategy Update	47
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	a. Conference	52
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	e. Records Management	57
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	a. Education and Professional Development	60
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	d. Budget and Planning	68
14.	Financials – ACTION REQUIRED	
	a. 2023 DRAFT Year-End Budget with notes – Shalby/Parker/Kane – Attached	72
	b. A. 2023 Year-End Schwab Investment Statements – Attached	83
	c. 2023 Audit Report – Parker/Kane/Shalby – Email/Handout	
	d. 2024 First Quarter Financials – Shalby/Parker/Kane – Attached	117
15.	Staff Reports – NO ACTION REQUIRED	
	a. Communications – Karen Lee	128
	b. Membership – Janis Daudt	131
16.	Annual Conference Updates	
	a. 2025 – St. Louis, MO – Shalby – Verbal	
	b. 2026 – Reno, NV – Shalby – Verbal	
	c. 2027 – Ft. Worth – Shalby - Verbal	
	d. 2028 – TBD – midyear meeting	
17.	Other Business and Announcements	
18.	Adjournment	

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS
Board of Directors Meeting
Buena Vista Suites, Orlando, FL
November 10, 2023
Minutes

CALL TO ORDER

President Mary Ann Hess called the meeting to order at 3 p.m. ET.

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, MMC

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

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

Region V Director: 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 Directors: Lana Antony, CMC; Jaylene Knight, CMC;

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

Board Member Absent:

Region V Director: Angela Marshall, MMC

Staff Members Present:

Executive Director, Chris Shalby

Director of Professional Development, Dr. Beatrice Rodriguez

Associate Director of Professional Development, Dr. Jaimis Ulrich

Education Coordinator, Iris Hill

Office Manager, Janet Pantaleon

Member Services Representative, Tammy Storrie

Communications Officer, Karen Lee

Finance Specialist, Shannon Kane

Administrative Coordinator, Marlena Hernandez

Agenda Approval

Without objection, Director Marshall was excused.

Director Richburg moved to approve the meeting agenda. Motion adopted.

Without objection, speeches in debate during this meeting were limited to two minutes.

Consent Agenda

Minutes of the following meetings were approved:

May 12, 2023 Board Meeting (corrected to indicate Vice President Garcia, not President Elect Garcia)

May 13, 2023 Board Meeting

May 17, 2023 Board Meeting

May 17, 2023 Annual Business Meeting

August 17, 2023 Virtual Board Meeting

October 17, 2023 Virtual Board Meeting (corrected spelling of Director Tory Frink)

Executive Session

Past President Smith moved to go into executive session. Motion adopted and the board went into executive session at 3:10 p.m.

The regular meeting reconvened at 5:54 p.m. ET

Recess

The meeting recessed at 5:55 p.m. ET, to reconvene at 8:30 a.m. ET November 11, 2023.

Connie Deford, Recorder

International Institute of Municipal Clerks
Board of Directors Meeting
November 11, 2023
Mid-Year Minutes

Agenda Approval:

Consent Agenda Approval:

Executive Session – Evaluation/Miscellaneous:

CALL TO ORDER

President Mary Ann Hess called the meeting of the IIMC Board of Directors to order at 8:30 AM EST, Saturday, November 11, 2023, at the Buena Vista Suites Hotel in Orlando, Florida.

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; Kathleen Montejo, MMC
Region II Directors: Awilda Hernandez, MMC; Travis Morris, MMC
Region III Directors: Tory Frink, MMC; Lee Frazier, MMC
Region IV Directors: Sherri Gard, MMC; Angela Richburg, MMC
Region V Directors: Carrie Mugford, CMC
Region VI Directors: Elena Hilby, MMC; Marita Rhude, MMC
Region VII Directors: Celyn Hurtado, CMC; Leesa Ross, MMC
Region VIII East Director: Angela Johnson, 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; Jaylene Knight, CMC
Region XI Directors: Linda Larter, Johannes Rijs, MMC

Region VIII East Director Julie Barnett, MMC joined the meeting at 9:20 am.

Region V Director Angela Marshall was absent.

Staff Members Present:

Chris Shalby, Executive Director
Janet Pantaleon, Office Manager
Dr. Beatrice Rodriguez, Ed.D, Director of Professional Development
Dr. Jaimis "Jai" Ulrich, Ed.D, Associate Director of Professional Development
Janis Daudt, Director of Member Services
Iris Hill, Education Coordinator
Karen Lee, Communications Officer

Tammy Storrie, Assistant Director of Member Services
Shannon Kane, Finance Specialist
Marlena Hernandez, Administrative Coordinator

Others Present:

Connie Deford, Parliamentarian
Connie Parker, Finance Consultant
Mary Lynne Strata, MMC, President, IIMC Foundation
Buster Brown, CMC, Vice-President, IIMC Foundation
Colleen Nicol, MMC, Treasurer, IIMC Foundation
Vincent Buttiglieri, MMC, IIMC Foundation
Roxanne Schneider, MMC, IIMC Foundation
Sharon Cassler, MMC, IIMC Foundation
Shari Moore, MMC, IIMC Foundation
James Bonneville, IIMC Foundation
Kathryn Dornan, IIMC Foundation
Josh Fruecht, IIMC Foundation
Camilla Pitman, MMC, City of Greenville
Dawn Wright, MMC, City of Eagle Lake
Lori McWilliams, MMC, Village of Tequesta

Immediate Past President Smith moved to approve an excused absence for Region V Director Angela Marshall. Motion adopted.

Foundation Report:

President Hess introduced the IIMC Foundation members in attendance.

The report was presented verbally by Foundation President Strata. She reported as of 9/30/2023, the Foundation has funded to IIMC for clerk education \$1,318,527.29. President Strata noted the Foundation was working hard to recover from the economic loss and reported the year-to-date investments as of 9/30/23:

- Unrestricted - \$2,484,677.78; an increase of \$229,754 from 8/31/22
- Restricted (endowed scholarship funds) - \$978,979.86; an increase of \$135,706 from 8/31/22.
- Total invested funds - \$3,463,657.64; an increase of \$365,461 from 8/31/22.

She announced a new record was set for fundraising at the 2023 conference with a total of \$85,149.90 raised (including the Hawaii raffle pre-sales). She explained fundraising in Calgary would be a challenge and asked for innovative ideas on fundraising alternatives. She pointed out selling raffle tickets in Calgary would only be possible through pre-sales. The Foundation plans to host a karaoke fundraising event during the conference to help offset raffle ticket sales.

Ms. Strata affirmed that the Foundation had decided to grant the maximum allowable amount of 7% for scholarships and educational initiatives benefiting IIMC members. Additionally, President Strata recognized the reception of four new endowments: the

Wyoming Municipal Clerks Association Endowment, the Pamela Smith Endowment, the Sharon Cassler Endowment, and the Steve and Karen Wolfe Endowment.

She explained the increases to be voted on at the Foundation Board meeting included insurance costs and an increase in the cost of the independent audit. She conveyed the Foundation Board was seeking methods to streamline the donation process, noting a substantial decline in donations. She also acknowledged the recipients of the 2023 awards.

President Hess presented a challenge to board members, urging them to engage in discussions about the Foundation, disseminate information in newsletters, and inspire members to both contribute and apply for scholarships.

Executive Director Report

Executive Director Shalby provided highlights from his submitted report:

- Staffing levels
- Windfall loyalty program (value added benefit)
- Building update
 - Consolidated three rental offices into two
 - Signed a five year lease with an option for an additional five years
 - Refinanced the building in 2020
 - In 2024, the building will need roof repairs, parking lot repaving, and installation of new flooring
- 2024 Calgary conference
 - Projected 650 delegates/70 guests
 - Projected loss of \$74,475 due to high AV costs, Telus Centre rental fee, high exhibit hall fees and increase in speaker and travel costs.
 - Hotels: Marriott Hotel (host hotel) and Fairmont; both within walking distance of nearby establishments
 - 12 education points available
 - Rebates and commissions provided for a total of \$27,412 US if all parameters met
 - One-year complimentary membership to Alberta Clerks who register as first time attendees

Director Frink requested the Executive Director provide an update on delegates with a comparison column to include 2023 and 2024.

- Finance
 - Anticipated loss of \$35,988; contributing factors included holding two midyear board meetings in one year, increased AV costs and a loss of \$153,041 from the initial projection due to increased AV and food and beverage costs.

- Membership
 - 2023 membership revenue profit of \$1,425,000 was expected
 - 2023 dues increase of \$5.00; no increase expected for 2024

2023 Hotel Conference Cancellation Policy Update

Executive Director Shalby explained that prior to the 2023 conference, several members were reserving multiple rooms for their acquaintances, which led to the hotel block appearing to fill up faster than expected. To address this issue, the Board of Directors implemented a one-night hotel penalty.

Director Newman moved to adopt the Hotel Conference Cancellation Policy for 2024 and future conferences. Motion adopted.

Elimination of Purchasing and Shipping Certification Plaques

Executive Director Shalby recommended the inclusion of a link to various plaque vendor websites, allowing members to purchase their own plaque. This approach would optimize staff resources and result in cost savings. Staff would continue to be responsible for producing and mailing the official certificates.

Director Rhude moved to approve the recommendation. Following debate, the motion was adopted.

Honorary Membership – Past President Marc Lemoine, Winnipeg

Vice-President Abrahamson moved to approve Past President Marc Lemoine of Winnipeg as an Honorary Member. Motion adopted.

Education Department Report

Dr. Ulrich advised the average duration for reviewing certification applications was one to two weeks, with a total of 4,419 CMC's in the United States and 137 internationally, along with 1,388 MMC's in the United States and 29 internationally. She explained the conference design for Calgary would resemble that of the previous year and would continue the use of the app while offering contactless transcripts. Additionally, two extra activities would be introduced, allowing delegates the chance to independently explore the city and participate in a writing prompt for reflection afterward.

Dr. Rodriguez addressed the status of the institutes and mentioned they were opting not to renew their contracts due to their lack of revenue generation. She emphasized the importance of promptly aiding local associations and institute directors in revamping their educational offerings. Dr. Rodriguez pointed out the existing guidelines permitted community colleges to serve as an alternative option, if needed. She also mentioned IMC was contemplating a shift to an hourly system, similar to universities. She highlighted the success of the online professional development program and the successful launch of the Education Plus Program in 2023.

Regions X and XI Education Points Restructure

Dr. Rodriguez explained the current guidelines penalize international partners instead of encouraging them to pursue certification, given the differences in their educational settings as compared to the United States. She emphasized the need to bridge this gap and proposed a conversion of points to hours.

After receiving input from the Board, Immediate Past President Smith moved to adopt the streamlined education process for Regions X and XI and proceed with this approach, allowing Dr. Rodriguez and Dr. Ulrich to further refine the details.

Immediate Past President Smith requested that this matter be brought before the Management Board for their input, and Dr. Rodriguez inquired about the timeline. Director Rijs suggested it should commence as soon as possible and be reported back to the Board during the Calgary meeting.

Following debate, the motion was adopted. Executive Director Shalby clarified that when Regions X and XI reviewed the education program regarding hours, the education department would work to conclusion and not bring back to the Board for more discussion.

Committee Reports

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

Election Committee

Director Montejo noted the filed report outlined the results of the Constitutional Amendments and the recommended policy changes for the election timeline. Detailed Board discussion ensued regarding the timeline, campaigning (distribution of materials), announcing/declaring intent to run, inability to regular personal social media pages (Section 2.20.080 Item J) and email distribution (emails stop on 3/1).

Recessed at 10:25 a.m. The meeting was called back to order at 10:52 a.m.

Election Revised Campaigning Policy

2.20.030

- a. No changes identified.
- b. Director Hilby moved to amend by striking, "who are considering running" and insert "to run." The amendment was adopted.
- c. Following Board discussion, Director Post moved to strike out the entire two-line heading at the top of the page. Following debate, motion was adopted. President Elect Garcia moved to amend by striking, "Once a member has declared his or her candidacy." There was no objection and the amendment was adopted.

Director Neman moved to amend by striking “declared.” There was no objection and the amendment was adopted. Director Morris moved to amend by striking all occurrences of the word “declared”. There was no objection and the amendment was adopted.

Director Newman moved to approve Section 2.20.030 as amended. Motion was adopted.

2.20.040

- A. No changes identified.
- B. Remains the same.
- C. No changes identified.
- D. Remains the same.
- E. Remains the same.
- F. Immediate Past President Smith moved to amend by striking “and posted to the IIMC Website”. There was no objection and the amendment was adopted.

Section 2.20.040 A-F was unanimously adopted as amended.

2.20.060

Director Ross moved to amend by striking “30 or more days prior to the beginning of the Annual Conference”. The amendment was adopted. Director Post requested a correction in all references to the term “Region”.

2.20.060 was unanimously adopted as amended.

2.20.070

Director Ross moved to amend by striking “30 or more days prior to the beginning of the Annual Conference.” The amendment was adopted.

Director Knight moved to amend by striking “Members must cast their ballots no later than 20 days prior to the opening of the annual conference.” The amendment was adopted.

2.20.070 was adopted as amended.

2.20.080

- A. President Elect Garcia moved to amend by striking “and ballot measures.” The amendment was adopted. It was unanimously adopted to amend by changing “Twitter” to X.
- B. Director Montejo moved to amend by striking “The Campaign Period for Vice-President and Region Directors ends three days prior to the deadline for members to submit their ballot.” The amendment was adopted.
- C. Remains the same.
- D. No changes identified.

E. President Hess stated this section would be sent to the Policy Committee to review as there were new forms of social media. Director Montejo moved to amend by adding language after the word “platforms” to read “as listed in letter A.” The amendment was adopted.

Director Newman moved to amend by inserting “only” after “candidates are.” Executive Director Shalby confirmed that campaign materials encompassed websites and biographies, rather than messages such as Happy St. Patrick’s Day or reminders to vote when ballots were available. The amendment was adopted.

Director Barnett moved to amend by inserting “and approved by” after the words “submitted to.” The amendment was adopted.

F. President Hess noted “declared” would be stricken as previously agreed.

Director Newman moved to amend by adding language “either past or current” after the words “Executive Committee member.” Director Newman withdrew her motion with no objection.

Director Hernandez moved to amend by adding language “and/or Region Director” after the words “Executive Committee member.” The amendment was adopted.

Director Post moved to amend by striking “are an exception and will need to be pre-approved prior to distribution” and adding language “are prohibited”. The amendment was adopted.

G. No changes identified other than removing “declared” as previously agreed.
H. Director Antony advised the international sector does not have “states.” President Hess, with no objection, removed the word “State.”

Director Newman moved to amend by striking “encourages” and insert “requires”. Detailed debate ensued. Executive Director clarified the intent was for States to extend an invitation to all candidates, not just one candidate and does away with the exclusivity of the process.

Director Montejo moved to refer letter H, with the pending amendment, back to the Election Committee for further review and study and bring back to the Board. The motion is adopted.

I. President Hess noted “declared” would be stricken as previously agreed.

Director Montejo advised there was a conflict with the election report and noted the committee endorsed the addition of “I.”

Director Newman moved to amend by striking “during the Campaign Period” and insert “for one year prior.” President Hess noted a provision would need to be

included that this would not go into effect until 2025. Following debate, the motion failed.

Director Marshall moved to amend by striking “during the Campaign Period” and insert “for six months prior to declaring candidacy.” The motion failed.

J. No changes identified.

2.20.080 was unanimously adopted as amended.

Recessed at 12:27 p.m. The meeting was called back to order at 1:30 p.m.

President Hess announced the moratorium was lifted on election rules and the new rules were effective immediately.

Budget and Planning – 2023-2024 Budget

Budget Committee Recommendations:

2. 3% increase for Executive Director Salary - Approved unanimously.
3. 5% increase for all Staff Salaries - Approved unanimously.
4. \$40,000 in salary for a Member Services Representative - Approved unanimously.

Financials

Finance Consultant, Connie Parker, provided a presentation to the Board on the 2024 budget compared to the 2021 actual revenue expenses and net profit loss; the 2022 actual, 2023 budget, 2023 projected, and 2024 budget. She noted 2021 and 2022 concluded with a surplus; however, was projecting a loss for 2023 and 2024 was projected to have a small profit.

Parker reviewed the investments recently made this past June and the expected income.

Past President Smith moved to adopt the financial statements and 2024 budget. The motion was adopted.

Staff Reports

The following staff reports, not requiring action, were received for information: Communications, Membership, and Region XI.

Region XI Election Protocol Report

Following the Executive Director’s report and comments from Region XI Directors, Director Montejo moved to send the report to the Election Committee to vet and work with Region XI Directors and Mr. van der Hoven and incorporate it into the Elections and Campaigning Policy that currently exists. The motion was adopted.

Annual Conference Updates

The following Annual Conference reports, not requiring action, were received verbally for information: 2024 Calgary, Canada; 2025 St. Louis, MO; and 2026 Reno, NV.

2027 Annual Conference Site Selection

Three volunteers volunteered to tally the votes. The votes were as follows:

City A.	19 votes – Fort Worth, TX
City B.	3 votes – Palm Springs, CA
City C.	5 votes – Madison, WI

Executive Director Shalby announced the Conference Committee voted for City A with City C as second choice.

Other Business and Announcements

- a. **Annual Banquet Seating and Annual Business Meeting Seating**
- b. President Elect Garcia delivered a verbal report and proposed that, in future annual business meetings, all board members join the Executive Committee on stage. She emphasized the importance of showing respect for the members and suggested the board sit in the audience for the annual banquet to eliminate any perception of elitism.

Director Newman moved to approve the Board of Directors to sit on stage during the annual business meetings. The motion was adopted.

Director Antony moved for the Board of Directors to sit among the members during the banquet meal. The motion was adopted.

The Board agreed to allow staff to come back to the Board if the logistics and costs were too much and Mr. Shalby would work on renderings on how to walk into the banquet hall with a group of tables set up front.

Director Newman moved to reconsider the vote regarding the board sitting on the dais during the annual business meeting. The board majority agreed to reconsider. President Hess confirmed the current motion was for the board of directors to sit on the stage during the annual business meeting. The motion failed.

Director Post moved to reconsider the vote for the board of directors to sit among the members during the banquet meal. The motion to reconsider was approved. President Hess confirmed the current motion was for the board of directors to sit among the members during the banquet meal. The motion failed.

Director Hernandez moved to refer back to staff to provide design and logistics and to bring back at the next virtual meeting. The motion was adopted.

- c. **Region XI Study Abroad** – item addressed earlier
- d. **Region X Membership**

Director Antony moved to develop a feasibility and sustainability study to determine the need and costs for two additional directors in Region X. The motion was adopted.

e. Region Directors Update

Region Directors each provided a verbal update.

Adjourn

With no further business, the meeting adjourned at 4:40 p.m. EST.

Lori McWilliams, MPA, MMC, Recorder

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS
Virtual Board of Directors Meeting
March 14, 2024
Minutes

CALL TO ORDER

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

Roll Call taken by Executive Director Chris Shalby

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 I Director: Susan Haag, MMC

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

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; Lana Antony, CMC

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

Board Member Absent: Knight and Larter joined late.

Staff Members Present:

Executive Director, Chris Shalby

Office Manager, Janet Pantaleon

Agenda Approval

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

President Hess requested to move order of the agenda items have items 4i. and 4ii after item 5.

Motion Approved

Executive Director Update

4.iii. 2024-2027 Strategic Plan

President Hess asked for any questions regarding the 2024-2027 Strategic Plan.

Region Director X, Lana Antony inquired about Strategic Plan Key Area 2, Region Website Pages and if they have a blank page on IIMC website. ED Shalby will check status and send her confirmation. Director Antony questioned Key Results Area 3 Objective 5 and how they will be able to attain 500 Region X members by the deadline. ED Shalby explained it is an ongoing goal and if needs to be extended or discarded we can do that at next strategic meeting.

Ruth Post inquired if we could make the region pages on website more prominent and easier to find. Page 4 Key Results area 7 questioned the timeframe of setting Mid Year meetings to be held in the upcoming conference venue. ED Shalby mentioned we did not have a timeframe as our conference cities are already planned but will be ongoing. Ruth asked if we should add "ongoing" to this objective as a suggestion.

Motion to adopt Strategic Plan as presented with the added amendment of "ongoing" added per Director Ruth Post suggestion to read "Ongoing - to better know the upcoming conference city, the possibility of holding a Mid-Year meeting at one of the upcoming awarded conference cities may help with future proposals regarding attrition and expenses.

Motioned by Region X Director Lana Antony, CMC

Seconded by: Region I Susan Haag, MMC

Motion Adopted Unanimously

4.iv. Suspension of Budget Committee Process

President Elect, Lisa Garcia discussed the reasoning behind the request to restructure the budget committee for ability to have people with more financial experience to serve on the committee. ED Shalby explained that this is to meet the Key Results area on inclusivity by removing the EC from this committee. ED Shalby continued to clarify that they are asking for the current process to be suspended until the new process can be presented to the Incoming Board at the May meeting in Calgary.

Motion to suspend the current budget committee policy selection process for consideration at the May 2024 meeting.

Motioned by Region III Director Tory Frink, MMC

Seconded by Region VIII West Ida Fierro, CMC

Motion approved by majority vote

4v. Constitutional Amendment for Calgary ABM

ED Shalby asked to suspend this amendment until Mid Yr or 2025 May meeting as the staff and committees have not had a chance to review. Region IX Director, Ruth Post suggested that ED Shalby contact Stacy Bennett to make sure that she understands that her recommendations will be discussed and presented at the Mid Yr or May 2025 meeting. ED Shalby again noted that this amendment requires some strong vetting with the way it is currently written there are too many loopholes.

Motion to refer to appropriate committees and report back to the Board at the November 2024 Mid-Yr meeting.

Motioned by Region IX Director Ruth Post, MMC
Seconded by Region V Director Angela Marshall, MMC

Motion adopted by majority vote

4vi. Regions X and XI/IIMC Board reception in Calgary

ED Shalby proposed to change the international dinner to a cocktail reception with introductions and no gift exchange. This would be appreciated by those in attendance as it provides more opportunity for socializing as well as reducing the food and beverage costs.

Motion to change the formal international dinner from a formal to dinner to a cocktail reception format.

Motion by Region Director VIII East Julie Barnett, MMC
Seconded by Region II Director Awilda Hernandez, MMC

Motion Adopted Unanimously

4vii – Parliamentarian Update

ED Shalby provided an update regarding parliamentarian. In February Connie Deford and IIMC mutually parted ways. In the interim Region Director Leesa Ross suggested Karen Goodwin, 2025 Host Clerk who is attending May Conference in Calgary will be acting parliamentarian for the meeting. He will search for new parliamentarian after the May conference.

4viii – Ad Hoc Recommendation on ED Evaluation

Committee consisting of President Mary Ann Hess, Lee Frasier, Ruth Post, Angela Richburg and Chris Shalby Present.

President Mary Ann Hess recommended that Vice President Dawn Abrahamson will take the attached recommendations from the committee to be applied to the Executive Directors review in November. Vice President Dawn accepted.

5. IIMC Staff Update:

Verbal update regarding the hiring of new staff member Stephanie Galarza as Member Services Representative. Stephanie will be in attendance in Calgary, Alberta Canada.

6. Other Business and Announcements

Election Committee Report regarding possible violation at Region III Conference in Georgia.

Elections Committee met March 12 3:pm ET, via Zoom. In attendance Joel Hondorp, MMC; Jannette Goodall, MMC; Shaniya Lashley-Mullen, CMC; Laura Cahill, CMC; Shelley George, MMC; Lucrecia Wonsor, MMC. Absent, Dan Weinrib, CMC. Board Liaisons present were Kathy Montejo, MMC; Marita Rhude, MMC and Ida Fierro, CMC. Also present were President Mary Ann Hess, President Elect Lisa Garcia and Vice President Dawn Abrahamson. IIMC Staff Chris Shalby.

Chair Hondorp shared the committee's findings from investigative phone calls and emails in regard to the election policy violation complaint. A motion was made by Lucrecia Wonsor and seconded by Jannette Goodall that after council review and investigation there was not a violation of the IIMC Election Policy that was made in the complaint.

Committee Recommended that the Board of Directors set the vice president election to take place March 25 – April 5, 2024. Motion carried.

President Elect Garcia suggested that the Board make a statement in the e-briefing that the Board has reviewed the election and it has been deemed a fair and impartial election with the new dates. To ensure to our members that the Board is being diligent and encouraging all members to vote.

Motion to adopt March 25 – April 5, 2024 as the new election period to vote.

Motion by Region IV Director Sherri Gard, MMC
Seconded by Region VIII East Director Angela Johnson, MMC

Motion Unanimously Adopted

4i. Annual Business Meeting head table setup and floor plan

ED Shalby reviewed the Board direction to present a design in compliance with the strategic plan for inclusivity. See attachment.

Motion to approve the Annual Business Meeting head table set up and floor plan as presented.

Motion by Region I Director Kathy Montejo, MMC
Seconded by Region X Director Jaylene Knight, CMC

Vote by Roll Call (10 Yes; 18 No)

Yes: Hess, Abrahamson, Haag, Richburg, Marshall, Rhude, Post, Montejo, Fierro, Knight

No: Garcia, Smith, Frazier, Hurtado, Rijs, Morris, Frink, Mugford, Johnson, Newman, Antony, Hernandez, Gard, Hilby, Ross, Barnett, Mulvey, Larter

Motion Failed by vote of 18 No and 10 Yes

New Motion if it is logically allowed by hotel to place all 28 Board Members and Parliamentarian on the dais to do so.

Motioned by Region X Director Lana Antony, CMC
Seconded by Region III Director Tory Frink, MMC

Vote by Roll Call (Yes 17; No 11)

Yes: Hess, Abrahamson, Smith, Frazier, Hurtado, Rijs, Morris, Frink, Johnson, Fierro, Antony, Hernandez, Gard, Hilby, Ross, Barnett, Larter

No: Garcia, Haag, Richburg, Marshall, Rhude, Post, Montejo, Mugford, Newman, Mulvey, Knight

Motion is adopted to set the table for 28 members plus Parliamentarian.

Question was asked regarding awards: ED Shalby said we will have to get a larger stage.

4ii. Annual Banquet protocol/head table setup and floor plan

Board discussed proposed head table set up for annual banquet seating to have the Board sit on the floor with the members.

Motion to adopt the proposed floor plan to have the seating on the floor as presented.

Motioned by Region X Director Lana Antony, MMC
Seconded by Region II Director Awilda Hernandez, MMC

Motion adopted by majority vote

Adjournment

With no further business, the meeting adjourned at 10:31 a.m. PDT.

Janet Pantaleon - Recorder

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Chris Shalby, Executive Director
Date: April 12, 2024
Subject: Executive Director's Year-End Report



Overview

The following is a synopsis of each Department at Headquarters. At the end of this report, we have one recommendation that requires Board approval.

1. Association of Public Treasurers of the United States and Canada

Staff Update

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

Personnel

As of this writing, we have 10 full time staff, one part-time and 5 independent contractors: 1) CPA/Financial Consultant; 2) Event Management; 3) International Consultant; 4) Parliamentarian (To Be Hired); and 5) Information Technology.

Administration

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 has transitioned from Finance to Office Manager. She oversees most areas of Administration, Human Resources and works to maintain 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. Marlena Hernandez has been in her Administrative Coordinator position eight months, 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.

Marketing/Communications

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

ED Update – Page 2

Education

The Education Department has been consistent in meeting members' educational needs and staying abreast of education guideline improvements. Dr. Beatrice Rodriguez directs the Department and continues to immerse herself in IIMC's Education programs. In 2024, the Department created 16 online education courses. As of the end of first quarter, the webinars attracted approximately 450 attendees, exceeding the total from the entire 2023 year. She and IIMC's Education and Professional Development Committee launched the "Education P.L.U.S." program in January 2024 with 70 participants registered. She continues to oversee the Institutes and annual report compliance, develop IIMC online courses and more. Associate Director of Professional Development Dr. Jaimis "Jai" Ulrich was hired in March 2022. Dr. Ulrich creates and oversees the conference education program regarding speakers and other logistics, the Athenian Dialogues, CMC and MMC applications as well as member outreach regarding certification. Dr. Ulrich's educational background has embellished the Department. Education Assistant Iris Hill assists members with certification and application process, facilitates webinars with Dr. Rodriguez regarding the Online Professional Development Program. Hill reviews and processes the Paul Craig Athenian submittals and distributes the Fellow certificates and lapel pins, maintains and updates the Institute Directors' roster as well as provide full administrative support with certificates and month-end reports. **The Education Department's report and attachments are part of this Agenda.**

Membership

The Department embarked on a new membership campaign in 2024, garnering nearly 250 new members as of this writing.

Janis Daudt, Tammy Storrie and new employee Stephanie Galarza (Hired in March) oversee this department's work. This group is exemplary when dealing with IIMC members and is constantly looking for new and creative ways to recruit new members and maintain current membership. Their efforts helped make the 2023 year-end membership figures exceed the \$1 million mark, again, for the 16th consecutive year. **Please see the Department's report in this agenda.**

Finance

Our existing policies and processes over the past 17 years continue to steer us in a positive direction. We're diligent about administering the Organization's finances. 2023 was the 16th consecutive year (**2023 year-end financials are part of this agenda.**) that IIMC produced a positive bottom line. Our Board Designated Reserves are \$1,111,454 as of (4/12/2024). on April 6, 2023, IIMC's Board approved the hiring of Urban Wealth Management to oversee a portion of its investments to expedite financial growth.

IIMC's 2023 year-end budget is \$72,000 in the positive, an increase of \$50,000 from the initial projection of \$20,535. A portion of the windfall was realized from education revenue, building revenue, membership dues, interest from Board reserves and a constant eye on expenses.

Shannon Kane oversees the majority of our daily accounting tasks. Connie Parker, CPA, our financial consultant, has been with IIMC for approximately nine years and her experience and oversight have been invaluable to the department and IIMC. **As of this report, our year-end audit compilation is in progress and will be either emailed prior to the meeting or distributed at the meeting.**

ED Update – Page 3

CONFERENCE -- 2024 Conference – Minneapolis, Minnesota

2024 Conference – Calgary, Alberta, Canada

We projected 650 Delegates/70 guests (as of 4/12/24, we have 645 delegates, 41 Guest, 210 first timers, 130 from Region X and 92 from Alberta) 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. As a comparison, the 2017 Conference in Montreal attracted 572 delegates and 70 guests. Region X had 55 members in Montreal. We believe Calgary's proximity and attractions may entice a larger attendance than Montreal.

***The projected loss can be 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. **NOTE: IIMC's Event Manager Nikki Abig has been working with the Telus Centre the past several months renegotiating the contract since we've released unused rooms. As of this writing, we are now guesstimating a reduction in expenses of roughly \$10,000 toward the bottom line**

We initially contracted with two hotels: Host Hotel Marriott and Fairmont. In January 2024, we acquired 40 plus rooms at Le Germain and one month later, we contracted with the Hyatt for additional 40 rooms since both the Marriott and Fairmont sold out and remained at full capacity.

NOTE: All four hotels are within walking distance of each other, the Telus Centre and nearby establishments. All four hotels have exceeded our room block, eliminating attrition.

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

Early Bird Package/Marketing - Current

The Early Bird was Wednesday, March 15, 2024, to save \$50 on registration.

- **Early Bird rate** - through March 15, 2024 – cost was \$675
- **After Early Bird** - March 16, 2024 – cost was \$725.

Rebates/Commissions Maximum

The Marriott is offering a 7% rebate that will be divided between IIMC and YES – IIMC's former Event Company (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)
- **Total** **\$27,412US (as of this writing)**

ED Update – Page 4

Areas to note for Calgary include:

- 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;
- It is in a region with approximately 200 IIMC members and 35 in Alberta;
- 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.
- Calgary is a destination.

Recommended Discounts and Savings

We offered 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 recommended continuing in 2024 include:

- Academy sessions are \$159 regardless of registering for one or more. We have 152 registered for the Academies and 49 for Athenian Dialogues.
- 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**). Calgary attracted 109 multiple attendees.
- Offering a one-year complimentary membership to Alberta Clerks that are registering for the conference for the first time. This promotion garnered 68 new IIMC members from Alberta.

Headquarter 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 \$2,800.

NOTE #2: 2024 building repairs include: the roof, repaving the parking lot and, internally, installed new flooring at headquarters.

******NEW***Board Action Required – 2024***

Management's Recommendations - Attachment:

1. Association of Public Treasurers of the United States and Canada

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: **IIMC Board of Directors**

From: **Chris Shalby, Executive Director**

Date: **January 30, 2024**

Subject: **Association of Public Treasurers of the US & Canada - BIO**



Association of Public Treasurers of the United States and Canada

The Association of Public Treasurers of the United States and Canada (formerly called the Municipal Treasurers Association of the United States and Canada (MTA US & C) was founded in 1965 and represents public treasury and finance officials in local, county, and state/provincial governments throughout North America.

The Association's mission is "to provide quality treasury management education and training, professional certification, peer interaction, and professional connection opportunities for public treasury and financial officials."

Management's Comments:

This organization seems in line with IIMC's mission in delivering education in the form of finance to its members. Attached is a draft of an affiliation agreement and a sample letter congratulating one of its members on becoming a Certified Public Administrator.

In speaking with Shelley Buresh, Executive Director, Association of Public Treasurers of the U.S. & Canada, in January 2024, we offered them a complimentary booth to exhibit in Calgary and the same opportunity has been afforded to us to exhibit at their conference in August in South Carolina. This affiliation is a positive one for both organizations and could draw from each other's membership bases.

We recommend moving forward with the agreement. A sample agreement is attached for reference only.

ASSOCIATION AFFILIATE AGREEMENT

Entered this DATE

BETWEEN

Association of Public Treasurers of the United States and Canada (APT
US&C) Post Office Box 591, Tawas City, Michigan 48764 · www.APTUSC.org

And

STATE AFFILIATE
Address, Website

THIS AFFILIATE AGREEMENT (hereinafter called AGREEMENT), is provided by the Association of Public Treasurers of the United States and Canada (hereinafter called APT US&C) a nonprofit organization, and the **STATE AFFILIATE**, (hereinafter called AFFILIATE) a nonprofit organization, (hereinafter collectively called PARTIES) for the purpose of providing mutual support with PARTIES mission and purpose of providing treasury management education, resources and networking opportunities to its members.

Obligations of PARTIES

1. PARTIES agree to provide honorary membership in their respective associations for the purpose of promoting the benefits of an affiliate relationship.
2. PARTIES agree to further the personal and professional development of its treasury professional members by marketing the following through their respective websites, printed marketing material, member newsletters and other marketing initiatives, when appropriate:
 - a. Membership
 - b. Conferences, training programs, and other education and networking opportunities
 - c. Certification programs
3. PARTIES agree to serve as a resource to provide professional speaker recommendations, training topics, etc. when requested.
4. PARTIES may choose to share their respective membership lists to promote awareness of affiliate relationship, benefits of dual membership and enhanced member resources.

Obligations of APT US&C

5. APT US&C agrees to provide AFFILIATE, when requested, a review of their conferences and training programs curriculums for the purpose of assigning continuing education points to achieve or maintain state and/or national certifications. Curriculum and class descriptions must be received approximately 45 days prior to the training date to allow for timely review and assignment of continuing education points.
6. APT US&C agrees to provide a complimentary registration to the AFFILIATE for their President, or designee, to attend the APT US&C annual conference.
7. APT US&C agrees to make every effort to have the APTUS&C President or designee, attend the AFFILIATE annual conference, when requested.
8. APT US&C agrees to provide discount and revenue sharing opportunities to AFFILIATE as they become available (e.g., APT training discounts, a third party online learning program, etc.). If AFFILIATE chooses to participate, a separate agreement will be required to designate the obligations of both PARTIES.

Obligations of STATE

9. The AFFILIATE will endorse APT US&C as the country's lead association for education, certifications and networking opportunities for municipal treasury management professionals.
10. The AFFILIATE may work with APT US&C to include APT US&C training materials into their curriculum (i.e., cash handling, internal controls, cash flow forecasting, etc.). All APT US&C publications and training programs are the property of APT US&C. These materials may not be copied in part or in whole without written permission from APT US&C.
11. The AFFILIATE shall provide APT US&C with a complimentary registration for the current APT US&C President or designee to attend their annual conference.
12. The AFFILIATE President or their designee will be required to attend the State Association Presidents' meeting held at the APT US&C Annual Conference if they accept the complimentary registration to same.

Term

13. The Term of this AGREEMENT automatically renews with the signature of the current AFFILIATE President or designee or until either or both PARTIES agree to the termination clause.

Termination

14. APT US&C or the AFFILIATE may terminate this AGREEMENT upon receipt of written notice without cause. If the either party does not meet the obligations outlined in this AGREEMENT, the AGREEMENT may be automatically terminated.

Miscellaneous

15. This AGREEMENT shall be binding upon and inure to the benefit of the PARTIES hereto and their successors, but shall not be assigned without consent of both PARTIES.
16. If any term or provision hereunder, or any portions thereof, is held to be invalid or unenforceable, it shall not affect any other term or provision in this AGREEMENT.
17. The AGREEMENT contains the full, entire, and integrated agreement and understanding between the PARTIES with respect to the covenants, promises, and agreements herein described, and no representations, warranties, provisions, covenants, agreements or understandings, written or oral, not herein contained or referred to shall be in force or effect. The AGREEMENT may not be modified or amended except in writing signed by both PARTIES.
18. No waiver of any breach of the term of this AGREEMENT shall be effective unless made in writing signed by the party having the right to enforce such breach, and no waiver shall be construed as a waiver of any subsequent breach.

Any such notice shall be deemed effective on the date of the mailing, if mailed, or upon delivery to a responsible person at the party's place of business or residence.

In Witness Whereof, the parties hereto have executed this AGREEMENT on the date first written above.

State Association President
State Affiliate Association
Address, Phone, Email

Date

APT US&C President
Association of Public Treasurers of the United States and Canada
PO Box 591, Tawas City, Michigan 48764
989-820-5205; info@aptusc.org

Date



Association of Public Treasurers of the United States and Canada

EXECUTIVE BOARD

TRICIA WIGGLE-BAZZY
PRESIDENT

VICKI KITCHEN
PRESIDENT ELECT

HEATHER GALE
VICE PRESIDENT

ERIN CRAWFORD
TREASURER

SALVATORE TALARICO
SECRETARY

JULIE SILBERNAGEL
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LAURIE SHELDON

ADVISOR

CLINT LICHTENWALTER

MICHAEL PETTIGREW

PARLIAMENTARIAN

CHELSEA PETERSON

HISTORIAN

BLINDA BAKER

November 20, 2023

Angela R. Johnson, ACPFA
Town of Meeteetse
Post Office Box 38
Meeteetse, WY 82433

Dear Angela:

Congratulations on achieving the APT US&C Advanced Certified Public Finance Administrator (ACPFA) Certification. In recognition of this outstanding professional achievement, please find the enclosed your plaque to display in your office.

As you know, this nationally recognized program is designed to elevate the level of knowledge of public finance and enrich the performance within the treasury management profession. We trust your community will take great pride in the continued commitment you displayed in achieving this advanced certification this designation.

At APT US&C we are committed to providing quality treasury management education and training, professional certification, peer interaction and professional connection opportunities for public treasury and finance officials. We look forward to continuing our partnership with you to assist in achieving your professional goals.

If you have any questions, please don't hesitate to call our office at 989-820-5205 or email us at info@aptusc.org.

Sincerely,

Tricia Wiggle-Bazzy, ACPFA, CPFIM
APT US&C President

Enclosure



To: IIMC Board of Directors

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

Date: April 9, 2024

Subject: Education Professional Development Year End Report

Below is an overview of the Education Department's operations since the Midyear Board Meeting held in November 2023.

Certification—The department continues to receive a steady flow of CMC and MMC certification applications, with a review time averaging 1 – 2 weeks at most.

Updated Application Process—The revised application procedure, mandating members to submit their applications solely upon completing all requisite points via an online portal, has effectively diminished the duration and bottleneck issues encountered between submission, review, and certification phases.

CMCs and MMCs – Since the Annual Board Meeting in May 2023, we have awarded an additional 391 CMC designations and 173 MMC designations. Overall totals are as follows: CMC Grand total = 4,876; MMC Grand total = 1,549.

Q & A with Dr. Jai – In the current year, the education department initiated a bi-weekly virtual Q&A series hosted by Dr. Jai, aimed at addressing inquiries from individuals working towards their CMC and MMC certifications. This initiative was extended to associations and institutes as well. Over the course of eight sessions, we engaged with more than 200 participants.

Proposal Submitted to the Education and Professional Development Committee

The Education Department has presented a proposal to the EPD committee, advocating for a shift from a points-based system to an hours-based framework. This change aims to align our practices with the prevailing standards in higher education. We are pleased to announce that the committee has shown a favorable stance towards this transition. Please refer to the attached EPD report for further details.

Annual Conference Education Program – Calgary, Canada

Conference Design: We are thrilled to announce that this year, we are once again offering an unprecedented number of points, surpassing all previous years. Recognizing the challenges presented by the current economic climate for everyone, including our members, we have deliberately crafted a conference aimed at attracting a broader audience. In response to feedback, we have intentionally incorporated longer intervals between sessions to facilitate enhanced networking opportunities. Our goal is to ensure that members do not feel pressured to move from one session to another to accrue points hurriedly.

Building on the positive feedback received, we are continuing with our education tracks initiative. Each track consists of about five courses, with every track offering similar courses.

Conference Content: Our 2024 Calgary Conference program will consist of:

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

Offsite Education: We are introducing an opportunity for members to earn educational points by submitting an essay related to cultural excursions in Canada. This initiative is designed to motivate members to step beyond their usual boundaries, engage in new experiences, and gain deeper insights into both themselves and the Canadian culture.

Registration: We are continuing to use online registration.

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

In short, registrants will select a track for the conference that will include their full conference schedule.

Speakers: All speakers have been carefully selected and contracted for our 2024 Annual Conference based on Conference Committee feedback and recommendations. This includes our academy speakers, Athenian dialogue facilitators, general speakers, and concurrent speakers.

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

Conference App: Whova was launched last year and proved successful in member engagement. We have continued with this application.

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

IIMC Institutes

California – has successfully launched its CMC and MMC programs and expressed a desire to participate in the EPP program in July 2024.

Pennsylvania – Recently approved.

New Mexico – Dr. Rodriguez and Chris Shalby remain 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 – recently submitted a proposal to contract with Northwest Missouri State University.

Arizona – No new contract for the institute.

Nevada – No new contract for the institute.

New York – No new contract for the institute.

Arkansas – Anticipates their contract will not be renewed for their institute.

ID Turnover – Currently, Institute Directors continue to turn over:

Virginia – Shelly Schuets
Florida – Jenny Anderson
Kentucky – Amy Carrington Stout
Ohio – Derec Kenne
Tennessee – Brad Harris
Kansas – Paula Downs
Montana – Lydia Maunz

Athenian Leadership Society

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

Year	Athenian Dialogues Held	Fellows Awarded
2023	83	39
2024	105	53

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

Course Review Process

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

2024 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.

Education P.L.U.S. Program – This program was successfully launched in July 2023, and new resources are available on the IIMC website. July 2024 will mark the first year of EPP participation.

EPP with Dr. Bea — Dr. Rodriguez hosted two sessions in January to address inquiries from individuals working towards completing their EPP hours. This presentation was extended to the California Clerks Association at their conference in April 2024.

It is important to note that IIMC is in the process of upgrading the in-house data system. Once this is complete, we will have a better understanding of program functionality, member accessibility, and continuity with other programs.

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. A proposal was drafted and accepted upon further consideration from regions X and IX.

The Education Department met with representatives of both regions X and XI with the assistance of Tom van der Hoven and Hans Rijs. The Education Team is confident we are moving in the right direction and will continue to work with our international partners.

Management's Comments:

It's a busy department and one that continues to look for new and innovative ways of creating and delivering education to all IIMC members. We recommend that the Board accept the Department's proposal on continuing to research and revise the points-per-education to an hours-per-education based system. We believe from the Department's expertise and member demands for accessible education that a change of this nature is in the best interest of IIMC's education future.

Advancing Professional Development: Transitioning to an Hours-Based Educational System for Enhanced Member Engagement and Diversity

To: IIMC Education and Professional Development Committee

From: IIMC Education Department

Date: 3/18/2024

Subject: Proposal to Expand Eligibility for Offering hours-based education to All Organizations Meeting IIMC Course Review Standards

Executive Summary

In response to the growing demand for more accessible and diverse educational opportunities among IIMC members, we suggest moving from a points-based education system to an hours-based education system. This adjustment aligns with current practices in higher education. This change is intended to broaden educational possibilities for our members, ensure alignment with our strategic ambitions, and reinforce our dedication to inclusivity, equity, and diversity within professional development.

Strategic Alignment

This policy change is proposed in direct alignment with the strategic objectives outlined in the 2024-2027 Strategic Plan, specifically under Key Result Area 4 – Education. Our goals to create new platforms for learning and increase education opportunities can be significantly bolstered by embracing a wider array of organizations capable of delivering high-quality, relevant educational content to our members.

Rationale

- **Broadening Educational Access:** Expanding the scope of organizations eligible to offer education hours provides our members with a wider variety of learning opportunities, accommodating diverse needs, preferences, and professional development goals.
- **Promoting Inclusivity and Diversity:** Aligning with our commitment to diversity and inclusivity, this policy change allows for a broader representation of

educational providers, ensuring that our educational offerings reflect the diverse backgrounds and interests of our membership.

- **Quality and Standards:** By requiring all organizations to undergo IIMC's course review process, we maintain high educational standards while expanding our offerings.

Proposed Changes

- **Policy Revision:** Revise the current policy to allow any organization that passes the IIMC course review process eligibility to offer IIMC members credit hours for their educational programs.
- **Review Process Enhancement:** Strengthen the course review process to accommodate the anticipated increase in applications, ensuring that all courses meet our high standards for quality and relevance.
- **Implementation Plan:** Develop a phased implementation plan, including updated guidelines for organizations, communication strategies for members, and a monitoring framework to assess the impact of the policy change.

Benefits

- **Enhanced Professional Development:** Members will have access to a broader spectrum of the same high-quality educational opportunities, only now being offered at equitable hour to hour equivalencies.
- **Strategic Growth:** This policy supports our strategic objective to grow and diversify our membership by attracting professionals who value diverse educational offerings and are committed to obtaining their designation through IIMC.
- **Reputation and Leadership:** By leading with inclusive and innovative educational policies, IIMC will strengthen its position as a forward-thinking organization within the Municipal field.

Implementation Plan

1. **Review Process:** Refine the IIMC course review process to reflect a credit hour system that evaluates the quality and relevance of proposed educational content from various organizations.
2. **Communication:** Update members and potential educational providers about the new policy through our communication channels, aligning with our strategic objective for enhanced internal and external communication.

3. **Monitoring and Evaluation:** Establish metrics to assess the impact of this policy change on designation attainment and overall educational satisfaction.

Conclusion

Adopting this policy change will significantly contribute to achieving our strategic objectives by enhancing educational diversity, promoting inclusivity, and increasing member engagement. We invite the Board to consider this proposal and support a policy that reflects the evolving needs and interests of our membership.

Appendices

- **Appendix A:** Detailed Review Process for Educational Content
- **Appendix B:** Communication Plan for Policy Implementation
- **Appendix C:** Proposed Metrics for Monitoring and Evaluation

Appendix A: Detailed Review Process for Educational Content

Purpose:

To ensure that all educational content submitted by organizations for IIMC approval meets the highest standards of quality and relevance to the Municipal Clerk profession.

Steps:

1. **Submission of Application:** Organizations interested in offering educational content that qualifies for IIMC education hours must submit through IIMC's course review process.
2. **Preliminary Review:** The IIMC Education Department conducts a preliminary review to ensure the application is complete and meets basic eligibility criteria.
3. **Content Evaluation:** The Education Department evaluates the educational content based on established criteria such as relevance to the profession, learning outcomes, and instructor expertise.
4. **Feedback and Revisions:** Organizations receive feedback on their submissions and may be asked to make revisions or provide additional information to meet the required standards.
5. **Approval and Monitoring:** Once the educational content meets all criteria, it is approved for IIMC education hours.
6. **Reporting:** Approved Institutes must continue to submit annual reports per IIMC's Institute guidelines.

Appendix B: Communication Plan for Policy Implementation

Objective:

To effectively communicate the policy change to all stakeholders, ensuring clarity, transparency, and engagement.

Audience:

- IIMC Members
- Educational Providers
- IIMC Board and Committee Members

Channels:

- Email Announcements
- Social Media Posts
- IIMC Website Updates
- Virtual Town Hall Meetings
- Press Releases

Content:

- Announcement of the policy change
- Detailed explanation of the new opportunities for organizations and members
- Instructions for organizations on how to apply for course review.

Timeline:

- Initial Announcement: [TBD]
- Follow-up Communications: Monthly updates leading up to the policy implementation date.
- Ongoing Engagement: Quarterly updates on the impact and success stories

Appendix C: Proposed Metrics for Monitoring and Evaluation

Objective:

To evaluate the effectiveness of the policy change in enhancing educational diversity, promoting inclusivity, and increasing member certification.

Metrics:

1. **Number of Organizations Applying for Course Review:** Track the number and diversity of organizations seeking IIMC approval for their educational content.
2. **Member Participation in New Educational Offerings:** Monitor the enrollment and completion rates of IIMC members in newly approved courses.
3. **Member Satisfaction:** Conduct annual surveys to gauge member satisfaction with the diversity and quality of educational offerings.
4. **Impact on Membership Growth:** Analyze trends in designation numbers, particularly new designations, following the policy implementation.

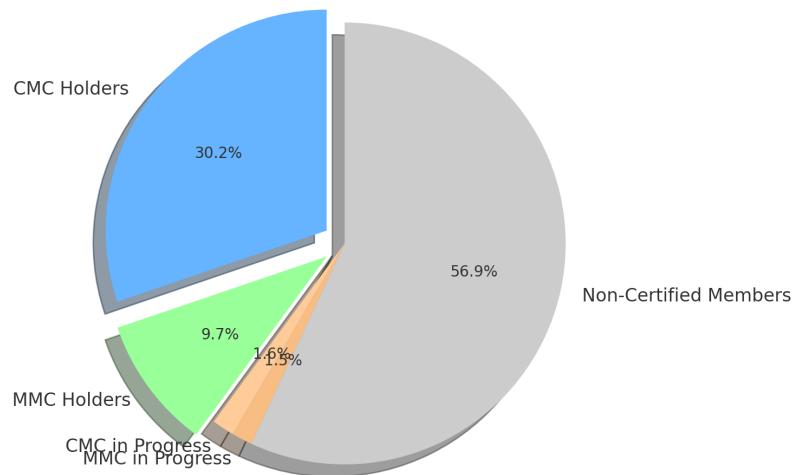
Review and Adjustment:

Annual review of the collected metrics to assess the policy's impact and make necessary adjustments to ensure continuous improvement and alignment with IIMC's strategic goals.

Education Department's report by Dr. Jaimis "Jai" Ulrich

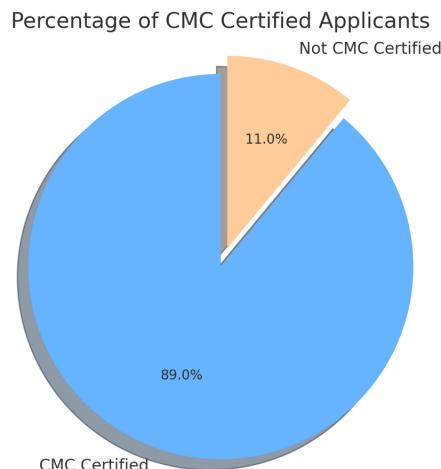
CMC and MMC Report

Certification Status of IIMC Members



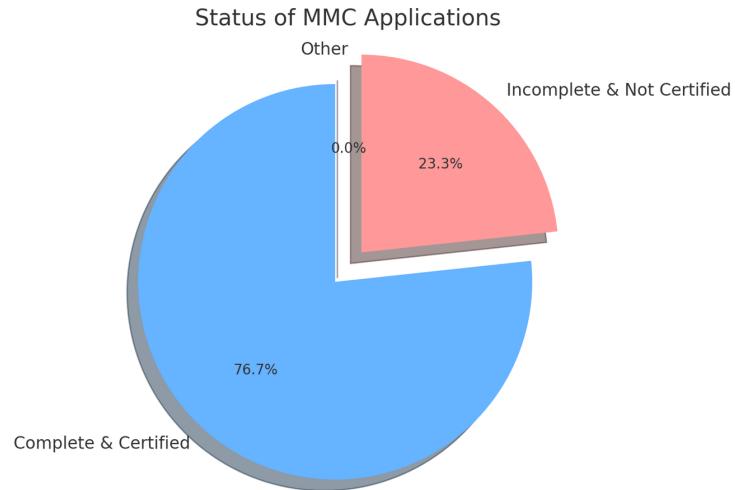
This pie chart provides a comprehensive view of the certification status among IIMC members. It highlights the proportions of members (out of 15,000) who are certified CMC holders (4,533), MMC holders (1,455), those in progress for each certification (CMC: 246; MMC: 226), and those without any certification. The two certified categories (CMC and MMC) are emphasized with a slight "explosion" to stand out visually.

With IIMC's new application process, we had 427 members apply. Out of the 427 members who applied, 380 of them were certified with their CMC.



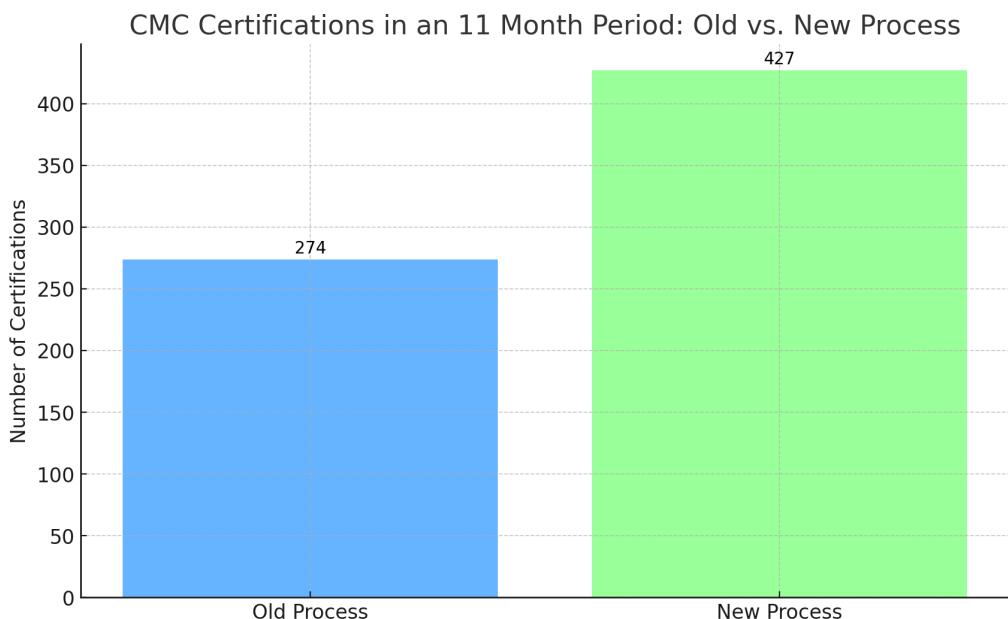
Approximately 89.0% of the members who applied were certified with their CMC. The pie chart above visualizes this distribution, showing a large majority of the applicants are CMC certified (in blue), compared to those who are not (in orange)

For our MMC applicants, we had a total of 206 members apply through our new process. Of the 206 members, 158 submitted complete applications and were certified with their MMC, while 48 members submitted an incomplete application, and were not certified.

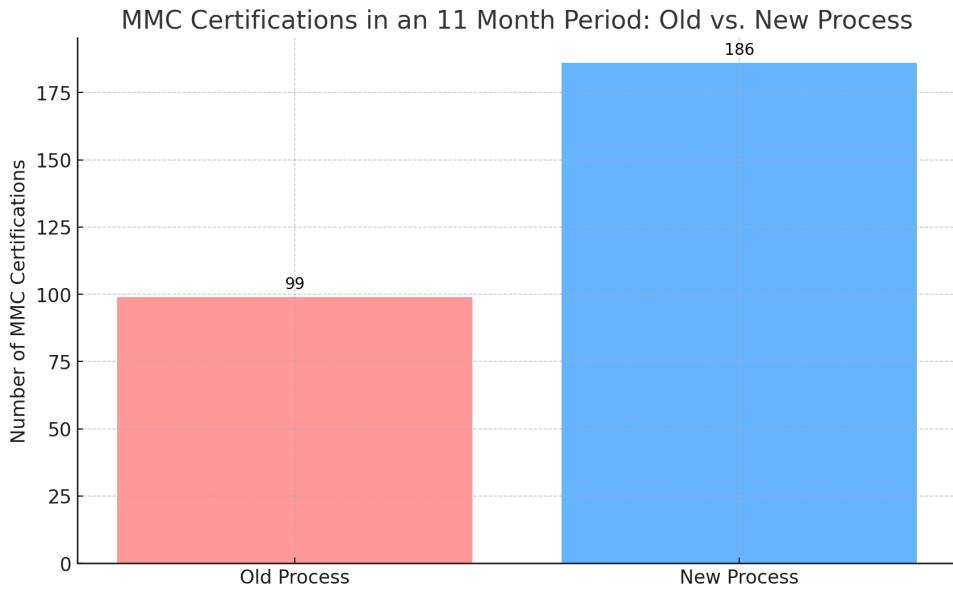


The pie chart illustrates the status of MMC applications among IIMC members. It shows that a significant majority of the applicants submitted complete applications and were certified (in blue). A smaller fraction submitted incomplete applications and were not certified (in red). The chart effectively represents the completion and certification status among the MMC applicants.

With the old process, we certified 274 members with their CMC within an 11 month period. With the new process, we certified 427 members with their CMCs within an 11 month period.



With the old process, we certified 99 members with their MMC within an 11 month period. With the new process, we certified 186 members with their MMCs within an 11 month period



The increase in CMC certifications from the old process to the new process is approximately 55.84%. The increase in MMC certifications from the old process to the new process is approximately 87.88%

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board

From: Tom van der Hoven
Region XI Development Consultant

Date: March 20, 2024

Subject: IIMC Region XI Annual Report



The purpose of my report is to inform the Board of the focus of my work as Region XI Development Consultant in 2024/25 and to seek the Board's input and support.

Background:

This is my 15th Board report and follows the background and role from 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 February as a virtual meeting. The next meeting will be held in May in Calgary.

These meetings allow associations to raise their needs and expectations from their IIMC membership and in working collectively. It does not prohibit any association 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 5,400 members.

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

Facilitated Zoom Discussions and Interviews

Members will be aware of the facilitated discussions held in 2020 and 2021. Feedback on these sessions were overwhelmingly positive. We hosted a virtual launch of the International Buddy scheme in 2022 and this resulted in a number of new buddy pairs. Further sessions will be held when suitable topics are identified.

2025 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 – last year the contribution was \$20,000.

The Association of Democratic Services Officers in the UK (ADSO) has offered to host the 2025 Symposium. We are waiting for ADSO to confirm location and actual dates.

This promises to be another excellent event and an opportunity for our members to share experiences with colleagues from across the world. The event will be promoted at the International Relations Booth in Calgary in May. The IRC will be working with us on marketing and promoting the event.

As has been the practice in 2019 and 2023, Executive Director Shalby and myself are working on putting together a study tour that will join the Symposium at the end of the tour.

Focus for 2024/25

The Region XI Management Board met in February and at its meeting agreed a Region XI Strategy – a copy is attached to this report.

The Region XI Management Board will meet again in May in Calgary and will 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:

We continue to work and support the marketing and importance of Region XI. Region XI consultant Tom van der Hoven's contributions, planning and facilitative skills have kept this Region abreast of all things related to IIMC. We look forward to working with Tom regarding the 2025 Study Abroad/Symposium Program.



IIMC REGION XI STRATEGY

Version 2024

IIMC

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

IIMC was founded in 1947, the International Institute of Municipal Clerks is the leading and largest professional nonprofit association serving the needs Municipal Clerks worldwide. With approximately 15,000 members, IIMC represents municipalities of less than 500 to more than 10 million.

IIMC divides its organisation representation into eleven regions.

Region XI Members

IIMC members of Region XI (outside North America) includes Australia, Belgium, Bulgaria, Israel, Nepal, The Netherlands, New Zealand, South Africa and the United Kingdom (Bermuda, England, Scotland and Wales).

This is an agreed working document setting out the aims and aspirations for Region XI Members.

Ref	Topic	Timescale	Progress	Revised Timescale	Comment
1	Educational Alignment of International Qualifications	April 2024	December 2023 Progressive and constructive meeting took place between IIMC Education Dept and Region XI Board. Further discussion to take place between educational representatives.		Top Priority
2	CMC & MMC Certificates	Ongoing	Encourage and enable more Clerks from Region XI to obtain Certificates.		May be dependent on 1 above. Would be good to try and keep a running total. Provide more information on these qualifications and promote within the Region
3	Athenium Dialogues outside USA	Sept 2024	VVG has an accredited Facilitator LL with SLLC colleague reviewing options to provide within UK. – could be subject to 1 above.		To enable a UK Facilitator may be dependent on 1 above. The aim should be to provide these dialogues throughout Region XI.
4	Sharing Knowledge	Ongoing	LL attended VVG Conference 2023, Relating to Civility & Respect. Subsequently Dutch Home Office		

			attended various meetings in UK and SLCC Conference on same topic.		
5	Membership of Region XI Review opportunities to increase membership from other countries	Ongoing			
6	Symposium 2025	2025	Agreement of IIMC Board to accept the invitation from ADSO to do a joint Symposium/Conference with them in 2025. Location and dates still to be determined by ADSO Board.		
7	Marketing & Promotion	Ongoing	Promote and raise awareness of IIMC and its opportunities to Clerks throughout Region XI		Learn from each other and share what we are doing within our own associations
8	Board XI Region meetings – In Person	Ongoing	Try to arrange at least one in person meeting per year.		
9	International Buddy System	Ongoing	Review and re-promote.		Consider a change of name and online exchanges
10	Personal Resilience and 'self-care'	Ongoing	Share information and how we are supporting our members on this important issue		
11	Review priority of topics				

12	Region XI involvement with international IIMC events	Ongoing	<p>Forward and liaise with IIMC Board about increased involvement of Region XI.</p>		<p>Ideas as per Tine Vervisch email 26.2.24:</p> <p><i>Region XI in the picture</i></p> <ul style="list-style-type: none"> • <i>An item in the IIMC-newsletter about what is happening in Region XI (not only events)</i> • <i>Region XI provides a workshop every conference. The workshop is given by members of Region XI. Region XI takes a decision about the topics and speakers.</i> <p><i>IIMC for Region XI</i></p> <ul style="list-style-type: none"> • <i>A study abroad for members of Region XI – in combination with the annual conference</i> • <i>Visits (city hall, projects,...) as part of the program of the annual conference (like what was done 10 years ago)</i> • <i>A (online) buddy exchange program</i> • <i>Online learning is open for members of Region XI (we already talked about this with you)</i> <p><i>IIMC in the picture for members of Region XI</i></p> <ul style="list-style-type: none"> • <i>Articles in the newsletter of Region XI: what can IIMC do for you?</i> • <i>A separate newsletter from IIMC for Region XI with interesting articles, videos,...</i>
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IIMC Region XI Strategy (v.1) 2024

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Cheryl Hyde,
Chair, Conference

Date: March 22, 2024

Subject: Conference Annual Report



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:

Committee Activities

The committee met twice during the 2023-2024 term and:

- reviewed potential keynote speaker recommended by the Education Department and provided a recommendation,
- reviewed conference survey results,
- reviewed speaker applications and provided individual rankings to the Education Department, and
- reviewed applications to host the 2027 conference and provided recommendations.

I was not available for either meeting, so both were graciously chaired by the Vice-Chair, Helen Ingold.

Financial:

Nothing to report.

Summary:

None.

Management's Comments:

We thank the Committee for their input on the 2024 conference speakers and education session topics and their participation in the 2027 conference site selection.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: **Board of Directors**
From: **Joel Hondorp, MMC, Election Chair**
Jannette Goodall, MMC, Election VC
Date: **April 9, 2024**
Subject: **Election Annual Report**



Background:

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

1. The vetting of ballots for Vice-President – 2 Candidates.
2. The vetting of votes cast for Vice-President.
3. The review of one complaint of the campaign activity of one candidate for Vice-President.

Discussion:

- Task #1 was completed on February 28. Ballots were sent to the membership on 3/25/24.
- Task #2 was completed on April 5 with the Committee reviewing the results and confirming the candidate who received a plurality of the votes cast. Results of the VP election will be announced at the IIMC Annual Business Meeting in Calgary.
- Task #3 was presented to the Election Committees on March 12.

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

Summary:

On February 28, 2024, the Election Committee Chair and Vice-Chair received an email from IIMC Executive Director Chris Shalby, in which he forwarded a complaint against one of the candidates for Vice-President being an observer at an Athenian Dialogue during the Region III meeting and may be in conflict with Election Policy that a candidate cannot be a facilitator or teach a class during the campaigning season. The Committee met on March 6 and requested that the Election be moved back for further investigation. Chair Hondorp did a thorough investigation on the claims made. The committee met on March 12 and decided that there was not a violation of the Elections Policy. The voting period was approved to take place between March 25 to April 5. Following the voting period, the Committee reviewed the results, and the Committee confirmed the results of the election.

The Election Committee had a busy year and worked well together to accomplish all the tasks presented to them. At this time, I would like to thank President Hess and the Board for the opportunity to Chair this great committee. I would also like to thank the Committee Members for their service: Jannette Goodall (Vice Chair), Shelley George, Lucrecia Wonsor, Dan Weinrib, Larua Cahill and Board Liaisons: Kathy Montejo, Ida Fierro and Marita Rhude. Special thanks to Chris Shalby and Janet Pantaleon for their support and guidance. It has been an honor to serve with you all on this committee.

Management's Comments:

There are no recommendations from this Committee. We appreciate their efforts and timeliness on all things regarding elections and process.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC board of directors

From: Arnout J.O. van Kooij MMC
International Relations Committee chair

Date: March 25, 2024

Subject: International Relations Annual Report



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. 2023-2024 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

IRC in 2023-2024

We are producing our monthly contribution to the News Digest featuring Region X and XI members. IRC also agreed that we would like to invite an attractive speaker / topic to our meetings to and contribute to the discussion about where to organize the next study tour.

Webinar *The 5 elements of selfcare for political professionals / for professionals in a political environment*

The 16th of April 2024 IRC organizes a webinar for IRC members and IIMC members of regions X and XI. As for IIMC's IRC doesn't have any budget the Dutch Vereniging of Griffiers/VVG has generously provided a subsidy to hire a well-known European coach and motivational speaker www.kikibakker.nl

The next weeks we'll organize the webinar and start preparing for the IRC stand at Calgary's conference to promote the 2025 study tour in the UK by ADSO.

In the meantime, Region XI is expanding study exchanges and cross-border education.

As preparation for 2024-2025 the chair Arnout van Kooij and vice-chair Dwayne Caines are preparing a smooth transition and work on a strategy to contribute to the IIMC and its international community.

Management's Comments:

We always appreciate articles for the *News Digest*. We believe this is one aspect of keeping all IIMC member involved in our Regions X and XI exchanges. Once we finalize the information regarding the 2025 Symposium with ADSO, we will begin to market it to all IIMC members along with the Study Abroad Program.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Aimee Nemer, Membership & Mentoring Committee Chair
Date: March 19, 2024
Subject: Membership & Mentoring Annual Report



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; Vester 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 one article in the *News Digest*.
- 4) Update the current mentors/mentees list and continue to recruit mentors and mentees.

Committee Meetings

- The Committee met virtually on June 6, 2023, to make introductions and review goals.
- The Committee met virtually on March 19, 2024, to review the final report and discuss Committee attendance and assignments at the 2024 annual conference.

Committee Work

- Welcome & Congratulatory Letters
To date, the Committee has welcomed 1,294 new members and congratulated 400 CMC and 162 MMC designees from the May 2023 – February 2024 member reports.
- Mentorship Program
 - The Committee has also identified three mentees and recommended them to IIMC staff to be paired with a mentor.
 - The Committee submitted an article for the April 2024 News Digest on mentorship.
- Newcomers Table at Annual Conference

Financial: The Committee requested funding for 'First-Timer' lapel pins and M&M chocolate candies to be handed out at the newcomers table at the 2024 annual conference.

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:

First timer pins were developed by IIMC's pin company, who is exhibiting with us this week. We always appreciate the Committee's perspective on membership and the work they do with IIMC's Member Services Department.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: **Board of Directors**

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

Date: **March 26, 2024**

Subject: **Records Management Annual Report**



Background:

The Records Management Committee develops informational resources to assist IIMC members 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; Elena Hilby, MMC

Staff Liaisons: Janet Pantaleon

Discussion:

Meetings: The Records Management Committee first met via Zoom on June 13, 2023 and agreed to meet monthly. The Committee meet July 11, 2023, August 8, 2023, October 10, 2023, November 14, 2023, January 9, 2024, February 13, 2024, and March 20, 2024. The Committee canceled the September 2023 meeting as it conflicted with the 2023 Granicus City Clerk Virtual Summit, which some committee members attended and the December 2023 meeting due to the winter holidays.

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

Educational Sessions: The Committee discussed 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. The Committee reached out to ARMA multiple times during the year. The ARMA contact was on maternity leave and finally responded in late February 2024, leaving little time to partner this year. However, ARMA is open to continuing discussions with the 2024-25 Committee.

Articles: Committee Members volunteered to write articles for IIMC on records management and set the timing for article submission throughout the year. The Committee submitted articles regarding Historical Records and April Records and Information Management Month.

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

State Retention Schedules: The Committee continues to gather records retention schedules from each state and member countries to post on the IIMC website. Members forwarded retention schedules to IIMC staff for posting. The Committee also discussed adding local retention schedules to the website as a member resource. Committee Members informed IIMC staff when they found broken web links and made recommendations for website content regarding records management. The Committee recommends annual review of the retention schedules to ensure IIMC has the most current schedules and working links on the website.

Other issues: The Committee discussed the following topics during the year: grant funding for records management initiatives, celebrating ARMA Records and Information Month (April) and partnering opportunities with records and information management associations (ARMA, NAGARA, AIIM, etc.).

Having found no grant opportunities for records management projects, the Committee asked the IIMC Foundation if it would create such a grant. The Foundation did not offer records management grants. The Committee will continue to seek grant opportunities in other venues.

The Committee had a difficult time locating the correct ARMA contact as the contact was on maternity leave. The committee and ARMA are now in contact, however, with little time to plan for an April Records and Information Management Month event/s. We hope the 2024-25 Committee will continue with this relationship and plan an April 2025 campaign which could include records management workshops for IIMC members that qualify for certification points, an outline and materials for members to celebrate RIM Month in their organizations and opportunities for IIMC and ARMA to focus on records management in the public sector industry.

The Committee thanks IIMC for the opportunity to serve the membership and wishes the best for the 2024-25 Committee Membership.

Management's Comments:

The Committee's involvement with recommending education sessions for the Conference is always appreciated and so is their ongoing feedback with new Technical Bulletins. We appreciate the two *News Digest* articles and we will, most likely, reconnect with ARMA in 2024-2025. At some point, we would like to embark on another grant to create new Technical Bulletins.

International Institute of Municipal Clerks

To: IIMC Board of Directors

From: Teresa K. Hudson, MMC, Chair
Audra Etzel, MMC, Vice Chair

Date: March 22, 2024

Subject: Research and Resource Annual Report



Background: The PURPOSE of the IIMC Research & Resource Committee is:

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

The 2023/2024 GOALS AND OBJECTIVES are: Review in-house publications (Roll Call and Language of Local Government); Assist in developing and disseminating surveys and questionnaires as requested by the Board of Directors, Committees, and staff. Respond to member questions submitted to the IIMC website and staff. Review and possibly update, current, or create new IIMC Technical Bulletins.

Members: Teresa K. Hudson, MMC, Chair, City Clerk, Milford, DE; Audra Etzel, MMC, Vice Chair, City Clerk, 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, Board Secretary/Office Manager, Inland Empire Utilities Agency, Chino, CA; Kari Gruber, CMC, City Clerk, Hiawatha, IA; Angela Lanter, MMC, City Recorder/Assistant City Manager, Banks, OR; Laura Pierce, MMC, City Clerk, Auburn Hills, MI; Jennifer Rodriguez, CMC, Deputy City Clerk, Upland, CA; Barbara Schuh, Clerk/Treasurer, Black Creek, WI; Nancy Vincent, MMC, Deputy City Clerk, 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: Using our experiences and expertise, the Committee, as of this date, has actively responded to requests relative to the following matters: *Theories for Substantial Increase in Departures from Clerk Profession (Regional Challenges Facing Municipal Clerks; Clerk Office Reorganization; Public Information Request Analysis Transcription Options, Services, and Related Costs Naming Conventions & Taxonomy Examples)*

Vice Chair Etzel and I also met with one of IIMC's sponsors, Escribe, to evaluate and comment on the results of a recent survey that was performed.

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

Summary: The Committee stands ready to assume any task when called upon by the Executive Board, Board of Directors, IIMC Staff, and Members. Presently, the Committee does not have a specific recommendation for the Board of Directors and continues to support its collaborative efforts. The committee would like to thank IIMC Staff and the Board's Liaisons for their direction and guidance.

Management's Comments: We appreciate this committee's help with member requests and, in helping develop the survey by IIMC sponsor Escribe

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: **Board of Directors**

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

Date: **March 27, 2024**



Subject: **Education and Professional Development Annual 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, 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, Town of Forestport, Diane K. Whitbey, MMC, City Clerk/Treasurer, City of 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. Staff liaisons include: Dr. Beatrice Rodriguez, Director of Professional Development; Dr. Jaimis Ulrich, Association Director of Professional Development and Iris Hill Education Assistant.

The 2023/2024 IIMC Education and Professional Development Committee held a meeting on March 27, 2024, 3:07 (ET) p.m. with the following members present: Chair Elizabeth Garcia-Beckford, Committee members Tracy Borst, Sherri Gald, Michelle Smith, Marne Marne McGath, Diane Whitbey, Sheri Pierce, Pamela Smith, Angie Guy, Ruth Post.

The following topics were discussed at the EPD Committee Meeting:

- Proposal from the Education and Professional Development Department
- 2024 Institute Directors Award of Excellence Nominations

Dr Jaimis Ulrich, Associate Director of Professional Development, reached out on behalf of the Education Department to present a proposal for Advancing Professional Development: Transitioning to an Hours - Based Education System for Enhanced Member Engagement and Diversity to the EPD Committee.

Dr. Beatrice Nevarez Rodriguez notified the EPD Committee regarding selecting the winner for the distinguished Institute Director Award of Excellence.

Discussion:

The EPD Committee members reviewed the proposal received from Dr. Ulrich and did agree that they were not opposed to transitioning from the existing points-based system to the hours-based program. EPD Committee also agreed that the IIMC membership and institute directors should be consulted on the proposal. Dr. Ulrich excluded herself from the meeting discussion, and prior to the meeting did share by email correspondence that institutes would be included in discussion and members via a survey. Dr. Ulrich also conveyed that the "landscape of higher education was changing and thus clerk education changing" and that the comparable hours of education attained at a community college/ university were not the same at IIMC. The EPD Committee expressed concerns on the future impact to local education and possibly resulting in phasing out in person institutes. There was discussion regarding the value of in person attendance at conferences and institutes as a result of the interaction, networking and support received from contact with peers. Municipal clerks that attend in person conferences/ institutes are also able to benefit from setting

aside the time to focus on the education being offered in person rather than attempting to participate on-line/ virtually while having to handle other duties in the workplace. EPD Committee members discussed the need to change the scholarship program to enhance what is being offered to clerks. Sheri Pierce commented on bringing forth a proposal to the Foundation Board to broaden what is offered in scholarships to include better incentives. There was discussion pertaining to the cost of attending institutes and the need to make attaining education more affordable for Clerks. There were comments regarding setting aside/limiting a certain percentage of credits/ hours/ceu's for online education, and scholarships for attendance at institutes which would lower the cost. The EPD Committee members agreed that there was a need to emphasize to City Managers. Mayors, and Commission/ Council, the importance of education of the City Clerk.

The EPD Committee reviewed the one nomination submitted for review by Dr. Nevarez Rodriguez. Prior to any discussion by the committee, Ruth Post did recuse herself from the decision-making process due to her letter of endorsement. The EPD Committee expressed support for the individual nominated. There was a formal vote. Diane Whitbey moved to approve the nomination. Seconded by Angie Guy. All were in favor. None were opposed. Motion passed. There being no further discussion, the meeting was adjourned at 3:50 p.m.

Financial:

The Education and Professional Development Committee has no financial requirements.

Summary:

The 2023/2024 Educational and Professional Development Committee looks forward to continuing to work on assignments with the IIMC to accomplish future goals.

Management's Comments:

We appreciate the Committee's work and perspective on all things regarding Clerk professional development. We thank their expediency in reviewing the Education Department's Draft proposal regarding points-based to an hours-based program. The Committee was not opposed to transitioning from the existing points-based system to the hours-based program, which is encouraging. EPD Committee also agreed that the IIMC membership and Institute Directors should be consulted on the proposal, which the Department will take into consideration as it moves forward. Management recommends moving forward with the proposal.

The EPD Committee expressed concerns on the future impact to local education and, possibly, resulting in phasing out in person institutes. IIMC finds no basis or evidence in this. Moreover, it may entice members to attend in-person programs more.

EPD Committee members discussed the need to change the scholarship program to enhance what is being offered to Clerks. The Foundation already provides scholarship funding and, if this proposal comes to fruition, it should not impact scholarships whatsoever.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Camilla G. Pitman, MMC - Chair
Darcie McCracken, MMC – Vice Chair
Date: March 26, 2024
Subject: Policy Review Annual 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:

Following the 2023 IIMC Board of Directors Mid-Year Meeting, the Policy Review Committee received the following charges from IIMC President Mary Ann Hess.

1. Code of Ethics Revisions

The Policy Review Committee was charged with reviewing the proposed amendment to Chapter 6.05, Code of Ethics, as prepared by IIMC Attorney Rosa Cumare, and to determine if it addresses the intent of the Chapter while reducing and simplifying the Chapter. While the Committee expressed support for simplifying the Code of Ethics, questions were raised regarding the lack of procedural language in the proposed draft, if a situation were to arise requiring action. For this reason, the Committee recommends further review of the Code of Ethics, including a review of the process in handling ethical complaints as located in Robert's Rules of Order, by the 2024-2025 Policy Review Committee to determine the best way to simplify the Chapter while retaining necessary language.

2. IIMC Board Member Removal Policy

Executive Director Chris Shalby provided language for consideration involving the removal of a Board of Director, if such an ethical matter occurs. The Committee reviewed and discussed the proposed language and provided potential amendments to the draft policy. Additional questions were raised during the discussion, and in light of further discussion and review of the Code of Ethics, the recommendation is to revisit this item in conjunction with the Code of Ethics.

3. Statement of Support

In 2022-2023, the Policy Review Committee was charged with creating two policy statements of support and solidarity to be used regarding wars, disasters, etc. The Committee requested further clarification from the Board of Directors before proceeding with the item. During the May 13 Board meeting, a motion was approved to return the matter to the 2023-2024 Policy Review Committee.

The following proposed draft policy is provided for the Board's review. The Committee makes this recommendation in consideration of the following: (a) the mission of IIMC is focused on education and professional development, certification and networking; (b) the use of IIMC resources, including staff time, should be connected to the mission of IIMC; (c) there is potential that the issuance of statements of support, however well meaning, could invite controversy and division between members; (d) the Committee does not believe you can clearly define the scope or size of a natural disaster that would warrant issuing a statement of support; and (e) the Committee also believes that not issuing statements of support aligns with the municipal clerk's role of being non-political and neutral.

DRAFT POLICY

Statements of Support

Purpose

To establish a policy for the issuance of Statements of Support in response to local, national, or global events such as conflicts, wars, and natural disasters.

Scope

All IIMC members, Staff and Board of Directors

Policy

While IIMC acknowledges and commends its members for fulfilling their roles, duties, and responsibilities even in the face of extraordinary events or occurrences such as conflicts, war, or natural disasters, IIMC's mission is to promote continuing education and certification through university and college-based institutes and provide networking solutions, services, and benefits to its members worldwide [1.05.10]. IIMC's mission is not supported through the public acknowledgement of local, national, or global conflicts and events with statements of support. IIMC's resources should be used in support of the mission of the association.

1. IIMC will not issue statements of support during times of conflict, war, natural disasters, or other similar circumstances, unless specifically authorized by the Board.
2. The Board will not normally approve the issuance of statements of support except in very significant, exceptional, and limited circumstances, the determination of which is at the discretion of the majority of the Board.
3. Nothing in this policy prohibits IIMC Members, Staff, and Board Members from issuing statements of support in their own personal capacity. IIMC Members, Staff, and Board Members issuing statements of support on their own capacity will ensure that it does not appear that the statement has been issued by or on behalf of IIMC or is affiliated with and authorized by IIMC.

4. Social Media Policy

The Policy Review Committee was charged with reviewing Chapter 1.10, Social Media, to recommend updates to terminology references only, i.e. names of social media, inclusion of current references not included. The Committee recommends the following amendments as show in highlight as strikeout and underline.

Chapter 1.10

SOCIAL MEDIA

Purpose

IIMC's social media platforms are currently hosted by Facebook®, X™ (formerly, Twitter®), and a website. These are the social media/networking sites which the International Institute of Municipal Clerk's membership has joined, along with many governments, to promote activities, programs, projects and events. IIMC may use other social media platforms, including but not limited to LinkedIn®, as deemed necessary or desirable. Any social media platforms used by IIMC are individually and collectively referred to "social media platforms" in this policy. Clerks join the IIMC ~~Facebook® or Twitter® pages~~social media platforms, or visit www.iimc.com, in order to get the latest articles, E-briefs, News Digests, networking opportunities, etc. The IIMC world of focal information, friend recommendations, News Feed Stories, and other virtual enhancements is only a mouse click away on this online community. The Facebook page is designed to drive traffic to the IIMC site and programs at www.iimc.com and to inform more people about IIMC activities, as well as increase membership.

At IIMC, it is imperative that we distribute timely information to the right Clerk at the right time. Social Media assists in disseminating this information.

1. Web presence

IIMC wishes to maximize the effectiveness of its web/Internet presence. Therefore, the following general principles should be followed whether creating a stand-alone website, participating in social ~~communication sites such as Facebook or Twitter media~~platforms, or engaging in any other web/Internet presence that may arise in the future:

- a. Select the format that best enhances IIMC's visibility is the easiest to customize and provides accessible means of measuring readership and membership use.
- b. Identify IIMC as 'Non-profit Association.
- c. Clearly identify accounts for IIMC representative users – e.g., President, Executive Director, etc.

2. Boilerplate

- a. When possible, given the medium, insert the IIMC logo.
- b. Include a short mission statement (should conform to website).

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

External Links

External links are provided for your convenience, but they are beyond IIMC's control. IIMC makes no representation as to their content or computer safety. Use of or reliance on any external links and their content is at your own risk. When visiting external links you must refer to that external website's terms and conditions of use.

3. Terms of Use

Post the following Terms of Use:

Standards of professional conduct are expected of those who post. What is said is read by many and reflects on the character of the person who posts as well as on IIMC.

IIMC reserves the right to remove and/or ban the person who posts inappropriate comments, including but not limited to the following: obscene language or sexual content, threats, statements that defame any person or Association, are hostile or harassing in nature, support or oppose political candidates or ballot propositions, promote illegal activity, infringe on IIMC's rights or the rights of any individual or entity, violate the right to privacy, infringe on intellectual property or publication rights, promote or advertise commercial services or products, solicit business or membership in other organizations, or are not topically related to the particular posting.

IIMC is a private non-governmental Association. Therefore, the First Amendment right to free speech is respected, but need not be granted.

- a. Removal of a posting is at IIMC's sole discretion. IIMC will notify the individual and provide a statement regarding the removal.
- b. You may appeal a decision to ban you as a commentator to IIMC's Executive Director; however, the decision to reinstate your permission to post is at IIMC's sole discretion and not subject to further appeal.

4. Link to IIMC

- a. Include a link to www.IIMC.com where appropriate.

5. Page administrators

- a. IIMC's Communication Department will be responsible for monitoring [Social social Media media outletsplatforms](#).
- b. The Communication Department will designate a back-up administrator in the Communication Coordinator's absence.

6. Style

- a. IIMC pages will use proper grammar and standard AP style, avoiding jargon and abbreviations. Social Media is more casual than most other communication tools but still represents the IIMC's level of professionalism.

7. Applications

There are thousands of [Facebook/Social Media social media](#) applications. Common applications can allow users to stream video and music, post photos, and view and subscribe to RSS feeds. While some may be useful to the page's mission, they can cause confusion and security risks.

- a. An application should not be used unless it serves a credible business purpose, adds to the user experience and IIMC's mission statement, comes from a trusted source and has been reviewed and approved by the Executive Director.
- b. An application may be removed at any time if there is significant reason to think it is causing a security breach or spreading viruses.

8. Postings

IIMC's Communications Coordinator is the primary individual authorized to post on IIMC's social media platforms on behalf of IIMC. The Communications Coordinator will be the gateway to approving the following information:

- a. All industry-related content to include stories and pictures. Government affairs, public relations, media affairs, association/industry news
- b. Marketing, promotion, industry articles and information
- c. The "fair use" doctrine which allows quotation or copying of small portions of copyrighted materials applies only in limited circumstances. Check with counsel when in doubt.
- d. Obtain written permission before posting photographs of minors. Never provide personally identifiable information about a minor. Obtain written permission before posting photographs of individuals that were not taken in a public setting.

9. Success Rates

IIMC's Communication Officer will be responsible for developing measurements to determine how well IIMC's social media platforms are achieving the stated goals.

Types of measurements will include, but not be limited to:

- e. Number of comments per posts.
- f. Number of times posts or comments within posts are removed monthly and the reason the posts are removed.
- g. Number of new members generated through social media posts.
- h. Number and type of complaints.

IIMC's staff is responsible for helping identify interesting topics to post and for sharing these ideas with the communications coordinator.

[November 23, 2013; November 12, 2011]

5. Posting of Policies on Website

The Policy Review Committee recommends posting of IIMC Policies on the IIMC website making them available for viewing by IIMC members and providing transparency as to the practices of the Association.

Summary:

It has been a privilege to serve as the Chair of the 2023-2024 IIMC Policy Review Committee. I look forward to passing the torch to Vice-Chair Darcie McCracken, and I know she will do a wonderful job leading this Committee next year. The members of the Committee have been engaged in discussions and review of the items presented to it by the IIMC Board of Directors and IIMC Staff. A special thank you is extended to everyone.

Management's Comments:

We thank the Committee for their efforts and perspective on new and current policies. Management still recommends that IIMC needs a Policy on removing a Board member. Management also disagrees with posting Board policies on the IIMC website for the following reasons: Changes occurring to existing policies will need to be updated in the policy manual and the web site, which may not happen immediately; thus, making policies seem outdated; and Board policies, although transparent, are pertinent only to the Board. Any member inquiring about a specific policy is welcome to receive the policy upon request.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Ann M. Quirk, MMC
Chair, Public Relations/Marketing

Date: March 27, 2024

Subject: Public Relations & Marketing Annual Report



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's intention was to develop ways of promoting the Clerk position.

- We submitted to the *News Digest* twelve (12) different versions of the clerks' positions from many states.
- Provided additional articles promoting the Clerk profession (see attached)
- Developed a graphic to celebrate Professional Municipal Clerk's week (see attached).
- Accessed Facebook reaching out to Clerk's for ideas on celebrating Professional Municipal Clerks Week.
- Developed a graphic to celebrate obtaining CMC and MMC designations to post on social media, in hopes that each Region would have the same graphic.

Discussions will continue with the committee to include *all* clerk titles across the globe. While this is a complicated endeavor, it remains a priority.

Financial: -- No financial expenditures

Summary:

Former IIMC Region X Director (Canada) Stephen Huycke joined the Committee on the March 27 virtual meeting to provide his perspective and insight into Region X and recruiting new members.

I was fortunate to have some highly motivated people on this committee. These Clerks took the time each month to submit ideas, graphics, and articles. They reached out to their peers for feedback. I thank them from the bottom of my heart.

A suggestion for next year -- could the Public Relations and Marketing committee review IIMC's Transparency Policy? We all need to feel that IIMC is transparent and open to the membership.

Management's Comments:

The Committee was highly engaged this past year. We appreciate the Committee's *News Digest* articles and consistent virtual meetings. We agree with the Committee on a Transparency Policy and recommend that one needs to be created and implemented with parameters as to what, why, when and how information is disseminated to the members. A policy of this nature will also need to be vetted by IIMC's attorney. We recommend the Board assign the Public Relations and the Policy Committees to create a policy on transparency.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Terri Kowal, MMC, Chair
Barbara Blackard, MMC, Vice Chair

Date: September 11, 2023 (*Revised 4/4/2024*)

Subject: Budget & Planning Annual Report



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

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.*

7. 2023 Management Notes/Recommendations

Executive Director Shalby highlighted areas of the report.

Discussion regarding AV and food costs for annual conference.

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 was 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 2023 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, one of 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 was held for the Board and individual board members will have to call to confirm and secure 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.

8. 2024 Budget Overview

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

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 guestimate to sell the building would be roughly \$1.2 million. He noted to sell the existing building and downsize, would be more costly.

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

Conference 2024 discussion –

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

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.

As of 4/4/24, Calgary attendance figures hovered approximately 660 Delegates with 30 plus guests, meeting Staff's projections for the 2024 Conference in Calgary.

As of 4/12/23 – Telus Centre reduced room rental by approximately \$10,000

Recommendations for the 2024 Conference:

- 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.

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

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

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

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.

Budget Committee Recommendations:

1. **\$50 increase in 2024 Conference Delegate registration – Board approved 10/17/23**
2. **Region X reduction in Conference Registration Fees from \$410US to \$310US – Approved 10/17/23**
3. **Staff salary increases including the Executive Director were approved at the 2023 Midyear Board meeting.**

Management's Comments:

We appreciate the thoughtful discussions with the committee on all things financial. *The Committee's recommendations regarding increases in 2024 Conference fees, reducing the Region X conference fee, hiring a new staff (March 2024) and staff salary increases were approved virtually and at the midyear Board meeting in November 2023.*

As of this writing, the 2023 projected year-end budget is expected to be a positive \$70,000. This is largely due to extra revenue from the Education Department's online courses, investment interest, marketing and membership dues.

The Budget Committee recommends accepting the 2023 year-end budget.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Budget & Planning Committee

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

Date: April 4, 2024

Subject: 2023 Fourth Quarter and Year End Notes



Fourth Quarter, December 2023 YE reflects a Net Profit of \$72,198. This is \$52,747 over the projected annual budget of \$20,535. When comparing December 2023 with December 2022, the 2023 net income is \$115,788 less than the 2022 net income.

Reserve Balance

MMA – Operating	\$963,126
MMA – Board Designated Reserves - Cash	\$341,440
MMA – Board Designated Reserves - Schwab	<u>\$770,014</u>
Total MMA – Board Designated Reserves	\$1,111,454

Please note that \$11,522 of the Schwab balance is the unrecognized gain of the investments as of 12/31/2023.

Administrative

- **Income** – Earned \$51,013 more than budgeted.
- **Expenses** – Expended \$34,178 less than budgeted.
 - Income is more than budgeted due to the change in investment strategy after the budget had been prepared. This resulted in higher interest, dividends, and gains from the sale of securities. Of this increase, \$11,522 is an unrecognized gain on the Schwab investments and is therefore just the increase in the value of the investments at year end.
 - Personnel costs were \$20,122 less than budgeted due to timing of retirements and new hires.

Building

- **Income** – Earned \$0 less than budgeted.
- **Expenses** – Expended (\$150) less than budgeted.
 - Commissions/Appraisals line item over budget due to paying entire commission at one time versus over a period of three years. This decision was made due to healthy cash flow and tenants signing a long-term lease.
 - Repaired entire roof.
 - Replaced flooring in Suite 200.

Committees

- **Executive Committee** – Expended (\$11,475) less than budgeted.
- **Board of Directors** – Expended \$44,716 more than budgeted.
- **Other Committee** - Expended (\$3,352) less than budgeted.
 - Board of Directors line item is currently over budget due to additional Mid-Yr meeting held in January 2023.

Conference

- Conference YE has a net loss of (\$141,823)
- **Income** – Earned (\$36,195) less than budgeted.
- **Expenses** – Expended \$132,308 more than budgeted.
 - Exhibitor Program saw a (\$22,400) reduction in income due to lower than anticipated attendance.
 - Conference Planner expense was over \$37,973 due to a change in meeting planner.
 - Academies did not sell out as in years past.
 - Audio Visual expense was over \$100,000 between Board meeting and Foundation meeting.
 - Cost of doing business has increased over the past few years especially in food/beverage and audio visual.

Education

- Education YE has a net loss of (\$16,425)
- **Income** – Earned \$228,033 more than budgeted.
- **Expenses** – Expended (\$62,404) more than budgeted.
 - Expense line has increased due to fees for online PD courses. This item is more than offset by the additional income received by these courses.
 - Symposium had a net profit of \$21,979. However, most of this profit was due to prior year balances that had been rolled over and were finally recognized in 2023.

Marketing

- Marketing YE has a net loss of (\$113,316)
- **Income** – Earned \$5,891 more than budgeted.
- **Expenses** – Expended \$17,827 less than budgeted.

Membership

- Membership YE has a net profit of \$1,157,540.
- **Income** – Earned (\$15,633) less than budgeted. This is less than 1% from budget.
- **Expenses** – Expended \$2,358 more than budgeted.
 - Membership has seen an increase in computer support due to conference registration going online with iMIS and the needed support for training and development.
 - Bank Fees line item is over budget due to an increase in credit card processing fees and increased online payments.

IIMC Financials

FISCAL YEAR 2023

December 31, 2023

Statement of Financial Position

	Current Year	Prior Year
ASSETS		
Current Assets		
Petty Cash	348	648
General Checking	729,687	307,970
MMA - Operating	960,686	1,319,463
MMA - Reserve Accounts	341,440	934,333
Charles Schwab Investments	770,014	
Accounts Receivable	37,011	47,007
Prepaid Expense	52,003	61,227
	2,891,189	2,670,649
	Total Current Assets	
Land	321,408	321,408
Building and Improvements	408,267	410,393
Furniture and Equipment	12,278	7,533
Computer Software	22,681	1,406
Loan Cost	5,150	5,886
	769,784	746,627
	Total Property and Equipment	
	TOTAL ASSETS	3,660,974
	3,417,275	
LIABILITIES AND EQUITY		
<i>Current Liabilities</i>		
Accounts Payables	67,971	50,384
Accrued Expense	82,309	77,881
Deferred Revenue	887,032	849,017
Deferred Revenue - 2022 Conference	129,953	-
Grants Payable	-	841
Due to Foundation	2,825	5,666
	1,170,091	983,790
	Total Current Liabilities	
<i>Long Term Liabilities</i>		
Tenant - Security Deposit	6,150	6,150
Mortgage Loan	508,193	522,994
	514,343	529,144
	Total Long Term Liabilities	
<i>EQUITY</i>		
Equity	1,904,342	1,716,355
Net Income/(Loss)	72,198	187,986
	1,976,540	1,904,342
	Total Equity	
	TOTAL LIABILITIES & EQUITY	3,660,974
	3,417,275	

IIMC Financials

FISCAL YEAR 2023

SUMMARY TOTALS

December 31, 2023

Department	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME:							
Administration	6,402	4,500	55,513	4,500	51,013	51,013	55,513
Building	51,380	63,162	63,162	63,162	0	0	63,162
Conference	514,318	589,260	547,505	589,260	(36,195)	(36,195)	547,505
Education	203,552	176,100	404,133	176,100	228,033	228,033	404,133
Marketing	30,150	26,900	32,791	26,900	5,891	5,891	32,791
Membership	1,353,519	1,455,000	1,439,367	1,455,000	(15,633)	(15,633)	1,439,367
Other Income						-	
Total Income	2,159,321	2,314,922	2,542,472	2,314,922	233,110	233,110	2,542,472
EXPENSES:							
Administration	531,874	607,471	573,293	607,471	34,178	34,178	573,293
Building	122,080	138,087	137,937	138,087	150	150	137,937
Committee - Board of Directors	67,823	140,450	186,249	140,450	(44,716)	(45,799)	186,249
Committee - Executive	26,624	33,300	21,825	33,300	11,475	11,475	21,825
Committees - Other	13,479	16,500	13,148	16,500	3,352	3,352	13,148
Conference	493,639	557,020	689,328	557,020	(132,308)	(132,308)	689,328
Education	318,261	358,155	420,559	358,155	(62,404)	(62,404)	420,559
Marketing	157,088	163,935	146,108	163,935	17,827	17,827	146,108
Membership	240,468	279,469	281,827	279,469	(2,358)	(2,358)	281,827
Total Expense	1,971,335	2,294,387	2,470,274	2,294,387	(174,803)	(175,887)	2,470,274
PROFIT/(LOSS)							
Administration	(525,472)	(602,971)	(517,781)	(602,971)	85,190	85,190	(517,781)
Building	(70,700)	(74,925)	(74,774)	(74,925)	151	151	(74,774)
Board of Directors	(67,823)	(140,450)	(186,249)	(140,450)	(44,716)	(44,716)	(186,249)
Committee - Executive	(26,624)	(33,300)	(21,825)	(33,300)	11,475	11,475	(21,825)
Committees - Other	(13,479)	(16,500)	(13,148)	(16,500)	3,352	3,352	(13,148)
Conference	20,679	32,240	(141,823)	32,240	(174,063)	(174,063)	(141,823)
Education	(114,708)	(182,055)	(16,425)	(182,055)	165,630	165,630	(16,425)
Marketing	(126,938)	(137,035)	(113,316)	(137,035)	23,719	23,719	(113,316)
Membership	1,113,052	1,175,531	1,157,540	1,175,531	(17,991)	(17,991)	1,157,540
Net Profit/(Loss)	187,986	20,535	72,198	20,535	52,747	52,747	72,198

IIMC Financials

FISCAL YEAR 2023

Administrative

December 31, 2023

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME							
Interest	6,402	4,500	46,777	4,500	42,277	42,277	46,777
Realized Gain or (Loss)	-	-	(2,786)	-	(2,786)	(2,786)	(2,786)
Unrealized Gain or (Loss)	-	-	11,522	-	11,522	11,522	11,522
Total Income	6,402	4,500	55,513	4,500	51,013	51,013	55,513
EXPENSES							
Personnel Costs	335,356	394,736	374,614	394,736	20,122	20,122	374,614
Other	3,261	2,500	4,172	2,500	(1,672)	(1,672)	4,172
Staff Travel	4,262	8,570	3,240	8,570	5,330	5,330	3,240
Professional Develop/Training	836	1,500	1,013	1,500	487	487	1,013
Professional Services	59,967	65,350	60,438	65,350	4,912	4,912	60,438
Legal Fees	-	2,500	1,563	2,500	938	938	1,563
Computer Costs	64,450	65,000	65,161	65,000	(161)	(161)	65,161
Office Equipment	11,702	15,149	9,288	15,149	5,861	5,861	9,288
Office Expense	18,802	21,700	25,082	21,700	(3,382)	(3,382)	25,082
Credit Card/Bank Fees	26,169	21,700	17,916	21,700	3,784	3,784	17,916
Memberships	926	1,000	523	1,000	477	477	523
Taxes Business	25	500	25	500	475	475	25
Depreciation Furn/Amortization Exp	6,117	7,266	10,258	7,266	(2,992)	(2,992)	10,258
Total Expense	531,874	607,471	573,293	607,471	34,178	34,178	573,293
Net Profit/Loss			(525,472)	(602,971)	(517,781)	(602,971)	85,190
							(517,781)

IIMC Financials

FISCAL YEAR 2023

Building

December 31, 2023

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME							
Rental Income	51,380	63,162	63,162	63,162	0	0	63,162
Total Income	51,380	63,162	63,162	63,162	0	0	63,162
EXPENSES							
Amortize Loan Costs	736	500	736	500	(236)	(236)	736
Association Fees	2,265	2,220	2,200	2,220	20	20	2,200
Depreciation Building	26,256	35,000	24,626	35,000	10,374	10,374	24,626
Insurance Fire/Property	3,695	3,800	4,252	3,800	(452)	(452)	4,252
Mortgage Interest	19,157	17,747	18,634	17,747	(887)	(887)	18,634
Property Tax	18,932	18,000	18,333	18,000	(333)	(333)	18,333
Building Repairs and Maint	27,769	33,320	34,148	33,320	(828)	(828)	34,148
Utilities	15,998	16,000	16,570	16,000	(570)	(570)	16,570
Property Manager	7,271	7,500	6,950	7,500	550	550	6,950
Allocation to Bldg Reserve	-	1,000	-	1,000	1,000	1,000	-
Commissions/Appraisals	-	3,000	11,487	3,000	(8,487)	(8,487)	11,487
Total Expense	122,080	138,087	137,937	138,087	150	150	137,937
Net Profit/Loss	(70,700)	(74,925)	(74,774)	(74,925)	151	151	(74,774)

IIMC Financials

FISCAL YEAR 2023

Committees

December 31, 2023

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
EXECUTIVE COMMITTEE:							
Meeting Expenses	150	-	206	-	(206)	(206)	206
Travel	26,474	33,300	21,618	33,300	11,682	11,682	21,618
Total Executive Committee Expense	26,624	33,300	21,825	33,300	11,475	11,475	21,825
BOARD OF DIRECTORS:							
<i>General</i>							
Region XI Consultant	10,544	11,500	11,710	11,500	(210)	(210)	11,710
Region XI Expenses			1,084				1,084
Region X Consultant	-	3,000	-	3,000	3,000	3,000	-
Insurance Officers & Directors	3,091	3,200	3,148	3,200	52	52	3,148
Legal Fees	869	1,500	-	1,500	1,500	1,500	-
Strategic Planning/Board Development	10,181	8,000	10,736	8,000	(2,736)	(2,736)	10,736
Memorials	100	500	400	500	100	100	400
Parliamentarian Expense	4,666	9,200	9,192	9,200	8	8	9,192
Other Expenses	-	1,050	62	1,050	988	988	62
General	29,451	37,950	36,332	37,950	2,702	2,702	36,332
<i>Mid-Year</i>							
Travel	14,848	68,500	92,512	68,500	(24,012)	(24,012)	92,512
Meeting Expense	836	3,000	14,109	3,000	(11,109)	(11,109)	14,109
Mid-Year	15,685	71,500	106,621	71,500	(35,121)	(35,121)	106,621
<i>Conference</i>							
Travel	14,211	20,000	10,707	20,000	9,293	9,293	10,707
Board Meeting Expense	8,476	11,000	32,589	11,000	(21,589)	(21,589)	32,589
Conference	22,687	31,000	43,297	31,000	(12,297)	(12,297)	43,297
Total Board of Directors Expense	67,823	140,450	186,249	140,450	(44,716)	(44,716)	186,249
OTHER COMMITTEES							
BUDGET & PLANNING	13,304	13,700	13,148	13,700	552	552	13,148
CONFERENCE POLICY	-	100	-	100	100	100	-
EDUCATION / PROFESSIONAL DEVELOPMENT	-	200	-	200	200	200	-
ELECTION	-	100	-	100	100	100	-
INTERNATIONAL RELATIONS	175	200	-	200	200	200	-
POLICY REVIEW	-	200	-	200	200	200	(0)
MEMBERSHIP	-	100	-	100	100	100	-
PUBLIC RELATIONS	0	100	0	100	100	100	(0)
RECORDS MANAGEMENT	-	1,600	-	1,600	1,600	1,600	-
RESEARCH	-	100	-	100	100	100	-
RESOURCE & INFORMATION	-	100	-	100	100	100	-
Total Other Committees Expense	13,479	16,500	13,148	16,500	3,352	3,352	13,148
Executive Committee	26,624	33,300	21,825	33,300	11,475	11,475	21,825
Board of Directors	67,823	140,450	186,249	140,450	(44,716)	(44,716)	186,249
Other Committees	13,479	16,500	13,148	16,500	3,352	3,352	13,148
Total Expense	107,925	190,250	221,222	190,250	(29,889)	(29,889)	221,222
Net Profit/Loss	(107,925)	(190,250)	(221,222)	(190,250)	29,889	29,889	(221,222)

IIMC Financials

FISCAL YEAR 2023

Conference

December 31, 2023

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME							
Registration Members-Full	343,980	422,500	337,440	422,500	(85,060)	(85,060)	337,440
Registration Discounts	(61,357)	(84,220)	(725)	(84,220)	83,495	83,495	(725)
Registration Guest	6,030	6,625	7,075	6,625	450	450	7,075
Donations & Sponsorships	80,252	79,150	70,231	79,150	(8,919)	(8,919)	70,231
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	65,471	58,590	6,881	6,881	65,471
Academy Workshop	28,646	36,695	28,938	36,695	(7,757)	(7,757)	28,938
Athenian Leadership Society	8,445	9,020	6,955	9,020	(2,065)	(2,065)	6,955
Offsite Education Program	-	10,000	4,440	10,000	(5,560)	(5,560)	4,440
Boutique Sales	2,010	2,500	2,881	2,500	381	381	2,881
Total Income	514,318	589,260	547,505	589,260	(36,195)	(36,195)	547,505
EXPENSES							
Conference Planner	72,033	71,570	109,543	71,570	(37,973)	(37,973)	109,543
Academy Expenses	18,312	23,650	21,021	23,650	2,629	2,629	21,021
General/Plenary Speakers Expenses	41,187	34,300	24,197	34,300	10,103	10,103	24,197
Speaker Expenses	61,517	63,000	36,954	63,000	26,046	26,046	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	230,121	162,000	(68,121)	(68,121)	230,121
Audio/Visual	61,906	50,000	92,921	50,000	(42,921)	(42,921)	92,921
Conference Printing/Design Work	5,064	7,500	4,877	7,500	2,623	2,623	4,877
Conference Expense	59,815	53,700	48,758	53,700	4,942	4,942	48,758
Total Expense	493,639	557,020	689,328	557,020	(132,308)	(132,308)	689,328
Net Profit/Loss			20,679	32,240	(141,823)	32,240	(174,063)
							(141,823)

IIMC Financials

FISCAL YEAR 2023

Education

December 31, 2023

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME:							
Foundation Contribution/Policy 8	26,402	25,000	26,999	25,000	1,999	1,999	26,999
Fees CMC	57,525	50,000	56,270	50,000	6,270	6,270	56,270
MMC Fees	50,340	47,200	58,075	47,200	10,875	10,875	58,075
<i>EPP Fees</i>	-	-	15,400	-	15,400	15,400	15,400
Sales Pins and Plaques	14,950	12,600	5,295	12,600	(7,305)	(7,305)	5,295
Distance Ed Registration	54,335	36,000	101,028	36,000	65,028	65,028	101,028
New Institute Application Fees	-	300	300	300	-	-	300
Region XI Symposium	-	5,000	140,766	5,000	135,766	135,766	140,766
Total Income	203,552	176,100	404,133	176,100	228,033	228,033	404,133
EXPENSES:							
Personnel Costs	271,611	279,855	246,223	279,855	33,632	33,632	246,223
Staff Travel	219	3,100	2,207	3,100	893	893	2,207
Professional Develop/Training	-	1,200	1,475	1,200	(275)	(275)	1,475
MCEF - Region Stipends	3,000	11,000	8,000	11,000	3,000	3,000	8,000
Region XI Symposium	-	7,000	120,787	7,000	(113,787)	(113,787)	120,787
Distance Ed	11,000	25,000	12,600	25,000	12,400	12,400	12,600
Pins and Plaques	11,483	9,000	1,558	9,000	7,442	7,442	1,558
Computer/Software Support	1,064	5,000	4,151	5,000	849	849	4,151
Office Expenses	14,341	12,000	15,796	12,000	(3,796)	(3,796)	15,796
Bank Fees	5,543	5,000	7,761	5,000	(2,761)	(2,761)	7,761
Total Expense	318,261	358,155	420,559	358,155	(62,404)	(62,404)	420,559
Net Profit/Loss	(114,708)	(182,055)	(16,425)	(182,055)	165,630	165,630	(16,425)

IIMC Financials

FISCAL YEAR 2023

Marketing

December 31, 2023

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME							
Advertising	29,523	25,000	30,564	25,000	5,564	5,564	30,564
Royalty	146	200	84	200	(116)	(116)	84
Mailing Lists	-	500	1,750	500	1,250	1,250	1,750
Publications	481	1,200	393	1,200	(807)	(807)	393
Total Income	30,150	26,900	32,791	26,900	5,891	5,891	32,791
EXPENSES							
Personnel	146,387	145,785	133,837	145,785	11,948	11,948	133,837
Staff Travel	1,791	2,000	2,075	2,000	(75)	(75)	2,075
Professional Development	-	300	-	300	300	300	-
Bank Fees	18	50	66	50	(16)	(16)	66
Awards & Gifts	1,521	3,000	2,893	3,000	107	107	2,893
Design Work (non conference)	365	500	-	500	500	500	-
Postage and Shipping	-	100	-	100	100	100	-
Exhibit/Sponsorship	-	3,500	149	3,500	3,351	3,351	149
Design/News Digest/Misc	6,730	8,500	7,087	8,500	1,413	1,413	7,087
Printing - Publications	275	500	-	500	500	500	-
Total Expense	157,088	163,935	146,108	163,935	17,827	17,827	146,108
Net Profit/Loss	(126,938)	(137,035)	(113,316)	(137,035)	23,719	23,719	(113,316)

IIMC Financials

FISCAL YEAR 2023

Membership

December 31, 2023

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME							
Membership Dues	1,348,319	1,450,000	1,434,492	1,450,000	(15,508)	(15,508)	1,434,492
Membership Late Fee	5,200	5,000	4,875	5,000	(125)	(125)	4,875
Total Income	1,353,519	1,455,000	1,439,367	1,455,000	(15,633)	(15,633)	1,439,367
EXPENSES							
Personnel	190,744	204,200	210,464	204,200	(6,264)	(6,264)	210,464
Staff Travel	1,925	5,080	2,005	5,080	3,075	3,075	2,005
Professional Develop/Training	1,050	1,050	1,260	1,050	(210)	(210)	1,260
Membership Drive	3,467	14,320	7,176	14,320	7,144	7,144	7,176
Research Salary Survey Services	1,428	1,428	1,428	1,428	-	-	1,428
Dues Mailing	15,632	24,931	23,189	24,931	1,742	1,742	23,189
Computer/Software Support	1,279	6,200	8,379	6,200	(2,179)	(2,179)	8,379
Office Expense	1,847	3,260	1,316	3,260	1,944	1,944	1,316
Bank Fees	22,736	19,000	26,170	19,000	(7,170)	(7,170)	26,170
Membership	359	-	441	-	(441)	(441)	441
Total Expense	240,468	279,469	281,827	279,469	(2,358)	(2,358)	281,827
Net Profit/Loss	1,113,052	1,175,531	1,157,540	1,175,531	(17,991)	(17,991)	1,157,540

Need help reading this statement?
Visit www.schwab.com/StatementGuide for more information.

THE INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS
MGR: ENVESTNET ASSET MGMT
8331 UTICA AVE STE 200
RANCHO CUCAMONGA CA 91730-7600

Your Independent Investment Manager and/or Advisor

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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Account Number
3508-4803

Statement Period
December 1-31, 2023

Terms and Conditions

GENERAL INFORMATION AND KEY TERMS:

This Account statement 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 remuneration 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 of 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 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 a 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 you entitled to an extension of time on a margin call.
- 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 valuations. 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 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 $\frac{1}{2}$ 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., 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 security 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)

Account Value as of 12/31/2023: \$ 208,445.60

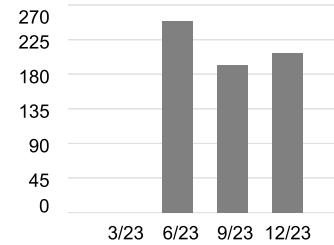
Change in Account Value

This Period

Year to Date

Account Value [in Thousands]

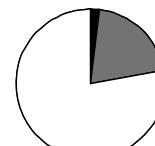
Starting Value	\$ 199,318.15	\$ 0.00
Credits	1,565.65	753,272.29
Debits	0.00	(67,540.96)
Transfer of Securities (In/Out)	0.00	(479,484.31)
Income Reinvested	(705.89)	(1,451.66)
Change in Value of Investments	8,267.69	3,650.24
Ending Value on 12/31/2023	\$ 208,445.60	\$ 208,445.60
Total Change in Account Value	\$ 9,127.45	\$ 208,445.60



Asset Composition

	Market Value	% of Account Assets
Bank Sweep ^{X,Z}	\$ 4,439.14	2%
Bond Funds	40,957.39	20%
Exchange Traded Funds	163,049.07	78%
Total Assets Long	\$ 208,445.60	
Total Account Value	\$ 208,445.60	100%

Overview



- 2% Bank Sweep [X,Z]
- 20% Bond Funds
- 78% Exchange Traded Funds

CALIFORNIA RESIDENTS

If your total payments of interest and interest dividends on federally tax-exempt non-California municipal bonds were \$10 or greater **and** you or your Partnership had a California address as of 12/31, Schwab will report this information to the California Franchise Tax Board each tax year, per state statute. 1223-3LZ0



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Gain or (Loss) Summary	Realized Gain or (Loss) This Period		Unrealized Gain or (Loss)
	Short Term	Long Term	
All Investments	\$5,570.96	\$0.00	\$8,445.16

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.

Income Summary	This Period		Year to Date	
	Federally Tax-Exempt	Federally Taxable	Federally Tax-Exempt	Federally Taxable
Bank Sweep Interest	0.00	2.06	0.00	372.31
Cash Dividends	0.00	1,563.59	0.00	2,899.98
Total Income	0.00	1,565.65	0.00	3,272.29
Accrued Interest Paid ⁴	0.00	0.00	0.00	(377.48)

⁴Certain accrued interest paid on taxable bonds may be deductible; consult your tax advisor.

Cash Transactions Summary	This Period	Year to Date
Starting Cash*	\$ 3,581.88	\$ 0.00
Deposits and other Cash Credits	0.00	750,000.00
Investments Sold	126,599.87	325,476.05
Dividends and Interest	1,565.65	3,272.29
Withdrawals and other Debits	0.00	(67,196.02)
Investments Purchased	(127,308.26)	(1,006,768.24)
Fees and Charges	0.00	(344.94)
Total Cash Transaction Detail	857.26	4,439.14
Ending Cash*	\$ 4,439.14	\$ 4,439.14

*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	3,581.88	4,439.14	2%
Total Bank Sweep ^{x,z}	3,581.88	4,439.14	2%
Total Bank Sweep	4,439.14	2%	

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				
INVECO NASDAQ 100 ETF SYMBOL: QQQM	50.0000	168.54000	8,427.00 7,767.21	4%	659.79	0.90%	76.14
ISHARES CORE S&P SMALL-CAP ETF SYMBOL: IJR	74.0000	108.25000	8,010.50 8,144.44	4%	(133.94)	1.04%	83.67
ISHARES EXPANDED TECH STW SCTR ETF SYMBOL: IGV	22.0000	405.64000	8,924.08 7,995.74	4%	928.34	N/A	N/A
ISHARES MSCI EAFE VALUE ETF SYMBOL: EFV	324.0000	52.10000	16,880.40 16,135.17	8%	745.23	3.67%	620.43
ISHARES MSCI EUROZONE ETF SYMBOL: EZU	368.0000	47.44000	17,457.92 17,278.05	8%	179.87	1.48%	258.53

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	% of Account Assets	Unrealized Gain or (Loss)	Estimated Yield	Estimated Annual Income
			Cost Basis				
Exchange Traded Funds							
ISHARES RUSSELL TOP 200 GROWTH ETF SYMBOL: IYV	85.0000	175.22000	14,893.70 13,377.90	7%	1,515.80	0.88%	131.70
ISHARES S&P SMALL CAP 600 ETF SYMBOL: IJS	171.0000	103.07000	17,624.97 17,551.44	8%	73.53	0.84%	149.30
ISHARES US AEROSPACE DEFENSE ETF SYMBOL: ITA	130.0000	126.60000	16,458.00 14,577.68	8%	1,880.32	1.36%	225.04
SPDR S&P BANK ETF SYMBOL: KBE	198.0000	46.02000	9,111.96 8,406.12	4%	705.84	2.98%	271.81
SPDR S&P HOMEBUILDERS ETF SYMBOL: XHB	118.0000	95.66000	11,287.88 10,132.46	5%	1,155.42	0.78%	88.58
SPDR S&P REGIONAL BANKING ETF SYMBOL: KRE	174.0000	52.43000	9,122.82 8,358.02	4%	764.80	3.29%	300.20
SPDR S&P RETAIL ETF SYMBOL: XRT	129.0000	72.32000	9,329.28 9,293.81	4%	35.47	1.80%	168.24
SPDR S&P 400 MID CAP VALUE ETF SYMBOL: MDYV	87.0000	73.38000	6,384.06 6,438.86	3%	(54.80)	1.64%	105.19
VANGUARD CONSUMER DISCRETIONARY ETF SYMBOL: VCR	30.0000	304.55000	9,136.50 9,241.44	4%	(104.94)	0.76%	70.24
Total Exchange Traded Funds	1,960.0000		163,049.07	78%	8,350.73		2,549.07
		Total Cost Basis:	154,698.34				

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 - Mutual Funds

Bond Funds	Quantity	Market Price	Market Value	Cost Basis	Unrealized Gain or (Loss)	% of Account Assets
NAVIGATOR TACTICAL FIXED ♦	4,200.7580	9.75000	40,957.39	40,862.96	94.43	20%
INCOME I						
SYMBOL: NTBIX						
Total Bond Funds	4,200.7580		40,957.39	40,862.96	94.43	20%
Total Mutual Funds	4,200.7580		40,957.39	40,862.96	94.43	20%

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.

Total Investment Detail	208,445.60
Total Account Value	208,445.60
Total Cost Basis	195,561.30

Realized Gain or (Loss)

Short Term	Quantity/Par	Acquired/Opened	Sold/Closed	Total Proceeds	Cost Basis	Realized Gain or (Loss)
ISHARES RUSSELL TOP 200 GROWTH ETF : IYW	135.0000	multiple	12/04/23	22,555.98	21,681.10	874.88
SPDR S&P 500 GROWTH ETF: SPYG	156.0000	08/28/23	12/04/23	9,758.48	9,511.71	246.77
VANGUARD COMMUNICATION SERVICES ETF : VOX	83.0000	11/27/23	12/04/23	9,218.32	9,407.64	(189.32)
XTRACKERS MSCI EAFE HDGDEQY ETF: DBEF	443.0000	11/13/23	12/04/23	15,966.77	15,569.24	397.53



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Realized Gain or (Loss) (continued)

Short Term (continued)	Quantity/Par	Acquired/ Opened	Sold/ Closed	Total Proceeds	Cost Basis	Realized Gain or (Loss)
ISHARES MSCI USA MOMNTUMFCT ETF: MTUM	76.0000	12/04/23	12/07/23	11,352.78	11,292.06	60.72
ISHARES CORE S&P 500 ETF: IVV	37.0000	multiple	12/19/23	17,700.69	16,335.50	1,365.19
ISHARES MSCI USA QLTY FACT ETF: QUAL	123.0000	multiple	12/19/23	18,187.02	16,212.92	1,974.10
SPDR S&P INSURANCE ETF: KIE	165.0000	multiple	12/19/23	7,472.95	7,229.70	243.25
SPDR S&P 500 VALUE ETF: SPYV	309.0000	multiple	12/27/23	14,386.88	13,789.04	597.84
Total Short Term				126,599.87	121,028.91	5,570.96
Total Realized Gain or (Loss)				126,599.87	121,028.91	5,570.96

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	Transaction	Description	Quantity	Unit Price	Charges and Interest	Total Amount
12/06/23	12/04/23	Bought	ISHARES MSCI USA MOMNTUM FCT ETF: MTUM	76.0000	148.5797	0.00	(11,292.06)
12/06/23	12/04/23	Sold	ISHARES RUSSELL TOP 200 GROWTH ETF: IWAY Includes Exchange Processing Fee \$0.20	(135.0000)	167.0828	0.20	22,555.98

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)

Exchange Traded Funds Activity (continued)

Settle Date	Trade Date	Transaction	Description	Quantity	Unit Price	Charges and Interest	Total Amount
12/06/23	12/04/23	Bought	SPDR S&P BANK ETF: KBE	183.0000	42.4400	0.00	(7,766.52)
12/06/23	12/04/23	Bought	SPDR S&P HOMEBUILDERS ETF: XHB	118.0000	85.8683	0.00	(10,132.46)
12/06/23	12/04/23	Bought	SPDR S&P REGIONAL BANKING ETF: KRE	162.0000	48.0094	0.00	(7,777.52)
12/06/23	12/04/23	Sold	SPDR S&P 500 GROWTH ETF: SPYG	(156.0000)	62.5550	0.10	9,758.48
			Includes Exchange Processing Fee \$0.10				
12/06/23	12/04/23	Bought	SPDR S&P 500 VALUE ETF: SPYV	281.0000	44.6199	0.00	(12,538.19)
12/06/23	12/04/23	Sold	VANGUARD COMMUNICATION SERVICES ETF: VOX	(83.0000)	111.0650	0.08	9,218.32
			Includes Exchange Processing Fee \$0.08				
12/06/23	12/04/23	Sold	XTRACKERS MSCI EAFE HDGD EQY ETF: DBEF	(443.0000)	36.0428	0.19	15,966.77
			Includes Exchange Processing Fee \$0.19				
12/11/23	12/07/23	Sold	ISHARES MSCI USA MOMNTUM FCT ETF: MTUM	(76.0000)	149.3800	0.10	11,352.78
			Includes Exchange Processing Fee \$0.10				

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)

Exchange Traded Funds Activity (continued)

Settle Date	Trade Date	Transaction	Description	Quantity	Unit Price	Charges and Interest	Total Amount
12/11/23	12/07/23	Bought	ISHARES US AEROSPACE DEFENSE ETF: ITA	41.0000	121.2810	0.00	(4,972.52)
12/11/23	12/07/23	Bought	SPDR S&P BANK ETF: KBE	15.0000	42.6397	0.00	(639.60)
12/11/23	12/07/23	Bought	SPDR S&P INSURANCE ETF: KIE	38.0000	44.8450	0.00	(1,704.11)
12/11/23	12/07/23	Bought	SPDR S&P REGIONAL BANKING ETF: KRE	12.0000	48.3750	0.00	(580.50)
12/11/23	12/07/23	Bought	SPDR S&P 500 VALUE ETF: SPYV	28.0000	44.6732	0.00	(1,250.85)
12/13/23	12/11/23	Bought	ISHARES MSCI EUROZONE ETF: EZU	217.0000	46.5380	0.00	(10,098.75)
12/21/23	12/19/23	Sold	ISHARES CORE S&P 500 ETF: IVV Includes Exchange Processing Fee \$0.15	(37.0000)	478.4012	0.15	17,700.69
12/21/23	12/19/23	Bought	ISHARES MSCI EUROZONE ETF: EZU	151.0000	47.5450	0.00	(7,179.30)

Please see "Endnotes for Your Account" section for an explanation of the endnote codes and symbols on this statement.

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Schwab One® Account of
**THE INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS
MGR: ENVESTNET ASSET MGMT**

Account Number
3508-4803

Statement Period
December 1-31, 2023

Transaction Detail - Purchases & Sales (continued)

Exchange Traded Funds Activity (continued)

Settle Date	Trade Date	Transaction	Description	Quantity	Unit Price	Charges and Interest	Total Amount
12/21/23	12/19/23	Sold	ISHARES MSCI USA QLTY FACT ETF: QUA Includes Exchange Processing Fee \$0.17	(123.0000)	147.8633	0.17	18,187.02
12/21/23	12/19/23	Bought	ISHARES S&P SMALL CAP 600 ETF: IJS	171.0000	102.6400	0.00	(17,551.44)
12/21/23	12/19/23	Sold	SPDR S&P INSURANCE ETF: KIE Includes Exchange Processing Fee \$0.08	(165.0000)	45.2911	0.08	7,472.95
12/21/23	12/19/23	Bought	SPDR S&P RETAIL ETF: XRT	129.0000	72.0450	0.00	(9,293.81)
12/21/23	12/19/23	Bought	VANGUARD CONSUMER DISCRETIONARY ETF: VCR	30.0000	308.0481	0.00	(9,241.44)
12/29/23	12/27/23	Bought	ISHARES CORE S&P SMALL-CAP ETF: IJR	74.0000	110.0600	0.00	(8,144.44)
12/29/23	12/27/23	Bought	SPDR S&P 400 MID CAP VALUE ETF: MDYV	87.0000	74.0099	0.00	(6,438.86)

Please see "Endnotes for Your Account" section for an explanation of the endnote codes and symbols on this statement.

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Schwab One® Account of
**THE INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS
MGR: ENVESTNET ASSET MGMT**

Account Number
3508-4803

Statement Period
December 1-31, 2023

Transaction Detail - Purchases & Sales (continued)

Exchange Traded Funds Activity (continued)

Settle Date	Trade Dat	Transaction	Description	Quantity	Unit Price	Charges and Interest	Total Amount
12/29/23	12/27/23	Sold	SPDR S&P 500 VALUE ETF: SPYV	(309.0000)	46.5600	0.16	14,386.88
Includes Exchange Processing Fee \$0.16							
Total Exchange Traded Funds Activity							
(2.50)							

Bond Funds Activity

Settle Date	Trade Dat	Transaction	Description	Quantity	Unit Price	Charges and Interest	Total Amount
12/20/23	12/20/23	Reinvested Shares	NAVIGATOR TACTICAL FIXED INCOME I: NTBIX	72.7720	9.7000	0.00	(705.89)
Total Bond Funds Activity							
(705.89)							
Total Purchases & Sales							
(708.39)							

Transaction Detail - Dividends & Interest (including Money Market Fund dividends reinvested)

Transaction Process Date	Date	Activity	Description	Credit/(Debit)
12/15/23	12/18/23	Bank Interest ^{X,Z}	BANK INT 111623-121523: SCHWAB BANK	2.06
12/20/23	12/20/23	Div For Reinvest	NAVIGATOR TACTICAL FIXED: NTBIX	705.89
12/21/23	12/21/23	Cash Dividend	SPDR S&P BANK ETF: KBE	67.95
12/21/23	12/21/23	Cash Dividend	SPDR S&P HOMEBUILDERS: XHB	22.14
12/21/23	12/21/23	Cash Dividend	SPDR S&P INSURANCE ETF: KIE	36.14
12/21/23	12/21/23	Cash Dividend	SPDR S&P REGIONAL: KRE	75.05

Please see "Endnotes for Your Account" section for an explanation of the endnote codes and symbols on this statement.

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Schwab One® Account of
THE INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS
MGR: ENVESTNET ASSET MGMT

Account Number
3508-4803

Statement Period
December 1-31, 2023

Transaction Detail - Dividends & Interest (including Money Market Fund dividends reinvested) (continued)

Transaction Process				Credit/(Debit)
Date	Date	Activity	Description	
12/21/23	12/21/23	Cash Dividend	SPDR S&P 500 VALUE ETF: SPYV	71.40
12/22/23	12/22/23	Cash Dividend	INvesco NASDAQ 100 ETF: QQQM	19.03
12/27/23	12/27/23	Cash Dividend	ISHARES MSCI EAFE VALUE: EFV	310.21
12/27/23	12/27/23	Cash Dividend	ISHARES MSCI EUROZONE: EZU	129.27
12/27/23	12/27/23	Cash Dividend	ISHARES RUSSELL TOP 200: IWY	32.93
12/27/23	12/27/23	Cash Dividend	ISHARES S&P SMALL CAP: IJS	37.32
12/27/23	12/27/23	Cash Dividend	ISHARES US AEROSPACE: ITA	56.26
Total Dividends & Interest				1,565.65
Total Transaction Detail				857.26

Bank Sweep Activity

Transaction Date	Transaction	Description	Withdrawal	Deposit	Balance ^{x,z}
Opening Balance ^{x,z}					3,581.88
12/06/23	Auto Transfer	BANK CREDIT FROM BROKERAGE ^x		7,992.80	11,574.68
12/11/23	Auto Transfer	BANK CREDIT FROM BROKERAGE ^x		2,205.20	13,779.88
12/13/23	Auto Transfer	BANK TRANSFER TO BROKERAGE	10,098.75		3,681.13
12/15/23	Interest Paid ^{x,z}	BANK INTEREST - CHARLES SCHWAB BANK		2.06	3,683.19
12/21/23	Auto Transfer	BANK CREDIT FROM BROKERAGE ^x		94.67	3,777.86
12/22/23	Auto Transfer	BANK CREDIT FROM BROKERAGE ^x		272.68	4,050.54
12/26/23	Auto Transfer	BANK CREDIT FROM BROKERAGE ^x		19.03	4,069.57

Please see "Endnotes for Your Account" section for an explanation of the endnote codes and symbols on this statement.

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Schwab One® Account of
**THE INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS
MGR: ENVESTNET ASSET MGMT**

Account Number
3508-4803

Statement Period
December 1-31, 2023

Bank Sweep Activity (continued)

Transaction		Description	Withdrawal	Deposit	Balance ^{x,z}
12/28/23	Auto Transfer	BANK CREDIT FROM BROKERAGE ^x		565.99	4,635.56
12/29/23	Auto Transfer	BANK TRANSFER TO BROKERAGE	196.42		4,439.14
Total Activity			10,295.17	11,152.43	
Ending Balance ^{x,z}					4,439.14

Bank Sweep: Interest Rate as of 12/29/23 was 0.45%. ^z

Endnotes For Your Account

Symbol Endnote Legend

◊ Dividends paid on this security will be automatically reinvested.

✗ Bank Sweep deposits are held at FDIC-insured bank(s) ("Banks") that are affiliated with Charles Schwab & Co., Inc.

✗ 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.

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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THE INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS
ENVESTNET APM SRI
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RANCHO CUCAMONGA CA
91730-7600

Your Independent Investment Manager and/or Advisor

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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Schwab One® Account of
**THE INTERNATIONAL INSTITUTE OF
 MUNICIPAL CLERKS
 ENVESTNET APM SRI**

Account Number
5054-7566

Statement Period
December 1-31, 2023

Terms and Conditions

GENERAL INFORMATION AND KEY TERMS:

This Account statement 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 remuneration 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 of 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 a 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 \$.005, 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 \$.005.

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 you entitled to an extension of time on a margin call.
- 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 valuations. 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 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 (\$.005), your account will not earn a dividend for that day. In addition, if you do not accrue at least 1 daily dividend of \$.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., 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 security 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.

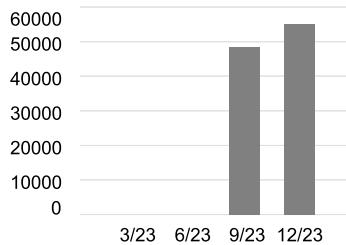
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(0822-20UL)

Account Value as of 12/31/2023: \$ 55,072.68

Change in Account Value

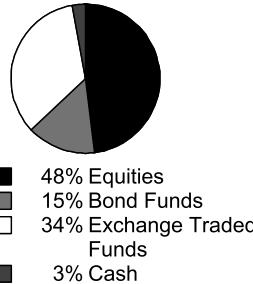
	This Period	Year to Date	Account Value
Starting Value	\$ 52,283.36	\$ 0.00	
Credits	351.26	50,526.98	
Debits	(35.06)	(163.51)	
Transfer of Securities (In/Out)	0.00	0.00	
Income Reinvested	(68.14)	(175.50)	
Change in Value of Investments	2,541.26	4,884.71	
Ending Value on 12/31/2023	\$ 55,072.68	\$ 55,072.68	
Total Change in Account Value	\$ 2,789.32	\$ 55,072.68	



Asset Composition

	Market Value	% of Account Assets
Cash	\$ 1,542.55	3%
Equities	26,436.72	48%
Bond Funds	8,363.74	15%
Exchange Traded Funds	18,729.67	34%
Total Assets Long	\$ 55,072.68	
Total Account Value	\$ 55,072.68	100%

Overview



CALIFORNIA RESIDENTS

If your total payments of interest and interest dividends on federally tax-exempt non-California municipal bonds were \$10 or greater **and** you or your Partnership had a California address as of 12/31, Schwab will report this information to the California Franchise Tax Board each tax year, per state statute. 1223-3LZ0



Schwab One® Account of
THE INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS
ENVESTNET APM SRI

Account Number
5054-7566

Statement Period
December 1-31, 2023

Gain or (Loss) Summary	Realized Gain or (Loss) This Period		Unrealized Gain or (Loss)	
	Short Term	Long Term		
All Investments	\$0.00		\$0.00	\$4,844.60

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.

Income Summary	This Period		Year to Date	
	Federally Tax-Exempt	Federally Taxable	Federally Tax-Exempt	Federally Taxable
Schwab One® Interest	0.00	0.58	0.00	4.91
Cash Dividends	0.00	350.68	0.00	522.07
Total Income	0.00	351.26	0.00	526.98

Cash Transactions Summary	This Period		Year to Date	
Starting Cash*		\$ 1,294.49		\$ 0.00
Deposits and other Cash Credits		0.00		50,000.00
Investments Sold		0.00		7,046.76
Dividends and Interest		351.26		526.98
Withdrawals and other Debits		0.00		0.00
Investments Purchased		(68.14)		(55,867.68)
Fees and Charges		(35.06)		(163.51)
Total Cash Transaction Detail		248.06		1,542.55
Ending Cash*		\$ 1,542.55		\$ 1,542.55

* Cash (includes any cash debit balance) held in your account plus the value of any cash invested in a sweep money fund.

Investment Detail - Cash

Cash	Starting Balance	Ending Balance	% of Account Assets
Cash	1,294.49	1,542.55	3%
Total Cash	1,294.49	1,542.55	3%
Total Cash	1,542.55	3%	

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	26.0000	139.69000	3,631.94 3,348.80	7%	283.14	N/A	N/A
AMAZON.COM INC SYMBOL: AMZN	25.0000	151.94000	3,798.50 3,447.73	7%	350.77	N/A	N/A
APPLE INC SYMBOL: AAPL	22.0000	192.53000	4,235.66 3,904.54	8%	331.12	0.49%	21.12
MICROSOFT CORP SYMBOL: MSFT	7.0000	376.04000	2,632.28 2,239.23	5%	393.05	0.79%	21.00
NVIDIA CORP SYMBOL: NVDA	9.0000	495.22000	4,456.98 3,698.37	8%	758.61	0.03%	1.44
QUALCOMM INC SYMBOL: QCOM	24.0000	144.63000	3,471.12 2,900.64	6%	570.48	2.21%	76.80



Schwab One® Account of
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MUNICIPAL CLERKS
ENVESTNET APM SRI

Account Number
5054-7566

Statement Period
December 1-31, 2023

Investment Detail - Equities (continued)

	Quantity	Market Price	Market Value	% of Account Assets	Unrealized Gain or (Loss)	Estimated Yield	Estimated Annual Income
Equities (continued)				<i>Cost Basis</i>			
SALESFORCE INC SYMBOL: CRM	16.0000	263.14000	4,210.24 3,321.28	8%	888.96	N/A	N/A
Total Equities	129.0000		26,436.72	48%	3,576.13		120.36
		<i>Total Cost Basis:</i>	22,860.59				

Investment Detail - Exchange Traded Funds

	Quantity	Market Price	Market Value	% of Account Assets	Unrealized Gain or (Loss)	Estimated Yield	Estimated Annual Income
Exchange Traded Funds				<i>Cost Basis</i>			
ISHARES ESG AWR 1-5 Y USD CP BND ETF SYMBOL: SUSB	167.0000	24.48000	4,088.16 3,989.56	7%	98.60	N/A	N/A
ISHARES US INFRASTRUCTURE ETF SYMBOL: IFRA	69.0000	40.27000	2,778.63 2,714.33	5%	64.30	2.32%	64.65
ISHARES US HOME CONSTRUCT ETF SYMBOL: ITB	30.0000	101.73000	3,051.90 2,473.35	6%	578.55	0.39%	12.08
NUVEEN ESG INTER DVLP MKT EQY ETF SYMBOL: NUDM	148.0000	29.42000	4,354.16 4,213.78	8%	140.38	3.13%	136.71
NUVEEN ESG MID CAP VALUE ETF SYMBOL: NUMV	88.0000	31.54000	2,775.52 2,671.68	5%	103.84	2.20%	61.10

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	% of Account Assets	Unrealized Gain or (Loss)	Estimated Yield	Estimated Annual Income
			Cost Basis				
Exchange Traded Funds							
NUVEEN ESG SMALL CAP	43.0000	39.10000	1,681.30	3%	79.56	1.11%	18.67
ETF			1,601.74				
SYMBOL: NUSC							
Total Exchange Traded Funds	545.0000		18,729.67	34%	1,065.23		293.21
		<i>Total Cost Basis:</i>	17,664.44				

Investment Detail - Mutual Funds

	Quantity	Market Price	Market Value	Cost Basis	Unrealized Gain or (Loss)	% of Account Assets
Bond Funds						
AMERICAN BEACON DEVELOPI	450.4940	6.87000	3,094.89	3,102.03	(7.14)	6%
NGWLDINCFD-YCL						
SYMBOL: AGEYX						
PIMCO CLIMATE BOND INSTI	596.6990	8.83000	5,268.85	5,058.47	210.38	10%
TUTIONAL						
SYMBOL: PCEIX						
Total Bond Funds	1,047.1930		8,363.74	8,160.50	203.24	15%
Total Mutual Funds	1,047.1930		8,363.74	8,160.50	203.24	15%

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.



Schwab One® Account of
**THE INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS
ENVESTNET APM SRI**

Account Number
5054-7566

Statement Period
December 1-31, 2023

Total Investment Detail	55,072.68
Total Account Value	55,072.68
Total Cost Basis	48,685.53

Transaction Detail - Purchases & Sales

Bond Funds Activity

Settle Date	Trade Dat	Transaction	Description	Quantity	Unit Price	Charges and Interest	Total Amount
12/01/23	12/01/23	Reinvested Shares	AMERICAN BEACON DEVELOPI NGWLDINCFD-YCL: AGEYX	3.8690	6.7400	0.00	(26.08)
12/29/23	12/29/23	Reinvested Shares	AMERICAN BEACON DEVELOPI NGWLDINCFD-YCL: AGEYX	3.8110	6.8700	0.00	(26.18)
12/29/23	12/29/23	Reinvested Shares	PIMCO CLIMATE BOND INSTI TUTIONAL: PCEIX	1.7980	8.8300	0.00	(15.88)

Total Bond Funds Activity

(68.14)

Total Purchases & Sales

(68.14)



Schwab One® Account of
**THE INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS
ENVESTNET APM SRI**

Account Number
5054-7566

Statement Period
December 1-31, 2023

Transaction Detail - Dividends & Interest (including Money Market Fund dividends reinvested)

Transaction Process				
Date	Date	Activity	Description	Credit/(Debit)
12/01/23	12/01/23	Div For Reinvest	AMERICAN BEACON DEVELOPI: AGEYX	26.08
12/07/23	12/07/23	Cash Dividend	ISHARES ESG AWR 1-5 Y: SUSB	11.14
12/14/23	12/14/23	Qualified Dividend	MICROSOFT CORP: MSFT	5.25
12/14/23	12/14/23	Qualified Dividend	QUALCOMM INC: QCOM	19.20
12/18/23	12/18/23	Cash Dividend	NUVEEN ESG INTER DVLP: NUDM	136.71
12/18/23	12/18/23	Cash Dividend	NUVEEN ESG MID CAP VALUE: NUMV	61.10
12/18/23	12/18/23	Cash Dividend	NUVEEN ESG SMALL CAP: NUSC	18.67
12/20/23	12/20/23	Cash Dividend	ISHARES ESG AWR 1-5 Y: SUSB	10.93
12/27/23	12/27/23	Cash Dividend	ISHARES US: IFRA	16.16
12/27/23	12/27/23	Cash Dividend	ISHARES US HOME: ITB	3.02
12/28/23	12/28/23	Qualified Dividend	NVIDIA CORP: NVDA	0.36
12/28/23	12/28/23	Credit Interest	SCHWAB1 INT 11/29-12/27	0.58
12/29/23	12/29/23	Div For Reinvest	AMERICAN BEACON DEVELOPI: AGEYX	26.18
12/29/23	12/29/23	Div For Reinvest	PIMCO CLIMATE BOND INSTI: PCEIX	15.88
Total Dividends & Interest				351.26

11/29 through 12/27: \$0.58 based on .450% average Schwab One® interest rate paid on 29 days in which your account had an average daily balance of \$1,383.28.

Transaction Detail - Fees & Charges

Transaction Process				
Date	Date	Activity	Description	Credit/(Debit)
12/20/23	12/20/23	Advisor Fee*	TO ADVISOR	(35.06)
Total Fees & Charges				(35.06)

Margin interest charged to your Account during the statement period is included in this section of the statement.

Total Transaction Detail

248.06



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.

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.

Need help reading this statement?
Visit www.schwab.com/StatementGuide for more information.

Your Independent Investment Manager and/or Advisor

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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THE INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS
8331 UTICA AVE STE 200
RANCHO CUCAMONGA CA 91730-7600

Terms and Conditions

GENERAL INFORMATION AND KEY TERMS:

This Account statement 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 remuneration 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 of 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 a 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 \$.005, 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 \$.005.

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 you entitled to an extension of time on a margin call.
- 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 valuations. 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 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 $\frac{1}{2}$ of 1 cent (\$.005), your account will not earn a dividend for that day. In addition, if you do not accrue at least 1 daily dividend of \$.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., 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 security 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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Member SIPC.

(0822-20UL)

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Account Value as of 12/31/2023: \$ 506,495.75

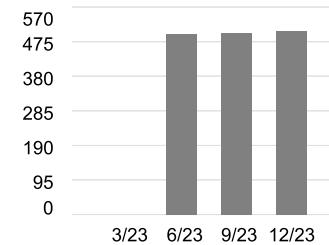
Change in Account Value

This Period

Year to Date

Account Value [in Thousands]

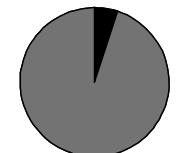
Starting Value	\$ 505,141.39	\$ 0.00
Credits	32.76	26,358.37
Debits	(108.27)	(797.81)
Transfer of Securities (In/Out)	0.00	479,484.31
Income Reinvested	0.00	0.00
Change in Value of Investments	1,429.87	1,450.88
Ending Value on 12/31/2023	\$ 506,495.75	\$ 506,495.75
<i>Accrued Income^d</i>	7,064.24	
Ending Value with Accrued Income^d	\$ 513,559.99	
Total Change in Account Value	\$ 1,354.36	\$ 506,495.75
<i>Total Change with Accrued Income^d</i>	<i>\$ 8,418.60</i>	



Asset Composition

	Market Value	% of Account Assets
Bank Sweep ^{x,z}	\$ 25,560.56	5%
Fixed Income	480,935.19	95%
Total Assets Long	\$ 506,495.75	
Total Account Value	\$ 506,495.75	100%

Overview



■ 5% Bank Sweep [X,Z]
■ 95% Fixed Income

CALIFORNIA RESIDENTS

If your total payments of interest and interest dividends on federally tax-exempt non-California municipal bonds were \$10 or greater **and** you or your Partnership had a California address as of 12/31, Schwab will report this information to the California Franchise Tax Board each tax year, per state statute. 1223-3LZ0

Gain or (Loss) Summary	Realized Gain or (Loss) This Period		Unrealized Gain or (Loss)	
	Short Term	Long Term		
All Investments	\$0.00		\$0.00	\$(1,767.81)
<i>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.</i>				
Income Summary	This Period		Year to Date	
	Federally Tax-Exempt	Federally Taxable	Federally Tax-Exempt	Federally Taxable
Bank Sweep Interest	0.00	32.76	0.00	80.01
Corporate Bond and Other Interest	0.00	0.00	0.00	2,735.50
Certificate of Deposit Interest	0.00	0.00	0.00	6,346.84
Total Income	0.00	32.76	0.00	9,162.35

Cash Transactions Summary	This Period		Year to Date
Starting Cash*	\$ 125,636.07		\$ 0.00
Deposits and other Cash Credits	0.00		17,196.02
Investments Sold	0.00		200,000.00
Dividends and Interest	32.76		9,162.35
Withdrawals and other Debits	0.00		0.00
Investments Purchased	(100,000.00)		(200,000.00)
Fees and Charges	(108.27)		(797.81)
Total Cash Transaction Detail	(100,075.51)		25,560.56
Ending Cash*	\$ 25,560.56		\$ 25,560.56

*Cash (includes any cash debit balance) held in your account plus the value of any cash invested in a sweep money fund.

Investment Detail - Bank Sweep

Bank Sweep	Starting Balance	Ending Balance	% of Account Assets
CHARLES SCHWAB BANK	125,636.07	25,560.56	5%
Total Bank Sweep <small>x,z</small>	125,636.07	25,560.56	5%
Total Bank Sweep	25,560.56	5%	

Investment Detail - Fixed Income

Corporate Bonds	Par	Market Price	Market Value	Adjusted Cost Basis	% of Account Assets	Unrealized Gain or (Loss)	Estimated Annual Income
CITIGROUP INC MED 5.2%26	50,000.0000	97.79180	48,895.90	50,000.00	10%	(1,104.10)	2,600.00
DUE 05/15/26			50,000.00				5.20%
CALLABLE 05/15/24 AT 100.00000							
CUSIP: 17290AJA9							
MOODY'S: A3 S&P: BBB+							Accrued Interest: 332.22

Investment Detail - Fixed Income (continued)

	Par	Market Price	Market Value	Adjusted Cost Basis	% of Account Assets	Unrealized Gain or (Loss)	Estimated Annual Income
Corporate Bonds (continued)			<i>Cost Basis</i>				Yield to Maturity
CREDIT SUISSE AG5.8% 27F DUE 02/28/27 CALLABLE 02/28/24 AT 100.00000 CUSIP: 22553QRA7 MOODY'S: A3 S&P: A+	33,000.0000	97.17420	32,067.49	32,703.00	6%	(635.51)	1,914.00
			32,703.00				6.06%
							Accrued Interest: 175.45
Total Corporate Bonds	83,000.0000		80,963.39	82,703.00	16%	(1,739.61)	4,514.00
		Total Cost Basis:	82,703.00				Total Accrued Interest for Corporate Bonds: 507.67
CDs & BAs	Par	Market Price	Market Value	Adjusted Cost Basis	% of Account Assets	Unrealized Gain or (Loss)	Estimated Annual Income
			<i>Cost Basis</i>				Yield to Maturity
MORGAN STANLEY PV 5.1%24 CD FDIC INS DUE 05/09/24 US CUSIP: 61768ETG8 MOODY'S: NR S&P: NR	100,000.0000	99.89160	99,891.60	100,000.00	20%	(108.40)	N/A
			100,000.00				5.10%
							Accrued Interest: 3,297.53
CHARLES SCHWAB B 5.15%24 CD FDIC INS DUE 05/21/24 US CUSIP: 15987UBQ0 MOODY'S: NR S&P: NR	100,000.0000	99.96400	99,964.00	100,000.00	20%	(36.00)	5,150.00
			100,000.00				5.15%
							Accrued Interest: 719.59

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)

	Par	Market Price	Market Value	Adjusted Cost Basis	% of Account Assets	Unrealized Gain or (Loss)	Estimated Annual Income
CDs & BAs (continued)			<i>Cost Basis</i>				
JPMORGAN CHASE & 5.6%24	100,000.0000	99.96920	99,969.20	100,000.00	20%	(30.80)	5,600.00
CD FDIC INS DUE 11/15/24			100,000.00				5.60%
US							
CALLABLE 02/15/24 AT 100.00000							
CUSIP: 46656MJL6							
MOODY'S: NR S&P: NR							Accrued Interest: 2,132.60
US BANK NA 5.5%24	100,000.0000	100.14700	100,147.00	100,000.00	20%	147.00	N/A
CD FDIC INS DUE 12/03/24			100,000.00				5.50%
US							
CALLABLE 06/03/24 AT 100.00000							
CUSIP: 90355UBG9							
MOODY'S: NR S&P: NR							Accrued Interest: 406.85
Total CDs & BAs	400,000.0000		399,971.80	400,000.00	79%	(28.20)	10,750.00
		Total Cost Basis:	400,000.00				Total Accrued Interest for CDs & BAs: 6,556.57
Total Fixed Income	483,000.0000		480,935.19	482,703.00	95%	(1,767.81)	15,264.00
		Total Cost Basis:	482,703.00				

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.

Investment Detail - Total

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.

Total Investment Detail	506,495.75
Total Account Value	506,495.75
Total Cost Basis	482,703.00

Transaction Detail - Purchases & Sales**Fixed Income Activity**

Settle Date	Trade Date	Transaction	Description	Par	Unit Price	Charges and Interest	Total Amount
12/05/23	11/22/23	Bought	US BANK NA 5.5%24 CD FDIC INS DUE 12/03/24: 90355UBG9 With accrued interest of \$0.00	100,000.0000	100.0000	0.00	(100,000.00)
Total Fixed Income Activity							(100,000.00)
Total Purchases & Sales							(100,000.00)



Schwab One® Account of
THE INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS

Account Number
9755-7195

Statement Period
December 1-31, 2023

Transaction Detail - Dividends & Interest (including Money Market Fund dividends reinvested)

Transaction Process			
Date	Date	Activity	Description
12/15/23	12/18/23	Bank Interest ^{x,z}	BANK INT 111623-121523: SCHWAB BANK
Total Dividends & Interest			32.76

Transaction Detail - Fees & Charges

Transaction Process			
Date	Date	Activity	Description
12/11/23	12/11/23	Advisor Fee*	TO ADVISOR
Total Fees & Charges			(108.27)

Margin interest charged to your Account during the statement period is included in this section of the statement.

Total Transaction Detail

(100,075.51)

Bank Sweep Activity

Transaction Date	Transaction	Description	Withdrawal	Deposit	Balance ^{x,z}
Opening Balance^{x,z}					125,636.07
12/05/23	Auto Transfer	BANK TRANSFER TO BROKERAGE	100,000.00		25,636.07
12/12/23	Auto Transfer	BANK TRANSFER TO BROKERAGE	108.27		25,527.80
12/15/23	Interest Paid ^{x,z}	BANK INTEREST - CHARLES SCHWAB BANK		32.76	25,560.56
Total Activity					100,108.27
Ending Balance^{x,z}					25,560.56

Bank Sweep: Interest Rate as of 12/29/23 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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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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INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Budget & Planning Committee

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

Date: April 23, 2024

Subject: 2024 First Quarter Notes



The first quarter, March 2024 YTD reflects a Net Profit of \$387,985. This is \$378,310 more than the projected year to date budget of \$9,675. Please note this large difference over budget is due to timing differences related to the conference recording of income and expenses and will balance out with the second quarter. The projection of net profit for the year is expected to be \$16,002.

Comparing March 2023's net profit of \$392,413 to March 2024's net profit of \$387,985 reflects a decrease in profit of (\$4,428) which is only 1.1%.

Reserve Balance

MMA – Operating	\$967,828
MMA – Board Designated Reserves – Cash	\$344,003
MMA – Board Designated Reserves – Schwab	<u>\$1,032,856</u>
Total MMA – Board Designated Reserves	\$1,376,859

Please note that \$12,986 of the Schwab balance is the unrecognized gain of the investments as of 3/31/2024.

Administrative

- Administrative YTD has a deficit of (\$127,788)
 - **Income** – Earned \$21,688 more than budgeted. Income is more than budgeted due to the Schwab activity. \$6,207 is a realized gain and \$12,986 is the unrealized gain.
 - **Expenses** – Expended (\$7,930) more than budgeted

Building

- Building YTD has a deficit of (\$11,211)
 - **Income** – Earned \$706 more than budgeted
 - **Expenses** – Expended (\$3,127) less than budgeted

Committees

- **Executive Committee** – Expended \$9,688 more than budgeted
- **Board of Directors** – Expended (\$22,747) less than budgeted
- **Other Committee** - Expended (\$3,906) less than budgeted
 - Executive Committee line item is currently over budget due to heavier travel. This line item is projected to come within budget.

Conference

Conference revenue and expenses represent amounts received and expended to date for the 2024 Conference. Changes will still occur in the coming months as the bulk of the income is recorded in the first quarter while a large portion of the expenses are recorded in the second quarter.

- Conference YTD has a profit of \$281,147. Reminder that this is related to timing differences and will balance out with the second quarter.
 - **Income** – Earned \$55,012 more than budgeted
 - **Expenses** – Expended (\$245,320) less than budgeted

Education

- Education YTD has a deficit of (\$221)
 - **Income** – Earned \$11,059 more than budgeted
 - **Expenses** – Expended (\$20,372) less than budgeted

Marketing

- Marketing YTD has a deficit of (\$17,970)
 - **Income** – Earned (\$740) less than budgeted
 - **Expenses** – Expended (\$18,279) less than budgeted

Membership

- Membership YTD has a profit of \$294,431
 - **Income** – Earned \$5,361 more than budgeted
 - **Expenses** – Expended (\$911) less than budgeted

IIMC Financials

FISCAL YEAR 2024

March 31, 2024

Statement of Financial Position

	Current Year	Prior Year
ASSETS		
Current Assets		
Petty Cash	748	348
General Checking	760,441	842,599
MMA - Operating	967,828	1,321,586
MMA - Reserve Accounts	344,003	938,809
Charles Schwab Investments	1,032,856	
Accounts Receivable	24,489	43,786
Prepaid Expense	57,174	26,743
	3,187,538	3,173,872
	Total Current Assets	
Land	321,408	321,408
Building and Improvements	402,273	404,237
Furniture and Equipment	10,830	13,142
Computer Software	21,847	13,736
Loan Cost	4,966	5,702
	761,324	758,224
	TOTAL ASSETS	3,948,863
		3,932,096
LIABILITIES AND EQUITY		
<i>Current Liabilities</i>		
Accounts Payables	36,055	62,567
Accrued Expense	57,496	60,745
Deferred Revenue	977,915	980,148
Grants Payable	-	841
Due to Foundation	2,325	5,661
	1,073,791	1,109,962
<i>Long Term Liabilities</i>		
Tenant - Security Deposit	6,150	6,150
Mortgage Loan	504,396	519,280
	510,546	525,380
<i>EQUITY</i>		
Equity	1,976,540	1,904,342
Net Income/(Loss)	387,985	392,413
	2,364,525	2,296,754
	TOTAL LIABILITIES & EQUITY	3,948,863
		3,932,096

IIMC Financials

FISCAL YEAR 2024

SUMMARY TOTALS

March 31, 2024

Department	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME:							
Administration	5,349	50,000	34,188	12,500	21,688	(15,812)	65,000
Building	11,553	65,987	17,203	16,497	706	(48,784)	65,987
Conference	376,854	577,245	395,359	350,347	55,012	(171,886)	577,245
Education	63,087	245,900	72,534	61,475	11,059	(173,366)	245,900
Marketing	5,234	28,750	6,448	7,188	(740)	(22,302)	28,750
Membership	343,085	1,455,000	369,111	363,750	5,361	(1,085,889)	1,455,000
Total Income	805,161	2,422,882	894,843	811,756	93,086	(1,518,039)	2,437,882
EXPENSES:							
Administration	131,654	616,185	161,976	154,046	(7,930)	454,209	616,185
Building	41,444	126,167	28,414	31,542	3,127	97,753	126,167
Committee - Board of Directors	67,013	140,450	12,365	35,113	22,747	128,085	140,414
Committee - Executive	8,044	33,400	18,038	8,350	(9,688)	15,362	33,400
Committees - Other	0	15,625	(0)	3,906	3,906	15,625	15,625
Conference	66,702	651,720	114,212	359,532	245,320	537,508	651,720
Education	(7,333)	372,508	72,755	93,127	20,372	299,753	372,508
Marketing	37,218	170,786	24,417	42,697	18,279	146,369	170,786
Membership	68,007	295,075	74,680	73,769	(911)	220,395	295,075
Total Expense	412,749	2,421,916	506,857	802,081	295,224	1,915,059	2,421,880
PROFIT/(LOSS)							
Administration	(126,305)	(566,185)	(127,788)	(141,546)	13,758	438,397	(551,185)
Building	(29,891)	(60,180)	(11,211)	(15,045)	3,834	48,969	(60,180)
Board of Directors	(67,013)	(140,450)	(12,365)	(35,113)	22,747	128,085	(140,414)
Committee - Executive	(8,044)	(33,400)	(18,038)	(8,350)	(9,688)	15,362	(33,400)
Committees - Other	(0)	(15,625)	0	(3,906)	3,906	15,625	(15,625)
Conference	310,151	(74,475)	281,147	(9,185)	290,332	355,622	(74,475)
Education	70,420	(126,608)	(221)	(31,652)	31,431	126,387	(126,608)
Marketing	(31,984)	(142,036)	(17,970)	(35,509)	17,539	124,066	(142,036)
Membership	275,078	1,159,925	294,431	289,981	4,450	(865,494)	1,159,925
Net Profit/(Loss)	392,413	966	387,985	9,675	378,310	387,019	16,002

IIMC Financials

FISCAL YEAR 2024

Administrative

March 31, 2024

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME							
Interest	5,349	50,000	14,995	12,500	2,495	(35,005)	50,000
Realized Gain or (Loss)	-	-	6,207	-	6,207	6,207	15,000
Unrealized Gain or (Loss)	-	-	12,986	-	12,986	12,986	-
Total Income	5,349	50,000	34,188	12,500	21,688	(15,812)	65,000
EXPENSES							
Personnel Costs	85,598	406,176	109,605	101,544	(8,061)	296,571	406,176
Other	384	2,500	773	625	(149)	1,727	2,500
Staff Travel	100	8,070	1,982	2,018	35	6,088	8,070
Professional Develop/Training	359	1,500	-	375	375	1,500	1,500
Professional Services	12,000	65,350	12,000	16,337	4,337	53,350	65,350
Legal Fees	-	2,500	-	625	625	2,500	2,500
Computer Costs	18,227	65,000	18,685	16,250	(2,435)	46,315	65,000
Office Equipment	2,735	13,056	2,916	3,264	348	10,140	13,056
Office Expense	5,424	25,600	7,412	6,400	(1,012)	18,188	25,600
Credit Card/Bank Fees	4,977	18,700	5,540	4,675	(865)	13,160	18,700
Memberships	198	1,000	-	250	250	1,000	1,000
Taxes Business	-	500	-	125	125	500	500
Depreciation Furn/Amortization Exp	1,652	6,233	3,062	1,558	(1,504)	3,171	6,233
Total Expense	131,654	616,185	161,976	154,046	(7,930)	454,209	616,185
Net Profit/Loss	(126,305)	(566,185)	(127,788)	(141,546)	13,758	438,397	(551,185)

IIMC Financials

FISCAL YEAR 2024

Building

March 31, 2024

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME							
Rental Income	11,553	65,987	17,203	16,497	706	(48,784)	65,987
Total Income	<u>11,553</u>	<u>65,987</u>	<u>17,203</u>	<u>16,497</u>	<u>706</u>	<u>(48,784)</u>	<u>65,987</u>
EXPENSES							
Amortize Loan Costs	184	500	184	125	(59)	316	500
Association Fees	600	2,220	800	555	(245)	1,420	2,220
Depreciation Building	6,157	23,500	5,994	5,875	(119)	17,506	23,500
Insurance Fire/Property	1,063	4,500	1,112	1,125	13	3,388	4,500
Mortgage Interest	4,645	17,747	4,562	4,437	(126)	13,185	17,747
Property Tax	-	19,000	-	4,750	4,750	19,000	19,000
Building Repairs and Maint	12,123	34,200	11,161	8,550	(2,611)	23,039	34,200
Utilities	3,635	16,000	4,001	4,000	(1)	11,999	16,000
Property Manager	1,550	7,500	600	1,875	1,275	6,900	7,500
Allocation to Bldg Reserve	-	1,000	-	250	250	1,000	1,000
Commissions/Appraisals	11,487	-	-	-	-	-	-
Total Expense	<u>41,444</u>	<u>126,167</u>	<u>28,414</u>	<u>31,542</u>	<u>3,127</u>	<u>97,753</u>	<u>126,167</u>
Net Profit/Loss	<u>(29,891)</u>	<u>(60,180)</u>	<u>(11,211)</u>	<u>(15,045)</u>	<u>3,834</u>	<u>48,969</u>	<u>(60,180)</u>

IIMC Financials

FISCAL YEAR 2024

Committees

March 31, 2024

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
EXECUTIVE COMMITTEE:							
Meeting Expenses	78	100	-	25	25	100	100
Travel	7,966	33,300	18,038	8,325	(9,713)	15,262	33,300
Total Executive Committee Expense	8,044	33,400	18,038	8,350	(9,688)	15,362	33,400
BOARD OF DIRECTORS:							
<i>General</i>							
Region XI Consultant	5,250	11,500	5,250	2,875	(2,375)	6,250	11,500
Region X Consultant	-	3,000	-	750	750	3,000	3,000
Insurance Officers & Directors	3,148	3,200	3,164	800	(2,364)	36	3,164
Legal Fees	1,063	1,500	-	375	375	1,500	1,500
Strategic Planning/Board Development	-	8,000	-	2,000	2,000	8,000	8,000
Memorials	100	500	-	125	125	500	500
Parliamentarian Expense	2,643	9,200	1,500	2,300	800	7,700	9,200
Other Expenses	62	1,050	-	263	263	1,050	1,050
General	12,266	37,950	9,914	9,488	(427)	28,036	37,914
<i>Mid-Year</i>							
Travel	54,746	68,500	1,007	17,125	16,118	67,493	68,500
Meeting Expense	-	3,000	-	750	750	3,000	3,000
Mid-Year	54,746	71,500	1,007	17,875	16,868	70,493	71,500
<i>Conference</i>							
Travel	-	20,000	1,444	5,000	3,556	18,556	20,000
Board Meeting Expense	-	11,000	-	2,750	2,750	11,000	11,000
Conference	-	31,000	1,444	7,750	6,306	29,556	31,000
Total Board of Directors Expense	67,013	140,450	12,365	35,113	22,747	128,085	140,414
OTHER COMMITTEES							
BUDGET & PLANNING	0	13,700	(0)	3,425	3,425	13,700	13,700
CONFERENCE POLICY	-	25	-	6	6	25	25
EDUCATION / PROFESSIONAL DEVELOPMENT	-	25	-	6	6	25	25
ELECTION	-	25	-	6	6	25	25
INTERNATIONAL RELATIONS	-	25	-	6	6	25	25
POLICY REVIEW	-	25	-	6	6	25	25
MEMBERSHIP	-	200	-	50	50	200	200
PUBLIC RELATIONS	0	25	(0)	6	6	25	25
RECORDS MANAGEMENT	-	1,525	-	381	381	1,525	1,525
RESEARCH	-	25	-	6	6	25	25
RESOURCE & INFORMATION	-	25	-	6	6	25	25
Total Other Committees Expense	0	15,625	(0)	3,906	3,906	15,625	15,625
Executive Committee	8,044	33,400	18,038	8,350	(9,688)	15,362	33,400
Board of Directors	67,013	140,450	12,365	35,113	22,747	128,085	140,414
Other Committees	0	15,625	(0)	3,906	3,906	15,625	15,625
Total Expense	75,057	189,475	30,403	47,369	16,966	159,072	189,439
Net Profit/Loss	(75,057)	(189,475)	(30,403)	(47,369)	(16,966)	(159,072)	(189,439)

IIMC Financials

FISCAL YEAR 2024

Conference

March 31, 2024

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME							
Registration Members-Full	316,593	438,750	326,488	263,250	63,238	(112,262)	438,750
Registration Discounts	-	(71,220)	-	(42,732)	42,732	71,220	(71,220)
Registration Guest	5,565	20,650	9,955	12,390	(2,435)	(10,695)	20,650
Donations & Sponsorships	3,125	66,350	15,250	39,810	(24,560)	(51,100)	66,350
Exhibitor Program	13,500	30,000	8,800	18,000	(9,200)	(21,200)	30,000
Cancellation Fee	635	5,000	-	3,000	(3,000)	(5,000)	5,000
Misc Conference Revenue	-	32,000	2,500	19,200	(16,700)	(29,500)	32,000
Academy Workshop	24,766	36,695	26,871	22,017	4,854	(9,824)	36,695
Athenian Leadership Society	12,670	9,020	5,495	5,412	83	(3,525)	9,020
Offsite Education Program	-	10,000	-	10,000	(10,000)	(10,000)	10,000
Total Income	376,854	577,245	395,359	350,347	55,012	(171,886)	577,245
EXPENSES							
Conference Planner	33,000	101,270	21,130	29,262	8,132	80,140	101,270
Academy Expenses	2,465	23,650	4,259	14,190	9,931	19,391	23,650
General/Plenary Speakers Expenses	-	34,300	10,250	20,580	10,330	24,050	34,300
Speaker Expenses	(3,200)	63,000	7,688	37,800	30,113	55,313	63,000
Staff Conference Travel	4,853	26,800	15,445	16,080	635	11,355	26,800
VIP Travel	-	13,500	-	8,100	8,100	13,500	13,500
Conference Events	-	61,000	-	36,600	36,600	61,000	61,000
Food & Beverage	184	175,000	33,751	105,000	71,249	141,249	175,000
Audio/Visual	-	80,000	-	48,000	48,000	80,000	80,000
Conference Printing/Design Work	1,640	7,500	850	4,500	3,650	6,650	7,500
Conference Expense	27,513	65,700	20,839	39,420	18,581	44,861	65,700
Total Expense	66,702	651,720	114,212	359,532	245,320	537,508	651,720
Net Profit/Loss	310,151	(74,475)	281,147	(9,185)	290,332	355,622	(74,475)

IIMC Financials

FISCAL YEAR 2024

Education

March 31, 2024

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME:							
Foundation Contribution/Policy 8	-	25,000	-	6,250	(6,250)	(25,000)	25,000
Fees CMC	18,025	58,000	11,900	14,500	(2,600)	(46,100)	58,000
MMC Fees	12,805	50,000	21,220	12,500	8,720	(28,780)	50,000
<i>EPP Fees</i>							
Sales Pins and Plaques	4,100	12,600	(665)	3,150	(3,815)	(13,265)	12,600
Distance Ed Registration	28,157	100,000	40,079	25,000	15,079	(59,921)	100,000
New Institute Application Fees	-	300	-	75	(75)	(300)	300
Region XI Symposium	-	-	-	-	-	-	-
Total Income	63,087	245,900	72,534	61,475	11,059	(173,366)	245,900
EXPENSES:							
Personnel Costs	64,964	296,408	58,417	74,102	15,685	237,991	296,408
Staff Travel	972	3,100	-	775	775	3,100	3,100
Professional Develop/Training	1,475	2,000	-	500	500	2,000	2,000
MCEF - Region Stipends	2,000	11,000	3,000	2,750	(250)	8,000	11,000
Region XI Symposium	(85,854)	-	-	-	-	-	-
Distance Ed	3,200	24,000	7,700	6,000	(1,700)	16,300	24,000
Pins and Plaques	1,415	9,000	-	2,250	2,250	9,000	9,000
Computer/Software Support	413	5,000	683	1,250	568	4,318	5,000
Office Expenses	2,268	12,000	750	3,000	2,250	11,250	12,000
Bank Fees	1,814	10,000	2,206	2,500	294	7,794	10,000
Total Expense	(7,333)	372,508	72,755	93,127	20,372	299,753	372,508
Net Profit/Loss	70,420	(126,608)	(221)	(31,652)	31,431	126,387	(126,608)

IIMC Financials

FISCAL YEAR 2024

Marketing

March 31, 2024

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME							
Advertising	5,156	27,250	6,216	6,813	(597)	(21,035)	27,250
Royalty	28	200	-	50	(50)	(200)	200
Mailing Lists	-	500	-	125	(125)	(500)	500
Publications	50	800	232	200	32	(568)	800
Total Income	5,234	28,750	6,448	7,188	(740)	(22,302)	28,750
EXPENSES							
Personnel	34,651	152,556	21,149	38,139	16,990	131,407	152,556
Staff Travel	601	2,000	-	500	500	2,000	2,000
Professional Development	-	300	-	75	75	300	300
Bank Fees	1	30	125	8	(118)	(95)	30
Awards & Gifts	-	3,000	-	750	750	3,000	3,000
Design Work (non conference)	-	500	-	125	125	500	500
Postage and Shipping	-	100	-	25	25	100	100
Exhibit/Sponsorship	-	3,500	-	875	875	3,500	3,500
Design/News Digest/Misc	1,965	8,500	2,027	2,125	98	6,473	8,500
Printing - Publications	-	500	1,116	125	(991)	(616)	500
Total Expense	37,218	170,786	24,417	42,697	18,279	146,369	170,786
Net Profit/Loss	(31,984)	(142,036)	(17,970)	(35,509)	17,539	124,066	(142,036)

IIMC Financials

FISCAL YEAR 2024

Membership

March 31, 2024

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME							
Membership Dues	341,375	1,450,000	367,221	362,500	4,721	(1,082,779)	1,450,000
Membership Late Fee	1,710	5,000	1,890	1,250	640	(3,110)	5,000
Total Income	343,085	1,455,000	369,111	363,750	5,361	(1,085,889)	1,455,000
EXPENSES							
Personnel	51,710	216,825	53,774	54,206	433	163,051	216,825
Staff Travel	257	2,450	907	613	(295)	1,543	2,450
Professional Develop/Training	-	400	-	100	100	400	400
Membership Drive	-	10,500	-	2,625	2,625	10,500	10,500
Research Salary Survey Services	-	1,500	-	375	375	1,500	1,500
Dues Mailing	5,410	23,000	3,216	5,750	2,534	19,784	23,000
Computer/Software Support	2,610	8,200	8,336	2,050	(6,286)	(136)	8,200
Office Expense	217	1,800	450	450	-	1,350	1,800
Bank Fees	7,713	30,000	7,906	7,500	(406)	22,094	30,000
Membership	90	400	90	100	10	310	400
Total Expense	68,007	295,075	74,680	73,769	(911)	220,395	295,075
Net Profit/Loss	275,078	1,159,925	294,431	289,981	4,450	(865,494)	1,159,925

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Karen Lee, Communications Officer
Date: April 1, 2024
Subject: Communications Annual Report



The metrics in this report reflect data collected 09/2023 – 03/2024

The IIMC Communications Department continues to increase outreach, strengthen support, and provide IIMC resources and marketing promotions.

WEBSITE

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

Milestones:

- Development and expansion of IIMC 2024 Annual Conference resources
 - [IIMC 2024 Annual Conference website](#)
 - Creation, development, and updating of preliminary program
 - Registration site content development
- Establishment of IIMC VP Candidate page
- Management of Education pages, restructuring in cooperation with the Education Department
- Management of IIMC calendar to categorize EPP programs and in-person opportunities

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 36%¹*.

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 and special announcements.

¹ According to the [Influencer Marketing Hub](#), a good email open rate is between 17% - 28%. (Accessed April 9, 2024)

Metrics:

- **Region I** – Region I 2024 Conference Registration open rate: 41%
- **Region II** – Region II 2024 Conference Registration open rate: 58%
- **Region III** – Winter 2023/2024 Newsletter open rate: 45%
- **Region IV** – 2023 Region IV Meeting Reminder open rate: 40%
- **Region V** – Winter 2024 Newsletter open rate: 47%
- **Region VI**
 - Winter 2023/2024 Newsletter open rate: 45%
 - Spring 2024 Newsletter open rate: 44%
- **Region VIII East and West**
 - 2023 October Survey open rate: 44%
 - 2023 December Survey open rate: 47%
- **Region IX**
 - December 2023 Lunch with Region IX Region Directors open rate: 44%
 - 2024 Winter Newsletter open rate: 44%
- **Region XI** - 2024 February Newsletter open rate: 27%
- **Conference Update** – December 7, 2023 open rate: 46%
- **Executive Director's Updates**
 - March 8: VP Election Update open rate: 38%
 - March 18: VP Election Update open rate: 35%

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.

COMMUNICATIONS AND EDUCATION

The Communications Department continues to work closely with the Education Department to market its programs and resources. In addition to restructuring and managing education content on the IIMC website, the Communications and Education departments work closely to promote and administer online events including the January 2024 EPP Overview session and the newly launched monthly *Ask Dr. Jai: CMC Certification* and *Ask Dr. Jai: MMC Certification* sessions.

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
- February 20, 2024: ***Connect 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

SOCIAL MEDIA

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

Group	March 2024	September 2023	March 2023
Region I	216	194	156
Region II	309	294	266
Region III	709	672	603
Region IV	250	232	202
Region V	347	324	296
Region VI	190	184	163
Region VII	313	269	215
Region VIII East	70	40	-
Region VIII West	60	38	-
Region IX	283	247	203
Region X	85	55	46
Region XI	82	77	67
EPP Cohort 1	31	10	-

IIMC staff and members consider the increase in Facebook activity to be a good indication of an uptick in social networking.

LinkedIn - Education Dept. continues to post articles and resources on the IIMC LinkedIn page.

GOALS AND RECOMMENDATIONS

The Department submits to the Board of Directors the following goals and recommendations:

- **Top Class Learning Management System.** The Communications Department recommends that the Board of Directors approve acquisition of a learning management system as it would well support a growing Education Department and assist the Communications Department in promoting education-specific updates.
- **2025 IIMC Annual Conference Registration.** The Communications Department recommends restructuring annual conference registration to increase ease in content management, user experience, reporting and most crucially, streamlined payment.

Management's Comments:

The Department is relied upon internally and from Region Directors. IIMC's communication endeavors continue to be strong as numbers and percentages indicate. We will be moving to a new Management System sometime in summer that should help with the Education and Communications departments.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Janis Daudt, Director of Member Services
Tammy Storrie, Assistant Director of Member Services
Stephanie Galarza, Member Services Representative

Date: April 1, 2024

Subject: Member Services Year End Report



Congratulations to Tammy Storrie, Assistant Director of Member Services.

The 78th IIMC Annual Conference Registration is in full swing for both conference Delegate registration and Exhibitor registration. This is the first year using the iMIS Association Software to register Exhibitors. There is a learning curve for this new process for both IIMC Staff and Exhibitors. Currently, we have 18 Exhibitors and 676 Delegates.

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 memberships.

The online conference registration for 2024 has shown improvements such as the first-time attendees automatically receiving their First Time Attendee \$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, hoping to make it easier and more efficient.

With the new rates for Region X, Full Members pay \$185.00 and Additional and Associate Members pay \$125.00 through 2030. 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.

The IIMC Vice President Election is in progress as of the day of this report. We have had questions about the ballot not arriving in the member's inbox. We have created 63 ballot links for those that have contacted our office stating they did not get a ballot. For the ballots that have bounced back to SurveyMonkey, it is suspected that the municipality firewalls are not allowing the ballots from SurveyMonkey through or to even get to their destination. We have also found members that have "opted out" of receiving anything from SurveyMonkey. When this happens, I send a link for the ballot and a link to "opt in" so next year, there should be no problems. We

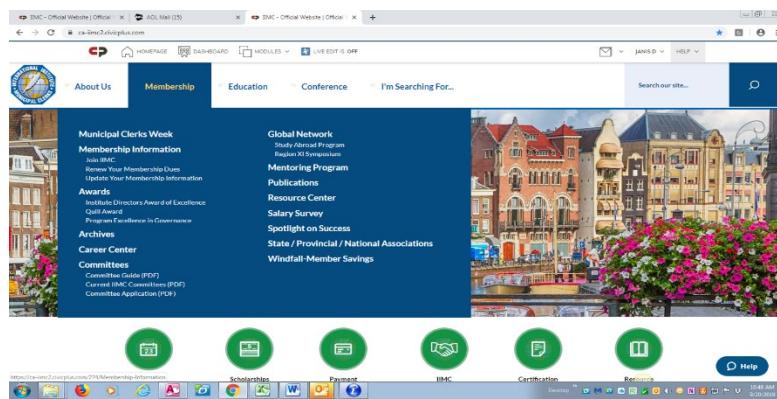
have also received requests from people asking for a ballot, but find they are not IIMC Members. Another challenge is that members have not updated their new email address, so the ballot goes to an incorrect email. We verify each request and find that some of our members forget they voted and still request a link.

We are very pleased with the 22-24 Member Drive since starting promotion in late December 2022 and it has brought in 250 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 brought in 25 new members since May 2023. Congratulations to Ruth Post, MMC with 9 new members, Susan Haag, MMC with 6, Tory Frink, MMC, Angela Johnson, MMC and Angela Richburg, MMC with 3 each and Leesa Ross, MMC and Celyn Hurtado, MMC with 1 each. We appreciate all the Region Directors' participation. Ruth won 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!

A New Member Services Representative, Stephanie Galarza, has joined the Member Services Department and we hope our Board will meet her in Calgary. Her work consists of the following:

- 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 April 1, 2024, totals 15,157 are:
 - Region I – 681
 - Region II – 597
 - Region III – 1,771
 - Region IV – 686
 - Region V – 981
 - Region VI – 557
 - Region VII – 826
 - Region VIII East – 738
 - Region VIII West - 631
 - Region IX – 1,817
 - Region X – 271
 - Region XI – 5,601
- Bulk Members in Region XI are from the following Associations:
 - ADSO United Kingdom – 1,124 members
 - IMASA South Africa – 125 members
 - SLCC United Kingdom – 3,673 members
 - VVG The Netherlands – 577 members

Management's Comments:

The Member Services Department excels at recruiting and maintaining members. Cross training continues with our new staff, allowing the Department to tackle and expand into other areas of customer relations.