



**International Institute of Municipal Clerks
Board of Directors
Mid-Year Meeting Agenda
November 15-16, 2024**

**Hyatt Regency St. Louis at the Arch—
St. Louis, Missouri**

**International Institute of Municipal Clerks
Board of Directors ~ Midyear Meeting Agenda
November 15-16, 2024
Hyatt Regency St. Louis at the Arch– St. Louis, Missouri**

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International Institute of Municipal Clerks

2024/2025 IIMC Board of Directors Roster

Term: May 23, 2024 through May 22, 2025

PURPOSE:

2024/2025 Goals & Objectives

Deadlines:

July 15, 2024	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, 2024	File a Report with Headquarters for inclusion with agenda materials for the November IIMC Board of Directors Mid-Year Meeting.
March 26, 2025	File the final report with Headquarters for inclusion with the Annual Report.

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2024/2025 IIMC Board of Directors Roster

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2024/2025 IIMC Board of Directors Roster

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

City Clerk

City of Evans

1100 37th Street

Evans, CO 80620

Phone: (970) 475-1104**Fax:****Email:** jbarnett@evanscolorado.gov**Angela R. Johnson, MMC****Region VIII Director E**

Clerk/Treasurer

Town of Meeteetse

P.O. Box 38

Meeteetse, WY 82433-0038

Phone: (307) 868-2278**Fax:** (307) 868-2608**Email:** meeteetse@townofmeeteetse.org**Colleen A. Mulvey, MMC****Region VIII Director W**

City Recorder

City of Cedar Hills

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Phone: (801) 785-9668 X 503**Fax:** (801) 796-3543**Email:** cmulvey@cedarhills.org**Ida Fierro, CMC****Region VIII Director W**

Town Clerk/Administrator

Town of Bernalillo

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Government Services Director/City Clerk

City of Eastvale

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Phone: (951) 703-4421**Fax:** (951) 361-0888**Email:** mdonohue@eastvaleca.gov**Jamie E. Newman, MMC****Region IX Director**

City Clerk

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Municipal Clerk

Town of Coaldale

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CANADA

Phone: (403) 345-1306**Fax:****Email:** lana.antony@coaldale.ca**Stephen Huycke, CMC****Region X Director**

Director, Legislative Services/City Clerk

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CANADA

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Town Clerk

Sevenoaks Town Council

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Institute Director/Griffier

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THE NETHERLANDS

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International Institute of Municipal Clerks
Board of Directors Meeting
Calgary Marriott Downtown – Calgary, AB, Canada
May 18, 2024

Call to Order

President Mary Ann Hess called the meeting of the IIMC Board of Directors to order at 8:00 a.m. Saturday, May 18, 2024, at the Calgary Marriott Downtown, Calgary, Alberta, Canada.

Board Members Present:

President Mary Ann Hess, MMC
President Elect Lisa Garcia, MMC
Vice President Dawn Abrahamson, MMC
Region I Directors: Susan Haag, MMC; Kathleen Montejo, MMC
Region II Directors: Awilda Hernandez, MMC; Travis Morris, MMC
Region III Directors: Lee Frazier, MMC; Tory Frink, MMC
Region IV Directors: Sherri Gard, MMC; Angela Richburg, MMC
Region V Director: Carrie Mugford, CMC
Region VI Director: Elena Hilby, MMC
Region VII Directors: Celyn Hurtado, MMC; Leesa Ross, MMC
Region VIII East Directors: Julie Barnett, MMC; Angela Johnson, MMC
Region VIII West Director: Colleen Mulvey, MMC
Region IX Directors: Jamie Newman, MMC; Ruth Post, MMC
Region X Directors: Lana Antony, CMC; Jaylene Robertson, CMC
Region XI Directors: Linda Larter; Johannes Rijs, MMC

Staff Members Present:

Chris Shalby, Executive Director
Dr. Beatrice Rodriguez, Director of Professional Development
Dr. Jaimis Ulrich, Associate Director of Professional Development
Shannon Kane, Financial Specialist
Karen Lee, Communications Officer

Foundation Report Update

The report was presented verbally by Foundation President Buster Brown. He noted the Foundation Revenues stand at \$3.8 million with \$1.4 million contributed for scholarships and education. The Foundation awarded more scholarships with 86 in-person scholarships awarded and 110 distance-learning scholarships awarded. President Brown noted the scholarships are awarded in a random draw and the Foundation is looking to improve the awarding of scholarships. The Foundation is currently issuing a match challenge in which President Brown will match every donation during the conference dollar for dollar. Dr. Beatrice Rodriguez stated a shirt was created to raise more money for scholarships and would be available for a \$40 donation to the scholarship fund.

Education Department Report

Dr. Jaimis Ulrich noted IIMC is no longer holding one-on-one meetings rather bi-weekly question and answer sessions which have allowed IIMC to connect with over 200 clerks. Additionally, the Department is reviewing changes from points to hours for certification. Dr. Rodriguez noted IIMC is helping New Mexico regarding a State Institute while Missouri's new institute director was approved.

Committee Reports

The following committee reports, not requiring action, were received: Conference, Elections, International Relations, Membership/Mentoring, Records Management, and Research and Resource.

Education and Professional Development

Directors Post and Gard noted the committee will support the proposal by the Board of Directors.

Policy

Directors Johnson, Mugford, and Richburg recommend continued review of the policies.

Director Barnett made a motion to refer the policy changes back to the committee. Motion carried.

Director Richburg made a motion to accept the draft policy of Statement of Support. Motion carried.

Social Media policies were presented to the Board of Directors. Executive Director Shalby noted his opposition to post the Policy Manual on the IIMC Website since the policies are for the board, not the membership. Director Morris made a motion to post policies. Motion carried.

Public Relations

Director Morris noted the committee decided on a uniform graphic for social media postings regarding the CMC and MMC designations.

The committee discussed a transparency policy. Executive Director Shalby noted the transparency policy discussion took place with the chairperson, vice chairperson, and one committee member and suggested the item be referred to the entire committee for their perspective. Director Morris made a motion to refer the transparency policy to the committee. Motion carried.

Budget and Planning

The Annual Financial Report was presented by Financial Specialist Shannon Kane.

Director Richburg made a motion to accept the annual financial report. Motion carried.

Staff Reports

Reports from Communications Officer Karen Lee and Executive Director Chris Shalby were received.

Annual Conference Updates

2025 – St. Louis, MO

Executive Director Shalby will meet with the Host Committee in July. The All-Conference Event will be at the St. Louis Arch across the street from the host hotel.

2026 – Reno, Nevada

The Peppermill Hotel is the host location for Reno, Nevada. No theme or logo has been picked for the conference.

2027 – Fort Worth, Texas

The Hyatt Hotel is the host location for Fort Worth, Texas.

2028

The board will make the decision at the November 2024 mid-year meeting.

Adjournment

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

Savanna Burton, CMC

Deputy City Clerk

Florissant, MO

Recorder.

International Institute of Municipal Clerks
Incoming Board Meeting
Calgary Marriott Downtown – Calgary, AB, Canada
May 22, 2024

Call to Order

President Lisa Garcia, MMC, called the meeting of the IIMC Board of Directors to order at 12:10 p.m. Wednesday, May 22, 2024, at the Telus Centre, Calgary, Alberta, Canada.

Board Members Present:

President Lisa Garcia, MMC
President Elect Dawn Abrahamson, MMC
Vice President Lee Frazier, MMC
Immediate President Mary Ann Hess, MMC
Region I Directors: Kerri Parker, CMC; Kathleen Montejo, MMC
Region II Directors: Awilda Hernandez, MMC; Travis Morris, MMC
Region III Directors: Lori McWilliams, MMC; Tory Frink, MMC
Region IV Directors: Sherri Gard, MMC; Curtis Green, MMC
Region V Director: Carrie Mugford, CMC; Kathy Walker, MMC
Region VII Directors: Margaret Gray; Leesa Ross, MMC
Region VIII East Directors: Julie Barnett, MMC; Angela Johnson, MMC
Region VIII West Director: Colleen Mulvey, MMC
Region IX Directors: Jamie Newman, MMC; Marc Donohue, MMC
Region X Directors: Lana Antony, CMC
Region XI Directors: Linda Larter; Arnout van Kooij, MMC

Staff Members Present:

Chris Shalby, Executive Director
Dr. Beatrice Rodriguez, Director of Professional Development
Dr. Jaimis Ulrich, Education & Conference Coordinator
Shannon Kane, Financial Specialist
Karen Lee, Communications Officer

President Lisa Garcia Remarks

President Garcia opened the floor to IIMC Staff Members.

Executive Director Chris Shalby discussed events of the all-conference event and suggested the board move into executive session to discuss the All-Conference Event and Elections.

Director Montejo made a motion to move into closed session, seconded by Director Frink.

Motion was accepted.

Director Johnson made a motion to go back into open session, seconded by Director Antony.

Motion was accepted.

President Garcia noted transparency is important to the association and all members need to have the same information and suggested a meeting be held in three months' time.

Various Directors disagreed and requested a meeting sooner than three months.

President Garcia suggested a meeting in one month and suggested the board send any decisions to the association attorney. She noted she would like to set up meetings with each region and speak with everyone as Executive Director Shalby is the Board of Directors' responsibility to control the flow of information to staff. President Garcia would like to set up meetings and a podcast to create a dialogue with board members.

Accord of Trust

Executive Director Shalby noted the Accord of Trust would be sent to each Board member via email to be sign and returned.

Committees

Budget Committee

Executive Director Shalby gave three options for the composition of the Budget Committee.

Director Johnson made a motion to discuss all composition options at once, seconded by Frink. Motion was accepted.

Discussion took place regarding the composition of the Budget Committee, various directors suggested a standing of four executive board members, two current board members, and three members at large with a financial background.

Director Frink suggested two members at large should have an MMC designation.

Director Ross made a motion to accept the composition of the Budget Committee be a standing of four executive board members, two current board members, and three members at large with MMC designation and a financial background. Seconded by Director Donohue, motion was accepted.

Ideal Group

President Garcia noted the Ideal Group is to promote inclusion, celebrate diversity, advance accessibility, and foster continuous learning.

Director Antony made a motion to accept the Ideal Group Committee, seconded by Director Frink. Motion was accepted.

Futures Committee

President Garcia stated the Futures Committee will be for 10 clerks who have less than 10 years' experience and are looking toward the future of IIMC, additionally 5 clerks with more than 10 years' experience. The goal of the committee is to reflect on IIMC's mission to anticipate and shape the future of municipal governance.

Director Morris made a motion to accept the Futures Committee, seconded by Director Newman. Motion was accepted.

2024 President, EC and ED Travels

- Executive Director Shalby noted the following travel:
- AMCTO Conference – Canada – June – President Garcia
- SLCC Conference – United Kingdom – October 9-10 – President Garcia/Executive Director Shalby
- LGMA Conference – British Columbia, Canada – October – To be Decided
- ADSO Conference – United Kingdom – November 15-26 – President Garcia/Executive Director Shalby
- VVG Conference – The Netherlands – Region XI Director/To be Decided

Director Johnson made a motion to accept the travel plans, seconded by Director Morris. Motion was accepted.

Mid-Year Meeting

Executive Director Shalby noted the Board Development meeting will take place from November 14-17 in St. Louis, MO. The 2025 Conference site visit will take place in July in St. Louis, MO with Executive Director Shalby and staff will meet with members of the Host Committee.

Executive Director Remarks

Executive Director Shalby noted bids for IIMC 2028 Conference are currently being accepted. All communications including weekly Friday letters, quarterly financials, and news releases will come from Executive Director Shalby. Executive Director Shalby noted communication with staff is acceptable. However, any issues with staff will need to be communicated directly with Executive Director Shalby and not the staff member. He stated he would inform the board of directors of any travel or vacation plans prior to the travel.

Policies

Artificial Intelligence

Executive Director Shalby noted a social media policy was already in place, but the Board and staff need a policy regarding Artificial Intelligence. Director Morris made a motion to approve of the development of an Artificial Intelligence Policy, seconded by Director Green. Motion was accepted.

Executive Session

Executive Director Shalby stated the Board needs a policy on executive sessions which will give the staff a policy to read before entering an executive session. Director Frink made a motion to accept the development of a process and policy for Executive Session, seconded by Director Green. Motion was accepted.

Revise Policy on Incoming Board Members, Elections, and Campaigning

Executive Director Shalby noted the policy states current Board Members cannot endorse, promote, and participate in any activity to endorse any candidate which includes sharing hotel rooms.

This policy will extend to anyone who has applied for the incoming board positions. Director Morris made a motion to hold a discussion regarding the proposed revisions, seconded by Director Ross. Motion was accepted.

Executive Director Shalby noted the policy changes will be reviewed by the whole elections committee.

Director Donohue noted concerns with the revisions as each board member is a part of IIMC membership first, then a board member.

President Garcia noted the Ethics Committee and Elections Committee are under major reviews because of reoccurring issues. She stated the committees have a short window to review the changes for next year and for anyone campaigning currently. The Research Committee has been tasked with discovering how others are nominated and/or elected.

Motion to approve the revisions to the policy on Incoming Board Members, Elections, and Campaigning was accepted.

Other Business

Executive Director Shalby noted ICMA is working on an affiliation agreement with IIMC and President Garcia will be presenting at their conference in Pittsburgh.

2024 EC/ED Upcoming Travels/Meetings

Executive Director Shalby noted the upcoming travel plans and meetings:

- 2025 Site Visit – St. Louis, MO – July/August – Executive Director Shalby/Dr. Jai Ulrich/Nikki Abig
- Budget & Planning Meeting – IIMC HQ – September
- Executive Committee Meeting – IIMC HQ – September – EC and ED
- ICMA Conference – President Garcia

Open Discussion

Executive Director Shalby noted Director Jaylene Robertson, Region X, resigned and opened a vacancy for the region. A letter would be sent out to the Region X Association Presidents asking for a nomination in which an election would take place if more than one person applies.

Director Antony noted concerns with a lack of membership from the country and requested the letter be sent to all the membership of Region X.

Executive Director Shalby noted the request cannot be sent by IIMC to all the membership and the term would match the unexpired term, but also allow for re-election.

Director Ross made a motion for a 10-minutes recess, seconded by Director Donohue. Motion was accepted. Brief recess taken at 2:07 p.m.

President Garcia recalled the meeting at 2:16 p.m.

An email was received during the recess which was sent to the previous Board of Directors from a member of the Host Committee.

President Garcia noted the member is requesting a refund of registration and her 7-night hotel stay.

Discussion took place regarding the email received, accusations against Executive Director Shalby, and the issues with the host committees' behavior during and after the All-Conference Event.

President Garcia noted the score sheet for the bids were thrown out in 2019 to allow Calgary to host the conference without qualifications after discussion with the Board of Directors at the time.

During the 2019 Board meeting, Executive Director Shalby reiterated the issues with the hotels and Telus Centre regarding contracts, weighty financial stipulations and other budgeting issues remained as when Calgary bid for the 2022 and 2023 conferences. He stated the email should be disregarded and if a code of ethics complaint is made, it can be reviewed at that time.

Director Ross thanked Parliamentarian Karen Goodwin, MMC, and Recorder Savanna Burton, CMC, for their work and assistance with the Board of Directors.

Adjournment

With no further business, Director Donohue made a motion to adjourn the meeting, seconded by Director Hernandez. The meeting adjourned at 3:02 p.m.

Savanna Burton, CMC
Deputy City Clerk
Florissant, MO
Recorder.

International Institute of Municipal Clerks
Annual Business Meeting
Calgary, AB, Canada
Wednesday, May 22, 2024

Call to Order

President Mary Ann Hess, MMC, called to order the Annual Business Meeting at the 78th Annual Conference of the International Institute of Municipal Clerks at 8:00 a.m. MDT on Wednesday, May 22, 2024.

Welcome to Delegates

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

Approval of Agenda

Without objection, the agenda was approved as distributed.

Minutes

President Hess explained the minutes of the 2024 annual meeting were approved by the Board of Directors at their Annual meeting. Region X Director Lana Antony, CMC, made a motion to accept the minutes, seconded by Region VII Director Celyn Hurtado, CMC. Motion carried.

IIMC Year in Review

President Hess provided a positive overview of the accomplishments made by IIMC and its members during the past year.

IIMC Financial Report

Budget Committee Vice Chair Barbara Blackard, MMC, reviewed IIMC's financial report for the Year Ended December 31, 2023 which was provided to the delegates at the meeting. It was noted that IIMC had another great financial year.

Foundation Report

President Buster Brown introduced IIMC Foundation Board Members. The IIMC Foundation raised \$17,000 at the Monday night Donor reception and President Brown would be matching the \$1,800 donations for scholarships. The Foundation has \$4 million in restricted and unrestricted funds as well as \$45,000 through scholarships and IIMC.

2024 Conference Resolutions

Region VII Director Leesa Ross, MMC, moved for the adoption of the Resolution recognizing the City of Calgary, Alberta, for the 78th Annual Conference of the International Institute of Municipal Clerks. Seconded by Region II Director Travis Morris, MMC, motion carried.

Joel Hondorp, MMC, moved for the adoption of the Resolution recognizing the Host Clerk for the 78th Annual Conference of the International Institute of Municipal Clerks. Seconded by Lindsey Grigg, MMC, motion carried.

Region IX Director Jamie Newman, MMC, moved for the adoption of the Resolution recognizing Host Province Alberta for the 78th Annual Conference of the International Institute of Municipal Clerks. Seconded by Region X Director Lana Antony, CMC, motion carried.

President's Award of Merit

President Hess presented the President's Award of Merit to Region IV Director Angela Richburg, MMC.

Certificates of Appreciation – Outgoing IIMC 2023-2024 Committee Chairs

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

Budget & Planning – Terri Kowal, MMC

Conference – Cheryl Hyde

Education & Professional Development – Elizabeth Garcia-Beckford, MMC

Elections – Joel Hondorp, MMC

International Relations – Arnout van Kooij, MMC

Membership/Mentoring – Aimee Nemer, MMC

Policy – Camilla Pitman, MMC

Public Relations/Marketing – Ann Quirk, MMC

Records Management – Lucinda Williams, MMC

Research & Resource – Teresa Hudson, MMC

Certificates of Appreciation – Outgoing Region Directors

President Hess presented Certificates of Appreciation to Outgoing IIMC Region Directors:

Region I Director Susan Haag, MMC, Austerlitz, NY

Region III Director Lee Frazier, MMC, Birmingham, AL

Region IV Director Angela Richburg, MMC, Byram, MS

Region V Director Angela Marshall, MMC, Kingsport, TN

Region VI Director Marita Rhude, MMC, Barrett, MN

Region VII Director Celyn Hurtado, MMC, Garden City, KS

Region IX Director Ruth Post, MMC, Philomath, OR

Region X Director Johannes Rijs, MMC, Bodegraven-Reeuwijk, Netherlands

Immediate Past President Pamela Smith, MMC, Lee County, FL

Election Results

Elections Committee Chair Joel Hondorp, MMC, reported that for the Office of Vice President, 2,245 votes were cast. Lee Frazier, MMC, received 1,288 and Camilla Pitman, MMC, received 957. Lee Frazier was declared Vice President.

Oath of Office – Incoming Directors

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

Region I Director Kerri Parker, CMC, Meridith, NH

Region III Director Lori McWilliams, MMC, Tequesta, FL

Region IV Director Curtis Green, CMC, Broken Arrow, OK

Region V Director Kathy Walker, MMC, Nicholasville, KY

Region VI Director Trish Gleason, MMC, Dubuque, IA

Region VII Director Margaret Gray, South Elgin, IL

Region IX Director Marc Donohue, MMC, Eastvale, CA
Region XI Director Arnout van Kooij, MMC, IJsselstein, Netherlands

Oath of Office – Incoming Executive Committee

The oath of office was administered to the following Executive Committee members:

Past President, Mary Ann Hess, MMC, by Vincent Buttiglieri, MMC.

Vice President Lee Frazier, MMC, by Past President Dyanne Reese, MMC.

President Elect Dawn Abrahamson, MMC, by Joan Tilton, MMC.

President Lisa Garcia, MMC, by Valentino and Jace Garcia.

President's Comments

President Garcia expressed her thanks for the honor of serving as IIMC President and hopes to continue to encourage and empower Clerks over the next year. She introduced her family members present for the ceremony.

Other Business

IIMC Past President Stephanie Kelley, MMC, recommended that the Board review the election policy and other methods of election to garner more involvement in elections. She stated many cities IT departments do not allow access to websites such as survey monkey and can prevent involvement in elections.

Invitation to the 2025 Annual Conference

A video highlights the City of St. Louis, Missouri was presented for the 79th Annual Conference in 2025 and Karen Goodwin, MMC, Florissant, Missouri, invited delegates to attend next May and highlighted the host hotel and All-Conference Event location.

Adjournment

With no further business, the meeting adjourned at 8:51 a.m. MDT.

Savanna Burton, CMC
Deputy City Clerk
Florissant, MO
Recorder

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS
Virtual Board of Directors Meeting
July 25, 2024
Minutes

CALL TO ORDER

President Lisa Garcia called the meeting to order via Zoom at 9:00 a.m. PDT.

Roll Call taken by Executive Director Chris Shalby

Board Members Present:

President Lisa Garcia, MMC

President Elect Dawn Abrahamson, MMC

Vice President Lee Frazier, MMC

Immediate Past President Mary Ann Hess, MMC

Region I Directors: Kathy Montejo, MMC; Region I Director: Kerri A. Parker, MMC

Region II Director: Awilda Hernandez, MMC

Region III Directors: Tory Frink, MMC; Lori McWilliams, MMC

Region IV Director; Sherri E. Gard, MMC;

Region V Directors: Carrie Mugford, CMC; Kathy J. Walker, MMC

Region VI Directors: Elena Hilby, MMC; Trish Gleason, MMC

Region VII Directors: Leesa Ross, MMC; Margaret Gray

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; Marc Donohue, MMC

Region X Directors: Lana Antony, CMC; Stephen Huycke, CMC

Region XI Director: Arnout van Kooij, MMC

Board Members with excused absences: Travis O. Morris, MMC, Curtis Green, CMC and Linda Larter.

Staff Members Present:

Executive Director, Chris Shalby

Office Manager, Janet Pantaleon

Finance Specialist, Shannon Kane

Administrative Coordinator, Marlena Hernandez

Communications Officer, Karen Lee

Director of Professional Development, Dr. Bea Rodriguez

Asst Director of Professional Development, Dr. Jaimis Ulrich

Education Coordinator, Iris Hill

Director of Member Services, Janis Daudt

Asst. Director of Member Services, Tammy Storrie

Member Services Representative, Stephanie Galarza

President Garcia swore in Stephen Huyke as new Region X Director to fulfill the remainder of Region X Director seat vacated by Jaylene Robertson.

Agenda Approval

All agenda updates are verbal with no handouts.

Executive Director Update

4. Board Development

Update Provided by President Garcia and ED Shalby – looking to utilize a facilitator experienced in nonprofit board development regarding the Board's roles and responsibilities, board transparency, confidentiality, and the need for executive sessions, etc.

5. Update on Calgary Conference

President Garcia provided a verbal update on her email discussions with Calgary Host Committee.

ED Shalby was requested to meet with Region X Directors, Lana Antony and Stephen Huycke to see how they would like to move forward regarding Region X affiliations and membership. ED Shalby feels confident that he can hold these meetings prior to November Mid-Year meeting.

6. Recap 2025 Conference, St. Louis site visit

ED Shalby provided a brief recap of the site visit and emphasized that host hotel in St. Louis is a cashless venue. We will be advertising throughout the promotion period so attendees will be prepared. All Conference Event will be held at the Arch. Entry to this area is similar to airport security. Members will be advised to carry as little as possible to keep the line moving. Transportation from the airport to host hotel is available via taxis, Ubers and Lyft services.

Region VII Director Ross added that the all-conference event will start later this year due to the Arch being a national park and closes to the public at 5:00 pm. The 2025 Host Committee, through sponsorships, will be working to provide transportation throughout the week to members to visit other areas of the City, establishments and meal venues. Trying to coordinate an ice cream social for the Opening Reception. Most Zoos and Museums in the City are free. Union Station has been converted into a hotel with several shops. St. Louis Cardinals baseball team is in town the week of the conference for those wanting to see a baseball game.

7. Update on Policy Manual revisions that came out of the board meeting

President Garcia has sent the Directors their committee goals. One of the goals for the Policy Committee is a codification of the Policy Manual.

8. Update on Policy Committee goals and objectives.

President Garcia asked the Removal of a Board Member Policy be completed for review at the mid-year meeting and a Board Code of Ethics be returned to committee to be finalized this year.

9. Update on application process for Futures Group and IDEAL Committee

President Garcia confirmed we are in receipt of many applications for these two committees. Futures Group deadline is August 1, 2024 and IDEAL deadline is August 9, 2024.

10. Other Business

10A. Parliamentarian Update

ED Shalby informed Board that the application deadline for this position is July 31, 2024 – Immediate Past President, Mary Ann Hess, Region VI Director, Elena Hilby and Region I Director, Kathy Montejo will review applications and conduct interviews with ED Shalby. Hoping to have a recommendation to the Board by mid or end of August.

President Garcia stated there are discrepancies in the policy manual regarding the Parliamentarian independent contract. One policy states that ED is responsible for all independent contracts and another states the Board oversees the Parliamentarian contract. Policy needs to be updated to reflect correct wording

10B. Region Directors Update

President Garcia would like to have policy rewritten on member voting rights so that it is understandable for all members. Garcia gave an update regarding IIMC Member Stacy Bennett from Cherry Valley, AR, who has requested to speak about member types in relation to voting rights for constitution votes and where the policy is that reflects what the rights are.

ED Shalby – informed Board on Region XI bulk membership and how the agreements are designed. Bulk membership is through Region XI affiliations. Individual members do not pay a membership fee. The affiliation pays a fee for all members. If the Bulk membership is going to be afforded the same rights as the full paying members, then it should be brought to a vote for the membership to decide if they should be allowed all the same rights of a full paying member. There is concern to full paying members feeling that their dues are subsidizing the bulk membership dues. We need to make sure that all members are feeling heard and in agreement.

ED Shalby was directed to bring a list of bulk members to the Mid Year board meeting.

Director Huycke explained that the Board is within its rights to set lower dues to specific groups of members.

Janis Daudt explained how the bulk membership names are received and the frequency that they are updated.

ED Shalby announced the Budget meeting dates in September. Working on applications for member at large position with committee.

Adjournment

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

Motion by: Region VI Directors, Elena Hilby, MMC

Seconded by: Region IX Directors: Jamie Newman, MMC

Janet Pantaleon - Recorder

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Chris Shalby, Executive Director
Date: October 1, 2024
Subject: 2024 Executive Director Midyear Report



Overview

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

Staff

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

Administration

IIMC has ten full-time employees and one part-timer. Four staff members have been with the Organization for 20 or more years. Staff offers institutional history, knowledge, experience, a belief in IIMC's mission and an affinity toward the membership.

Janet Pantaleon is now the Office Manager and Human Resources Representative. She oversees most areas of Administration, Human Resources and 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 is IIMC's Administrative Coordinator, providing service in many areas including accounts receivables on top of her administrative responsibilities. She will help Janet during the Opening Ceremony at the Annual Conference.

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

Building Update

On November 1, 2022, we consolidated three rental offices into two as current tenant – Burga Law – has expanded, thus turning two spaces into one large unit. We signed a five-year lease with the option of an additional five years after 2027. Our other tenant began their three-year lease in August 2022. Both tenants' leases generate approximately \$5,734 in monthly income. IIMC's monthly mortgage is approximately \$2,900, leaving IIMC with a windfall of \$2,834.

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

NOTE #2: In 2024, we repaired the roof, installed and repaired our air conditioning system and installed new flooring. For 2025, we will repave the parking lot.

CONFERENCE – 4-Day Conference

2025 Conference – St. Louis, Missouri

We are projecting 650 Delegates/25 guests for the 2025 Conference and a projected loss of \$1,805 (includes the \$25 increase). The average attendance numbers from Conferences in 2016, 2017, 2018, 2019 and 2022 and 2023 is approximately 666 delegates. St. Louis' proximity is an attraction, considering it's less than eight hours drive from most states in and outside of its Region.

***The projected loss is due to the following: 1) Conference APP is double the cost of past years; 2) increase in overall speaker costs; 3) food and beverage costs continue to rise; and 4) audio visual continues to remain high. Staff will continue to find ways of reducing costs prior to and during the conference. A reduction in the size of the printed program could help, too.

NOTE: We would still like to see a \$25 increase to the Delegate registration fee for 2025. This increase is included in Management's Budget report for 2025. Not including the \$25 increase will result in a loss of \$18,055.

St. Louis offers plenty for Delegates and guests. Airlift is available from anywhere in the world and it is approximately a 20-minute ride from the airport to the host hotel. We are in one hotel, the Hyatt which will house attendees and all education sessions, exhibit hall, general sessions, and meetings. The All-Conference Event will be held at the Arch, a 5-minute walk from the hotel. Here are areas that we believe will make St. Louis an attractive conference:

1. Host Hotel – houses all delegates. Overflow hotel across the street if the need arises;
2. The opportunity of adding vacation to a conference may attract more delegates; and
3. St. Louis, itself, offers much to see with many establishments a few blocks from the hotels.

Hotel Room Block/Costs

The Host Hotel -- **Hyatt Hotel** -- \$165/night for single and double; with sales tax (17.9%) and 80% attrition. We have a total of 3,020 rooms contracted and will need 2,416 accumulative to avoid attrition.

2024 ED Update – Page 3

If the number of conference registrations increases, we will need an overflow hotel. We have asked the Hyatt for additional rooms should we sell out the room block. The Hyatt does not have additional rooms to offer since IIMC basically “owns” the entire hotel and meeting rooms. If there are a handful of rooms available, they will, most likely, be at a much higher rate than the IIMC discounted conference rate. Right now, the plan is to wait and see where we are before acquiring more rooms. We visited an overflow hotel, within walking distance, during the site visit that will fit our group should the need for additional rooms be required.

NOTE: We will not be adding a second hotel until we are guaranteed that the Host hotel is truly sold out. We've had numerous members in the past “hold” several rooms providing the impression that the rooms have been sold, only to discover that the individual did not attend. A loss of promised rooms leads to attrition. We minimized risk in 2023 by requiring the host hotel to include a one night's penalty upon a guest's cancellation regardless of when/why the cancellation occurs. We will ask the Host Hotel for a similar arrangement. **Also, we will block a group of rooms for the Board of Directors, but each Director will need to make his or her own arrangement regarding payments and finalizing his or her travel dates.** For 2024, this arrangement worked well and expedited the final invoice since individuals took care of their own expenses at that time. IIMC will reimburse the Board for the two nights' stay after the conference.

**All Board meetings, education, general sessions, exhibit hall, lunches, refreshment breaks, opening ceremony, annual banquet and ABM will be in the Hyatt Hotel. The All-Conference Event will be held at the St. Louis Arch, a short walk from the Hyatt.

Conference Delegate/Guest Registration Fees - 2025

The current fees are \$675 early bird for Delegates and \$265 for Guests.

Early Bird Package/Marketing

The Early Bird will be Friday, March 14, 2025, to save \$50 on registration. We believe an early bird date in March helps us with our marketing campaign. If the past conferences are any indication of members booking early, we will need this date to help us negotiate a second overflow hotel if the need arises.

- **Early Bird rate** - through March 14, 2025 – cost will be \$675
- **After Early Bird** - March 15, 2025 – cost will be \$725. Increasing the late fee helps spur delegates to register early, infusing IIMC with conference cash, an early indication of what our attendance numbers will be.

Early Bird Package/Marketing – Recommended for 2025 Conference

- The preliminary program will be online in late 2024;
- The Education program will be part of the online registration process, with Delegates being able to choose their concurrent education sessions (tracks) prior to the conference;
- Hotel online reservations will be available to members in November/December 2024;
- The Conference Grant application period will run from September – November and recipients will need to be selected by the Board in early December; and
- We will promote this conference as a potential opportunity to earn 12 education points based on completing an assessment for each session attended. We believe this will be a strong marketing tool.

Rebates/Commissions Maximum

The Hyatt is offering a 10% commission that will be divided between IIMC and YES (65% IIMC - 35% YES).

Total Commissions per occupied room block (miscellaneous conference revenue):

- Hyatt Hotel \$25,911

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

Areas to note for St. Louis include:

- Cities may be reluctant to pay conference travel; thus, having an impact on overall attendance.
- Food and beverage can exceed \$200,000 with a minimum of \$100,000 guaranteed;
- No outlook on Delegates' apprehensions about travel;
- It is in a region with approximately 790 IIMC members and 172 in Missouri;
- Overflow hotel can provide a small number of rooms; however, cost may be considerably higher than the host hotels.
- There is no meeting space cost.

Recommended Discounts and Savings

We will offer a flat price (discount included) of \$460US to Region X (Canada). Region XI already receives a discounted conference rate of \$395US. We have found the Region discount programs work well. In 2024, we had 111 members from the discounted region attend Calgary. Our discount program has been in operation for the past ten years and has always been a positive source of marketing and attendance.

Other discount programs that Management recommends continuing in 2025 include:

- Academy sessions are \$159 regardless of registering for one or more. We had 187 registered for the Academies in 2024. We will have four Athenian Dialogues at \$110 per Dialogue. We believe these fees will do well to attract delegates.
- Offer a \$50 discount for a First Timer and/or Region VII delegates.
- Offer a one-year complimentary membership to Missouri Clerks who have never been IIMC members and that are registering for the conference for the first time.

EDUCATION DEPARTMENT

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

2024 ED Update – Page 5

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

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

The Education Department’s report is part of the Agenda.

Finance (as of this writing)

The 2024 Year End projected budget is anticipated to end with a profit of **\$4,984**. This is an increase from our initial projection of a **\$966**. There are several reasons attributed to the overall positive year-end bottom line:

1. **Education** – Online sessions created a windfall of \$40,000;
2. **Membership** – Is expected to meet projections for 2024;
3. **2024 Annual Conference** -- incurred a loss of \$64,910; and
4. **Administration Income** – Nearly \$45,000 in revenue generated from earnings on investments.

However, between now and year-end 2024, we may be able to increase the bottom line further, pending we exceed membership and education online revenue.

Our Board Designated Reserves are invested with the firm of Urban Wealth Management – see attached Charles Schwab statements for month-end July 31, 2024, for reference.

The 2024 and 2025 projected year-end budget reports with recommendations are in this Agenda as part of the financial update and provide detailed accounts of IIMC’s finances. The Budget Committee’s report also provides recommendations regarding next year’s finances.

Marketing/Communications

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

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

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

The Communications Report is in this Agenda.

Membership

We are projecting membership numbers to be \$1,580,000 for 2025. Based on what we will realize for year-end 2024, we believe the 2025 membership projections, with an increase, are still conservative but attainable.

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

The Department has made more of a concerted effort to contact members via phone or email to help secure dues and make the members aware of the benefits of their membership. Janis Daudt, Tammy Storrie and Stephanie Galarza, who joined us in March 2024, continue to be the main points of contact with our members.

NOTE: We will continue in 2025 with the Member Drive that we began in 2022, optimistic that we can build on the 300 plus new members acquired in the previous 9 months.

2025 Membership Dues

In 2023, IIMC increased membership dues by \$10.00. IIMC Policy states that we are to present member dues increases to the IIMC Board every two years. Therefore, we are recommending \$10.00 dues increase for 2025 to all Full Members, Additional Full and Associate Members, except Region X.

The Member Services Report is in this Agenda.

Management's Comments/Recommendations -- Board Action Required

Management's recommendations are based in the 2025 Financials with the Budget and Planning Committee report which was accepted during its meeting in September 2024.

Management's Recommendation:

Management recommends the Board adopt a resolution to appoint a new Registered Agent to handle our annual payment to the Secretary of State in the State of Illinois, where IIMC is incorporated. Former Region VII Board Member Kittie Kopitke, who is retiring May 1, 2025, has handled this process for IIMC for many years. With Kittie's retirement, we would like to appoint Sandie Maahs, Davis Junction, IL. She's the current MCI president and is very active (Clerking for two municipalities).

To: IIMC Budget & Planning Committee

From: Chris Shalby, Executive Director

Date: August 1, 2024

Subject: Regions XI Costs for Bulk Membership Program



HISTORY/OVERVIEW

The following report was presented at the Board of Directors Meeting during the 2015 Annual Conference (Board meeting held on May 16, 2015, in Hartford, Connecticut).

“In 2014, IIMC’s Executive Director and Region XI consultant at that time, Nick Randle, created, with the Board’s approval, a Region XI bulk membership scheme to help recruit Region XI Clerks. The plan was to approach all IIMC Region XI affiliates (SLCC, IMASA, ADSO, SOLAR, VvG and IAM) and propose that each affiliate incorporate a small fee into their existing membership dues to pay for IIMC membership. The fee was equivalent to \$15US. To qualify, the Associations needed to bring in a minimum of 100 new members to receive the \$15US per member fee. Otherwise, a Region XI member wanting to join IIMC would pay \$26US. To date, we have two Region XI Associations that employ the scheme: SLCC with 269 members and the VvG with 456 members. In reviewing the scheme and some of IIMC’s other Region XI affiliations, there is a disparity in whether or not the \$15US is affordable with other affiliations, for example, ADSO and IMASA to name a few. The Region XI Management Board is interested in maintaining and growing the bulk membership scheme; however, a reduction in or a flat cost may make it more attractive and palpable.

At that time, Region XI affiliations pay \$15US per member/per bulk scheme of 100 members. The Region XI Board would like to either reduce the cost to a flat rate for all Region XI affiliations making it affordable for all Region XI affiliates.

The Region XI membership is at 815 as of March 31, 2015, membership figures. Both SLCC and the VvG have paid their \$15US fee for the next 12 months. IIMC will ensure that members recruited through this scheme receive website access, the monthly online News Digest magazine, weekly E-Briefings, E-membership packet, the Region XI newsletter and all other available IIMC benefits. Plus, certification programs would be available.

Bringing in new members outside North America is not about monetary gain for IIMC, but about inclusivity and the opportunity for new members to engage in education and global certification programs. The small revenue that IIMC would reap from the Membership Scheme pales in comparison to enrolling approximately 1% to 3% of new Region XI members in the CMC and MMC programs. In keeping with IIMC’s mission of serving Municipal Clerks worldwide, Management recommended that the Board direct staff to work with the Region XI Management Board to revise the current scheme, making it favorable for all Region XI associations to become IIMC members.

By doing so, IIMC will be able to establish a new protocol in costs and recruiting outcome for Region XI members. It will also level the playing field in terms of costs, since some Region XI associations are better equipped to handle higher fees than others. If the Associations approve the

new scheme, and the IIMC Board agrees, the new bulk membership scheme would have a launch date of January 2016.”

At that meeting Past President Marc Lemoine, Winnipeg, Canada, moved that the Bulk Membership Scheme be adopted as amended to include a 3-year review period. The motion was adopted.

Update – April 2016

Staff has worked with the Region XI Consultant Tom van der Hoven and the affiliate associations in Region XI and agreed a bulk membership scheme based on a flat rate of \$2,000US per association. It is proposed that the affiliation agreements with those National Associations that are interested are amended to appoint them as membership agents for IIMC. So far the following Associations have indicated their wish to participate in the scheme: The Association of Democratic Services Officers (ADSO) in the UK with approximately 1,000 members, The Society of Local Council Clerks (SLCC) in the UK with a total membership of approximately 3,650 and the Vereniging van Griffiers (VvG) in the Netherlands with approximately 480 Members. Under the current scheme the VvG has registered 456 of their members and SLCC 269 of their Institute members – a total of 725 members. The new scheme will increase the membership from these three associations to approximately 5,000 members.

In return, IIMC will ensure that members recruited through this scheme receive website access, the monthly online News Digest magazine, weekly E-Briefings, E-membership packet, the Region XI newsletter and all other available IIMC benefits. Plus, certification programs would be available.

Management’s Recommendations:

With the Board’s approval, Management recommends that the revised scheme of a flat \$2,000US per affiliate Region XI association be implemented effective June 2, 2016, and be reviewed after three years – May 2019. The current Region XI membership base is approximately 770. We also believe that each Region XI affiliation should determine the number of members it would like to include in the scheme.

Costs to maintain the Region XI Bulk Membership Scheme:

Since the scheme falls under the Membership Department’s budget, the bulk membership list process costs \$15,960 annually just for the churning of the data.

SLCC – twice a year	24 to 28 hours	\$4,680 to \$5,460	10,920.00
ADSO - once a year	12 to 14 hours	\$2,340 to \$2,730	2,700.00
VvG - once a year	4 to 6 hours	\$780 to \$1,170	\$1,170.00
IMASA - once a year	4 to 6 hours	\$780 to \$1,170	1,170.00
Total			\$15,960

IIMC collects approximately \$6,250 from four Affiliations as part of their bulk membership costs.



International Institute of Municipal Clerks

Professionalism in Local Government through Education

Memorandum Of Understanding – Region XI Bulk Membership Scheme

IIMC Board of Directors Approves a Flat Fee of \$2,000US

1. IIMC agrees to appoint the **Society of Local Council Clerks** as its agent for providing IIMC memberships to its members in the United Kingdom.
2. Under this IIMC Board of Directors approved bulk membership scheme, the unit subscription cost for SLCC members to join IIMC is lower than the direct cost for members in IIMC Region XI.
3. IIMC agrees to provide an excel registration template to SLCC to register members.
4. SLCC's membership administrator will register the members and remit the fee to IIMC. They will provide IIMC with member's registration details so that they can be added to the membership database.
5. SLCC agrees to pay a flat rate of \$2,000US for as many members to join IIMC (current members will be included). SLCC may choose to collect this cost from its members or choose to provide IIMC membership as a benefit of being a member of SLCC.
6. IIMC will ensure that members recruited through this scheme receive website access, the monthly online News Digest magazine, online education courses, study abroad programs, weekly E-Briefings, E-membership packet, the Region XI newsletter and all other available IIMC benefits.
7. IIMC undertakes to give 6 months notices of any changes to the scheme or any decision to terminate it.
8. SLCC undertakes to give 6 months notice of withdrawal from the scheme.

Vincent Buttiglieri, MMC
IIMC President

Chris Shalby
IIMC Executive Director

Tom Van Der Hoven
IIMC International Development Consultant

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**To:** IIMC Budget & Planning Committee**From:** Chris Shalby, Executive Director**Date:** August 1, 2024**Subject:** Regions X and XI Costs for Annual Conferences

For the past 15 years, IIMC has, through its affiliation agreements with Region X (Canada) and Region XI (Outside North America), enjoyed reciprocal arrangements regarding attending each Association's annual conferences. Mainly, the agreements allow for the exchange of accommodations and conference registrations for the duration of the respective conferences. Travel is the financial responsibility for each Association.

SLCC Conference – 1.5 days (provides four nights' accommodations)

ADSO Conference – 1.5 days (provides three to four nights' accommodations)

VVG Conference – 1.5 days (provides three to four nights' accommodations)

IMASA – 1.5 days (provides four nights' accommodations – had not attended since 2018)

IIMC Conference – 4 days (provides five to six nights' accommodations)

In reviewing the costs of what IIMC spends on hosting these Regions at its annual conference, here is the breakdown for the 2024 Conference in Calgary:

Region X – affiliates attending (AMCTO, AMCA, LGMA and PMA)

We provide two representatives from each association the following:

Full Conference Registration waived \$675

5 nights accommodations

Region X had eight representatives attend Calgary

Accommodations	\$10,240
Registration 8 @ \$675 per person	\$ 5,400
Total	\$15,640

Region XI – affiliates attending (SLCC, ADSO, SOLAR, Exello.net, VVG)

We provide two representatives from each association the following:

Full Conference Registration waived \$675

6 nights' accommodations

Region XI had 10 representatives attend Calgary (IMASA in South Africa, Bulgaria and UDITE in Belgium did not attend)

Accommodations	\$12,800
Registration 10 @ \$675 per person	\$ 6,750
Total	\$18,250

Total for Regions X and XI \$33,890



International Institute of Municipal Clerks

Professionalism in Local Government through Education

BOARD OF DIRECTORS RESOLUTION TO CHANGE REGISTERED AGENT

Upon a motion duly made, authorized by IIMC Board of Directors, that the registered agent for the International Institute of Municipal Clerks located at 8331 Utica Ave, Suite 200, Rancho Cucamonga, CA would be changed from Village Clerk/Collector, Kittie Kopitke from Streamwood, IL to Village Clerk, Sandra Maahs from Village of Davis Junction, IL commencing January 01, 2025. Duty to end upon retirement or written notice of termination of duties.

RESOLVED, that the Village Clerk, Sandra Maahs, be authorized and directed to report any changes of officers within IIMC as required by State of Illinois.

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

Dated: 11/16/2024

X

Chris Shalby
IIMC Executive Director

X

Lisa Garcia
IIMC President

FORM BCA 5.10/5.20 (rev. Dec. 2003)

**STATEMENT OF CHANGE OF
REGISTERED AGENT AND/OR
REGISTERED OFFICE**

Business Corporation Act

Secretary of State
Department of Business Services
501 S. Second St., Rm. 350
Springfield, IL 62756
217-782-7808
ilsos.gov

Remit payment in the form of a
check or money order payable
to Secretary of State.

Submit in duplicate _____ File # _____ **Filing Fee: \$25** Approved: _____

1. Corporate name: _____

2. State or country of incorporation: _____

3. Name and address of Registered Agent and registered office as they appear on the records of the Office of the Secretary of State (before change):

Registered Agent: _____ First Name _____ Middle Name _____ Last Name _____

Registered office: _____ Number _____ Street _____ Suite # (P.O. Box alone is unacceptable) _____
_____ IL _____
City _____ ZIP _____ County _____

4. Name and address of Registered Agent and registered office shall be (after all changes herein reported):

Registered Agent: _____ First Name _____ Middle Name _____ Last Name _____

Registered office: _____ Number _____ Street _____ Suite # (P.O. Box alone is unacceptable) _____
_____ IL _____
City _____ ZIP _____ County _____

5. The address of the registered office and the address of the business office of the registered agent, as changed, will be identical.

6. The above change was authorized by: ("X" one box only)

- a. Resolution duly adopted by the board of directors. **(See Note 4 on reverse.)**
- b. Action of the registered agent. **(See Note 5 on reverse.)**

7. The undersigned under penalties of perjury, affirms that the facts stated herein are true and correct.

Dated: _____, _____
Month _____ Day _____, Year _____ Exact name of corporation _____

Signature of Registered Agent of record or authorized officer

Name and title (type or print)

If applicant is signing for a company or other entity, state name of company or entity.

NOTES

1. The registered office may, but need not be, the same as the principal office of the corporation; however, the registered office and the office address of the registered agent must be the same.
2. The registered office must include a street or road address (P.O. Box alone is unacceptable).
3. The registered agent and registered office must use an Illinois address.
4. A corporation cannot act as its own registered agent.
5. Any change of registered agent must be by resolution adopted by the board of directors. This statement must be signed by a duly authorized officer.
6. The registered agent may report a change of the registered office of the corporation for which he/she is a registered agent. When the agent reports such a change, this statement must be signed by the registered agent. If a corporation is acting as the registered agent, a duly authorized officer of such corporation must sign this statement.

IIMC Strategic Outline
Summary Performance & Process Objectives
IIMC 2024-2027

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

Key Result Area 1 – Image – Internal/External

Performance Objective:

- Through December 31, 2025, the members' perception of the Board will change from one of elitist to an inclusive Board. IIMC members will indicate that they believe and experience IIMC as an inclusive and diverse Organization that meets and/or exceeds the needs of the individual member.

Process Objectives:

- **Objective 1** – Ongoing – Through the use of Social Media, news releases, uniformed correspondence, and professional trainers to provide the Board with the tools to encourage them to speak about their profession.
- **Objective 2** – Ongoing – Continue to find new methods of enhancing internal structures that will aid IIMC members in serving on Committees and the Board.
- **Objective 3** – Ongoing – Produce new ways of Board members to recruit new members and interact with colleagues, showing that IIMC is an inclusive Organization.
- **Objective 4** - Form a committee to review action and procedures to obtain goals so that IIMC's success can be measured. Send out new survey 2025.

Responsibility – IIMC Board of Directors and Staff

Present Outcome: Our weekly E-briefings keep IIMC's DE&I declaration squarely in front of its members.

Key Result Area 2 – Communications – Internal/External

Performance Objective:

- Ongoing – IIMC presents for Board approval an Online Community/Social Media/Marketing plan that will improve the perception of the Clerk's value within the municipalities and one that markets IIMC's value to new, potential and current members, councils and mayors.

Process Objectives:

- **Objective 1** – Integrate the IIMC Brand that encompasses the Clerk's profession as professional and as a vital career.

IIMC Board Strategic Plan – Page 2

- **Objective 2** – Ongoing - Continue to incorporate the IIMC Brand to support IIMC members, Region Directors, member services, and the IIMC online educational programs.

Performance Objective:

- Design a Region Page for each region that is kept active and updated to contain current information readily available to members.
- Region Directors responsible to keep social media page active and updated.
- Region Directors need to understand roles and goals in social media and member communication

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

Key Result Area 3 – Organization and Management

Performance Objective:

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

Process Objectives:

- **Objective 1** – Ongoing -- develop inclusive director recruitment protocols, within the Regions, that the Board believes will attract qualified candidates.
- **Objective 2** – Ongoing – provide continued education and training to develop the Board of Directors in the application of their roles and responsibilities.
- **Objective 3** – By December 2025, develop a plan for financial support of advanced Regional Director leadership development for incoming Board.
- **Objective 4** – By December 2025, create a Board succession planning process, ensuring a successful transition for outgoing and incoming Board members.
- **Objective 5** – Ongoing - with the Membership Department's involvement, finalize an outreach marketing plan to attract more Region X members, aiming to increase current membership to 500 plus in this Region.
- **Objective 5A** – By December 2026, fully develop and implement marketing plan to attract more Region X members to increase current membership numbers.

Responsibility -- Board of Directors/Executive Director

IIMC Board Strategic Plan – Page 3

Key Result Area 4 – Education

Performance Objective:

- Ongoing -- IIMC members will indicate that they believe the educational activities and opportunities offered by IIMC meet and/or exceed the needs of the individual member, and the Municipal Clerk profession.
- *Ongoing-- research and development to ensure current hours and point systems reflect the needs of IIMC members in ways that are equitable, sustainable, and accessible for all members to complete their certification in a timely manner.*
Note: Region X has already moved from a points to hours system.
- Ongoing – Create new platforms for learning, taking into consideration IIMC’s diverse members to include both face-to-face learning and online programs.
- Ongoing – Continue to explore professional leadership opportunities, nuts and bolts and soft skills courses together with the Education and Professional Development Committee for possible addition to the IIMC website.

Process Objectives:

- **Objective 1** – Ongoing - Research and increase on-line learning education opportunities that are identified by members as adding value to their membership.

Responsibility – Education Department/Board of Directors/Professional Development Committee

Key Result Area 5 – Membership

Performance Objective:

- Ongoing - IIMC will retain and maintain a membership base of at least 15,000 or more members.
- IIMC will look to increase its membership by 5% annually through new members.
- By December 31, 2025 - IIMC will work to grow Region X membership to 500 members.
- By December 31, 2025 - IIMC will have an upgraded member only section with self-serving access to be phased in incrementally.
- **Responsibility** -- Member Services Department/IIMC Board of Directors

Key Result Area 6 – Finance

Performance Objective:

- Ongoing - IIMC will maintain a Board Designated Reserves of no less than \$1 million or 6-9 months operating expenses. *This is current with more than \$1 million in current Reserves.*

IIMC Board Strategic Plan – Page 4

Process Objectives:

- Ongoing – Continue to explore and acquire additional revenue sources to maintain a financially healthy Organization
- **Objective 1** - Ongoing – continue to be vigilant with IIMC budget policies, working with the Budget and Planning Committee, the Board and staff to ascertain that fiscal policies are being followed.

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

Key Result Area 7 – Conference

Performance Objective:

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. 2024 Midyear Board Meeting held in St. Louis, site of the 2025 Annual Conference.

- Ongoing -- IIMC to explore conference sponsorship opportunities to reduce conference expenses.
- By December 31, 2025 - Explore a virtual conference alternative for those who cannot attend the in-person conference recognizing the contracts currently in place.
- By December 31, 2025 - Develop a plan to increase conference attendance with incentives or other means.

Process Objectives: Ongoing – increase sponsorship revenue, keeping in mind consolidation of current companies, evaluate how conference events are utilized, create incentives to attract new and maintain current attendees.

Responsibility – Executive Director/Staff/Conference Host Committee/Conference Planning Committee

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: IIMC Board of Directors

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

Date: September 23, 2024

Subject: 2024 Education Department Mid-Year Report

Below please find an overview of the Education Department's operations since the Annual Board Meeting held on May 18, 2024.

Certification – Dr. Jai Ulrich

The department continues to receive a steady amount of both CMC and MMC certification applications with a review time averaging 1 – 5 days.

CMCs and MMCs awarded between **5/1/2024 and 9/19/2024**

REGION	CMC	Total per Region	MMC	Total per Region
Region I	13	320	6	104
Region II	9	28	4	104
Region III	27	500	19	319
Region IV	7	296	5	106
Region V	10	421	4	145
Region VI	5	197	0	58
Region VII	5	337	6	103
Region VIII East	15	338	3	84
Region VIII West	14	332	5	132
Region IX	46	500	8	297
Region X	4	80	1	14
Region XI	0	57	0	15

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
2022	42	12
2023	76	25
2024	64	13

There are currently 91 approved Athenian Facilitators (**an increase by 9 facilitators**) and 263 books (**an increase by 15 books**) on the Approved Booklist.

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

Annual Conference Education Program – St. Louis, Missouri

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

Registration – Will continue to be online.

Speakers - All speakers have been carefully selected and contracted for our 2025 Annual Conference, with a majority being selected by our conference committee.

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

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

IIMC Visits

Dr. Jai attended the Wyoming Fall Institute and provided a presentation on IIMC, membership benefits, CMC and MMC certification, and answered questions for our members and potential members.

IIMC Institutes

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

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

New York – Empty – Region I
Virginia – Shelly Schuetz – Region II
Alabama – Emily Townsend – Region III
Florida – Jenny Anderson – Region III
Georgia – Christina Collins – Region III
Kentucky – Amy Carrington Stout – Region V
Michigan – Steve Ludwig – Region V
Ohio – Deric Kenne – Region V
Ohio – Diana Kingsbury-Patel – Region V
Tennessee – Brad Harris – Region V
Missouri – Rebecca Lobina – Region VII
Arizona – Marena Sampson – Region VIII West
Nevada – Dawna Snyder – Region VIII
New Mexico – Rebecca Martinez – Region VIII
California – Randi Johl – Region IX
California – Matt Rahn – Region IX

Institute Director Liaison - Institute Directors were invited to apply for the above position, and several applications were submitted. After careful review, Tanner Vario, Institute Director from Southern Utah University, was selected and appointed to the position. His three-year term, effective immediately, will conclude in May 2027.

Course Review Process

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

Committee Work

Education and Professional Development Committee - The Education and Professional Development (EPD) Committee members met on August 7, 2024, and were provided an update on the IIMC Board's review and discussion of the Points to hours proposal with Dr. Jai. Please see the EPD's report.

Online Professional Development Program - The program continues to be very successful. If members are unable to attend the live session, they can participate in our online asynchronous program via Captus Press under our Online Learning Opportunities. The 2025 online calendar is in progress and will be published on the website as courses become available.

ID Townhall Meeting

On July 24, 2024, Dr. Ulrich initiated an IIMC Town Hall meeting. All IIMC Institute Directors were emailed to gauge interest. Dr. Rodriguez, Karen Lee, and Dr. Ulrich hosted the Town Hall on 9/4/2024. Although we had 10 IDs respond positively to the invitation, the actual attendance consisted of Joann Tilton, MMC (Region IX), John Myers, MMC (Region I) and Shelly Shuetz (Region II). Although a small group, the Education Department found it very productive. Dr. Ulrich will continue to reach out to invite participation.

Education P.L.U.S. Program – Dr. Rodriguez and Karen Lee hosted two information sessions on September 19, 2024, to conduct a question-and-answer session with Cohort 1 to provide further guidance about the program.

Management Comments:

The Department provides support for all things education. In 2023 and continuing in 2024, the Department's online courses have generated much needed revenue toward the projected budgets. Regarding the points vs. hours discussion for Regions I through IX that is found in the Education and Professional Development Committee's report, the Department continues its research to find an equitable approach to the feasibility of making this a viable transition. Please note that there is no timeline to bring back an action plan to the Board regarding this change. The recommendation will come after the Department has exhausted all possible progressions to ensure all entities are satisfied with this course of action.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Helen Ingold, MMC, Chair
Date: September 18, 2024
Subject: IIMC Conference Midyear 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:

The IIMC Conference Committee met by ZOOM on July 31st. There were 125 proposals submitted this year. We provided our top 15 speaker recommendations along with several honorable mentions to IIMC staff. The committee will be meeting again on November 7th to review the 2028 conference schematic and make a recommendation to the IIMC Board of Directors.

Financial: N/A

Summary: In April of this year President Garcia relayed an outline of goals and objectives for the upcoming year:

- Ensure that the educational needs of all IIMC members, considering their varying levels of education, experience, and job responsibilities, are adequately addressed. Any recommendations in this regard will be forwarded to the Education Department as necessary.
- Recommend education topics and presenters for the Annual Conference to the Education Department by July 1, 2024. (* **Note this deadline needs to be moved in future years as it doesn't line up with the submissions due on July 1.**)
- Collaborate with the Executive Director in reviewing future conference submissions and providing pertinent information to the Board of Directors. **Meeting to be held November 7, 2024.**
- Working with staff, review and revise the current Conference Planning Manual, ensuring it coincides with today's conference planning, fundraising and logistics. **This goal will move forward into the next year as we gather data during and post the 2025 conference.**

Management's Comments:

We appreciate the Committee's participation in helping IIMC's Education Department select the speakers and keynote for the 2025 Conference. As of this writing, the Committee had yet to meet with Management regarding the 2028 Conference site selection. That meeting is scheduled for November 7.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Angila Bains, MMC, Chair
Joelle Fockler, MMC, Vice Chair

Date: August 8, 2024

Subject: 2024 Education & Professional Development Midyear Report



The meeting was held utilizing the Zoom platform. The meeting convened at 9:02 a.m. Pacific Standard Time (PST), 5:02 p.m. Greenwich Mean Time (GMT), 12:02 p.m. Eastern Standard Time (EDT), 11:02 a.m. Central Daylight Time (CDT), 10:02 a.m. Mountain Standard Time (MDT), 8:02 a.m. Alaska Daylight Time (AKDT). The chair noted those who advised they could not attend the meeting.

Members Present:

Chair Angila Bains, MMC; Vice Chair Joelle Fockler, MMC; Amy Bellardo, MMC; Tracy Borst, MMC; Dale A. Forde, CMC; Marne McGrath, MMC; Karen Mowad, MMC; Teresa Saeed, MMC; Tracy Terry; and Linda A. Troyan, MMC

Also in Attendance:

Jaimis R. Ulrich, Ed.D., Staff Liaison; Iris Hill, Staff Liaison; Curtis Green, CMC, Board Liaison; Elena Hilby, MMC, Board Liaison; Ida Fierro, CMC, Board Liaison

Regrets:

Johnathan Bourne; Elizabeth Garcia-Beckford, MMC; Maryanne Girard, MMC; Krystal Gonchar, CMC; Anastasia Gonstead; Aimee Nemer, MMC; and Dr. Beatrice Rodriguez, Staff Liaison

Background:

This was the inaugural meeting of the Education and Professional Development (EPD) Committee. During the meeting, members introduced themselves, reviewed the committee's terms of reference, and discussed a report from the previous year's committee.

Discussion:

During the meeting, the EPD members participated in a roundtable introduction where each person shared their professional background. The committee discussed its terms of reference, focusing on its role in ensuring that IIMC provides excellent professional education and development programs. The committee's goals include identifying education resources for development opportunities, submitting them to the Education Department for review, and ensuring that all aspects of municipal clerk education programs align with IIMC education guidelines.

The topic of staff retention was raised, with members noting the difficulty in attracting younger individuals to the clerk profession. This challenge is compounded by the expected retirement of many professionals in the next 5-10 years. Additionally, the rising cost of services, while governments strive to keep taxes low, often results in salaries that do not meet the expectations of new clerks. The committee discussed the need for better training opportunities to support clerk

development and retention. One idea proposed was for IIMC to compile a regional list of available training opportunities, which could be suggested to the board. Members were asked to share their thoughts with the Chair on objectives for professional development for clerks.

The committee also reviewed a report dated March 27, 2024, concerning hours versus points-based accreditation. The report included a summary from the IIMC Education Department based on feedback from over 300 clerks and surveys. It highlighted difficulties clerks face in meeting point requirements due to discrepancies between institutes and state associations. IIMC's Executive Director suggested that the EPD decide whether further investigation is needed. Currently, only Regions 10 and 11 have adopted hours-based systems.

The committee explored the idea of converting points to hours to create a fairer system. However, there are concerns about how this change might impact institutes, which have been a cornerstone of the IIMC program. It was questioned how institute points came to be valued more than those from state associations. Members emphasized the need for fair and consistent point allocation and expressed anticipation for the inclusion of an institute director on the committee. There is concern that the current point system devalues state associations, which are valuable for networking, particularly for younger clerks.

The committee agreed that all options should remain on the table as they contribute to enhancing the educational opportunities for clerks. Members were asked to please provide the Chair with their thoughts on points versus hours and the points associated with state associations versus institutes.

The next scheduled meeting will be held on: TBD.

Management's Comments:

The Education Department continues to develop and direct all aspects of professional development, striving to improve online courses and facilitating course review. Regarding the points vs. hours discussion for Regions I through IX, we appreciate the Committee's thoughtful comments as the Department continues its research to find an equitable approach to the feasibility of making this a viable transition. Please note that there is no timeline to bring back an action plan to the Board regarding this change. The recommendation will come after the Department has exhausted all possible progressions to ensure all entities are satisfied with this course of action.

Could everyone please provide the Chair with their thoughts on objectives that can be provided to staff regarding professional development for Clerks?

Professional development for Clerks faces challenges due to varied job responsibilities (e.g., elections, municipal courts, licensing, permitting). A one-size-fits-all approach is ineffective. While general topics like Leadership and Communication are valuable, we must address specific member needs.

I recommend surveying members about their job responsibilities and categorizing them into focus areas. We could then offer professional development in targeted tracks, such as election responsibilities, staff/council relations, or licensing and permitting issues. This alignment would better meet the needs of IIMC members

Being a Clerk is who we are and our job is ever changing. With that comes tools needed to do the job we were elected or appointed to do, for our constituents. Education is a powerful thing, to some we may be "just clerks", but when you have a title behind your name your constituents may think differently of you because you are putting the hours in to educate yourself and others around you.

Professional development helps us have better relationships with others because it gives us the knowledge on how to attain that. Education should always be within reach.

To give Clerks the education necessary to perform their jobs to the best of their ability.

I would like to see more classes that would provide contract management strategies, as our city relies on the clerk's office to provide contract oversight. I would also like to see in-depth policy creation and template building and how to track progress.

We also are taxed to assist in strategic planning, so a class for strategic planning guidelines with templates could be beneficial.

Also, ways and methods to build solid succession planning and guidelines on how to hire utilizing strong EQ strategies.

I think Clerks would appreciate a workshop encouraging those who, have the opportunity to and have an interest in, taking on other leadership roles (i.e. manager, administrator) and how to successfully navigate the two or three.

- Create cost-effective talent development
- Learn by doing and reflecting on the action
- Enhance leadership skills of participants
- Assist in succession planning efforts
- Enhance the network of participants
- Offer participants positive development opportunities and motivating experiences

I would like to see more/additional practical education sessions, that would help clerks with day-to-day tasks. Mindfulness and general leadership session are valuable, I would just like to see a variety of topics. For example: in-depth parliamentary procedure instruction, strategic planning, public sector budgeting, to name a few.

Could everyone please provide the Chair with their thoughts on points versus hours and the points associated with state associations versus institutes?

It's problematic that the same course can earn more points at an institute than at a state association meeting. IIMC staff should review and assign points or hours based on course rigor, ensuring consistency. For example, some FEMA courses may not be as rigorous as finance courses for Clerks with finance duties.

Being new to this committee, I don't feel I have enough information to give feedback regarding points versus hours.

I believe currently IIMC offers 1 point per 2 educational hours when an Institute (ie. TMCCP) offers the education. Would this simply change to 1 credit per 2 hours? Or is some other change being proposed?

Also, in Texas, our association (TMCA) jointly offers our Advanced Institute with the Texas Municipal Clerks Certification Program (TMCCP). So, can you provide clarification regarding points or hours from associations vs. institutes?

I am on both sides of the fence for this. I think it would be LOVELY to have hours vs. points because then everything could be clear cut across the board. I go to many conferences through our local organizations, County Clerk Association and State Clerk Association. Right now I barely get any points for them and only for the experience.

What I am struggling with the most is I always submitted my paperwork to Kellie as I completed it. Right now, from the last review I had from her, I have completed all my experience points and need 44 education points. If this becomes an hours based what happens to those of us who have already been submitting to Kellie with the points system?

Education points are tough, unless you have the money to do it. I am in a small, rural town and we do not have the funds, nor do I personally have the time or the funds to travel outside NYS to attend the IIMC meetings. I am the only clerk in my office, so when I am not there, my office is also shut down.

I also believe it should be state and county association. Our county association has had the same speaker that goes to our state association. The education is the same. Our county association is looking into having other speakers as well. These speakers are the ones that help us with our jobs and teach us the right way of doing things.

I think it would be advisable to switch from the point system that associations utilize to line up with the IIMC hour's structure. That way there is a consistent method to avoid confusion.

I like the point system. In New Jersey, a specific number of hours equal a specific point(s) (i.e. 50 minutes = 1 contact hour). At our most recent clerks' conference, many of us were there to get CMC /MMC points. I don't know if all clerks understand the point(s) conversion.

I am interested in getting the data and information needed to make the best decision for our membership. If you look at other organizations, many use hours for education, and if trainings are required to go through the same vetting process to be accepted and are offering the same training as the institutes, then it's hard to justify why the institutes get more "points" than other trainings for simply being the institute.

In California the state association only works with the institute and does not promote other available training programs.

I would like to research and explore other ways to ensure that the institutes retain value while ensuring that our membership has a variety of quality trainings to choose from.

As far as points vs. hours, I'm not sure the difference. Is this meant to be consistent with calculating for CMC/MMC designation? I know for Ohio, we have an institute so that our clerks can earn more "points" towards their CMC/MMC. I don't have enough knowledge on why there is a difference.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Dwayne A. Caines, JP,
Chair, International Relations

Date: September 23, 2024

Subject: 2024 International Relations Midyear Report



Background:

The International Institute of Municipal Clerks (IIMC) is dedicated to promoting professional development and fostering relationships across global regions, particularly through its international outreach programs. As the newly appointed Chair for Region XI (2024/2025 term), Dwayne A. Caines has outlined key goals to strengthen international connections within the IIMC community. The objectives focus on managing the IIMC booth at the annual conference, promoting the International Buddy Program, creating News Digest profiles, and educating members on the value of global membership. Feedback from committee members, including Michael King, Camilla Pitman, and Patricia Bravo-Valdez, has been incorporated to refine the strategies and ensure effective execution.

Discussion:

The main areas of focus for the mid-year review are as follows:

1. Booth Management at the IIMC Annual Conference:

- The booth serves as a critical point of engagement for international members. The goal is to make the booth more interactive by highlighting impactful programs, offering personal stories from Study Abroad participants, and organizing a meet- and-greet session for all members.
- Michael King suggested adding dynamic and innovative elements to capture delegate attention. Patricia Bravo-Valdez recommended emphasizing the impact of members and programs, while Camilla Pitman proposed incorporating Study Abroad 2025 into the booth's décor.

2. International Buddy Program:

- The Buddy Program aims to foster mentorship and cultural exchange across regions. Enhancements include clearer guidelines, better matching of participants, and the creation of informal communication platforms, such as a WhatsApp group.
- Feedback emphasized the need for better administrative support, clear expectations, and ongoing check-ins to ensure meaningful interactions.

3. News Digest Profiles:

- Profiles showcasing the achievements of Region XI members are being featured in the IIMC News Digest. Michael King highlighted the need for longer lead times for candidate participation, while Patricia Bravo-Valdez suggested spotlighting members such as Linda Troyan and Brenda Green.

4. Global Membership Awareness:

- To encourage broader participation in IIMC's global initiatives, targeted marketing campaigns and educational events, including webinars, are planned. Camilla Pitman highlighted the need to promote the Athenian Dialogues to Regions X and XI, while Patricia Bravo-Valdez recommended developing a comprehensive campaign to market global membership. The feedback from committee members provided valuable insight to adjust strategies and ensure maximum participation and engagement.

Financial:

The financial impact for these initiatives is expected to be minimal. The major costs are likely to involve:

- Booth Management:
- Expenses for materials and decorations to make the booth more engaging, especially with the inclusion of Study Abroad promotion and member highlights.
- Cost for promotional materials or incentives at the meet and greet event.
- Buddy Program:
 - Minor administrative costs for managing and supporting the program, including setting up communication platforms (e.g., WhatsApp).
- News Digest Profiles:
 - No significant financial impact, as these will be featured in the existing News Digest.
- Global Membership Campaign:
 - Costs associated with marketing materials, such as newsletters, social media campaigns, and any additional resources for educational webinars.

Summary:

The IIMC International Relations Committee, led by Region XI Chair Dwayne A. Caines, has made some progress in advancing its goals for the 2024/2025 term. The four primary objectives—managing the booth at the annual conference, promoting the Buddy Program, featuring member profiles in the News Digest, and raising awareness about global membership—are well underway with valuable input from committee members. With a collaborative approach, the committee is working towards enhancing engagement and professional development within the IIMC community. While the financial costs are minimal, the efforts will rely on strategic planning, administrative support, and member participation to ensure success. The feedback and discussions from members such as Michael King, Camilla Pitman, and Patricia Bravo-Valdez have provided valuable insights to further refine the action plans. The committee is now focused on implementing the revised strategies and achieving the outlined goals.

Management's Comments:

We appreciate the IRC Committee's activities including the involvement at their booth during the Annual Conference. Staff will provide all marketing materials related to the 2025 Study Abroad/Symposium Program. We always welcome articles for the *News Digest* and continue to promote the International Buddy Program.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Sharon McFadden, MMC
Chair, Membership & Mentoring

Date: September 18, 2024

Subject: 2024 Membership & Mentoring Midyear Report



Background:

2024/2025 Membership & Mentoring Committee Members: Cassandra Candini-Tilton, CMC, Director of Legislative Services/City Clerk, Manteca, CA; Megan Eldridge, City Clerk, Wildwood, MO; Laura Getz, MMC, City Clerk, Goldsboro, NC; Julie Ogg, MMC, Clerk of Council, Columbus, OH; Sabrena Ann Reinhardt, MMC, Town Clerk, Leland, NC; Julie Barnett, MMC, Board Liaison, City Clerk, Evans, CO; Margo Gray, Board Liaison, Village Clerk, South Elgin, IL; Shawn Campbell, MMC, Vice Chair, City Clerk, City of Auburn, WA; Sharon McFadden, MMC, Chair, City Clerk, Mineral Wells, TX

Committee Purpose

Initiate contact with new members and bring various levels of experienced members toward reaping the benefits of our profession within IIMC.

Committee Goals

1. Collaborate closely with the Member Services Department to reach out to new members monthly, extending a warm welcome to IIMC and guiding them on how to leverage their membership to the fullest (including mentoring opportunities). Encourage them to reach out to IIMC Staff for any queries and equip them with IIMC's contact details.
2. Host a "Welcome First Timers" table at the Annual Conference, manned by our dedicated members, to provide invaluable insights on maximizing conference benefits and to champion our Mentoring Program.
3. Shine a spotlight on the Mentoring Program's significance through at least one riveting article in the News Digest.
4. Revamp our mentors/mentees list, ensuring it's as dynamic and up to date as our committee's spirit.
5. Keep the momentum rolling by actively recruiting mentors and mentees, fostering a culture of support and growth within our community.

Discussion:

Several unsuccessful attempts were made to meet virtually in June 2024. The Chair and Vice Chair collaborated and issued within an email to members providing details of the expectations. There have been no communication issues within the committee. Staff Liaison Janis Daudt has been communicating effectively by providing guidance and issuing reminders. Former Chair, Aimee Nemer, has also been a resource for additional information.

The members are eager to continue the "First Timers" lapel pin at the St. Louis conference in 2025. There have not been commitments as to what members will attend but that will be discussed soon.

A discussion needs to take place regarding the design of the “First Timers” pin for the St. Louis conference.

Committee Work:

The lists for June, July, and August 2024 for new members, those earning CMC and MMC have been contacted. We have welcomed 314 new members and congratulated 109 CMC and 45 MMC recipients. There have been four requests for mentors submitted to IIMC staff. Several questions have also been received in response to our welcome contact and have been forwarded to IIMC staff. When responses are issued, IIMC staff include the committee member which provides assurance the member has been contacted.

Financial:

A budget request was submitted on July 29, 2024, for the IIMC Board to consider the purchase of the “First Timer” lapel pins and approximately four pounds of M&M candy snack packs. These items will be distributed at the Membership & Mentoring welcome table at the conference in St. Louis.

Summary:

The committee members will continue to work toward achieving the goals of the IIMC Board. The Committee appreciates the support from the IIMC Board and the staff of IIMC.

Management’s Comments:

IIMC will be happy to procure First-Timer pins at no cost to the Organization. Based on the 2024 Conference First-timer table, candy seems to be a main attraction to visit the welcome table. We will provide candy again.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Darcie McCracken, MMC – Chair
Angela Richburg, MMC – Vice Chair

Date: September 16, 2024

Subject: 2024 Policy Review Midyear Report



Committee Members: Toya Harrell, CMC; Donna Lobaito, CMC; Dyanne C. Reese, MMC; Peter Sass; Marc Donohue, MMC (Board Liaison); Stephen Huycke, CMC (Board Liaison); Travis Morris, MMC (Board Liaison); Carrie Mugford, MMC (Board Liaison); and 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

Direction from the Board of Directors:

1. Create an Ethics Policy
2. Create a policy to remove of a Board Member
3. Application of the policies: Chair, Vice Chair, Member of a Committee, Board Member – anyone who is in a leadership position

Discussion: The Policy Committee has been working to create an Ethics Policy and a Leadership Role Removal policy. The Committee is working to ensure the Constitution and any existing policies that would be impacted by these policies are considered and addressed.

Financial: There are no budget needs for the current year.

Summary: The Committee has been reviewing and will be recommending policies for Ethics and Removal of Members in a Leadership role in its final report to the Board for the IIMC May 2025 annual meeting.

Management's Comments:

We appreciate the Committee's thoughtful approach to these sensitive subjects. We look forward to the Committee's final report regarding the above topics.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Chad Daggett, CMC – Chair
Date: September 18, 2024
Subject: 2024 Public Relations & Marketing Midyear Report



Background/Purpose: 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.

Committee Members: Chad Daggett, CMC (Chair); Allison May, CMC (Vice-Chair); Christine Branch; Fiona Buchanan; Shannon Collins; Kiley Fusco, CMC; Cecilia Good, MMC; Lindsey Grigg-Moak, MMC; Diane Pflugfelder, MMC; Camilla Smith; Lisa P. Stites, MMC; Tana Ward, CMC; Tory Frink, MMC (Board Liaison); Angela R. Johnson, MMC (Board Liaison); Karen Li Lee (Staff Liaison); Chris Shalby (Staff Liaison)

Discussion: The Committee convened for their very first meeting on August 29, 2024, utilizing the Zoom platform. This group shall continue to meet monthly, maintaining our schedule until the conclusion of the term in May 2025, all with the intention of successfully achieving the various goals and objectives we have set for the upcoming year. Just prior to assembling as a Committee, Vice-Chair Allison May and I took the opportunity to meet and brainstorm potential ideas that could enrich our efforts.

During our initial Committee meeting, we engaged in discussions about submitting an article to the IIMC News Digest, which is one of the goals and objectives. The Committee concluded its discussion with a great article topic that emerged during the meeting, and in our upcoming gatherings, we will begin to delve into and discuss potential themes for Clerks Week. As a Committee, we are truly excited and eager to make the year 2025 a classy and memorable celebration for Clerks Week around the world.

In July, the IIMC Elections Committee reached out to the PR & Marketing Committee to invite us to participate in a subcommittee alongside the Membership Committee. Members Lisa Stites, Allison May, and Chad Daggett actively engaged in this initiative. It was a very well-organized meeting, expertly coordinated by Jannette Goodall, TRMC, MMC, CRM.

Lastly, I would like to extend kudos to committee member Kiley Fusco, CMC, for her outstanding work and dedication in creating the social media badges for the CMC / MMC / Athenian Dialogue.

Financial: There were no financial expenditures recorded during this period; however, the Committee did submit a request granting the 2025 recipient and future awardees of the IIMC Program Excellence in Governance Award (PEGA) complimentary registration to the IIMC annual conference. The rationale behind submitting this request focused on the significance of the PEGA, stemming from the important fact that promoting and marketing this prestigious award aligns closely with the Committee's targeted goals and objectives for the 2024-2025 term.

This initiative not only enhances visibility for the award but also underscores the value of excellent governance within the community.

Management's Comments:

Management appreciates this Committee's work throughout the years. The design for the CMC and MMC graphics for the website were excellent. We also agree with providing the PEGA winner with complimentary conference registration for the 2025 and future IIMC conferences. We also recommend providing the same for Quill award winners.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: **Board of Directors**
From: **Ariana Cisneros, CMC, Chair**
Date: **March 26, 2024 (no update for 11/2024)**
Subject: **Records Management Report**



Update:

This report was filed for the May 2024 year-end Board meeting. The committee members and Board liaisons were updated for this term.

Background:

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

Committee Members: Ariana Cisneros, CMC, Chair; Alicia Richardson, CMC, Vice Chair; Tracy M. Simons, MMC; Rebecca Tompkins, CMC; Sophia McGuire; Madeline Sielu; Tanya Fergueson, CMC; Heather Abraham; and Lucinda Williams, MMC.

Board Liaisons: Sherri Gard, MMC, Awilda Hernandez, MMC and Kerri Parker, CMC

Staff Liaisons: Janet Pantaleon and Marlena Hernandez

Discussion:

Meetings: The Records Management Committee first met via Zoom on June 13, 2023 and agreed to meet monthly. The Committee met 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.



To: IIMC Board of Directors

From: Audra Etzel, MMC—Research & Resource Chair
Erika D.M. Hammond, CMC—Research & Resource Vice-Chair

Date: September 23, 2024

Subject: 2024 Research & Resource Midyear Report

Background:

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

The 2024/2025 GOALS AND OBJECTIVES are:

1. Dive Deep into in-house publications like Role Call and Language of Local Government, ensuring they reflect the latest insights and development in our field.
2. Collaborate closely in the development and distribution of surveys and questionnaires as requested by the Board of Directors, Committees, and staff, while amplifying the voice of our esteemed members.
3. Swiftly address member inquiries submitted to the IIMC website and staff, providing unparalleled support and guidance.
4. Review and potentially update existing or create new IIMC Technical Bulletins, serving as invaluable resources for our members' professional growth and development

Members:

Audra Etzel, MMC, Chair, Otsego, MN; Erika D.M. Hammond, CMC, Vice Chair, Columbia, SC; Wendy Gannon Lionetti, Town Clerk, Ridgefield, CT; Denise Garzaro, CMC, Inland Empire Utilities Agency, Chino, CA; Judi Green, Senior Executive, Deputy Clerk, Mathews, VA; Laura Pierce, MMC, Auburn Hills, MI; Diane K. Whitbey, MMC, City Clerk/Treasurer, North Little Rock, AR.

Board Liaisons: Lori McWilliams, MMC, Tequesta, FL and Colleen Mulvey, MMC, Cedar Hills, UT

IIMC Staff Liaison: Stephanie Galarza and Tammy Storrie.

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:

Vice Chair Hammond and I participated in the Committee Leadership Kick-Off with President Garcia and President Elect Abrahamson to discuss how the committees work, budgets, getting

out the vote, committee goals, and transparency. The Committee was provided revamped goals for the 2024/2025 year.

Using our experiences and expertise, the Committee, as of this date, has actively responded to requests relative to the following matters:

- Assisted the Board with providing similar organization's board makeup and election processes.
- The Election Committee asked for assistance in making a recommendation for IIMC election software and asked to have their Forum and Membership Survey forms reviewed prior to submitting to the IIMC Board.
- Member inquired if an email list existed for new legislation affecting clerks.

Financial:

The Committee did not expend any funds for 2023/2024, nor does it anticipate any financial impacts or budget requests through May 2025.

Summary:

Following the November 5, 2024 General Election, our committee will meet to review the goals. 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:

Thank you to the members of this committee who are always ready to answer membership questions regarding city ordinances and the like, as well as vetting surveys.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: **Board of Directors**

From: **Jannette Goodall, MMC, Election Chair**
Sue Haag, MMC, Election VC

Date: **September 18, 2024**

Subject: **Elections Midyear Report**



Background:

The Election Committee is responsible for conducting and supervising all elections. This year the Committee was tasked with a number of goals:

1. Supervise the Vice President and Region Director elections, ensuring adherence to established procedures.
2. Scrutinize the language of publications and notices concerning Constitutional amendments slated for presentation at the Annual Business Meeting, ensuring compliance with the Constitution.
3. Oversee the election process for Constitutional Amendments during the Annual Business Meeting, providing accurate tabulation of votes and guidance to Election officers.
4. Validate and approve election results for dissemination to the membership.
5. Evaluate and recommend updates to the Elections Manual to maintain alignment with organizational policies and the IIMC Constitution.
6. Verify the results of Vice President and Region Director(s) elections.
7. Facilitate the appointment of election officers (2 for each Region) by contacting each region director in April.
8. Conduct a thorough review of the Elections Manual with Committee members ahead of the Annual Business Meeting.
9. Develop a policy regarding IIMC candidates and the utilization of social media for election purposes.

In addition, the Committee is looking at ways to enhance voter turnout along with a standard process for submitting election violation complaints.

To complete our tasks, the Committee was divided into four sub-committees:

- Sub-Committee to Review the Elections Manual and Policy 2.20 (Kathy Montejo, Sub-Committee Chair, Robin Raines-Bond, Stephanie Kelly, Bruce Poole, Pamela Smith, Trish Gleason)
- Sub-Committee to Review Candidates Guide and Social Media Guidelines (Committee Members: Susan Haag, Sub-Committee Chair, Shelley George, Dan Weinrib, Jantje Kampinga)
- Sub-Committee to Increase Voter Turnout and Voting Platforms (Committee Members Jannette Goodall, Sub-Committee Chair, Laura Cahill, Sharron Jones).
- Sub-Committee to Recommendations on an Election Complaint Process (Committee Members Beth Hickman, Sub-Committee Chair, Joel Hondorp and Jamie Newman, Board Liaison)

IIMC Staff were included as members of the Sub-Committees.

Each Sub-Committee was assigned a Chair and met to discuss their charge and report back to the Election Committee with their recommendations. This approach allowed the Committee to tackle a variety of tasks in a shorter period of time as well as solicit feedback from other IIMC Committees as appropriate.

Discussion and Recommendations:

- **Sub-Committee to Review the Elections Manual and Policy 2.20**

The Committee focused on the review of Policy 2.20, since it is the document reviewed and approved by the Board. Any proposed changes that impacts the Elections Manual which is an internal document will be made by staff following adoption of recommended changes to the Policy. The Sub-Committee presented the following recommendations for Policy 2.20 which were adopted by the Committee as a whole. The Committee recommends a number of changes along with a variety of general clean-up in the language, please see Exhibit A for a redline version of all of the proposed changes. Below is a summary of the major proposed changes.

1. Section 2.20.030 C – Clarify that it includes both the Board and Individual Board Members and recommends including the IIMC Election Committee along with other clarifying language.
2. Section 2.20.040 A – Clarifying language regarding weekends and types of photographs accepted. The Committee recommends that Staff establish a size and pixel requirement for the photographs to provide consistency in the size and quality of the photos.
3. Section 2.20.060 – Formalize the practice of how elections are conducted for Region Director when a Region has an established state rotation process.
4. Section 2.20.070 – Add “Additional Full Members” to make it consistent and establish a standard voting period for elections.
5. Section 2.20.80 – Providing clarifying language on the materials considered electioneering in subsection A; provide language consistent with European General Data Protection Regulations regarding the distribution of emails in subsection C; include the Election Committee, declared Vice-President candidates or Region Director Candidates and Foundation Board Members in subsection F; clarify subsection H; and provide clarification in subsection I on declared candidates involvement in continuing education programs.

- **Sub-Committee to Review Candidates Guide and Social Media Guidelines**

The Sub-Committee presented the following recommendations for the Candidates Guide which were adopted by the Committee as a whole.

1. Article V. Section 1. Officers: Change the section to read: The Officers of IIMC are a President, a President Elect, a Vice President, and the Immediate Past President *which comprise the Executive Committee*. The IIMC Executive Director serves as Treasurer/Secretary.
2. Article V. Section 4. Officers: Change the section to read: At the Annual Conference, *the President succeeds to Past President*, the President Elect succeeds to President, the Vice President succeeds to President Elect, and prior to the Annual Business Meeting, the members elect a Vice President.
3. Article VII. Section 3. Powers: The Executive Committee is not a decision-making body. *Duties are found (Chris to put in the sections here)*. All actions taken must be ratified by the Board of Directors.

4. Incorporate Police 2.20 into the Candidates Guide to make it easier for candidates to find relevant campaign information.

The Sub-Committee also reviewed the Elections and Campaigning section (Chapter 2.20), specifically at Section 2.20.080 Campaigning Period and Electioneering, A., C., D., E., and J. We were reminded that IIMC cannot control or have any say over an individual's personal social media page. In reviewing the outlined section, we felt that social media was covered but would recommend that 'Twitter' be added to Section A.

An additional recommendation from the Sub-Committee is to incorporate information from the Elections Manual and Chapter 2.20 into the Candidate Guide to make it easier for a Candidate to find information about the Campaigning Rules, Complaint Process, etc. Rather than having to refer to multiple documents.

- **Sub-Committee to Increasing Voter Turnout and Voting Platforms**

1. Use of an online voting software.

A number of voting software platforms were looked at including Election Buddy, BallotBin, MicroSoft Forms, DemocracyLive, Meridia Interactive Solutions, BallotBox. Many of the platforms are for smaller organizations. Meridia Interactive Solutions is currently used by U.S. House of Representatives and the New Hampshire House of Representatives. Election Buddy is used by the National Association of Parliamentarians, Electronic Association of Parliamentarians, American Society of Association Executives, Texas Municipal Clerks Association.

The Election Committee recommends the Board adopt the use of an online voting platform and recommends Election Buddy. Cost Estimate Election Buddy would be in the price range of \$2000-\$2500 depending on the support level requested of the vendor.

2. Conduct a survey of Membership to help determine reasons for the low voter turnout. The Sub-Committee on Increasing Voter Turnout held a joint meeting with the Public relations and Marketing Committee and the Membership Committee and shared the survey idea and possible questions with the Research and Resource Committee. The members of all the Committees felt a survey would be helpful. See Exhibit B for recommended survey questions.

3. Increase marketing of upcoming Election

The Sub-Committee on Increasing Voter Turnout had a joint meeting with the Public relations and Marketing Committee. Together, the Committees identified a number of methods to help increase voter turnout through a more aggressive but friendly marketing campaign. Ideas include:

- Hold a Virtual Candidate Forum. Forum would be recorded and posted for viewing by members not able to attend. Forum would consist of a brief opening statement by each candidate followed by timed responses to established questions. See Exhibit C for recommended forum format and questions.
- A video from Past Presidents on what it meant to them to be President, where they are from, why it's important to vote, etc. Have them video it at a location that highlights their municipality.
- Calendar reminders to members.

- A short (no more than 3-5 minute) video from each Candidates to be posted on the IIMC Website outlining their vision for IIMC.
 - Social Media blasts – Count Down to Vote Campaign
 - Social Media blasts on new voting software.
- **Sub-Committee to Recommendations on an Election Complaint Process**
The Sub-Committee met to discuss the need to create a standardize process and forms for the filing of Election Complaints to ensure Complaints are valid and provide the Committee with the necessary information needed to investigate the complaint. The Committee discussed their recommendations and approved their recommendations as listed below.
 1. Election-related complaints should be filed with the Chair of the Election Committee rather than the Executive Director. The Elections Committee Chair would notify the Committee, the Executive Director, and appropriate Board Liaisons regarding the complaint.
 2. A complaint form and process should be available online on a members' only part of the platform so that it is easily accessible. Upon approval by the Board, the Committee will design a proposed form with instructions on the process for Board consideration.
 3. There should be an Elections Manual that can be shared with candidates, which should include the process for filing a complaint.
 4. There should be a standing committee on Ethical Standards that is made up of IIMC members just as other committees are chosen rather than an ad hoc committee that is only appointed by the Board of Directors if they determine there is a need for convening the committee. This Ethical Standards Committee would be a committee that the Elections Committee could refer a complaint to if the complaint has to do with a candidate's conduct rather than the process of running the election. Even though this recommendation is outside the scope of the Elections Committee, we feel that the creation of an Ethical Standards Committee as a standing committee would establish a holistic approach to handling complaints that does not currently exist and would allow for transparency and openness in the complaint process.
 5. Any decision that is rendered on an election complaint should be communicated to Election Committee Chair, the person filing the complaint, each of the witnesses involved in the complaint, and the person the complaint was filed against, along with a rationale for why the complaint was approved or denied.

Financial: The Committee Recommends the Board allocate the necessary funds for the selection of a voting software application to conduct IIMC Elections.

Summary:

The Election Committee had a busy year and worked well together along with working with other IIMC Committees to brainstorm new ideas. At this time, I would like to thank President Garcia and the Board for the opportunity to Chair this great committee. I would also like to thank the Committee Members for their service: Susan Haag (Vice Chair), Laura Cahill, Shelley George, Beth Hickman, Joel H. Hondorp, Sharron Jones, Jantje Kampinga, Stephanie C. Kelley, Bruce Poole, Robin Raines-Bond, Pamela Smith and Dan Weinrib and Board Liaisons: Kathy Montejano, Trish Gleason and Jamie Newman. 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:

Summary of Recommendations:

1. Approve the proposed recommended changes submitted as Exhibit A to the Election Policy 2.20. **Management agrees**
2. Approve the recommendation for the use of online voting platform – Election Buddy for the 2025 IIMC Election. – **The Budget Committee and Management would like to see the results of the survey (Exhibit C) prior to allocating monies to this platform. We believe whatever the reason members do not vote has nothing to do with the platform.**
3. Approve the recommendation for the Election Committee and the Marketing and Public Relations Committee to implement the Count Down to Vote Campaign and use of social media blasts to remind members of the importance of voting, the deadlines and the new software. **We can do this via our weekly E-briefings.**
4. Authorize the Election Committee with assistance from IIMC Staff to hold a Candidate Forum following the deadline for submission of nominations to give candidates an opportunity to outline their vision and members the opportunity to educate themselves on the candidates. **Management does not see a negative to this forum.**
5. Approve the incorporation of Policy 2.20 into the Candidates Guide. **Yes**
6. Approve the Recommendation for a Standard Elections Complaint Process and authorize the Election Committee to develop a standard process and form. **I agree with the form and process. It should be sent to the Elections Chair, but, honestly, all complaints will still come to the Executive Director. My question is who monitors the committee if a complaint came to the Chair and then was never reviewed? Or, what if the Chair and the candidate to which the complaint was filed are friends? There needs to be a checks and balances in this regard. Perhaps, the complaint is sent to both the Chair and the Executive Director?**
7. Approve the recommendation to create a new Standing Committee on Ethical Standards starting in 2025. **Disagree with the recommendation to create a new Standing Committee on Ethical Standards. IIMC, at one time, had a standing Ethics Committee. With an attorney's recommendation we removed it lest we are projecting that the Organization is constantly encountering ethical issues. Management does not agree with the creation of an Ethics Committee. It should be on an as needed basis, thus creating an Ad Hoc Committee when the need arises.**

Chapter 2.20 **ELECTIONS AND CAMPAIGNING**

Sections:

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

2.20.010 -- Purpose.

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

2.20.020 -- Scope

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

2.20.030 -- Policy

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

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

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

IIMC and its Board Structure via Open Election Process

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

A. Identify and encourage members to develop leadership skills

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

B. Invite members to run for office

The Board has a duty to develop future leaders through continuing education and mentoring that encourages diversity of the Board. Board members should advise and encourage members to run for office. Board members are encouraged to make direct invitations to potential members with the understanding that it is an invitation and not an endorsement of their candidacy. Encouragement from organizational leaders can make a difference and ensures good leaders are not lost to organizations because they are not actively invited to contribute their time and talents.

C. Ensure that elections are open and fair

The Board must ensure that the election process remains open and fair. Favoritism – whether real or perceived -- is contrary to the goal of openness and fairness in elections. ~~Campaigning openly or behind the scenes for a candidate is not appropriate. Therefore, the Board, and individual Board members, shall not endorse; or campaign (openly or behind the scenes privately) for any candidate, or Upon request by a candidate, the Board or individual Board members and shall provide opportunities for campaigning or electioneering that is not to all candidates for office. Therefore, campaigning openly or behind the scenes privately for a candidate is not appropriate allowed. Members of the IIMC Election Committee are not permitted to campaign openly or privately for any candidates.~~

2.20.040 -- Nominations

A. A list of offices that are or will become vacant shall be published ~~beginning in the October, November and December~~ issues of the *News Digest*, E-Briefings and on the IIMC Website. ~~A~~

~~**Nominations packet for office will be accepted for a fifteen (15) day period starting January**~~

1. The deadline for submitting the nomination packet is 5 pm Pacific Time on January 15 unless that day is a holiday or weekend and then nominations are due the next business day.

Nominations packets received after the closing date will be returned unopened to the candidate.

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

1. A completed nomination form. (Available from headquarters or on the website.)
2. A recent, high-quality photograph. (Digital (electronic) pictures are ~~acceptable~~ required. ~~Polaroid pictures are not acceptable.~~)

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

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

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

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

F. All candidates will receive notification by IIMC when their nomination packet has been verified.

[November 11, 2023; July 14, 2021; May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

2.20.050 -- Process of Determining Election Results

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

2.20.060 -- Election – Region Directors

If there is one Region Director candidate, no election is held, and the candidate is declared elected. If there are two or more candidates, IIMC conducts a Region election. Regions that have established region and/or bylaws for nominations or an established rotation process for the Region Director position shall move their nominee forward after completing their selection process. IIMC shall conduct the election within regions and/or states that do not have established rules or are not able to put forward a nominee. If a region has an established rotation for states and the state has not selected a nominee, then only members of that state may vote. Region Members who are Full Members, Additional Full Members, Associate Members, Retired Members and Honorary Members are eligible to vote for Region Director. Election results are announced at the Annual Business Meeting.

If a state association has more than one qualified candidate vying for an IIMC Board position, it is up to the state association to conduct its own election. If the state association cannot support conducting its own election, it can request IIMC to assist in the process.

The Election will be held for a 14-day period in the month of March, beginning on the first Tuesday of March and ending on the third Tuesday of March.

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

[November 11, 2023; May 21, 2022; August 2016; November 23, 2013; November 2012; May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

2.20.070 -- Election – Vice-President

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

and Honorary Members

The Election will be held for a 14-day period in the month of March, beginning on the first Tuesday of March and ending on the third Tuesday of March.

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

[November 11, 2023; May 21, 2022; August 2016; May 17, 2014; November 23, 2013; November 2012; May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

2.20.080 -- Campaigning Period and Electioneering

- A. Electioneering is defined as the act of campaigning to influence the result of an election in favor of a particular candidate. Electioneering includes but is not limited to: information and material relating to a candidate or their positions distributed through official IIMC channels either by hard mail, voice or email; candidate brochures, biographies, letters and emails of support, news releases, photographs, websites, videos; posts on IIMC and Regional social media platforms including but not limited to Facebook, YouTube, Messenger, Instagram, Tik Tok, X, Snapchat, etc.; virtual campaign events including town hall or meet and greets.
- B. **A member's campaign period is January 16 to March 1. There is no campaigning after March 1.**
- C. Candidates are allowed to discuss their candidacy by emails to the members, except to Region XI due to the European General Data Protection Regulation which prohibits these types of emails. Access to members' email addresses will be overseen/provided by the Executive Director to comply with the anti-spamming laws.
- D. All election materials from candidates or anyone acting on behalf of the candidates must be submitted to IIMC staff before distribution to IIMC members. Materials include, but are not limited to, items defined in paragraph A of this section. ~~, candidate brochures, biographies, letters and emails of support, news releases, photographs, websites, videos, posts to IIMC and Regional social media platforms, etc.~~ If the information provided does not meet IIMC standards of propriety, the Executive Director will submit the information to the Election Committee for their final recommendation.
- E. Candidates are only allowed to share campaign material on IIMC and Region social media platforms as listed in letter A above, provided the materials and posts have been submitted in advance to and approved by IIMC staff.
- F. Neither Executive Committee members, nor Region Directors, IIMC Election Committee members, declared IIMC Vice-President or Region Director candidates, nor IIMC Foundation Board members, by group or individually, shall endorse or provide assistance

- to any candidate, and shall not be mentioned in any election materials. Photographs of presentations by an Executive Committee member and/or Region Director are prohibited.
- G. All Candidates campaigning for any position have the right to use the IIMC logo in their campaign materials, subject to authorization under the existing policy, for each specific use of the logo.
 - H. Upon request by a candidate, IIMC requires encourages all affiliated state/provincial organizations to provide equal access for to all candidates for office to members when approached to advertise or host campaign events such as town halls, meet and greets, etc.
 - I. Candidates shall not serve as facilitators, instructors, or aid in facilitating sessions for continuing educational activities such as Athenian Dialogues, seminars, and IIMC or Region approved or hosted continuing education events during the Campaign Period.
 - J. These requirements apply to official IIMC social media platforms and materials distributed through IIMC only and not to candidate personal social media pages.

[November 11, 2023; May 21, 2022; October 27, 2018; May 2017; November 12, 2016; May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

Membership Survey on Elections

Voting is an essential right in any organization. Voting allows you to have a say in the direction of your organization and the leadership of the organization. As a paid member of IIMC you have the right and opportunity to cast your ballot each year. However, many of our members do not participate in the election process.

The IIMC Board and Members of the Election Committee are interested in hearing why our voter turnout is low. As Chair of the 2024 Election Committee, I encourage all of our Members to please take 5 minutes to complete this short survey. Your feedback will provide the Election Committee with valuable insight on ways to increase our voter turnout.

1. Your Membership Status?
 - a. Full Member
 - b. Additional Full Member
 - c. Associate Member
 - d. Not sure
2. Population of your Municipality?
 - a. 20,000 and under
 - b. 20,001-200,000
 - c. Over 200,000
3. Which Region are you a Member ([click here](#) to see list of Regions)?
4. Did you vote in the last IIMC Election? **Yes/No**
If not, why (**could check one or all with Other being open ended?**)
 - a. Do not feel my vote matters.
 - b. Did not receive a ballot.
 - c. Didn't know the candidates well enough to decide.
 - d. Do not trust SurveyMonkey.
 - e. Other (text box to write in a response here)
5. Would you be interested in receiving more formal information about the candidates? **Yes/No**
6. Would you attend a virtual candidate forum? **Yes/No**
7. If no, would you watch a recorded video of the candidate forum?
8. If a voting system other than SurveyMonkey were used, would that make a difference in your decision to vote? **Yes/No**

IIMC VICE-PRESIDENT CANDIDATE FORUM

Forum Rules:

1. Each candidate is invited but not required to participate.
2. Each candidate will abide by the rules and time limits set by the Election Committee.
3. No personal attacks or derogatory comments are allowed.
4. The Forum will be recorded and posted online for all members to view following the live Forum.

Forum questions:

1. Each candidate will be provided 3 minutes to introduce themselves.
2. Why are you running for Vice-President (3 minutes each candidate)?
3. What do you think is the top challenge facing IIMC over the next five years?
4. What are your ideas for increasing membership participation?
5. Each candidate will be provided 2 minutes for closing comments.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Barbara Blackard, MMC
Chair

Date: October 1, 2024

Subject: 2024 Budget and Planning Midyear Report



CALL TO ORDER

Budget Chair Barbara Blackard called the meeting to order at 9:00 a.m. PDT.

Board Members Present: President Lisa Garcia, MMC; President Elect Dawn Abrahamson, MMC; Vice President Lee Frazier, MMC; Immediate Past President Mary Ann Hess, MMC
Board Liaison Region V Director Carrie Mugford; Board Liaison Region VIII East Director Angela Johnson, MMC; Budget Chair, Barbara Blackard, MMC; Vice Chair Sheri Pierce; and Member at Large Kimberly Hoesing, CMC

Staff Members Present: Executive Director, Chris Shalby; IIMC CPA, Connie Parker; Finance Specialist, Shannon Kane; and Office Manager, Janet Pantaleon

Agenda Approval -- All agenda updates are verbal with no handouts.

Executive Director Update

Budget Chair Barbara Blackard asked everyone in attendance to introduce themselves. After brief introductions Chair Blackard then reviewed the committee goals and objectives as well as policies. Chair Blackard then asked for approval of the agenda.

Approved Unanimously

Chair Blackard asked Executive Director Shalby to provide an overview of the management's notes submitted to the Committee with the agenda.

ED Shalby presented the following for discussion and/or action:

1. **Elections Committee requesting \$10,000 to hire an election company to conduct IIMC Vice President election.** The Committee did not approve this request, stating they would rather see a membership survey posing specific questions regarding voter turnout. Once those results are final, they will revisit the request, citing that a voting platform may not necessarily produce a larger voter turnout.
2. **Futures Committee:** Management is requesting a \$13,500 budget for this initial year as would be beneficial to have face-to-face discussions.
This request was approved unanimously
3. **Conference: 2025 Conference Registration Fee Increase, St. Louis MO.** Proposal to increase delegate conference registration fee \$25. ED Shalby explained that cost of conducting business has been increasing drastically and registration fees have not caught up to the increase in goods, audio visual, space rentals, food and beverage.

Most registration fees only cover classes. Our conference registrants get classes, networking opportunities along with venues and meals. Shalby would like to eliminate the multi attendee discount from the conference. \$25.00 increase is included in the total budget to be presented to the Board.

The request to increase conference fees by \$25 was approved unanimously

ED Shalby said staff will delay in posting conference registration until Mid-Year meeting when Board will vote.

4. 2025 Membership Dues

\$10.00 dues increase was recommended by Director Shalby. Per policy staff is to present a dues increase every other year with 2025 being the year. \$10.00 increase is included in the total budget to be presented to the Board.

The request to increase membership dues by \$10 was approved unanimously

5. Staff Salary Increase of 5%

Director Shalby asked for an increase to staff salaries of 5%.

The request to increase staff salaries by 5% was approved unanimously.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Chris Shalby, Executive Director
Date: September 18, 2024
Subject: Further Information Re: Budget Committee 2025 Recommendations



In my Friday letter from September 13, I stated that the Budget and Planning Committee will have recommendations to the Board regarding various increases for 2025. I was asked by one of our Region Directors if I could supply further information regarding the recommendations, specifically, dues, salaries and conference registrations for the past five years.

Increases in membership dues

Dues for Full Member – Dues for Regions I through X. Region XI does not pay dues.

2020 - \$175
2021 - \$175
2022 - \$185
2023 - \$185
2024 - \$185

Staff salaries -List the past 5 years, including a Cost of Living increase

Staff

2020 - \$0 increase
2021 - \$0 increase
2022 - \$2,500 one-time bonus for staff only (excludes ED)
2023 – 5% increase - staff only (excludes ED)
2024 – 5% increase - staff only (excludes ED)

NOTE: The three-year COLA total from 2021 to 2023 was 17.7% - average of 5.9%. Staff did not meet the average.

Executive Director – Increases are based on contract discussions and renewal, not annually

ED – 2019 = 3% for three years total, averaging 1% per year
ED – 2020, 2021, 2022, 2023 = \$0 increases
ED – 2024 = 3% - No fixed contract, just the rollover

2025 Conference Registration Fees

2021- \$600 early bird - Region X \$460US – Region XI \$395US
2022 - \$625 - Region X \$460US – Region XI \$395US
2023 - \$625 - Region X \$460US – Region XI \$395US
2024 - \$675 – Region X \$310US – Region XI \$395US

Futures Group travel budget for an in-person meeting in 2025 - There are 12 people listed as part of this Group – does the group budget include the EC and ED? Will the new IDEAL Committee be looking for similar funding for travel?

The Futures Group has its own budget for a one-time in person meeting in Rancho Cucamonga. The EC has its own travel budget and is not part of the Futures Group budget. The EC will meet prior to the Futures Group's meeting that same week; however, the EC meeting costs will be part of the EC 2025 budget.

The IDEAL Committee will not be meeting in person.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Budget & Planning Committee
From: Chris Shalby, Executive Director
Date: August 10, 2024
Subject: Breakdown of Conference Costs



IIMC's Annual Conference costs continue to increase with little or no room to negotiate hard costs, such as food and beverage, audio visual and tech support, exhibit hall fees and other miscellaneous areas. Below are the salient areas that affect our bottom line. Speaker costs can be negotiated per our budget. Although we have a required minimum in food and beverage, we have always met the minimum.

	2022 – Little Rock	2023 - Minneapolis	2024 - Calgary	2025 – STL Estimates
Coffee	\$45/5 Gallon	\$55/5 Gallon	\$55/5 Gallon	\$60/5 Gallon
Annual Banquet	\$24,887	\$54,284	\$46,387	\$50,000
Food & Beverage	\$139,213	\$319,296	\$232,065	\$215,000
Audio Visual	\$61,000	\$92,000	\$99,000	\$90,000
Exhibit Hall Fees	\$4,500	\$8,400	\$39,000	\$12,000
Whova APP	\$9,300	\$5,600	\$6,900	\$12,500

Producing an IIMC Conference is a year-round project for staff. Below are what IIMC charges a full-paying Delegate and what it costs to IIMC:

Full paying Delegate Costs without discounts

Total cost for an IIMC Delegate to attend a conference in 2024 = \$675

Costs to IIMC to subsidize a Delegate

Total costs to IIMC for a member to attend the 2024 conference = \$1,273

For the 2024 Conference, IIMC subsidized \$598 per Delegate. Included in this cost are staff and IIMC's Conference Planner. If we remove those two areas, IIMC's subsidy is \$1,046.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Budget & Planning Committee

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

Date: August 23, 2024

Subject: 2024 Projected Year-End Budget Notes



The 2024 Year End projected budget is anticipated to end with a profit of **\$4,984**. This is an increase from our initial projection of a **\$966**. Profit. There are several reasons attributed to the overall positive year-end bottom line:

1. **Education** – Online sessions created a windfall of \$40,000;
2. **Membership** – Is expected to meet projections for 2024;
3. **2024 Annual Conference** -- incurred a loss of \$64,910; and
4. **Administration Income** – Nearly \$45,000 in revenue generated from earnings on investments.

However, between now and year-end 2024, we may be able to increase the bottom line further, pending we exceed membership and education online revenue.

Our Board Designated Reserves are invested with the firm of Urban Wealth Management – see attached Charles Schwab statements for month-end July 31, 2024, for reference.

STAFF

All Departments are operating efficiently. We hired a full-time Member Services Representative, Stephanie Galarza, in March 2024. We have 10 full-time staff and one part-timer. We have five independent contractors: International, Parliamentarian, IT, CPA and Event Management.

COMMITTEES

Executive Committee

The EC travel budget will exceed projections by \$2,500 due to travel meals. It's highly possible this line item could improve by year-end, pending actual travel costs. Association conference invitations have increased the past three years. Major travel to date will be: SLCC Conference in the UK in October and ADSO in the UK in November. LGMA in British Columbia in October. For the past 16 or more years, this line item has shown that the Executive Committee's commitment to adhere to a strategic and Board approved travel policy, employing Region Directors to represent the President, as much as possible, has kept IIMC's EC travel budget consistent.

Board of Directors – General

This area will be less than projected by approximately \$6,000.

Other Committees

Other Committees are expected to meet budget.

2024 Projected YE Notes – Page 2

2024 Conference – Calgary, Alberta, Canada

We projected 650 Delegates/70 guests for the 2024 Conference and projected loss of \$74,475. We realized 567 Delegates and 43 guests and a loss of \$64,910. The average attendance numbers from Conferences in 2016, 2017, 2018, 2019 and 2022 and 2023 is approximately 666 delegates. However, there is no method to determine a member's interest to attend an in-person conference, even if travel and education budgets are available.

We sold out the two main hotels – Marriott and Fairmont – added two more that also met the room block.

***The projected loss is due to the following: 1) less than expected attendance; 2) high audio-visual costs; 3) Telus Centre rental fees were always fixed and with the increase in attendance, additional rooms at a cost were procured; 4) exceedingly high exhibit hall fees; 5) increase in overall speaker costs; and 6) food and beverage.

Education

One of the more salient revenue-generating areas and a reason why IIMC is positive on its year-end, has been the Department's overall success in its online courses. In 2023, online courses had a total revenue of \$101,028, nearly doubled the original projections. This year, we are anticipating a total revenue of nearly \$140,000.

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

IIMC continues to offer its online courses under Dr. Rodriguez' direction. She also developed a program in collaboration with NaCO and is still working with Captus Press, uploading professional development webinars to the existing online platform for those members who require nominal points to finish their designations. We currently have more than 20 IIMC owned courses online and will be looking to develop additional long-term courses in the future.

Dr. Jai Ulrich has been with us for two and a half years, overseeing the annual conference education program, Athenian Dialogues and the Certification Programs, both CMC and MMC. Her work and fresh ideas have created a streamlined approach to certification.

Iris Hill, who has been with IIMC for five plus years, is greatly involved assisting Drs. Rodriguez and Ulrich with the certification process, online courses, Athenian Dialogues and other areas of education.

Marketing/Communications

It's been 16 years since the *News Digest* has functioned as an on-line E-zine. IIMC has realized more than \$1 million in savings these past years by not printing and mailing a monthly edition. The on-line magazine allows IIMC expediency in delivery and does not rely on advertising to help pay for costs toward printing hard issues. Due to their own financial struggles, however, many of our advertisers have either pulled their ads or reduced the rate of publishing.

2024 Projected YE Notes – Page 3

We don't expect to see a return from advertisers. The bulk of the advertisers pay a portion of their advertising through sponsorship agreements and/or vendor participation. Those who continue to advertise are given more flexibility to negotiate costs amenable to their budgets and business.

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

Membership

IIMC's membership numbers in Region I through X remain consistent. Region XI is under the bulk membership scheme. SLCC, ADSO, VvG and IMASA each pays a fee of \$2,000 with IMASA paying \$250.. We have seen growth in our Deputy Membership since 2015 and it took a large leap in 2023. Retired Members remain over 500. Our previous Inactive 2 Active Member Drive, which began in 2017, and ended in early 2022, brought in 365 new members. Of the 365 new members, over half are still active. Many of these new members kept their membership for one to two years prior to leaving their positions, transferred to different departments, were let go or resigned.

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

We began the 2023-2024 Member Drive with the first marketing letter going out in December 2022. Today, we have more than 300 new members and are expecting this number to increase. We continue to add to the list when we know a municipality has lost their City Clerk or Deputy. With the ebb and flow of our membership, this list continues to be a member drive list for the future.

The 2024 membership revenue is expected to end the year at \$1,455,000, meeting the projected budget. There is still the possibility of increasing this number by year-end.

Management's Comments/Recommendation:

The 2024 budget will result in a positive bottom line. A good portion of year-end's success is attributed to the Membership meeting, if not exceeding, projections and the Education Department's highly attended online courses and IIMC's earnings from its investments.

We do not have any other recommendations for 2024. We recommend that the Committee accept the projected 2024 financials as presented, optimistic there is the possibility of growing the bottom line as year-end comes to a close.



**INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS**
(A Not-for-Profit Corporation)
FINANCIAL STATEMENTS

For the Year Ended December 31, 2023
(Summarized Totals for 2022)

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS
(A Not-for-Profit Corporation)

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INDEPENDENT ACCOUNTANT'S COMPILED REPORT

To the Board of Directors
International Institute of Municipal Clerks
Rancho Cucamonga, California

Management is responsible for the accompanying financial statements of International Institute of Municipal Clerks (A Not-for-Profit Corporation), which comprise the statements of financial position as of December 31, 2023, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements in accordance with accounting principles generally accepted in the United States of America. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements, nor were we required to perform any procedures to verify the accuracy or the completeness of the information provided by management. We do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

We have previously compiled the International Institute of Municipal Clerks' 2022 financial statements, and issued a compilation report on those financial statements in our report dated April 25, 2023. The summarized comparative information presented herein as of and for the year ended December 31, 2022, is consistent, in all material respects, with the compiled financial statements from which it has been derived.

GYL LLP

GYL LLP
Ontario, California
April 29, 2024, except for Note 12, for which the date is September 9, 2024

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**INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS**
(A Not-for-Profit Corporation)

STATEMENTS OF FINANCIAL POSITION

December 31, 2023
(Summarized Totals for 2022)

	ASSETS	
	2023	2022
Current Assets		
Cash and cash equivalents	\$ 2,063,704	\$ 2,562,415
Investments	738,472	-
Accounts receivable	37,011	47,007
Prepaid expenses	4,661	4,831
Conference prepaid expenses	47,343	56,396
Total Current Assets	<u>2,891,191</u>	<u>2,670,649</u>
Property and Equipment, net	<u>764,635</u>	<u>740,741</u>
Total Assets	<u><u>\$ 3,655,826</u></u>	<u><u>\$ 3,411,390</u></u>
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable	\$ 87,971	\$ 50,383
Accrued liabilities	85,135	83,547
Deferred revenue	1,016,985	849,858
Tenant security deposits	6,150	6,150
Mortgage payable - current portion	15,564	15,029
Total Current Liabilities	<u>1,211,805</u>	<u>1,004,967</u>
Long-Term Liabilities		
Mortgage payable	<u>487,479</u>	<u>502,079</u>
Total Liabilities	<u><u>1,699,284</u></u>	<u><u>1,507,046</u></u>
Net Assets		
Without Donor Restrictions		
Undesignated	583,496	680,711
Investment in property and equipment, net of related debt	261,592	223,633
Board designated for operating reserve	1,111,454	1,000,000
Total Net Assets Without Donor Restrictions	<u>1,956,542</u>	<u>1,904,344</u>
Total Liabilities and Net Assets	<u><u>\$ 3,655,826</u></u>	<u><u>\$ 3,411,390</u></u>



See independent accountant's compilation report and accompanying notes.

**INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS**
(A Not-for-Profit Corporation)

STATEMENTS OF ACTIVITIES
For the Year Ended December 31, 2023
(Summarized Totals for 2022)

	Without Donor	With Donor	Total	
	Restrictions	Restrictions	2023	2022
REVENUES				
Membership dues	\$ 1,439,367	\$ -	\$ 1,439,367	\$ 1,353,519
Conference	547,505	-	547,505	514,318
Education	404,133	-	404,133	203,552
Marketing development and promotion	32,792	-	32,792	30,150
Building rental	63,162	-	63,162	51,380
Investment income	8,736	-	8,736	-
Interest and dividends	46,777	-	46,777	6,402
Total Revenues	2,542,472	-	2,542,472	2,159,321
EXPENSES				
Program Services				
Education	456,161	-	456,161	333,521
Conference	689,328	-	689,328	492,901
Member services	292,973	-	292,973	251,369
Marketing development and promotion	151,681	-	151,681	162,563
Building	103,167	-	103,167	84,599
Supporting Services				
General and administration	796,964	-	796,964	646,380
Total Expenses	2,490,274	-	2,490,274	1,971,333
Change in net assets	52,198	-	52,198	187,988
Net assets, beginning of year	1,904,344	-	1,904,344	1,716,356
Net assets, end of year	\$ 1,956,542	\$ -	\$ 1,956,542	\$ 1,904,344



See independent accountant's compilation report and accompanying notes.

**INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS**
(A Not-for-Profit Corporation)

STATEMENTS OF FUNCTIONAL EXPENSES
For the Year Ended December 31, 2023
(Summarized Totals for 2022)

EXPENSES	Program Services				Supporting Services			Total	
	Education	Conference	Member Services	Marketing & Promotion	Building	General and Administration	2023	2022	
Salaries	\$ 198,770	\$ -	\$ 165,452	\$ 108,419	\$ -	\$ 307,746	\$ 780,387	\$ 756,847	
Payroll taxes	17,072	-	14,650	8,185	-	22,881	62,788	59,476	
Employee benefits	30,381	-	30,363	17,233	-	43,987	121,964	127,775	
Consultant and contractor	-	105,871	-	-	-	76,618	182,489	150,814	
Outside services	-	-	-	-	31,801	-	31,801	21,620	
Accounting	-	-	-	-	-	12,200	12,200	11,550	
Dues and subscriptions	-	715	441	-	2,200	523	3,879	3,550	
Office expense	4,270	-	-	-	1,140	9,846	15,236	7,918	
Computer expense	-	-	8,379	-	-	65,161	73,540	65,729	
Bank and credit card fees	7,761	11,226	26,170	66	19,194	65	5,829	51,052	
Building maintenance	-	-	-	-	-	9,223	9,223	10,540	
Equipment rental	-	-	-	-	-	10,100	10,100	11,702	
Telephone	-	-	-	-	-	-	-	11,307	
Postage and shipping	10,813	7,509	24,505	-	-	615	43,442	36,307	
Publishing costs - News Digest	-	-	-	7,087	-	-	-	6,730	
Publishing costs - printing and media	4,864	11,374	-	2,076	-	1,996	20,310	16,148	
Certification	14,158	1,366	-	-	-	-	15,524	23,711	
Academy workshop expense	-	112,966	-	-	-	-	112,966	80,217	
Conference expenses	1,475	248,530	1,260	-	-	-	251,265	191,613	
Conference food and beverages	-	146,668	-	-	-	-	146,668	67,508	
Meetings	-	-	-	-	-	66,932	66,932	24,159	
Travel	2,207	36,410	1,997	-	-	141,227	181,841	114,566	
Insurance	-	-	-	-	4,252	3,148	7,400	6,786	
Mortgage interest	3,261	-	2,329	1,165	9,317	2,562	18,634	19,158	
Property tax	3,208	-	2,292	1,146	9,167	2,521	18,334	18,932	
Depreciation and amortization	6,234	-	4,453	2,226	17,811	4,897	35,621	33,109	
Utilities	2,900	-	2,071	1,036	8,285	2,278	16,570	15,999	
Member grants	8,000	-	-	-	-	-	8,000	3,000	
Membership drive	-	-	7,176	-	-	-	7,176	3,467	
Exhibit/sponsorship expenses	-	-	-	149	-	-	149	-	
Symposium costs	140,787	-	6,693	1,435	2,893	-	140,787	-	
Other	-	-	-	-	-	6,609	17,630	25,589	
Total Expenses	\$ 456,161	\$ 689,328	\$ 292,973	\$ 151,681	\$ 103,167	\$ 796,064	\$ 2,490,274	\$ 1,971,333	

See independent accountant's compilation report and accompanying notes.



**INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS**
(A Not-for-Profit Corporation)

STATEMENTS OF CASH FLOWS
For the Year Ended December 31, 2023
(Summarized Totals for 2022)

	2023	2022
Cash Flows from Operating Activities		
Change in net assets	\$ 52,198	\$ 187,988
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation	34,885	32,373
Amortization of loan costs	736	736
Realized and unrealized (gain) loss on investments	(8,736)	-
(Increase) decrease in operating assets:		
Accounts receivable	9,996	(29,019)
Prepaid expenses	170	(1,257)
Conference prepaid expenses	9,053	5,180
Increase (decrease) in operating liabilities:		
Accounts payable	37,588	21,022
Accrued liabilities	1,588	6,025
Deferred revenue	167,127	(21,874)
Security deposits	-	2,592
Net Cash Provided By Operating Activities	304,605	203,766
Cash Flows from Investing Activities		
Purchase of investments	(856,336)	-
Proceeds from sale of investments	126,600	-
Purchase of fixed assets	(58,779)	-
Net Cash Used In Investing Activities	(788,515)	-
Cash Flows from Financing Activities		
Principal payments on mortgage note	(14,801)	(14,277)
Net Cash Used In Financing Activities	(14,801)	(14,277)
Net increase (decrease) in cash and cash equivalents	(498,711)	189,489
Cash and cash equivalents, beginning of year	2,562,415	2,372,926
Cash and cash equivalents, end of year	\$ 2,063,704	\$ 2,562,415
Supplemental disclosures of cash flow information:		
Cash paid in 2023 and 2022 for interest expense is \$18,634 and \$14,386, respectively.		



See independent accountant's compilation
report and accompanying notes.

**INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS**
(A Not-for-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
December 31, 2023

Note 1 Nature of Organization

Nature of Organization – The International Institute of Municipal Clerks (the “Institute”), a not-for-profit corporation, is a professional association of city, town, township, village, borough and county clerks, secretaries and recorders from all U.S. states, Canadian provinces and fifteen other countries. Founded in 1947, the Institute has more than fifty years of experience improving the professionalism of municipal clerks. The Institute has more than 10,000 members representing towns, small municipalities and large urban jurisdictions of more than several million people.

Note 2 Summary of Significant Accounting Policies

Basis of Accounting – The Institute prepares its financial statements using the accrual basis of accounting generally accepted in the United States of America (“U.S. GAAP”).

Net Assets – Net assets, revenues, gains, and losses are classified based on the existence or absence of donor or grantor-imposed restrictions. Accordingly, net assets and changes therein are classified and reported as follows:

Net Assets Without Donor Restrictions – Net assets available for use in general operations and not subject to donor restrictions. The governing board has designated, from net assets without donor restrictions, net assets for an operating reserve.

Net Assets With Donor Restrictions – Net assets subject to donor (or certain grantor) imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity. Donor-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both.

Cash and Cash Equivalents – For purposes of the statement of cash flows, management considers all highly liquid investments with a maturity of three months or less to be cash equivalents. The original carrying value of cash and cash equivalents approximates fair value due to the short maturities of those financial instruments.

Accounts Receivable – Accounts receivables are stated at the amount management expects to collect from outstanding balances. Balances that are still outstanding after management has used reasonable collection efforts are written off as bad debt expenses.



**INTERNATIONAL INSTITUTE OF
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NOTES TO FINANCIAL STATEMENTS
December 31, 2023

Note 2

Summary of Significant Accounting Policies (continued)

Allowance for Credit Losses - In June 2016, the FASB issued guidance (FASB ASC 326) which significantly changed how entities will measure credit losses for most financial assets and certain other instruments that aren't measured at fair value through net income. The most significant change in this standard is a shift from the incurred loss model to the expected loss model. Under the standard, disclosures are required to provide users of the financial statements with useful information in analyzing an entity's exposure to credit risk and the measurement of credit losses. Financial assets held by the company that are subject to the guidance in FASB ASC 326 were trade accounts receivable.

The Institute adopted the standard effective January 1, 2023. The impact of the adoption was not considered material to the financial statements and primarily resulted in new/enhanced disclosures only.

The Institute operates in the nonprofit industry and its account receivables are primarily derived from members. At each balance sheet date, the Institute evaluates any expected allowance for credit losses based on historical losses, current conditions and a reasonable and supportable forecast. This estimate is calculated on a pooled basis where similar risk characteristics exist. Account receivables are evaluated individually when they do not share similar risk characteristics which could exist in circumstances where amounts are considered at risk or uncollectable.

As of December 31, 2023, management evaluated no allowance for credit loss is expected.

The Institute writes off receivables when there is information that indicates the debtor is facing significant financial difficulty and there is no possibility of recovery.

Prepaid Expenses/ Conference Prepaid Expenses – Expense items of a nature which will benefit future periods are charged to deposits and prepaid accounts and are amortized over actual periods benefited.

Property and Equipment – Property and equipment are reported at cost or, if donated, at the approximate fair value at the date of donation. Donations are recorded as unrestricted support unless the donor has restricted the donated asset for a specific purpose. Depreciation is computed using the straight-line method over estimated useful lives. The Institute's policy is to capitalize asset purchases in excess of \$1,000.

Deferred Revenue – This amount represents funds received in excess of earned revenues. These funds are recognized as revenue in the applicable period of service.



**INTERNATIONAL INSTITUTE OF
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NOTES TO FINANCIAL STATEMENTS
December 31, 2023

Note 2

Summary of Significant Accounting Policies (continued)

Membership Dues and Conference Fees – Pursuant to Accounting Standards Codification (“ASC”) 606 the Institute recognizes revenue when members obtain control of promised services. The Institute records the amount of revenue that reflects the consideration that it expects to receive in exchange for those services. The two major sources of revenues are membership dues and annual conference fees. The Institute applies the following five-step model in order to determine this amount: (i) identification of the promised services in the contract; (ii) determination of whether the promised services are performance obligation, include whether they are distinct in the context of the contract; (iii) measurement of the transaction prices, including the constraint on variable consideration; (iv) allocation of the transaction prices to the performance obligations; and (v) recognition of revenue when (or as) the Institute satisfies each performance obligation.

Members are billed annually and have no obligation to pay, thus the recognition of the revenue process begins when dues are received. These amounts are recognized or deferred based on a twelve-month service period.

Annual conference fees are recorded when received, or deferred if received prior to the conference year. Since members are not obligated to attend and fees are received prior to or during the conference, no overlap exists between years.

Members are located throughout the United States and internationally. Membership dues become due throughout the year.

Donated Services – The Institute receives donated services from a variety of unpaid volunteers assisting the Institute at its conference. No amounts have been recognized in the accompanying statement of activities because the criteria for recognition of such volunteer efforts have not been satisfied.

Functional Allocation of Expenses – The cost of providing the Institute’s programs and other activities is summarized on a functional basis in the statement of functional expenses. Expenses that can be identified with a specific program or support service are charged directly to that program or support service. Costs common to multiple functions have been allocated among the various functions benefited based on total expenses.

Use of Estimates – The preparation of financial statements in conformity U.S. GAAP requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Advertising Costs – The Institute’s advertising costs are expensed as incurred.



**INTERNATIONAL INSTITUTE OF
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NOTES TO FINANCIAL STATEMENTS
December 31, 2023

Note 2 Summary of Significant Accounting Policies (continued)

Income Tax Status – The Institute is exempt from federal income tax under Section 501(c)(6) of the Internal Revenue Code (“IRC”). In addition, the Institute qualifies for the charitable contribution deduction under IRC Section 170(b)(1)(a) and has been classified as an organization that is not a private foundation under IRC Section 509(a)(2).

Since the Institute is exempt from federal and state income tax liability, no provision is made for current or deferred income taxes. The Institute uses the same accounting method for tax and financial reporting.

Generally Accepted Accounting Principles provide accounting and disclosure guidance about positions taken by the Institute in its tax returns that might be uncertain. Management has considered its tax positions and believes that all of the positions taken by the Institute in its federal and state exempt organization tax returns are more likely than not to be sustained upon examination. The Institute’s returns are subject to examination by federal and state taxing authorities, generally for four years after they are filed.

Summarized Prior Year Information – The financial statements include summarized comparative information from the prior year, which is not presented by net class or include comparative footnotes, and does not include sufficient detail to conform with U.S. GAAP. This information should be read in conjunction with the Institute’s financial statements for the year ended December 31, 2022, for which the comparative information was extracted.

Date of Management’s Review – Subsequent events have been evaluated through April 29, 2024, which is the date the financial statements were available to be issued.

Note 3 Concentration of Credit Risk

The Federal Deposit Insurance Corporation (“FDIC”) insures cash in checking, money market and savings accounts up to \$250,000. The Institute has not experienced any losses in such accounts and believes it is not exposed to any significant credit risk for cash and cash equivalents. As of December 31, 2023, balance in excess of \$250,000 at various banks were \$520,014.

The Institute maintains cash and cash equivalents in bank deposit accounts with a financial institution that provides coverage over the federally insured limits by utilizing a network of other financial institutions. As of December 31, 2023, the balances maintained in these accounts were \$1,536,526.



**INTERNATIONAL INSTITUTE OF
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NOTES TO FINANCIAL STATEMENTS
December 31, 2023

Note 4 Liquidity and Availability

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

The following table reflects the Institute's financial assets as of December 31, 2023, reduced by amounts that are not available to meet general expenditures within one year of the statement of financial position date because of contractual restriction or internal board designations. Amounts not available include a board-designated operating reserve fund that is intended to fund operations as defined in the operating reserve policy. In the event the needs arise to utilize the board-designated funds for liquidity purposes, the reserves could be drawn upon through approval of the budget and planning committee. Amounts not available to meet general expenditures within one year also may include net assets with donor restrictions. There were no assets with donor restrictions at December 31, 2023.

Cash and cash equivalents	\$ 2,063,704
Investments	738,472
Accounts receivable	<u>37,011</u>
Total financial assets	<u>2,839,187</u>
Less board-designated for operating reserve	<u>(1,111,454)</u>
Financial assets available to meet cash needs for general expenditures within one year	<u><u>\$ 1,727,733</u></u>

Note 5 Investments and Fair Value Measurements

The Institute's investments are stated at fair value based on quoted market values and are summarized as follows as of December 31, 2023:

	FMV	Cost
Fixed Income (Level 1)	\$ 540,528	\$ 541,325
Equities Funds (Level 1)	189,580	177,559
Bond Funds (Level 1)	<u>8,364</u>	<u>8,161</u>
Total Investments	<u><u>\$ 738,472</u></u>	<u><u>\$ 727,045</u></u>



**INTERNATIONAL INSTITUTE OF
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NOTES TO FINANCIAL STATEMENTS
December 31, 2023

Note 5 Investments and Fair Value Measurements (continued)

In accordance with Accounting Standards, levels 1 through 3 have been assigned to the fair value measurement of investment types. The fair value measurement is determined as follows:

Level 1 - quoted prices in an active market for identical assets.

Level 2 - quoted prices for similar assets and market-corroborated inputs.

Level 3 - the Institute's own assumptions about the market participation, including assumptions about risk, developed based on the best information in the circumstances.

Investment income for the year ended December 31, 2023 are as follows:

Realized and unrealized gain (net)	\$ 8,736
Interest and dividends	<u>46,777</u>
Total Investment Income	<u>\$ 55,513</u>

Note 6 Property and Equipment

Property and equipment consist of the following:

	Cost	Useful Lives
Land	\$ 321,408	
Building and improvements	1,092,642	39 years
Furniture	78,969	7 years
Office equipment	19,876	5 years
Computer equipment and software	<u>186,655</u>	5 years
	1,699,550	
Less accumulated depreciation	<u>(934,915)</u>	
Total Property and Equipment	<u>\$ 764,635</u>	

Note 7 Accumulated Vacation and Sick Leave

The Institute offers its employees compensated vacation and sick leave. Under these policies, employees may be compensated for accumulated unused vacation, but not sick leave upon termination of employment. The Institute's liability for such compensated absences is \$46,073 at December 31, 2023 and is included within accrued liabilities.



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NOTES TO FINANCIAL STATEMENTS
December 31, 2023

Note 7 Accumulated Vacation and Sick Leave (continued)

Accumulated sick leave benefits are not recognized as liabilities as payment of such benefits is not estimable. Therefore, sick leave benefits are recorded as expenditures in the period sick leave is taken.

Note 8 Mortgage Payable

Mortgage payable to Manufacturer's Bank, secured by land and building. The required monthly payment of principal and interest is \$2,786. The note bears interest at FHLB Rate at disbursement date plus 2.25%, but not to exceed 3.5%. The loan matures in January 2031.

	\$ 508,193
Less current portion	<u>(15,564)</u>
Long-term mortgage payable	492,629
Unamortized loan costs	<u>(5,150)</u>
Long-term mortgage payable, net of loan costs	<u>\$ 487,479</u>

The costs incurred to obtain the mortgage have been capitalized as follows:

	Cost	Useful life
Loan fees	\$ 7,358	10 years
Less accumulated amortization	<u>(2,208)</u>	
Total Capitalized Costs	<u>\$ 5,150</u>	

Maturities of long-term debt:

Year	Principal
2024	\$ 15,564
2025	16,117
2026	16,691
2027	17,287
2028	18,536
Thereafter	<u>423,998</u>
	<u>\$ 508,193</u>



**INTERNATIONAL INSTITUTE OF
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NOTES TO FINANCIAL STATEMENTS
December 31, 2023

Note 9 Deferred Compensation Plan

The Institute offers its employees a deferred compensation plan created in accordance with Internal Revenue Code section 457 (“The Plan”). The Plan permits all eligible employees to execute an individual agreement with the Institute for amounts earned by them, to be paid at a future date when certain circumstances are met. These circumstances include termination by reason of retirement, death, disability or other events as provided for in The Plan. Employees may contribute up to 25% of eligible employee compensation into the deferred compensation plan, which is limited to the annual statutory maximum. The Institute contributed \$52,962 during 2023 to The Plan on behalf of the employees.

Note 10 Commitments and Contingencies

The Institute entered into a four-year employment contract expiring December 31, 2026. Should employment terminate based on the employee not meeting the adopted performance criteria of the Institute, it is obligated to pay six (6) months remuneration. The estimated obligation pertaining to the service contracts is \$634,944 over the remaining term of the contracts as of December 31, 2023.

Note 11 Related Party

The Institute receives funds from a related organization for the purpose of facilitating the educational services to the Institute’s members. The Institute recognized revenue in the amount of \$26,999 during the year ended December 31, 2023, which is included within education revenue on the statement of activities.

Note 12 Subsequent Information

Subsequent to April 29, 2024, management of the Institute became aware of a \$20,000 expense that should have been accrued as of December 31, 2023. The expense was related to a joint sponsorship of the Institute’s 2023 Symposium event. This caused a \$20,000 increase to accounts payable and program expenses and a \$20,000 decrease in the change in nets assets on the accompanying financial statements.



INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Budget & Planning Committee

From: Chris Shalby, Executive Director
Shannon Kane, Finance Specialist
Connie Parker, CPA, Finance Manager

Date: August 23, 2024 (Revised 9/19/24)

Subject: 2025 Budget Overview - Management's Notes



The 2025 budget is projected to end the year with a revenue of **\$65,715**. Other than membership revenue and Education online courses, IIMC counts on Conference monies to grow its annual budget and reserves. Going into the 2025 fiscal year, IIMC will experience a small loss in the 2025 Conference attributed to, primarily: high cost of audio visual; increase in conference APP, exhibit hall fees; cost of food and beverage; and less in miscellaneous conference revenue. We will work with the conference Hotel to curtail unwanted expenses. IIMC continues to provide delegates with the utmost in a conference experience; however, our fees remain below the national average for associations similar to IIMC: ICMA is \$810EB and NLC is \$800. At the end of this report, we are recommending the following:

1. **\$10 increase in Membership Dues (included in the 2025 budget)**
2. **5% increase for all staff salaries (included in the 2025 budget)**
3. **Eliminating Multiple Discounts for Conference Registration**
4. **\$25 increase in Conference Delegate Registration (included in 2025 budget)**
5. **\$13,500 in Futures Committee – in-person meeting at HQ (included in 2025 budget)**

Management's Comments

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

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

2025 Budget Notes – Page 2

Revenue Generation

Creating new revenue streams is always on the horizon, albeit it is somewhat vertical in what is offered: IIMC's Education Department continues to develop online courses that are attractive to members. Online courses in 2023 and 2024 have helped a positive bottom line. They are low in cost, popular and provide small rebates. Our only fundraiser – Annual Conferences – generates additional revenue from attendance, sponsors and exhibit programs.

The main concerns moving forward are the consolidations taking place with our Conference sponsors. We've already witnessed three sponsors who were with us in 2022, no longer in existence with mergers. The consolidations will hurt IIMC's sponsorship revenue since we could be dealing with fewer independent companies. We continue to be in constant negotiations with the existing sponsors, searching for new and creative ways to increase their contributions by providing them with flexible marketing opportunities. In 2024, we had 10 sponsors at our conference. Management has reached out to those 10 sponsors for 2025 and has received verbal commitments from all of them for either the same donations or slightly more.

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

IIMC-OWNED VIRTUAL PROGRAMS

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

ADMINISTRATION

Administrative Coordinator Marlena Hernandez began full-time in September 2023, providing service in a variety of areas including accounts receivables on top of daily administrative responsibilities. She also works on the Conference Opening Ceremony and in other aspects of the conference. Janet Pantaleon is now IIMC's full-time Administrative Manager/Human Resources Representative. Janet also coordinates the Opening Ceremony at the Conference. Part-timer Shannon Kane has been with IIMC for more than one year and oversees and handles finance and has brought her nonprofit financial background to the department. Connie Parker is a major asset to IIMC regarding our financial oversight and nonprofit compliance.

BUILDING RECAP

On November 1, 2022, we consolidated three rental offices into two as current tenant – Burga Law – has expanded, thus turning two spaces into one large one. We signed a five-year lease with the option of an additional five years after 2027. Our other tenant began their three-year lease in August 2022. Both tenants' leases will generate approximately \$5,734 in monthly income. IIMC's monthly mortgage is approximately \$2,900, leaving IIMC with a windfall of \$2,834.

COMMITTEES

Committees communicate primarily via virtual meetings, at no cost to IIMC. As for new Technical Bulletins, we are not anticipating any for 2025. However, we kept the \$1,500 request in the Records Management Committee's budget in case we move forward with revising current publications.

NOTE: The **Elections Committee** has requested \$10,000 to hire an elections company to conduct IIMC's Vice President elections. That figure is in the committee budget.

NOTE #2: The **Public Relations/Marketing Committee** has requested providing IIMC award winners one complimentary registration to the conference: PEGA and QUILL awards. Depending on how many winners, this ranges from two to five complimentary registrations annually.

NOTE #3: The soon-to-be created **Futures Committee** will need to hold its inaugural meeting in person. We approximate 10 people comprising the Committee and a ballpark figure of \$13,500 for flights, accommodations and meals to meet for 2-days in early 2025.

Committees budget for 2025 will be approximately \$25,000 more than 2024. That figure is reflected in the 2025 bottom line.

CONFERENCE – 4-Day Conference

2025 Conference – St. Louis, Missouri

We are projecting 650 Delegates/25 guests for the 2025 Conference and a projected loss of \$1,805. The average attendance numbers from Conferences in 2016, 2017, 2018, 2019 and 2022 and 2023 is approximately 666 delegates. St. Louis' proximity is an attraction, considering it's less than eight hours from most states in and outside of its Region.

***The projected loss is due to the following: 1) Conference APP is double the cost of past years; 2) increase in overall speaker costs; 3) food and beverage costs continue to rise; and 4) audio visual continues to remain high. Staff will continue to find ways of reducing costs prior to and during the conference. A reduction in the size of the printed program could help, too.

NOTE: We have added \$25 increase to the Delegate registration fee for 2025.

St. Louis offers plenty for Delegates and guests. Airlift is available from anywhere in the world and it is approximately a 20-minute ride from the airport to the host hotel. We are in one hotel, the Hyatt which will house attendees and all education sessions, exhibit hall, general sessions, and meetings. The All-Conference Event will be held at the Arch, a 5-minute walk from the hotel. Here are areas that we believe will make St. Louis an attractive conference:

1. Host Hotel – houses all delegates. Overflow hotel across the street if the need arises;
2. The opportunity of adding vacation to a conference may attract more delegates; and
3. St. Louis, itself, offers much to see with many establishments a few blocks from the hotels.

2025 Budget Notes – Page 4

Hotel Room Block/Costs

The Host Hotel -- **Hyatt Hotel** -- \$165/night for single and double; with sales tax (17.9%) and 80% attrition. We have a total of 3,020 rooms contracted and will need 2,416 accumulative to avoid attrition.

If the number of conference registrations increases, we will need an overflow hotel. We have asked the Hyatt for additional rooms should we sell out the room block. The Hyatt does not have additional rooms to offer since IIMC basically “owns” the entire hotel and meeting rooms. If there are a handful of rooms available, they will, most likely, be at a much higher rate than the IIMC discounted conference rate. Right now, the plan is to wait and see where we are before acquiring more rooms. We visited an overflow hotel, within walking distance, during the site visit that will fit our group should the need for additional rooms be required.

NOTE: We will not be adding a second hotel until we are guaranteed that the Host hotel is truly sold out. We've had numerous members in the past “hold” several rooms providing the impression that the rooms have been sold, only to discover that the individual did not attend. A loss of promised rooms leads to attrition. We minimized risk in 2023 by requiring the host hotel to include a one night's penalty upon a guest's cancellation regardless of when/why the cancellation occurs. We will ask the Host Hotel for a similar arrangement. **Also, we will block a group of rooms for the Board of Directors, but each Director will need to make his or her own arrangement regarding payments and finalizing his or her travel dates.** For 2024, this arrangement worked well and expedited the final invoice since individuals took care of their own expenses at that time. IIMC will reimburse the Board for the two nights' stay after the conference.

**All Board meetings, education, general sessions, exhibit hall, lunches, refreshment breaks, opening ceremony, annual banquet and ABM will be in the Hyatt Hotel. The All-Conference Event will be held at the St. Louis Arch, a short walk from the Hyatt.

Conference Delegate/Guest Registration Fees - 2025

The current fees are \$675 early bird for Delegates and \$265 for Guests.

Early Bird Package/Marketing

The Early Bird will be Friday, March 14, 2025, to save \$50 on registration. We believe an early bird date in March helps us with our marketing campaign. If the past conferences are any indication of members booking early, we will need this date to help us negotiate a second overflow hotel if the need arises.

- **Early Bird rate** - through March 14, 2025 – cost will be \$700
- **After Early Bird** - March 15, 2025 – cost will be \$750. Increasing the late fee helps spur delegates to register early, infusing IIMC with conference cash, an early indication of what our attendance numbers will be.

Early Bird Package/Marketing – Recommended for 2025 Conference

- The preliminary program will be online in late 2024;
- The Education program will be part of the online registration process, with Delegates being able to choose their concurrent education sessions (tracks) prior to the conference;
- Hotel online reservations will be available to members in November/December 2024;
- The Conference Grant application period will run from September – November and recipients will need to be selected by the Board in early December; and
- We will promote this conference as a potential opportunity to earn 12 education points based on completing an assessment for each session attended. We believe this will be a strong marketing tool.

Rebates/Commissions Maximum

The Hyatt is offering a 10% commission that will be divided between IIMC and YES (65% IIMC - 35% YES).

Total Commissions per occupied room block (miscellaneous conference revenue):

- Hyatt Hotel \$25,911

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

Areas to note for St. Louis include:

- Cities may be reluctant to pay conference travel; thus, having an impact on overall attendance.
- Food and beverage can exceed \$200,000 with a minimum of \$100,000 guaranteed;
- No outlook on Delegates' apprehensions about travel;
- It is in a region with approximately 790 IIMC members and 172 in Missouri;
- Overflow hotel can provide a small number of rooms; however, cost may be considerably higher than the host hotels.
- There is no meeting space cost.

Recommended Discounts and Savings

We will offer a flat price (discount included) of \$460US to Region X (Canada). Region XI already receives a discounted conference rate of \$395US. We have found the Region discount programs work well. In 2024, we had 111 members from the discounted region attend Calgary. Our discount program has been in operation for the past ten years and has always been a positive source of marketing and attendance.

Other discount programs that Management recommends continuing in 2025 include:

- Academy sessions are \$159 regardless of registering for one or more. We had 187 registered for the Academies in 2024. We will have four Athenian Dialogues at \$110 per Dialogue. We believe these fees will do well to attract delegates.
- Offer a \$50 discount for a First Timer and/or Region VII delegates.
- Offer a one-year complimentary membership to Missouri Clerks who have never been IIMC members and that are registering for the conference for the first time.

2025 Budget Notes – Page 6

EDUCATION

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

MARKETING

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

Publishing an on-line *Digest* allows us the flexibility to negotiate advertising costs since IIMC does not incur any significant costs to produce (\$300/month for design) the Digest. Advertisers are also featured on the IIMC website in their respective sponsorship levels.

MEMBERSHIP

We are projecting membership numbers to be \$1,580,000 for 2025. Based on what we will realize for year-end 2024, we believe the 2025 membership projections, with an increase, are still conservative but attainable.

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

The Department has made more of a concerted effort to contact members via phone or email to help secure dues and make the members aware of the benefits of their membership. Janis Daudt, Tammy Storrie and Stephanie Galarza, who joined us in March 2024, continue to be the main points of contact with our members.

NOTE: We will continue in 2025 with the Member Drive that we began in 2022, optimistic that we can build on the 300 new members acquired in the previous 8 months.

2025 Membership Dues

In 2023, IIMC increased membership dues by \$10.00. IIMC Policy states that we are to present member dues increases to the IIMC Board every two years. Therefore, we are recommending \$10.00 dues increase for 2025 to all Full Members, Additional Full and Associate Members, except Region X.

Management's Recommendations:

The Budget and Planning Committee accepted our recommendations toward the projected 2025 budget, knowing that staff will be constant in trying to find ways to reduce costs and increase revenue by year-end 2025. The following recommendations have been accepted and are incorporated in the 2025 budget.

1. **\$10 increase in Membership Dues (included in the 2025 budget)**
2. **5% increase for all staff salaries (included in the 2025 budget)**
3. **Eliminating Multiple Discounts for Conference Registration**
4. **\$25 increase in Conference Delegate Registration (included in 2025 budget)**
5. **\$13,500 in Futures Committee – in-person meeting at HQ (included in 2025 budget)**

IIMC Financials
2025 Budget - DRAFT
SUMMARY TOTALS

	2021	2022	2023	2024	2024	2024	2025
Description	Actual Year End	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2024	Projected Year End	Budget
INCOME:							
Administration	3,270	6,402	55,513	50,000	67,001	95,000	60,000
Building	50,022	51,380	63,162	65,987	34,406	68,820	68,820
Conference	370,125	514,318	547,505	577,245	566,563	566,563	630,136
Education	184,224	203,552	404,133	245,900	142,268	270,300	423,300
Marketing	21,891	30,150	32,791	28,750	13,344	29,125	29,250
Membership	1,337,093	1,353,519	1,439,367	1,455,000	742,773	1,455,000	1,580,000
Total Income	1,966,626	2,159,322	2,542,472	2,422,882	1,566,356	2,484,808	2,791,506
EXPENSES:							
Administration	527,680	531,874	573,294	616,185	325,002	629,452	651,136
Building	120,705	122,080	137,937	126,167	67,557	124,681	128,134
Committee - Board of Directors	100,313	67,823	186,250	140,450	42,636	133,799	138,000
Committee - Executive	10,807	26,624	21,824	33,400	18,454	35,900	33,400
Committees - Other	9,936	13,479	13,148	15,625	-	17,200	30,700
Conference	415,368	493,639	689,328	651,720	631,473	678,659	631,941
Education	238,078	318,261	420,559	372,508	154,698	361,772	576,883
Marketing	155,153	157,088	146,107	170,786	60,948	165,286	170,154
Membership	244,731	240,468	281,827	295,075	166,651	333,075	365,443
Total Expense	1,822,772	1,971,335	2,470,274	2,421,916	1,467,419	2,479,824	2,725,791
PROFIT/(LOSS)							
Administration	(524,410)	(525,472)	(517,781)	(566,185)	(258,001)	(534,452)	(591,136)
Building	(70,683)	(70,700)	(74,775)	(60,180)	(33,151)	(55,861)	(59,314)
Board of Directors	(100,313)	(67,823)	(186,250)	(140,450)	(42,636)	(133,799)	(138,000)
Committee - Executive	(10,807)	(26,624)	(21,824)	(33,400)	(18,454)	(35,900)	(33,400)
Committees - Other	(9,936)	(13,479)	(13,148)	(15,625)	-	(17,200)	(30,700)
Conference	(45,243)	20,679	(141,823)	(74,475)	(64,910)	(112,096)	(1,805)
Education	(53,854)	(114,708)	(16,426)	(126,608)	(12,430)	(91,472)	(153,583)
Marketing	(133,263)	(126,938)	(113,316)	(142,036)	(47,604)	(136,161)	(140,904)
Membership	1,092,362	1,113,052	1,157,540	1,159,925	576,122	1,121,925	1,214,557
Net Profit/(Loss)	143,854	187,987	72,198	966	98,936	4,984	65,715

IIMC Financials
2025 Budget Worksheet - Draft
Administration

Description	2021	2022	2023	2024	2024	2024	2025
	Actual Year End	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2024	Projected Year End	Budget
INCOME							
Interest	3,270	6,402	46,777	50,000	39,449	80,000	60,000
Realized Gain or (Loss)			(2,786)		12,303		
Unrealized Gain or (Loss)			11,522		15,249		
Misc Admin Revenue	-	-	-		-		
Total Income	3,270	6,402	55,513	50,000	67,001	95,000	60,000
OVERHEAD EXPENSES							
Salary/Wages	275,021	271,391	307,746	335,251	179,654	335,251	344,107
Salary Benefits	44,348	43,686	42,596	43,255	21,253	43,255	48,233
Payroll Taxes-Employer	19,467	18,921	22,881	25,697	15,622	25,697	26,374
Workers Comp Insurance	1,181	1,358	1,391	1,973	957	1,973	2,016
Personnel Costs	340,317	335,356	374,614	406,176	217,486	406,176	420,730
Other	1,677	3,261	4,172	2,500	2,127	2,500	3,000
Auto Mileage-Staff	2	-	-	200	200	200	200
Admin Accommodations	362	-	-	2,870	972	2,870	2,870
Admin Airfare	-	2,920	1,815	3,000	350	3,000	3,000
Admin Ground	-	89	96	500	147	500	500
Admin Meals	-	1,252	1,329	1,500	610	1,500	1,500
Staff Travel	364	4,262	3,240	8,070	2,079	8,070	8,070
Professional Develop/Training	2,418	836	1,013	1,500	1,500	1,500	1,500
Contract Labor	48,405	48,417	48,238	48,000	24,000	48,000	48,000
Auditor Fees	11,000	11,550	12,200	17,350		17,350	18,000
Legal Fees	-	-	1,563	2,500		2,500	2,500
Professional Services	59,405	59,967	62,001	67,850	24,000	67,850	68,500
Computer/Software Purchase	3,174	4,223	3,876	5,000	2,321	5,000	5,000
Computer/Software Support	54,672	60,227	61,285	60,000	33,754	60,000	60,000
Computer Costs	57,846	64,450	65,161	65,000	36,075	65,000	65,000
Office Equipment Lease	2,483	3,704	2,684	2,906	555	2,906	3,636
Office Equipment Maint			65	500		500	500
Office Equipment Purchase	123	-	-	1,650	997	1,650	1,500
Copier	7,203	7,998	6,539	8,000	3,306	8,000	7,000
Office Equipment	9,810	11,702	9,288	13,056	4,858	13,056	12,636
Office Supplies	4,774	3,974	9,396	6,500	5,793	11,500	10,000
Staff Monthly Cell Phone Allowance - WFH			-	900	1,530	900	3,600
Telephone	9,714	10,567	10,100	10,500	5,591	10,500	10,500
Web Site	200	-	3,243	5,000	5,861	5,000	6,000
Postage/Courier/Mailing	3,269	1,188	347	1,200	744	1,200	1,200
Printing	525	2,559	1,996	1,500	534	1,500	1,500
Shipping	163	514	0		172		
Office Expense	18,644	18,802	25,082	25,600	20,226	30,600	32,800
Credit Card Fees	1,511	1,284	1,717	2,500	394	2,000	1,000
Bank Analysis Fees	5,307	4,140	4,112	4,200	2,560	4,200	5,400
Schwab Investment Fees			1,306		2,178	5,000	5,000
Payroll Processing	23,134	20,746	10,781	12,000	7,080	12,000	16,000
Credit Card /Bank Fees	29,953	26,169	17,916	18,700	12,213	23,200	27,400
Insurance-Retiree (*)	-	-	-	-	-	-	-
Memberships	594	926	523	1,000		1,000	1,000
Taxes Business	25	25	25	500		500	500
Depreciation Furn/Amortization Exp	6,628	6,117	10,258	6,233	5,938	10,000	10,000
Total Administrative Expenses	527,680	531,874	573,294	616,185	325,002	629,452	651,136
Net Profit/Loss	(524,410)	(525,472)	(517,781)	(566,185)	(258,001)	(534,452)	(591,136)

IIMC Financials
2025 Budget Worksheet - Draft
Building

Description	2021	2022	2023	2024	2024	2024	2025
	Actual Year End	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2024	Projected Year End	Budget
INCOME							
Rental Income	50,022	51,380	63,162	65,987	34,406	68,820	68,820
Total Income	50,022	51,380	63,162	65,987	34,406	68,820	68,820
DIRECT EXPENSE							
Amortize Loan Costs	736	736	736	500	368	734	734
Association Fees	2,222	2,265	2,200	2,220	1,400	2,400	2,400
Depreciation Building	32,055	26,256	24,626	23,500	12,117	23,500	26,000
Insurance Fire/Property	3,355	3,695	4,252	4,500	2,224	4,500	4,500
Mortgage Interest	17,920	19,157	18,634	17,747	9,140	17,747	18,000
Property Tax	16,775	18,932	18,333	19,000	9,651	19,000	19,000
Building Repair and Maintenance	24,916	27,769	34,148	34,200	24,169	39,200	41,500
Supplies							
Utilities	15,526	15,867	16,570	16,000	7,888	16,000	16,000
Utilities - Tenant		130					
Utilities	15,526	15,998	16,570	16,000	7,888	16,000	16,000
Property Manager	7,200	7,271	6,950	7,500	600	600	-
Allocation to Bldg Reserve			-	1,000		1,000	
Commissions/Appraisals			11,487				
Total Direct Expense	120,705	122,080	137,937	126,167	67,557	124,681	128,134
Net Profit/Loss	(70,683)	(70,700)	(74,775)	(60,180)	(33,151)	(55,861)	(59,314)

IIMC Financials
2025 Budget Worksheet - Draft
Committees

	2021	2022	2023	2024	2024	2024	2025
Description	Actual Year End	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2024	Projected Year End	Budget
EXECUTIVE COMMITTEE:							
Legal Fees					-		
Shipping		150	206	100	-	100	100
Meeting Expenses					-		
Meeting Expenses	-	150	206	100	-	100	100
Memberships							
Travel Accommodations	3,776	7,049	2,647	8,000	5,949	8,000	8,000
Travel Airfare	3,162	13,139	14,888	20,000	8,353	20,000	20,000
Travel Ground	1,186	2,160	2,898	2,000	1,654	2,000	2,000
Travel Meals	2,671	4,049	1,148	2,500	2,498	5,000	2,500
Travel Other	-	77	37	500		500	500
Other	12	-	-	300		300	300
Travel	10,807	26,474	21,618	33,300	18,454	35,800	33,300
Total Expense	10,807	26,624	21,824	33,400	18,454	35,900	33,400
BOARD OF DIRECTORS:							
General							
Region XI Consultant	10,732	10,544	11,710	11,500	5,250	11,500	11,500
Region XI Expenses			1,084		-	-	-
Region X Consultant/Travel			-	3,000	-	-	1,500
Insurance Officers & Directors	3,024	3,091	3,148	3,200	3,164	3,164	3,200
Legal Fees -	790	869		1,500	-	1,500	1,500
Meeting Expenses			-	-	-	-	-
Strategic Planning/Board Development	13,649	10,181	10,736	8,000	-	8,000	8,000
Memorials	350	100	400	500	-	500	500
Parliamentarian Expense	4,894	4,666	9,192	9,200	2,218	5,500	8,500
Postage	142			100		100	100
Shipping	-	-	62	200		200	200
Telephone	-	-	-	250			
Other Expenses	-	-		500	150	500	500
Other Expenses	142	-	62	1,050	150	800	800
General	33,581	29,451	36,332	37,950	10,782	30,964	35,500
Mid-Year							
Travel	47,097	14,848	92,512	68,500	1,604	68,500	68,500
Meeting Expense	2,918	836	14,109	3,000	-	3,000	3,000
Mid-Year	50,015	15,685	106,621	71,500	1,604	71,500	71,500
Conference							
Travel	9,558	14,211	10,707	20,000	16,916	18,000	20,000
Board Meeting Expense - B/L/D	4,159	8,476	13,198	8,000	10,335	10,335	8,000
Audio/Visual	3,000	-	19,391	3,000	3,000	3,000	3,000
Board Meeting Expense	7,159	8,476	32,589	11,000	13,335	13,335	11,000
Conference	16,717	22,687	43,297	31,000	30,251	31,335	31,000
Total Expense	100,313	67,823	186,250	140,450	42,636	133,799	138,000
BUDGET AND PLANNING:							
Travel Accommodations	1,083	4,459	3,397	4,000		5,000	5,000
Travel Airfare	3,306	4,298	3,598	6,000		6,000	6,000
Travel Ground	602	760	606	500		500	500
Travel Meals	4,845	3,787	5,548	3,000		4,000	4,000
Travel Other	-	0	-	200		200	200
BUDGET AND PLANNING	9,836	13,304	13,148	13,700	-	15,700	15,700
Meeting/Telephone Expenses	-	-		25			
CONFERENCE POLICY	-	-	-	25	-	-	-
Meeting/Telephone Expenses	-	-		25			
EDUCATION / PROFESSIONAL DEVELOPMENT	-	-	-	25	-	-	-
Meeting/Telephone Expenses	-	-		25			
Other - Software/Hardware							
ELECTION	-	-	101	25	-	-	-

IIMC Financials
2025 Budget Worksheet - Draft
Committees

Description	2021	2022	2023	2024	2024	2024	2025
	Actual Year End	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2024	Projected Year End	Budget
Meeting/Telephone Expenses	100	175	-	25	-	-	-
INTERNATIONAL RELATIONS	100	175	-	25	-	-	-
MEMBERSHIP:							
Meeting/Telephone Expenses	-	-	-	200	-	-	-
MEMBERSHIP	-	-	-	200	-	-	-
Postage/Courier/Mailing	-	-	-	-	-	-	-
Meeting/Telephone Expenses	-	-	-	25	-	-	-
POLICY REVIEW	-	-	-	25	-	-	-
Meeting/Telephone Expenses	-	-	-	25	-	-	-
PUBLIC RELATIONS	-	-	-	25	-	-	-
Meeting/Telephone Expenses	-	-	-	25	-	-	-
IIMC/NAGARA Workshops	-	-	-	1,500	-	1,500	1,500
RECORDS MANAGEMENT	-	-	-	1,525	-	1,500	1,500
Meeting/Telephone Expenses	-	-	-	25	-	-	-
RESEARCH	-	-	-	25	-	-	-
Meeting/Telephone Expenses	-	-	-	25	-	-	-
Other	-	-	-	-	-	-	-
RESOURCE & INFORMATION	-	-	-	25	-	-	-
Task Force	-	-	-	-	-	-	13,500
TASK FORCE(S) -	-	-	-	-	-	-	13,500
Total Other Committees Expense	9,936	13,479	13,148	15,625	-	17,200	30,700
Executive Committee	10,807	26,624	21,824	33,400	18,454	35,900	33,400
Board of Directors	100,313	67,823	186,250	140,450	42,636	133,799	138,000
Other Committees	9,936	13,479	13,148	15,625	-	17,200	30,700
Total Expense	121,056	107,925	221,222	189,475	61,091	186,899	202,100
Net Profit/Loss	(121,056)	(107,925)	(221,222)	(189,475)	(61,091)	(186,899)	(202,100)

IIMC Financials
2025 Budget Worksheet - Draft
Conference

Description	2021	2022	2023	2024	2024	2024	2025
	Actual Year End	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2024	Projected Year End	Budget
INCOME							
Registration Members-Full	300,704	343,980	337,440	438,750	333,521	404,741	455,000
- Comp - Full Registration	(26,715)	(22,325)	(675)	(34,420)	-	-	(34,420)
- Discount - First Timer	(10,050)	(5,850)	-	(6,750)	-	-	(6,750)
- Discount - Multi Attendee	(8,165)	(12,867)	-	(6,100)	-	-	(6,100)
- Discount - Conference Region Discounts	(11,400)	(3,400)	(50)	-	-	-	-
- Discount - Region X	(280)	(1,130)	-	(5,500)	-	-	-
- Discount - Region XI	(205)	(1,405)	-	(4,350)	-	-	-
- Discount - Speakers	(50)	(525)	-	(900)	-	-	-
- Discount - Foundation Grants 2 per Region	(10,300)	(13,855)	-	(13,200)	-	-	-
Registration Discounts	(67,165)	(61,357)	(725)	(71,220)	-	(71,220)	(47,270)
NET	233,539	282,623	336,715	367,530	333,521	333,521	407,730
Registration Guest	5,035	6,030	7,075	20,650	10,740	10,740	6,625
Donations & Sponsorships	34,369	80,252	70,231	66,350	66,350	66,350	72,450
Exhibitor Program	9,200	23,550	21,000	30,000	22,300	22,300	60,000
Cancellation Fee	-	5,173	3,799	5,000	-	-	5,000
Misc Conference Revenue	41,578	77,590	65,471	32,000	99,082	99,082	25,911
Academy Workshop	42,095	28,646	28,938	36,695	29,415	29,415	32,220
Athenian Leadership Society	4,310	8,445	6,955	9,020	5,155	5,155	13,200
Offsite Education Program	-	-	4,440	10,000	-	-	5,000
Boutique Sales	-	2,010	2,881	-	-	-	2,000
Total Income	370,125	514,318	547,505	577,245	566,563	566,563	630,136
DIRECT EXPENSES							
Planner - Contract Labor	67,518	70,238	105,871	90,000	43,236	90,000	90,000
Planner Travel Accomm.	(240)	-	-	2,900	-	-	2,900
Planner Airfare	798	636	2,790	1,670	4,214	4,500	3,000
Planner Ground Travel	1,045	311	454	500	280	400	500
Planner Travel Meals	26	675	428	200	334	350	500
Planner Travel Other	266	173	-	6,000	20	20	-
Conference Planner	69,413	72,033	109,543	101,270	48,084	95,270	96,900
Academy Speaker Fees	10,968	12,361	16,072	16,000	15,009	15,009	16,000
Academy Speaker Accommodations	1,757	1,158	1,836	2,500	2,198	2,198	2,500
Academy Speaker Meals	239	530	420	650	431	431	650
Academy Speaker Travel	1,502	4,263	1,717	4,000	4,381	4,381	4,200
Academy Materials/Supplies	768	-	-	500	-	-	100
Academy Transportation	857	-	976	-	-	-	100
Academy Expenses	16,091	18,312	21,021	23,650	22,019	22,019	23,550
Genl/Plenary Speaker Fees	22,500	38,623	22,500	30,000	20,500	20,500	30,000
Genl/Plenary Speaker Accommodations	566	564	638	1,000	602	602	1,000
Genl/Plenary Speaker Meals	149	-	-	300	42	42	300
Genl/Plenary Speaker Travel	364	2,000	1,060	3,000	2,148	2,148	3,000
Genl/Plenary Speaker Expenses	23,579	41,187	24,197	34,300	23,292	23,292	34,300
Speakers Fees	48,600	43,000	23,780	45,000	40,719	40,719	40,000
Speakers Accommodations	4,893	5,357	6,032	5,000	8,196	8,196	6,000
Speakers Meals	838	966	641	1,000	924	924	1,000
Speakers Travel	3,108	7,795	5,125	7,000	5,526	5,526	5,500
Offsite Education - Transportation/Fees	-	4,400	1,376	5,000	-	-	2,500
Speaker Expenses	57,439	61,517	36,954	63,000	55,365	55,365	55,000
Staff Travel Accomm.	10,695	10,305	8,985	9,600	3,789	3,789	14,791
Conf. Travel Airfare Staff	7,689	4,825	2,829	10,100	13,002	13,002	9,600
Conf. Travel Ground - Staff	749	917	2,193	1,000	1,655	1,655	1,500
Conf. Travel Meals - Staff	5,025	5,278	7,831	5,000	7,318	7,318	5,000
Conf. Travel Other - Staff	-	-	-	100	-	-	100
Conf. Travel Accomm. - Raffle Donation	-	564	1,060	1,000	-	-	1,000
Staff Conference Travel	24,158	21,889	22,898	26,800	25,764	25,764	31,991
Travel Accommodations VIP	508	12,279	8,864	13,500	14,232	14,232	13,000
Conf. Transportation - VIP	-	-	-	-	-	-	-
VIP Travel	508	12,279	8,864	13,500	14,232	14,232	13,000
Opening Reception	9,154	7,647	15,403	10,000	19,501	19,501	10,000
All Conference Event	15,984	27,066	71,521	50,000	40,561	40,561	50,000
Opening Ceremony	400	500	2,250	1,000	427	427	500
Conference Events Expenses	25,538	35,213	89,175	61,000	60,489	60,489	60,500
Food & Beverage	68,860	67,508	146,668	110,000	107,524	107,524	100,000
Colloquim Food & Beverage	2,680	2,679	2,618	2,000	1,604	1,604	1,500
Annual Banquet	13,796	24,887	54,284	50,000	46,387	46,387	40,000
Private Receptions	6,107	7,019	18,422	10,000	13,813	13,813	10,000
Meeting Expense - MCEF	2,362	2,331	8,129	3,000	2,248	2,248	3,000

IIMC Financials
2025 Budget Worksheet - Draft
Conference

Description	2021	2022	2023	2024	2024	2024	2025
	Actual Year End	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2024	Projected Year End	Budget
Food & Beverage Expenses	93,806	104,425	230,121	175,000	171,576	171,576	154,500
Audio/Visual	48,846	61,906	92,921	80,000	99,910	99,910	90,000
Conference Printing/Design Work	11,560	5,064	4,877	7,500	4,998	4,998	7,500
Conference App	-	-	-	-	-	-	-
Meeting Space Labor	986	361	578	-	-	-	-
Credit Card Fees	7,915	11,786	11,226	11,000	16,135	16,135	15,000
Hotel Room - Attrition		7,462			-	-	
Athenian Leadership Society	3,798	6,689	924	3,500	2,901	2,901	3,000
Telephone/Internet	3,521	740		1,000	55	55	1,000
Awards & Gifts	8,242	1,228	1,366	3,500	3,024	3,024	3,500
Meeting Room		329			21,471	21,471	-
Office Supplies	506		715	800	130	130	800
Shipping	4,264	2,472	7,509	6,000	6,298	6,298	6,000
Lanyards/Bags/Gifts	3,742	3,212	2,900	3,700	3,796	3,796	3,700
Conference Security		388		2,000	-	-	1,000
Colloquium Institute Director		500		500	500	500	500
Postage/Courier/Mailing	55	161		200	-	-	200
Conf. Transportation	-	3,085			-	-	
Exhibit Hall	3,790	4,503	8,437	20,000	39,847	39,847	12,000
Photographer	3,450	3,450	3,525	3,500	4,529	4,529	4,500
Signage - Room Keys	-	1,158			-	-	
Merchandise	-	2,903	5,736		-	-	1,000
Other	160	72	72		73	73	
Conference - Kit App	3,999	9,318	5,769	10,000	6,984	6,984	12,500
Other Conference Expenses	44,429	59,815	48,758	65,700	105,744	105,744	64,700
Total Expense	415,368	493,639	689,328	651,720	631,473	678,659	631,941
Net Profit/Loss	(45,243)	20,679	(141,823)	(74,475)	(64,910)	(112,096)	(1,805)

IIMC Financials
2025 Budget Worksheet - Draft
Education

Description	2021	2022	2023	2024	2024	2024	2025
	Actual Year End	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2024	Projected Year End	Budget
INCOME:							
Foundation Contribution/Policy 8	35,454	26,402	26,999	25,000		25,000	25,000
CMC Fees	53,665	57,525	56,270	58,000	23,325	58,000	58,000
MMC Fees	60,610	50,340	58,075	50,000	37,075	50,000	50,000
EPP Fees			15,400				
Sales Pins & Plaques	15,450	14,950	5,295	12,600	(1,565)	(3,000)	-
Distance Ed Registration	19,045	54,335	101,028	100,000	83,433	140,000	150,000
New Institute Application Fees			300	300		300	300
Region XI Symposium			140,766				140,000
Total Income	184,224	203,552	404,133	245,900	142,268	270,300	423,300
DIRECT EXPENSES:							
Salary/Wages	171,371	218,793	198,770	232,759	92,665	232,759	294,650
Salary Benefits	28,868	33,691	29,396	42,635	16,291	42,635	43,612
Payroll Taxes - Employer	13,832	18,037	17,072	19,520	8,917	19,520	25,103
Workers Comp Insurance	798	1,091	985	1,494	478	1,494	1,918
Personnel Costs	214,869	271,611	246,223	296,408	118,350	296,408	365,283
Staff Travel Accommodations				1,000	276	1,000	1,000
Staff Airfare		107	756	1,500		1,500	1,500
Staff Travel Ground		112	861	100	218	100	100
Staff Travel Meals			590	500	102	500	500
Staff Travel	-	219	2,207	3,100	596	3,100	3,100
Professional Develop/Training	2,100		1,475	2,000		1,000	2,000
Foundation - Region Stipends	6,000	3,000	8,000	11,000	5,000	11,000	12,000
Region XI Symposium			120,787				140,000
Distance Ed	-	11,000	12,600	24,000	15,400	24,000	24,000
Pins & Plaques	2,632	11,483	1,558	9,000	6,264	6,264	5,000
Computer/Software Support	536	1,064	4,151	5,000	1,414	5,000	5,000
Office Supplies			119				500
Postage/Courier/Mailing	1,540	1,146	2,615	2,000	2,616	5,000	5,000
Printing	-		4,864				5,000
Shipping	5,841	13,195	8,198	10,000		-	-
Office Expenses	7,381	14,341	15,796	12,000	2,616	5,000	10,500
Credit Card Fee	4,560	5,543	7,761	10,000	5,059	10,000	10,000
Bank Fees	4,560	5,543	7,761	10,000	5,059	10,000	10,000
Total Direct Expense	238,078	318,261	420,559	372,508	154,698	361,772	576,883
Net Profit/Loss	(53,854)	(114,708)	(16,426)	(126,608)	(12,430)	(91,472)	(153,583)

IIMC Financials
2025 Budget Worksheet - Draft
Marketing

Description	2021	2022	2023	2024	2024	2024	2025
	Actual Year End	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2024	Projected Year End	Budget
INCOME							
Advertising	1,050	525		1,000		1,000	1,000
Advertising/Sponsor	11,321	17,760	19,042	18,250	9,125	18,250	18,250
Advertising Job Posting Website	8,904	11,237	11,523	8,000	3,884	8,000	8,000
Advertising	21,274	29,523	30,564	27,250	13,009	27,250	27,250
Royalty - Liberty Mutual							
Royalty - Robert's Rule of Order	6	6					
Royalties Other - E.Mina/NAP	168	140	84	200	28	200	200
Royalty	174	146	84	200	28	200	200
Mailing Lists			1,750			875	500
Merchandise				500	-	-	500
Publications	374	216	393	500	307	500	500
Publications - Book 8	68	265		300		300	300
Publications	442	481	393	800	307	800	800
Total Income	21,891	30,150	32,791	28,750	13,344	29,125	29,250
EXPENSES							
Salary/Wages	115,834	119,651	108,419	123,038	43,375	123,038	126,453
Salary Benefits	15,846	17,263	16,537	19,283	8,372	19,283	21,333
Payroll Taxes	8,558	8,737	8,185	9,429	3,842	9,429	9,690
Workers Comp Insurance	605	736	696	806	406	806	828
Personnel	140,844	146,387	133,837	152,556	55,996	152,556	158,304
Staff Travel Accommodations		691	430	1,200		1,200	1,200
Staff Airfare		985	1,218	800		800	800
Staff Travel Ground		115	334				
Staff Travel Meals			94				
Staff Travel Other							
Staff Travel	-	1,791	2,075	2,000	-	2,000	2,000
Professional Development				300		300	300
Bank Fees	14	18	66	30	130	30	150
Awards & Gifts	5,000	1,521	2,893	3,000		-	-
Design Work - Region XI Newsletter	-	365		500	20	500	500
Shipping	-	-		100		100	100
Postage & Shipping	-	-	149	100	20	100	100
Exhibit/Sponsorship	2,200		149	3,500		-	-
News Digest - Design Work/Constant Contact	7,015	6,730	7,087	8,500	3,686	8,500	8,500
Printing - Book 8	80	275		500	1,116	1,500	500
Printing - Publications	80	275	-	500	1,116	1,500	500
Total Direct Expense	155,153	157,088	146,107	170,786	60,948	165,286	170,154
Net Profit/Loss	(133,263)	(126,938)	(113,316)	(142,036)	(47,604)	(136,161)	(140,904)

IIMC Financials
2025 Budget Worksheet - Draft
Membership

	2021	2022	2023	2024	2024	2024	2025
Description	Actual Year End	Actual Year End	Actual Year End	Budget	Actual YTD as of June 2024	Projected Year End	Budget
INCOME							
Membership Dues	1,330,073	1,348,319	1,434,492	1,450,000	738,803	1,450,000	1,575,000
Membership Late Fee	7,020	5,200	4,875	5,000	3,970	5,000	5,000
Total Income	1,337,093	1,353,519	1,439,367	1,455,000	742,773	1,455,000	1,580,000
DIRECT EXPENSES							
Salary/Wages	148,173	147,012	165,452	183,569	97,353	197,569	193,105
Salary Benefits	29,283	29,564	29,953	16,214	14,825	30,214	51,111
Payroll Taxes-Employer	15,065	13,781	14,650	15,936	9,861	15,936	17,335
Workers Comp Insurance	563	387	410	1,106	270	1,106	1,197
Personnel	193,083	190,744	210,464	216,825	122,309	244,825	262,748
Auto Mileage	-	-	7	100		100	100
Staff Travel Accommodations	470	706	1,484	700	1,068	700	2,500
Staff Airfare	102	1,124	513	1,400	351	1,400	2,000
Staff Travel Ground	-			100	415	100	550
Staff Travel Meals	-	95		100	82	100	75
Staff Travel Other	-	-		50		50	50
Staff Travel	572	1,925	2,005	2,450	1,916	2,450	5,275
Professional Develop/Training	1,800	1,050	1,260	400		400	1,170
Membership Drive	2,713	3,467	7,176	10,500	4,657	10,500	15,100
Research Salary Survey Services	1,188	1,428	1,428	1,500	1,428	1,500	1,500
Dues Mailing	16,323	15,632	23,189	23,000	9,365	23,000	19,500
Computer/Software Support	4,249	1,279	8,379	8,200	11,895	18,200	25,000
Office Equipment	-			320	-	320	500
Postage/Courier/Mailing	1,754	1,847	1,316	80	134	80	250
Printing	-			1,400	15	1,400	4,000
Office Expense	1,754	1,847	1,316	1,800	149	1,800	4,750
Credit Card	22,689	22,736	26,170	30,000	14,753	30,000	30,000
Bank Fees	22,689	22,736	26,170	30,000	14,753	30,000	30,000
Membership	359	359	441	400	180	400	400
Total Direct Expense	244,731	240,468	281,827	295,075	166,651	333,075	365,443
Net Profit/Loss	1,092,362	1,113,052	1,157,540	1,159,925	576,122	1,121,925	1,214,557

CAPITAL EXPENDITURES

Five Year Plan

Below is a brief outline of a five year capital expenditures plan. The expenditures are listed for 2025 through 2030.

2025 Capital Expenditures

3 Dell Computers/Laptops @ \$1300 ea.	3,900
Executive Director Laptop	2,500
Executive Director Tablet	1,000
1 Dell Conf Laptops @ \$1100 ea. (4 Yrs)	1,100
A/C unit	11,000
Cat 6 Cable Line - 8x8 Phones (15)	3,000
Parking Lot Resealed	6,500
HVAC Duct Work	30,000
410A Heat Pump System (Air)	10,000
iMIS 20-300 EMS - License 50% increase cloud based host website	33,000
iMIS 20-300 EMS - Online System - Phase Two/Three	30,000
TOTAL	<u>\$ 132,000</u>

2026 Capital Expenditures

3 Dell Computers/Laptops @ \$1300 ea.	3,900
1 Dell Conf Laptops @ \$1100 ea. (4 Yrs)	1,100
A/C unit	11,000
iMIS 20-300 EMS - License 50% increase cloud based host website	33,000
iMIS 20-300 EMS - Online System - Phase Four	15,000
TOTAL	<u>\$ 64,000</u>

2027 Capital Expenditures

3 Dell Computers/Laptops @ \$1300 ea.	3,900
Ipad/laptop for ED (3 Yrs)	1,500
Cell Phone for ED (3 Yrs)	700
A/C unit	11,000
iMIS 20-300 EMS - License 50% increase cloud based host website	33,000
TOTAL	<u>\$ 50,100</u>

2028 Capital Expenditures

3 Dell Computers/Laptops @ \$1300 ea.	3,900
Dell Power Edge Server for MAS 100 and storage	6,500
1 Dell Conf Laptops @ \$1100 ea. (4 Yrs)	1,100
Ipad/laptop for ED (3 Yrs)	1,500
Cell Phone for ED (3 Yrs)	1,000
A/C unit	11,000
iMIS 20-300 EMS - License 50% increase cloud based host website	33,000
iMIS 20-300 EMS - Online System	15,000
TOTAL	<u>\$ 73,000</u>

2029 Capital Expenditures

3 Dell Computers/Laptops @ \$1300 ea.	3,900
1 Dell Conf Laptops @ \$1100 ea. (4 Yrs)	1,100
A/C unit	11,000
iMIS 20-300 EMS - License 50% increase cloud based host website	33,000
TOTAL	<u>\$ 49,000</u>

2030 Capital Expenditures

3 Dell Computers/Laptops @ \$1300 ea.	3,900
A/C unit	11,000
Parking Lot Resealed	6,500
iMIS 20-300 EMS - License 50% increase cloud based host website	33,000
TOTAL	<u>\$ 54,400</u>

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

Charles
SCHWAB

Statement Period
September 1-30, 2024

Account Number
9755-7195

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Schwab One® Account of
THE INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS

Account Number
9755-7195

Statement Period
September 1-30, 2024

Terms and Conditions

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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 compensation in connection with certain transactions effected through Schwab, if you participate in a systematic investment program through Schwab, the additional information normally detailed on a trade confirmation will be provided upon request.

Average Daily Balance: Average daily composite of all cash balances that earn interest and all loans from Schwab that are charged interest. **Bank Sweep and Bank Sweep for Benefit Plans Features:** Schwab acts as your agent and custodian in establishing and maintaining your Deposit Account(s) as a feature of your brokerage account(s). Deposit accounts held through bank sweep features constitute direct obligations of one or more FDIC insured banks ("Affiliated Banks") that are affiliated with Schwab and are not obligations of Schwab. Funds swept to Affiliated Banks are eligible for deposit insurance from the FDIC up to the applicable limits for each bank for funds held in the same insurable capacity. The balance in the Deposit Accounts can be withdrawn on your order and the proceeds returned to your brokerage account or remitted to you as provided in your Account Agreement. For information on FDIC insurance and its limits, as well as other important disclosures about the bank sweep feature(s) in your account, please refer to the Cash Features Disclosure Statement available online or from a Schwab representative.

Cash: Any Free Credit Balance owed by us to you payable upon demand which, although accounted for on our books of record, is not segregated and may be used in the conduct of this firm's business. **Dividend Reinvestment Customers:** Dividend reinvestment transactions were effected by Schwab acting as a principal for its own account, except for the reinvestment of Schwab dividends, for which an independent broker-dealer acted as the buying agent. Further information on these transactions will be furnished upon written request.

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Securities purchased on margin are Schwab's collateral for the loan to you. It is important that you fully understand the risks involved in trading securities on margin. These risks include:

- You can lose more funds than you deposit in the margin account.
- Schwab can force the sale of securities or other assets in any of your account(s) to maintain the required account equity without contacting you.

- You are not entitled to choose which assets are liquidated nor are Schwab can increase both its "house" maintenance margin requirements and the maintenance margin requirements for your

Account at any time without advance written notice to you. **Market Price:** The most recent price evaluation available to Schwab on the last business day of the report period, normally the last trade price or bid as of market close. Unpriced securities denote that no market evaluation update is currently available. Price evaluations are obtained from outside parties. Schwab shall have no responsibility for the accuracy or timeliness of any such evaluations. Assets Not held at Schwab Are not held in your Account or covered by the Account's SIPC account protection and are not otherwise held in Schwab's custody and are being provided as a courtesy to you. Information on Assets Not Held at Schwab, including but not limited to valuations, is reported solely based on information you provide to Schwab. Schwab can neither validate nor certify the existence of Assets Not Held at Schwab or the accuracy, completeness or timeliness of the information about Assets Not Held at Schwab, whether provided by you or otherwise. Descriptions of Assets Not Held at Schwab may be abbreviated or truncated. Some securities, especially thinly traded equities in the OTC market or foreign markets, may not report report the most current price and are indicated as Stale Priced. Certain Limited Partnership (direct participation programs) and unlisted Real Estate Investment Trust (REIT) securities, for which you may see a value on your monthly Account statement that reflects the issuer's appraised value, are not listed on a national securities exchange, and are generally illiquid. Even if you are able to sell such securities, the price received may be less than the per share appraised estimated value provided in the account statement.

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Securities Products and Services: Securities products and services

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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.

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IN CASE OF ERRORS OR DISCREPANCIES: If you find an error or discrepancy relating to your brokerage activity (other than an electronic fund transfer) you must notify us promptly, but no later than 10 days after this statement is sent or made available to you. If this statement shows that we have mailed or delivered securities, the statement 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.

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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)

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Schwab One® Account of
THE INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS

Account Number
9755-7195

Statement Period
September 1-30, 2024

Account Value as of 09/30/2024:\$ 713,621.11

Change in Account Value

This Period

Year to Date

Account Value [in Thousands]

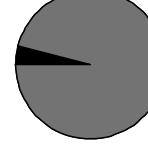
Statement of Financial Condition

The most recent statement of financial condition for Charles Schwab & Co., Inc. (CS&Co) may be obtained at no cost at <http://www.schwab.com/legal/financials> or by calling 1-800-435-4000. For clients of independent investment advisors, contact Schwab Alliance at 1-800-647-5465. International clients, call +852-2101-0500. At June 30, and July 31, 2024, CS&Co had net capital of \$8.8 billion and \$9.0 billion, respectively, and a net capital requirement of \$1.7 billion and \$1.8 billion, respectively. A copy of the report may be requested via: Investor Relations, 211 Main Street, San Francisco, CA 94105. Independent investment advisors are not owned by, affiliated with, or supervised by CS&Co.

Starting Value	\$ 709,045.62	\$ 506,495.75
Credits	2,147.02	261,757.29
Debits	(145.30)	(61,383.21)
Transfer of Securities (In/Out)	0.00	0.00
Income Reinvested	0.00	0.00
Change in Value of Investments	2,573.77	6,751.28
Ending Value on 09/30/2024	\$ 713,621.11	\$ 713,621.11
Accrued Income ^d	14,309.94	125
Ending Value with Accrued Income^d	\$ 727,931.05	0
Total Change in Account Value	\$ 4,575.49	\$ 207,125.36
Total Change with Accrued Income^d	\$ 18,885.43	

Asset Composition

	Market Value	% of Account Assets
Cash and Bank Sweep ^{X,Z}	\$ 28,565.22	4%
Fixed Income	685,055.89	96%
Total Assets Long	\$ 713,621.11	100%
Total Account Value	\$ 713,621.11	



- 4% Cash, Bank Sweep
[X,Z]
- 96% Fixed Income

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Schwab One® Account of
THE INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS

Statement Period
September 1-30, 2024
Account Number
9755-7195

Gain or (Loss) Summary

All Investments

Values may not reflect all of your gains/losses. Schwab has provided accurate gain and loss information wherever possible for most investments. Cost basis may be incomplete or unavailable for some of your holdings and may change or be adjusted in certain cases. Statement information should not be used for tax preparation, instead refer to official tax documents. For additional information refer to Terms and Conditions.

Realized Gain or (Loss) This Period

Unrealized Gain or (Loss)

Gain or (Loss) Summary

Short Term

Long Term

\$7,538.11^b

\$0.00

\$(52.33)^b

Income Summary

This Period

Federally Tax-Exempt

Federally Taxable

Year to Date

Bank Sweep Interest

Corporate Bond and Other Interest

Certificate of Deposit Interest

Total Income

Accrued Interest Paid⁴

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

Cash Transactions Summary

Starting Cash*

Deposits and other Cash Credits

Investments Sold

Dividends and Interest

Withdrawals and other Debits

Investments Purchased

Fees and Charges

Total Cash Transaction Detail

Ending Cash*

\$ 28,565.22

\$ 3,004.66

\$ 28,565.22

\$ 28,565.22

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

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

Statement Period
September 1-30, 2024
Account Number
9755-7195

Investment Detail - Cash and Bank Sweep

	Starting Balance	Ending Balance	% of Account Assets
Cash			
Cash	0.00	10,150.00	1%
Total Cash	0.00	10,150.00	1%
	Starting Balance	Ending Balance	% of Account Assets
Bank Sweep			
CHARLES SCHWAB BANK	16,563.50	18,415.22	3%
Total Bank Sweep <small>x,z</small>	16,563.50	18,415.22	3%
Total Cash and Bank Sweep		28,565.22	4%

Investment Detail - Fixed Income

	Par	Market Price	Market Value	Adjusted Cost Basis	% of Account Assets	Unrealized Gain or (Loss)	Estimated Annual Income	Yield to Maturity
Corporate Bonds								
TRANSCANADA P16.203%	40,000.0000	99.95370	39,981.48	40,073.48	6%	(92.00) ^b	2,481.20	
26F				40,095.20				
DUE 03/09/26								
CUSIP: 89352HBE8								
MOODY'S: Baa2								
S&P: BBB+								
Accrued Interest: 151.63								

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Schwab One® Account of
THE INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS

Statement Period
September 1-30, 2024
Account Number
9755-7195

Investment Detail - Fixed Income (continued)

Corporate Bonds (continued)	Par	Market Price	Market Value	Adjusted Cost Basis	% of Account Assets	Unrealized Gain or (Loss)	Estimated Annual Income	Yield to Maturity
CITIGROUP INC. 5.2% ²⁶ DUE 05/15/26 CALLABLE 11/15/24 AT 100.000000 CUSIP: 17290AJA9 MOODY'S: A3 S&P: BBB+	50,000.0000	100.01040	50,005.20	50,000.00	7%	5.20	2,600.00	5.20%
MACY'S INC 7% ²⁸ TENDER OFFER EXP. 09/17/10/02/2024 CUSIP: 55616XAC1 MOODY'S: Ba2 S&P: BB+	25,000.0000	101.000000	25,250.00	24,736.75	4%	513.25	1,750.00	7.30%
CANADIAN IMPERIAL 6% 28F DUE 12/08/28 CALLABLE 12/08/24 AT 100.000000 CUSIP: 13607XP76 MOODY'S: A2 S&P: A-	50,000.0000	100.19950	50,099.75	50,388.99	7%	(289.24) ^b	3,000.00	5.80%
THE TORONTO-DOMINIC 6% 28F DUE 12/11/28 CALLABLE 12/11/24 AT 100.000000 CUSIP: 89114XCP6 MOODY'S: A1 S&P: A	50,000.0000	100.27870	50,139.35	50,386.52	7%	(247.17) ^b	3,000.00	5.79%

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

Statement Period
September 1-30, 2024
Account Number
9755-7195

Investment Detail - Fixed Income (continued)

Corporate Bonds (continued)	Par	Market Price	Market Value	Adjusted Cost Basis	% of Account Assets	Unrealized Gain or (Loss)	Estimated Annual Income	Yield to Maturity
BRIGHTHOUSE FIN 5.625%30	50,000.0000	103.25010	51,625.05	50,098.00	7%	1,527.05	2,812.50	
DUE 05/15/30 CALLABLE 02/15/30 AT 100.00000 CUSIP: 10922NAG8 MOODY'S: Baa3 S&P: BBB+			50,098.00					5.58%
							<i>Accrued Interest: 1,062.50</i>	
ATHENE HOLDING 5.875%34	50,000.0000	104.28630	52,143.15	49,775.50	7%	2,367.65	2,937.50	
DUE 01/15/34 CALLABLE 10/15/33 AT 100.00000 CUSIP: 04686JAG6 MOODY'S: Baa1 S&P: A-			49,775.50					5.93%
							<i>Accrued Interest: 620.14</i>	
SAFEHOLD GL HOLDI 6.1%34	50,000.0000	105.19790	52,598.95	49,958.00	7%	2,640.95	3,050.00	
DUE 04/01/34 CALLABLE 01/01/34 AT 100.00000 CUSIP: 785931AA4 MOODY'S: A3 S&P: NR			49,958.00					6.10%
							<i>Accrued Interest: 1,753.75</i>	

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

Account Number **9755-7195** Statement Period **September 1-30, 2024**

Investment Detail - Fixed Income (continued)

Corporate Bonds (continued)		Par	Market Price	Market Value	Adjusted Cost Basis	% of Account Assets	Unrealized Gain or (Loss)	Estimated Annual Income
THE GOLDMAN SACH	6.25%36	12,000.0000	100.24800	12,029.76	12,100.54	2%	(70.78) ^b	750.00
DUE 02/15/36	CALLABLE 02/15/25 AT	100.000000						
CUSIP: 38150AY33	MOODY'S: A2	S&P: BBB+						
Total Corporate Bonds		377,000.0000		383,872.69	377,517.78	54%	6,354.91^b	22,381.20
		<i>Total Cost Basis:</i>		377,600.19				
CDs & BAs		Par	Market Price	Market Value	Adjusted Cost Basis	% of Account Assets	Unrealized Gain or (Loss)	Estimated Annual Income
U.S. BANK NTNL AS	5.5%24	100,000.0000	100.00480	100,004.80	100,000.00	14%	4.80	N/A
CALLED								
@100 EFF: 10/03/2024								
CALLABLE 10/03/24 AT								
100.000000								
CUSIP: 90355UBG9								
MOODY'S: NR								
S&P: NR								

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

Statement Period
September 1-30, 2024
Account Number
9755-7195

Investment Detail - Fixed Income (continued)

CDs & BAs (continued)	Par	Market Price	Market Value	Adjusted Cost Basis	% of Account Assets	Unrealized Gain or (Loss)	Estimated Annual Income
			Cost Basis				Yield to Maturity
MORGAN STANLEY P 5.15% ²⁵ CD FDIC INS DUE 05/15/25 US CUSIP: 61768E3T8 MOODY'S: NR S&P: NR	100,000.000	100.50450	100,504.50	100,000.00	14%	504.50	N/A
			100,000.00				5.15%
							Accrued Interest: 1,961.23
WELLS FARGO BANK, 5.3% ²⁵ CD FDIC INS DUE 05/29/25 US CUSIP: 949764NY6 MOODY'S: NR S&P: NR	100,000.000	100.67390	100,673.90	100,000.00	14%	673.90	N/A
			100,000.00				5.30%
							Accrued Interest: 1,815.07
Total CDs & BAs	300,000.000		301,183.20	300,000.00	42%	1,183.20	N/A
			Total Cost Basis:	300,000.00			
Total Fixed Income	677,000.000			677,517.78	96%	7,538.11^b	22,381.20
			Total Cost Basis:	677,600.19			

Accrued Interest represents the interest that would be received if the fixed income investment was sold prior to the coupon payment.
Yield to Maturity is the actual average annual return on a note if held to maturity.

Estimated Annual Income ("EAI") and Estimated Yield ("EY") calculations are for informational purposes only and are derived from information provided by outside parties. Schwab cannot guarantee the accuracy of such information. Since the interest and dividends are subject to change at any time, they should not be relied upon exclusively for making investment decisions. The actual income and yield might be lower or higher than the estimated amounts. EY is based upon EAI and the current price of the security and will fluctuate. For certain types of securities, the calculations could include a return of principal or capital gains in which case EAI and EY would be overstated. EY and EAI are not promptly updated to reflect when an issuer has missed a regular payment or announced changes to future payments, in which case EAI and EY will continue to display at a prior rate.

Schwab One® Account of
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 MUNICIPAL CLERKS**

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Statement Period
September 1-30, 2024

Account Number
9755-7195

	Total Investment Detail	713,621.11
	Total Account Value	713,621.11
	Total Cost Basis	677,600.19

Realized Gain or (Loss)

Short Term	Quantity/Par	Acquired/ Opened	Sold/ Closed	Total Proceeds	Cost Basis Adjusted	Realized Gain or (Loss) Adjusted
THE TORONTO-DOMINI6% 28F**CALLED** @100 EFF: 09: 89114XAL7	10,000.0000	02/05/24	09/30/24	10,000.00	10,060.00	(60.00)
Total Short Term				10,000.00	10,052.33	(52.33)^b
Total Realized Gain or (Loss)				10,000.00	10,060.00	(60.00)
					10,052.33	(52.33)^b

Schwab has provided accurate realized gain and loss information wherever possible for most investments. Cost basis data may be incomplete or unavailable for some of your holdings. If all data for a given investment is not available, the investment will not be listed here.
 Option Customers: Realized gain/loss of underlying securities is adjusted to reflect the premiums of assigned or exercised options. Please consult IRS publication 550, Investment Income and Expenses, for additional information on Options.

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THE INTERNATIONAL INSTITUTE OF
MUNICIPAL CLERKS

Statement Period
September 1-30, 2024

Account Number
9755-7195

Transaction Detail - Purchases & Sales

Fixed Income Activity			Par	Unit Price	Charges and Interest	Total Amount
Settle Date	Trade Date	Description				
09/30/24	09/30/24	Redemption	THE TORONTO-DOMINI6% 28F **CALLED**: 89114XAL7	(10,000.0000)		0.00
09/30/24	09/30/24	Redemption	THE TORONTO-DOMINI6% 28F **CALLED**: 89114XAL7			0.00
Total Fixed Income Activity						10,000.00
Total Purchases & Sales						10,000.00

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

Transaction Process	Date	Date	Activity	Description	Credit/(Debit)
09/09/24	09/09/24		Bond Interest	TRANSCANADA PI6.203% 26F: 89352HBE8	1,240.60
09/11/24	09/11/24		Bond Interest	THE TORONTO-DOMINI6% 28F: 89114XCP6	750.00
09/15/24	09/16/24		Bank Interest X/Z	BANK INT 081624-091524: SCHWAB BANK	6.42
09/30/24	09/30/24		Bond Interest	THE TORONTO-DOMINI6% 28F: 89114XAL7	150.00
Total Dividends & Interest					2,147.02

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

Statement Period
September 1-30, 2024
Account Number
9755-7195

Transaction Detail - Fees & Charges

Transaction Date	Process Date	Activity	Description	Credit/(Debit)
09/06/24	09/06/24	Advisor Fee*	TO ADVISOR	(145.30)
		Total Fees & Charges		(145.30)
			Total Transaction Detail	12,001.72

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

Bank Sweep Activity

Transaction Date	Transaction	Description	Withdrawal	Deposit	Balance x,z
		Opening Balance x,z			16,563.50
09/09/24	Auto Transfer	BANK TRANSFER TO BROKERAGE	145.30		16,418.20
09/10/24	Auto Transfer	BANK CREDIT FROM BROKERAGE	x	1,240.60	17,658.80
09/12/24	Auto Transfer	BANK CREDIT FROM BROKERAGE	x	750.00	18,408.80
09/15/24	Interest Paid x,z	BANK INTEREST - CHARLES SCHWAB BANK		6.42	18,415.22
		Total Activity	145.30	1,997.02	
		Ending Balance x,z			18,415.22

Bank Sweep: Interest Rate as of 09/30/24 was 0.20%. Z

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.

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

Statement Period
September 1-30, 2024

Account Number
9755-7195

Endnotes For Your Account (continued)

Symbol Endnote Legend

- b** When available, Adjusted Cost Basis values are used in Gain or (Loss) calculations.
- 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.

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. ("SPCI"), 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.

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

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

Your Independent Investment Manager and/or Advisor

Statement Period
September 1-30, 2024

Account Number
3508-4803

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

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

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 compensation in connection with certain transactions effected through Schwab, if the additional information normally detailed on a trade confirmation will be provided upon request.

Average Daily Balance: Average daily composite of all cash balances that earn interest and all loans from Schwab that are charged interest.

Bank Sweep and Bank Sweep for Benefit Plans Features: Schwab acts as your agent and custodian in establishing and maintaining your Deposit Account(s) as a feature of your brokerage account(s). Deposit accounts held through bank sweep features constitute direct obligations of one or more FDIC insured banks ("Affiliated Banks") that are affiliated with Schwab and are not obligations of Schwab. Funds swept to Affiliated Banks are eligible for deposit insurance from the FDIC up to the applicable limits for each bank for funds held in the same insurable capacity. The balance in the Deposit Accounts can be withdrawn on your order and the proceeds returned to your brokerage account or remitted to you as provided in your Account Agreement. For information on FDIC insurance and its limits, as well as other important disclosures about the bank sweep feature(s) in your account, please refer to the Cash Features Disclosure Statement available online or from a Schwab representative.

Cash: Any Free Credit Balance owed by us to you payable upon demand which, although accounted for on our books of record, is not segregated and may be used in the conduct of this firm's business.

Dividend Reinvestment Customers: Dividend reinvestment transactions were effected by Schwab acting as a principal for its own account, except for the reinvestment of Schwab dividends, for which an independent broker-dealer acted as the buying agent. Further information on these transactions will be furnished upon written request.

Interest: For the Schwab One Interest, Bank Sweep, and Bank Sweep for Benefit Plans features, interest is paid for period that may differ from the Statement Period. Balances include interest paid as indicated on your statement by Schwab or one or more of its Affiliated Banks. These balances do not include interest that may have accrued during the Statement Period after interest is paid. The interest paid may include interest that accrued in the prior Statement Period. For the Schwab One Interest feature, interest accrues daily from the second-to-last business day of the prior month and is posted on the second-to-last business day of the current month. For the bank sweep feature(s), interest accrues daily from the 16th day of the prior month and is credited/posted on the first business day after the 15th of the current month.

If, on any given day, the interest that Schwab calculates for the Free Credit Balances in the Schwab One Interest feature in your brokerage account is less than \$0.05, you will not accrue any interest on that day. For balances held at banks affiliated with Schwab in the Bank Sweep and Bank Sweep for Benefit Plans features, interest will accrue even if the amount is less than \$0.05.

Margin Account Customers: This is a combined statement of your margin account and special memorandum account maintained for you under Section 220.5 of Regulation T issued by the Board of Governors of the Federal Reserve System. The permanent record of the separate account as required by Regulation T is available for your inspection. 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.

Account Number
3508-4803

Statement Period
September 1-30, 2024

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 is not a solicitation or a recommendation to buy or sell. **Schwab does not provide tax advice and encourages you to consult with your tax professional.** Please view the **Cost Basis Disclosure Statement for additional information on how gain (or loss) is calculated and how Schwab reports adjusted cost basis information to the IRS.**

Accrued Income: Accrued income is the sum of the total accrued interest and/or accrued dividends on positions held in your Account, but the interest and/or dividends have not been received into your account. Schwab makes no representation that the amounts shown (or any other amount) will be received. Accrued amounts are not covered by SIPC account protection until actually received and held in the Account.

IN CASE OF ERRORS OR DISCREPANCIES: If you find an error or discrepancy relating to your brokerage activity (other than an electronic fund transfer) you must notify us promptly, but no later than 10 days after this statement is sent or made available to you. If this statement shows that we have mailed or delivered securities, the certificate(s) that you have not received, notify Schwab immediately. You may call us at 800-435-4000. (Outside the U.S., call +1-415-667-8400). If you're a client of an independent investment advisor, call us at 800-515-2157. Any oral communications should be re-confirmed in writing to further protect your rights, including rights under the Securities Investor Protection Act (SIPA). If you do not so notify us, you agree that the statement activity and Account balance are correct for all purposes with respect to those brokerage transactions.

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(0822-20UL)

Securities Products and Services: Securities products and services

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MGR: ENVESTNET ASSET MGMT

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Account Number
3508-4803

Statement Period
September 1-30, 2024

Account Value as of 09/30/2024: \$ 220,545.00

Change in Account Value

This Period

Year to Date

Account Value [in Thousands]

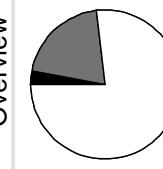
Starting Value		\$ 219,583.11	\$ 208,445.60
Credits		1,122.85	2,993.47
Debits		(134.99)	(1,176.44)
Transfer of Securities (In/Out)		0.00	0.00
Income Reinvested		(663.62)	(1,756.52)
Change in Value of Investments		637.65	12,038.89
Ending Value on 09/30/2024		\$ 220,545.00	\$ 220,545.00
Accrued Income ^d		95.91	45
Ending Value with Accrued Income^d		\$ 220,640.91	12/23 3/24 6/24 9/24
Total Change in Account Value		\$ 961.89	\$ 12,099.40
Total Change with Accrued Income^d		\$ 1,057.80	

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Asset Composition

	Market Value	% of Account Assets
Bank Sweep ^{X,Z}	\$ 6,661.42	3%
Bond Funds	43,998.90	20%
Exchange Traded Funds	169,884.68	77%
Total Assets Long	\$ 220,545.00	
Total Account Value	\$ 220,545.00	100%

Overview



3% Bank Sweep [X,Z]
20% Bond Funds
77% Exchange Traded Funds

Statement of Financial Condition	
<p>The most recent statement of financial condition for Charles Schwab & Co., Inc. (CS&Co) may be obtained at no cost at http://www.schwab.com/legal/financials or by calling 1-800-435-4000. For clients of independent investment advisors, contact Schwab Alliance at 1-800-647-5465. International clients, call +1-415-667-7780 and Charles Schwab Hong Kong clients, call +852-2101-0500. At June 30, and July 31, 2024, CS&Co had net capital of \$8.8 billion and \$9.0 billion, respectively, and a net capital requirement of \$1.7 billion and \$1.8 billion, respectively. A copy of the report may be requested via: Investor Relations, 211 Main Street, San Francisco, CA 94105. Independent investment advisors are not owned by, affiliated with, or supervised by CS&Co.</p>	

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MGR: ENVESTNET ASSET MGMT

Statement Period
September 1-30, 2024
Account Number
3508-4803

Gain or (Loss) Summary

All Investments

Values may not reflect all of your gains/losses. Schwab has provided accurate gain and loss information wherever possible for most investments. Cost basis may be incomplete or unavailable for some of your holdings and may change or be adjusted in certain cases. Statement information should not be used for tax preparation, instead refer to official tax documents. For additional information refer to Terms and Conditions.

	Realized Gain or (Loss) This Period		Unrealized Gain or (Loss)	
	Short Term	Long Term		
All Investments	\$507.51	\$0.00	\$7,604.19	
Income Summary	Federally Tax-Exempt	Federally Taxable	Federally Tax-Exempt	Federally Taxable
Bank Sweep Interest	0.00	2.41	0.00	18.78
Cash Dividends	0.00	1,120.44	0.00	2,974.69
Total Income	0.00	1,122.85	0.00	2,993.47
Cash Transactions Summary	This Period		Year to Date	
Starting Cash*	\$ 6,567.14		\$ 4,439.14	
Deposits and other Cash Credits	0.00		0.00	
Investments Sold	85,339.40		682,347.97	
Dividends and Interest	1,122.85		2,993.47	
Withdrawals and other Debits	0.00		0.00	
Investments Purchased	(86,232.98)		(681,942.72)	
Fees and Charges	(134.99)		(1,176.44)	
Total Cash Transaction Detail	94.28		2,222.28	
Ending Cash*	\$ 6,661.42		\$ 6,661.42	

*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	6,567.14	6,661.42	3%
Total Bank Sweep	6,567.14	6,661.42	3%
Total Bank Sweep	6,661.42	6,661.42	3%

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
FRANKLIN FTSE INDIA ETF	110.0000	41.90000	4,609.00	2%	144.75	1.68%	77.89
INVSC INTL BUYBACK	224.0000	42.83000	9,593.92	4%	553.28	3.38%	325.15
ISHARES MSCI EAF MIN VOL	151.0000	76.70000	11,581.70	5%	919.23	3.71%	430.40
ISHARES MSCI EAFE VALUE	164.0000	57.53000	9,434.92	4%	129.58	5.33%	503.72
ISHARES MSCI USA MIN VOL	163.0000	91.31000	14,883.53	7%	37.51	1.78%	265.90

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

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Investment Detail - Exchange Traded Funds (continued)

	Quantity	Market Price	Market Value Cost Basis	% of Account Assets	Unrealized Gain or (Loss)	Estimated Yield	Estimated Annual Income
Exchange Traded Funds							
ISHARES RUSSELL TOP 200 VALUE ETF SYMBOL: IWX	410.0000	81.27000	33,320.70 32,725.61	15%	595.09	1.68%	561.03
ISHARES US AEROSPACE DEFENSE ETF SYMBOL: ITA	101.0000	149.64000	15,113.64 14,463.69	7%	649.95	0.60%	91.83
SELECT SECTOR UTI SELECT SPDR ETF SYMBOL: XLU	145.0000	80.78000	11,713.10 10,582.83	5%	1,130.27	2.67%	312.90
SPDR S&P BANK ETF SYMBOL: KBE	85.0000	52.89000	4,495.65 4,488.82	2%	6.83	2.45%	110.34
SPDR S&P HOMEBUILDERS ETF SYMBOL: XHB	78.0000	124.56000	9,715.68 8,887.71	4%	827.97	0.40%	39.44
SPDR S&P REGIONAL BANKING ETF SYMBOL: KRE	79.0000	56.60000	4,471.40 4,494.73	2%	(23.33)	2.69%	120.65
VANGUARD FINANCIALS ETF SYMBOL: VFH	268.0000	109.91000	29,455.88 29,057.78	13%	398.10	1.67%	493.98
VANGUARD REAL ESTATE ETF SYMBOL: VNQ	118.0000	97.42000	11,495.56 10,640.02	5%	855.54	4.24%	487.48
Total Exchange Traded Funds	2,096.0000		169,884.68 Total Cost Basis:	77%	6,224.77		
			163,659.91		3,820.71		
Total Accrued Dividend for Exchange Traded Funds: 95.91							

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 INCOME I	4,378.0000	10.05000	43,998.90	42,619.48	1,379.42	20%
Total Bond Funds	4,378.0000		43,998.90	42,619.48	1,379.42	20%
Total Mutual Funds	4,378.0000		43,998.90	42,619.48	1,379.42	20%
Total Investment Detail						220,545.00
Total Account Value						220,545.00
Total Cost Basis						206,279.39
Realized Gain or (Loss)						(13,265.61)
Short Term	Quantity/Par	Acquired/Opened	Sold/Closed	Total Proceeds	Cost Basis	Realized Gain or (Loss)
INVESCO S & P MIDCAP XMMO	112.0000	07/24/24	09/03/24	12,814.66	13,128.15	(313.49)
ISHARES CORE S&P SMALL CAP ETF: IJR	98.0000	multiple	09/03/24	11,131.49	11,285.79	(154.30)
ISHARES CORE S&P 500 ETF: IVV	35.0000	multiple	09/03/24	19,522.28	19,354.16	128.12
ISHARES CORE S&P SMALL CAP ETF: IJR	168.0000	08/01/24	09/09/24	18,590.35	19,273.88	(683.53)



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Realized Gain or (Loss) (continued)

Total Realized Gain or (Loss)

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				Description	Quantity	Unit Price	Charges and Interest	Total Amount
Settle Date	Trade Date	Transaction						
09/04/24	09/03/24	Sold		INVESCO S & P MIDCAP MOMENTUM ETF: XMOMO	(112.0000)	114.4200	0.38	12,814.66
				Includes Exchange Processing Fee \$0.38				
09/04/24	09/03/24	Sold		ISHARES CORE S&P SMALL CAP ETF: IJR	(98.0000)	113.5900	0.33	11,131.49
				Includes Exchange Processing Fee \$0.33				
09/04/24	09/03/24	Sold		ISHARES CORE S&P 500 ETF: IIV	(35.0000)	557.7950	0.55	19,522.28
				Includes Exchange Processing Fee \$0.55				

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

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Transaction Detail - Purchases & Sales (continued)

Exchange Traded Funds Activity (continued)				Quantity	Unit Price	Charges and Interest	Total Amount
Settle Date	Trade Date	Description	Transaction				
09/04/24	09/03/24	Bought	ISHARES MSCI USA MIN VOL FCTR ETF: USMV	163.0000	91.0799	0.00	(14,846.02)
09/04/24	09/03/24	Bought	ISHARES RUSSELL TOP 200 VALUE ETF: IWX	185.0000	80.1696	0.00	(14,831.38)
09/04/24	09/03/24	Bought	VANGUARD FINANCIALS ETF: VFH	129.0000	110.3000	0.00	(14,228.70)
131	09/10/24	Sold	ISHARES CORE S&P SMALL CAP ETF: IJR Includes Exchange Processing Fee \$0.55	(168.0000)	110.6601	0.55	18,590.35
09/10/24	09/09/24	Sold	ISHARES CORE S&P 500 ETF: IVV Includes Exchange Processing Fee \$0.38	(25.0000)	549.8840	0.38	13,746.72
09/10/24	09/09/24	Bought	ISHARES RUSSELL TOP 200 VALUE ETF: IWX	225.0000	79.5299	0.00	(17,894.23)
09/10/24	09/09/24	Bought	ISHARES US AEROSPACE DEFENSE ETF: ITA	101.0000	143.2049	0.00	(14,463.69)

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	Description	Quantity
09/17/24	09/16/24	Sold INVSC INTL BUYBACK ACHIEV ETF: IPKW Includes Exchange Processing Fee \$0.31	(229.0000)
09/17/24	09/16/24	Bought ISHARES MSCI EAFFE VALUE ETF: EFV	164.0000
			56.7399
			0.00
			(9,305.34)
			(229.96)

¹³² Bond Funds Activity

Settle Date	Trade Date	Description	Quantity	Unit Price	Charges and Interest	Total Amount
09/27/24	09/27/24	Reinvested Shares NAVIGATOR TACTICAL FIXED INCOME I: NTBIX	65.9660	10.0600	0.00	(663.62)
						(663.62)
						(893.58)

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

Transaction Process Date	Date	Activity	Description	Credit/(Debit)
09/15/24	09/16/24	Bank Interest ^{xz}	BANK INT 081624-091524: SCHWAB BANK	2.41
09/25/24	09/25/24	Cash Dividend	SELECT SECTOR UTI SELECT: XLU	78.23

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

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

Transaction Process	Date	Date	Activity	Description	Credit/(Debit)
	09/25/24	09/25/24	Cash Dividend	SPDR S&P BANK ETF: KBE	27.58
	09/25/24	09/25/24	Cash Dividend	SPDR S&P HOMEBUILDERS: XHB	9.86
	09/25/24	09/25/24	Cash Dividend	SPDR S&P REGIONAL: KRE	30.16
	09/27/24	09/27/24	Cash Dividend	INVSC INTL BUYBACK: IPKW	81.29
	09/27/24	09/27/24	Div For Reinvest	NAVIGATOR TACTICAL FIXED: NTBX	663.62
	09/30/24	09/30/24	Cash Dividend	ISHARES MSCI USA MIN VOL: USMV	66.48
	09/30/24	09/30/24	Cash Dividend	ISHARES RUSSELL TOP 200: IWX	140.26
	09/30/24	09/30/24	Cash Dividend	iSHARES US AÉROSPACE: ITA	22.96
Total Dividends & Interest					1,122.85

Transaction Detail - Fees & Charges

Transaction	Process	Date	Activity	Description	Credit/(Debit)
		09/06/24	Advisor Fee*	TO ADVISOR	(134.99)
Total Fees & Charges					(134.99)
<i>Margin interest charged to your Account during the statement period is included in this section of the statement.</i>					Total Transaction Detail
					94.28

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Bank Sweep Activity

Transaction Date	Transaction	Description	Withdrawal	Deposit	Balance x,z
Opening Balance x,z					
09/04/24	Auto Transfer	BANK TRANSFER TO BROKERAGE	437.67		6,129.47
09/09/24	Auto Transfer	BANK TRANSFER TO BROKERAGE	134.99		5,994.48
09/10/24	Auto Transfer	BANK TRANSFER TO BROKERAGE	20.85		5,973.63
09/15/24	Interest Paid x,z	BANK INTEREST - CHARLES SCHWAB BANK		2.41	5,976.04
09/17/24	Auto Transfer	BANK CREDIT FROM BROKERAGE x		228.56	6,204.60
09/25/24	Auto Transfer	BANK CREDIT FROM BROKERAGE x		145.83	6,350.43
09/27/24	Auto Transfer	BANK CREDIT FROM BROKERAGE x		81.29	6,431.72
09/30/24	Auto Transfer	BANK CREDIT FROM BROKERAGE x		229.70	6,661.42
Total Activity			593.51	687.79	
Ending Balance x,z					
6,661.42					

Bank Sweep: Interest Rate as of 09/30/24 was 0.20%. z

Trades Pending Settlement

Transaction	Quantity	Trade Date	Settle Date	Unit Price	Purchase/Debit	Sale/Credit
ISHARES MSCI ALL COUNT: AAXJ	141.0000	09/30/24	10/01/24	78.6190	11,085.28	
ISHARES MSCI EAFFE VALUE: EFV	164.0000	09/30/24	10/01/24	57.6101		9,447.77
ISHARES MSCI USA MIN VOL: USMV	163.0000	09/30/24	10/01/24	90.9501		14,824.43
SPDR S&P REGIONAL: KRE	79.0000	09/30/24	10/01/24	56.7301		4,481.55
VANGUARD CONSUMER: VCR	33.0000	09/30/24	10/01/24	340.2193	11,227.24	
Total Trades Pending Settlement					22,312.52	28,753.75

Pending transactions are not included in account value.

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Pending Corporate Actions

	Transaction	Quantity	Payable Date	Rate per Share	Share Distribution	Cash Distribution
VANGUARD REAL ESTATE	Cash Dividend	118.0000	10/01/24	0.8128		95.91
Total Pending Corporate Actions						95.91

Pending transactions are not included in account value.

Endnotes For Your Account

Symbol Endnote Legend

- ◊ Dividends paid on this security will be automatically reinvested.
- * You authorize Schwab to debit your account to pay investment management fees per the authorization you granted in your Account Application. Schwab does not review or monitor these fee payments. Contact your Investment Manager if you have questions.
- d** Accrued Income is the sum of the total accrued interest and/or accrued dividends on positions held in your brokerage account, but the income and/or dividends have not been received into your account and Schwab makes no representation that they will. Accrued amounts are not covered by SIPC account protection until actually received and held in the account.
- X** Bank Sweep deposits are held at FDIC-insured bank(s) ("Banks") that are affiliated with Charles Schwab & Co., Inc.
- Z** For Bank Sweep and Bank Sweep for Benefit Plans features, interest is paid for a period that differs from the Statement Period. Balances include interest paid as indicated on your statement by Schwab or one or more of its affiliated banks. These balances do not include interest that may have accrued during the Statement Period after interest is paid. The interest paid may include interest that accrued in the prior Statement Period.

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Statement Period
September 1-30, 2024

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5054-7566

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1 (424) 277-2260

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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 compensation in connection with certain transactions effected through Schwab, if you participate in a systematic investment program through Schwab, the additional information normally detailed on a trade confirmation will be provided upon request.

Average Daily Balance: Average daily composite of all cash balances that earn interest and all loans from Schwab that are charged interest. **Bank Sweep and Bank Sweep for Benefit Plans Features:** Schwab acts as your agent and custodian in establishing and maintaining your Deposit Account(s) as a feature of your brokerage account(s). Deposit accounts held through bank sweep features constitute direct obligations of one or more FDIC insured banks ("Affiliated Banks") that are affiliated with Schwab and are not obligations of Schwab. Funds swept to Affiliated Banks are eligible for deposit insurance from the FDIC up to the applicable limits for each bank for funds held in the same insurable capacity. The balance in the Deposit Accounts can be withdrawn on your order and the proceeds returned to your brokerage account or remitted to you as provided in your Account Agreement. For information on FDIC insurance and its limits, as well as other important disclosures about the bank sweep feature(s) in your account, please refer to the Cash Features Disclosure Statement available online or from a Schwab representative.

Cash: Any Free Credit Balance owed by us to you payable upon demand which, although accounted for on our books of record, is not segregated and may be used in the conduct of this firm's business. **Dividend Reinvestment Customers:** Dividend reinvestment transactions were effected by Schwab acting as a principal for its own account, except for the reinvestment of Schwab dividends, for which an independent broker-dealer acted as the buying agent. Further information on these transactions will be furnished upon written request.

Interest: For the Schwab One Interest, Bank Sweep, and Bank Sweep for Benefit Plans features, interest is paid for period that may differ from the Statement Period. Balances include interest paid as indicated on your statement by Schwab or one or more of its Affiliated Banks. These balances do not include interest that may have accrued during the Statement Period after interest is paid. The interest paid may include interest that accrued in the prior Statement Period. For the Schwab One Interest feature, interest accrues daily from the second-to-last business day of the prior month and is posted on the second-to-last business day of the current month. For the bank sweep feature(s), interest accrues daily from the 16th day of the prior month and is credited/posted on the first business day after the 15th of the current month.

If, on any given day, the interest that Schwab calculates for the Free Credit Balances in the Schwab One Interest feature in your brokerage account is less than \$0.05, you will not accrue any interest on that day. For balances held at banks affiliated with Schwab in the Bank Sweep and Bank Sweep for Benefit Plans features, interest will accrue even if the amount is less than \$0.05.

Margin Account Customers: This is a combined statement of your margin account and special memorandum account maintained for you under Section 220.5 of Regulation T issued by the Board of Governors of the Federal Reserve System. The permanent record of the separate account as required by Regulation T is available for your inspection. 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 purchased on margin are Schwab's collateral for the loan to you. It is important that you fully understand the risks involved in trading securities on margin. These risks include:

- You can lose more funds than you deposit in the margin account.
- Schwab can force the sale of securities or other assets in any of your account(s) to maintain the required account equity without contacting you.

• You are not entitled to choose which assets are liquidated nor are Schwab can increase both its "house" maintenance margin requirements and the maintenance margin requirements for your

Market Price: The most recent price evaluation available to Schwab on the last business day of the report period, normally the last trade price or bid as of market close. Unpriced securities denote that no market evaluation update is currently available. Price evaluations are obtained from outside parties. Schwab shall have no responsibility for the accuracy or timeliness of any such evaluations. Assets Not held at Schwab Are not held in your Account or covered by the Account's SIPC account protection and are not otherwise held in Schwab's custody and are being provided as a courtesy to you. Information on Assets Not Held at Schwab, including but not limited to valuations, is reported solely based on information you provide to Schwab. Schwab can neither validate nor certify the existence of Assets Not Held at Schwab or the accuracy, completeness or timeliness of the information about Assets Not Held at Schwab, whether provided by you or otherwise. Descriptions of Assets Not Held at Schwab may be abbreviated or truncated. Some securities, especially thinly traded equities in the OTC market or foreign markets, may not report report the most current price and are indicated as Stale Priced. Certain Limited Partnership (direct participation programs) and unlisted Real Estate Investment Trust (REIT) securities, for which you may see a value on your monthly Account statement that reflects the issuer's appraised value, are not listed on a national securities exchange, and are generally illiquid. Even if you are able to sell such securities, the price received may be less than the per share appraised estimated value provided in the account statement.

Market Value: The Market Value is computed by multiplying the Market Price by the Quantity of Shares. This is the dollar value of your present holdings in your specified Schwab Account or a summary of the Market Value summed over multiple accounts.

Non-Publicly Traded Securities: All assets shown on this statement, other than certain direct investments which may be held by a third party, are held in your Account. Values of certain Non-Publicly Traded Securities may be furnished by a third party as provided by Schwab's Account Agreement. Schwab shall have no responsibility for the accuracy or timeliness of such valuations. The Securities Investor Protection Corporation (SIPC) does not cover many limited partnership interests.

Schwab Sweep Money Funds: Includes the primary money market funds into which Free Credit Balances may be automatically invested pursuant to your Account Agreement. Schwab or an affiliate acts and receives compensation as the Investment Advisor, Shareholder Service Agent and Distributor for the Schwab Sweep Money Funds. The amount of such compensation is disclosed in the prospectus. The yield information for Schwab Sweep Money Funds is the current 7-day yield as of the statement period. Yields vary. If on any given day, the accrued daily dividend for your selected sweep money fund as calculated for your account is less than 1/2 of 1 cent (\$0.005), your account will not earn a dividend for that day. In addition, if you do not accrue at least 1 daily dividend of \$0.01 during a pay period, you will not receive a money market dividend for that period. Schwab and the Schwab Sweep Money Funds investment advisor may be voluntarily reducing a portion of a Schwab Sweep Money Fund's expenses. Without these reductions, yields would have been lower.

Securities Products and Services: Securities products and services

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Yield to Maturity: This is the actual average annual return on a note if held to maturity. **Unrealized Gain or (Loss):** Unrealized Gain or (Loss) sections ("Gain/Loss Section(s)") contain a gain or a loss summary of your Account. This information has been provided on this statement at the request of your Advisor, if applicable. This information is not a solicitation or a recommendation to buy or sell. **Schwab does not provide tax advice and encourages you to consult with your tax professional.** Please view the Cost Basis Disclosure Statement for additional information on how gain (or loss) is calculated and how Schwab reports adjusted cost basis information to the IRS.

Accrued Income: Accrued Income is the sum of the total accrued interest and/or accrued dividends on positions held in your Account, but the interest and/or dividends have not been received into your account. Schwab makes no representation that the amounts shown (or any other amount) will be received. Accrued amounts are not covered by SIPC account protection until actually received and held in the Account. **IN CASE OF ERRORS OR DISCREPANCIES:** If you find an error or discrepancy relating to your brokerage activity (other than an electronic fund transfer) you must notify us promptly, but no later than 10 days after this statement is sent or made available to you. If this statement shows that we have mailed or delivered securities, the certificate(s) that you have not received, notify Schwab immediately. You may call us at 800-435-4000. (Outside the U.S., call +1-415-667-8400). If you're a client of an independent investment advisor, call us at 800-515-2157. Any oral communications should be re-confirmed in writing to further protect your rights, including rights under the Securities Investor Protection Act (SIPA). If you do not so notify us, you agree that the statement activity and Account balance are correct for all purposes with respect to those brokerage transactions.

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(0822-20UL)

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

Account Number
5054-7566

Statement Period
September 1-30, 2024

Account Value as of 09/30/2024: \$ 138,358.51

Change in Account Value

This Period

Year to Date Account Value [in Thousands]

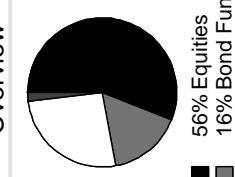
Starting Value	\$ 135,873.39	\$ 55,072.68
Credits	305.91	61,563.61
Debits	(83.53)	(947.48)
Transfer of Securities (In/Out)	0.00	0.00
Income Reinvested	(132.32)	(934.18)
Change in Value of Investments	2,395.06	23,603.88
Ending Value on 09/30/2024	\$ 138,358.51	\$ 138,358.51
Accrued Income ^d	13.47	25
Ending Value with Accrued Income^d	\$ 138,371.98	0
Total Change in Account Value	\$ 2,485.12	\$ 83,285.83
Total Change with Accrued Income^d	\$ 2,498.59	

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Asset Composition

	Market Value	% of Account Assets
Cash	\$ 2,906.73	2%
Equities	77,211.11	56%
Bond Funds	22,212.29	16%
Exchange Traded Funds	36,028.38	26%
Total Assets Long	\$ 138,358.51	100%
Total Account Value	\$ 138,358.51	

Overview



56% Equities
 16% Bond Funds
 26% Exchange Traded Funds
 2% Cash

Statement of Financial Condition	
Assets	
Cash	150
Equities	125
Bond Funds	100
Exchange Traded Funds	75
Total Assets	300
Liabilities	
Accrued Income	25
Total Liabilities	25
Net Assets	275
Equities	225
Bond Funds	100
Exchange Traded Funds	75
Total Net Assets	300

The most recent statement of financial condition for Charles Schwab & Co., Inc. (CS&Co) may be obtained at no cost at <http://www.schwab.com/legal/financials> or by calling 1-800-435-4000. For clients of independent investment advisors, contact Schwab Alliance at 1-800-647-5465. International clients, call +1-415-667-7770 and Charles Schwab Hong Kong clients, call +852-2101-0500. At June 30, and July 31, 2024, CS&Co had net capital of \$8.8 billion and \$9.0 billion, respectively, and a net capital requirement of \$1.7 billion and \$1.8 billion, respectively. A copy of the report may be requested via: Investor Relations, 211 Main Street, San Francisco, CA 94105. Independent investment advisors are not owned by, affiliated with, or supervised by CS&Co.

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ENVESTNET APM SRI

Statement Period
September 1-30, 2024
Account Number
5054-7566

Gain or (Loss) Summary

	Realized Gain or (Loss) This Period		Unrealized Gain or (Loss)	
	Short Term	Long Term		
All Investments	\$0.00	\$0.00		\$21,126.91
Schwab One® Interest	0.00	0.79	0.00	10.05
Cash Dividends	0.00	305.12	0.00	1,553.56
Total Income	0.00	305.91	0.00	1,563.61
	This Period		Year to Date	
	Federally Tax-Exempt	Federally Taxable	Federally Tax-Exempt	Federally Taxable
Income Summary				
Schwab One® Interest	0.00	0.79	0.00	10.05
Cash Dividends	0.00	305.12	0.00	1,553.56
Total Income	0.00	305.91	0.00	1,563.61
	This Period		Year to Date	
	Starting Cash*		\$ 2,816.67	\$ 1,542.55
Deposits and other Cash Credits			0.00	60,000.00
Investments Sold			0.00	31,464.18
Dividends and Interest			305.91	1,563.61
Withdrawals and other Debits			0.00	0.00
Investments Purchased			(132.32)	(90,716.13)
Fees and Charges			(83.53)	(947.48)
Total Cash Transaction Detail			90.06	1,364.18
Ending Cash*			\$ 2,906.73	\$ 2,906.73

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

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.

140 Cash Transactions Summary

	Starting Cash*		\$ 2,816.67	\$ 1,542.55
Deposits and other Cash Credits			0.00	60,000.00
Investments Sold			0.00	31,464.18
Dividends and Interest			305.91	1,563.61
Withdrawals and other Debits			0.00	0.00
Investments Purchased			(132.32)	(90,716.13)
Fees and Charges			(83.53)	(947.48)
Total Cash Transaction Detail			90.06	1,364.18
Ending Cash*			\$ 2,906.73	\$ 2,906.73

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
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ENVESTNET APM SRI

Statement Period
September 1-30, 2024
Account Number
5054-7566

Investment Detail - Cash

Cash	Starting Balance	Ending Balance	% of Account Assets
Cash	2,816.67	2,906.73	2%
Total Cash	2,816.67	2,906.73	2%
Total Cash	2,906.73	2%	

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	50,0000	165.85000	8,292.50	6%	1,451.75	0.48%	40.00
AMAZON.COM INC SYMBOL: AMZN	54.0000	186.33000	10,061.82	7%	2,039.19	N/A	N/A
APPLE INC SYMBOL: AAPL	48.0000	233.00000	11,184.00	8%	2,429.28	0.42%	48.00
MICROSOFT CORP SYMBOL: MSFT	16.0000	430.30000	6,884.80	5%	964.57	0.69%	48.00
NASDAQ INC SYMBOL: NDAQ	155.0000	73.01000	11,316.55	8%	519.13	1.31%	148.80
					10,797.42		

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

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THE INTERNATIONAL INSTITUTE OF
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ENVESTNET APM SRI

Statement Period
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Account Number
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Investment Detail - Equities (continued)

Equities (continued)	Quantity	Market Price	Market Value	% of Account Assets	Unrealized Gain or (Loss)	Estimated Yield	Estimated Annual Income
			Cost Basis				
NVIDIA CORP SYMBOL: NVDA	107.0000	121.44000	12,994.08	9%	7,893.24	0.13%	17.12
			5,100.84				
							<i>Accrued Dividend: 1.07</i>
QUALCOMM INC SYMBOL: QCOM	47.0000	170.05000	7,992.35	6%	1,481.88	1.99%	159.80
			6,510.47				
SALESFORCE INC SYMBOL: CRM	31.0000	273.71000	8,485.01	6%	1,297.92	0.58%	49.60
			7,187.09				
							<i>Accrued Dividend: 12.40</i>
Total Equities	508.0000	<i>Total Cost Basis:</i>	59,134.15		18,076.96		511.32

Total Accrued Dividend for Equities: 13.47

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				
ISHARES ESG AWR 1-5 Y USD CP BND ETF SYMBOL: SUSB	435.0000	25.16000	10,944.60	8%	369.49	3.98%	436.47
			10,575.11				
ISHARES US INFRASTRUCTURE ETF SYMBOL: IFRA	152.0000	46.97000	7,139.44	5%	1,135.46	2.13%	152.13
			6,003.98				

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



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MUNICIPAL CLERKS
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Statement Period
September 1-30, 2024
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Investment Detail - Exchange Traded Funds (continued)

	Quantity	Market Price	Market Value Cost Basis	% of Account Assets	Unrealized Gain or (Loss)	Estimated Yield	Estimated Annual Income
Exchange Traded Funds							
NUVEEN ESG INTER DVLP	329.0000	33.65270	11,071.74 9,616.80	8%	1,454.94	N/A	N/A
MKT EQY ETF SYMBOL: NUDM							
VANECK SEMICONDUCTOR ETF SYMBOL: SMH	28.0000	245.45000	6,872.60 7,471.41	5%	(598.81)	N/A	N/A
<i>Total Exchange Traded Funds</i>	<i>944.00000</i>	<i>36,028.38</i>	<i>26%</i>		<i>2,361.08</i>		<i>588.60</i>
<i>Total Cost Basis:</i>							

Investment Detail - Mutual Funds

	Quantity	Market Price	Market Value	Cost Basis	Unrealized Gain or (Loss)	% of Account Assets
Bond Funds						
AMERICAN BEACON DEVELOPI NGWLDINCFD-YCL SYMBOL: AGEYX	1,186.4110	7.11000	8,435.38	8,241.48	193.90	6%
PIMCO CLIMATE BOND INSTI TUTIONAL SYMBOL: PCEIX	1,527.3740	9.02000	13,776.91	13,281.94	494.97	10%
Total Bond Funds	2,713.7850		22,212.29	21,523.42	688.87	16%
Total Mutual Funds	2,713.7850		22,212.29	21,523.42	688.87	16%

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



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

Account Number **5054-7566** Statement Period **September 1-30, 2024**

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	138,358.51
Total Account Value	138,358.51
Total Cost Basis	114,324.87

Transaction Detail - Purchases & Sales

Bond Funds Activity

Settle Date	Trade Date	Transaction	Description	Quantity	Unit Price	Charges and Interest	Total Amount
09/03/24	09/03/24	Reinvested Shares	AMERICAN BEACON DEVELOP NGWLDINCFD-YCL: AGEYX	13.3090	6.9900	0.00	(93.03)
09/30/24	09/30/24	Reinvested Shares	PIMCO CLIMATE BOND INSTI	4.3560	9.0200	0.00	(39.29)

Total Bond Funds Activity (132.32)

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ENVESTNET APM SRI

Statement Period
September 1-30, 2024
Account Number
5054-7566

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

Transaction Process	Date	Date	Activity	Description	Credit/(Debit)
	09/03/24	09/03/24	Div For Reinvest	AMERICAN BEACON DEVELOPI: AGEYXX	93.03
	09/06/24	09/06/24	Cash Dividend	ISHARES ESG AWR 1-5 Y: SUSS	36.37
	09/12/24	09/12/24	Qualified Dividend	MICROSOFT CORP: MSFT	11.25
	09/16/24	09/16/24	Qualified Dividend	ALPHABET INC: GOOGL	10.00
	09/26/24	09/26/24	Qualified Dividend	QUALCOMM INC: QCOM	39.95
	09/27/24	09/27/24	Qualified Dividend	NASDAQ INC: NDAG	37.20
	09/27/24	09/27/24	Credit Interest	SCHWAB1 INT 08/29-09/26	0.79
	09/30/24	09/30/24	Cash Dividend	ISHARES US: IFRA	38.03
	09/30/24	09/30/24	Div For Reinvest	PIMCO CLIMATE BOND INSTI: PCEIX	39.29
Total Dividends & Interest					305.91

08/29 through 09/26: \$0.79 based on .381% average Schwab One® interest rate paid on 29 days in which your account had an average daily balance of \$2,793.91.

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Transaction Detail - Fees & Charges

Transaction	Process	Date	Activity	Description	Credit/(Debit)
09/06/24	09/06/24	Advisor Fee*	TO ADVISOR		(83.53)
Total Fees & Charges					(83.53)
Total Transaction Detail					90.06

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

Pending Corporate Actions

	Transaction	Quantity	Payable Date	Rate per Share	Share Distribution	Cash Distribution
NVIDIA CORP	Qual Div	107.0000	10/03/24	0.0100		1.07

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

Pending Corporate Actions (continued)

	Transaction	Quantity	Payable Date	Rate per Share	Share Distribution	Cash Distribution
SALESFORCE INC	Qual Div	31.0000	10/08/24	0.4000		12.40
Total Pending Corporate Actions						13.47

Pending transactions are not included in account value.

Endnotes For Your Account

Symbol Endnote Legend

- ◊ Dividends paid on this security will be automatically reinvested.
- * You authorize Schwab to debit your account to pay investment management fees per the authorization you granted in your Account Application. Schwab does not review or monitor these fee payments. Contact your Investment Manager if you have questions.
- 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.

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Title 4**REVENUE AND FINANCE****Chapters:**

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

Chapter 4.05

REVENUES AND EXPENDITURES – THE BUDGET PROCESS

Sections:

- 4.05.010 Purpose.
- 4.05.020 Scope.
- 4.05.030 Policy.

4.05.010

Purpose

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

4.05.020

Scope.

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

4.05.030

Policy.

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

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

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

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

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

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

Funds from \$0 to \$1,000

Staff member (requires one signature)

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

Executive Director (requires two signatures)

Unbudgeted Funds over \$10,000

Budget and Planning (requires B&P approval)

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

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

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

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

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

L. Revisions to the budget estimates, following the mid-year board meeting, shall be presented to the Budget and Planning Committee and conveyed to the Board of Directors. [**November 2018; November 2016; May 17, 2014; November 8, 2008; October 27, 2006; November 22, 2003. Policy A-4.**]

Chapter 4.10

INVESTMENT POLICY

Sections:

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

4.10.010

Purpose.

- A. This statement of investment policy is set forth in order to ensure that the current and future obligations of the organization are adequately funded in a cost-effective manner by:
 - 1. Defining and assigning the responsibilities of all involved parties.
 - 2. Establishing a clear understanding for all involved parties of the investment goals and objectives of the organization.
 - 3. Offering guidance and limitations to investment managers regarding the investment of assets.
 - 4. Managing organization assets according to prudent standards, as established in common trust law.
 - 5. Establishing a basis for evaluating investment results.
 - 6. Establish the relevant investment horizon for which the organization's assets will be managed.
- B. The goals of the investment policy shall be:
 - 1. Safety of principal.
 - 2. Liquidity.
 - 3. Yield.
- C. Preservation of capital and the realization of sufficient total return to ensure the ongoing financial integrity of the funds are essential. Preservation of capital encompasses two goals:
 - 1. Managing the risk of loss of principal for the fund as a whole.
 - 2. Managing the erosion of principal value through inflation. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

4.10.020

Assignment of responsibility.

The board of directors of IIMC is charged with the responsibility for the management of the assets of the organization. The board shall discharge its duties solely in the interest of the organization with the care, skill, prudence and diligence, under the circumstances then prevailing, that a prudent individual acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character with like aims. The specific responsibilities of the board of directors relating to the investment management of the organization assets include:

- A. Projecting the organization's needs, and the executive director communicating such needs to the board of directors on a timely basis.
- B. Determining the organization's risk tolerance and investment horizon, and communicating these to the appropriate parties.
- C. Establishing reasonable and consistent investment objectives, policies and guidelines, which will direct the investment of the organization's assets.
- D. Prudently and diligently selecting qualified investment professionals, including investment manager(s), investment consultant(s), and custodian(s).
- E. Regularly evaluating the performance of the investment manager(s) to assure adherence to policy guidelines and monitor investment objective progress.
- F. Developing and enacting proper control procedures. (For example: replacing investment manager(s) due to fundamental change in investment management process, or failure to comply with established guidelines.) [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

4.10.030

Responsibility of investment manager(s).

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

- A. Discretionary investment management including decisions to buy, sell, or hold individual securities, and to alter asset allocation within the guidelines established in this statement.
- B. Reporting, on a timely basis, quarterly investment performance results.
- C. Communicating any major changes to economic outlook, investment strategy, or any other factors, which affect implementation of investment process, or the investment objective progress of the organization's investment management.
- D. Informing the board of directors regarding any qualitative change to investment management organization. (Examples include changes in portfolio management personnel, ownership structure, investment philosophy, etc.) [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

4.10.040

Allowable assets.

- A. Cash Equivalents.
 - 1. Treasury bills.
 - 2. Money market funds.
 - 3. Commercial paper.
 - 4. Banker's acceptances.
 - 5. Repurchase agreements.
 - 6. Certificates of deposit.
- B. Fixed Income Securities.
 - 1. U.S. government and agency securities.
 - 2. Corporate notes and bonds.
 - 3. Mortgage backed bonds.
 - 4. Preferred stock.
 - 5. Fixed income securities of foreign governments and corporations.
- C. Equity Securities.
 - 1. Common stocks.
 - 2. Convertible notes and bonds.

3. Convertible preferred stocks.
 4. American depository receipts (ADRs of non-U.S. companies).
 5. Stocks of non-U.S. companies (ordinary shares).
- D. Mutual Funds. Mutual funds that invest in securities as allowed in this statement.
- E. Stock Exchanges. To ensure marketability and liquidity, investment managers will execute equity transactions through the following exchanges:
1. New York Stock Exchange;
 2. American Stock Exchange; and
 3. The NASDAQ.

In the event that an investment manager determines that there is a benefit or a need to execute transactions in exchanges other than those listed in this statement, written approval is required from the board of directors. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

4.10.050

Spread of risk.

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

4.10.060

Safekeeping.

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

4.10.070

Related parties.

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

4.10.080

Prohibited assets.

Prohibited investments include but are not limited to the following:

- A. Commodities and futures contracts.
 - B. Private placements.
 - C. Options.
 - D. Limited partnerships.
 - E. Venture-capital investments.
 - F. Real estate properties.
 - G. Golf courses.
- H. Any transactions not authorized by this policy. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

4.10.090

Prohibited transactions.

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

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

4.10.100**Investment policy review.**

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

4.10.110**Delegation of authority.**

The executive director, or his/her delegated representative, has the authority to invest unrestricted net assets in accordance and conformity with the above guidelines. [November 2018; November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

Chapter 4.15

SIGNIFICANT ACCOUNTING POLICIES

Sections:

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

4.15.010

Purpose.

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

4.15.020

Basis of accounting.

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

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

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

4.15.030

Revenue recognition.

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

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

4.15.040

Expense allocation.

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

4.15.050**Income taxes.**

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

4.15.060**Cash and cash equivalents.**

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

4.15.070**Property, plant and equipment.**

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

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

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

4.15.080

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

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

Chapter 4.20**NON-LAPSING RESERVE FUND****Sections:**

- 4.20.010 Purpose.
- 4.20.020 Policy.

4.20.010**Purpose.**

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

4.20.020**Policy.**

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

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

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

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

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

Chapter 4.30**LIQUIDITY AND AVAILABILITY****Sections:**

- 4.30.010 Purpose
- 4.30.020 Scope
- 4.30.030 Policy

4.30.010**Purpose.**

To provide sufficient funds to 90 days of general expenses.

4.30.020**Scope.**

IIMC Board of Directors

4.30.030**Policy**

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

Board Approved -- May 18, 2019

Chapter 4.40

OPERATING RESERVES

Sections:

- 4.40.010 Purpose
- 4.40.020 Scope
- 4.40.030 Policy

4.40.010

Purpose

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

4.40.020

Scope

IIMC Board of Directors

4.40.030

Policy

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

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

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

Operating Reserve Purposes

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

Definitions and Goals

The Operating Reserve Fund is defined as the designated fund set aside by the IIMC Board of Directors. The minimum amount to be designated as operating reserve will be established in an amount sufficient to maintain ongoing operations and programs for a set period of time and measured in

months. The operating reserve serves a dynamic role and will be reviewed and adjusted in response to internal and external changes.

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

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

Accounting for Reserves

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

Funding of Reserves

The Operating Reserve Fund will be funded with surplus unrestricted operating funds. The Board of Directors may, from time to time, direct that a specific source of revenue be set aside for operating reserves.

The Executive Director and/or Chief Financial Officer will identify the need for access to reserve funds and confirm that the use is consistent with the purpose of the reserves as described in this Operating Reserve Policy. Determination of need requires analysis of the sufficiency of the current level of reserve funds, the availability of any other sources of funds before using reserves, and evaluation of the time period for which the funds will be required and replenished.

Shortfalls

If the Operating Reserve Fund is and has been less than 80% of the target reserve minimum for two consecutive years, the Board of Directors will adopt an operating budget with a projected surplus sufficient to rebuild the Reserve Fund to its targeted reserve level over a prescribed number of years.

Authority to Use Operating Reserves

The Executive Director will submit a request to use operating reserves to IIMC's Budget and Planning Committee. The request will include the analysis and determination of the use of funds and plans for replenishment. IIMC's goal is to replenish the funds used within twelve (12) months to restore the Operating Reserve Fund to the target minimum amount. If the use of operating reserves will take longer than twelve (12) months to replenish, the request will be scrutinized more carefully. The Budget committee will approve or modify the request and recommend to the Board to authorize transfer from the Operating Reserve Fund

Reporting and Monitoring

The Executive Director and/or Chief Financial Officer is responsible for ensuring that the Operating Reserve Fund is maintained and used only as described in this Policy. Upon approval of the use of operating reserve funds, the Executive Director will maintain records of the use of funds and plan for replenishment. The Executive Director will provide regular quarterly progress reports to the Budget Committee and Board of Directors on restoring the fund to the target minimum amount.

The Executive Director and/or Chief Financial Officer will annually discuss what additional risk factors might be considered for the Organization and the impact of budgeting on operating reserve levels.

Relationship to Other Policies

The Executive Director and/or Chief Financial Officer maintains the following Board-approved policies, which may contain provisions that affect the creation, sufficiency and management of the Operating Reserve Fund:

- Investment Policy, including risk tolerance
- Policies related to Operating and Capital Budgeting

Review of Policy

The Budget Committee reviews this Policy annually, at minimum, or sooner if warranted by internal or external events or changes. The Budget Committee will recommend policy changes to the Board of Directors.

Board Approved -- May 18, 2019

Chapter 4.50

CONFLICT OF INTEREST

Sections:

- 4.50.010 Purpose
- 4.50.020 Scope
- 4.50.030 Policy

4.50.010

Purpose

To protect IIMC's nonprofit status regarding transactions or arrangements involving an IIMC Officer or Director.

4.50.020

Scope

IIMC Board of Directors

4.50.030

Policy

The conflict of Interest Policy's purpose is to protect IIMC's nonprofit status when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an IIMC Officer or Director or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit organizations.

Definitions

Interested Person

Any Director, Officer, or member of a committee with Board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.

Financial Interest

A person has a financial interest if the person has, directly or indirectly, through business, investment or family:

- An ownership or investment interest in any entity with which IIMC has a transaction or arrangement;
- A compensation arrangement with IIMC or with any entity or individual with which IIMC has a transaction or arrangement; or
- A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which IIMC is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors valued over \$100.00.

A financial interest is not necessarily a conflict of interest. Under Procedures, Section 2, a person who has a financial interest may have a conflict of interest only if the Board or committee decides that a conflict of interest exists.

Procedures**Duty to Disclose**

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

Determining Whether a Conflict of Interest Exists

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

Procedures for Addressing the Conflict of Interest

- A. An interested person may make a presentation to the Board or committee, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
- B. The IIMC President or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- C. After exercising due diligence, the Board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- D. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in IIMC's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.

Violations of the Conflicts of Interest Policy

- A. If the Board has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- B. If, after hearing the member's response and after further investigation as warranted by the circumstances, the Board or committee determines whether or not the member has failed to disclose an actual or possible conflict of interest, it then shall take appropriate disciplinary and corrective action.

Records of Proceedings

The minutes of the Board and all committees with Board delegated powers shall contain:

- A.. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Board's or committee's decision as to whether a conflict of interest in fact existed.

B. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Compensation

- A. Any Board member who receives compensation, directly or indirectly, from IIMC for services is precluded from voting on matters pertaining to that member's compensation.
- B. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from IIMC for services is precluded from voting on matters pertaining to that member's compensation.
- C. No Board or committee member whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from IIMC, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

Annual Statements

Each Director, Officer and committee member with Board delegated powers shall annually sign a statement which affirms such person:

- A. Has received a copy of IIMC's conflict of interest policy,
- B. Has read and understands the policy,
- C. Has agreed to comply with the policy, and
- D. Understands IIMC is a nonprofit 501C (6) and to maintain its federal tax exemption, it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Periodic Reviews

To ensure IIMC operates in a manner consistent with its 501C (6) status and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews will be conducted. The periodic reviews will, at a minimum, include the following subjects:

- A. Whether compensation arrangements and benefits are reasonable, based on competent survey information and the result of arm's length bargaining.
- B. Whether partnerships, joint ventures, and arrangements with management organizations conform to IIMC's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

Use of Outside Experts

When conducting the Periodic Reviews, IIMC may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the Board of its responsibility for ensuring periodic reviews.

Board Approved -- May 18, 2019

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: IIMC Board of Directors

From: Karen Lee, Communications Officer

Date: September 22, 2024

Subject: IIMC Communications Department Mid-Year Report

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

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

WEBSITE

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

Milestones:

- Repositioning the [IIMC Regions Pages](#) to a more appropriate placement on the website structure with a shortcut on the homepage for increased ease of access.
- Creating the [IIMC 2025 conference](#) pages.
- Developing ongoing processes for annual updates.

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 the open average rates below¹.

- E-Briefing (Region I-X) average open rate: **37%**
- E-Briefing (Region XI) average open rate: **27%**

¹ According to the [Influencer Marketing Hub](#), a good email open rate is between 17% - 28%. (Accessed September 22, 2024)

REGION NEWSLETTERS, MESSAGES, AND UPDATES

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

Metrics:

- 2024 VP Election Announcement open rate: 31%
- Region III Fall 2024 Newsletter open rate: 43%
- Region V 2024 Region V Meeting announcement open rate: 45%
- Region VI Summer 2024 Newsletter open rate: 45%
- Region VIII East April 2024 Newsletter open rate: 47%
- Region VIII West Spring 2024 Newsletter open rate: 38%
- Region VIII East and West CMCA Institute and Academy announcement open rate: 43%
- Region XI July 2024 Newsletter open rate: 27%
- IIMC Foundation Update
 - September 3, 2024 (Regions I-X) open rate: 32%
 - September 3, 2024 (Region XI) open rate: 24%

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 articles. Content created by and written about Clerks continues to be very popular among readers.

The September 2024 issue of the *News Digest* launched a series by Dr. Beatrice Nevarez Rodriguez in cooperation with the IIMC Foundation. These articles feature IIMC Foundation award recipients interviewed by Dr. Rodriguez on their education journey.

COMMUNICATIONS AND EDUCATION

The Communications Department continues to work closely with the Education Department to market its programs and resources. In addition to shared communication efforts, Karen Lee continues to work with the Education Department to implement and launch the learning management system, Top Class. This IIMC team is in the process of training on the new system.

ONLINE EVENTS

President – Membership Online Events

IIMC President Lisa Garcia launched a new series of President-Membership online events:

IIMC Live! With President Lisa. Each episode shall feature a topic and panel of speakers.

The inaugural event took place on Monday, September 16, featuring the IIMC Foundation Board of Directors. **77 attendees** logged in for this event. A [recording](#) may be viewed on IIMC's YouTube channel. Additional events are in development per IIMC President Lisa's proposed session topics and guests.

SOCIAL MEDIA

Facebook

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

Group	September 2024	March 2024	September 2023
Region I	251	216	194
Region II	322	309	294
Region III	763	709	672
Region IV	258	250	232
Region V	375	347	324
Region VI	202	190	184
Region VII	319	313	269
Region VIII East	79	70	40
Region VIII West	69	60	38
Region IX	312	283	247
Region X	97	85	55
Region XI	86	82	77
EPP Cohort 1	44	31	10

RECOMMENDATIONS

The Communications Department submits to the Board of Directors the following recommendations:

- **Top Class Learning Management System.** The Communications Department will focus on working with the Education Department to implement the Top Class LMS and beta test among the membership.
- **IIMC Website and Online Resources.** The Communications Department encourages promotion of the IIMC website, particularly education web pages, as a source for tools and resources.

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, which Karen has been instrumental in overseeing, 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, Asst. Director of Member Services
Stephanie Galarza, Member Services Representative

Date: **September 19, 2024**

Subject: **2024 Member Services Mid-Year Report**



Our association software (iMIS) has had many improvements for Member Services, but we are not done yet. The additions to customer service have been:

- 1) Online Conference Registration.
- 2) Member Packets automatically being sent to new members.
- 3) Member and Ethic Certificates automated for each new member and the ability to automatically send certificates to members who lost their originals.
- 4) Member Anniversary Certificates for 25-30-35-40-45 and 50-year members.

The online conference registration will have further improvements in 2024 such as the First-Time attendees and Region VII delegates will automatically receive their \$50.00 discount without having to use a discount code. We are working to streamline the registration process in hopes of making it easier and more efficient. Exhibitors used the online conference registration last year for the first time and after a few glitches, all flowed nicely.

IIMC is awarding one-year free membership to any clerk in Missouri that has never been an IIMC Member if they register and pay for the conference in St. Louis. They will receive First Time and Region Discounts. A letter and a special conference free membership application was sent to Region Director, Leesa Ross, MMC and Host Committee Chair, Karen Goodwin, MMC in September for distribution to all Missouri Clerks.

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. It is not available yet, but we are hoping in 2025. We are looking forward to training in the new Top-Class software. Education has been in training for a few months.

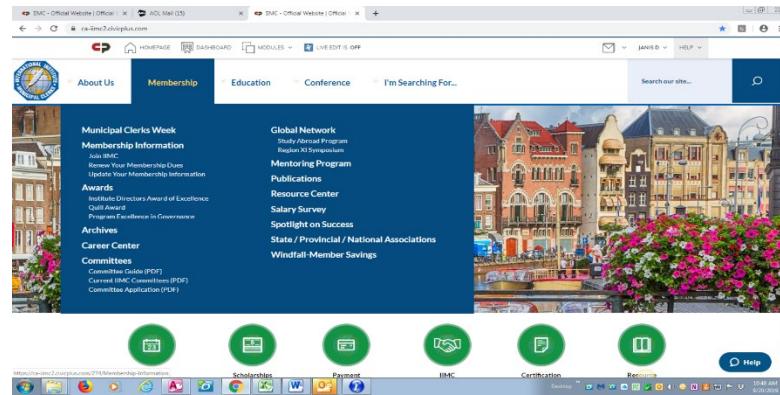
Our St. Louis conference registration database is being updated and will soon be available for our members to register online. Member Services has been in training since August 2024 to learn the entire creation of our Conference Software through iMIS.

We are very pleased with the 22-24 Member Drive since starting promotion in late December 2022 and it has brought in 323 new members. Each new member will receive a free Captus Press education course (a \$50.00 savings). The difference from other IIMC member drives is this drive is perpetual in that we remove municipalities when they join and add municipalities when they cancel.

Our Region Director Challenge has brought in 6 new members since May 2024. Kathy Montejo, MMC has 3 of the 6 new members. We are hoping for great results in March 2025. We appreciate all the Region Directors' participation and will watch for this number to grow. The winning Director will receive two free conference registrations in St. Louis. A Region Director Challenge Application is available on the IIMC Board section of the website or just call Member Services to receive a copy.

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. Since its inception, we have assisted 17 of our members.

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 send out 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!

We have added CMC links to our emailed Welcome Letter that goes to each new member directly from the Member Services Staff. The links give the new member the following:

- Link 1 is personalized to the new members state/province institute
- Link 2 is for the CMC Step by Step information page
- Link 3 is for the CMC video

The Welcome Letter also has their Member Type and Member ID number. It states that they are to watch for the weekly E-Briefing and e-News Digest along with further information about their membership and annual conference.

We are also distributing, every quarter, a letter that goes to the new members asking them if they have sent in their CMC Enrollment Form and if not, to please call IIMC if they have questions about certification. We find that most cancellations come from one-year members. You get from your new membership what you put into it. This letter helps them to take the first step toward their new profession.

Member Services will be distributing to Regions I to X, the 2025 Salary Survey in early November 2024. The 2023 survey received only 1,737 responses, 2020 Salary Survey had 3,068 responses and 2018 had 3,135 responses. It is very disappointing that out of 9,100 members we only received 1,737 participants. Please discuss with your region members how important it is they take part in IIMC’s Salary Survey. We can do better, and this helps all our membership when doing research for a title change, promotion, and a pay raise.

Our Member Services Staff, Tammy Storrie, Assistant Director of Member Services and Stephanie Galarza, Member Services Representative work very hard to reach out to our members with phone calls and emails each day. It is a true pleasure to work in Member Services.

Sharing some statistics for the following:

- Region Totals as of September 19, 2024, totals 15,072 are:
 - Region I – 686
 - Region II – 608
 - Region III – 1,783
 - Region IV – 675
 - Region V – 941
 - Region VI – 524
 - Region VII – 784
 - Region VIII East – 725
 - Region VIII West - 627
 - Region IX – 1,798

- Region X – 257
- Region XI – 5,664
- Bulk Members in Region XI are from the following Associations:
 - ADSO United Kingdom – 1,224 members
 - IMASA South Africa – 125 members
 - SLCC United Kingdom – 3,735 members
 - VVG The Netherlands – 576 members

Management's Comments:

As stated, the Department is active with membership recruitment while maintaining existing members. They are IIMC's first point of contact with members, and customer service continues to be exemplary and person-to-person.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board

From: Tom van der Hoven
Region XI Development Consultant

Date: September 11, 2024

Subject: Development within IIMC Region XI in 2024/25



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 sixteenth report to the Board and follows the background and role explained in previous reports.

The Role

To work closely with Region XI Directors, IIMC staff and the International Relations Committee.

Key objectives are to:

- Significantly grow membership of IIMC Region XI;
- Generate regular communications between IIMC, Region XI Directors and Region XI members which supplements and complements the material provided by IIMC;
- Commission and create value added material, products and services which members will regard as a member benefit; and
- Organize meetings and events in Region XI both to support the growth and development of region XI and as an additional benefit to IIMC members in region XI and other regions.

Structure.

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

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 annually – last meeting was held in May in Calgary. The next meeting will be held following the IIMC Board's mid-year meeting.

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

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 July 2024 and the next one is scheduled to be published early 2025

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

Facilitated Zoom Discussions and Interviews

Members will be aware of the facilitated discussions held in 2020 and 2021. Feedback on these sessions were overwhelmingly positive. We hosted a virtual launch of the International Buddy scheme in 2022, and this resulted in 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 International Symposium in Liverpool, England on September 11 and 12, 2025.

This promises to be another excellent event and an opportunity for our members to share experiences with colleagues from across the world.

As has been the practice in 2019 and 2023, Executive Director Shalby and I have put together a study tour that will join the Symposium at the end of the tour. The program is attached at the end of the report. We have already received interest from 30 members.

Focus for 2024/25

The Region XI Management Board met in May 2024 and at its meeting reviewed the Region XI Strategy – an updated copy is attached to this report.

Recommendation:

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

Management's Comments:

As always, the correlation between Region XI and its growth has much to do with Tom's involvement in his position. Currently, communication, general services and the 2025 Study Abroad Program and Symposium are some of the main areas going into next year. In November 2024, IIMC will have President Garcia and Executive Director Shalby attend the ADSO conference in the UK, making it the first time an IIMC President has attended this conference. Since ADSO will be hosting the 2025 Symposium, it's imperative that IIMC shows its support and appreciation to the Organization producing the event.

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.

Version 2024



IIMC REGION XI STRATEGY

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.		<p>May be dependent on 1 above. Would be good to try and keep a running total.</p> <p>Provide more information on these qualifications and promote within the Region</p>
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.		<p>To enable a UK Facilitator may be dependent on 1 above.</p> <p>The aim should be to provide these dialogues throughout Region XI.</p>
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.	The dates have now been agreed by ADSO and the event will take place on 11th and 12 th September 2025 in Liverpool, England.	
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	Ongoing			

12	Region XI involvement with international IIMC events	Ongoing	<p>Forward and liaise with IIMC Board about increased involvement of Region XI.</p> <p><i>IIMC in the picture</i></p> <ul style="list-style-type: none"> • An item in the IIMC-newsletter about what is happening in Region XI (not only events) • 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. <p><i>IIMC for Region XI</i></p> <ul style="list-style-type: none"> • A study abroad for members of Region XI – in combination with the annual conference • Visits (city hall, projects,...) as part of the program of the annual conference (like what was done 10 years ago) • A (online) buddy exchange program • Online learning is open for members of Region XI (we already talked about this with you) <p><i>IIMC in the picture for members of Region XI</i></p> <ul style="list-style-type: none"> • Articles in the newsletter of Region XI: what can IIMC do for you? • A separate newsletter from IIMC for Region XI with interesting articles, videos,...
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13	Attendance of Clerks from developing countries to be involved and attend conferences	Ongoing	Encourage efforts to enable attendance of Clerks from developing countries to be involved and attend conferences	Two grants per region are made available by IIMC to assist with conference registration.
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2025 IIMC Study Abroad Program and Symposium - England

September 6 – 12, 2025





2025 IIMC Study Abroad Program and Symposium - England

September 2025 - TENTATIVE SCHEDULE

CMC Education or MMC Education points with the completion of the required learning assessment will be provided in future updates.



Windsor



Stratford-Upon-Avon



Chester



Liverpool

The 2025 IIMC Study Abroad Program and Symposium, in conjunction with the Association of Democratic Services Officers (ADSO) offer IIMC members an opportunity to explore iconic English towns – Windsor, Stratford-Upon-Avon, Chester and the City of Liverpool – hometown of the Beatles. It is also an opportunity to network with IIMC's international members. The Symposium will feature renowned speakers and education. It is an excellent opportunity to bring together IIMC's Global Community to share experiences and knowledge.

The tour will begin in Windsor, continue to Stratford-Upon-Avon and conclude at the 2-day Symposium in Liverpool.

NOTE*** Study Abroad Program and Symposium participants will need to make their own travel arrangements to London's Heathrow International Airport and return trip home. Study Abroad Participants' registration will include the 2025 Symposium.

Study/Symposium Program Five-Day Schedule

- **Saturday** Travel day - Participants will need to arrive at the Hotel in Windsor (20 minutes outside of London) by early afternoon on Saturday.
- **Sunday** Participants explore Windsor and London on their own before returning to Windsor late afternoon.
- **Monday** Participants depart by bus to Stratford-upon-Avon. Explore Stratford followed by a medieval banquet at Warwick Castle.
- **Tuesday** Participants will depart for Liverpool via Chester along the way.
- **Wednesday** Participants will explore Liverpool and environs. More details to follow.
- **Thursday** Symposium
- **Friday** Symposium
- **Saturday** Travel Day if you're returning home or on your own

The following are brief descriptions of each city. The daily schedule may change slightly.

Saturday and Sunday - Windsor

Windsor is a historic town and is widely known as the site of Windsor Castle, one of the official residences of the British Royal Family. The town is situated 21 miles from central London. Participants will meet here on Saturday evening for an informal introductory reception and dinner in the hotel. Some may want to consider attending Evensong in St. George's Chapel at Windsor Castle.

On Sunday explore Windsor/London on own. Meet as a group for dinner.



Windsor Castle

2025 IIMC Study Abroad Program and Symposium - England

Monday – Stratford-Upon-Avon

Stratford-Upon-Avon, a medieval market town in England's West Midlands, is the 16th-century birthplace of William Shakespeare. Possibly the most famous writer in the English language, Shakespeare is known for his sonnets and plays such as 'Romeo and Juliet' and 'Hamlet'. The Royal Shakespeare Company performs his plays in the Royal Shakespeare Theatre and adjacent Swan Theatre on the banks of the River Avon.

Dinner that evening will be a medieval banquet (tbc) at Warwick Castle. Warwick Castle is a medieval castle developed from a wooden fort, originally built by William the Conqueror during 1068



Tuesday - Chester 11:00 am to 4:00 pm and then Liverpool

Chester is a city in northwest England, founded as a Roman fortress in the 1st century A.D. It's known for its extensive Roman walls made of local red sandstone. In the old city, the Rows is a shopping district distinguished by 2-level covered arcades and Tudor-style half-timber buildings.

Participants will travel to Liverpool and check into hotel in Liverpool. Dinner will be in the hotel (tbc)

Wednesday – Liverpool

Liverpool is a maritime city in northwest England, where the River Mersey meets the Irish Sea. A key trade and migration port from the 18th to the early 20th centuries, it's also, famously, the hometown of The Beatles.



Thursday – Liverpool (Symposium)

The Symposium will begin today from 8 am to 5:30 pm. More details to follow.

Friday – Liverpool

The Symposium concludes today around 4 pm. Participants can stay at the hotel until they depart back home. Dinner on own.

Saturday – Travel Day

Participants must make their own flight arrangements home. There are several options from Liverpool: Manchester Airport is 36 miles; Birmingham Airport is 110 miles, Heathrow is approximately 110 miles.



IIMC 2025 Study Abroad Program and Symposium

Windsor • Stratford-upon-Avon • Liverpool

Deadline: TBD



Cost of Study Abroad and Symposium Program Package includes:

- 2 nights Hotel Accommodations in Windsor
- 1 night hotel accommodations in Stratford-upon-Avon
- 4 nights hotel accommodations in Liverpool
- Cost of Symposium Conference Registration and banquet at Warwick Castle
- 6 Breakfasts – Sunday to Friday
- 2 Lunches at Symposium
- 5 Dinners
- Deluxe transportation
- Admission fees - Program related
- Gratuities and all taxes.

Costs: \$3,000 US per person – single/double accommodations

A minimum of 30 people is required.

Shop Until You Drop...

For more information regarding the Study Abroad Program and Symposium, please refer to future E-briefings, News Digests and the IIMC Website at www.iimc.com



Windsor Royal Shopping

Opposite Windsor Castle, in the Grade II listed Victorian railway station, Windsor Royal Shopping is undoubtedly worth a visit. Not only is the structure itself stunningly unique, but the cultural hub is practically bursting with independent and well-loved shops and eateries.

Shopping in Chester

On Chester's unique Rows, past meets present - you'll find England's oldest shop front alongside some of the most exciting independent shops, restaurants, cafes and bars on the Chester scene.



Pedestrian Mall in Liverpool shopping area



Association of
Democratic Services
Officers

