



# News Digest

*The Premier Organization for Municipal Clerks Since 1947*

January 2026



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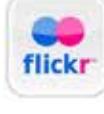
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# President's Message



Dawn Abrahamson, MMC  
IIMC President, 2025-2026

**A**s we begin this new year, I am energized by the many opportunities that await our IIMC membership. Together, we can continue to grow professionally through expanded education, certification programs, and leadership development. We have the chance to strengthen our connections, share best practices, and collaborate with colleagues across the globe. This year also offers meaningful ways to engage in advocacy, elevate the role of Municipal Clerks, and shape the standards of our profession. Equally important, we can foster a more inclusive and welcoming community, celebrating the diversity and achievements of our members. With the upcoming Annual Conference in Reno and the milestone of IIMC's 80th anniversary, there is no better time to embrace these opportunities and collectively advance the mission of our Organization.

When I shared my guiding principles in May 2025 – **rebuilding trust and fostering true inclusion** – I did so with the belief that these values are fundamental to the strength, credibility, and future of our organization. As I step into the last five months of my presidency, these principles remain at the center of my focus and will continue to guide our efforts, decisions, and interactions.

Rebuilding trust requires openness, transparency, and a willingness to listen. It means honoring our diverse perspectives, communicating clearly, and ensuring that our processes and actions reflect our shared commitment to integrity and professionalism. Trust is built through consistent actions and meaningful engagement, and together we can continue strengthening the foundation upon which IIMC stands.

Fostering true inclusion goes beyond intention – it requires action. It means creating spaces where all voices are welcomed, respected, and valued, and where members

feel a genuine sense of belonging. Our profession is enriched by the diversity of experiences, backgrounds, and viewpoints represented across IIMC, and embracing that diversity strengthens both our organization and the communities we serve.

Since May 2025, it has been a pleasure to witness these two guiding principles at work among IIMC committees, the Board, staff, and members who have reached out to me personally. It is my goal to ensure that each of you experiences the positive impact of these principles in your engagement with IIMC.

One of the highlights of the year ahead will be the **May 2026 IIMC Annual Conference in Reno, Nevada** – a particularly meaningful gathering as we celebrate and welcome a new incoming Board of Directors. This transition represents both continuity and renewal – an opportunity to honor the strong foundation built by those who have served before us while embracing fresh perspectives and energy. I encourage you to join us as we commemorate this significant milestone, connect with colleagues, and engage in the education and collaboration that defines our annual conference.

In December, I had the honor of representing IIMC as President at the Alaska Municipal Clerks Association Conference (AMCA) in Anchorage, Alaska. To say it was cold is an understatement – not to mention the extreme wind chill during the week I was there. Under Past President Dani Snider's inspiring theme, "*Clerking to Become the Greatest You*," the conference focused on professional growth, resilience, and the continual pursuit of excellence in our profession. The sessions and discussions reinforced the importance of investing in ourselves as leaders and professionals – an idea that strongly aligns with IIMC's

*Continued on page 5*



*President's Message...Continued from page 4*



ongoing commitment to rebuilding trust and fostering true inclusion. Representing IIMC was a wonderful opportunity to connect with clerks from across the state, exchange ideas, and reinforce the important role our profession plays in supporting transparent, effective, and responsive local government. I was inspired by the dedication and resilience of Alaska's clerks and grateful for the opportunity to share IIMC's mission and commitment to professional development and collaboration.



Speaking of *"Clerking to Become the Greatest You,"* it was exciting to see AMCA Past President Dani Snider recognized as the 2025 AMCA Clerk of the Year, and Past IIMC Region IX Director Jamie Newman presented with the 2025 Lifetime Achievement Award. Both awards celebrate these highly dedicated professionals who have made significant contributions over the course of their careers.



As we move forward together in 2026, we will continue building upon the strong work of past leadership while advancing IIMC's mission of professional development, education, and leadership excellence. I am inspired by the dedication of our Board, committees, staff, and volunteers, whose commitment and service make our progress possible. This year will bring meaningful opportunities for collaboration, learning, and growth, and I look forward to working alongside you as we continue moving IIMC forward – together.

Thank you for your engagement, professionalism, and ongoing commitment to our organization and our profession.

I wish you a successful and fulfilling year ahead, and I am honored to serve as your President.

## When in Reno...



**Fleischmann Atmospherium Planetarium** opened in 1964 and was originally called the "Fleischmann Atmospherium-Planetarium." The Planetarium's unique shape, called a "hyperbolic paraboloid," was designed by famed Reno architect Ray Hellman and is now listed on the National Historic Register of Historic Buildings. The 13,000-square-foot facility includes large-screen star shows and feature films, as well as stargazing events and a gift shop.



# Outline: Clerks at a Crossroads— Digital Experiences, Resident Satisfaction, and Local Leadership



## I. Introduction: Clerks at a Crossroads

- Set the stage for the evolving responsibilities of city clerks in a rapidly digitizing municipal landscape.
- Highlight how changing resident expectations and new research about leadership perceptions are redefining the clerk's role.

## II. New Research: Digital Interactions Shape Resident Perceptions

- Present key findings from the CivicPlus® resident satisfaction report, emphasizing the impact of digital touchpoints on public opinion.
- Discuss the growing disconnect revealed by the report: residents express strong trust in local leaders but report lower satisfaction with municipal services delivered online.

## III. Where Clerks Stand Today

- Analyze the current challenges faced by clerks in meeting heightened digital service expectations, including limited staff, budget constraints, and compliance demands.
- Address the pressure to modernize workflows while maintaining accessibility, transparency, and legal compliance.

## IV. The Power of Digital Experiences

- Explore how the quality of website navigation, online permit applications, and emergency alerts shape resident perceptions of government responsiveness and transparency.
- Connect digital interactions directly to measures of effectiveness and community trust.

## V. Data-Backed Insights and Benchmarks

- Share actionable benchmarks and insights from the resident satisfaction report to help clerks evaluate and improve digital service delivery.
- Provide practical steps for enhancing engagement, such as streamlining online processes and improving communication channels.

## VI. Prioritizing Technology for Impact

- Recommend strategies for clerks to leverage technology in building connected, engaged communities.
- Emphasize the importance of ongoing assessment and adaptation to meet evolving resident needs and expectations.

## VII. Conclusion: Leading at the Crossroads

- Reinforce the pivotal role of city clerks in shaping the future of local government through digital innovation and resident-centered service.
- Encourage proactive leadership, continuous improvement, and a commitment to fostering community trust and engagement.

CivicPlus provides a robust suite of technology solutions that address the challenges local government clerks face. Visit [civicplus.com/clerk](http://civicplus.com/clerk) or scan the code below to learn more.

***Editor's Note:*** CivicPlus is an IIMC Premier Diamond Sponsor.



Outline: Clerks at a Crossroads—  
Continued from page 6



#### Appendix:

For Reference -Educational Article  
#1 Asana Task

**What is does this request needs to communicate?:** Discover How City Clerks Nationwide Are Tackling Web Accessibility—and Where Your Community Stands.

**Who is the target audience?:**

**Target Audience:** Title: City Clerks

**Geographic Location:** United States (nationwide, all municipalities)

**Role & Relevance:** City Clerks are responsible for ensuring transparency, public communication, and compliance with accessibility laws in their local governments. They often manage or coordinate municipal website content, agendas, public records, and citizen-facing digital tools.

**Primary Pain Points/Challenges:**

Limited resources (staff, time, budget) to support accessibility initiatives

Uncertainty around compliance standards  
(e.g., WCAG, ADA Title II)

Difficulty assessing whether their website meets accessibility benchmarks

Dependence on vendors or internal IT staff for technical support

Pressure to modernize digital services while maintaining equity and compliance

Growing resident expectations for inclusive and easy-to-navigate online experiences

This persona values practical insights, peer benchmarks, and accessible solutions that don't require deep technical expertise. They are typically motivated by mandates for legal compliance, improving citizen service delivery, and representing transparency in local government operations.



#### NEW REPORT

## New Web Accessibility Mandates: Are Local Leaders Prepared?

Today, only 13% of local officials are very familiar with recent Department of Justice (DOJ) mandates for compliant local and state government websites. So, if you are feeling uncertain, you aren't alone.

This exclusive report, developed with CivicPulse, explores how other leaders are planning for accessibility mandates, common barriers, and actionable steps toward compliance.



Scan the QR code  
to learn more →



\*CivicPlus® surveyed over 1,000 local government leaders to uncover the current state of web accessibility and assess whether municipalities are prepared for the new federal ADA laws governing online content.



Getting Involved In Your Organization By Volunteering On An IIMC Committee

## Committee Work Is Accomplished Virtually

**Editor's Note:** *IIMC members who serve on an IIMC Committee will receive one point per year toward CMC Experience or two points per year toward MMC Professional Contributions.*

**Applications are due to IIMC Headquarters by January 15, 2026.**



**A**ssociations are driven by their missions and largely measured by their success in achieving mission-related goals. Good governance provides the vision and direction to ensure that an association is on the right path. Involvement is the key to growth and development. The core and essence of IIMC rests with its volunteers. Volunteers are needed to help an organization in many ways: fundraising, conference planning, coordinating special projects and developing new ideas. Each project depends on the effort put forth by the volunteers. As a volunteer, working on an IIMC Committee conveys a pledge that the members are committed to helping their Organization's development and looking out for its present and future interests. An IIMC Committee is one of the most productive tools this Organization has to work with.

Whether you are chairing a Committee or serving as a Committee member, you face the challenge of getting involved in the work the Committee was formed to accomplish.

"IIMC provides a setting for its members where they can enhance their skills and proficiency toward becoming effective leaders," said IIMC President Lisa Garcia, MMC, Florence, Arizona. "Volunteering for a Committee is an excellent way for members to use their creative abilities and talents to help the system."

IIMC needs Committee members who are prepared to work. Committees meet virtually to review the previous year's accomplishments and discuss strategies and objectives for the upcoming year. The majority of Committee work is done throughout the year through virtual meetings and E-mail. IIMC's growth is attributable to you -- the members.

The findings of a Committee have a direct impact of the decisions made by the Board of Directors. The energy you put into your work on the Committee has a direct influence on the direction your Organization takes. Beginning with the 2022 term, IIMC's Board of Directors have approved assigning each Committee Diversity, Equity and Inclusion goals and objectives to further IIMC's mission of openness and inclusivity.

Your contributions and your participation on the Committee will determine its success or failure. If you participate, get involved and encourage others on the Committee to do so that the Committee will be successful. Enthusiasm is contagious.

Put your input and insight to good use by volunteering for Committee work. You can learn more and complete an application here: [www.iimc.com/149/Committees](http://www.iimc.com/149/Committees). Applications are due to IIMC Headquarters by January 15, 2026.

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# How Multilevel Governance Is Transforming Urban Climate Futures

By Karishma Asarpota

**C**limate change is no longer a distant scenario—cities across the world are already grappling with the escalating impacts of floods, fires, heatwaves and rising seas. Yet even as they stand on the front lines, local governments receive less than 10% of global climate finance while bearing responsibility for many of the systems—transport, buildings, waste, water—that define national climate trajectories. This mismatch is one of the biggest obstacles to effective climate action.

The new [UrbanShift Multilevel Governance for Integrated Urban Planning](#) report illustrates how this gap can be closed. Drawing on the experiences of **nine countries across Asia, Africa, and Latin America**, the report shows how well-designed **National–Local Dialogues (NLDs)** and **Multilevel Governance Roadmaps** can turn national ambition into locally delivered climate solutions. It provides governments, development partners, and practitioners with an insightful, practical, and evidence-rich guide on how to build climate governance that truly works.

## *What will readers gain from this report?*

### **1. A clear understanding of why multilevel governance matters**

National and local governments must work together. The report explains:

- Why fragmented mandates and policy silos slow climate action;
- how local governments can accelerate national climate goals when properly empowered; and
- what a functional governance ecosystem looks like in practice.

Drawing from real examples—from China’s dual-carbon strategy to Rwanda’s integration of local priorities into its NDC 3.0—the report demonstrates that countries with structured national–local collaboration move faster and more coherently toward climate-resilient development.

### **2. A practical guide to National–Local Dialogues (NLDs) and Multilevel Governance Roadmaps**

One of the report’s core contributions is to unpack what NLDs are, how they are designed, and why they work. The report provides a step-by-step explanation of:

- How dialogues were planned and facilitated across nine diverse governance systems;
- how the Talanoa Dialogue framework (“Where are we? Where do we want to go? How do we get there?”) shaped meaningful collaboration;
- how Multilevel Governance Roadmaps translate commitments into actionable steps, responsibilities, and timelines; and
- how Roadmaps remain “living tools” that guide implementation long after workshops end.

Whether you are a national official, mayor, development partner, planner or researcher, this report can help equip you with a ready-to-use blueprint for convening your own multilevel governance process.

### **3. A global tour of how countries used NLDs to drive climate action**

*The heart of the report features nine country snapshots, each summarizing:*

- The focus of their dialogues;
- the institutions involved;
- the barriers identified;
- the collaborative solutions proposed; and
- the concrete outcomes achieved.

*Readers will gain insights into:*

- China’s alignment of biodiversity and low-carbon planning across megacities;
- India’s innovation in transit-oriented development, digital governance, and gender-responsive mobility;
- Indonesia’s pioneering integration of gender-inclusive climate finance;
- Costa Rica’s process of drafting a law on urban flood resilience;

*Continued on page 11*



- Brazil's metropolitan governance reforms;
- Rwanda's localization of NDC 3.0;
- Argentina's re-alignment of national-local priorities amid political transition;
- Morocco's national circular economy push anchored in multilevel engagement; and
- Sierra Leone's multisectoral workshop linking spatial planning, informality, and waste governance.

These stories collectively show that—even in very different political systems—dialogues can unlock new commitments, improve coordination, and bring finance closer to city projects.

#### 4. Honest reflections on challenges—and tested recommendations for the future

*The report does not shy away from confronting the real governance barriers countries encountered. The report reflects on:*

- Institutional fragmentation and overlapping mandates;
- limited fiscal decentralization;
- political turnover;
- uneven technical capacities;
- gaps in gender and social inclusion; and
- challenges in synchronizing timelines among implementation partners.

*For each challenge, the report offers practical recommendations, including:*

- Embedding NLDs in formal national processes like NDC cycles;
- treating Roadmaps as implementation tools—not one-time reports;
- starting small with achievable actions to build trust;
- integrating gender-responsive design from the outset;

*Continued on page 12*



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- building permanent coordination units to protect continuity; and
- ensuring finance institutions participate early.

These lessons are immediately applicable for any government or organization seeking to strengthen its climate governance framework.

## 5. A vision for scaling a proven model of climate collaboration

Finally, the report looks ahead, outlining how NLDs and Roadmaps can shape the next decade of climate action. It argues that:

- Modest investments in multilevel governance unlock much larger climate and development benefits;
- scaling NLDs can help countries close up to 37% of the climate ambition gap in CHAMP-endorsing countries;
- institutionalizing Roadmaps can ensure continuity even through crises or political change; and

- linking governance processes with climate finance accelerates real projects on the ground.

**Editor's Note:** ICLEI – Local Governments for Sustainability (known as ICLEI) is a global network working with more than 2500 local and regional governments committed to sustainable urban development. Active in 125+ countries, we influence sustainability policy and drive local action for zero emission, nature-based, equitable, resilient and circular development. Our Members and team of experts work together through peer exchange, partnerships and capacity building to create systemic change for urban sustainability.



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# Membership & Mentoring in Action: Building Belonging, One Clerk at a Time

By Jessica Hilts, MMC and Lisa A. Burd, CMC  
IIMC MEMBERSHIP AND MENTORING COMMITTEE

## A new beginning

A new beginning can be intimidating. It can also be exciting. Becoming a Municipal Clerk means mastering complex rules, coordinating high-stakes meetings, and safeguarding public records. It requires professionalism, integrity, political savvy, and grit. Without a community of compassionate, capable peers, the work can feel overwhelming. It might even feel impossible.

Thankfully, you are not alone! Through IIMC, members connect to a strong community with 80 years of history and resources, promoting education, and elevating the standards of public service. For that reason, Municipal Clerks around the world choose IIMC.

## Industry leaders

When you join IIMC, the Membership and Mentoring Committee welcomes you and prepares you for success. We equip you with practical ways to make the most of your membership. Through leading industry resources, IIMC supports professional growth with academies, Athenian Dialogues, annual institutes, certification programs, scholarships, and a thriving community of mentors.

## The unexpected gift of mentoring

Participants in IIMC's Mentorship Program embrace growth and leadership opportunities, joining 96 active mentorship pairs that form a one-to-one network built on practical guidance and heartfelt encouragement.

When seasoned Clerks first volunteer to mentor, most simply want to give back. What they often don't expect is how much they will receive in return. Mentoring is not a one-way street; it's a dynamic exchange that enriches both participants in surprising and meaningful ways.

As a mentor, you will view familiar challenges through fresh eyes. Conversations can spark new insights into processes you've performed for years on autopilot. These

moments expose you to different approaches, challenge assumptions, and expand your professional toolkit. What begins as a simple offer to guide a newcomer, evolves into a professional partnership that strengthens the entire Clerk's community. These relationships can even blossom into formal collaborations, fortifying the profession through networks of knowledgeable and experienced peers.

## Building belonging

IIMC's strength has always been how Municipal Clerks show up for one another. A warm welcome and a thoughtful connection can transform a job into a calling, and a network into a home. If you've benefited from a colleague's guidance, this is your invitation to pay it forward. And to our new members, we're so glad you're here! Dive into the community, opportunities, and growth that await you.

## How you can PARTICIPATE

- If you're a new member: Reply to our welcome and share what you're hoping to learn this year. We'll help you get connected.
- If you're experienced: Consider serving as a mentor and sending us a tip we can include in welcome messages.
- If you participated in the IIMC Mentorship Program: Watch for a brief check-in survey; we'd value your insights on what worked and potential growth opportunities.

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Backed by over 25 years of experience and leveraging the insights of more than 900 team members, our solutions are chosen by over 10,000 organizations and are used daily by over 340 million people in the U.S. and Canada. For more information, please visit [civicplus.com](http://civicplus.com).

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More information regarding the Conference, education sessions, general speakers, Athenian Dialogues, Academies, and events will be in each issue of the *News Digest* and weekly E-Briefings.



## 2026 IIMC Annual Conference Preliminary Planning Packet

This Preliminary Planning Packet marks the beginning of the 2026 IIMC Annual Conference season.

### Included in this packet:

- **Budget Template** – for planning purposes only. It is not a registration form.
- **Justification Letter Template** – for planning purposes only.
- **Sample Conference Justification Proposal** – for your reference.
- **Host Hotel Information** – hotel details and reservation process.
- **Conference Schedule** – bird's eye view of the overall calendar.
- **Pre-Conference Program** – dates, times, and descriptions for Advanced Academies and Athenian Dialogues.
- **Conference Education Tracks** – dates, times, and session descriptions.

### What you can do:

- Access the **IIMC member portal**. Visit the web page [https://online.iimc.com/Public/Public/Sign\\_In.aspx](https://online.iimc.com/Public/Public/Sign_In.aspx) to log in and for more instructions on this one-time set up of your credentials. If you registered online for an IIMC Annual Conference before, you do not need to set up new credentials, simply use the same login. If you've forgotten your password, follow the prompts to restore your login credentials. *If you are not an IIMC member, please contact Janis Daudt at [janis@iimc.com](mailto:janis@iimc.com).*
- **Apply for a conference grant.** The 2026 Conference Grant application period is now live. Applications are due February 12, 2026. [Annual Conference Grants | IIMC - Official Website](#).
- Assemble your proposal and travel request by creating your budget and writing your justification letter using our templates. Remember, the forms included in this packet are for your planning purposes only. They do not guarantee your seat.
- Reserve your hotel room.
- Review pre-conference program options.

*Continued on page 19*

### 2025 Annual Conference Sponsors

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- Review conference education tracks and consider your preferences.

## Budget Template

IIMC has created two worksheets for your use to assist you in your conference budgeting. **These forms are for your planning purposes only; they are not registration forms.** You may download an Excel version that will complete the calculations for you [HERE](#). (When you open the link: File → Save As → Download A Copy.)

### A. Registration Fee Worksheet (First tab of Excel file)

- Select your registration category. A full conference delegate registration package includes admission to the opening reception, opening ceremony, grab and go breakfast, concurrent education sessions/ workshops, exhibit hall, general sessions, two lunches, all-conference event (with dinner), morning annual business meeting (with breakfast), annual banquet (with dinner). Conference registration categories include:
  - IIMC Member/Associate
  - IIMC Region 10 (Canada)
  - IIMC Region 11 (Outside North American Countries)
  - IIMC Retired Member
  - Non-Member
- If you are bringing a guest that will participate in conference activities, add a guest fee. The guest package includes admission to the opening reception, opening ceremony, grab and go breakfast, exhibit hall, general sessions, two lunches, all- conference event (with dinner), morning annual business meeting (with breakfast), annual banquet (with dinner).

An IIMC member may not register as a guest of another IIMC member, they must register separately in the appropriate registration category.

- If you qualify for a First-Timer's discount, Region 8 East/West discount (AZ, CO, ID, MT, NE, NV, NM, ND, SD, UT, WY), or both, apply the appropriate credit(s). *From the sample form: The attendee is an IIMC member, registering in January 2026, so she qualifies for Early Bird fees (before 3/14/2026). She is a first-time conference attendee (-\$50) and a Region 8 East/West member (-\$50) and eligible for both credits. This attendee's base registration fee is \$650.*
- Select Athenian Dialogues and Academies if you think you might be interested in these activities. **Adding these costs are for budgeting purposes only and do not guarantee you a seat.** This is not a registration form. *From the sample form: The attendee plans to participate in Saturday's Athenian Dialogue (\$110) and Sunday morning's Academy (\$159).*
- Your total registration cost will calculate automatically.

### B. Conference Budget Worksheet

(Second tab of Excel file)

- Complete the top boxes with your Name, Travel Dates, and estimated Total Airfare Costs. *From the sample form: The attendee estimates her roundtrip airfare to be approximately \$318.*
- Your Total Conference Registration Fee will automatically populate from the Registration Fee Worksheet.

*Continued on page 20*



- c. Your estimated Total Airfare Costs will automatically populate from the top box.
- d. Enter projected costs for each day.
- i. Friday, May 15, 2026 might be a travel day for you if you are checking in early for the optional pre-conference (Athenian Dialogues or Academies).
- ii. Saturday, May 16, 2026, might be a travel day for you if you are participating in the regular conference only.
- e. **Ground Transportation:** Include estimated costs in this column for each day. Common costs include airport transfers, parking fees, taxis, and rideshares. *From the sample form: The attendee plans to drive to her home airport and park her car there for \$12/day. In Reno, she will take the free shuttle that runs between The Peppermill Hotel and Reno airport.*
- f. **Standard Lodging:** Standard hotel costs are estimated at \$171.50/night for single or double occupancy. Guest room taxes are subject to change. The host hotel will charge a one-night (including tax) non-refundable cancellation penalty for any hotel reservations that are booked and canceled regardless of when the cancellation occurs.
- g. **Per Diem:** The rates listed in this worksheet are the approved 2026 U.S. General Services Administration (Per diem rates | GSA) rates. Your municipality/office may use a different per diem schedule. *From the sample form: The attendee scheduled her Friday, May 15 flight to depart in the afternoon, so she is entitled to lunch, dinner, and incidental per diem on that day. She scheduled her Friday, May 22 flight in the morning and will arrive home in the late morning, so she is entitled to only breakfast and incidental per diem on that day.*
- i. Meals included with your registration fee:
  - Monday, May 18, 2026: Breakfast and Lunch
  - Tuesday, May 19, 2026: Lunch and Dinner
  - Thursday, May 21, 2026: Breakfast and Dinner

- h. **Miles (personal vehicle):** If you plan on using your personal vehicle, you may use this column to estimate the number of miles you think you might drive. *From the sample form: The distance between the attendee's home and her home airport is 15 miles. On her departure day, she will drive from her home to the home airport, and on her return day, she will drive from the home airport to her home. Additional note: If an attendee is planning to drive their personal vehicle, the mileage for that car trip may be included in this column.*
- i. **Mileage Reimbursement:** The rate listed in this worksheet is the projected 2026 IRS rate. If you are using the hard copy of the worksheet, multiply the number of miles by \$0.70 for the U.S. dollar total. If you are using the Excel version, the amount will calculate automatically.
- j. **Misc.:** The worksheet includes a column for miscellaneous costs.
- k. **Total:** Your totals will calculate automatically.
- l. **TOTAL Conference Cost:** This is the total estimated cost for you to attend the conference.

Additional resources are available on the IIMC 2026 Conference Housing, Planning and Logistics page: [www.iimc.com/494/Housing-Planning-and-Logistics](http://www.iimc.com/494/Housing-Planning-and-Logistics).

# What's Happening

## Sign Up for IIMC Calendar and News Alerts

Did you know you could sign up for email and/or text alerts for upcoming events and calendar items? Scroll down on the home page to "Upcoming Events," and click on "Notify me" for Upcoming Events and Calendar items or simply click on the button below. Select from a list of Region calendars. After you add your email address, click on the envelope icon for which item you'd like to subscribe. You may also opt for text alerts.

When in Reno Explore...

# MIDTOWN DISTRICT

The Midtown District is a vibrant neighborhood filled with trendy shops and eateries. It's a great area to explore for unique finds and delightful food options. The atmosphere is artsy and eclectic, reflecting Reno's creative spirit.

As you stroll through the streets, be sure to check out local boutiques. They offer vintage clothing, handmade crafts, and art pieces that you can't find anywhere else. It's a perfect place to support local businesses while finding something special.

The dining options are just as diverse. From casual cafes to upscale dining, there's something for everyone. Enjoy a meal and treat yourself to a delicious dessert afterward.

Art enthusiasts will appreciate the murals and street art that adorn the buildings. The district often hosts art walks and cultural events, making it lively and engaging.

Visiting the Midtown District is a fun and enjoyable outing, whether you're shopping, dining, or just soaking in the atmosphere.

Address: Bounded by S Virginia St and Plumas Ave.

Reno, Nevada, is a vibrant city with a wide range of experiences for visitors. From historical museums to outdoor adventures, you'll find excitement at every turn. Whether you're exploring the National Automobile Museum or enjoying the beauty of Lake Tahoe, there's something for everyone.

Reno combines culture, recreation, and entertainment to create unforgettable memories. Whether you're a local or a tourist, the activities outlined offer a fantastic blend of fun and exploration in this unique city! Don't forget to relax in one of the many beautiful parks in Reno or check out great outdoor spaces during your visit.



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# What could you learn from another clerk?

Where international clerks connect and  
ideas take off



## clerks without borders

## What is it?

Clerks Without Borders is an initiative of Region XI of the International Institute of Municipal Clerks (IIMC), created to help members connect with colleagues across the globe. The aim is to build international relationships, share ideas and experiences, and explore common challenges and opportunities in local government – all through informal, clerk-to-clerk conversations. It's a light-touch, low-commitment way to share:

- Experiences from your daily work
- Ideas on how you tackle challenges
- Cultural insights and professional practices

Whether it's a quick chat, a regular Zoom call, or exchanging emails, you decide how you connect.

## Who can join?

Any local government clerk who's curious, friendly, and open to a cross-border conversation. Whether you're just starting out or have years of experience, you have something to share—and something to learn.

## Sign up

- Sign up via [www.iimc.com/clerkswithoutborders](http://www.iimc.com/clerkswithoutborders)
- Fill out a short form – so we can match you with a buddy

For questions please email:  
[matchingteamclerks@gmail.com](mailto:matchingteamclerks@gmail.com)





# Nominations Invited For The Annual Institute Director Award of Excellence

The Award acknowledges unique and exceptional contributions of current or retired Institute Directors over time in promoting quality education for Municipal Clerks.

Nominations for the Award must be postmarked no later than March 15, 2026.

The Award will be announced and presented at the IIMC Annual Conference in St. Louis, Missouri.

## NOMINATION

Nominations will be invited from state, provincial and country Municipal Clerk Associations, colleagues with whom the nominee works or did work on the Clerks' behalf, IIMC Committee or task force members with whom the nominee served, Institute Director peers and others with direct knowledge of the nominee's unique contributions to the profession.

Family members may not submit nominations.

Please contact IIMC's Director of Professional Development, Dr. Bea Rodriguez at [bea@iimc.com](mailto:bea@iimc.com) if you have any questions about the Award or application procedures.

## AWARD POLICY

- 1) The Institute Director Award of Excellence shall be presented to one Institute Director who has contributed to the educational needs of Municipal Clerks, the advancement of the profession, and whose performances have supported IIMC's educational goals
- 2) Individuals may be nominated if they are in the process of terminating or have concluded their Institute Director position (i.e.-current, past, or retired Institute Directors), if their nomination is otherwise consistent with stated Award Policy and Criteria.
- 3) Please include support detailing the unique or extraordinary individual efforts undertaken by the nominee on behalf of Municipal Clerks, their professional development, and IIMC.
- 4) IIMC will notify all nominees that they have been nominated for the Award, when the selection will be made, and when and where the Award will be presented.

- 5) The President or those designated by the President shall determine the form of the Award.
- 6) The current IIMC President shall present the Award at IIMC's Annual Conference. In the President's absence, Immediate Past President, the current President's designee or a designee of the recipient shall present the Award.
- 7) In the recipient's absence, the President shall announce the Award recipient during the Conference and make arrangements for later presentation to the recipient.
- 8) It is not required that the Award be given each year.

## AWARD CRITERIA

- 1) A nominee must be, or have been, an Institute Director for a minimum of five (5) years. The Institute Director may be a past Director, a present Director, or retired.
- 2) Three nominators are required for each nominee. Two nominators must be IIMC members in good standing. Nominators must have direct knowledge of the nominee's work as an Institute Director, as well as of the nominee's unique accomplishments as described in the materials submitted. A letter of endorsement from each nominator must accompany the Nomination Form.
- 3) Nominators can be: Municipal Clerks,
  - i. Institute Director colleagues,
  - ii. Sponsoring college or university personnel,
  - iii. IIMC Committee with whom the nominee has served,
  - iv. And other personnel affiliated with Municipal Clerks or IIMC who have direct knowledge of the nominee's performance as an Institute Director.
- 4) Two letters of endorsement are required: a) a letter from the president of the State or provincial Municipal Clerks Association served by the Institute Director, and from an official of the sponsoring university or college. These must accompany the Nomination Form.
- 5) A copy of the nominee's resume or bio and other information requested by the nominators.

*Continued on page 25*

6) The complete nomination package, including the Nomination Form and all support materials, must be mailed in one package and must be postmarked no later than MARCH 15 of the Award year. Applications postmarked after that date will not be considered. All materials must be contained in one complete package.

All materials mailed separately to or piecemeal from the mailing of this complete and final nomination package will not be considered during the review and selection process. Do not fax the Application package.

7) Preference will be given to Institute Directors who have kept their programs in compliance with IIMC's Education Guidelines.

8) An Award recipient may receive the Award once in any five (5) year period and is eligible to be nominated for the Award again after the five-year period has passed.

9) Directors not selected for the Award may be nominated in any subsequent year.

For more information, visit [www.iimc.com/159/](http://www.iimc.com/159/)  
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## 2026 ONLINE PROFESSIONAL DEVELOPMENT COURSE SCHEDULE

### First Quarter

1. Wednesday, January 7, 2026 @ 9 a.m. PST  
**Grace Under Pressure**  
Sean Hicks, MBA
2. Wednesday, January 28, 2026 @ 9 a.m. PST  
**Mindset Mastery for Leaders**  
Jovan Miles
3. Wednesday, February 4, 2026 @ 9 a.m. PST  
**Change Management & Adaptability**  
R. Daley, MBA, MA
4. Wednesday, February 25, 2026 @ 9 a.m. PST  
**Cybersecurity Resilience**  
Preethi Fernando
5. Wednesday, March 4, 2026 @ 9 a.m. PST  
**Ethical Decision-Making in Local Govt**  
George Hicks, MBA
6. Wednesday, March 18, 2026 @ 9 a.m. PST  
**Considering the Long Game Leadership**  
Dr. Christian Quintero

### Second Quarter

7. Wednesday, April 1, 2026 @ 9 a.m. PST  
**Mentoring & Coaching**  
R. Daley, MBA, MA
8. Wednesday, April 15, 2026 @ 9 a.m. PST  
**Practical Communication**  
Dr. Jay Grosflam
9. Wednesday, April 29, 2026 @ 9 a.m. PST  
**Leadership, Building Trust Within the Team**  
Dr. Christian Quintero
10. Wednesday, May 6, 2026 @ 9 a.m. PST  
**Blueprints for Everyday Excellence**  
Sean Hicks, MBA
11. Wednesday, June 3, 2026 @ 9 a.m. PST  
**Mental Toughness: Regaining Resilience**  
Preethi Fernando
12. Wednesday, June 10, 2026 @ 9 a.m. PST  
**The Future You Finish**  
Sean Hicks, MBA
13. Wednesday, June 24, 2026 @ 9 a.m. PST  
**Emotional Intelligence and Presence**  
Jovan Miles

### Third Quarter

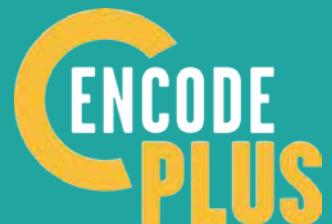
14. Wednesday, July 8, 2026 @ 9 a.m. PST  
**Breaking the Trust Barrier**  
Sean Hicks, MBA
15. Wednesday, July 22, 2026 @ 9 a.m. PST  
**Creating Belonging at Work**  
Dr. Christian Quintero
16. Wednesday, August 5, 2026 @ 9 a.m. PST  
**AI and Automation in Municipal Workflows**  
Rhonda Daley, MBA, MA
17. Wednesday, August 19, 2026 @ 9 a.m. PST  
**Laser Focus: From Zoning Out to Zooming In**  
Dr. Jay Grosflam
18. Wednesday, September 9, 2026 @ 9 a.m. PST  
**Continuous Learning & Career Growth**  
George Hicks, MBA
19. Wednesday, September 23, 2026 @ 9 a.m. PST  
**AI and Minute Madness**  
Chris Astrella
20. Wednesday, September 30, 2026 @ 9 a.m. PST  
**Navigating with Clarity**  
Sean Hicks, MBA

### Fourth Quarter

21. Wednesday, October 7, 2026 @ 9 a.m. PST  
**Leadership Skills for Non-Managers**  
R. Daley, MBA, MA
22. Wednesday, October 21, 2026 @ 9 a.m. PST  
**Leading a Multigenerational Team**  
Dr. Christian Quintero
23. Wednesday, October 28, 2026 @ 9 a.m. PST  
**Mastering the Pivot**  
Sean Hicks, MBA
24. Wednesday, November 4, 2026 @ 9 a.m. PST  
**The Power of Steady Momentum**  
Sean Hicks, MBA
25. Wednesday, December 2, 2026 @ 9 a.m. PST  
**Strategic Planning & Goal Setting for Municipal Success**  
George Hicks, MBA

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## PROGRAM EXCELLENCE IN GOVERNANCE AWARD

IIMC 2026

### *Winner(s) To Receive 2026 Complimentary IIMC Annual Conference Registration*

**P**ast winners have included: Seattle, WA; Austin, TX; Rancho Cordova, CA; San Antonio, TX; Costa Mesa, CA; Countryside, IL; Frisco, TX; Albuquerque, NM; Wolcott, CT; Santa Clarita, CA; Avondale, AZ; and Mamaroneck, NY.

Winning an award can mean a great deal to your professional reputation and your city's positive public perception. It matters, to your peers at city hall and residents in the community, when a respected third party recognizes your office for excellence.

The IIMC Program Excellence in Governance Award (PEGA) is the top award for programmatic or technical achievement in our profession. There are three reasons why you should take the time to apply for the PEGA in 2026:

**1) You Deserve It:** Any City Clerk that demonstrates excellence is a strong contender for the PEGA. Broad award categories honor diverse programs. The PEGA is an inclusive and egalitarian concept that exceptional programs are recognized, regardless of tenure as a Clerk or the ability, funding, time and institutional support to be involved in the IIMC leadership structure. Don't let that opportunity pass you by!

**2) Your Office Share Your Wins:** Most people at City Hall still don't understand what City Clerks Offices really do. Just the collaborative process of writing the PEGA application provides your City's management team tools they can use to advocate for you. If you win, you'll go into your next salary negotiation as an international award-winning City Clerk. If you don't, you'll still have been successful at reminding folks that the City Clerk's Office is much more than just centralized clerical staff. Also, sharing an exceptional program will allow us, your peers, to emulate what you've done. As they say, imitation is the sincerest form of flattery.

**3) Community Pride:** Winning the PEGA validates for the public that you've done something exceptional with their hard-earned tax dollars. So, when you win the award, IIMC will work with your office to contact your local paper and a presentation of the award can be arranged at a Council meeting.

So, the challenge isn't just great work – you already do that! Your challenge is to provide us with the opportunity to honor you. Throw off the City Clerk's natural coat of humility and apply. You, your City and your profession will be better for it.

For more information, please contact IIMC Executive Director Chris Shalby at [chriss@iimc.com](mailto:chriss@iimc.com).

### **When in Reno...**



### **Fasten Your Seatbelts**

Autophiles will be entranced at the more than 225 cars on display throughout the 105,000-square-foot complex. Changing exhibits keep the offerings fresh (and beg for repeat visits), while the static displays divulge a deep dive into automobile history. Cars from 1897 to 2003 are presented in gleaming style, revealing the beautiful craftsmanship of days past.

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# 2026 Quill Award

Nominations are now being accepted for the 40th Annual Quill Award.

*Winner(s) To Receive 2026 Complimentary IIMC Annual Conference Registration*

## DEADLINE TO SUBMIT NOMINATIONS IS APRIL 1, 2026



**C**reated in 1987, the prestigious Quill Award recognizes IIMC members who have made a significant and exemplary contribution to their community, state or province and IIMC. More importantly, the individual must support the goals and philosophies outlined in IIMC's Code of Ethics.

The criteria include length of service, strength and extent of participation in IIMC, service in teaching fellow Municipal Clerks, involvement with the initiation or administration of an IIMC-approved training Institute or program or any other activity that enhances the professionalism of IIMC members.

### ELIGIBILITY

The Quill Award is open to all members of IIMC, deceased members, retired Clerks or a Clerk who has changed positions. Serving members of the Board of Directors or present officers of IIMC shall not be eligible

for this award. Past Presidents will be eligible for the Quill Award four (4) years after completing service on the Executive Committee.

### DOCUMENTATION

Nominations shall be solicited annually from the membership. The following documentation shall be submitted to Headquarters no later than **April 1st of the year** of the Award:

- Resume of Nominee and reason for nomination,
- Nomination Form,
- A written endorsement from the State/Provincial or National Association, and
- A written endorsement from the IIMC Region Directors.

### CRITERIA

Those receiving the Award shall represent all of the following Criteria:

- At least ten years of service as a Municipal Clerk;
- At least ten years of IIMC membership;
- Strong and extensive participation in IIMC;
- Service in teaching fellow Municipal Clerks Involvement with the initiation or administration of an IIMC-approved training Institute or program or any other activity that enhances the professionalism of IIMC members;
- Leadership in State/Provincial/National Municipal Clerk professional organizations;
- Significant and exemplary contribution to their community;
- Significant and exemplary contribution to their State/Province/Country;
- Significant and exemplary contribution to IIMC;
- Significant and exemplary contribution to peers; and
- Attainment of the CMC Designation.

*For more information, go to:*

[www.iimc.com](http://www.iimc.com) and click on IIMC's Membership page. For questions, contact IIMC Executive Director, Chris Shalby at [chriss@iimc.com](mailto:chriss@iimc.com).

## International Institute of Municipal Clerks Grants & Scholarships

All IIMC members are eligible to apply.

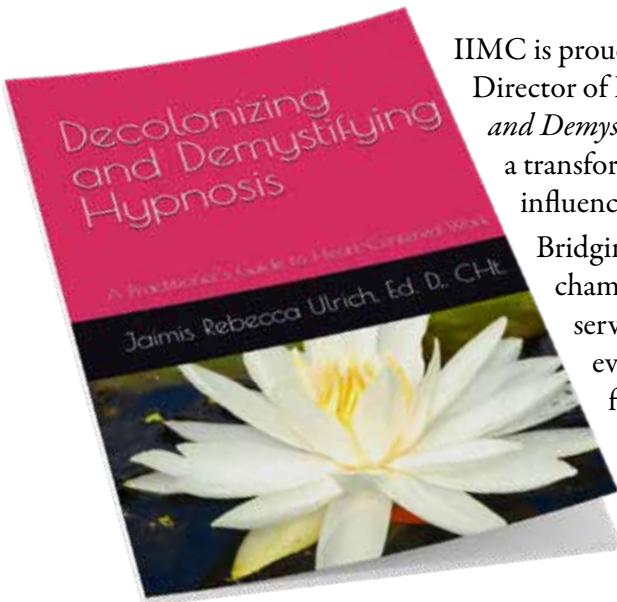
Grants and Scholarships can help with:

- CMC Institute registration
- MMC Academy registration
- Online learning
- Attending the IIMC Annual Conference

**For more information, visit [IIMCFoundation.com](http://IIMCFoundation.com)**



# Decolonizing and Demystifying Hypnosis



IIMC is proud and thrilled to announce that Dr. Jaimis "Dr. J" Ulrich, Associate Director of Professional Development, recently released the book, *"Decolonizing and Demystifying Hypnosis: A Practitioner's Guide to Heart-Centered Work,"* a transformative resource for anyone in public service looking to enhance their influence through inclusive, empathetic practices.

Bridging decolonized approaches with heart-centered methods, this guide champions cultural sensitivity and addresses the effects of colonialism in service delivery. It's a call to transform public service into spaces where every individual, especially those from marginalized communities, can find empowerment and healing, promoting a more inclusive, understanding, and supportive environment for all.

By Dr. Jaimis Ulrich, Ed. D., CHT.

IIMC Associate Director of Professional Development IIMC



Dr. Ulrich owns all rights to "Decolonizing and Demystifying Hypnosis."  
IIMC receives no compensation from book sales.



Link to purchase book on Amazon: [Decolonizing and Demystifying Hypnosis: A Practitioner's Guide to Heart-Centered Work: Ulrich, Dr. Jaimis Rebecca, Reyes, Bianca: 9798882965579: Amazon.com: Books](#)



**Thank you for making the 2025 Annual IIMC Conference incredible!**

By optimizing operational efficiency and boosting productivity, clerks can focus on what really matters: improving their communities.

We'll be at several conferences this year. Explore our calendar to learn more — and call **888-228-2233** or visit [www.CivicPlus.com](http://www.CivicPlus.com) for additional information about our powerful software solutions.



CivicPlus® experts loved connecting with so many passionate clerks and introducing them to our

#### Clerk Productivity Bundle of solutions:

-  **CIVICPLUS**  
Agenda and Meeting Management
-  **CIVICPLUS**  
Municode Codification
-  **CIVICPLUS**  
Municipal Websites
-  **CIVICPLUS**  
NextRequest
-  **CIVICPLUS**  
Social Media Archiving

**CIVICPLUS**



## Reno Reimagined: Culture Trumps Casino, Creativity Wins Big!

Reno has shed its old-school gambling image to emerge as Nevada's most exciting cultural destination. Today's Reno pulses with creative energy—from the vibrant Riverwalk district lined with independent galleries, chef-driven restaurants, and artisan boutiques, to Midtown's stunning collection of over 100 outdoor murals that transform streets into open-air galleries. The city's museum showcases both permanent masterpieces and cutting-edge rotating exhibits, while the flourishing culinary scene has foodies flocking from across the country. This is the new Reno: where art, culture, and innovation converge in the shadow of the Sierra Nevada.

## Transform Your Municipal Website With Govsites

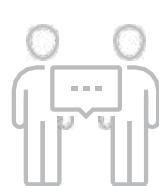
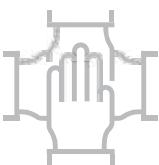
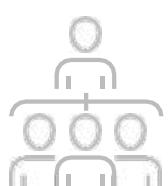
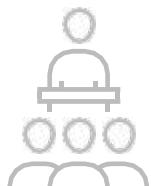
[spatialdatalogic.com](http://spatialdatalogic.com)  
[sales@spatialdatalogic.com](mailto:sales@spatialdatalogic.com)



We design municipal websites with your citizens in mind, making it easy for visitors to navigate your site and access municipal information and services quickly. We believe a website is more than just a critical source of information; it's a digital extension of your building.

Government officials affect the lives of residents every day. When our frontline staff are empowered as leaders, we deliver services more effectively. **The High Performance Leadership Academy is a resource that connects your staff with practical leadership training.** Using an innovative, interactive online learning platform that combines real-time webinars, recorded sessions and small group discussions to deliver effective training without traveling away from the county – saving money and maximizing time.

### THE ACADEMY FOCUSES ON FIVE ESSENTIAL SKILLS:



#### LEAD:

Engage teams and stakeholders to foster positive climates and exceed common expectations

#### ORGANIZE:

Plan, lead and execute organizational change more effectively and consistently

#### COLLABORATE:

Establish alignment and strong partnerships through building stronger relationships

#### DELIVER:

Measure projects and processes to deliver results aligned with county and community priorities

#### COMMUNICATE:

Create clarity, confidence and community

**The High Performance Leadership Academy empowers frontline government professionals with fundamental, practical leadership skills to deliver results for counties and residents.**

The Academy enrollment fee is \$2,495 per participant with discounts available for IIMC members.

With a curriculum developed by General Colin Powell and public and private sector leaders, The High Performance Leadership Academy gives students the opportunity to learn from world-class faculty. All content is guided by an expert facilitator.

**Find out more at [pdaleadership.com](http://pdaleadership.com)  
Or email [Tarverh@pdaleadership.com](mailto:Tarverh@pdaleadership.com)**





# 2026 Calendar

## Region Meetings, Institutes, Conferences and Courses

Please check with your Association or the IIMC website for current information

### JANUARY

- 7 IIMC Online Professional Development Course: Grace Under Pressure
- 27 UW-Green Bay Supervisory Essentials Certificate Course: Understanding Your Strengths to Lead Others
- 27 UW-Green Bay Supervisory Leadership Certificate Course: Bridging Perspectives: Unlocking Team Potential
- 28 IIMC Online Professional Development Course: Mindset Mastery for Leaders
- 29 UW-Green Bay Human Resources Management Certificate Course: Winning the Talent Game: Strategies for Smart Hiring

### FEBRUARY

- 3-5 University of Wisconsin - Green Bay Master Academy for Civic & Public Affairs
- 4 IIMC Online Professional Development Course: AI and Automation in Municipal Workflows
- 10 UW-Green Bay Supervisory Essentials Certificate Course: Helping Your Team Achieve Organizational Management
- 10 UW-Green Bay Supervisory Leadership Certificate Course: Unlocking Long-Term Team Potential
- 11 New England Municipal Clerks Institute: Artificial Intelligence: How to Use Chat GBT
- 12 UW-Green Bay Human Resources Management Certificate Course: Guiding Behavior: Effective Workplace Discipline
- 16-20 Region III Conference
- 24 UW-Green Bay Supervisory Essentials Certificate Course: Developing an Adaptive Leadership Mindset
- 24 UW-Green Bay Supervisory Leadership Certificate Course: Navigating Change with Confidence
- 25 IIMC Online Professional Development Course: Cybersecurity Resilience
- 25-27 Region IV Conference
- 26 UW-Green Bay Human Resources Management Certificate Course: The Legal Side of HR: What Every Leader Should Know



80th Annual Conference  
Reno, Nevada

Sunday, May 17 thru Thursday, May 21, 2026



81st Annual Conference  
Fort Worth, Texas

Sunday, May 9 thru Wednesday, May 12, 2026



82nd Annual Conference  
Bellevue, Washington

Sunday, May 21 thru Wednesday, May 24, 2028

### MARCH

- 3 UW-Green Bay Supervisory Leadership Certificate Course: Purpose-Driven Mentoring & Coaching
- 4 IIMC Online Professional Development Course: Ethical Decision-Making in Local Government
- 6 Region VI Mid-Year Training and Meeting
- 10 UW-Green Bay Supervisory Essentials Certificate Course: The Roadmap to High Performing Teams
- 12 UW-Green Bay Human Resources Management Certificate Course: Decisions Backed by Data: Analytics for HR Impact
- 18 IIMC Online Professional Development Course: Leadership, Considering the Long Game
- 24 UW-Green Bay Supervisory Essentials Certificate Course: Conflict Resolution Rather than Toxic Drama
- 24 UW-Green Bay Supervisory Leadership Certificate Course: Leading with Integrity: The Heart of Ethical Leadership

### APRIL

- 1 IIMC Online Professional Development Course: Mentorship & Coaching
- 2 UW-Green Bay Human Resources Management Certificate Course: Project Planning & Execution for HR Professionals
- 7 UW-Green Bay Supervisory Essentials Certificate Course: Developing An Action Plan
- 7 UW-Green Bay Supervisory Leadership Certificate Course: From Goals to Game Plan: Practical Strategic Thinking
- 9 UW-Green Bay Human Resources Management Certificate Course: Coaching for Workplace Performance
- 15 IIMC Online Professional Development Course: Practical Communication
- 15-17 Iowa Municipal Finance Officers Association (IMFOA) Spring Conference
- 29 IIMC Online Professional Development Course: Leadership, Building Trust Within the Team