



**IIMC Strategic Outline
Summary Performance & Process Objectives
IIMC 2016-2018**

Key Result Area 1 – Membership

Performance Objective:

- Through December 31, 2018, IIMC will maintain a membership base of at least 10,000 members,
- Through December 31, 2016, 2017 and 2018, IIMC will grow its membership by 5% annually through new members.

Process Objectives:

- **Objective 1** – Ongoing – maintain current membership while increase the base via new membership campaigns and excellent customer services.
- **Objective 2** – By March 2016 – Produce new membership campaigns directed at County Clerks and Special Districts.
- **Objective 3** – By December 31, 2017 – IIMC will have garnered 300 new members from the County Clerk and Special Districts campaign.

Responsibility -- Member Services Department

Key Result Area 2 – Finance

Performance Objective:

- By December 31, 2018, increase IIMC Restricted Reserves by \$100,000, growing from the current \$529,000 to \$600,000.
- Ongoing – maintain a financially healthy Organization

Process Objectives:

- **Objective 1** – Ongoing – continue to be vigilant with IIMC budget, working with the Budget and Planning Committee and ascertaining that the Board, Committees and staff are following established policies.

Responsibility

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

Key Result Area 3 – Communications/Social Media

Performance Objective:

- By February 2017 -- IIMC will have a full-time public relations/marketing employee to oversee all IIMC communication. This person will also be well versed in all aspects of social media.
- By May 2017 – IIMC presents for Board approval: Social Media marketing plan.

Process Objectives:

- **Objective 1** – By August 2016 gain financial support and approval for an IIMC PR/MKTG staff member.
- **Objective 1a** – By May 2017 design and implement a state-of-the-art social media plan to support IIMC members, Region Directors, member services, and the IIMC online educational programs.

Responsibility -- Executive Director

Key Result Area 4 – Board Development

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 director recruitment protocols that the Board believes will attract qualified candidates.
- **Objective 2** – Ongoing – provide education and training to develop the Board of Directors in the application of their roles and responsibilities.
- **Objective 3** – By December 2017 develop a plan for financial support of advanced Regional Director leadership development.

Responsibility -- Board of Directors/Executive Director

Key Result Area 5 – 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.

Process Objectives:

- **Objective 1** – Through December 31, 2016, add five (5) on-line learning opportunities to the IIMC curriculum of offerings that are identified by members as adding value to their membership.

Responsibility

Education Department and the Education/Professional Development Committee

Key Result Area 6 – IIMC and Diversity/Inclusivity

Performance Objective:

- Ongoing -- IIMC members will indicate that they believe that IIMC is an inclusive and diverse Organization that meets and/or exceeds the needs of the individual member.

Process:

- **Objective 1** – The preliminary plan includes the following initial action items:
 - **August 30, 2016** – Create a Task Force, comprised of members from IIMC’s eleven Regions.
 - **September 9, 2016** -- Hire a consultant to provide direction and oversee the Task Force.
 - **October 2016 to May 2017**-- Conduct a survey/focus group of members to gather membership data, providing an accurate and complete picture regarding our membership’s demographics.
 - **May 20, 2017** – Provide the Board with initial update on focus group and survey.
 - **November 2017 Midyear Board Meeting** – Provide the Board for their consideration with final report on process.
 - **January 2018** – Implement Task Force’s finding with membership
 - **January 2018** -- Disseminate the report to the membership, outlining the process to move IIMC forward in this regard.
 - **January 2018** -- Create an IIMC vision statement about diversity and core values possibly modifying current mission statement/Constitution for 2018 ABM for membership vote.

Responsibility

Task Force, IIMC Board and Staff.



International Institute of Municipal Clerks

Professionalism in Local Government through Education

Dear IIMC Members:

On Friday, May 20, 2016 in Omaha, NE, IIMC's Board of Directors met to discuss diversity within the Organization: specifically, is IIMC doing all it can to represent its membership on the Board; and, is IIMC being inclusive and transparent in providing opportunities for members to have a voice within the Organization. As IIMC has evolved this past decade, this session was important to reflect on IIMC's future and what new and positive developments can be undertaken to continue growing the Organization, not only to sustain its future, but to strengthen it as well.

Following six hours of constructive discussion, which were facilitated by University of LaVerne, California, professors Drs. Kathy Duncan and Patricia Taylor, the Board developed a plan for IIMC to undertake in the next few months. The plan that is being shared with you – our members – is comprised of the following:

That IIMC's Immediate Past and current President, with the Board's approval, create a Task Force of members from IIMC's eleven Regions to develop an action plan designed to produce outcomes on how to make IIMC a more inclusive and welcoming Organization. The preliminary plan includes the following initial action items:

1. Hire a consultant to provide direction and oversee the Task Force;
2. Conduct a survey/focus group of members to gather data about our membership which will best provide an accurate and complete "picture" of our membership;
3. Utilizing the responses from the survey and focus group, produce a final report by the 2017 midyear Board meeting for the Board's consideration;
4. Disseminate the report to the membership, outlining the process for moving IIMC forward in this regard; and
5. Create an IIMC vision statement addressing diversity and core values possibly modifying current mission statement.

As part of the survey/focus group, all IIMC members will have a voice in their Organization's future, helping shape its membership, leadership and newfound goals. This process will continue to evolve and lay the groundwork for future Boards.

We thank you and appreciate your support. We look forward to this extraordinary and seminal task. As we move along in the process, we will keep you informed with every step.

Sincerely,

Monica Martinez Simmons, MMC
IIMC Past President

Vincent Buttiglieri, MMC
IIMC President

Key Result Area 6 – IIMC and Diversity/Inclusivity

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Responsibility

Task Force, IIMC Board and Staff.