International Institute of Municipal Clerks
Board of Directors
Annual Meeting Agenda
May 21, 2022

Little Rock, Arkansas
International Institute of Municipal Clerks  
IIMC Board of Directors Roster

Sheri L. Pierce, MMC (2339)  
President  
City Clerk  
City of Valdez  
P.O. Box 307  
Valdez, AK 99686-0307  
Phone: (907) 834-3408  
Fax: (907) 835-2992  
Email: spierce@valdezak.gov  
Term ends: May 25, 2022

Pamela Smith, MMC (12767)  
President Elect  
Legislative Administrator  
Lee County Board of County Commissioners  
P.O. Box 398  
Fort Myers, FL 33902-0398  
Phone: (239) 533-2224  
Email: PSmith2@leegov.com  
Term ends: May 25, 2022

Mary Ann Hess, MMC (15545)  
Vice President  
City Clerk/Finance Director  
City of Laurel  
P.O. Box 647  
Laurel, MS 39447  
Phone: (601) 428-6430  
Fax: (601) 428-6415  
Email: maryannhess@laurelms.com  
Term ends: May 25, 2022

Mary J. Johnston, MMC (5419)  
Past President  
Clerk of Council/Records Manager  
City of Westerville  
P.O. Box 6107  
Westerville, OH 43081-6107  
Phone: (614) 901-6410  
Fax: (614) 901-6401  
Email: mary.johnston@westerville.org  
Term ends: May 25, 2022

Susan Haag, MMC (19599)  
Region I Director  
Town Clerk/Tax Collector  
Town of Austerlitz  
P.O. Box 238  
Spencertown, NY 12165  
Phone: (518) 392-3260 X 300  
Fax: (518) 392-9350  
Email: shaag@austerlitzny.com  
Term ends: May 22, 2024

Teresa K. Hudson, MMC (15095)  
Region II Director  
City Clerk  
City of Milford  
201 South Walnut Street Milford, DE 19963  
Phone: (302) 424-8393  
Fax: (302) 424-3558  
Email: thudson@milford-de.gov  
Term ends: May 25, 2022

Ann M. Quirk, MMC (22120)  
Region I Director  
Town Clerk  
Town of Barnstable  
367 Main Street  
Barnstable, MA 02601  
Phone: (508) 862-4050  
Fax: (508) 790-6326  
Email: ann.quirk@town.barnstable.ma.us  
Term ends: May 25, 2022

Diane Pflugfelder, MMC (17278)  
Region II Director  
Municipal Clerk/Administrator  
Township of Liberty  
349 Mountain Lake Rd.  
Great Meadows, NJ 07838  
Phone: (908) 637-4579  
Fax: (908) 637-6916  
Email: clerk@libertytownship.org  
Term ends: May 17, 2023

Camilla G. Pitman, MMC (23755)  
Region III Director  
City Clerk  
City of Greenville  
P.O. Box 2207  
Greenville, SC 29602-9601  
Phone: (864) 467-4431  
Fax: (864) 467-5725  
Email: cpitman@greenvillesc.gov  
Term ends: May 25, 2022

Vester Lee Frazier, MMC (13400)  
Region III Director  
City Clerk  
City of Birmingham  
710 North 20th St, 3rd Fl.  
Birmingham, AL 35203-2294  
Phone: (205) 254-2290  
Fax: (205) 254-2115  
Email: lee.frazier@birminghamal.gov  
Term ends: May 22, 2024
<table>
<thead>
<tr>
<th>Name</th>
<th>Region</th>
<th>Term ends:</th>
<th>Address</th>
<th>Phone</th>
<th>Fax</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phyllis A. McGraw, MMC</td>
<td>IV</td>
<td>May 17, 2023</td>
<td>City Clerk City of Bossier City P.O. Box 5337 Bossier City, LA 71171-5337</td>
<td>(318) 741-8520</td>
<td>(318) 741-8971</td>
<td><a href="mailto:mcgrawp@bossiercity.org">mcgrawp@bossiercity.org</a></td>
</tr>
<tr>
<td>Angela Richburg, MMC</td>
<td>IV</td>
<td>May 22, 2024</td>
<td>City Clerk City of Byram P.O. Box 720222 Byram, MS 39272</td>
<td>(601) 372-7746</td>
<td>(601) 372-7748</td>
<td><a href="mailto:arichburg@byram-ms.us">arichburg@byram-ms.us</a></td>
</tr>
<tr>
<td>Janice M. Bates, MMC</td>
<td>V</td>
<td>May 25, 2022</td>
<td>Clerk of Council City of Tipp City 260 S. Garber Drive Tipp City, OH 45371</td>
<td>(937) 667-8425</td>
<td>(937) 667-5816</td>
<td><a href="mailto:batesj@tippcity.net">batesj@tippcity.net</a></td>
</tr>
<tr>
<td>Angela Marshall, MMC</td>
<td>V</td>
<td>May 22, 2024</td>
<td>City Clerk/Deputy City Recorder City of Kingsport 225 W. Center Street Kingsport, TN 37660</td>
<td>(423) 229-9384</td>
<td>(423) 224-2566</td>
<td><a href="mailto:angiemarshall@kingsporttn.gov">angiemarshall@kingsporttn.gov</a></td>
</tr>
<tr>
<td>P. Kay Cmelik, MMC</td>
<td>VI</td>
<td>May 17, 2023</td>
<td>City Clerk City of Des Moines 400 Robert D. Ray Drive Des Moines, IA 50309</td>
<td>(515) 237-1338</td>
<td>(515) 237-1645</td>
<td><a href="mailto:pkcmelik@dmgov.org">pkcmelik@dmgov.org</a></td>
</tr>
<tr>
<td>Marita Rhude, MMC</td>
<td>VI</td>
<td>May 22, 2024</td>
<td>Clerk/Treasurer City of Barrett P.O. Box 155 Barrett, MN 56311-0155</td>
<td>(320) 528-2440</td>
<td>(320) 528-6639</td>
<td><a href="mailto:barrett@runestone.net">barrett@runestone.net</a></td>
</tr>
<tr>
<td>Janet E. Gray, MMC</td>
<td>VII</td>
<td>May 17, 2023</td>
<td>Deputy Clerk Village of Rantoul 333 South Tanner, Municipal Bldg. Rantoul, IL 61866</td>
<td>(515) 965-6405</td>
<td>(515) 965-6416</td>
<td><a href="mailto:jgray@myrantoul.com">jgray@myrantoul.com</a></td>
</tr>
<tr>
<td>Celyn Hurtado, CMC</td>
<td>VII</td>
<td>May 22, 2024</td>
<td>City Clerk City of Garden City P.O. Box 998 Garden City, KS 67846-0998</td>
<td>(620) 276-1161</td>
<td>(620) 276-1169</td>
<td><a href="mailto:celyn.hurtado@gardencityks.us">celyn.hurtado@gardencityks.us</a></td>
</tr>
<tr>
<td>Lisa Garcia, MMC</td>
<td>VIII</td>
<td>May 25, 2022</td>
<td>Deputy Town Manager/Town Clerk Town of Florence P.O. Box 2670 Florence, AZ 85132-2670</td>
<td>(520) 868-7552</td>
<td>(520) 868-7564</td>
<td><a href="mailto:lisa.garcia@florenceaz.gov">lisa.garcia@florenceaz.gov</a></td>
</tr>
<tr>
<td>LuAnn Holmes, MMC</td>
<td>VIII</td>
<td>May 17, 2023</td>
<td>City Clerk City of Las Vegas 495 S. Main Street, 2nd Floor Las Vegas, NV 89101</td>
<td>(702) 229-2456</td>
<td>(702) 382-4803</td>
<td><a href="mailto:ldholmes@LasVegasNevada.gov">ldholmes@LasVegasNevada.gov</a></td>
</tr>
</tbody>
</table>
Ruth Post, MMC (17735)
Region IX Director  Term ends: May 22, 2024
City Recorder
City of Philomath
P.O. Box 400
Philomath, OR 97370-0400
Phone: (541) 929-6148
Fax: (541) 929-3044
Email: ruth.post@philomathoregon.gov

Angila Bains, CMC (24649)
Region X Director  Term ends: May 25, 2022
Manager, Legis. Services/Municipal Clerk
District of Saanich
770 Vernon Avenue Victoria, BC V8X 2W7 CANADA
Phone: (250) 475-5494 X 3500
Fax: (250) 475-5440
Email: angila.bains@saanich.ca

Sarah Jeffries (29276)
Region XI Director  Term ends: May 17, 2023
Clerk
Maiden Bradley With Yarnfield Parish
9 Beech Grove
Warminster, Wiltshire BA12 0AB ENGLAND
Phone: 07540-611906
Email: Sarah.Jeffries@slcc.co.uk

Scott Passey, MMC (18663)
Region IX Director  Term ends: May 25, 2022
City Clerk
City of Edmonds
City Hall 121 5th Ave. N.
Edmonds, WA 98020-3792
Phone: (425) 672-5754
Fax: (425) 771-0266
Email: scott.passey@edmondswa.gov

Stephen Huycke (31031)
Region X Director  Term ends: May 17, 2023
Director of Legislative Services/City Clerk
City of Richmond Hill
225 East Beaver Creek Road
Richmond Hill, ON L4B 3P4 CANADA
Phone: (905) 771-2529
Fax: (905) 771-2502
Email: stephen.huycke@richmondhill.ca

Johannes ‘Hans’ Rijs, MMC (28761)
Region XI Director  Term ends: May 25, 2024
Griffier
City of Bodegraven-Reeuwijk
Postbus 401
Bodegraven 2410 AK
The Netherlands
Phone: 0172-522522
Email: hrjss=bodegraven-reeuwijk.nl
1. Call to order
2. Roll call
3. Agenda approval
4. Oath of Office – P. Kay Cmelik, Region VI Director – PIERCE TO ADMINISTER
5. Consent agenda approval
   a. DRAFT Minutes of October 22, 2021, Board Meeting – Riverside, CA
   b. DRAFT Minutes of October 23, 2021, Board Meeting – Riverside, CA
   c. DRAFT Minutes of March 9, 2022 – Virtual Board Meeting
6. Executive Session --
   a. Executive Director Employment Contract
   b. Personnel Update
   c. Independent Consultants – Contracts
7. Foundation Report Update – Stratta – Verbal
8. Executive Director Update – Chris Shalby – ACTION REQUIRED
9. Education Department Report – ACTION REQUIRED
10. Region XI Report – Tom Van Der Hoven – NO ACTION REQUIRED
11. Committee Reports – Board Liaisons to Introduce Reports – NO ACTION REQUIRED
   a. Conference
   b. International Relations
   c. Membership/Mentoring
   d. Public Relations/Marketing
   e. Research and Resource
12. Committee Reports – Board Liaisons to Introduce Reports – ACTION REQUIRED
    a. Education/Professional Development – Attachments – Beyond the MMC Program
    b. Elections – Attachments – Elections & Campaigning Policy
    c. Policy – Attachments – Code of Ethics and Revisions to existing Policies
    d. Records Management – IIMC HQ Records Retention Schedule
    e. Budget and Planning
13. Financials – ACTION REQUIRED
    a. 2021 DRAFT Year-End Budget with notes – Shalby/Parker/Pantaleon – Handout
    b. 2021 Audit Report – Pantaleon/Parker/Shalby – Handout
    c. 2022 First Quarter Financials – Shalby/Pantaleon/Parker – Handout
14. Staff Reports – NO ACTION REQUIRED
    a. Communications – Karen Lee
    b. Membership – Janis Daudt
15. Annual Conference Updates – Chris Shalby – Verbal
    a. 2023 – Minneapolis, MN
    b. 2024 – Calgary, Canada
    c. 2025 – St. Louis, MO
    d. 2026 Reno, NV
16. Reports from Directors and Officers
    a. Region VIII Restructure Task Force – Lisa Garcia
17. Other Business and Announcements - Verbal
    a. Executive Director Evaluation Report Update – Sheri Pierce
    b. County Clerks/Municipal Clerks Week & Membership – Camilla Pittman
c. Associate Members and IIMC Certification – Lisa Garcia

d. Revisiting Quill Nomination Policy and Retired Nominees – Ruth Post

e. Additional Virtual Board Meetings (twice annually) – Stephen Huycke

f. Adjournment
CALL TO ORDER

President Sheri Pierce called the IIMC Board of Directors meeting to order in-person and via Zoom at 3:35 p.m. PDT, Friday, October 22, 2021.

Board Members Present:
- President Sheri L. Pierce, MMC
- Vice President Mary Ann Hess, MMC
- Immediate Past President Mary Johnston, MMC
- Region I Director: Susan Haag, MMC; Ann M. Quirk, MMC
- Region II Directors: Teresa K. Hudson, MMC; Diane Pflugfelder, MMC
- Region III Directors: Lee Frazier, MMC; Camilla G. Pitman, MMC
- Region IV Directors: Phyllis McGraw, MMC; Angela Richburg, MMC
- Region V Directors: Janice M. Bates, MMC; Angie Marshall, MMC
- Region VI Director: Marita Rhude, MMC
- Region VII Directors: Janet Gray, MMC; Celyn Hurtado, MMC
- Region VIII Director: Lisa Garcia, MMC; LuAnn Holmes, MMC
- Region IX Director: Ruth Post, MMC
- Region X Directors: Angila Bains, CMC (via Zoom); Stephen Huycke
- Region XI Director: Hans Rijs, MMC

Also present:
- Executive Director Chris Shalby
- Communications Coordinator Karen Lee
- Parliamentarian and Recorder Connie Deford

On a motion by Region Director Pitman, President Elect Pamela Smith, MMC; Region VI Director Denise Hoy, CMC; and Region XI Director Hans Rijs, MMC, were excused.

Agenda

One additional item, Revision of CMC/MMC Application Attestation, was inserted in the agenda as item 8f.

Consent Agenda

On a motion by Region Director Quirk, the following items were approved on the consent agenda:
- Minutes of May 7, 2021, Board Meeting
Executive Session

On a motion by Region Director Garcia, the board went into executive session at 3:42 p.m. PDT.

The regular session reconvened at 5:21 p.m. PDT.

Announcements

ED Shalby noted that breakfast would be served tomorrow between 7 and 8 a.m., and the board meeting would begin at 8 a.m.

Adjournment

The meeting adjourned at 5:23 p.m. PDT.

Connie Deford
Parliamentarian and Recorder
CALL TO ORDER

President Sheri Pierce called the IIMC Board of Directors meeting to order in-person and via Zoom at 8:00 a.m. PDT, Saturday, October 23, 2021.

Board Members Present:
- President Sheri L. Pierce, MMC
- Vice President Mary Ann Hess, MMC
- Immediate Past President Mary Johnston, MMC
- Region I Director: Susan Haag, MMC; Ann M. Quirk, MMC
- Region II Directors: Teresa K. Hudson, MMC; Diane Pflugfelder, MMC
- Region III Directors: Lee Frazier, MMC; Camilla G. Pitman, MMC
- Region IV Directors: Phyllis McGraw, MMC; Angela Richburg, MMC
- Region V Directors: Janice M. Bates, MMC; Angie Marshall, MMC
- Region VI Director: Marita Rhude, MMC
- Region VII Directors: Janet Gray, MMC; Celyn Hurtago, MMC
- Region VIII Director: Lisa Garcia, MMC; LuAnn Holmes, MMC
- Region IX Director: Ruth Post, MMC
- Region X Directors: Angila Bains, CMC (via Zoom); Stephen Huycke

Staff present:
- Chris Shalby, Executive Director
- Ashley DiBlasi, Director of Certification and Conference Program
- Karen Lee, Communications Coordinator
- Janet Pantaleon, Financial Specialist
- Kellie Siggson, Education Associate
- Tammy Storrie, Member Services Representative

Also present:
- IIMC Foundation President Mary Lynne Stratta, IIMC Past President
- IIMC Foundation Vice President Buster Brown
- IIMC Foundation Treasurer Roxanne Schneider
- IIMC Foundation Secretary Colleen Nicol, IIMC Past President
- IIMC Foundation Board Member Vincent Buttiglieri, IIMC Past President
- IIMC Foundation Board Member Sharon Cassler, IIMC Past President
- IIMC Foundation Board Member Tracy Davis
- IIMC Foundation Board Member Kathy Dornan
Without objection, President Elect Pamela Smith, MMC; Region VI Director Denise Hoy, CMC; and Region XI Director Hans Rijs, MMC, were excused.

Foundation Report

Foundation President Mary Lynne Stratta reported that as of September 30th, the Foundation had $2,689,836 in unrestricted funds and $903,437 in restricted funds, for a total of $3,593,273, thereby surpassing the board’s goal.

As of August 31, 2021, the Foundation has contributed to IIMC for scholarships, grants, and education programs, a total of $1,216,646.29.

The recent audit was clean, and the proposed budget includes an increase of $800 in expenses. She noted that board members donate their travel costs and receive no reimbursement for those expenses.

President Stratta expressed concern about the advertised December 1st deadline for grant applications, and this will be considered at their upcoming meeting to possibly extend that deadline into the new year.

Executive Director Update

ED Shalby reported that IIMC has hired Dr. Beatrice Rodriguez, Director of Professional Development. He reviewed the Windfall program as well as an update on the IIMC headquarters building.

There is still concern regarding travel and budget restrictions for the 2022 Conference in Little Rock. He reviewed the early bird package marketing, rebates, and commissions.

Diversity, Equity and Inclusion  A draft Diversity, Equity, and Inclusion (DE&I) action plan was presented. Director Bains moved to approve moving forward with DE&I and create and implement goals and objectives among the duties of current committees including the following:

1) Continually identify relevant diversity and inclusion (DE&I) goals for IIMC to pursue and how best to achieve those goals.
2) Work with staff liaison(s) to identify member and board needs relating to DE&I and submit recommendations for new and/or enhancements to existing policies, procedures, best practices, programs, products, and services relating to DE&I.
3) Serve as a resource to implement DE&I goals and objectives.
4) Assist in the development of DE&I-related content for publications, social media, conferences, and forums.
5) Gather, interpret, and share DE&I benchmark information and provide any input on DE&I member surveys in order to publish insights for members.

6) Help develop KPIs (key performance indicators) to evaluate the performance/impact of IIMC DE&I program.

7) IIMC Board – Serve as IIMC DE&I ambassadors and advocate online and share member feedback with IIMC.

After debate, the motion was adopted.

Strategic Summary Performance  The IIMC Strategic Outline, Summary Performance & Process Objectives, 2020-2023 was presented covering Image - Internal/External, Communications – Internal/External, Organization and Management, Education, Membership, and Finance. Director McGraw moved to approve the update. Motion adopted.

Constitutional Amendment re. Number of Regions and Directors  On May 8, 2021, the board approved a motion to split Region VIII into two districts, necessitating bylaw amendments to accommodate the additional region and two additional region directors. Following research on the Illinois General Not for Profit Corporation statute, the following constitutional amendments are proposed:

1a. Amend Article III REGIONS, Section 1. Geographic Regions, by substitution.

<table>
<thead>
<tr>
<th>Current Language</th>
<th>Proposed Amendment</th>
<th>If adopted, would read</th>
</tr>
</thead>
<tbody>
<tr>
<td>IIMC is divided into eleven (11) geographic regions established to represent geographic interest.</td>
<td>The Board of Directors shall have authority to designate geographic regions to represent geographic interest.</td>
<td>The Board of Directors shall have authority to designate geographic regions to represent geographic interest.</td>
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</table>

1b. Amend Article IV BOARD OF DIRECTORS, Section 1. Composition, by substitution.

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</tr>
</thead>
<tbody>
<tr>
<td>The Board of Directors is comprised of the four (4) Executive Committee members and twenty-two (22) Region Directors (two from each Region).</td>
<td>The Board of Directors is comprised of the four (4) Executive Committee members and a minimum of twenty-four (24) Region Directors and a maximum of twenty-eight (28) Region Directors (two from each region).</td>
<td>The Board of Directors is comprised of the four (4) Executive Committee members and a minimum of twenty-four (24) Region Directors and a maximum of twenty-eight (28) Region Directors (two from each region).</td>
</tr>
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</table>

Procedural Note: This series of bylaw amendments to change the number of regions and composition of the board of directors is indivisible; therefore, only one vote will be necessary to adopt both provisions.
Director Gray moved to advertise the proposed amendments for a vote at the annual meeting. Motion adopted.

Conference Length   ED Shalby noted that the board had previously approved having a five-day conference in 2021 for IIMC’s 75th anniversary. He recommended that conferences for the next four years be four-day conferences, with a five-day conference planned for 2026, IIMC’s 80th anniversary. Director Gray moved to accept the Executive Director’s recommendation. Motion adopted.

CMC/MMC Designation Application   Questions have been raised about the legitimacy of some applications, and the Education Department would appreciate revising the self-attestation language in the application by inserting: *If, in the course of the review process, evidence comes to light that contradicts the veracity of the materials submitted, IIMC’s Education Department has the right to suspend the certification application review process.*

Director Bains moved approval of the amendment to the self-attestation language. Motion adopted.

Director Garcia moved to refer this matter to the Education and Professional Development and Policy Review Committees to develop a policy and process for handling this type of matter. Director Huycke moved to amend by striking out “this type of matter” and inserting “the fraudulent submission of statements or documents with any certification application.” The amendment was adopted.

The motion as amended was adopted as follows: “to refer this matter to the Education and Professional Development and Policy Review Committees to develop a policy and process for handling the fraudulent submission of statements or documents with any certification application.”

RECESS

The meeting recessed at 10:16 a.m. and reconvened at 10:33 a.m. PDT.

Education Department Report

Education Associate Kellie Siggson reviewed the CMC/MMC application process. Currently we have a grand total of 4,662 CMCs and 1,411 MMCs. Director of Certification and Conference Program Ashley DiBlasi spoke regarding the annual education program and the new registration process.

Beyond the MMC Program   For the Beyond the MMC Program, the education offered should be Academy level or higher and should allow any MMC to move forward into a sustaining education program. Some think that it should be a voluntary program, while others think it should be required. Without objection, Past IIMC President Colleen Nicol shared thoughts about setting up a point structure for education courses at the MMC level and developing a curriculum of a higher level than the MMC level. Ashley added that if implemented, it would be a more formal educational process and a new educational program to be built from the ground up. How this will work with the various Institutes is also relevant. It may be possible to offer IIMC incentives, such as half off a conference or membership...
fee, and IIMC will need to work with the IIMC Foundation regarding possible funding opportunities for continuing education after MMC.

Directors expressed concerns and support for the program concept. A direction for the Education Committee to structure the program is needed, and the Education Department is willing to put together a draft. A timeline will also need to be incorporated.

Director Quirk moved to refer to staff to bring back a recommendation at the May board meeting so that the program can move forward. Motion adopted.

Recess

The meeting recessed at 11:55 a.m. and reconvened at 1:11 p.m. PDT.

Committee Reports

Reports from the following committees were received with no action required: International Relations, Membership/Mentoring, Public Relations/Marketing, Records Management, and Research and Resource.

Conference Committee

The committee’s recommendation that the Board approve the new conference registration process and online learning assessment, beginning with the 2022 conference, was approved at the special board meeting held September 21, 2021.

Education/Profession Development Committee

The committee, staff, and relevant participants will continue working toward the Beyond the MMC program and other education endeavors with the options presented at the May 2022 board meeting.

Elections Committee

Director Pitman moved to approve the Election Committee’s recommendation shortening the length of time allotted for voting in the IIMC Vice President election to three weeks. Motion adopted.

Director Bains moved to approve the Election Committee’s recommendation that candidates for Vice President create a video answering the following questions: 1) What are your goals in serving on the board and how do you plan to accomplish this by the end of your term; 2) What personal qualities do you have that help qualify you for this position; 3) When you are not in the office and not serving in your professional role, what would you be engaged or involved in; 4) Aside from MMC and your State Association, what community service/activities are/were you involved with that help you qualify for this position; and 5) Tell us about two of your biggest successes—one personal and one professional.

Motion adopted by roll call vote:
Yes, Directors Haag, Quirk, Pitman, McGraw, Richburg, Marshall, Rhude, Hurtado, Post, Bains, and Huycke, Past President Johnson, President Pierce, 13.

No, Directors Hudson, Frazier, Gray, Holmes, Vice President Hess, 5.

Discussion followed regarding the format for the video, timeline, what role IIMC staff would play, if it would be posted on the IIMC website, and additional questions regarding process.

Having voted on the prevailing side, Director Huycke moved to reconsider the vote on authorization for the candidate video. Motion adopted.

The question then was on the adoption of the motion that candidates for Vice President create a video answering five questions. There was less than a majority in the affirmative, and the motion that candidates for Vice President create a video answering five questions was lost.

Director Huycke moved to receive the Election Committee report and thank the members for their work. Motion adopted.

**Policy Committee**

At the 2021 annual meeting, a proposed constitutional amendment regarding the definition of retired member failed to receive support to move it forward for consideration and possible adoption by IIMC members. The committee revisited the issue, and recommends two constitutional amendments to clarify continuation of board duties during a transition for officers (Article VIII, Section 1, Qualifications for Candidates for Vice President) and for directors (Article VIII, Section 2, Qualifications for Candidates for Region Director) as follows:

<table>
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<th>PROPOSED AMENDMENT:</th>
<th>IF ADOPTED WOULD READ:</th>
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<tr>
<td>E. Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member during the term of office, which shall include terms as President-Elect, President and Past President.</td>
<td>E. Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member, in their current position or another position that qualifies them as a Full Member or Additional Full Member, during the term of office, which shall include terms as President-Elect, President and Past President.</td>
<td>E. Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member, in their current position or another position that qualifies them as a Full Member or Additional Full Member, during the term of office, which shall include terms as President-Elect, President and Past President.</td>
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CURRENTLY READS | PROPOSED AMENDMENT: | IF ADOPTED WOULD READ:
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E. Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member during the term of office. | E. Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member, in their current position or another position that qualifies them as a Full Member or Additional Full Member, during the term of office.

Director Huycke moved to advertise both proposed amendments for a vote at the annual meeting. Motion adopted.

In light of the restrictions in the Illinois General Not for Profit Corporation Act, the Policy Committee recommended an amendment to the constitution to include a new Article regarding which meetings of IIMC may be held electronically with a companion amendment to Article X, Annual Business Meeting, striking out the requirement that the annual meeting be held in person. The proposed amendments follow:

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<tr>
<td>ARTICLE XIII ELECTRONIC MEETINGS</td>
<td>The annual assembly of members, the board of directors, executive committee, standing committees, and special committees are authorized to meet through electronic means so long as all participants may simultaneously hear each other and participate in the meeting.</td>
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<tr>
<td>Current Language</td>
<td>Proposed Amendment</td>
<td>If adopted, would read</td>
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<td>The Annual Business Meeting is an in-person assembly of members. The Board of Directors will establish the time and place to conduct the member’s Annual Business Meeting.</td>
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Procedural Note: This series of bylaw amendments regarding electronic meetings is indivisible, and only one vote will be necessary to adopt both provisions.

Director Huycke moved to advertise the amendments for a vote at the annual meeting. Motion adopted.

**Financials**

Finance Manager Connie Parker reviewed the 2020 compiled financial statements and the 2022 projected budget. Financial Specialist Janet Pantaleon reviewed the status of the current year’s budget.

Vice President Hess moved to approve the 2021 budget as presented including the projected end-of-year profit of $4,600. Motion adopted.

Director Quirk moved approval of the 2022 budget, with a projected profit of $8,200, as presented. Motion adopted.

There were no questions regarding the Five Yar Capital Expenditures plan.

**Recess**

The meeting recessed at 3:10 p.m. and reconvened at 3:24 p.m. PDT.

Maureen Kane, California Institute Director based in Riverside, was welcomed to the meeting.

**Staff Reports**

Communications Coordinator Karen Lee presented her report for the Communications Department, and Member Services Representative Tammy Storrie reported on behalf of Member Services.

Although he could not be present for this meeting, Region XI Development Consultant Tom van der Hoven provided a written report, including information on the 2023 Symposium in Amsterdam.
Future Conferences

2022 Little Rock – The preliminary “Sneak Peek” packet will go out in November, and hotel reservations will open at that time.

2023 Minneapolis – The conference theme, *Bold Education in the Bold North*, has been selected.

2024 Calgary – The former Region Director is no longer with the City of Calgary, but she is now in Lethbridge. The ED has contacted the Alberta Association President regarding this conference. Director Bains noted that she has been told they are committed to the conference.

2025 St. Louis – The hotel has been great about cancellation of the 2020 conference without penalty.

2026 Site Selection – ED Shalby noted that eleven proposals were received; he and Sharon Ozimek narrowed the proposals to three sites that were visited. An overview of the proposals was distributed to board members, and the responses for each category were reviewed.

Ballots were distributed, and board members were requested to vote to hold the conference in City A, City B, or City C.

There were 21 ballots cast. Necessary for approval: 11.
City A received 18 votes
City B received 3 votes
City C did not receive any votes.

It was revealed that City A is Reno, Nevada, and the conference hotel will be the Peppermill.

Reports from Directors and Officers

Region Directors and officers provided an update on recent and upcoming activities.

Other Business and Announcements

*Budget Committee Vice Chair Selection Process Policy*  Without objection, this policy was referred to the Policy Committee to clarify the process.

*Election Protocol*  A written report on election protocol for Region XI was provided for information.

*Announcements*  The dinner with the IIMC Foundation Board will be held in a private room on the first floor of the hotel.

Adjournment

The meeting adjourned at 5:12 p.m. PDT.

Connie Deford
Parliamentarian and Recorder
CALL TO ORDER

President Sheri Pierce called the Special Meeting of the IIMC Board of Directors to order via Zoom at 10:02 a.m. PT, Wednesday, March 9, 2022.

Board Members Present:
- President Sheri L. Pierce, MMC
- President Elect Pamela Smith, MMC
- Vice President Mary Ann Hess, MMC
- Immediate Past President Mary Johnston, MMC
- Region I Directors: Susan Haag, MMC; Ann M. Quirk, MMC
- Region II Director: Diane Pflugfelder, MMC
- Region III Directors: Lee Frazier, MMC; Camilla G. Pitman, MMC
- Region IV Directors: Phyllis McGraw, MMC; Angela Richburg, MMC
- Region V Directors: Janice M. Bates, MMC; Angie Marshall, MMC
- Region VI Director: Marita Rhude, MMC
- Region VII Directors: Janet Gray, MMC; Celyn Hurtado, CMC
- Region VIII Directors: Lisa Garcia, MMC; LuAnn Holmes, MMC
- Region IX Directors: Scott Passey, MMC; Ruth Post, MMC
- Region XI Director Hans Rijs, MMC

Region II Director Teresa Hudson joined the meeting in progress.

Board Member Absent: Region VI Director P. Kay Cmelik, MMC

Staff present:
- Chris Shalby, Executive Director

Also present:
- Parliamentarian and Recorder Connie Deford

Without objection, Region X Director Angila Bains, CMC; Region X Director Stephen Huycke; and Region XI Director Sarah Jeffries were excused.

The special meeting was called to consider the following items:
- Administer the Oath of Office for Region VI Director P. Kay Cmelik, MMC
- Management recommendation regarding one-time employee bonus
- Beyond MMC Update
- Annual Audit – Compilation or Full Audit
Honorary Membership for Vincent Buttiglieri, MMC and Monica Martinez Simmons, MMC
Board Development Plans for May 20, 2022

Oath of Office

President Pierce noted that because Director Cmelik was not present, she would administer the oath of office later in this meeting if possible, and if not, then at the board meeting in May in Little Rock.

One-time Employee Bonus

The consideration of a one-time bonus for staff was presented at the Executive Committee meeting in California, and to the Budget Committee. Both approved forwarding the proposal to the board of directors for consideration.

ED Shalby advised that the hiring of two additional employees, as originally proposed for this year’s budget, has been put on hold because of budget constraints. It was explained that Ashley DiBlasi has given notice, and her last day of work is today. It is anticipated that Ashley’s position will be replaced as soon as possible.

ED Shalby stated it has been two years since employees received either an increase or cost-of-living adjustment. The proposal is to provide a $2,500 one-time bonus to each of nine employees in March. The total amount would be $22,500.

Past President Johnston moved to approve the one-time employee bonus of $2,500 to nine employees.

It was explained that Ashley will be entitled to the bonus pay; however, she has not worked for IIMC for the required 15 year to receive a longevity payment.

Motion adopted.

Beyond MMC Update

The Education Department has put together a draft proposal for this program. It has been forwarded to the Education Committee for comment, and next it will be sent to Institute Directors for their input. The proposed policy will come to the board in May, and it is hoped that the program will be in place by the end of 2022.

Audit

ED Shalby stated that IIMC has had a compilation audit the last two years, and our auditors have recommended that a compilation audit be done again this year. Next year, there will be a full audit completed.

Director Bates moved to approve a compilation audit this year. Motion adopted.
Honorary Membership

Biographies for Vincent Buttiglieri, MMC and Monica Martinez Simmons, MMC were provided with the call to the meeting. Vinny retired in December, and Monica plans to retire in May.

Past President Johnston moved to approve honorary membership for Vincent Buttiglieri, MMC and Monica Martinez Simmons, MMC. Motion adopted.

President Pierce will present these past presidents with their honorary membership at the Annual Conference.

Board Development Plans

President Pierce stated she had attended the Region III meeting held in Huntsville, Alabama, where she heard a diversity and inclusivity presentation by Chad Jackson. Mr. Jackson has been retained to provide the training for board development on May 20th.

The board development training at the mid-year board meeting will focus on the strategic plan.

Other Business

Director Rijs asked if the board will be taking a position in support of Ukraine. ED Shalby explained that we do not have a policy for making a statement regarding warfare or for natural disasters, and perhaps it would be a good idea to have a basic policy statement available. There was consensus that the board wished to express their support for Ukraine. ED Shalby volunteered to write up a statement on behalf of the board, and there was no objection.

Announcements

President Pierce advised of her travel plans in coming months to New Jersey and to Alberta, Canada, where she will attend the Alberta Clerks Association meeting. ED Shalby noted that since we will be having an annual conference there, it will be good to have personal contact with them.

Adjournment

The meeting adjourned at 10:38 a.m. PT.

Connie Deford
Parliamentarian and Recorder
Overview
The following overview provides a synopsis of each Department at Headquarters. At the end of this report, we have two recommendations that require Board approval.

Staff Update
Since January 2022, staff has been working on a staggered work from home/office schedule with 50% of staff in-house with alternating days. We will carry on with this schedule through this year and, more likely, into future years. We continue to remain productive in meeting members’ needs while working remotely. As of this writing, our current schedule has become the routine than the exception while benefiting both the Organization and staff.

Personnel
We have 10 full time staff, and 5 independent contractors: 1) CPA/Financial Consultant; 2) Event Management; 3) International Consultant; 4) Parliamentarian; and 5) Information Technology.

Administration
IIMC’s staff continues to operate efficiently and productively and persists in finding new and creative methods to improve every aspect of the Organization. Although each staff member has his or her own responsibilities, IIMC continues to cross-train in many areas as possible.

Maria Miranda (Administrative Coordinator) and Janet Pantaleon (Financial Specialist), are talented and skilled in meeting their daily responsibilities, assisting in other areas and in providing exceptional customer service. We still have not replaced the vacant Office Manager position, vacant since October 2020, until our finances can handle a new staff member. Janet Pantaleon, Maria Miranda and I are still coordinating the tasks involved with this position.

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

The Education Department operates efficiently and has been consistently solid in meeting members’ educational needs and staying abreast of education guideline improvements. Dr. Beatrice Rodriguez directs the Department and continues to immerse herself in IIMC’s Education programs. To date, she has facilitated two online courses and has two additional webinars set to launch in June 2022. She is now administering and coordinating, with IIMC’s Education and Professional Development Committee and the Institute Directors, the “Beyond the MMC Program,” overseeing the Institutes and annual report compliance, Athenian Dialogues, and more. In March, we hired Jaimis “Jai” Ulrich as the Education Coordinator. Jai’s immediate involvement has been to carry out the task of coordinating the conference education program regarding speaker logistics. We anticipate Jai’s educational background to be an embellishment for the Department. Certification Manager Kellie Siggson continues to handle both CMC and MMC applications and other education areas. Kellie is cross trained in reviewing Institute Annual Reports and Association course reviews and facilitates Athenian Fellows and conference logistics. Education Assistant Iris Hill adds clerical support to this Department. **The Education Department’s report and attachments are part of the Agenda.**

**Membership**

The Department has put on hold its membership campaigns as it had to shift focus on maintaining current members due to COVID-19. Later in 2022, the Department will embark on a new membership campaign. The Department continues to provide a personal touch regarding members.

Janis Daudt, Tammy Storrie and Iris Hill oversee this department’s work. This group is exemplary when dealing with IIMC members and is constantly looking for new and creative ways to recruit new members and maintain current membership. Their efforts helped make the 2021 year-end membership figures exceed the $1 million mark, again, for the fourteenth consecutive year. **Please see the Department’s report in this agenda.**

**Finance**

Our existing policies and processes over the past 12 years continue to steer us in a positive direction. We’re diligent about administering the Organization’s finances. 2021 was the 14th consecutive year (2021 year-end financials will be a handout) that IIMC’s bottom line was positive. Our Board Designated Reserves are $930,700 as of (4/15/2022).

The strict adherence to financial policies and spending have enabled us to weather the Covid-19 pandemic, so far. We’ve also been exploring different scenarios regarding IIMC’s financial future. We refinanced our building two years ago, reducing our monthly mortgage from $4,875 per month to $2,700 which has aided considerably with the uncertainty of tenants and commercial rental property. One of our tenants is having its staff work remotely while the other has reduced its staff, considerably, putting IIMC in the position of having to actively look for a potential new tenant. As of now, IIMC’s mortgage is less than what it would pay in rent/lease for less office if it were to sell its building and move.
For the 2022 Budget Committee meeting, IIMC staff will draft a plan regarding options as to possible investments opportunities for the Board Designated Reserve Fund: Do we hire an investment manager to oversee the Reserve Fund; do we invest in other areas, per Policy, or keep the funds in money markets; do we look into paying off the mortgage ahead of schedule. These are some of the areas that have been discussed in the past. At this time, we will continue to add to the fund as appropriate and continue to research options for the Board.

IIMC’s financial accomplishments are a strong indication of an Organization’s collective efforts and willingness to adhere to a set budget, while continuing to broaden its horizons and provide members with valuable services.

Janet Pantaleon oversees the majority of our daily accounting tasks with help from Maria Miranda. Connie Parker, CPA, our financial consultant, has been with IIMC for approximately seven years and her experience and oversight have been invaluable to the department and IIMC. Beginning in 2016, we moved from a monthly to a quarterly budget report and that seems to be working well. As of this report, our compilation is in progress and will be a handout at the meeting.

CONFERENCE -- 2022 Conference – Little Rock, Arkansas
We estimated 650 Delegates/25 guests for the 2022 Conference and a projected profit of $9,802. The average attendance numbers from Conferences in 2015, 2016, 2017, 2018 and 2019 is approximately 670 delegates. However, there is no method to determine members’ apprehensions to attend an in-person conference, even if travel and education budgets are intact. As of April 18, 2022, we have 728 total attendees and 547 delegates.

NOTE: We are in two hotels with the host hotel, the Marriott, connected to the State House Convention Center. Our secondary hotel, the Doubletree, is less than a five-minute walk to the convention center. Both hotels have had slippage, but we are still not in attrition. There is no Food and beverage minimum, which is a plus for IIMC.

Both hotels are within a safe and secure area of the City with nearby establishments within walking distance. We have contracted 585 rooms on peak with the two hotels combined.

**All education, general sessions, exhibit hall, lunches, refreshment breaks, opening ceremony, board meetings, annual banquet and ABM will be in both, the Marriott and State House Convention Center. The All Conference Event will be a Diamonds and Denim party and held in the Center.

Conference Delegate/Guest Registration Fees - 2022
The current fees are $625 early bird for Delegates and $265 for Guests. NOTE: The Board approved (9/21/21 virtual meeting) a $25 increase to fees beginning with the 2022 Conference.
Early Bird Package/Marketing – Board Approved for 2022 Conference
For the first time in IIMC’s history, we offered a 100% online registration process for members that kicked off the conference in January. Members were able to register for the conference and to create their education itinerary via the education registration process. As opposed to past years, there was no printed preliminary program; however, we generated the online teaser program and previews to market Little Rock and the conference. IIMC staff was at the ready to answer questions regarding the registration process, hotels and other information. Also, the creation of the membership ID card helped streamline the registration process.

Hotel reservations were made online as early as November 2021.

Rebates/Commissions Maximum
The Marriott & Doubletree are offering a $20.00/night “commission” for qualified room nights (split between IIMC and YES – 65%/35%). In addition, the Doubletree is offering a rebate of $4.00/night for each qualified guest room night.

Arkansas State Association -- In addition to the Hotel commission and rebate, the Arkansas State Association provided IIMC with $10,000 for choosing Little Rock.

Total Rebates/Commissions per occupied room blocks (miscellaneous conference revenue):
• Marriott/Doubletree -- $43,682 IIMC’s maximum commission and rebates
• Arkansas State Association – $10,000
• Total -- $53,682

Food and beverage 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.

NOTE: The Board approved staff’s and the Conference Committee’s recommendations to reduce the 2022 Opening Reception’s allocated budget from $25,000 to $10,000. Depending on the costs for this year, we will update the Budget committee with whether or not the reduction in costs was worth the outcome. The time frame was also reduced to one hour – in the past it has been 1.5 or 2 hours long.

Areas to note for Little Rock include:
• Cities are reluctant to pay for conference travel; thus, having an impact on overall attendance. Business and International travel have not been as quick to rebound as the leisure travel sector has - post pandemic.
• We are working with a good host committee.
• The location may help to reduce the cost of travel for some attendees.
• No outlook on Delegates’ apprehensions about travel, social distancing, even in May 2022.
• Region IV has approximately 640 IIMC members and 109 are attending.
• The Marriott hotel and State House Convention Center are spacious venues which afford us the opportunity to spread out as much as possible.
Recommended Discounts and Savings
We offer $50.00 discounts to Region IV (AR, LA, MS, OK, TX). Regions X and XI already receive a discounted conference rate of $460US and $395US, respectively. We have found the Region discount programs work well for the host region with nearby states that we deemed to be within close (driving/train/bus) proximity of the host city.

- Academy sessions are $179 and offer a $50 discount for each additional Academy session after paying the $179 fee for the first Academy. We had 213 registered for the Academies in 2022. We will have four Athenian Dialogues with 88 members attending.

- Offer an incentive for any city that sends two or more Clerks to the conference a discounted flat rate of $485.00 per delegate (No other discounts - first timer or Region - would apply to the delegates paying $485.00). Little Rock attracted 103 multiple attendees.

Sponsors/Exhibitors
We have ten sponsors in Little Rock: CivicPlus/Municode, Laserfiche, American Legal, General Code, Diligent, Granicus, MCCi, Rock Solid Technology (formerly PrimeGov), eScribe and Archive Social. IIMC will realize approximately $118,500 in sponsorship dollars.

IIMC will occupy approximately 48 exhibitor booths. The exhibit program is strictly a bottom-line generating revenue component.

NOTE: Per the agreement with the IIMC Foundation, the Foundation receives 10% of each sponsorship agreement and $100.00 from the sale of each $1,500 exhibitor booth.

Headquarter Building -- Update
All three offices are currently leased: -- Burga Law has a three-year contract, expiring in 2023. Exact Staff is month to month and has been in this mode since August 2021. Studio Pink is also month to month as it has lost two of its three partners, reducing its monthly rent considerably. As of today, all three tenants continue to pay on time and meet IIMC’s mortgage. We are actively working with our real estate broker on acquiring a new long-term tenant to occupy existing office space.

***NEW***Board Action Required – 2022
Management’s Recommendations:
1. In conjunction with the Records Management Committee (Action Report in this Agenda), Management recommends that the IIMC Board approve the new Master Retention Schedule for Staff to implement; and
2. We ask the Board to task the Policy and Review Committee to create a policy on statements of support and solidarity regarding wars, disasters, etc.
To: IIMC Board of Directors

From: Bea Rodriguez Ed.D., Director of Professional Development
      Kellie Siggson, Certification Manager
      Jaimis Ulrich, Education Coordinator
      Iris Hill, Education and Membership Assistant

Date: March 30, 2022

Subject: Education Department – Year-End Report

Below please find an overview of the Education Department’s operations since the Mid-Year Meeting in October of 2021.

Education Coordinator
The Education Department is proud to welcome Jaimis Ulrich. As of the date of this report, Jai has been with IIMC for two weeks and is showing great initiative to dive into all things IIMC Education and immerse herself in the Annual Conference program. Her innovative approaches and overall mindset are a welcomed addition to the team, and we look forward to working with her.

Certification
The department continues to receive a high influx of certification applications. Certification Manager Kellie Siggson continues to receive in bulk applications each week and makes every effort to being available to the IIMC membership by scheduling appointments at least a week in advance.

- **Calendly** – The Department appointment scheduling system continues to be instrumental in the success of the certification process and allows for a high level of customer service to continue to be delivered. We are finding these appointments to be in very high demand as every available time slot in half hour increments are being booked with the exception of Mondays, lunch breaks, and other reoccurring staff and committee meeting hours.

- **Automated Notification Updates** – In addition to having one full time application reviewer, Kellie manages all daily operations, Calendly appointments, and clerical duties of the department and can no longer maintain a 2 – 3-week review period. We have updated all automated notifications to the members submitting designation applications informing them of a new review period with a maximum of 5 - 6 weeks so they are aware of the change ahead of time.

- **Records Retention** – Kellie Siggson has worked with ED Shalby, the Records Management committee, and IIMC records consultant Diane Gladwell on updates to the IIMC Records Retention policy which was last updated in 2008. Staff’s main goal is to move away from physical paper requirements to not only cut IIMC costs but also assist with alleviating the amount of time Staff takes with printing and scanning duties. Final revisions have been completed to the policy
including Diane Gladwell’s recommendations which you will find in the Records Management Committee report.

- **CMCs and MMCs** – Since the Mid-Year Board Meeting in October 2021, we have awarded an additional 162 CMC designations and 64 MMC designations. Overall totals are as follows: CMC Grand total = 4,569; MMC Grand total = 1,385

**Annual Conference Education Program** – Little Rock, Arkansas

Greetings! My name is Jaimis Ulrich. I go by “Jai.” I officially started as a member of the Education Department, under the direction and leadership of Dr. Rodriguez, on March 21. I wish I had a richer update to provide for all of you. Even so, I am happy to include you all in my transitioning/training progress:

**Training**
- I have become acclimated with IIMC’s CRM tools and software (AirTable & FlexiQuiz), which is an essential resource for providing excellent service for our members.
- Cross-training in the course review process.
- Cross-training in the Athenian review process.
- Cross-training in online education “call to action” items such as attendance, follow up, faculty resources, and “on-demand” processes.
- FlexiQuiz training specific to IIMC’s assessment requirements.

**Execution**
- **AirTable** has been a valuable tool for gathering conference information from our speakers.
- To date, all contracted speakers have been contacted to ensure any outstanding documentation is submitted and then uploaded on our side (W-9 forms, assessments, biographies, hotel reservations, for example) with additional correspondence following any questions and/or concerns.
- **FlexiQuiz** assessments will continue to be uploaded as they are made available.
- **Online education** action items have been delivered to all “no show” participants, including the follow-up with a link to the required quiz.
- **Zoom stats:**
  - 101 registrants → 90 paid
  - 74% (66 registrants) attended the live stream.
  - 94% (62 attendants) received full participation (logged in and stayed for the duration of the event).
  - 24 registrants did not attend live but received the on-demand link.
  - Communication has been steady with on-demand viewers requesting a link to complete their assessment after viewing the session on demand.
- And, most importantly, supporting members in whatever capacity I can, as I continue to learn and grow in my position.

- **Contactless Conference Transcripts** – In 2021, the department launched online assessments and contactless certificate distribution. Aligning with the request of the 2021 conference attendees, the department will be bringing this model back with the support of the Conference Committee. This process allowed instant access to attendance certificates and allowed those seeking certification credit to
submit their materials immediately following the conference rather than six weeks later. This process also made a huge impact in the workload for the Education Department Staff. We will be making some adaptations from the knowledge gained in 2021 and are confident that the process will be well received in 2022.

IIMC Institutes

- **2022 Institute Director and Education Chair Annual Colloquium** – Dr. Bea Rodriguez in collaboration with the Education Advisory Group (EAG) will be facilitating a Colloquium on Sunday, May 22, 2022. The group is looking forward to the in-person events in Little Rock.

- **Pennsylvania** – IIMC and the Region II Directors have met with representatives of Albright College with the hopes of creating an institute in Pennsylvania. The Board will be kept apprised as information is received.

- **ID Turnover** – At the current time, Institute Directors continue to turn over. Many universities are eliminating/combining positions. Other IDs are choosing to leave the field or seek employment elsewhere. As of this date, there have been approximately 8 new IDs.

- **Institute Annual Reports** – Dr. Rodriguez has wrapped up reviewing Annual Institute Reports and compliance letters have been sent out.

Athenian Leadership Society

Throughout the pandemic, the Board of Directors has accommodated virtual dialogues and made these a permanent option. This has made a huge impact on the number of individuals attending dialogues; the number of dialogues being hosted by Institutes and Associationism and the number of Athenian Fellow recognitions awarded.

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<th>Year</th>
<th>Athenian Dialogues Held</th>
<th>Fellows Approved</th>
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<td>2019</td>
<td>89</td>
<td>14</td>
</tr>
<tr>
<td>2020</td>
<td>73</td>
<td>22</td>
</tr>
<tr>
<td>2021</td>
<td>92</td>
<td>41</td>
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<tr>
<td>2022</td>
<td>42 as of report date</td>
<td>12 as of report date</td>
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In the past 12 months, the department has reviewed six new Athenian Facilitator applications and approved three of these. There are currently 69 approved Athenian Facilitators. We have also reviewed nine new book applications and added them to the approved book list.

The Education department received a request from Region V Director, Janice Bates, MMC, Tipp City, OH, to consider implementing a new automated notification to be distributed to each respective IIMC Region Director once a new Athenian Fellow has been approved by the Education department. This request was completed and allowed the department to discover other ways the Athenian application process could be embellished. Members are now notified immediately upon becoming a member of the Athenian Leadership Society and an official congratulatory letter is distributed once fellowship is achieved.
Course Review Process
Course reviews continue to come in weekly and the department works with each association to ensure high quality education programs being offered on the local level. The enhancements made to the submission process in July of 2021 continue to streamline the review process and ensure accuracy. Dr. Rodriguez is working closely with the new Education Coordinator, Jaimis Ulrich, to cross-train her in this area as well as the Athenian books, facilitators and dialogues process. Jaimis is a quick study and jumped right into the work making her an excellent fit for the department and Organization as a whole.

Committee Work
- Conference Committee
  The Department thanks the committee for their work on the new registration process and their ideas regarding “App Ambassadors” and a “Tech Tent” at the conference.

- Education and Professional Development Committee
  Work for this committee paused while Staff took the Board’s direction to create a draft for a continuing education program beyond the MMC. This draft was distributed to the EPD Committee and Institute Directors for feedback. As of the date of this report, Staff is gathering this feedback in preparation to include an update of their progress.
  - Pending direction in regard to fraudulent documentation from the policy committee and or President Pierce.

2022 Online Professional Development Program
Two new online professional development education sessions for IIMC members launched in March. Topics of interest include Ethics, Diversity, Equity, and Inclusivity (DEI), Leadership principles and practice, strengths-based leadership, and other topics relevant to their responsibilities. Through this program IIMC will provide up to 16 hours of education annually, which is equivalent to 4 hours quarterly. This online opportunity totals 8 education points annually or 2 points quarterly with completed learning assessments, depending on courses taken. Courses are weighted at 1 CMC Education or 1 MMC Advanced Education point with a completed learning assessment.

IIMC will not offer any refunds for these sessions. If members are unable to attend the live session, arrangements will be made on an individual basis to take the course.

March Courses:
- “Leveraging Your Leadership Superpowers Using Strengths-Based Leadership” – March 17, 2022, at 2pm. – a total of 87 participants
- “Ethics in Action” - March 24, 2022, at 2pm. – a total of 82 participants

It gives IIMC great pleasure to bring our second quarter courses to the membership! The following will be offered:

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<tr>
<td>Session Title:</td>
<td>“Influential Leadership in Real Time”</td>
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<tr>
<td>Facilitator:</td>
<td>George L. Hicks, MBA</td>
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“Beyond the MMC”
At the 2021 Mid-Year Board Meeting, the department volunteered to create a draft of a potential continuing education program for those that have completed their MMC designation. Taking the concepts presented by President Pierce’s original proposal and the feedback provided by the Education and Professional Development Committee, Staff created a draft which is available for Board review immediately following this report.

This draft was sent to President Pierce on February 2, 2022, for her review and comments. It was also sent to the Education and Professional Development Committee followed by the Institute Directors. Feedback from both groups will be presented to the Board and can be found immediately following this report. The Education Department looks forward to the comments, considerations, and guidance from the board to move forward with this initiative.

Managements Comments:
We are not surprised that the development of the new online courses is attracting a large group of members working toward their certification. We believe the “soft skills” topics are also welcome to our Region XI members, who have asked for these types of education sessions. With the implementation of the “Beyond the MMC Program” imminent in 2023, the Department will become busier as it deals with the potential influx of those members interested in continuing professional development. We are still searching for new ways to convey education programs to Regions X and XI and these virtual sessions seem to be the right vehicle.

We are anticipating more from the Department. As part of Dr. Rodriguez’s overall goals, we will have her visit various Institutes as she becomes more and more acclimated to the Organization and its educational requirements.

Kellie’s experience and institutional knowledge continue to provide history regarding IIMC’s education programs. Jai’s quick immersion in helping us maintain our conference approach has been a boon.

Our recommendation is to continue working on finalizing the “Beyond the MMC Program,” continue developing quarterly online education courses and delve into the Education Guidelines.
The purpose of my report is to inform the Board of the focus of my work as Region XI Development Consultant in 2022/23 and to seek the Board’s input and support.

Background:
This is my twelfth report to the Board and follows on from the background and role explained in previous reports.

The Role
To work closely with Region XI Directors, IIMC staff and the International Relations Committee.

My 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.

Discussion:
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. Prior to Covid we aimed to meet at least 3 times per year – usually at the IIMC annual conference, the SLCC conference in the UK in October and at least once via Zoom or other means. Since Covid all our meetings have been held virtually via Zoom.

It is at these meetings that associations raise their needs and what they expect from their membership of IIMC 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.

The Region XI Management Board last met face-to-face in Hinckley, UK in October 2019 with the main focus of discussions being the arrangements for the next IIMC Region XI Symposium and Study Tour in 2021. Since then, a number of meetings were held but, due to
the impact of Covid, they had to be held virtually. The last meeting was held on 22\textsuperscript{nd} February 2022.

**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 members to attend. The last newsletter was produced in March 2021 due to Covid and the next one is scheduled to be published in June/July following the IIMC annual conference.

**Membership**
A key objective of my role is to generate membership growth in Region XI. The revised bulk membership scheme agreed by the Board grew IIMC’s total Region XI membership and it currently stands at over 5400 members.

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

**Facilitated Zoom Discussions and Interviews**
Members will be aware of the facilitated discussions held in 2020 and 2021. Feedback on these sessions were overwhelmingly positive. We hosted a virtual launch of the International Buddy scheme in January this year and this has resulted in a number of new buddy pairs. Further sessions on this are being planned.

**2023 IIMC Region XI Symposium and Study Tour**
The Board supported the recommendation of the Region XI Management Board to hold the 2021 Symposium and Study Tour in the Netherlands.

However, due to the impact of the Covid pandemic situation, arrangements had to be put on hold. The VvG and Region XI Management Boards initially recommended the IIMC Board to postpone the 2021 Symposium to take place in 2022 in the Netherlands.

However, the situation worldwide continued, and it was decided to further postpone the event to September 2023. It is most unfortunate that such a decision had to be considered but under the circumstances we had no choice if we wanted to act responsibly. All the work we had done this far is not wasted as we will still follow the draft program outlined for 2022. Attached is the draft 2023 program.

**Focus for 2022/23**
The key focus for the immediate future will be to focus on the arrangements for the 2023 Symposium and Study Tour and to continue working with the International Relations Committee.

As mentioned earlier in this report the Region XI Management Board met in February and identified a number of priorities and actions and these were some of the key decisions:

1. That further virtual facilitated discussions be held when relevant topics are identified.
2. That the Region XI Directors draft a report for the IIMC Board to discuss the allocation of Education Points as far as it related to Region XI and to recommend that it be reviewed as soon as possible.
3. That Region Director Hans Rijs submit a report to the IIMC Board regarding the involvement, or not, of Region XI associations in the election process and campaigns.
4. That his report also include a recommendation to amend the requirement to attend two annual conferences in order to qualify to stand as a candidate as Region Director as well as to shorten the election period.
5. That the Executive Director and Region XI Directors draft a revised brochure for the introduction of virtual “Athenian Dialogues” in Region XI.
6. The Board decided to review its Terms of Reference to ensure more continuity, especially for those associations that had an annual change of office bearers.

**Recommendation:**
Members of the IIMC Board are invited to comment on the report.

**Management’s Comments:**
In conjunction with Tom and the Region XI affiliates, we have restarted our conversations regarding the 2023 Study Program/Symposium scheduled for Belgium and the Netherlands. We have helped launch the “buddy program” with nearly 60 participants; however, not all participants have chosen their partners to date. We distributed IIMC’s Athenian Dialogue materials to Region XI in hopes of working with them to recreate the verbiage that would be more suitable to marketing in this Region.

Also, the call for soft skills webinar was afforded to the Region in March as part of IIMC’s new online webinar series.
BROADENING YOUR HORIZONS
The Challenges of Crossing Borders

Amsterdam, Netherlands
Thursday 21st & Friday 22nd September 2023

Hosted by
International Institute of Municipal Clerks

with Co-sponsor
IIMC Foundation
DRAFT STUDY TOUR AND PROGRAM – SEPTEMBER 2023 INTERNATIONAL SYMPOSIUM

Day 1 (Saturday – 16th September 2023)
• Tour Group to convene at Schiphol Airport no later than 2.00 pm.
• The group depart to Brugge by bus and book into hotel - Crowne Plaza Brugge.
• We will meet as a group at 6.30 pm for informal introductions and a preview of the week’s agenda.
• Some may arrive in Brugge on their own. Rooms will be available from 2.00 pm unless they booked extra days prior.
• We will meet in the …………….. at ……….pm
• Dinner will be at …….. at ……. Pm (TBC)

Day 2 (Sunday – 17th September 2023)
• Today the group will explore Brugge.
• Breakfast will be available from …….am in the restaurant.
• Explore on your own or program to be confirmed (TBC).
• Lunch on your own – TBC
• Dinner will be at ………..pm at ……….. (TBC)

Day 3 (Monday – 18th September 2023)
• Today the group will depart to Antwerpen.
• Buses will depart at ………….
• Meet up with Tine Vervisch of Excelo and her Mayor for a discussion and lunch. Tine to arrange program.
• Depart for Amsterdam at around 3.00 pm to arrive Amsterdam 5.00 pm.
• Check into hotel that could be in the rural area of Amsterdam or Amsterdam central.
   To be decided.
• Dinner to be arranged - by Tom.

Day 4 (Tuesday – 19th September 2023)
• Today we will explore the rural area around Amsterdam.
• Breakfast will be available from …….am in the restaurant.
• Buses will depart at …………….
• Venues tbc but can include:
  o One of the largest Orchid growers in the Netherlands - Dutch growers are the orchid champions of Europe.
  o Meet the Griffier (Clerk) of the small village of Uitgeest in their Council chamber - hear of the challenges they face as a small community and how they have to work together with other communities.
  o A typical Dutch windmill.
  o Visit an authentic cheese farm. Holland is home to an area known as Cheese Valley, made up of four regions: Gouda, Bodegraven-Reeuwijk, Woerden and Krimpenerwaard.
  o Lunch at a restaurant on the Uitgeestermeer (lake)
  o The new lock chamber at IJmuiden on Holland's North Sea Canal – the world’s largest sea lock
• Dinner at the Rijksmuseum in Amsterdam and a tour of the museum if possible.
Day 5 (Wednesday – 20th September 2023)

- Today the group will explore Amsterdam.
- Buses will depart at ……………
- Venues TBC but can include
  - Beurs van Berlage – vast former stock exchange building
  - Boat trip on the canals or
  - Lunch on a boat trip on the canals
  - Capital C – former diamond exchange of Amsterdam
  - Royal Palace of Amsterdam
  - Anne Frank House - Museum house where Anne Frank & her family hid from the Nazis in a secret annex, during WWII
  - Rijksmuseum - Dutch national museum dedicated to arts and history in Amsterdam. Only if we cannot arrange the dinner there on Tuesday.
- Evening meal at ……………(TBC)

Day 6 (Thursday – 21st September 2023) – International Theatre Amsterdam

This is a draft in development - wording of potential topics still to be determined.

08.30 – 09.30  Registration and refreshments on arrival with exhibitors
09.30 – 10.00  Welcome by the Presidents of IIMC and VvG
10.00 – 11.00  Plenary session (tbc)
11.00 – 11.30  Refreshment Break & meet the exhibitors
11.30 – 12.30  Plenary Session (tbc)
12.30 - 13.30  Lunch break
13.30 - 14.30  Plenary session (tbc)
14.30 – 14.45  Quick comfort break
14.45 – 15.45  Three parallel sessions that fit within the theme of Challenges of Crossing Borders
  
  Session 1: tbc
  Session 2: tbc
  Session 3: tbc.
15.45 – 16.15  Refreshment break & meet your exhibitors
16.15 - 17.15  Roundtable facilitated discussions or Excursions
18.00  Busses depart to ………..
Buffet and entertainment at De Balie - 19th-century courthouse hosting debates, theatre & talk shows with a social or political focus.
  o Joined by the Mayor of Amsterdam for a discussion.

Day 7 (Friday – 22nd September 2023) – International Theatre Amsterdam

09.30 – 09.45 – Welcome and arrangements for the day – Region XI Director …….

09.45 – 10.45  Plenary session

10.45 – 11.00  Coffee break

11.00 – 12.00  Plenary session/breakout sessions

12.00 – 12.45  VvG Algemene Lede Vergadering (ALV)/ VvG Annual Business Meeting

12.45 - 13.45  Lunch break

13:45 - 15:15  Excursions: Anne Frank Museum and ………

15.15 - 15.45  Closing session with the Presidents of IIMC and VvG.

15.45 - 16.30 – Closing ceremony with refreshments

The evening is free and those staying over can make their own arrangements to explore Amsterdam or go out for dinner or whatever.
Background:
This Committee’s purpose is to review and to recommend conference education topics, speakers, sessions and general session speakers and work with staff in reviewing the overall conference design, consideration of new speakers and topics, and how to improve upon existing formats.

Discussion:
The Conference Committee was tasked with several tasks throughout the year:
- Review the 2021 Conference Evaluations (delegate comments) and provide individual summaries of the same.
- Review the proposed Keynote and Breakout Session Speakers for the 2022 Conference Program.
- Review the proposed Athenian Dialogue presenters and Dialogues.
- Provide individual feedback in all areas to ensure a fair and neutral representation by and for our members.

Financial: No financial assistance is requested at this time.

Summary:
The Conference Committee was happy to complete the assigned tasks and on standby for more if needed. Committee members were responsive when asked to comment or give their input on the question at hand. I thank all of the members of the Committee and IIMC Staff for their hard work in continuing to put on top-notch conferences for our members from around the globe! And as a side note…I can’t wait to see you all in Little Rock!

Management’s Comments:
The Committee was also instrumental in fine-tuning the 2026 Conference selection process prior to presenting it to the IIMC Board. And, the Committee throughout the years has always been helpful with all Conference related activities.
INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Sheri L. Pierce, MMC, IIMC President

From: Susan M. Ortiz, MMC
International Relations Committee Chair

Date: April 8, 2022

Subject: International Relations Year-End

Background: The International Relations Committee has been assigned four (4) goals from President Pierce.

1. Manage and run the booth annually at the IIMC Annual Conference which promotes International Programs and provides a focal point for International members.
2. Work with Region XI Consultant and Executive Director to market and promote the 2021 Study Abroad and Symposium programs.
3. Create News Digest profiles featuring Region X and XI members.
4. Develop strategy on educating the membership on the value of global membership.

Since the Mid-Year Report, we offer the following report:

The 2023 Symposium and Study Program Broadening Your Horizons
Members are aware that the pandemic situation worldwide is continuing, and a lot of uncertainty remains about future travel and the financial position of councils and our sponsors. We have received many positive comments and great feedback on the proposed draft sessions. We are extremely hopeful we are back to “normal,” and folks can travel again.

As reported in the mid-year report, discussions were held with VvG and Region XI to move the Study Program/Symposium to 2023. The event will be in Amsterdam, Netherlands for September 16-22 beginning with the Study Program then the Symposium September 21-22.

With extreme gratitude, Tom van der Hoven Region XI Development Consultant has been doing the heavy lifting to continue to provide input and insight from our International members. It has been successful because of his efforts, and we can’t thank him enough.

In speaking with IIMC’s Executive Director, the IRC will have a booth at the Conference in Little Rock to promote the value of global membership, to provide a focal point for our International members, to promote the 2023 Study Program/Symposium. Committee members will be rotating throughout the conference to man the booth.

It has been an honor to serve as Chair of this Committee. Each member of this Committee is to be commended for their contributions.

Management’s Comments:
We look forward to having the Committee promote the Study Abroad and Symposium at this and next year’s Conference in Minneapolis. We appreciate the collaborative work performed by the Committee and IIMC’s International Consultant.
To: Board of Directors
From: Douglass Barber, MMC, Chair
Date: April 19, 2022
Subject: Membership/Mentoring Year-End Report

The following are items that the Committee accomplished in the past six months:

- At the time of discussion, we will have a Membership and Mentoring Committee table at the conference. We will be encouraging members to sign up at the upcoming conference to be a mentor or someone that is looking be mentored.

- There were 31 mentors and 31 mentees per IIMC. We also encouraged the members of the Committee to encourage participation in the upcoming Conference.

- Each month, our committee is tasked with welcoming new members or congratulating members receiving certification that they are assigned Regions for. We encourage them to handwrite a note to them which is so much more personal than an email. This has been very successful and other members are so thankful that we are remembering them in this way.

A teleconference will be held prior to the upcoming conference with all members. After introductions and our purpose, we discuss how COVID has affected all our mentoring efforts in the workplace and beyond this year. We will also discuss coverage and request people sign up for times so that the committee’s table is properly staffed.

Management’s Comments:
We appreciate this committee’s efforts to continue its communication with members. IIMC will provide a table by IIMC Registration at the Conference for the Mentoring committee to promote its program.
To: IIMC Board of Directors

From: Marie A. Moe, MMC, 2021/2022 Public Relations & Marketing Committee Chair

Date: March 31, 2022

Subject: Public Relations & Marketing - Year-End

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

Goals and Objectives:
1. Submit at least one (1) article for the News Digest in the area of best practices, management and leadership.
2. Promote marketing plans for Program Excellence in Governance Award, recognizing innovation and best practices.
3. Develop existing materials and new marketing ideas for Municipal Clerk’s Week.

Discussion:
The Committee has been busy this past year, meeting monthly to achieve our goals and objectives for the year. Following are projects we have been working on.

News Digest
The Committee continued with the “Clerk Memoirs from the Pandemic” series for the news digest. The series concluded in the January 2022 News Digest.

The Committee continues to work on appealing to other IIMC members to submit articles to be published. Articles could include how colleagues approach different aspects of their position; information on the different regions, perhaps something about the states/countries that make up a region (not necessarily having to do being a clerk).

The Committee produced a Happy Holidays greeting for the cover of the News Digest, with the greeting in every language that IIMC has a membership.

The next project for the Committee was “The 12 Months of IIMC” promotion for the News Digest, including information with each month’s tag line.

January: Sworn in as a Clerk
February: Join IIMC
March: Promote benefits of IIMC
April: Make plans to attend a Region meeting
        Municipal Clerks Week Kick-off
May: Sign up for a class, work towards CMC
June/July: Join International Buddy program; Make plans to attend the Annual Conference
August: Make plans for the Study Abroad Program
September: Continuing education
October: Apply for IIMC scholarship
November: Join IIMC Committee
December: Gain lifelong friends

**Program Excellence in Governance Award**
An icon was created for the award. The Committee sent an email to past award winners asking them to answer questions on receiving the award that would be published in the *News Digest* to promote the award. One response was received.

**Diversity, Equity and Inclusivity Statement**
The Committee decided on the following diversity, equity and inclusivity statement:
We strive to promote and nurture a culture of inclusiveness, where everyone is included and valued, where there is a deep sense of passion, pride, and belonging that transcends any role, language, or country. We are unified in our shared commitment to excellence and innovation and we grow stronger by embracing experiences, different ideas, perspectives, and backgrounds. We try to create a better environment that supports an inclusive environment where we all feel empowered to share our experiences and ideas.

**Municipal Clerk’s Week**
The logo promoting Clerk’s Week was redesigned. A “selfie frame” was created for Clerks to use to take photos and submit to IIMC to be used in all IIMC’s forms of communications with members.

A listing of State Municipal Associations has been collected so that press releases for Municipal Clerks Week can be sent to those Associations promoting the profession. Clerk Life trivia questions have been forwarded to be used in the *News Digest*.

**Summary:**
The Committee was an engaged, fun group with many talented members excited about promoting IIMC, coming up with interesting articles for the News Digest and a fresh new look to Municipal Clerk’s Week.

**Management’s Comments:**
We can’t say enough about this Committee’s engagement and involvement regarding the marketing of the Organization. Every point that the Chair, Marie Moe, has detailed came to fruition via the hard work of this committee. We’ve encouraged the current members to continue serving on this Committee to keep the continuity and forward-thinking ideas flowing with the new members. We look forward to more innovative ways of promoting IIMC.
To: IIMC Board of Directors

From: Audra Etzel, Chair
       Lori Sondov, Vice Chair

Date: April 4, 2022

Subject: Research & Resource - Year-End

A big thank-you to all the members of the Research & Resource Committee for all their hard work this year and for dedicating their time in service to our IIMC colleagues around the world. We had colleagues who reached out to us for guidance and we were able to share our knowledge, expertise, and experience.

We would like to express our sincerest appreciation to IIMC for allowing us the opportunity to serve in this capacity and to be part of such a prestigious and rewarding committee. Additionally, we would like to acknowledge and extend our appreciation to the IIMC Board Liaisons that have been assigned to assist the Research & Resource Committee: Janet Gray, MMC, Celyn Hurtado, CMC, and Angela Marshall, MMC and to acknowledge IIMC Staff Liaison, Tammy Storrie for all her efforts and for routing information/inquiries to us as the requests were received.

We look forward to meeting everyone at the 2022 IIMC Annual Conference in Little Rock!

Background
The purpose of the Research & Resource Committee is:

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

The 2021-2022 Goals & Objectives are:

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

Discussion
The committee has responded to the following requests/inquiries this year:

1. Vetted language for a new IIMC survey every two years to be sent to the membership mid-October.
2. Provided information regarding the structure and organization for City Council appointed boards, commissions, and options to appeal to more residents.
4. Provided information regarding Municipal Clerk staffing standards to aid in a request for additional and future staffing.
5. Gave guidance regarding the Deputy Clerk’s roll during elections in the absence of the City Clerk.
6. Offered suggestions on writing staff reports.

Financial -- None

Summary
The Research & Resource Committee has addressed the inquiries received thus far in a timely manner and we continue our pledge to help whenever called upon.

Recommendation
The Committee does not have any specific recommendations for the Board of Directors at this time, other than supporting its on-going efforts.

Management’s Comments:
We thank and appreciate the Committee’s work throughout the year, especially in vetting surveys and answering members’ inquiries in a timely manner.
Background:
The 2021/2022 Education and Professional Development Committee members are:
Elizabeth Garcia-Beckford, MMC, Chair, North Lauderdale, Fl; Dawn G. Abrahamson, MMC,
Vice Chair, Vallejo, CA, Angelica Avila, CMC, Deputy City Clerk, Indian Wells, CA, Jilline
Dobratz, CMC, Jackson, WI, Ashley Foster, Las Vegas, NV, Margaret Hawker, MMC,
Newport, OR, Angela R. Johnson, MMC, Meeteetse, WY, Jennifer M. Johnson, MMC, Margate,
FL, Tami K. Kelly, MMC, Grove City, OH, Tina Knapp, MMC, Fountain Valley, CA, Kacie
Paxton, MMC, Ketchikan, AK, Michelle Smith, MMC, Reading, PA, Nancy A. Vincent, MMC,
Thorton, CO, Angela Bains, CMC, Board Liaison, Canada, Janice M. Bates, MMC, Board
Liaison, Tipp City, OH, Ruth Post, MMC, Board Liaison, Philomath, OR, Pamela Smith, MMC,
Fort Myers, FL, Board Liaison; Dr. Bea Rodriguez, Ashley DiBlasi, Kellie Sigsson and Iris Hill,
Staff Liaison.

The 2021/2022 IIMC Education and Professional Development Committee was assigned the task
of providing a recommendation for a proposal for a framework for the “Beyond the MMC”
program. The committee was tasked with reviewing the final proposal for a framework for a
“Beyond the MMC” Program now referred to as a “Renewable MMC”, and to provide feedback
to submit by the appropriate May 2022 time line.

Discussion:
The 2021/2022 Education and Professional Development Committee submitted a proposal
framework for the “Beyond the MMC program” which was reviewed by the IIMC Education
Department as discussed during the midyear meeting. IIMC staff was assigned the task of
rewriting the program. Director Bea Rodriguez advised that no further action is needed by the
Education and Professional Development Committee at that time. Subsequently, the final draft
for the program was sent to the EPD Committee to review to provide input for discussion. Staff
liaison, Ashley DiBlasi and IIMC President Sheri Pierce provided an update on the Beyond
MMC framework and additional duties assigned to the EPD Committee.

IIMC President Pierce discussed the concept for the Beyond MMC Framework as an extension
to the MMC designation with an option for members to enter an MMC sustaining program or the
traditional MMC designation program. The sustaining program would include a first level two
(2) year program with a requirement to achieve a certain number of points. The EPD Committee
would be tasked with making recommendations for the program such as what would qualify as
points for the sustaining program. The Education Department will review the program to
determine a curriculum. There is a possibility for the program to include an incentive for Clerks
achieving a sustaining Level 1, i.e. discount towards membership and or IIMC Conference. Staff
Liaison, Ashley DiBlasi, reviewed the concept for a “Renewable MMC,” which would include
two different types of MMC programs; option 1 would be the traditional MMC program and
option 2 would be a commitment to renew the MMC designation every 2-3 years. The Renewable MMC would provide incentives for members to continue their education and create longer more sustainable financial incentives for municipalities to pay for training. The review of the Institute Guidelines program will resume in January 2023 or June of 2023 as well as building in the “Renewable MMC” program. The idea is to review and launch these two programs simultaneously. Committee members provided favorable feedback on the “Renewable MMC” proposal to Director Rodriguez.

The Committee also discussed new IIMC policies regarding the CMC/ MMC application process and developing a system and procedure for invalid applications. Kellie Siggson, Staff Liaison provided information concerning a situation involving a certification designation application that was falsified. The EPD Committee discussed the application process to make a recommendation for a procedure in case a member’s application proves to be invalid. A few of the committee suggestions were:

- The need for an Ethics Committee / Commission.
- The Ethics Committee/ Commission should be called at the request of the President.
- There should be language that the certification is suspended while the application is under review.
- The penalty for submitting fraudulent materials should be set by the Commission itself. This gives the Commission flexibility based on the severity of the fraud.
- The policy should either include specific penalties or a sliding scale of penalties.
- The Ethics Committee should be reinstated on an as needed basis which could be a duty assigned to past Presidents.
- A letter should be sent to Mayor/Manager as well as the member if a clerk provides fraudulent material to earn their CMC/MMC.
- Members should be required to take an Ethics class when they become a member of the IIMC to enter the certification program.
- Members should sign an IIMC Oath.

Financial: No financial requirements at this time.

Summary:
The 2021/2022 Education and Professional Development Committee reviewed a final proposal for a framework for a “Renewable MMC” program to establish an optional advanced education program that will create a life-long learning opportunity in the advancement of a municipal clerk’s development and education. The proposal also provides members that have already obtained their MMC designation a means of justification to continue to pursue their professional education and growth as they attend IIMC Conferences that support this objective.

The Committee looks forward to the development of a “Renewable MMC” program and continuing to work on assignments with the IIMC to accomplish future goals.

Management’s Comments:
We appreciate the amount of work that this Committee undertook during its term. Staff now has the responsibility of overseeing the “Beyond the MMC Program” and will continue to work with the Committee and Institute Directors to fine tune the logistics prior to an anticipated launch of 2023. We await the discussion and implementation of an ethics practice regarding fraudulent activity in the CMC and MMC application process.
2022 EDUCATION AND PROFESSIONAL DEVELOPMENT/ INSTITUTE DIRECTOR’S CONTINUING EDUCATION FEEDBACK REPORT

My only suggestion would be to not make the incentives cumulative. Once you complete each level, I think you should only receive that incentive.

I understand the reason behind offering some incentives but feel we should limit those a bit. We need to make sure this doesn’t cost IIMC too much.

Thank you for the opportunity to review the proposal.

Tammi K Kelly

In South Carolina we think you have a great proposal. We particularly appreciate the fact that the continuing education is optional and not mandatory to maintain certification. That will be well received by our group. We have one suggestion based on feedback from our group, and our experience working with our county clerks’ association - for the required project/assignment, it would be nice if you would add serving as a presenter or panelist at a regional or state affiliate meeting. I know that with that requirement you are trying to encourage involvement in IIMC, which we totally get, but we also struggle at times with getting the experienced clerks to our statewide meetings and with getting them to present sessions.

Thanks!

Kendra B. Stewart

I’ve reviewed the “Beyond” program and here are my comments/questions:

- I agree that hours should be used rather than points for this program.
- Is the mandatory Ethics and DEI training going to be provided by IIMC? How will that be delivered?
- Could work on an IIMC Committee be included as an additional project/assignment?
- Will there be joint work? Is that the need for the cohort?
- Will the deadline to earn and submit requirements be date specific or will it include the entire month? (for example, June 10th if that’s when I enter the program or June 30th?)
- I like the suggested incentives but #1 and #3 are the same. If the benefits are cumulative, should they be two different incentives? Or at a different discount level?
• The leave of absence language is unclear and inconsistent. It describes the cycle being extended for a 12 month time period but then also states that if the leave is granted, that the end date of the cycle doesn’t change. That seems contradictory.
• The leave of absence language in the “Failure to Complete” section may also need to be adjusted based on the above inconsistencies.
• I love the digital certificate and electronic badges!

I look forward to working to refine the program and restarting work on the guidelines.

Thanks for all you do!

Shelly Smith

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Beginning June 2023, the MMC entry application will be revamped to include the choice of MMC Program?

Why not charge for the “Renewable MMC? Such as, $200?

An additional application will be created for those that already have the designation.

Is it our intention to move the current CMC/MMC programs into an hour system rather than points?

We go right into the 30 continuing education hours rather than the program. Do we not need to accomplish MMC (whatever level) with certification before we must receive 30 continuing education hours every 3 years to keep that level? Would there be additional levels because we talk about track 2?

Renewal cycles – if I complete, I will receive the incentives as written out in this policy. I have used this incentive. Therefore, it is not available when I reach Renewal #2, correct?

There is something missing from the very last paragraph, but I cannot put my finger on it

Pamela Smith

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After taking some time this weekend to review the proposal, I have just a couple of comments.

1) I love the direction towards hours. It’s simple and conforms to other professional designations. Totally support this.

2) I’m not a big fan of the additional project/assignment. It seems like this list will get exhausted rather quickly. I’d rather see an approach that encourages continued participation either at the state, regional or IIMC level in committee participation. Too often I see MMC’s start stepping back to “let the next generation” take the reins.

3) I kind of question the sustainability for IIMC of the cumulative effect of the Incentive Scale but not sure I have a solution.
Thank you and all of staff for the work in bringing this complete option to the table. I look forward to the opportunity to see it become reality!

Ruth Post, MMC

I am very pleased with the newest version of the CPD/CCE program.

I would add that a yearly option be allowed for the below- (specify time frame when IIMC can handle the reviews)

- No submitting hours incrementally as CMC/MMC currently allows. Must submit all requirements all at once.

With a new program it would help IIMC as well as the individuals on Track 2 to get a handle of how their hours count before they get to close to the three year mark.

Also, if there a way to include on the incentive scale free Athenian Dialogue registration and/or free access to educational webinars?

Finally, will there be recognition of individuals completing track 2 at the annual IIMC Conference? This may help/assist with employers allowing clerks to attend the annual conference.

Thank you,

Jennifer M. Johnson, MMC

I have read the proposal over thoroughly and am in 100% support of the current version. As you know, Sheri and I worked on the original concept and I am pleased to see that we have a product that meets what we were originally conceptualizing this optional program to be.

I think we will continually need to remind our members that this is an option of their individual choosing and not required in order to maintain the MMC because I guarantee you (been around long enough) we will hear complaints about the cost of this program.

With respect to the additional project/assignment, I’m hopeful consideration will be granted for a project/assignment of the member’s respective agency as one of the options. An example would be, every 10 years agencies in California who have by-district elections must go through the redistricting process and comply with the California Fair Maps Act. This was a project that I took the lead on. It started last May/June and we are just wrapping it up with council adopting the ordinance with preferred map next Tuesday. I think we will get push back, even if it is an optional program, if we do not allow for this option.

Dawn Abrahamson
1. First, I want to say that I am very pleased with the program. I liked the AAE when IIMC had it because it did allow for continuing education to a point. This goes beyond that which I am pleased that this will be offered, because as you pointed out, other professions offer and require continuing education. This is something needed to put clerks on a similar playing field as other professions.

2. I like the hours too, as opposed to the points, again, it is as other professions require it on the hour, rather than point basis.

3. The mandatory training is also needed given the ever changing world in which we live. It is my hope that IIMC will offer these two areas since they are mandatory. The six areas of advanced training are well defined.

4. Could Athenian Dialogues be added for additional training?

5. Agree with how the Track #2 will begin, and not allowing for clerks to finish early.

6. Excellent incentive structure although it does appear to repeat a couple of the incentives since this is cumulative.

7. My only concern with the Exceptions/Leave of Absence and that is, if the clerk desperately need the leave of absence which could be for surgeries or taking care of a family member, it could be difficult for them to complete the next 3-year cycle on time. I understand why the desire is to stay on the same cycle but I would like you to think a little more about that.

My only disappointed in the program is that I will retiring next year so I won’t be able to participate in it! But the new clerk for the City will be able to and the continuing education is so important!

Thank you for allowing us to be a part of the process.

Nancy Vincent

********************************************************************************************

I just had a few macro thoughts on the proposal:

• I'm not sure this solves the root problem of municipalities being unwilling to fund MMCs’ attendance of Institutes. I can see clerks being asked by their Councils to use the
non-renewable option, as I don't believe the renewable option has enough extra oompf (technical term) for them to be willing to fund it.

- What is proposed is essentially a quasi-third track for IIMC certification. I think the solution is too large for the problem. I think the solution, which has been raised many times over the years, is a light recertification requirement for MMCs (30 hours every 3 years or something along those lines). And grandfather everyone who currently has their MMC and CMC into the current non-recertification policy. I think IIMC has been pinned into being more creative than is necessary because of the historical/political situation surrounding recertification.

Thanks again for all you do!

Josh Filla, MPA

I realize that there was supposed to be a Word document but I thought this was a very extensive and well thought out document. Because Iowa has only 20-30 MMC certified clerks, I believe the ones who are truly committed would definitely move on. My problem is getting the new clerks involved, the longer term clerks realize the value.

A huge thanks to all the directors who helped to implement this program and its agenda.

Sara Shonrock
Master Municipal Clerk

“Continuing Professional Development (CPD)” OR “Continuing Clerk Education (CCE)”

CPD feels too similar to me to CBD and I’d prefer “Clerk” not be in the description. How about Continuing Professional Education (CPE) or Advanced Education (AE) as that seems to be a term used below? – Tina Knapp

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The Launch of this program must be done in conjunction with the full review of the Education and Institute Guidelines. Since this “Renewable” MMC option will be incorporated into the Education Guidelines, both sets should be revamped and ready to incorporate this new addition. Staff anticipates the “Renewable” MMC and updated Education Guidelines to be launched simultaneously.

This program will not only reward our current MMCs for their dedication to the profession but will be a recruiting tool for hiring new clerks and growing our membership. -Sarah Schneider

**Program Details**

Upon entry to the MMC program, Members will select which of two MMC tracks they would like to pursue:

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If the member selects MMC Track #2 option, they will move into this program automatically after the completion of their MMC designation. This new program does not affect the requirements for achieving the MMC in any way.

If a member that currently holds the MMC designation would like to transition and commit to the renewable MMC program, Staff will create a form for them to complete indicating their choice.

This is so new it may take some mentoring/education to ensure participation. – Sarah Schneider
**Points vs. Hours**

MMC Track #2 would theoretically work completely on an “hour” basis rather than a “point” basis as IIMC currently operates. All other professions requiring continuing education work on an hour system rather than a point system. This transition for IIMC will move the organization onto the same playing field as other professional certifying organizations.

*Good choice using “hour.” Most people don’t understand the point system.* – Kassie VanRemortal

This is an appropriate change. Should also consider eliminating the point system for all programs and use contact hours as most professional continuing education organizations do. Also, hours more easily align with the way in which colleges and universities track student progress. - Eugene Monaco

I believe this will simplify the process for everyone. – Sarah Schneider

**MMC Track #2 Program Requirements:**

- Complete 30 continuing education hours of Advanced Education every 3 years consisting of:
  - 4 hours – Mandatory Ethics Training
    *Is there enough information for 4 hours? 2 hours gets redundant.* - Tina Knapp
  - 4 hours – Mandatory Diversity, Equity and Inclusivity Training
  - 22 hours – Advanced Education from any combination of the following categories
    *Very reasonable* - Kassie VanRemortal
    - Will 2 (4-hour) courses be IIMC provided?
    - If they are not IIMC provided courses, what will be the criteria for these courses? – Jason Camp

The two mandatory courses an absolute. You may want to consider a third course in the field of leadership. - Eugene Monaco

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Questions:

1. What are the demographics of our current MMC’s
2. Is there concern that those aging out will not commit to a three-year program?
3. Are we concerned that generational difference studies show that non-baby boomers don’t stay in a position for decades?

Comments:

I understand the advantage to participants to be able to spread out their hours over 3 years and it is common in some professions. However, I wonder if it would be more inclusive to require 10 hours per year. We have many opportunities now for education that do not require travel and are much more affordable.

Again, this could be a great recruiting tool for new clerks. Sarah Schneider

In addition to the hour requirements above, the member would be required to complete an additional project/assignment which would benefit IIMC and get that individual Clerk more involved in the IIMC organization. Options could include but are not limited to: 1 project every 3 years? -Jason Camp

- Writing an Article for the IIMC News Digest
  If they write it and it’s not selected for publishing, does it still count? Jason Camp
- Serving as a Panel Member for an IIMC Conference Education Session
- Facilitating a Virtual Webinar Training on relevant topic of Clerks choosing Is this at the state level or IIMC level? -Jason Camp
- Creating a Marketing Video for IIMC Use regarding education, membership, etc.
- International Outreach Project
- Additional ideas? Serving in an IIMC or regional organization capacity, e.g., serving on an IIMC Committee – Tina Knapp
- Teaching an in-person class should be considered as well. -Eugene Monaco

- Serve on an IIMC committee or board office
- Mentor a new clerk
- District Director

-Kassie VanRemortal

These are all great professional development activities. – Sarah Schneider

Time Period for New MMCs Entering into the Track #2 Program: (All theoretical at this point)

- Program consists of a Three-Year Renewal Cycle based on the date the Member achieves their MMC
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Don’t understand this part-Kassie VanRemortal
What is the purpose of the cohort? I do not see it mentioned in other places. - Jason Camp

- Member is committing to the full three-year cycle. If a member completes the requirements prior to the renewal expiration date, their renewal cycle will remain as is. One will be unable to achieve the various benefit levels any quicker than three full years per level.

For example, member renewal expires in June of 2026, however, they complete and submit their requirements early in March of 2026. Their next three-year cycle still begins in June of 2026 and would expire in June of 2029. Their cycle does not shift to March, and they cannot begin accruing any new eligible hours until June of 2026. This would eliminate those moving through the incentive levels too quickly or risking IIMC’s healthy bottom line. This will also assist staff with record upkeep. This cycle requirement is uninviting to me. I feel that how fast or slow someone moves through this process is irrelevant. Someone’s movement through the process could depend on agency budget, course offerings, etc. – Tina Knapp

- Education hours submitted must be completed within that 3-year window – no saving hours for future cycles or pulling from the past

- No submitting hours incrementally as CMC/MMC currently allows. Must submit all requirements all at once. This is challenging as I never submitted without a reduction in what I submitted. A member could feel they have all the relevant hours required, something be reduced, and then they haven’t completed the requirements. – Tina Knapp

Agree with this entirely.-Eugene Monaco

Comments:
An annual requirement and reporting process would be simpler and I believe generate more participation.

With an annual requirement these could be processed as a stacking credential or step levels

Sarah Schneider

Current MMC Holders:
For IIMC members that hold a MMC designation prior to the implementation of this program (approx. June 2023), IIMC would use the date that they commit to this new program as their cycle start date which will determine their expiration date.

For example, a member achieved their MMC in March of 2015. They complete the paperwork to commit to this new MMC Track #2 option in June of 2023. Their three-year cycle will start in June of 2023 and will expire in June of 2026. All hours to be applied toward their three-year cycle must be achieved in this time frame. Nothing from the past (prior to June of 2023) would be eligible for credit toward that renewal period.

Again, I want to express my concerns for both an aging out issue and on the other end of the spectrum a willingness to commit to three years. – Sarah Schneider

**Fees / Expenses:**

- No additional fees would be paid to IIMC from the member beyond the original $400.00 MMC fee. This assists with the lack of funding issue currently being expressed by the membership.
  
  While I’m a big fan of free, I am concerned that not having a renewal fee will be an issue down the road. Keeping it low $25 for example allows it to be raised later on but still out ways some of the benefits being proposed below. – Jason Camp

  I don’t see why Track #2 couldn’t be offered at a higher rate. There is more work by IIMC staff and potentially greater rewards for the member, so why not charge more?-Tina Knapp

  This is a good idea – Eugene Monaco

**Incentive Structure:**

**Potential Ideas:** Conference Discounts, Dues Decrease, Grant Dollars, Academy Grant, Study Abroad Grant, Online Learning Grant, etc.

These incentives should be designed and implemented with municipal budget restrictions in mind as well as maintenance of a healthy bottom line for IIMC. These must be attractive enough to incentivize continuing education and long-term commitment but must also be impactful and rewarding enough to gain buy-in from municipal decisions makers.

Funding incentives could be grants rather than reimbursement scholarships to assist with funding issues.

Like the idea of offering grants rather than reimbursements. – Eugene Monaco

**Example of Possible Incentive Scale:**
• Renewal 1 (3 years) – 50% off IIMC Annual Conference Registration Fee OR $400 Academy Scholarship
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• Renewal 5 (15 years) – Free IIMC Annual Conference Registration for life of active enrollment in Track #2
• Etc.

These benefits would be cumulative. For example, when one completes their second renewal, they earn the incentive of level #1 plus the incentive offered at level #2. When they complete level #3, their incentive includes all previous levels plus the new level achieved.

Neat idea-Kassie VanRemortal

These are all generous incentives. – Sarah Schneider

Exceptions/Leave of Absence:

Leaves of Absence are discouraged and are only granted for unique and serious situations. Written requests for Leaves of Absence should be presented via email to the Director of Professional Development no later than 90 days prior to the end of the member’s three-year renewal cycle.

Renewal Cycles may be extended for up to 12 months if approved. The commonly acceptable grounds for a Leave of Absence are medical emergency (including pregnancy), bereavement, military service, course scheduling, etc. Approval is at the full discretion of the Director of Professional Development. Students failing to renew within the extended time period will be transitioned back into the traditional MMC program without continuing education requirements and will lose any and all financial incentives gained. In the event that a leave of absence is granted, the three-year renewal cycle start, and end date would not change. If a leave is taken, their next renewal period may be shortened to keep the member on track.

Question:

Is there a written policy on this? – Sarah Schneider

Upon Completion of the 3-year Renewal:

• A Digital Certificate will be emailed to the member with their new three-year expiration date. Eliminating printed certificates and shipping materials of any kind will keep costs low for IIMC, allowing the program to be offered free of charge.

• With that digital certificate, an Electronic Badge will also be included which replaces the traditional lapel pin. This can be placed on resumes, LinkedIn profiles, email
signature lines, etc. These can also be added to the IIMC membership cards that were launched in January of 2022. These cards can be updated as IIMC progresses into the future to include all active designation and recognitions. The ID card can include Membership ID#, CMC Logo and date achieved, MMC logo and date achieved, CCE/CPD (Track #2) logo and expiration date. Since these are digital, there is no significant cost to IIMC after the initial set up and coding requirements.

Badges are the latest credentialing. Cutting edge. -Kassie VanRemortal

IIMC can draft a Press Release to the individual’s municipality announcing the achievement as is currently offered for the CMC and MMC.

This is wonderful. Very much in line with what is happening in other industries. -Sarah Schneider

**Failure to Complete the 3-year Renewal**

If a member enrolled in Track #2 fails to meet the 3-year renewal requirements and has not requested a leave a of absence, Staff will transition them back into the Track #1 program without any continuing education requirements. Any financial incentives previously given would be revoked.

Should the member wish to rejoin Track #2, they can do so at any time, however their three-year renewal cycle date will start with the day that they reaffirm that commitment. Eligible continuing education hours will need to be completed from that date forward. No past training can be carried forward into the new renewal cycle.

This opportunity should be available in different formats, in-person and via Zoom. Everyone should have the opportunity to earn this credential. -Kassie VanRemortal

I feel that there should be flexibility to move between the Tracks at the discretion of the member. This may cause issues with fees charged (as I suggested above charging more for
Track #2). I could see situations where a member might want to voluntarily move from Track #1 or #2 – change of employment. -Tina Knapp

Overall, this is a sound document and helps clarify the difference between the two tracks and the requirements for each track. – Eugene Monaco

Life happens to all of us. At the risk of being a broken record, if we had annual requirements, we could avoid having to manage three years of data and having to penalize our members who have made a significant attempt to continue their professional development. – Sarah Schneider
Master Municipal Clerk

“Continuing Professional Development (CPD)” OR “Continuing Clerk Education (CCE)”

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![INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS]

Member ID <<iMIS ID>>
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INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors

From: Lucrecia Wonsor, MMC, Election Committee Chair
Beth Hickman, CMC, Election Committee Vice-Chair

Date: April 19, 2022

Subject: Elections – Year-End

Background:
The Election Committee is responsible for conducting and supervising all elections. This year the Committee was tasked with the following:
1. Providing a recommendation on the suggestion by Director Shalby to reduce the length of time allotted for voting.
2. Developing three (3) questions for candidates for the Office of Vice President to answer in a video that would be uploaded to the IIMC website.
3. The vetting of ballots for Vice President – 3 Candidates.
4. The vetting of votes cast for Vice President.
5. In conjunction with the Policy Committee, establish a section in Chapter 2.20- (Elections and Campaigning) of the IIMC Policy Manual stating that the Vice President and Board of Directors would be elected by plurality vote when three or more candidates are running for either position.

Discussion:
• The Committee completed Tasks #1 and #2 and presented their findings to the Board for the Mid-Year Board meeting that was held in October, 2021. The Executive Board adopted the Committee’s recommendation to shorten the length of time allotted for voting in the VP Election to 3 weeks. Although the Board appreciated the Committee’s work on developing questions for candidates to answer in a VP campaign video, they decided not to put it forth to the candidates at this time.
• Task #3 was completed in February and the ballots went out to the membership on March 7th.
• Task #4 was completed on March 28th with the Committee reviewing the results and confirming the candidate who received the majority of the votes in relation to the other two candidates. Results of the VP election will be announced at the IIMC Annual Meeting in Little Rock.
• Task #5 was presented to the Policy and Election Committees on April 7th. The Policy Committee presented a draft on April 8th adding a new Section 2.20.050 – Determining Election Results and re-formattting the remainder of the document to accommodate this added section. The Election Committee took up this task at its previously scheduled April 13th meeting via Zoom. The Committee supported the suggested edits made by the Policy Committee and added a few more suggested edits:
  o Add the words “Process of” to the title and index of this section and added Roberts Rules’ definition of a “plurality vote” to provide clarity. The Committee further suggested the Executive Board consider having language added to the policy to address the possibility of a tie vote and the Policy Committee agrees with this suggestion.
The Election Committee and Policy Committee also suggest amending Sections 2.20.60 and 2.20.70 as follows: “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……” The underlined edits would better clarify the process of confirming and communicating results of elections for both Regional Directors and Vice President.

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

**Summary:**

The Election Committee supports the suggested edits made by the Policy Committee to Chapter 2.20- Elections and Campaigning and together recommend additional edits as noted above (a draft of the Policy with the edits/recommendations of both Committees is attached). The Election and Policy Committees further recommend the Board consider having language added to this policy to address the possibility of a tie vote and given the short time frame, it is recommended this task be given to the incoming Committees.

The Election Committee had a busy year and worked well together to accomplish all the tasks appointed to them. At this time I, Lucrecia Wonsor, would like to thank President Pierce and the Board for the opportunity to Chair this great committee. I would also like to thank the Committee Members for their service: Beth Hickman (Vice Chair), Maria Dacanay-Wisner, Jannette Goodall, Shelley George, Keith Hooker, Tammy Legacy, Monica Mendoza, Stephanie Settles, Teja McIntyre and Robin Raines-Bond; and Board Liaisons: Camilla Pitman and Marita Rhude; and Staff Liaisons: Maria Miranda and Janet Pantaleon for their input and guidance. It has been an honor to serve with you all on this committee.

**Attachment: Draft Elections and Campaigning Policy with edits/recommendations**

**Management’s Comments:**

We agree with the recommended changes to the Elections and Campaigning Policy. If the Board approves the recommendations, they will be implemented immediately and in time for the 2023 campaign year. The Committee will also be involved in the Annual Business Meeting in Little Rock as IIMC has several Constitutional Amendments that will require voting from the attending members.
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
  2.20.0560 Election – Region Directors
  2.20.0670 Election – Vice-President
  2.20.0780 Campaigning Guidelines

2.20.010 Purpose.

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

2.20.020 Scope

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

2.20.030 Policy

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

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

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

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

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

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

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

One of the fiduciary responsibilities of a Board member and Executive Committee is to ensure that organizational leadership is strong, responsible, forward-looking and responsive to the needs of the institution and its members. The Board carries out this responsibility by continually identifying and encouraging members to acquire the leadership skills necessary to become effective Board and Executive Committee members. In doing so, the Board and Executive Committee should look beyond their immediate circles of acquaintances and associates and actively seek out 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**

Besides training members for leadership, the Board must encourage members to offer themselves as candidates for office. A direct invitation may be necessary. Sometimes, if the timing is not right, the member may refuse. Explain that the invitation remains open and continue to follow up with the member. Often, good leaders are lost to organizations because they are not actively invited to contribute their time and talents.

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

Once a member has declared his or her candidacy, the Board must ensure that the election process remains open and fair. Campaigning openly or behind the scenes for a declared candidate is not appropriate. Favoritism - whether real or perceived -- is contrary to the goal of openness and fairness in elections. Therefore, the Board may not endorse any declared candidate or provide opportunities for campaigning or electioneering that exclude any declared candidates for office.
2.20.040

Nominations

A. A list of offices that are or will become vacant shall be published in the News Digest no later than January 31st and shall allow a period of not less than 30 days to receive nominations. Nominations received after the closing date will be returned unopened to the candidate.

B. Candidates for office shall submit to IIMC on or before the closing date the following:
   1. A completed nomination form. (Available from headquarters or on the website.)
   2. A recent, high quality photograph. (Digital (electronic) pictures are acceptable. Polaroid pictures are not acceptable.)
   3. A statement of qualifications for office, not to exceed 200 words.

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

D. Candidates for Regional Director are required to include a letter of support from their municipality and the state/provincial or national association within the region in which they are running. 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. [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. (The Election Committee recommends also having language to address the possibility of a tie) The Policy Review Committee concurs that language to address a potential tie should be included. Given there is limited time until the Board meeting, we would recommend that task be passed on to the incoming committee.

2.20.0560

Election - Region Directors

If there is one Region Director Candidate, no election is held and the candidate is declared elected. If there are two or more candidates, IIMC conducts a Region election 30 or more days prior to the beginning of the Annual Conference. Full Members, Additional Full Members, Associate Members, Retired Members and Honorary Members can vote for Region Director. Election results are announced at the Annual Business Meeting.
Voted ballots must be received at IIMC headquarters no later than 20 days prior to the opening session of the annual conference.

A. Upon close of voting, the Executive Director shall immediately forward (1) tally the votes; (2) communicate 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.


2.20.0780

Campaigning guidelines

A. A member may begin to campaign no earlier than July 1, only after IIMC has vetted and approved the candidate's nomination form and
B. Candidates are allowed to discuss their candidacy by emails to the members. Access to members’ email addresses will be overseen/provided by the Executive Director to comply with the anti-spamming laws.

C. All election materials from candidates or anyone acting on behalf of the candidates must be submitted to IIMC staff before distribution to IIMC members. Materials include, but are not limited to, candidate brochures, biographies, letters and emails of support, news releases, photographs, websites, 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.

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

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

[October 27, 2018; May 2017; November 12, 2016; May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].
To:     IIMC President Sheri L. Pierce, MMC
       IIMC Board Of Directors

From: Debra A. Jermann, MMC – Chair
      Allan R. Susen, MMC – Vice-Chair

Date: April 5, 2022

Subject: Policy Review - Year End

Background:
The purpose of the IIMC Policy Review Committee is 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.


Our goals and objectives for 2021-2022 are as follows:
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.

Throughout the year, the Policy Review Committee received the following assignments from the IIMC Board of Directors:
1. Continue review of the IIMC Policy Manual for amendments to current policies and creation of a new policy pertaining to emergency situations.
2. Constitutional Amendment #2 (Article II, Membership, Section 2, Definitions, Subsection E “retired member”) which was presented to the members on May 22nd, failed to receive support to move it forward for adoption by the members. The discussion centered on confusion of the intent as it is currently worded. Therefore, this amendment was referred back to the Policy Committee for further review and clarification of the proposed language.
3. Review the IIMC Ethics Policy and Procedures.

Discussion:
1. *Continue review of the IIMC Policy Manual for amendments to current policies and creation of a new policy pertaining to emergency situations.*

The Policy Review Committee recommended that a new Article to the IIMC Constitution, providing the authority to conduct activities, such as the Annual Business Meeting, in alternate formats, by amending the Constitution of the International Institute of Municipal Clerks by inserting a new Article XIII, Electronic Meetings, and renumbering the remaining Articles. It is our recommendation that the amendment be considered at the 2022 Annual Business Meeting.

*At the November Mid-Year meeting, the IIMC Board of Directors voted to adopt the recommendation.*

2. *Constitutional Amendment #2 (Article II, Membership, Section 2, Definitions, Subsection E “retired member”) which was presented to the members on May 22, 2021 failed to receive support to move it forward for adoption by the members. The discussion centered on confusion of the intent as it is currently worded. Therefore, this amendment was referred back to the Policy Committee for further review and clarification of the proposed language.*

The Policy Review Committee recommended two (2) amendments as follows:

- Article VIII, Qualifications, Nominations and Elections, Section 1. Qualifications for Candidates for Vice President, Subsection E: Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member during the term of office, which shall include terms as President-Elect, President and Past President, by inserting “in their current position or another position that qualifies them as a Full Member or Additional Full Member,” before during the term of office.

- Article VIII, Qualifications, Nominations and Elections, Section 2. Qualifications for Candidates for Region Director, Subsection D: Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member during the term of office, by inserting “in their current position or another position that qualifies them as a Full Member or Additional Full Member,” before during the term of office.

*At the November Mid-Year meeting, the IIMC Board of Directors voted to adopt the recommendation.*

3. *The Committee continued review of the Policy Manual as it relates to emergency situations. Amendments are proposed to Chapter 2 – Board of Directors, which reflect a change necessary in the event the Annual Conference and/or Annual Business Meeting are conducted virtually. The committee further recommends that Chapter 2.90 – Posting of Proposed Constitutional Amendments, be deleted as the posting of constitutional amendments is addressed in Article XIV of the Constitution (adopted 2016).*

The Policy Review Committee recommends that proposed amendments to Chapter 2 of the policy manual be adopted. The proposed policy amendments are reflected in Attachment No. 1 to this report.
4. The Policy Review Committee was asked to review Chapter 6.05 – Ethics and explore options for providing a clearer picture of how an investigation into allegations of unethical behavior would proceed, including the formation of an Ad Hoc Ethical Standards Committee. The committee has proposed amendments to Chapter 6.05, which are provided in Attachment No. 2 to this report.

The Policy Review Committee recommends:

a. Review the proposed policy and if necessary, provide additional direction to the committee.

b. Direct IIMC staff to submit the proposed policy for legal review prior to approval and implementation.

Financial: Legal costs for policy review may be incurred.

Summary:
It has been a privilege to serve as the Chair of the 2021-2022 IIMC Policy Review Committee. The members of the Committee were fabulous and fully participated in discussions and review, and the support from IIMC staff was outstanding and appreciated. I look forward to continued service on the Committee next year under the leadership of Allan Susen, MMC. Thank you for the opportunity.

The IIMC Policy Review Committee recommends the following:

1. The Policy Review Committee recommends that proposed amendments to Chapter 2 be adopted. The proposed policy amendments are reflected in Attachment No. 1 to this report.

2. Review the proposed revisions to Chapter 6.05 (Attachment No. 2) and provide additional direction to the Policy Review Committee; ensure legal review of the policy prior to implementation.

Management’s Recommendations:
We appreciate all the work encompassed by this Committee. We agree with their recommendations regarding the implementation of Chapter 2 Policy and the review of revised Policy – Chapter 6 (Code of Ethics) and the Constitutional Amendments that will be presented at this week’s Annual Business Meeting. Those revisions, pending Board approval, will be implemented immediately. As of this writing, the Code of Ethics is being reviewed by IIMC’s attorney.
### Title 2

**BOARD OF DIRECTORS**

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Chapter 2.05

MINUTES AND AGENDAS

Sections:
2.05.010 Purpose.
2.05.020 Scope.
2.05.030 Policy.

2.05.010 Purpose.
To establish a policy for the preparation and distribution of agendas and minutes. [October 27, 2006; September 30, 1994. Policy B-6].

2.05.020 Scope.
Board of directors and all committees. [October 27, 2006; September 30, 1994. Policy B-6].

2.05.030 Policy.
A. Approved minutes shall be maintained in an official corporate minute book.

B. In preparation of the agenda the Executive Director shall:
   1. Set administrative deadlines for submittal of agenda reports as appropriate; however, this does not preclude subsequent additions of urgent matters to the agenda as determined by the President or Executive Director.
   2. Publish and distribute all Board meeting agendas and packets to the Board no later than five business days prior to special meetings and 15 business days before the annual and mid-year meetings.
   3. Post the Board agenda and packets, including draft minutes, on the website immediately subsequent to distribution to the Board of Directors, with the exception of confidential documents.
   4. Provide management’s recommendations regarding committee recommendations for which action is requested.

C. Minutes of the IIMC Board, Executive Committee and all committees will be action minutes. The minutes will indicate who was in attendance, who was absent, the items discussed, comments submitted for the record, motions made (the maker of the motion and the second will not be listed) and the vote. If the vote is not unanimous, the individuals in opposition will be listed. Any member abstaining from an item due to a conflict of interest will be noted in the minutes. (May 7, 2011)

D. Executive Sessions
   1. Executive Sessions will be allowed for personnel matters, consultation with legal counsel, real estate issues, ethics matters and other matters where public discussion would be harmful or detrimental to IIMC or individual as a whole as determined by the Board. (May 7, 2011)
2. A notation will be made in the Board minutes of Executive Sessions noting beginning time, who was in attendance, items discussed and the time adjourned. (May 7, 2011)

E. Recording Secretary – The recording secretary will be responsible for the recording/transcribing of the meeting. The Executive Director or his designee will make arrangements for a recording secretary to record the meetings of the Board of Directors. The transcript of the meeting will be formatted into the approved summary minutes format. (November 23, 2013; May 7, 2011)

F. Parliamentarian – The Parliamentarian will know parliamentary procedure and act in an advisory capacity to the Board of Directors in matters related to parliamentary procedure. (November 23, 2013; May 7, 2011)

G. Drafts of minutes of Board meetings shall be distributed to the Board of Directors no later than ten business days subsequent to the Board meeting along with a list of any new policies adopted or amended. (November 23, 2013; May 7, 2011)

H. Drafts of minutes of Board meetings, with the exception of confidential documents, shall be posted on the website as soon as possible following the board meeting and subsequent to distribution to the board of directors. (November 23, 2013; May 7, 2011)

I. Upon approval of the draft minutes of meetings of the Board of Directors, the approved minutes, with the exception of confidential documents, shall be distributed to all Board members and the president of the IIMC Foundation. In addition, the approved minutes shall replace the draft minutes on the website.

F. Executive sessions and matters regarding personnel shall not be posted on the website.

G. Minutes of the meetings of the Executive Committee and Budget and Planning committee shall be provided to the members of the Board within five business days following the meeting. [October 27, 2006; September 30, 1994. Policy B-6].
Chapter 2.10

ACCORD OF TRUST AND CONFIDENTIALITY

Sections:
2.10.010 Purpose.
2.10.020 Scope.
2.10.030 Policy.

2.10.010 Purpose.
A policy regarding board confidentiality during executive session and matters related to confidential personnel matters. [November 7, 2009; October 27, 2006. Policy B-14].

2.10.020 Scope.
Board of directors. [November 7, 2009; October 27, 2006. Policy B-14].

2.10.030 Policy

Respect for confidentiality is the cornerstone of trust and confidence. All matters dealt with by the board of directors during executive sessions, confidential e-mails, and matters related to confidential personnel matters must be held in the strictest confidence. “Confidentiality” means board members may not relate such matters to anyone. The duty of confidentiality continues indefinitely after a Board member has left the Board of Directors. [November 23, 2013; November 7, 2009; October 27, 2006. Policy B-14].
Chapter 2.15

PRESIDENT AND EXECUTIVE DIRECTOR ACTIVITY REPORTS

Sections:
2.15.010 Purpose.
2.15.020 Scope.
2.15.030 Policy.

2.15.010 Purpose.
To establish a communication policy for the IIMC President. [November 2009; May 2007; October 27, 2006; October 1994. Policy B-8].

2.15.020 Scope.
Board of Directors. [November 2009; May 2007; October 27, 2006; October 1994. Policy B-8].

2.15.030 Policy.
A. The IIMC President will forward activity reports to the Board of Directors on a quarterly or as-needed basis.
B. The Executive Director will forward activity reports (Friday letters) to the Board of Directors on a weekly basis at a minimum.
C. The Executive Director will report the status of the errors and omissions (E and O) insurance coverage to the Board of Directors at the mid-year meeting.
D. The IIMC President shall keep the Executive Director’s personnel file within his/her possession and shall transfer same to the President Elect at the annual conference meeting. If the annual conference is canceled, the file will be transferred via certified mail. It is recommended that the President keep a log of the contents of the Executive Director’s file and that each President maintain the file. [November 2009; May 2007; October 27, 2006; October 1994. Policy B-8].
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 Election – Region Directors.
2.20.060 Election – Vice-president.
2.20.070 Campaigning guidelines.

2.20.010

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

2.20.020

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

2.20.030

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

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

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

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

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

a. Identify and encourage members to develop leadership skills
One of the fiduciary responsibilities of a Board member and Executive Committee is to ensure that organizational leadership is strong, responsible, forward-looking and responsive to the needs of the institution and its members. The Board carries out this responsibility by continually identifying and encouraging members to acquire the leadership skills necessary to become effective Board and Executive Committee members. In doing so, the Board and Executive Committee should look beyond their immediate circles of acquaintances and associates and actively seek out 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
Besides training members for leadership, the Board must encourage members to offer themselves as candidates for office. A direct invitation may be necessary. Sometimes, if the timing is not right, the member may refuse. Explain that the invitation remains open and continue to follow up with the member. Often, good leaders are lost to organizations because they are not actively invited to contribute their time and talents.

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

2.20.040
Nominations
A. A list of offices that are or will become vacant shall be published in the News Digest no later than January 31st and shall allow a period of not less than 30 days to receive nominations. Nominations received after the closing date will be returned unopened to the candidate.

B. Candidates for office shall submit to IIMC on or before the closing date the following:
   1. A completed nomination form. (Available from headquarters or on the website.)
   2. A recent, high quality photograph. (Digital (electronic) pictures are acceptable. Polaroid pictures are not acceptable.)
3. A statement of qualifications for office, not to exceed 200 words.
   C. Candidates agree and understand that the above information will be published as received in the *News Digest*.
   D. Candidates for Regional Director are required to include a letter of support from their municipality and the state/provincial or national association within the region in which they are running. 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. [May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

2.20.050

**Election – Region Directors**

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

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

C. Upon close of voting, the Executive Director shall immediately (1) tally the votes; (2) communicate the results with the Election Committee Chair; (3) communicate the results with the Region Director candidates; (4) communicate the results with the membership; and (5) post the results on the website.

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

2.20.060

**Election – Vice-President**

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

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

A. Upon close of voting, the Executive Director shall immediately (1) tally the votes; (2) communicate the results with the Election Committee Chair; (3) communicate the results with the Vice President candidates; (4) communicate the results with the membership; and (5) 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.


2.20.070

Campaigning guidelines

A. A member may begin to campaign no earlier than July 1, only after IIMC has vetted and approved the candidate’s nomination form and materials.

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

C. All election materials from candidates or anyone acting on behalf of the candidates must be submitted to IIMC staff before distribution to IIMC members. Materials include, but are not limited to, candidate brochures, biographies, letters and emails of support, news releases, photographs, websites, 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.

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

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

[October 27, 2018; May 2017; November 12, 2016; May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].
Chapter 2.25

VACANCY OF VICE-PRESIDENT

Sections:
2.25.010 Purpose.
2.25.020 Scope.
2.25.030 Policy.

2.25.010 Purpose
To establish guidelines for submission of nominations for consideration of appointment to the office of Vice-President when vacancy occurs pursuant to Article V, Section 7 of the IIMC Constitution. [August 2016; October 27, 2006. Policy B-13].

2.25.020 Scope
Full members and additional full members who have served at least two years as a Regional Director and represent a region that is not represented by a current officer. [October 27, 2006. Policy B-13].

2.25.030 Policy.
A. The President shall notify the membership of the vacancy in the office of vice-president as soon as possible to begin the process of receiving nominations to fill the vacancy by the board of directors.
B. In the announcement, the president shall provide the qualifications for the appointment, the format for the nominations, along with the deadline for submission of the nominations.
C. Nominations will be received in the form of resumes of the interested members who meet the qualifications for such appointment. All resumes must be submitted to the president and executive director by the twentieth day after the official announcement of the vacancy.
D. The president shall verify through IIMC records that the nominees fulfill the requirements to hold the position of vice-president. If an individual does not meet the requirements, their resume shall be returned along with a letter from the President explaining their disqualification.
E. By the thirtieth day after the vacancy has been declared, the president shall provide to the board of directors a list of the nominees, along with the resumes.
F. The board of directors shall consider the nominations in a meeting held per the provisions in the IIMC Constitution. The board of directors shall appoint one of the nominees to the vacancy by a majority vote of the board.
G. The board of directors shall make the appointment within 60 days of the vacancy per the requirements of the IIMC Constitution, Article V, Section 7.

The appointee will serve for the remainder of the one-year term. [August 2016; October 27, 2006. Policy B-13].
Chapter 2.30

REGION DIRECTORS’ RESPONSIBILITIES

Sections:
2.30.010 Purpose.
2.30.020 Scope.
2.30.030 Duties and responsibilities.

2.30.010 Purpose
To establish the duties and responsibilities of region directors. [October 27, 2006; October 1994. Policy B-9].

2.30.020 Scope
Region directors. [October 27, 2006; October 1994. Policy B-9].

2.30.030 Duties and responsibilities
The duties and responsibilities of the region directors are:
   A. Develop and implement a communication plan on IIMC activities and programs to:
      1. IIMC members in the director’s respective region.
      2. Officers and Board of Directors of state/provincial/national Clerk associations in region.
      3. Municipal Clerks Institutes and allied educational institutions, state/provincial/national and municipal leagues, and related organizations and associations.
      4. Prepare quarterly communications for the President on activities within their respective regions and provide details on how directors are promoting IIMC and the IIMC Foundation.
   B. Write letters of welcome to new IIMC members within region.
   C. Send congratulatory letters to new CMC and MMC members within region.
   D. In cooperation with state/provincial/national association membership chairs, encourage and support IIMC membership campaigns, enrollment at Municipal Clerks Institutes and Academies, and attendance at IIMC annual conference.
   E. Strengthen and encourage positive programs which will result in stronger professional image and knowledge of the office of Municipal Clerks, which may include but not necessarily be limited to:
      2. Co-chairing regional dinners and/or similar activities at IIMC annual conferences.
      3. Attending state/provincial/national annual meetings and reporting back to the Board and headquarters on regional or state/provincial/national activities, concerns and/or recommendations.
      4. Developing regional newsletter or other media vehicle to disseminate IIMC information.
5. Where applicable, encourage and coordinate appropriate IIMC programs and projects on a regional basis (e.g., Municipal Clerks Week).

6. Encourage the state/provincial/national associations to meet on a regional basis.

F. Develop and maintain a direct and regular communication with state/provincial/national presidents within region.

G. As requested by the IIMC President, search for and recommend active and supportive IIMC members for committee assignments.

H. As requested by the IIMC President, search for and recommend potential Board of Directors candidates.

I. Attend at least three IIMC Board of Directors meetings a year (the mid-year meeting and the meetings at the beginning and end of the annual conference) and the IIMC annual conference.

J. Attend IIMC board development meetings (leadership, strategic planning, etc.) held prior to or after the IIMC Board of Directors meetings. The development meetings are mandatory unless excused by the President in advance of the meeting.

K. Be willing to undertake special requirements and projects that may be requested by the IIMC President and/or the Board of Directors.

L. Serve as the board liaison to one or more of IIMC’s standing and ad hoc committees, and:

   1. Act as liaison between the committee and the Board.
   2. Monitor the activities of the committee and, if required, advise the chair of any concerns.
   3. Keep the President, Executive Committee and Board of Directors apprised of the committee’s activities and progress and recommend any action if necessary.

M. Be responsible for the safety of delegates while attending the annual conference as defined in Chapter 7.50 IIMC, Safety. [October 27, 2006; October 1994. Policy B-9].
Chapter 2.35

COMMITTEES – CREATION AND APPOINTMENT

Sections:
2.35.010 Purpose.
2.35.020 Scope.
2.35.030 Standing committees.
2.35.040 Appointment process (except the Executive Committee and Budget and Planning).
2.35.050 Establishing Goals and Objectives and Referrals
2.35.060 Board and Staff Responsibilities
2.35.070 Executive Committee.
2.35.080 Budget and Planning
2.35.090 Conference
2.35.100 Education and Professional Development
2.35.110 Election
2.35.120 Ethical Standards – Ad Hoc
2.35.130 International Relations
2.35.140 Legislative
2.35.150 Membership/Mentoring
2.35.160 Policy Review
2.35.170 Public Relations and Marketing
2.35.180 Records Management
2.35.190 Research and Resource
2.35.200 Committee goals and objectives
2.35.210 Meetings
2.35.220 Finances
2.35.230 Ad-hoc committees and task forces

2.35.010 Purpose
To establish a policy for the creation of committees and the appointment thereto. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September, 2002. Policy B-1].

2.35.020 Scope
Board of directors. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

2.35.030 Standing Committees
A. IIMC shall maintain the following standing committees:
   1. Executive Committee
2. Budget and Planning
3. Conference
4. Education and Professional Development
5. Election
6. International Relations
7. Legislative
8. Membership/Mentoring
10. Public Relations and Marketing
11. Records Management
12. Research and Resource

B. Reformatting of standing committees shall be based upon the recommendation of the President and require a vote of the Board of Directors.

C. Each committee shall have a chair, vice-chair and an appropriate number of members as needed to accomplish its particular goals and objectives. (See IIMC 2.35.060, Budget and Planning for the exception.)

D. There shall be one or more members of the Board of Directors appointed to each committee who shall:
   1. Be voting members of the committee and act as liaison between the committee and the Board.
   2. Monitor the activities of the committee and, if required, advise the chair of any concerns.
   3. Keep the President, Executive Committee and Board of Directors apprised of the committee’s activities and progress and recommend action if necessary.

E. There shall be at least one staff member appointed to each committee to serve as staff liaison who shall:
   1. Be a nonvoting member of the committee and provide administrative support to the committee.
   2. Provide technical expertise where appropriate and requested.
   3. Keep the Executive Director informed of the committee’s activities and recommend action if necessary. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

2.35.040 Appointment process (Except the Executive Committee)

A. Unless otherwise specified, the President-Elect and Vice-President will make appointments to committees, prior to the end of their term for the following year.

B. The President Elect selects the committee chairs and the vice-president selects the committee vice-chairs. Unless due to extenuating circumstances, the vice-chair shall move to the position of chair the following year.

C. Unless otherwise specified, appointments to committees shall be for a period of one year commencing on the first day of the annual conference. (See IIMC 2.35.090, Election committee, for the exception.)

D. A committee member whose term is expiring may be reappointed to the same committee at the discretion of the President Elect and Vice-President.
E. Committee Chairs and Vice Chairs cannot serve consecutive terms in the same position on the same committee.

F. At least six months prior to the annual conference, the Executive Director, or his/her designee, shall place an advertisement in the News Digest and E-Briefing soliciting volunteers to serve on committees.

G. Members interested in serving on a committee shall submit their name, address, phone and fax numbers, e-mail address and their committee(s) of choice to headquarters in advance of the closing date.

H. All applicants who are not appointed to a committee shall be placed on a reserve list and shall be considered for appointment should a vacancy occur during the year.

I. The President may, at his/her discretion, remove a committee member, chair or vice-chair.

J. The President-Elect shall appoint all Board liaisons to standing committees.

K. The President shall appoint all Board liaisons to ad hoc committees.

L. The Executive Director shall appoint all staff liaisons. [May 18, 2013; May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

2.35.050 – Establishing Goals and Objectives and Referrals

The President Elect in conjunction with the Vice President and Executive Director establishes the committees’ goals and objectives for the term that will begin in May during the Annual Conference and concluding one year later at the Annual Conference. The President Elect assigns Board liaisons for the committees and the Executive Director assigns the staff liaisons. During the Committee’s term, referrals outside of the Committee’s scope and original goals must be formally documented by letter or email and presented to the President prior to submitting to the Committee. With the Board’s approval, the President will assign to a Committee all referrals, additional goals, policy issues and new proposals in the context of the Committee’s scope.

A referral may be made to more than one committee at the discretion of the President and Board. If so, each committee shall be notified of the multiple referrals and the reason therefore. The Board and President may refer any proposal to the Policy Review Committee in addition to the subject matter committee.

2.35.060 – Board and Staff Responsibilities

Board Liaison

The Board Liaison’s core responsibilities are to monitor, support, provide advice and direction, and to relay relevant information and Board actions from the President and the Board, ensuring the Committee is on target with its assigned goals and objectives. The Board Liaison has voting rights and receives all materials that are sent to the other committee members. The Board Liaison will present the mid year and annual reports of the Committee at the Board meetings.

Staff Liaison

This staff liaison is the primary staff contact for his/her assigned committee and works with
the Chair, Vice Chair and Board Liaison to ensure that the Committee’s activities and work are aligned with IIMC’s goals and objectives. Staff also serves as a content and process expert, recommending effective procedures based on IIMC’s policies, research and past experience. Staff liaisons coordinate with other departments regarding programs and services that may affect respective Committees and identify potential opportunities within the Committee’s established goals.

2.35.070  
**Executive Committee**

The composition and duties of the Executive Committee are set out in Article V of the Constitution. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

2.35.080  
**Budget and Planning**

The Budget and Planning Committee shall serve as the financial advisory committee to the Board of Directors. The Committee shall, along with the Executive Director, present the annual budget to the Board, review monthly reports, review the audited financial statements and report to the Board any areas of concern.

The Committee shall consist of seven members to include one board liaison (IIMC VP).

The Budget and Planning Committee shall consist of:
- IIMC President,
- IIMC President Elect
- IIMC Vice President (Board Liaison)
- IIMC Immediate Past President
- Chairman
- Vice Chairman
- Member

The Executive Director shall attend all Committee meetings and participate as a nonvoting member.

**Committee Application Process, Selection and Term**

At least six months prior to the annual conference, the Executive Director will announce the vacancy on the Committee and accept and retain applications from former and qualified IIMC Board members to serve as a member of the Budget and Planning Committee and, ultimately, as Chair. The Incoming Vice President and the Executive Director will review the applications and consult regarding the appointment to this Committee. The Vice President will present the nominee to the Board at the incoming Board meeting at the Annual Conference for the Board’s approval. Appointee shall be a former IIMC Board Member with a financial background.
This Committee member shall serve a three-year term, automatically progressing through the positions of the Budget and Planning Committee - Member, Vice Chairman and Chairman.

**Term of Committee Chair**
The Chair of the Budget and Planning Committee can only serve in that capacity for one year. Should there not be a qualified person to serve in any one year, someone who has served previously may serve again, if selected by the Incoming Vice President.

(May 20, 2017; November 23, 2013; May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1).

2.35.090

**Conference**
The Conference committee recommends conference education topics, speakers, sessions, and general speakers. It works with staff on the overall conference process and how to improve upon existing formats. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

2.35.100

**Education and Professional Development**
To ensure excellence in professional education and development programs by serving as the sounding board for the education department, working in conjunction with IIMC staff in suggesting programs and outreach areas of education for Clerks; being the advocate in IIMC members’ professional growth, monitoring the content and quality of all education and conference programs and continually visioning IIMC’s overall educational philosophy from a global perspective. [May 2016; May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

2.35.110

**Election**
The election committee shall conduct and supervise all necessary IIMC elections and make recommendations for updating the election policy manual. The election committee must ensure that all proposed constitutional amendments are submitted for consideration to the IIMC membership in accordance with the procedures specified in Article XIII (B) of the IIMC Constitution, and shall advise the Executive Director and the President of the results. The election committee ensures all proposed constitutional amendments are presented to the membership for passage and ratification in accordance with the procedures specified in
Article III(C) of IIMC’s Constitution and advises the Executive Director and the President of the results.

Terms of the election committee shall commence at the end of the annual conference. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

2.35.120 Ethical Standards – Ad Hoc
The composition and duties of the Ad Hoc Ethical Standards committee are set out in Article XII of the Constitution. [May 12, 2011; May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

2.35.130 International Relations
The international relations committee promotes IIMC as a partner with national and provincial associations in providing local government professionals with premier educational opportunities, and as the international organization of choice for certification of local government professionals. This committee also works to facilitate and promote interaction and networking between IIMC members in various parts of the world. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

2.35.140 Legislative
The Legislative committee monitors and reviews federal legislation pertinent to the Municipal Clerk profession; identifies trends in state/provincial/national legislation affecting the profession; and when appropriate, provide relevant written reports regarding the same.

2.35.150 Membership/Mentoring
The Membership and Mentoring Committee shall work with the Public Relations and Marketing Committee, the International Relations Committee and staff to increase the number of IIMC members in all regions. The Committee shall build relationships between experienced local government professionals and those new to their careers, utilizing especially the valuable knowledge resource that is our retired membership. [March 21, 2017; May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

2.35.160 Policy Review
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. Provide policy articles of interest for
inclusion in the News Digest. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

2.35.170  
**Public Relations and Marketing**
The public relations and marketing committee shall work closely with the membership committee and the international relations committee to market, publicize and promote IIMC with the dual aims of attracting new members and raising the professional status and image of local government professionals. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

2.35.180  
**Records Management**
The records management committee shall study and make recommendations to the board of directors on matters pertaining to records management and shall develop informational materials that will assist IIMC’s members with their records management responsibilities. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

2.35.190  
**Research and Resource**
The research and resource committee shall work in concert with the IIMC Executive Director to gather information and data on an as-needed basis and provide said information to the IIMC board of directors and/or committees to assist in the decision-making process. This committee shall also respond to requests for information from IIMC members and suggest new methods for improving the availability and delivery of current and accurate information. [November 23, 2013; May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

2.35.200  
**Committee goals and objectives**
A. Unless proscribed by the Constitution, committee goals and objectives shall be established each year by the president elect in consultation with the vice-president, executive director, director of education, committee chairs, board liaisons and staff as appropriate.

B. Each committee shall provide a written report, twice annually, to the board of directors on their progress.

C. Each committee chair, in consultation with the vice-chair and board liaison(s), shall submit a written report to the president elect on the satisfactory or nonsatisfactory participation of each member of their assigned committee by January 31st of each year. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].
2.35.210

Meetings

A. If deemed necessary, time shall be scheduled during the conference for committees to meet.

B. Committee members are expected to absorb the cost of telephone calls, faxes, and correspondence.

C. A committee may, at its own expense, meet during the year; however, it cannot commit IIMC to any action or expense without authorization from the board of directors.

D. Committees are encouraged to make use of teleconferencing and e-mail in order to facilitate communication between their members as well as between committees if necessary. The executive director shall approve in advance all teleconferences IIMC is expected to finance.

E. Any committee member wishing to address the Board at the mid-year or annual meeting shall advise the Executive Director and Executive Committee of their intent to attend at least 10 business days prior to the meeting date. Any and all travel expenses are to be borne by the member.

[November 16, 2019; May 17, 2014; May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

2.35.220

Finances

A. If a committee deems it necessary to request financial assistance to conduct its affairs, it must submit a written budget request on the approved form to headquarters no later than two weeks prior to the scheduled budget and planning committee meeting.

B. No expenses should be incurred until such time as the committee chair has been advised that their funding request has been approved. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

2.35.230

Ad-Hoc committees and Task Forces

A. The president may, at his/her discretion, create an ad-hoc committee or task force to carry out special projects or tasks as may be determined and ratified by the board.

B. Term lengths do not apply to ad-hoc committees and task forces and typically the chair, vice-chair and members shall remain on the committee or task force for the duration of the project.

C. All ad-hoc committees and task forces shall otherwise be governed by the policy for standing committees with respect to meetings and finances.

D. Appointments to ad-hoc committees and task forces, including board liaisons, shall be made by the president and ratified by the board of directors.

E. All ad-hoc committees and task forces shall make bi-annual written reports to the board of directors regarding progress and/or final recommendations. [May 17, 2014; May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].
Chapter 2.40
ETHICAL STANDARDS AD HOC COMMITTEE
OATH OF OFFICE/CONFIDENTIALITY

Sections:
2.40.010 Purpose.
2.40.020 Scope.
2.40.030 Agreement form.

2.40.010 Purpose
Policy on oath of office and confidentiality agreement for those serving on the Ethical Standards Ad Hoc Committee. [November 7, 2009; October 27, 2006. Policy B-15].

2.40.020 Scope
Ethical Standards Ad Hoc Committee members. [November 7, 2009; October 27, 2006. Policy B-15].

2.40.030 Agreement form

ETHICAL STANDARDS AD HOC COMMITTEE
OATH OF OFFICE AND CONFIDENTIALITY AGREEMENT

Respect for confidentiality is the cornerstone of trust and confidence as well as a legislated obligation. Ethical Standards Committee members must at all times respect the confidentiality of any member’s name and/or circumstances that might identify members. Similarly, all matters dealt with by the Ethical Standards Committee during Executive Sessions and matters related to personnel must be held in strictest confidence. Confidentiality means Ethical Standards Committee members may not relate such matters to anyone including immediate family members. The duty of confidentiality continues indefinitely after a member has left the Ethical Standards Committee. Ethical Standards Committee members shall agree to an Oath of Office and Confidentiality Agreement upon joining the Ethical Standards Committee.

I, ________________________, a member of the Ethical Standards Committee of the International Institute of Municipal Clerks (IIMC), declare that, in carrying out my duties as an Ethical Standards Committee member, I will:

1. Exercise the powers of my office and fulfill my responsibilities in good faith and in the best interests of IIMC.

2. Exercise these responsibilities, at all times, with due diligence, care and skill in a reasonable and prudent manner.
3. Respect and support IIMC’s Constitution, policies, Code of Ethics, and decisions of the Ethical Standards Committee and IIMC Board of Directors.

4. Keep confidential all information that I learn about members, personnel, and any other matters specifically determined by the IIMC Board of Directors to be matters of confidence including matters dealt with during Executive Sessions of the Ethical Standards Committee.

5. Conduct myself in a spirit of collegiality and respect for the collective decisions of the Ethical Standards Committee and subordinate my personal interests to the best interests of IIMC.

6. Immediately declare to the Ethical Standards Committee any potential conflict of interest.

7. Immediately resign my position as a member of the Ethical Standards Committee in the event that I, or my colleagues on the Ethical Standards Committee, have concluded that I have breached my “Oath of Office and Confidentiality Agreement.”

My signature indicates that I have read, understood, and agreed to abide by the terms and conditions of this agreement.

Signature: ______________________

Date: ______________________

[November 7, 2009; October 27, 2006. Policy B-15]
Chapter 2.45

EXPENSES – CONFERENCE

Sections:
2.45.010 Purpose
2.45.020 Scope
2.45.030 Policy

2.45.010 Purpose

Policy to pay expenses for Board members attending the annual conference. [October 27, 2006; May 22, 2004; November 22, 2003; October 4, 2003; May 2002; February 2002. Policy B-3].

2.45.020 Scope

Executive Committee and Board of Directors. [October 27, 2006; May 22, 2004; November 22, 2003; October 4, 2003; May 2002; February 2002. Policy B-3].

2.45.030 Policy

A. IIMC shall pay for all reasonable expenses for the President and their spouse (significant other), or one family member, to attend the annual conference. This shall include:
   1. Conference registration;
   2. Economy air or ground transportation to and from the conference site;
   3. Shuttle or taxi service to and from airports;
   4. Accommodations at the conference hotel for the duration of the conference;
   5. All meals up to the daily limit as prescribed;
   6. All gratuities as outlined in Chapter 2.50;
   7. All reasonable telephone charges.

B. IIMC will provide a complimentary room for the President, President Elect, Vice-President and the Immediate Past President at IIMC’s annual conference. The President Elect, Vice-President and Immediate Past President are responsible for all other expenses incurred.

C. All other Board members are responsible for their own expenses except when requested to arrive earlier or stay later than the normal conference period. Board members will be reimbursed for up to two (2) night(s) accommodation, parking and meals only regarding Board Development and/or Board Meetings. If a meal is provided by IIMC no reimbursement is allowed.

D. Prior to the annual conference, the Executive Director establishes a daily maximum for meal expenses. In establishing the maximum, the Executive Director takes into consideration the conference location and prevailing costs. All reimbursement requests for meals must adhere to the maximums. If a meal is provided by IIMC, the Board members are expected to attend and no reimbursement will be allowed.
E. Board members requesting reimbursement of expenses must file an expense report on the approved form to headquarters within 30 business days after the end of the conference. All expenses must include legible receipts.

F. All miles and points earned by officers and directors, their families and/or travel partners, on travel and hotel paid for by IIMC are to be transferred to IIMC for future IIMC-related business travel needs to the extent possible. [November 16, 2019; November 23, 2013; October 27, 2006; May 22, 2004; November 22, 2003; October 4, 2003; May 2002; February 2002. Policy B-3].
Chapter 2.50

EXPENSES – BOARD TRAVEL

Sections:
2.50.010 Purpose
2.50.020 Scope
2.50.030 General provisions
2.50.040 Presidential companion travel
2.50.050 Transportation
2.50.060 Hotel
2.50.070 Meals
2.50.080 Taxi fare
2.50.090 Meals for companions
2.50.100 Gratuities
2.50.110 Region XI director travel policy

2.50.010

Purpose
To establish a policy for the reimbursement of travel expenses to members of the Board of Directors while on IIMC-related business. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.020

Scope
Board of Directors. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.030

General provisions
IIMC shall reimburse travel-related expenses to members of the Board of Directors for the following events:
A. Mid-year board meeting (accommodations, flights and meal allowance).
B. Travel undertaken by the President or at the direct request of the President.
Expense reimbursement for preapproved travel and meals must be requested on forms provided by headquarters and should be accompanied by receipts. Requests for reimbursement must be made within 30 days following the last day of the IIMC-approved travel. If a reimbursement request is not received within the prescribed 30 days, the invoice shall not be paid, unless approved by the Board of Directors. There may be extenuating circumstances when a Board member, through no fault of their own, must leave a mid-year Board meeting or other preapproved travel as it relates to Section B above. IIMC will reimburse changes in travel plans for personal unforeseen emergencies, specifically death or illness of an immediate family member, or for unforeseen community disasters requiring the immediate presence of the Board member. The President or the Executive Director, as soon as is practicable, shall be notified of the emergency situation.
Subject to Chapter 2.45 IIMC Board Conference Expenses, all Board of Directors are expected to cover their own traveling expenses to attend the annual conference. [November 23, 2013; January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.040 Presidential companion travel

Travel expenses for one companion to accompany the President or designee for international association meeting visits shall not exceed $3,500 per year. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.050 Transportation

IIMC shall reimburse for mileage and/or air coach (economy – no upgrades) travel and taxi or shuttle service to and from the home airport and/or the travel destination airport based upon the most economical means of transportation available to the traveler. Mileage shall be reimbursed at the current rate approved by the U.S. Internal Revenue Service. IIMC shall reimburse the traveler for tolls and parking expenses incurred during approved travel. [November 23, 2013; January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.060 Hotel

Headquarters staff shall make hotel reservations and arrange for payment of room charges for mid-year IIMC Board meetings and any committee meetings that have been preapproved for IIMC expense reimbursement. The individual traveler shall be responsible for paying all other charges made to the hotel room. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.070 Meals

Prior to commencement of travel, the Executive Director establishes an allowance for reimbursable meals. The traveler shall be reimbursed for the actual cost of each meal up to the maximum allowance established for that particular meal. No reimbursement will be made if designated an official IIMC meal function. [November 23, 2013; January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.080 Taxi fare

Except for taxi service to and from the traveler’s home airport and/or the destination airport, IIMC will not reimburse travelers for the cost of taxi fare. Exceptions may be made at the discretion of the President or Executive Director, if the hotel, meeting place or restaurant is outside normal, safe walking distance. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].
2.50.090  
**Meals for Companions**

IIMC will not reimburse members for meals of a companion accompanying the Board or committee member. Exceptions may be made at the discretion of the President or Executive Director. [November 23, 2013; January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.100  
**Gratuities**

IIMC will reimburse the following gratuities:

A. Meals. A maximum 20 percent gratuity shall be reimbursed over the meal allowance unless the restaurant has applied a pre-calculated service charge.

B. Taxi/Shuttles. Gratuities for taxi or shuttle service will be reimbursed to a maximum of 10 percent of the fare or $2.00, whichever is greater.

C. Airport/Hotel Baggage Handling. Gratuities for baggage handling by hotel personnel will be reimbursed to a maximum of $1.00 per bag. Use of airport skycaps is allowed, however, baggage handling fees and gratuities will not be reimbursed.

D. Baggage Fees. IIMC will reimburse airline baggage fees for up to two bags total.

E. Valet or Self-Parking. Self-parking or valet parking will be reimbursed, whichever is less.

F. Housekeeping. Gratuities for housekeeping are included in the per diem (staff only) advance and limited to $2.00 per night. [November 23, 2013; January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.110  
**Region XI Director Travel Policy**

If IIMC has ample Corporate Credit Card travel points to obtain Region XI Director airline tickets to the annual conference board meeting, then IIMC shall obtain the airline tickets for Region XI directors whose municipality and/or national association cannot assist with the cost of the airline tickets. If IIMC does not have ample Credit Card points to obtain the tickets, then Region XI directors needing financial assistance shall be reimbursed, with submittal of appropriate receipts, as follows:

IIMC shall average the cost of airline tickets for North American region directors and reimburse Region XI directors for the cost above the average cost, up to a maximum of $1,500 each.

The reimbursement is subject to availability of funds in the annual budget and approval of the budget and planning committee. Also, if the annual conference is held in Region XI, then this policy will not apply. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].
Chapter 2.55

GIFTS

Sections:
2.55.010 Purpose.
2.55.020 Scope.
2.55.030 Policy.

2.55.010 Purpose.
To establish a policy for gifts to other associations and dignitaries. [May 2009; December 6, 2002. Policy B-5].

2.55.020 Scope.
Board of directors and staff. [May 2009; December 6, 2002. Policy B-5].

2.55.030 Policy.
It shall be the policy of the International Institute of Municipal Clerks to present gifts and exchange tokens with other associations and dignitaries under the following conditions:

A. The president (or alternate), when attending a conference hosted or organized by an association, shall present an appropriate IIMC gift on behalf of IIMC to the current president, the president elect (if known) and the executive director (or equivalent) if applicable.

B. IIMC’s president shall present an appropriate IIMC gift to the president or representative of the invited association to the IIMC annual conference at a reception/dinner specifically held for that purpose.

C. Anyone presenting a gift on behalf of IIMC shall prepare a log report and submit it to headquarters. The report shall specify the date of the event, to whom the gift was presented, their title and the type of gift presented. A master gift log shall be maintained at headquarters for all gifts presented.

D. IIMC gifts will not be given for unofficial private invitations or receptions of an unofficial nature.

E. IIMC’s gifts should bear the IIMC logo, be of high quality, easily portable and of a nature that they can be displayed in a public office.

F. When IIMC is exhibiting at selected conferences and forums, other small tokens such as IIMC pens or key chains can be given or distributed to selected delegates unacquainted with IIMC for public relations purposes. Tokens may also be given to those who have rendered unexpected exceptional services during official capacities. [May 2009; December 6, 2002. Policy B-5].
Chapter 2.60

VISITS – PRESIDENTIAL

Sections:
2.60.010 Purpose.
2.60.020 Scope.
2.60.030 Policy.

2.60.010 Purpose
Policy to govern the visitation by the President or others to state/provincial or national association meetings. [October 27, 2006; December 6, 2002. Policy B-11].

2.60.020 Scope
President and Board of Directors. [October 27, 2006; December 6, 2002. Policy B-11].

2.60.030 Policy
A. All invitations for the president to attend state/provincial/regional and national events or meetings shall be sent to the president and to IIMC headquarters.
B. The president, in consultation with the executive director, shall determine if the invitation can be accepted and if the president can attend.
C. If the president cannot attend, the president and executive director shall determine who should attend on the president’s behalf. When economically feasible, the order of selection is as follows: president, president elect, vice-president, immediate past president, executive director, region director.
D. Every effort shall be made to coordinate the president’s travel and staff travel in order to maximize the number of locations visited.
E. Travel expenses shall be paid in accordance with the IIMC approved travel expense policies.
F. Before accepting an invitation to attend a conference, the president or staff shall contact the host and request the following:
   1. Complimentary registration as a delegate and/or exhibitor;
   2. Complimentary conference meal events;
   3. Hotel accommodations for the duration of the event;
   4. Transportation to and from the airport;
   5. The opportunity to address the entire delegation.
G. Notwithstanding subsection (F) of this section, the president and executive director have the discretion to decide whether the president or designee shall attend the meeting. [October 27, 2006; December 6, 2002. Policy B-11].
H. International travel by the President will be pre-approved by the Board of Directors (May 7, 2011).
I. Presidential Travel funds, including American Express points, in the Executive Committee budget are to be divided equally between the current President and Executive
Committee and Incoming President and Executive Committee. (November 2010 – October 27, 2006; December 6, 2002. Policy B-11)
Chapter 2.65

PAST PRESIDENTS

Sections:
2.65.010 Purpose
2.65.020 Scope
2.65.030 Policy

2.65.010 Purpose
Policy to recognize the contribution of past presidents of IIMC. [May 2009; December 6, 2002. Policy B-7].

2.65.020 Scope
Past presidents. [May 2009; December 6, 2002. Policy B-7].

2.65.030 Policy
The International Institute of Municipal Clerks considers Past Presidents as a valuable resource and as such extends to them the following benefits and recognition:

A. Past presidents are encouraged to attend all Board of Directors meetings at their own expense to observe the proceedings. Past Presidents are not considered Board members and have no voting rights.

B. Any Past President may request an advance copy of a Board agenda and material by contacting the Executive Director. The Executive Director will ensure that a limited number of extra copies of the agenda package are available at the Board meeting.

C. Prior to the annual conference, the Executive Director will send a letter to all Past Presidents advising them of meeting locations, dates and times, special events, private receptions and any logistical information such as transportation and scheduling.

D. Past Presidents who attend the annual conference are invited and encouraged to attend the following:
   1. The Board strategic planning session.
   2. All IIMC Board meetings.
   3. All MCEF board meetings.
   4. All committee meetings.
   6. The pre-banquet private reception.

E. IIMC shall reserve adequate VIP tables at the annual banquet for Past Presidents and their guests if applicable.

F. A retiring Past President shall be presented with a suitable retirement gift from IIMC. The President shall determine the best method of presenting the gift. [May 2009; December 6, 2002. Policy B-7].
Chapter 2.70
MEMORIALS

Sections:
2.70.010 Purpose
2.70.020 Scope
2.70.030 Policy

2.70.010 Purpose

2.70.020 Scope

2.70.030 Policy
It shall be the policy of the International Institute of Municipal Clerks to recognize in memorial the passing of certain individuals. The Institute shall formally recognize the passing of the following individuals:
A. A former member of the IIMC board.
B. A former member of the Foundation board.
C. A current member of the IIMC board.
D. A current member of the Foundation board.
E. The following family members of a current member of the board:
   1. Spouse/companion.
   2. Father and mother.
   4. Son and daughter.
   5. Grandchild.
F. A current institute director.
G. A retired employee of IIMC.
H. A current employee of IIMC.
I. The following family members of a current employee of the institute:
   1. Spouse/companion.
   2. Father and mother.
   4. Son and daughter.
   5. Grandchild.

The sum of $50.00 will be allocated toward all donations and that this amount be reviewed every three years to determine its adequacy. An appropriate card of sympathy will be sent to the family on behalf of the president, members of the board and staff.

The Executive Committee may, in its discretion, authorize exceptions to this policy. [November 8, 2008; October 27, 2006; November 2001. Policy A-2].
Chapter 2.75
BOARD OF DIRECTORS MID-YEAR MEETINGS

Sections:
2.75.010 Purpose.
2.75.020 Scope.
2.75.030 Policy.

2.75.010 Purpose
Policy for the Board of Directors Mid-Year Meeting selection of site and a three-year rotation to hold meeting near IIMC Headquarters. (November 7, 2009)

2.75.020 Scope
Board of Directors. [November 7, 2009]

2.75.030 Policy
1. IIMC shall submit informal proposals and receive quotes for the purpose of hosting the Mid-Year Board meeting.

2. The President, in conjunction with the Executive Director, shall select the lowest and best informal quote for hosting the Mid-Year Board meeting.

3. That the mid-year board meeting be held near headquarters once every three years.
Chapter 2.80
FIRST TIMERS SESSION AT ANNUAL CONFERENCE

Sections:
2. 80.010 Purpose.
2. 80.020 Scope.
2. 80.030 Policy.

2. 80.010 Purpose
To establish a policy designating the IIMC Past President as the Chair of the First Timers Session held at the Annual Conference

2. 80.020 Scope
Past Presidents, Board of Directors, First Time Delegates

2.80.030 Policy
IIMC considers the session held for first time delegates at each annual conference as a valuable opportunity for new members to receive up to date orientation information on the Organization.

The session is prioritized by the IIMC Board as an essential networking tool to familiarize new members on IIMC operations.

IIMC values the contribution and knowledge of its Past Presidents.

IIMC Past President or in the event that the current past president is unavailable to attend a conference, then the most recent Past President who is in attendance shall Chair the First Timers session at the Annual Conference.

(November 2011)
Chapter 2.85

EXECUTIVE COMMITTEE TRAVEL

Sections:
2.85.010 Purpose
2.85.020 Background and Objective
2.85.030 General Provision
2.85.040 Criteria for Selection – EC Travel Requests
2.85.050 Residual for Unanticipated Opportunities

2.85.010 Purpose

To establish a policy with formal criteria to be used to analyze/decide which travel invitations the members of the IIMC Executive Committee will accept and which will be declined. The list of criteria (outlined in Section 2.85.040) although comprehensive is not intended to be a complete list and, periodically, additional criteria will be established (March 5, 2012)

2.85.020 Background and Objective

In recent years ongoing fiscal restraint and the need for strategic prioritization and spending of limited annual Executive Committee travel funds have formed the basis for decisions on which events will have Executive Committee representation. This has resulted in some reductions in overall expenditures in this category of the budget.

The IIMC Board has an objective to have an appropriate presence and representation at as many events as possible.

2.85.030 General Provision

In any year there are numerous requests made for either the President or a designated Executive Committee Member to travel to events and represent IIMC either regionally, nationally or internationally. Decisions on travel expenditures must be balanced on available funding and maximum return on investment for selected events. It is a reality that not all invitations will be able to be accommodated.

Direction on specific allowable expenses and protocols for expense claims already exist in other IIMC Policies i.e.

- Chapter 2.50 Expenses – Board Travel
- Chapter 2.60 Presidential Visits
2.85.040

Criteria for Selection – EC Travel Requests

The following criteria in concert with the budget will be considered during the decision making process used to identify which events EC Members will accept. The events can be the result of invitations received from stakeholder groups, i.e., State Association(s) or can be initiated as strategic sites that the IIMC Board may wish to solicit an invitation from.

Invitations should be reviewed based on:

► Prior visits (how often, when)
► IIMC Board proactively seeking invitation(s) to visit regions or state associations where the Executive Committee has not visited in recent years (not all associations are aware it is possible to have the President or his/her Executive Committee designate visit)
► New Institutes
► Associations with concerns
► Events where a large number of IIMC Members are meeting
► Where a visit would support membership recruitment plan
► Milestone events i.e. 50th Anniversary
► Strategic analysis for international (outside North America) travel related to current membership, potential membership growth, affiliation agreements, etc.

The Executive Director will appraise the Board of Directors of the locations of upcoming Executive Committee travel. Travel outside North America shall be placed on a Board agenda for confirmation.

2.85.050

Residual for Unanticipated Opportunities

Although the comprehensive list of considerations noted above are based on the experiences that recent Presidents and Executive Committee members have used to make decisions on what event(s) they will accept, it should not be limited to only that list as other considerations not anticipated may come up and the IIMC Board must have the flexibility to address unique public relations opportunities for IIMC representation.

To that end, the Executive Committee with a comment from staff will recommend for Board approval a rationale outlining why a visit not reflective to any of the listed criteria above should be authorized.
Chapter 2.90

POSTING OF PROPOSED CONSTITUTIONAL AMENDMENTS

Sections:
2.90.010 Purpose
2.90.020 Scope
2.90.030 Policy

2.90.010 Purpose

To establish a policy regarding the posting of Proposed Constitutional Amendments at the Annual Conference. (November 7, 2009)

2.90.020 Scope

All Delegates attending an Annual Conference

2.90.030 Policy

The prescribed place for official posting of proposed Constitutional Amendments at the IIMC Annual Conference pursuant to Article III, B. 2. of the Constitution shall be the notice board located adjacent to the conference registration desk. Such notice board shall be clearly identified with no less than 2.5” letters reading: “IIMC Official Notice Board.” (November 23, 2013)
Chapter 2.950
PARLIAMENTARIAN

Sections:
2.950.010 Purpose
2.950.020 Scope
2.950.030 Parliamentarian
2.950.040 Appointment Process, Term and Payment
2.950.050 Scope of Work
2.950.060 Reporting to Board of Directors
2.950.070 Requirements

2.950.010 Purpose
To establish purpose, appointment process, terms, and scope of work of static IIMC Parliamentarian. (November 23, 2013)

2.950.020 Scope
Board of Directors and staff.

2.950.030 Parliamentarian
An individual experienced in Parliamentary procedures to review minute preparation, provide procedural advice and participate in the IIMC Board of Directors’ board meetings, and annual business meetings (at annual conference).

2.950.040 Appointment Process, Term and Payment
The Parliamentarian shall serve a three-year term with the ability of continuing in the position with a renewed contract. IIMC will provide an annual stipend for services plus payment of expenses for travel, accommodations and meals to attend the mid year and annual board meetings.

Recruitment and Appointment. For vacancies, the Executive Director will issue a Request for Proposals inviting any potential IIMC member to apply for the position. The President selects three current Board members to review all applicants’ resumes with the Executive Director’s recommendation. The Board shall confirm or deny the appointment at the next Board meeting.
**Scope of Work**

The Parliamentarian will engage in the following work as requested by the Organization:

- Advising as a consultant to Officers, Board and Executive Director,
- Explaining proper business procedures during meetings,
- Serving before, during, and after a conference,
- Vetting and preparing policies and amendments to the Constitution,
- Assisting in preparation of agendas, resolutions, and minutes,
- Helping with elections, and
- Presenting lessons, workshops, and seminars at IIMC Annual Conferences,

**Reporting to Board of Directors**

The Executive Director will update the Board annually on the efficiency, cost justification and results of this position.

**Requirements**

An individual with a minimum of five years’ experience in Parliamentary procedures. Preference will be given to those individuals who have had extensive training and are either certified by the National Association of Parliamentarians (NAP) as Professional Registered Parliamentarians (PRPs®) or Registered Parliamentarians (RPs®) or equivalent designation in another country; IIMC members and/or past IIMC Board members.
Chapter 2.10095

PRESIDENT PARTICIPATION AT BOARD MEETINGS

Sections:

2.10095.010 Purpose
Policy to authorize the President’s participation in debate and vote at Board meetings (November 22, 2014)

2.10095.020 Scope
President

2.10095.030 Policy
The President shall have the right to debate and vote at all Board meetings.
Chapter 2.200100

INTERNATIONAL RELATIONS CONSULTANT

Sections:
  2.200100.010 Purpose
  2.200100.020 Scope
  2.200100.030 Policy

2.200100.010
Purpose
To establish purpose, appointment process, terms and scope of work of the IIMC International Relations Consultant (November 22, 2014).

2.200100.020
Scope
Executive Director.

2.200100.030
Policy
International Relations Consultant:
An individual familiar with both IIMC and Region XI with experience in association management. He/She is employed to lead certain tasks and to work with directors, the Region XI Management Board, the International Relations Committee, and IIMC staff to advance the interests of the organization and its members.

Appointment Process, Term and Payment:
The International Relations Consultant shall serve a three-year term with the ability of continuing in the position with a renewed contract. IIMC will provide an annual stipend for services, and pay certain expenses for travel related to his or her specific duties.

Recruitment and Appointment. For vacancies, the Executive Director will issue a Request for Proposals inviting any IIMC member to apply for the position. The President selects three current Board members to review all applicants’ resumes with the Executive Director’s recommendation. The Board of Directors shall confirm or deny the appointment.

Scope of Work:
The International Relations Consultant will engage in the following work as requested by the Organization:

- Significantly grow and retain membership of IIMC Region XI
- Generate regular communication between IIMC, Region XI Directors and Region XI members
- Organize meetings and events in Region XI
IIMC POLICY MANUAL

- Provide a regular region XI E-newsletter and provide information to update the Region XI pages of the IIMC website
- Increase participation of Region XI members in the IIMC Annual Conference
- Undertake any other appropriate activities as required.
ITEMS OF BUSINESS INTRODUCED AT ANNUAL BUSINESS MEETING

Sections:
2.300200.010 Purpose
2.300200.020 Scope
2.300200.030 Policy

2.300200.010 Purpose
To establish a policy regarding the handling of an item of business introduced by a member at the Annual Business Meeting.

2.300200.020 Scope
All Delegates attending the Annual Business Meeting.

2.300200.030 Policy
An item of business, not on the published agenda of the Annual Business Meeting, may be introduced by a member during the meeting under New Business. If a new item of business can be handled by providing specific information or recitation of existing policy, it may be answered at the Annual Business Meeting.

If the item of business deals with changing policies or procedures, the matter will be referred automatically to the Board of Directors for consideration/investigation and report. The Board of Directors will report to the membership within 120 days the results of any consideration/investigation by one of the following means:

1) Report in the News Digest.
2) Email to the membership.
3) Report at the next Annual Business Meeting.
4) A combination of the above.
Chapter 2.400300
Study Abroad Program

Sections:
2.400300.010 Purpose.
2.400300.020 Scope.
2.400300.030 Duties and Responsibilities.

2.400300.010 Purpose
To establish a policy to hold Study Abroad Programs. [November 2015].

2.400300.020 Scope
Board of Directors, IIMC members and International Relations Committee. [November 2015].

2.400300.030 Policy
IIMC shall maintain a detailed Request For Proposal (RFP) regarding an IIMC Study Abroad program. The proposal will contain the following Board criteria: how a destination is chosen and by whom, eligibility, education program, allocation of funds, program coordinator and administration of the program.

Destination
IIMC Headquarters will seek prospective Study Abroad Program destinations via a Request for Proposal process. Study abroad programs can be held domestically or internationally. IIMC vets the Proposals prior to disseminating them to the International Relations Committee (IRC). The IRC reviews the proposals or letters of interest and works with IIMC’s Executive Director to determine the best option for the Program. The IRC will then submit a detailed program report and its recommendations to the Board of Directors. IIMC’s Board will choose the destination based on costs, the education program and interests that will make participation attractive. Ideally, IIMC needs to market these programs 18 to 24 months ahead of the scheduled dates. In negotiating with a prospective destination, IIMC will do its best to acquire discounts, especially if IIMC Program participants are attending a country/state/provincial association conference.

Education Program
Study Abroad Programs need an education component to be eligible for possible MCEF funding and to receive CMC or MMC certification credit. IIMC’s Director of Professional Development will work with the IR Committee to determine the education program.

Program Coordinator
The Executive Director will appoint a staff member – Membership Director or Office Manager/VIP Protocol Officer – to coordinate the Program with the tour operator. The
Coordinator will travel and be on-site during the Program. If one of the staff members is not available, the Executive Director may fill-in as program coordinator or assigns another IIMC staff member to oversee these duties. IIMC will cover the cost of the coordinator’s registration, airline tickets and meal allowance. These costs will be part of IIMC’s annual budget and incorporated into each participant’s fees. The Board approves all costs related to the Program.

**Allocation of Funds**
Working in concert, Staff and the Budget and Planning Committee will consider allocating funds to the Study Abroad Program each year as part of the annual budget process. Depending on whether or not funds are available, there may be years when the Program receives no funding.

If funding is available, it will be provided to each participant upon completion of the Program. Each participant will receive a portion of the allocated funds to help reduce expenses. These costs will be part of IIMC’s annual budget and approved by the Board.

**Administrating the Program**
IIMC will negotiate, review and sign contracts. IIMC will set the cost for the Program. *(November 7, 2015)*
Chapter 2.500400

INDEPENDENT CONSULTANTS/CONTRACTORS

Sections:
2.500400.010 Purpose
2.500400.020 Scope
2.500400.030 Policy

2.500400.010 Purpose
To establish purpose, appointment process, terms and scope of work for IIMC independent consultants/contractors (May 20, 2017).

2.500400.020 Scope
Executive Director

2.500400.030 Policy
Independent Consultants/Contractors:

For purposes of this policy, independent consultants/contractors are defined as individuals hired by IIMC to provide either on-going or one-time services in their respective fields. These individuals work with the Executive Director and IIMC staff to carry out specific IIMC responsibilities that are not assigned to IIMC staff. These responsibilities entail and are not limited to education, conference, finances, marketing and communications.

Appointment Process, Term and Payment:
The Executive Director will provide the Board with a report for the need to hire an individual consultant/contractor. The report will include the costs/stipends/travel associated for services and the overall responsibilities. Depending on the nature of the task, the term and continuation of work shall be at the discretion of the Executive Director.

Recruitment
With the Board's support, the Executive Director is responsible for recruiting and hiring independent consultants/contractors.

Scope of Work
Depending on the position and the area of expertise, specific objectives will be created by the Executive Director for each required area.
Chapter 6.05

CODE OF ETHICS

Sections:
6.05.010 Purpose.
6.05.020 Scope.
6.05.030 Policy.
6.05.040 Enforcement.
6.05.050 Jurisdiction.
6.05.060 Responsibilities.
6.05.070 Initiation of Investigation.
6.05.080 Conduct of Investigation.
6.05.090 Proposed Findings and Proposed Sanctions.
6.05.100 Sanctions.
6.05.110 Hearings.
6.05.120 Final Decisions.

6.05.010 Purpose.
   To establish a code of ethics for members of IIMC. [November 2008; December 6, 2002. Policy M-2].

6.05.020 Scope.
   All members. [November 2008; December 6, 2002. Policy M-2].

6.05.030 Policy.
   The International Institute of Municipal Clerks hereby adopts the following Code of Ethics for all classes of membership:

   International Institute of Municipal Clerks Professional, Personal Code of Ethics

Believing in freedom throughout the World, allowing increased cooperation between public officials, and others, nationally and internationally, I (Insert Members Name, Title, and Employer) do hereby subscribe to the following principles and ethics which I affirm will govern my personal conduct as a member of IIMC:

- To uphold constitutional government and the laws of my community;

- To so conduct my public and private life as to be an example to my fellow citizens;
• To impart to my profession those standards of quality and integrity that the conduct of the affairs of my office shall be above reproach and to merit public confidence in our community;

• To be ever mindful of my neutrality and impartiality, rendering equal service to all and to extend the same treatment I wish to receive myself;

• To record that which is true and preserve that which is entrusted to me as if it were my own; and

• To strive constantly to improve the administration of the affairs of my office consistent with applicable laws and through sound management practices to produce continued progress and so fulfill my responsibilities to my community and others.

• These things I, as a member of IIMC, do pledge to do in the interest and purposes for which our government has been established.

__________________________
(Member signature)

This certificate granted by the authority of the International Institute of Municipal Clerks.

__________________________
IIMC

6.05.040
Enforcement

A. These rules govern the procedures for enforcing the International Institute of Municipal Clerks ("IIMC") Code of Ethics and Article XII Ethical Standards of the Constitution of IIMC as adopted by the IIMC membership (jointly referred to hereinafter as the “Code”).

B. All members of IIMC agree to abide by the Code.

C. The purpose of these rules is to provide a process for investigating and determining whether a member has violated the Code, and to afford each individual member who is the subject of an investigation (the “Respondent”) a full and fair opportunity to be heard throughout the process.

D. It is the intention of the IIMC membership that these rules be carried out carefully but expeditiously in order to minimize the time during which a member may be subject to possible disciplinary action. Accordingly, time limits stated in these rules are binding, subject to extensions which may be granted by the IIMC Board of Directors, for reasonable cause upon request.
E. No person may participate in any proceedings on a complaint brought under these rules if that person is or may be a witness or Complainant in that case, or if his or her participation would otherwise create, or appear to create, a conflict of interest. The President as confirmed by the IIMC Board of Directors may select a replacement for any person who is unable to participate in the case for this reason.

6.05.050 Jurisdiction

A. All members of IIMC in active service to a Legislative Governmental Body (herein after referred to as a “local government”) are subject to the Code and are subject to sanctions for any violations thereof which occur during their membership. A member may be subject to sanctions for a violation which continues while he or she is a member even though the conduct in question originated prior to admission to membership. Sanctions may be imposed for improper conduct which occurred while in service to a local government and a member of IIMC even after the relationship with the local government is terminated so long as membership status is retained.

B. If a complaint is made against a person who was a member at the time the alleged violation occurred, but who is not a member at the time the complaint is made, the complaint will be processed under these procedures only if the former member agrees in writing. In no event shall a person be readmitted to membership if there is an outstanding and unresolved complaint against him or her for conduct while formerly a member.

C. The IIMC Board shall retain jurisdiction over an investigation of a Respondent who, before the conclusion of the investigation, resigns from IIMC or otherwise allows his or her membership in IIMC to lapse.

D. Anonymous complaints will not be accepted.

6.05.060 Responsibilities

A. The IIMC Board of Directors is responsible for making the final decision on matters pertaining to the enforcement of the Code, including, but not limited to, sanctions for the violation thereof. No current or former member may be publicly censured, expelled, or barred from membership without the approval of the IIMC Board of Directors.

B. An ad hoc Ethical Standards Committee (ESC) is the committee of IIMC responsible for assisting the IIMC Board of Directors in implementing these rules and has the specific duties set forth hereinafter.

C. The ESC shall act as a body and no member of the ESC shall take individual action unless assigned a specific task by a majority of the ESC.
6.05.070  
Initiation of Investigation.

A. Allegations of unethical conduct shall be submitted in writing on the approved Request to Investigate an Alleged Violation of Improper Conduct form ("Request to Investigate") to the IIMC President or the IIMC Executive Director who shall immediately provide a copy to members of the IIMC Board. Authority to convene an Ethical Standards Committee (ESC) are outlined in provisions of Article XII of the IIMC Constitution.

B. The ESC shall be comprised of three (3) to five (5) IIMC members in good standing, that are currently serving as either Chair or Vice-Chair of an IIMC Committee. The IIMC Executive Director and IIMC Parliamentarian will serve as support staff ex officio members to the ESC without voting privileges. No past IIMC Board Member or an IIMC member in the same region as the respondent may serve. The Chair of the ESC shall be selected by the ESC members, and will be responsible for keeping all members of the ESC informed during the process.

C. Upon receiving a Request to Investigate, the IIMC Board will convene the ESC and make an initial assessment to ascertain whether the complaint is sufficiently clear and complete. If the IIMC Board concludes that the Request to Investigate is not sufficiently clear or complete, the IIMC Board shall seek further clarification from the Complainant or other source before taking any further action.

1. If the IIMC Board determines that the complaint is sufficiently clear and complete to initiate proceedings, and may indicate a violation of the Code, a copy of the Request to Investigate shall be forwarded by certified mail to the Respondent named. The Respondent shall be informed at the time of the provisions of the Code which he or she is alleged to have violated. The ESC, once appointed, may also request that the Respondent answer specific questions pertaining to the alleged violation.

2. The Respondent shall be given thirty (30) days within which to respond in writing to the Request to Investigate, to provide any further information or material he or she considers relevant to the allegations, and to answer any specific questions asked by the ESC.

3. All documentation and matters pertaining to a Request to investigate shall be treated as confidential.

6.05.080  
Conduct of Investigation.

A. An ad hoc ESC shall be appointed as per provisions in Article XII of the IIMC Constitution and the committee shall commence an investigation into the allegations. However, no investigation shall be required if (1) the Respondent admits to the violation in his or her initial response, (2) the Respondent has already entered a guilty plea, or (3) the Respondent has been found guilty and has exhausted all appeals, in a criminal case involving the same conduct.
B. The investigation shall include a fact-finding process which affords the Respondent and/or the Respondent’s representative an opportunity to converse with the committee and may, at the ESC’s discretion, afford such an opportunity to the Complainant as well.

C. The fact-finding process shall take all reasonable steps to ascertain the facts relevant to the case, including, but not limited to, interviews with witnesses, review of the Respondent’s submission(s), and examination of all published material judged to be relevant and reliable.

D. Upon completion of the fact-finding process and conclusion of the investigation, the ESC shall prepare a written report of proposed findings of fact. Each finding must be supported by relevant evidence which has been made available to the Respondent for review.

6.05.090

Proposed Findings and Proposed Sanctions.

A. The ESC shall promptly review the written report of proposed findings of fact and shall ascertain whether they are supported by sufficient relevant evidence.

1. If the evidence is not sufficient, the ESC shall make a recommendation to the IIMC Board that the matter be dismissed and that the Respondent and Complainant be advised accordingly.

2. If the ESC determines that the proposed findings are supported by the evidence, it shall determine whether they demonstrate that a violation of the Code has occurred. If not, it shall advise the IIMC Board with a recommendation that the case be dismissed. The IIMC Board will make a decision on the recommendation and the Respondent and the Complainant will be advised.

3. If the ESC concludes on the basis of the fact-finding report that a violation has occurred, the ESC shall then notify the Respondent of its intent to adopt the proposed findings of fact report unless the Respondent can show that the findings of facts are erroneous. The Respondent shall have fifteen (15) days in which to submit a written response to the ESC and/or to request a hearing before the ESC.

4. In the event the Respondent requests a hearing, the ESC shall conduct a hearing in accordance with Section 6.05.110 of these rules. No findings shall be adopted before the hearing is concluded.

5. In the event the Respondent makes no submission, and does not request a hearing, the ESC shall promptly adopt the proposed findings of facts and make its recommendation to the IIMC Board.
6. Upon completion of the actions set forth in Section 6.05.090, the ESC shall prepare a written report of proposed sanctions to be imposed. The ESC shall then notify the Respondent of its intent to recommend the proposed sanctions unless the Respondent can show that the proposed sanction(s) should not be imposed in light of certain mitigating factors which the ESC did not previously consider. The Respondent shall have fifteen (15) days in which to submit a written response to the ESC and/or to request a hearing before the ESC.

7. In the event the Respondent makes no submission and does not request a hearing, the ESC shall promptly forward the recommended findings and sanctions to the IIMC Board of Directors.

6.05.100 Sanctions.

A. Sanctions may be imposed in accordance with these rules upon members who are found to have violated the Code. In determining the sanction to be imposed, the following factors may be considered: the nature of the violation, prior violations by the same individual, the willfulness of the violation, the level of professional or public responsibility of the individual, and any other factors which bear upon the seriousness of the violation.

B. The following sanctions may be imposed singly or in combination at the conclusion of an investigation and/or hearing under these rules:

1. Censure. A letter to the Respondent and the Complainant indicating that the Respondent has been found to have violated the Code, that IIMC disapproves of such conduct, and that, if it is repeated in the future, it may be cause for more serious sanctions.

2. Loss of Privilege. A loss of privilege to vote, serve on the IIMC Board of Directors or its committees, or participate in member services for specific periods of time.


4. Membership Bar. A prohibition against reinstatement of the Respondents membership in IIMC.

C. A member who has been expelled from membership under these rules may apply for reinstatement to IIMC membership only after a period of at least five (5) years from the date of expulsion, or one year from the date of the last review of a request for reinstatement. The expelled former member must submit a written request to the IIMC Board of Directors for a reinstatement review and include the reasons why he or she believes it should be considered.
6.05.110

Hearings.

A. These procedures shall govern all hearings conducted pursuant to these rules.

B. No ESC member may hear any case if his or her participation in that case would create an actual or apparent conflict of interest.

C. Within ten (10) days of receiving a request for a hearing, the ESC shall notify the Respondent by certified mail that a hearing has been scheduled. The hearing date shall be at least fifteen days after the date the notice is postmarked. The notice shall also state that the Respondent has the following rights:

1. To appear at the hearing personally at his/her own expense, or by other means at the discretion of the ESC;

2. To be accompanied and represented at the hearing by an attorney or other representative;

3. To review all documentary evidence, if any, against him or her in advance of the hearing;

4. To cross-examine any witness who testifies against him or her at the hearing; and

5. To submit documentary evidence and to present testimony in his or her defense at the hearing.

D. The ESC shall not be bound by any formal rules of evidence but may accord appropriate weight to the evidence based on its relevance and reliability.

E. At any hearing conducted under these rules, the ESC shall first present evidence in support of its recommended decision. Upon conclusion of its presentation, the Respondent shall have the opportunity to present evidence in his or her defense.

F. Within fifteen (15) working days of the conclusion of the hearing, the ESC shall render a decision in the case.

The decision shall be in writing and shall include a statement of the reasons. Only evidence which was put before the ESC may be considered as a basis for the decision.

6.05.120

Final Decisions.

A. Within thirty (30) days, but no sooner than five (5) days, of receiving notice from the ESC of its recommendation findings of facts and sanctions, the IIMC Board of Directors shall meet to act upon the recommended decision of the ESC.
1. The Respondent shall be given the opportunity to file a written response to the recommended findings of facts and sanctions for consideration by the IIMC Board of Directors in making its final decision.

2. The IIMC Board of Director’s decision may be to:
   a. Dismiss the case;
   b. Adopt the findings and sanction(s) recommended by the ESC; or
   c. Revise, and adopt as revised, the findings and/or sanction(s) recommended by the ESC. However, the IIMC Board of Directors may not increase the sanction(s) recommended by the ESC unless new evidence, not previously available to the ESC, is disclosed at the hearing, which indicates that the Respondent’s violation was more serious. No sanction may be imposed for any violation of which the Respondent had no prior notice.

3. A copy of the written decision of the IIMC Board of Directors shall be sent immediately by certified mail to the Respondent, the Complainant, and the ESC.
INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors

From: Lucinda Williams, MMC, Chair
     RaNae Edwards, MMC, Vice Chair

Date: March 25, 2022

Subject: Records Management - Year-End

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

Committee Members:
Lucinda Williams, MMC, Chair
RaNae Edwards, MMC, Chair
Lisa Cassity, CMC
Brenda L. Dennis, MMC
Donna L. Gura-Tadey
Crystal L. Hornberger
Stephanie Mills, CMC
Milissa Peters, CMC
Stacy Senskey
Tracy M. Simons

Board Liaisons:
Susan A. Haag, MMC
Scott Passey, MMC

Staff Liaisons:
Maria Miranda
Janet Pantaleon

Discussion:
October 12, 2021: The Committee met via Zoom with IIMC staff to inventory IIMC technical bulletins concerning records management. The inventory revealed that Records Management professionals authored most of the bulletins and updates would require contacting the authors. The Committee also asked IIMC staff to inquire whether any of the Committee’s planned work on the bulletin overlapped with the work of the Resources Committee. The committee created a shared Google document to inventory and track items requiring review and updates.

The Committee brainstormed ideas for records management conference sessions and suggested partnering with NAGARA and ARMA on presentations. The Committee continued to collect state retention schedules.
**November 16, 2021:** The Committee reviewed progress on the material reviews and updated the shared tracking document. The Committee assigned authors and topics for the two Records Management Article deadlines. Susan Haag volunteers to coordinate an article in 2021 and Stacy Senskey will submit an article for 2022.

IIMC Staff provided a recap of the Mid-Year Meeting and asked the Committee to review the IIMC records retention schedule at a future meeting.

**December 14, 2021:** The Committee had a holiday season reprieve with no new business to discuss. However, the Committee briefly met to review work in progress and the upcoming meeting schedule.

**January 11, 2022:** The Committee met with IIMC Staff to discuss the IIMC records retention schedule.

**February 2022:** No meeting.

**March 8, 2022:** Committee Member Stacy Senskey invited NAGARA to attend this meeting to discuss their technical bulletins and future updates. NAGARA made a presentation to the Committee and had a robust discussion about the bulletins and other possible joint programs with NAGARA and IIMC. Both the NAGARA representatives and the Committee agreed that this work would span more than one committee year and supported continuing collaboration with the current committee, recommended continuing with the 2022-23 iteration of the RM Committee and suggested forming an ongoing collaboration beyond next year with IIMC, though the RM Committee and NAGARA.

**Management’s Comments/Recommendation:**
We still need to either revise or create new Technical Bulletins for members. Also, the attached IIMC Headquarters Records Retention Schedule, created by Diane Gladwell, was vetted and approved by the Committee to use at Headquarter. The last HQ retention schedule was created in 2008 and with the changes in technology and retention, an updated schedule was long overdue. **In conjunction with the Committee, Management recommends that the IIMC Board approve the new Retention Schedule for Staff to implement.**
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<th>Comments / Reference</th>
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If you are not the Office of Record, you may destroy your copy at any time.

Litigation, investigations, complaints and/or claims suspend normal retention periods (retention resumes after settlement).

Retentions begin when the act is completed and imply full file folder + (2 years), since destruction is normally performed by file folder.

FILES WHOSE OFFICE OF RECORD (OFR) WILL VARY DEPENDING UPON DISCIPLINE

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<th>Lead Dept.</th>
<th>ALL-001</th>
<th>Copies or duplicates of any record</th>
<th>Copies - When No Longer Required</th>
<th>Mag, Ppr</th>
<th>Retentions are set for originals; copies may be destroyed at any time</th>
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<td>Lead Dept.</td>
<td>ALL-002</td>
<td>Correspondence - Routine (e.g. Administrative, Chronological, General Files, Memorandums, Miscellaneous Reports, Reading, Speeches, Working)</td>
<td>2 years</td>
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<td>Follows municipal law</td>
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<td>Drafts &amp; Notes: Drafts that are revised (retain final version), Telephone messages, etc.</td>
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<td>As long as the drafts and notes are not retained in the &quot;Regular Course of Business&quot;</td>
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<td>ALL-004</td>
<td>Outside Organizations (ASAE, ASCAP, etc.)</td>
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<td>ALL-005</td>
<td>Project Files - (subject of projects will vary)</td>
<td>Completion + 2 years</td>
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<td>Projects not adopted may follow correspondence or other retentions</td>
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<td>Published Reports and Studies (other than Annual Reports)</td>
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<td>Lead Dept.</td>
<td>ALL-007</td>
<td>Reference Materials: Brochures, Manuals, Newsletters, Policies, Procedures, Reports, Speaker Banks, etc: Produced by OUTSIDE ORGANIZATIONS (State Associations, ICMA, etc.)</td>
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<td>Lead Dept.</td>
<td>ALL-008</td>
<td>Reference Materials: Brochures, Manuals, Policies, Procedures &amp; Reports: Produced by OTHER IIMC Departments</td>
<td>When Superseded</td>
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<td>Lead Dept.</td>
<td>ALL-009</td>
<td>Reference Materials: Brochures, Manuals, Policies, Procedures &amp; Reports: Produced by YOUR Department</td>
<td>Superseded + 2 years</td>
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<td>Reference or Working Files: See Correspondence</td>
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<td>Lead Dept.</td>
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<td>Surveys</td>
<td>Superseded (Maximum 10 years)</td>
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Litigation, investigations, complaints and/or claims suspend normal retention periods (retention resumes after settlement).

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### Office of Record Retention Schedule

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**Comments / Reference**

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**Example Entry**

- **Lead Dept.**
  - **ALL-012**
  - **Tapes / Recordings of Board of Directors or other meetings**
  - **After Minutes are approved**
  - **After Minutes are approved**
  - **Tape (Mag)**
  - **Calif. Attorney General Opinion allows tapes to be destroyed after minutes are approved unless they are retained longer for public reference. Tapes may be recycled. 80 Ops.Atty.Gen. 1006, (4/17/81)**
## IIMC - RECORDS RETENTION SCHEDULE

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<td>ADMIN-001</td>
<td>Awards (Institute Director, Records Management, Quill, etc): Applications, Nominations, Correspondence, etc.</td>
<td>2 years</td>
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<td>Admin.</td>
<td>ADMIN-002</td>
<td>Awards (Institute Director, Records Management, Quill, etc): Recipients Roster &amp; Successful Applications</td>
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<td>ADMIN-003</td>
<td>Board of Directors (Annual &amp; Mid-Year Meeting Notebooks): Annual Reports, Elections, Minutes,</td>
<td>2 years</td>
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<td>Admin.</td>
<td>ADMIN-004</td>
<td>Board of Directors Correspondence (except for Presidential letters for CMC / MMC’s)</td>
<td>4 years</td>
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<td>Admin.</td>
<td>ADMIN-005</td>
<td>Board of Directors Elections: Upon Board Action</td>
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<td>Admin.</td>
<td>ADMIN-006</td>
<td>Board of Directors Elections: Historical File (Candidate Statements, Results, Sample ballots, etc.)</td>
<td>2 years</td>
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### IIMC - RECORDS RETENTION SCHEDULE

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<tr>
<th>Admin.</th>
<th>ADMIN-007</th>
<th>Board of Directors Elections: Working/Administrative File (Correspondence, Nominations, etc.)</th>
<th>2 years</th>
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<td>Admin.</td>
<td>ADMIN-008</td>
<td>Board of Directors Nomination Papers</td>
<td>4 years</td>
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<td>ADMIN-009</td>
<td>Board of Directors Weekly Updates (&quot;Friday Letters&quot;)</td>
<td>5 years</td>
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<td>Brochures &amp; Marketing Materials Superseded + 2 years</td>
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<td>If produced by Graphics, Graphics retains original files; department preference</td>
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<td>Bylaws</td>
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<td>Committees - IIMC Committee Members: Annual Reports, Goals &amp; Objectives, Membership Rosters, Minutes, Policies, Resignations</td>
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©1995-2008 Gladwell Governmental Services, Inc. - all rights reserved (909) 337-3516  
Revised: 2/14/2022  
Adopted by IIMC's Board of Directors on 11/14/1998
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Admin. ADMIN-014 Committees - IIMC Members: Agendas, Applications, Budgets, Correspondence, etc. 2 years 2 years Mag. Ppr
Follows Executive Board and municipal practice.

Admin. ADMIN-015 Committees: All-Committee Rosters 2 years P P Yes: Current Mag. OD, Mfr, Ppr X Yes
For customer service and auditing purposes.

Admin. ADMIN-016 Computer Backup Tapes - Daily (Network, All Files) When No Longer Required 14 days When No Longer Required 14 days Mag.
Used for Disaster Recovery Purposes Only; Considered a copy and can be destroyed when no longer required; retention based on administrative value; recycle tapes.

Admin. ADMIN-017 Computer Backup Tapes - Weekly (Network, All Files) When No Longer Required 1 month When No Longer Required 1 month Mag.
Used for Disaster Recovery Purposes Only; Considered a copy and can be destroyed when no longer required; retention based on administrative value; recycle tapes.

Admin. ADMIN-018 Copyrights (News Digest, etc.) P P Yes Mag. OD, Mfr, Ppr X No

Admin. ADMIN-019 Corporate Papers (Secretary of State, Registered Agent, etc.) P P Yes OD, Mfr, Ppr X No

EC §17302

Admin. ADMIN-020 Elections: Nominations, Administration, etc. 6 months 6 months Mag. Ppr
Department Preference (consistent with California Municipal Ballots).
### IIMC - RECORDS RETENTION SCHEDULE

<table>
<thead>
<tr>
<th>Office of Record</th>
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<td>Admin</td>
<td>ADMIN-026</td>
<td>Payroll Administration Forms (Changes, Personnel Action</td>
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<td>Form copies, Vacation pay-off requests, etc.)</td>
<td>2 years</td>
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<td>ADMIN-027</td>
<td>Payroll W-2's</td>
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<td>ADMIN-028</td>
<td>Policies / Policy Handbook original</td>
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<td>Superseded + 10 years</td>
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<td>Press Releases - Incoming Board Members</td>
<td>2 years</td>
<td>Inactive (Off-site, OD or Mfr)</td>
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<td>ADMIN-030</td>
<td>Property: Equipment Specifications and Warrantes</td>
<td>Expiration of Warrantee</td>
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Ca. requires 2 yr min.; IRS requires 4 years; FTB keeps 3 years; Published articles show 7 -10 years; Other cities have adopted 2 - 20 years; IRS Reg §31.6001-1(e)(2), R&T §19530; LC §1174(d); GC §34090

IRS: 4 yrs after tax is due or paid (longer for auditing & employee delinquency); Ca. FTB: 3 years; Articles show 7 years; Other Cities = 8 years; IRS Reg §31.6001-1(e)(2), R&T §19530; 29CFR 516.5 - 516.6,

IIMC Policy Handbook maintained by Administration; Follows municipal practice

Follows Correspondence retention and municipal practice

Department preference
## IIMC - RECORDS RETENTION SCHEDULE

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<tr>
<td>Admin</td>
<td>ADMIN-031</td>
<td>Reciprocal Agreements with Other Associations</td>
<td>2 years</td>
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<tr>
<td>Admin</td>
<td>ADMIN-032</td>
<td>Salary Surveys</td>
<td>When Superseded</td>
<td>When Superseded</td>
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<tr>
<td>Admin</td>
<td>ADMIN-033</td>
<td>Strategic Plans, Mission and Vision Statements</td>
<td>2 years</td>
<td><strong>P</strong></td>
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<tr>
<td>Admin</td>
<td>ADMIN-034</td>
<td>Unemployment Insurance - Claims</td>
<td>Final Disposition + 2 years</td>
<td>Final Disposition + 2 years</td>
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<tr>
<td>Conference</td>
<td>CONF-001</td>
<td>Conference &amp; Midyear Working Files (articles, bid specifications, bios, correspondence, hotels, master plan, schedule, site possibilities, session profiles, speakers, transportation, unsuccessful)</td>
<td>Conference or Midyear + 2 years</td>
<td>Yes: Current Mag, Ppr</td>
</tr>
<tr>
<td>Conference</td>
<td>CONF-002</td>
<td>Conference: Sessions, Education, Speaker Profiles, Session Profiles, etc.</td>
<td>Conference + 4 years</td>
<td>Yes: Current Mag, Ppr</td>
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<tr>
<td>Conference</td>
<td>CONF-003</td>
<td>Conference: Public Relations &amp; Promotions</td>
<td>Conference + 5 years</td>
<td>Mag, Ppr</td>
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<tr>
<td>Lead Dept.</td>
<td>CONF-004</td>
<td>Contracts &amp; Agreements: Conference, Entertainment, Leases, Projects, Agreements, Professional Services, Speakers, Sponsorship Agreements, RFP's &amp; Bids</td>
<td>Completion / Conference + 4 years</td>
<td>Yes: Current Mag, OD, Mfr, Ppr</td>
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<tr>
<td>Lead Dept.</td>
<td>CONF-005</td>
<td>Contracts &amp; Agreements: Unsuccessful bids &amp; proposals</td>
<td>Bid Opening +2 years</td>
<td>Ppr</td>
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Conference CONF-006 Press Releases - Conference 2 years | 2 years | Mag, Ppr | Follows Correspondence retention and municipal practice
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**EDUCATION**

<table>
<thead>
<tr>
<th>Education</th>
<th>Central Files</th>
<th>Athenian Dialogues (Enrollment Form, etc.)</th>
<th>2 years</th>
<th>2 years</th>
<th>Mag, Ppr</th>
<th>Department Preference</th>
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</thead>
<tbody>
<tr>
<td>Education</td>
<td>ED-001</td>
<td>CMC / MMC Requirements (Board-approved criteria to receive CMC or AAE) Includes a blank application and brochure - History of Requirements for</td>
<td>P</td>
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<td>Education</td>
<td>ED-002</td>
<td>CMC / MMC - ACTIVE Members: Applications, Copy of Original CMC / MMC Certificate, President's Letter, Congratulatory Letter, Re-issues of CMC, Athenian Dialog</td>
<td>Completion of Designation</td>
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<td>Education</td>
<td>ED-002.1</td>
<td>CMC / MMC - INACTIVE Members: Applications, Supporting Documentation (CMC or MMC not completed)</td>
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<td>2 years</td>
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<td>Education</td>
<td>ED-003</td>
<td>CMC / MMC: Requests for Copies or Re-Issue of CMC / MMC</td>
<td>3 years</td>
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<td>Mag, Ppr</td>
<td>For Certification</td>
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<td>Education</td>
<td>ED-004</td>
<td>CMC / MMC: Backup / Remaining Packet - Application, Support Letters</td>
<td>3 years</td>
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<td>Education</td>
<td>ED-005</td>
<td>CMC / MMC: Legacy Files / Old Files (By Jurisdiction, not Member)</td>
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<td><strong>Follows municipal practice</strong></td>
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<td>Education</td>
<td>ED-006</td>
<td>Education Evaluation Forms / Conference Surveya (Sessions, speakers, etc.)</td>
<td>When No Longer Required</td>
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<td>Education Guidelines &amp; Policies</td>
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<td>ED-008</td>
<td>Institute Applications - Successful</td>
<td>1 year</td>
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<td>Institute Applications - Unsuccessful</td>
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<td>Education</td>
<td>Central Files</td>
<td>Institute Attendance List</td>
<td>1-year</td>
<td>Mag, Ppr</td>
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<td><strong>Institutes maintain transcripts; the Certificates now contain hours</strong></td>
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<tr>
<td>Education</td>
<td>ED-010</td>
<td>Institute Directors Colloquium / Discussion Notes / Minutes / Summaries</td>
<td>3 years</td>
<td>Mag, Ppr</td>
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<tr>
<td></td>
<td></td>
<td><strong>Department Preference</strong></td>
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<tr>
<td>Education</td>
<td>ED-011</td>
<td>Institute Profiles</td>
<td>When No Longer Required</td>
<td>Mag, OD, Mfr, Ppr</td>
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<td><strong>Transitory records posted on the Internet</strong></td>
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<td>X</td>
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<tr>
<td>Education</td>
<td>ED-012</td>
<td>Institute Reports / Institute Annual Reports (Curriculum, Evaluation, etc. - from various States)</td>
<td>2 years 5 years 7 years</td>
<td>Mag, OD, Mfr, Ppr</td>
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## IIMC - RECORDS RETENTION SCHEDULE

<table>
<thead>
<tr>
<th>Office of Record</th>
<th>Retention No.</th>
<th>Records Description</th>
<th>Retention / Disposition</th>
<th>Comments / Reference</th>
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<tr>
<td>(OFR)</td>
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<tr>
<td><strong>FINANCE</strong></td>
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<tr>
<td>Finance</td>
<td>FIN-001</td>
<td>1099's Issued</td>
<td>2 years</td>
<td>5 years</td>
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<tr>
<td>Finance</td>
<td>FIN-002</td>
<td>Accounts Payable (Invoices, etc)</td>
<td>2 years</td>
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<tr>
<td>Finance</td>
<td>FIN-003</td>
<td>Accounts Receivable (Includes memberships, etc.)</td>
<td>2 years</td>
<td>5 years</td>
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<tr>
<td>Finance</td>
<td>FIN-004</td>
<td>Annual Financial Report</td>
<td>2 years</td>
<td>P</td>
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<tr>
<td>Finance</td>
<td>FIN-005</td>
<td>Audits - Annual</td>
<td>2 years</td>
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<tr>
<td>Finance</td>
<td>FIN-006</td>
<td>Audits - Single Act or Special Audits</td>
<td>2 years</td>
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<tr>
<td>Finance</td>
<td>FIN-007</td>
<td>Audits - Working Papers &amp; Confirmation Letters</td>
<td>2 years</td>
<td>3 years</td>
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<tr>
<td>Finance</td>
<td>FIN-008</td>
<td>Bank Deposit Slips</td>
<td>2 years</td>
<td>3 years</td>
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<tr>
<td>Finance</td>
<td>FIN-009</td>
<td>Bank Statements</td>
<td>2 years</td>
<td>3 years</td>
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</table>

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<td>2 years</td>
<td>3 years</td>
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<tr>
<td>Finance</td>
<td>FIN-010</td>
<td>Budgets - Adopted</td>
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<td></td>
<td>FIN-011</td>
<td>Budgets - Working Files</td>
<td>2 years</td>
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<td>Finance</td>
<td>FIN-012</td>
<td>Canceled Checks</td>
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<td>Finance</td>
<td>FIN-013</td>
<td>Conference Registration Forms (Originals)</td>
<td>2 years</td>
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<tr>
<td>Finance</td>
<td>FIN-014</td>
<td>Credit Card Program (except Contract)</td>
<td>2 years</td>
<td>3 years</td>
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<td>Finance</td>
<td>FIN-015</td>
<td>Daily Sales Records (Batch Posting)</td>
<td>2 years</td>
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</tr>
<tr>
<td>Finance</td>
<td>FIN-016</td>
<td>Depreciation Schedules</td>
<td>2 years</td>
<td>3 years</td>
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<tr>
<td>Finance</td>
<td>FIN-017</td>
<td>Expense Reports &amp; Entertainment Records</td>
<td>2 years</td>
<td>3 years</td>
</tr>
<tr>
<td>Finance</td>
<td>FIN-018</td>
<td>Financial Statements (Audited)</td>
<td>2 years</td>
<td>P</td>
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<tr>
<td>Finance</td>
<td>FIN-019</td>
<td>Fixed Asset Reports and Information (Spreadsheet)</td>
<td>2 years</td>
<td>3 years</td>
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<tr>
<td>Finance</td>
<td>FIN-020</td>
<td>General Ledgers - Year End</td>
<td>2 years</td>
<td>3 years</td>
</tr>
</tbody>
</table>

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<td>Finance</td>
<td>FIN-021</td>
<td>General Ledgers &amp; Reports, Monthly</td>
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<td>3 years</td>
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<td>Finance</td>
<td>FIN-022</td>
<td>ICMA, Deferred Compensation, &amp; Retirement</td>
<td>1 year</td>
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<td>Finance</td>
<td>FIN-023</td>
<td>Inventories / Year End Only</td>
<td>2 years</td>
<td>5 years</td>
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<tr>
<td>Finance</td>
<td>FIN-024</td>
<td>Tax Exemptions</td>
<td>1 year</td>
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<tr>
<td>Finance</td>
<td>FIN-025</td>
<td>Tax Returns</td>
<td>2 years</td>
<td>5 years</td>
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**HUMAN RESOURCES**

<table>
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<tr>
<th>Human Resources</th>
<th>Retention No.</th>
<th>Records Description</th>
<th>Retention / Disposition</th>
<th>Comments / Reference</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>HR-001</td>
<td>Applications for Employment (Unsuccessful)</td>
<td>4 3 years</td>
<td>Ppr</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>State Law requires 4 2–3 years; EEOC / FLSA / ADEA (Age) requires 3 years; 29 CFR 1627.3(a)(5) and (6), 8 CCR §11040.7 (c), GC §12946, 12960</td>
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<tr>
<td></td>
<td>HR-002</td>
<td>Employee Grievances</td>
<td>Final Disposition + 2 years</td>
<td>Mag, Ppr</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Final Disposition + 2 years</td>
<td>All State and Federal laws require retention until final disposition of formal complaint; State requires 2 years after action is taken; GC §§12946, 34090</td>
</tr>
<tr>
<td></td>
<td>HR-003</td>
<td>Payroll &quot;Time Cards&quot; Completed and Signed by Employees</td>
<td>2 years 3 years 5 years</td>
<td>Yes: Current  Mag, Ppr</td>
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<tr>
<td></td>
<td></td>
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<td></td>
<td>Ca. requires 2 yr min.; IRS requires 4 yrs; FTB retains for 3 yrs; Published articles 5-8 years; Other cities 2 - 20 yrs; IRS Reg §31.6001-1(e)(2), 26 CFR 31.6001-1, R&amp;T §19530; LC §1174(d)</td>
</tr>
</tbody>
</table>

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<tr>
<td>Finance</td>
<td>HR-004</td>
<td>Payroll Registers</td>
<td>2 years</td>
<td>3 years</td>
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<tr>
<td>Human Resources</td>
<td>HR-005</td>
<td>Personnel Files: Medical File - All (Includes pre-employment physical, medical records, etc.)</td>
<td>Separation + 2 years</td>
<td>Separation + 30 years</td>
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Human Resources | HR-006 | Personnel Files: **Regular File** (Includes Application, W-4s, Excludes Medical Records) | Separation + 7 years | Separation + 7 years | Yes: Current | Mag, Mfr, OD, Ppr | X | Yes: After Separation |
|-----------------|--------|---------------------------------------------------------------------------------|-------------------|-------------------|------------|--------------|---|----------------------|
|                 |        |                                                                                  |                   |                   |            |              |   | Department Preference; EEOC/FLSA/ADEA (Age) requires 3 years for promotion, demotion, transfer, selection, or discharge; State Law requires 2 -3 years; retirement benefits is 6 years from last action; 29 CFR 1602.31 & 1627.3(b)(ii), 8 CCR §3204(d)(1) et seq., GC §§12946, 34090; 29 USC 163

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<table>
<thead>
<tr>
<th>Office of Record</th>
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<th>Records Description</th>
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<th>Comments / Reference</th>
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<td>Total Retention</td>
<td>Vital?</td>
<td>Media Options</td>
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<td>Destroy Paper after Imaged &amp; QC’d?</td>
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| Human Resources | HR-007 | Workers Compensation Claim Files | Separation + 2 years | Separation + 30 years | Yes: Open Claims | Mag, Mfr, OD, Ppr | X | Yes: When Inactive | Files maintained separately; Drug testing is required for 1 or 5 years (D.O.T. Requires 5 years for positive drug tests, refusals, annual summaries, etc, 1 year for negative tests); EEOC / FLSA / ADEA (Age) requires 3 years physical examinations; State Law requires 2 years; Claims can be made for 30 years for toxic substance exposure; 8 CCR §3204(d)(1) et seq., 29 CFR 1627.3(b)(v), GC §§12946, 60201; 49 CFR 655.71 et seq.; 49 CFR 382.401 et seq. GC |

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</tr>
<tr>
<td>MCEF</td>
<td>MCEF-001</td>
<td>Donors</td>
<td>2 years</td>
<td>Ppr</td>
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<tr>
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<td>Follows Accounts</td>
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<tr>
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<td>Receivable Retention; Other</td>
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<td>private organizations show 5</td>
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<tr>
<td>MCEF</td>
<td>MCEF-002</td>
<td>Donors - Charter</td>
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<td>Mag, Mfr, OD, Ppr</td>
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<td>Historical Value</td>
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<tr>
<td>MCEF</td>
<td>MCEF-003</td>
<td>Endowments, Foundations: Outside Organizations</td>
<td>2 years</td>
<td>Ppr</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td>Resources outdated; follows municipal practice</td>
</tr>
<tr>
<td>MCEF</td>
<td>MCEF-004</td>
<td>Grants (Applications, Reports, and Financial Information) - MCEF's application for a Grant from another Source</td>
<td>2 years</td>
<td>Mag, Ppr</td>
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<tr>
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<td>Uniform Admin.</td>
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<tr>
<td></td>
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<td></td>
<td>Requirements for Grants to Local Governments is 3 years from expenditure report; 2 CFR 334; 29 CFR 97.42; Grant issuer has requirements under various CFR's</td>
</tr>
<tr>
<td>MCEF</td>
<td>MCEF-005</td>
<td>Grants or Scholarships given to IIMC members (Correspondence, Notices, UNSUCCESSFUL Applications)</td>
<td>2 years</td>
<td>Mag, Ppr</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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<table>
<thead>
<tr>
<th>MCEF</th>
<th>MCEF-006</th>
<th>Grants or Scholarships given to IIMC members (Financial Information, Reports, SUCCESSFUL Applications, &amp; Summaries)</th>
<th>2 years</th>
<th>P</th>
<th>P</th>
<th>Yes: Current</th>
<th>Mag, Mfr, OD, Ppr</th>
<th>X</th>
<th>Yes</th>
<th>Department Preference; Uniform Admin.. Requirements for Grants to Local Governments is 3 years from expenditure report; 2 CFR 334; 29 CFR 97.42</th>
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<tbody>
<tr>
<td>MCEF</td>
<td>MCEF-007</td>
<td>Proposals &amp; Donation Requests - GRANTED</td>
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<td>3 years</td>
<td>5 years</td>
<td>Yes: Current</td>
<td>Mag, Ppr</td>
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<td>Follows Accounts Receivable Retention</td>
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<tr>
<td>MCEF</td>
<td>MCEF-008</td>
<td>Proposals &amp; Donation Requests - NOT GRANTED</td>
<td>2 years</td>
<td>2 years</td>
<td></td>
<td></td>
<td>Mag, Ppr</td>
<td></td>
<td></td>
<td>Follows municipal practice</td>
</tr>
</tbody>
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## Membership

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<th>Comments / Reference</th>
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<td></td>
<td>Total Retention</td>
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<td>Vital?</td>
<td>Media Options</td>
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<td>Destroy Paper after Imaged &amp; QC’d?</td>
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<tr>
<td><strong>MEMBERSHIP</strong></td>
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### Membership
- **MEM-001**
  - **Correspondence**: IMIS Cancellation Notice
  - **Retention**: After Entry into IMIS
  - **Destruction**: After Entry into IMIS
  - **Media Options**: Mag, Ppr
  - **Comments**: Department preference for historical membership data; Data Fields are interrelated; may be Imported into LaserFiche via computer file on a regular basis.

- **MEM-002**
  - **IMIS / Millennium Database**
  - **Retention**: P
  - **Destruction**: P
  - **Media Options**: Yes, Mag, OD
  - **Comments**: Department preference for historical membership data; Data Fields are interrelated; may be Imported into LaserFiche via computer file on a regular basis.

- **MEM-003**
  - **IMIS / Millennium Printouts (Member Profiles, etc)**
  - **Retention**: Copies - When No Longer Required
  - **Destruction**: Copies - Until entry in IMIS
  - **Media Options**: Mag, Ppr
  - **Comments**: IMIS Database is the original record

- **MEM-004**
  - **Membership Applications**
  - **Retention**: 5 years
  - **Destruction**: Yes: Until entry in IMIS
  - **Media Options**: OD, Mfr, Ppr
  - **Comments**: Certification & Historical Value

- **MEM-005**
  - **Membership History Cards (Pre-Computer / Pre-IMIS)**
  - **Retention**: 5 years
  - **Destruction**: 5 years
  - **Media Options**: OD, Mfr, Ppr
  - **Comments**: Summarizes past membership activity
## IIMC - RECORDS RETENTION SCHEDULE

<table>
<thead>
<tr>
<th>Office of Record</th>
<th>Retention No.</th>
<th>Records Description</th>
<th>Retention / Disposition</th>
<th>Comments / Reference</th>
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If you are not the Office of Record, you may destroy your copy at any time.

Litigation, investigations, complaints and/or claims suspend normal retention periods (retention resumes after settlement).

Retentions begin when the act is completed and imply full file folder + (2 years), since destruction is normally performed by file folder.

### PUBLIC RELATIONS / MARKETING

<table>
<thead>
<tr>
<th>PR / Marketing</th>
<th>PR-001 Annual Reports</th>
<th>2 years</th>
<th>P</th>
<th>P</th>
<th>Mag, OD, Mfr, Ppr</th>
<th>X</th>
<th>No</th>
<th>Follows Executive Board and municipal practice</th>
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</thead>
<tbody>
<tr>
<td>PR / Marketing</td>
<td>PR-002 Conference Historical Files (Program, sample Delegate packet, etc.)</td>
<td>2 years</td>
<td>P</td>
<td>P</td>
<td>Mag, OD, Mfr, Ppr</td>
<td>X</td>
<td>Yes</td>
<td>Follows Executive Board and municipal practice</td>
</tr>
<tr>
<td>PR / Marketing</td>
<td>PR-003 News Digest</td>
<td>2 years</td>
<td>P</td>
<td>P</td>
<td>Mag, OD, Mfr, Ppr</td>
<td>X</td>
<td>No</td>
<td>Graphics maintains originals permanently for historical value; Follows Executive Board retention and municipal practice</td>
</tr>
</tbody>
</table>
### IIMC - RECORDS RETENTION SCHEDULE

<table>
<thead>
<tr>
<th>Office of Record</th>
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<tr>
<td>(OFR)</td>
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### RESOURCE CENTER

<table>
<thead>
<tr>
<th>Resource Center</th>
<th>RC-001</th>
<th>Resource Center Publications Issued by IIMC</th>
<th>5 years</th>
<th>P</th>
<th>P</th>
<th>Mag, OD, Mfr, Ppr</th>
<th>X</th>
<th>No</th>
</tr>
</thead>
</table>

One original is retained for historical value; publications older than 5 years old should be removed from publication to membership unless reviewed and approved by appropriate IIMC committees (commitment to quality,
Background:
Membership on the 2021 / 2022 Budget & Planning Committee is comprised of:
• Gail Pomroy, MMC, Chair
• Brenda K. Young, MMC, Vice-Chair
• Terri Kowal, MMC
• Mary Johnston, MMC
• Sheri L Pierce, MMC
• Pamela Smith MMC
• Mary Ann Hess, MMC (Board Liaison)
• Chris Shalby, IIMC Executive Director (Non-Voting Staff Liaison)

2021 / 2022 Committee Goals as assigned are:
1. Develop and identify areas for improvement in the annual balanced budget, to be submitted to the Board of Directors for approval.
2. Develop a five-year capital items projected needs list.
3. Monitor quarterly expense and revenue reports from the Executive Director and bring areas of concern to the attention of the Board of Directors, ensuring the adopted budget is adhered to.
4. Review the expenses and revenues associated with the Annual Conference and report on profit/loss.
5. Review and report to the Board of Directors issues raised in the Auditor's Management Letter and Report.

Discussion:
Staff distributed to the committee information on the current 2021 budget and the proposed 2022 budget. A meeting of the Budget & Planning committee to review this information and recommend a proposed 2022 budget was held on Friday, September 10, 2021 at the Hilton Garden Inn Conference Room in Rancho Cucamonga, California. Committee members present were Gail Pomroy, Brenda Young, Mary Johnston, Sheri Pierce, Terri Kowal, Mary Ann Hess, Pamela Smith (via Zoom) & Chris Shalby. IIMC Finance Specialist Janet Pantaleon also attended.

The Committee reviewed the Budget Committee Appointment Policy and recommended it be referred to the Policy Committee for review.

The Committee reviewed and accepted the 2021 Budget Report as presented.

**Review of Auditor’s Compilation Report & Financial Statements:**
The Auditor’s Compilation Report and Financial Statements were reviewed for the 2020 year-end and there were no significant findings.

**2021 Budget Report**

**Five Year Capital Items Projected Needs List:**
The 2022 - 2026 Five Year Capital Expenditures Plan was reviewed by the Committee. ED Shalby explained the proposed expenditures regarding Computer equipment acquisition, A/C Unit, Cable line Upgrades, dumbwaiter and other reasonable upgrades and expenditures.

**2021 Projected Year-End Budget Notes:**
ED Shalby and Staff reported that the 2021 Year-End projected budget is anticipated to end with a profit of $4,619, an increase from the initial projection of a deficit of $60,059. The 2021 Conference was projected to be in the negative $150,190 due to the unpredictability of Covid and its effect on attendance in Grand Rapids. The 2021 Conference is now projected to have a loss of $20,027. This $130,163 difference in projected loss helps with the overall bottom line. IIMC realized consistency in sponsorships, had less costs in Food and Beverage, reduced staff attendances and less expenses for certain events. IIMC received strong hotel rebates and commissions and also had savings realized from reduced Executive Committee and staff travel due to the cancellation of association conferences. There has been an increase in virtual institutes and distance education and a savings in the vacant Office Manager position for 7 months.

Committee accepted the projected 2021 budget as presented, knowing there could be changes to the bottom line as the year end ends.

**2022 Projected Budget:**

Committee discussed the 2022 budget presented by IIMC Staff and Management notes.

The following was discussed and was be presented to the Board of Directors:

1. **An increase of $25.00 to the 2022 Conference Delegate registration fee.** Currently, the fee is $600.00 per delegate and we are recommending an increase to $625.00 early bird. The Committee deliberated a proposed $50.00 fee; however, the decision to keep it at $25.00 was felt to be more acceptable to our attendees. The last Delegate fee increase was in 2016. The cost of doing business continues to increase and just keeping up with those increases does not assure us of a successful conference bottom line.

2. **Reducing the Opening Reception costs from $25,000 to $10,000.** This is a one-hour reception held in the exhibit hall early Sunday evening that delegates may or may not
attend before heading out to dinner. The savings will still allow IIMC to provide delegates with a drink/refreshment ticket to visit the hall and network.

3. **Conference Registration Proposal** – This proposal was recommended by staff and received approval from IIMC’s Conference Committee to launch for 2022.

The projected budget for year-end 2022 is currently $22,958 in the negative, however if the Delegate registration fee is increased and the Opening Reception budget is decreased, the projected budget would be in the positive $8,292. The 2022 budget incorporates $40,000 for a part-time Financial Specialist.

**Summary:**
As noted above, the projected 2022 Budget is projected to have a $22,958 deficit. With an increase to conference registration and a decrease to the Opening Reception, a positive balance of $8,202 is projected.

IIMC’s Finances are strong due to the efforts of the IIMC Board in recent years to create and implement policies and procedures that ensure budgets are adhered to and proper oversight of finances is in place. The lion’s share of the praise for IIMC’s financial success, however, is reserved for IIMC Staff, who operationalize the budget and finance policies. Staff continues to be committed to maximizing customer service within budgets and are often looking for ways to constrain costs without affecting deliverables. The Committee offers its praise to both the IIMC Board and Staff and urges continued vigilance in the future to ensure IIMC’s long-term health.

**Budget and Planning Committee Recommendations**

**Recommendation 1:** The Committee recommends that the Board accept the projected 2021 budget as presented, understanding there may be slight modifications between now and year-end.

**Recommendation 2:** The Committee recommends a $25 increase for Conference Registration for Regions I-IX only, for the 2022 Annual Conference.

**Recommendation 3:** Pending available funds following the first or second quarter, the hiring of a part-time Financial Specialist.

**Recommendation 4:** Reducing the line item budget from $25,000 to $10,000 for the Opening Reception at the 2022 Annual Conference.

**Recommendation 5:** Reducing the line item budget from $25,000 to $10,000 for the Opening Reception at the 2022 Annual Conference.

**Management’s Comments:**
We appreciate this Committee’s support of and confidence in staff’s financial acumen and projections. The increase in Conference registration and the reduction of the Opening Reception’s costs are both a huge help, although IIMC is still lagging in terms of meeting the costs of doing business in conference cities. However, it’s a help. We agree with all of the Committee’s recommendations and thank them for their support and leadership.
March 30, 2022
(The metrics in this report reflect data collected 09/2021 – 03/2022)

IIMC continues to increase outreach, strengthen support and provide resources through communication. Milestones are summarized below.

**WEBSITE**
The Communications Department has been working to improve the suite of resources on the IIMC website and ease of access for members.

**Milestones:**
- Expanded the IIMC Calendar to include opportunities as they are submitted to the Education Department, this includes individual courses, Athenian Dialogues, and the Online Professional Development Program. Members may subscribe specific calendars for Athenian Dialogues, the Online Professional Development Program, and specific Regions.
- Worked closely with the IIMC Public Relations and Marketing Committee to develop new materials for Municipal Clerks Week and populated the website with new 2022 materials.
- Created a shortcut for Global News Updates and Education Opportunities.

**Metrics:**
Views – 59K. 83% of unique visitors access the website from desktops and 17% from mobile devices.

**E-BRIEFINGS**
E-Briefings continue to be our most frequent communication. The E-Briefing incorporates release of the monthly *News Digest*, to increase efficiency in communications and reduce mass mail fatigue for recipients.

**Metrics:**
Average open rate – 28%. It is notable that the E-Briefing issues with the highest open rates feature the *News Digest* and pertain to conference news and resources.

**NEWS DIGEST**
The *News Digest* is produced monthly. We have shifted our delivery strategy to redirecting readers to the IIMC website rather than promoting an outside link as a part of the effort to drive traffic to the website and to increase accessibility to archived *News Digests*. 
A longstanding goal for The News Digest has been to increase content authored by members. A major milestone from the last six months is the Clerk Memoirs From The Pandemic series authored by the IIMC Public Relations and Marketing Committee. Committee member, Chad Daggett, CMC, also designed the December 2021 cover.

**COMMUNICATIONS AND EDUCATION**
The Communications Department will continue to work closely with the Education Department to create materials and disseminate messaging to assist with education programming, including the annual conference. The Communications Department designed and developed publications and produced the video training for Phases I and II of the revamped conference registration process.

The Communications Department built the web page and calendar for the Online Professional Development Program launched in March 2022.

**ONLINE RESOURCES**
The Communications Department continues to work with President Sheri Pierce, MMC, to produce the “Coffee Break with President Sheri” series.

**SOCIAL MEDIA (Facebook)**
IIMC member social media participation takes place almost exclusively on Facebook. At this time, IIMC focuses energies pertaining to social media on improving use of Facebook rather than expanding use of other social media platforms.

IIMC is currently campaigning to increase membership to Facebook Region groups to increase a sense of community. Below is a comparative chart of numbers of members for each Region Facebook group.

IIMC also launched the International Buddy group as a second component of the International Buddy initiative to increase community between Region XI and Regions I-X and the 76th IIMC Annual Conference – Little Rock group.

<table>
<thead>
<tr>
<th>Region</th>
<th>September 2021</th>
<th>March 2022</th>
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<tbody>
<tr>
<td>I</td>
<td>78</td>
<td>106</td>
</tr>
<tr>
<td>II</td>
<td>159</td>
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<td>IV</td>
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<tr>
<td>V</td>
<td>215</td>
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<td>VI</td>
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<td>VII</td>
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<tr>
<td>VIII</td>
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<tr>
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<td>19</td>
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<tr>
<td>XI</td>
<td>28</td>
<td>36</td>
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<tr>
<td>Intl Buddy</td>
<td>--</td>
<td>101</td>
</tr>
<tr>
<td>76th Annual Conference</td>
<td>--</td>
<td>205</td>
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</table>
COMMUNICATIONS AND MEMBERSHIP SERVICES
The Communications Department designed and systemized distribution of the IIMC Membership Card. This campaign eased the conference registration process—for which members needed their identification number—and prompted several members to pay delinquent dues or several others to renew their memberships early.

Management’s Comments:
This Department continues to be consistent and present regarding member outreach, resources and communication. IIMC’s website is fully loaded with information and graphics, navigating not only members but vendors, future conference bidders and others to reach out and contact us about the possibility of future business. IIMC’s social media content is prevalent, current and easily accessible, providing IIMC with a manageable and fruitful resource that adds value to the cost of IIMC membership.

This year, the Department also undertook the responsibility of developing the Region XI buddy program, helping members connect with members throughout the world.
To: IIMC Board of Directors
From: Janis Daudt, Director of Member Services
Tammy Storrie, Member Services Representative
Iris Hill, Education/Membership Assistant
Date: March 31, 2022
Subject: Member Services Department -- Year-End

In early 2020, Member Services knew that we had to be prepared for members being unable to pay their dues on time or at all. We were not sure if our members were working from home, how many would be laid off, how many municipalities would be under budget constraints. We immediately created a department go-to format to determine how we were going to be able to assist our members in remaining with IIMC. To date, we assisted only six members, two reached out to ask for assistance and the others were calling to cancel their memberships dues. We assisted them and kept six members that would have cancelled. We need to convey to our members that we are their association, and we are here for them.

Primarily, we do not want members to cancel without asking IIMC if there are options. I am sure they do not want to ask for assistance, but there may come a time. It is better to receive a smaller amount for dues than not at all and lose membership. Word of mouth may be the best way to share this information.

Our Member Drives slowed in 2020 and 2021. Our upcoming member drive will offer a free education course for those signing up. We are still in discussion regarding the process. We hope to begin the campaign in mid-July 2022.

Our Region Director Challenge has had successful results for 2021-22. We appreciate the Region Director’s willingness to participate. There were twenty new members brought in and the winner of the Region Director Challenge is Diane Pflugfelder, MMC with eight new members - Susan Haag, MMC with six, Celyn Hurtado, CMC with three, Camilla Pitman, MMC with two and Denise Hoy, CMC with two. IIMC will provide two complimentary Little Rock, AR conference registrations to Diane. Congratulations!

IIMC’s website allows our members to locate what they are looking for with ease. We have eliminated the member only section. Our members may email or call us when in need of member contact information.
Our Members have the convenience to pay their member dues online 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 job descriptions we receive from prospective new members each week. Tammy Storrie inputs new membership applications daily. Iris Hill sends new member packets bi-monthly. 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 have plans to make the new member packets fully online where our New Members will receive their personalized Membership and Ethics Certificates, copy of the Language of Local Government booklet, Mentor/Mentee Application and an IIMC Brochure along with a letter of Greeting from the IIMC President. Our new members will receive their packets the same week they join IIMC. This will be so much more efficient than mailing the packets out and cost effective.

Our membership numbers remain strong but finding that members that have not entered the Certification Program are likely to cancel their membership 1 to 2 years after joining IIMC. We hope to remedy this with more personal contact and automated information.
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 updates all the State/Provincial/National Association Presidents, Education Chairs and News Editors and their contact information monthly. If we do not receive notification of an incoming President, we check the association website to see who the new President is and if the website has not been updated, we call to collect all necessary information.

We have created a “initiative-taking” 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 their retired benefits.

We are looking into creating a “Student Membership” as we receive calls throughout the year from people wanting to take a closer look at local government and how they may get a sense of what the City Clerk must know when entering the profession.

Twenty-five year Membership Certificates have always been sent out, but we are adding 30 and 40 year certificates to celebrate our members that have been with us for that length of time.

As of the date of this report, IIMC Membership count is 14,507

Management’s Comments:
We look forward to launching a new membership drive, creating a new category to potential student members, continuing with retired members, developing new certificates in appreciation of members with 25 or more years of membership and the consistent and personal service the Department continues to provide members. Special thanks to the Department and the Communications Department for creating and distributing the new electronic membership ID card.