AMCA ARIZONA MUNICIPAL CLERKS' ASSOCIATION	**ARIZONA MUNICIPAL CLERKS' ASSOCIATION EXECUTIVE BOARD REGULAR MEETING AGENDA** **Thursday, August 29, 2024** **10:00 a.m.** **Microsoft Teams** Need help? **Join the meeting now** Meeting ID: 243 884 393 000 Passcode: TMq5vZ

Board Members: Carla Reece, President; Sarah Siep, Vice President; Annie Meredith, Secretary; Terri Roth, Board Director – Small Communities, Ben Lane, Board Director – Large Communities

1. **CALL TO ORDER/ROLL CALL**

2. **MINUTES**
   A. **Possible Approval of the August 14, 2024 AMCA Executive Board Special Meeting Minutes**

3. **IIMC UPDATE**

4. **NEW BUSINESS**
   A. **Review, Discussion and Possible Action to form Ad Hoc Strategic Planning Committee**
   B. **Executive Board Retreat –** September 26, 2024

5. **COMMITTEE ASSIGNMENTS AND GOALS**
   A. **CAMPAIGN FINANCE COMMITTEE** (Sharon Antes, Chair; Lisa Anderson, Co-Chair; Ben Lane, Board Liaison)
   B. **COMMUNICATIONS COMMITTEE** (Marcella Sarmiento, Chair ; Judy Martinez, Co-Chair ; Ben Lane, Board Liaison)
   C. **EDUCATION COMMITTEE** (Rommel Cordova, Chair; Janet Pierson, Co-Chair; Ben Lane, Board Liaison)
   D. **ELECTION COMMITTEE** (Fatima Fernandez, Chair; Tami Mayes, Co-Chair; Sarah Siep, Board Liaison)
   E. **HANDBOOK AND CONSTITUTION COMMITTEE** (Summer Stewart, Chair; Rommel Cordova, Co-Chair; Sarah Siep, Board Liaison)
   F. **LEGISLATIVE COMMITTEE** (Denise Archibald, Chair; Summer Stewart, Co-Chair; Sarah Siep, Board Liaison)

G. **MEMBERSHIP/MENTORING/REGIONAL LEADERS COMMITTEE** (Jennifer Ekblad, Chair; Jasmine Pernicano, Co-Chair; Annie Meredith, Board Liaison)
H. **RECORDS MANAGEMENT COMMITTEE** (Victoria Roedig, Chair; Tami Mayes, Co-Chair; Annie Meredith, Board Liaison)
I. **SCHOLARSHIP/MARKETING COMMITTEE** (Kristen Lecuyer-Benavidez, Chair; VACANT, Co-Chair; Terri Roth, Board Liaison)

6. **GOOD OF THE ORDER/COMMENTS FROM COMMITTEE MEMBERS**

7. **NEXT REGULAR MEETING DATE:** THURSDAY, OCTOBER 24, 2024 10:00 AM

8. **ADJOURNMENT**

Carla R. Reece

Carla Reece
AMCA President

ARIZONA MUNICIPAL CLERKS' ASSOCIATION
SPECIAL BOARD MEETING MINUTES
August 14, 2024

1. **CALL TO ORDER/ROLL CALL**

   Meeting was called to order by President Carla Reece at 11:30 a.m.

   Board Members Present: Carla Reece, President; Sarah Siep Vice-President; Annie Meredith, Secretary; Terri Roth, Board Director- Small Community

   Board Member Absent: none

   Attending Association Members: Annie Reidhead, Marcella Sarmiento, Ben Lane

1. **NEW BUSINESS**

   A. **Canvass of Election – Board Director – Large Communities**

   President Reece asked if everyone had a chance to review the canvas materials provided and the board members had.

   Board Member Terri Roth made a MOTION to APPROVE the canvass, APPOINTING Ben Lane to the AMCA Board as Board Director- Large Community. Vice-President Sarah Siep SECONDED and it carried unanimously.

   B. **AMCA Committee Assignments and Board Liaisons**

   President Reece shared that she provided updated committee assignment sheets for review. She asked Board Director Roth if she would be willing to serve as the board liaison to the Ad-Hoc committee for updating the strategic plan. Board Member Roth said she is ok with that assignment. Vice-President Sarah Siep volunteered to serve as the board liaison on the Handbook & Constitution Committee. President Reece shared that she would like to assign Board Member Ben Lane to the Campaign Finance Committee, because Sharon Antes will be retiring. Board Member Lane said he is ok with that assignment.

2. **ITEMS TO BE COMMUNICATED TO THE COMMUNICATION COMMITTEE**

   A. **Election Results**

   President Reece said that they will let the Communications Committee know that Ben Lane has been selected for the Board Director- Large Community position.

   Committee Chairperson Marcella Sarmiento asked if the board would like her to put out an announcement on the list serve. President Reece said that would be great.

   B. **AMCA Committee Assignments**

   President Reece shared that the committee assignments are complete with Vice-President Siep taking on the Handbook and Constitution committee.

3. **GOOD OF THE ORDER/COMMENTS FROM COMMITTEE MEMBERS**

DRAFT

Secretary Annie Meredith welcomed Ben Lane to the Board. Board Member Roth congratulated Mr. Lane. Vice-President Siep thanked Mr. Lane for his application and willingness to serve. Mr. Lane thanked the board members for their comments and expressed his appreciation to be able to serve on the Board.

4. NEXT MEETING DATE: TBD

President Reece asked the board what their availability is for future board meetings. It was discussed and decided that meetings will be held on Thursday at 10:00 a.m.

Secretary Meredith asked if there was a date in mind for the Board Retreat. It was discussed and President Reece shared that she will see if the League conference room is available on September 26th and that she will send other dates if that is not an option.

5. ADJOURNMENT

President Reece adjourned the meeting at 11:39 a.m.

Annie Meredith
Minute Taker

DRAFT

STRATEGIC PLAN

2017-2022

AMCA

ARIZONA MUNICIPAL CLERKS' ASSOCIATION

Message to the Arizona Municipal Clerks' Association

The Strategic Planning Committee respectfully submits the following document to the Arizona Municipal Clerks' Association (AMCA) Board for review, editing, adoption and implementation.

The process has been a long one with a great many of hours of work by members of the committee. We believe that we have captured and quantified the needs and wants of the members as they exist today.

A Strategic Plan is meant to be, and must be treated as, a fluid document, subject to change in response to a dynamic environment. It is a roadmap to the attainment and allocation of resources and assets for goal achievement. The Strategic Plan requires our clerk community to unite in support of a successful plan.

This strategic plan outlines the goals and expectations of the members of the organization as they exist now. Regular surveys should be sent to the membership to check satisfaction and update the goals and plan. Are we doing things right? Are we clear about organizational goals? Are we aware of accessible resources? Do we know how to approach and measure success?

It is the recommendation of the committee, that if not yearly, then at least every other year, a committee be established to survey the membership and update this plan to reflect the current needs and wants of the membership. Additionally, a SWOT analysis should be completed to determine any changes and provide a framework for the needs of the organization. The implementation of the plan is now in the hands of the Board and subsequent committees. Key areas should be distributed to existing committees for execution of specific goals that correspond to the description of the committee (Exhibit A). Additionally, the plan should be shared with the membership after adoption on both the listserve and on the AMCA website.

Respectfully,

Darcie McCracken, Chair

Lisa Garcia, Co-Chair

Strategic Plan Committee

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ARIZONA MUNICIPAL CLERKS' ASSOCIATION

Committee Members

Chair	Darcie McCracken	Glendale	623-930-3261	dmccracken@glendaleaz.com
Co-Chair	Lisa Garcia	Florence	520-868-7552	lisa.garcia@florenceaz.gov
2016/17 Board	Bev Bender	Fountain Hills	480-816-5115	bbender@fh.az.gov
2016/17 Board	Sue Stein	Bullhead City	928-763-0111	sstein@bullheadcity.com
2016/17 Board	Lynda Bushong	Yuma	92-373-5037	Lynda.Bushong@yumaaz.gov
2016/17 Board	Tracie Bailey	Payson	928-474-5242	tbailey@paysonaz.gov
2016/17 Board	Lisa Maxwell	Gilbert	480-503-6861	lisa.maxwell@gilbertaz.gov
	Ashlee Coronado	Bisbee	520-432-6011	acoronado@cityofbisbee.com
	Erica Barba	Chandler	480-782-2183	erica.barba@chandleraz.gov
	Eva Wilson	Eagar	928-333-4128	e.wilson@eagaraz.gov
	Georgia Luster	Safford	928-432-4000 x4100	gluster@ci.safford.az.us
	Gloria Leija	Casa Grande	520-421-8600 x1110	Gloria_leija@casagrandeaz.gov
	Hilary Hiser	Marana	520-382-1962	hhiser@maranaaz.gov
	Janet Pierson	Yuma	928-373-5039	janet.pierson@yumaaz.gov
	Maria Hernandez	Florence	520-868-7574	maria.hernandez@florenceaz.gov
	Mary Ellen Dunn	Clarkdale	928-639-2400	MaryEllen.Dunn@clarkdale.az.gov
	Melissa Drake	Tusayan	928-638-9909	tusayanclerk@gmail.com
	Natalie Gilstrap	Peoria	623-773-5141	natalie.gilstrap@peoriaaz.gov
	Rhonda Geriminsky	Peoria	623-773-7340	rhonda.geriminsky@peoriaaz.gov
	Sharon Antes	El Mirage	623-876-2943	santes@elmirageaz.gov
	Stacy Anderson	Youngtown	623-933-8286	sanderson_1958@msn.com
	Vicki Vivian	Benson	520-720-6311	vvivian@bensonaz.gov
	Virginia Mefford	Willcox	520-384-4271	vmefford@willcoxcity.org

Mission Vision Objectives

AMCA Mission Statement (From Handbook)

AMCA was founded in 1961. Our mission is to promote excellence and professionalism through support, communication and educational opportunities for each member. AMCA is committed to maintaining a high standard of leadership, respect, and integrity in all aspects of our operations and in our professional and business conduct. We strive to reflect the highest ethical standards in our relationships with members and provide educational and networking opportunities for the betterment and enrichment of the "Clerk" profession.

No changes.

AMCA Vision:

The Arizona Municipal Clerks' Association offers educational opportunities, networking solutions and mentoring to its members to promote professionalism, leadership and proficiency to the clerk profession.

The second line was changed from "members to promote professionalism" to "members in order to promote professionalism."

Board Action Required.

AMCA Objective Statement: (From Constitution)

To promote improvement and efficiency in the operations and administration of the municipal clerk's office in each of the cities and towns of Arizona by:

(a) Promoting cooperation between the municipal clerks by the interchange of their experiences and methods of conducting their respective offices, to the end that each may profit from the experiences and methods of the others; and

(b) Promoting periodic conferences or meetings of the municipal clerks of the cities and towns of Arizona for discussion of municipal problems and, by research, finding solutions for the same

A change to the Objective Statement would require a change to the Constitution. This would need to be discussed by the Constitution Committee and approved by vote of the membership. It was suggested that section (b) be more general. Also changing the words conferences or meetings to education or learning was discussed. AMCA President Sue Stein will task the Constitution Committee with looking to make this change.

Board Action Required.

AMCA Strategic Plan

About the Plan

The Arizona Municipal Clerks' Association strategic plan is designed to support the AMCA Board and the Members and assist in understanding and communicating the short and long-term goals of the AMCA Association. This plan is intended to align, focus, and engage every member in common goals and ensure seamless transitions when the leadership baton is passed yearly. The Plan maps the future, guides decision-making and resource allocations, and requires the involvement of all stakeholders.

The 2015-2016 AMCA Board embarked on a strategic planning process to establish a pathway for the future success of the association and the profession. The AMCA Board will work with the designated committees to achieve and maintain the established goals.

Assessment

The AMCA Strategic Plan will evaluate conditions to help determine the AMCA 2016- 2021 goals. The SWOT analysis is included as Exhibit C to the report.

Issues Facing the Associations

The Strategic Planning Committee reviewed the SWOT analysis and devised a clear list of issues facing the AMCA organization. At the November 14, 2016 meeting the Committee determined the top issues facing the organization and from that list established a three to five-year action plan.

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Goal 1. AMCA will continue to develop meaningful training and mentorship programs to assist members with professional development, knowledge of core functions of all aspects of the Clerk's arena, including special projects, leadership and public speaking.

1. Professional Speakers brought in for professional development (leadership, organization management, etc.)
2. Online training for members who cannot attend training in person (Rural – One stop Shops)
3. Develop a one-on-one mentoring program designed to train clerks by those who are experienced in the field.
4. Succession Planning Training for soon to be retiring clerks: So you are planning to leave government service in 10 years, how do you train your staff to be ready for your departure.
5. Develop training on how to make effective presentations.

Measurable Object	Status Date Assignment	Outcome
(1) At the AMCA conference, at least one professional speaker, will be engaged, beginning in 2017.	Ongoing **Ex. Bd. Assigned to Ed. Committee**	One professional speaker at each AMCA sponsored training.
(2) Beginning in Fall of 2018, provide at least one training opportunity that can be done using the internet.	By November 2018 **Ex. Bd. Assigned to Ed. Committee**	Online training provided for those who cannot attend off site training.
(3) By November of 2017, provide a list of mentors.	Ongoing **Ex. Bd. Assigned to Membership Committee**	Trained and motivated mentors assigned to new clerks.
(4) Beginning with the 2018 AMCA conference, provide a succession planning seminar every other year.	July 2018 **Ex. Bd. Assigned to Ed. Committee**	Training provided to clerks retiring within the next 3-5 years on how to succession plan. The training should be open to all; however, should

		focus on the clerk with retirement on the horizon.
(5) Clerks have training on how to make effective presentations for: - Budget - Staffing - Conferences and training - Other presentation opportunities	July 2018 **Ex. Bd. Assigned to Ed. Committee**	Provide talking points to membership as well as training on how to "sell" their budgets and key aspects of their budgets such as any increases in training, conferences and membership

Future Note:

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Goal 2. Promote the role of the municipal clerk.
1. Develop a professional speaker's bureau who will represent the Clerks at various speaking engagements/trainings/ceremonial events.
2. Clerk going out and speaking about their role - Coffee with the Clerk – Promote the campaign for municipal clerks' week with programming guides for clerks to host activities. (Encourage participation)
3. Partner to provide training Session with GFOAZ, ACMA, League, Newly Elected.

Measurable Object	Status Date Assignment	Outcome
(1) Request each AMCA Region to assign a member to speak at engagements/ceremonial events within their regions.	2018 - AMCA Board to present at the next AMCA meeting for approval by the membership. **Ex. Bd. Assigned to Region Leaders**	AMCA will gain exposure and recognition by having AMCA representatives at engagements/ceremonial events.
(2a) Actively seek Clerks to sign up to be presenters on their field of expertise. Contact IIMC to check on credits available to apply towards CMC and MMC for participation as a presenter at training sessions, and include in sign up information.	2018 - Make the signup list available at Clerks' trainings and post on the Clerks' website. **Ex. Bd. Assigned to Ed. Committee**	AMCA will have an active list of professional speakers, and AMCA members will gain credits toward CMC and MMC designations for participating as a speaker.
(2b) Prior to the next "Clerks' Week Celebration," develop a great ideas section on the Clerks' website where Clerks can contribute their successful ideas to promote clerks' week.	2019 - At AMCA training sessions and newsletters, announce the development of the website section for gathering great ideas to celebrate "Clerks Week."	AMCA will be able to promote the role of the Clerks' field.

	Ex. Bd. Assigned to Communications Committee	
(3) Contact the League to schedule one professional training session at League Conferences. Additionally, contact other professional organizations to offer the possibility of partner in a session that is beneficial to dual professions.	2019 - Contact one professional organization to partner in a training session. 2019 – Schedule a training session at the League of Arizona Cities and Towns Conference/or other training. **Ex. Bd. Assigned to Ed. Committee**	Partnerships will give AMCA members more training opportunities, as well as more exposure on the Clerks' role.

Future Note:

Goal 3. Structural development for AMCA "for the good of the organization".
1. Increase membership - Membership drive – County/Special Districts/Election Officials
2. Range Rider type program for retired clerks (more involvement for retired clerks)
3. Develop program at Institute: AMCA 101: Why AMCA makes stronger Clerks: History, Roles, and Goals of the AMCA – promotion of IIMC
4. Financial Goals

Measurable Object	Status Date Assignment	Outcome
(1a) Send training notices to County Clerks of the Board, School District Clerk's, Fire District Clerk's, and Special District Clerks and non-member clerks. (1b) Send a packet listing the benefits of becoming an AMCA member to all County Clerks of the Board, School District Clerk's, Fire District Clerk's,and Special District Clerks and non-member clerks annually. Assign regional leaders to contact all non-member clerks annually and discuss benefits of joining.	Ongoing, 60 days prior to training. Membership would create and maintain a current list, League would send out notice League to provide list of municipality that do not belong to AMCA. Region leaders to make contact. **Ex. Bd. Assigned to Membership Committee/Region Leaders and League**	Other professional clerks will become associated with the AMCA organization and decide if they would like to join. Raise money by charging non-member fees for training. Promote awareness and encourage membership.
(1c) Create a survey for retired/retiring clerks to determine who is interested in working from	Annually – Membership **Completed**	Develop an active database of clerk's that are willing to assist communities in need.

time to time and how far they are willing to travel by 2018.		
(2) Promote a Clerk Range Rider Program at the Arizona City/County Manager's Association by 2019.	Board/Speaker's Bureau Winter/Summer Conference **After much discussion and research, Ex. Board decided not to move forward with a Range Rider Program, mainly due to liability issues and the fact that another company already provides this service.**	Promotion of the Program
(3a) Develop a program in basic operation of the Clerk by 2018.	Ongoing Institute/Special Session **Ex. Bd. Assigned to Ed. Committee**	Provide basic training to new clerks.
(3b) Board to develop power point training on the role of AMCA, Why become an officer, ways to be involved by 2018.	Board/Speakers Bureau **Ex. Bd. Assigned to Past President**	Promote the AMCA and to provide information to new clerks or those who may be interested in receiving more information.
(4) Develop fiscal policies that control the recovery rate of services and specify planned use for savings.	July 2019 Past Presidents Committee **Ex. Bd. To conduct a Budget Retreat**	Develop a strategy for cost recovery, membership fees, and savings planning.

Future Note:

Goal 4. Meaningful membership.
1. Annual Athenian Dialogue
2. Empowerment session at annual conference
3. Celebrate Members
4. Work/Life balance sessions.
5. Promote regional activities
6. Host Region VIII Conference
7. Networking Opportunities

Measurable Object	Status Date Assignment	Outcome
(1) Provide a yearly Athenian Dialogue opportunity.	Ongoing. **Ex. Bd. Assigned to Ed. Committee - completed**	A yearly Athenian Dialogue opportunity is made available to promote leadership in the profession.
(2) Provide Leadership Empowerment Session at the AMCA Conference, Examples: • Diversity • Developing and Implementing a Strong you	July, 2018 **Ex. Bd. Assigned to Ed. Committee - completed**	Annual Empowerment Sessions at the AMCA Conference to "build-up" members.
(3) Provide a "Brag Board" page on the AMCA Web Site : • If you think a member has done something worthy enough, "brag" about their success on a designated board for the entire membership to see and read about.	July, 2018 **Ex. Bd. Assigned to Communications. Committee**	By sharing their accomplishments it helps in keeping the energy and momentum alive within the membership and creating a satisfied and loyal membership

(4) Work-Life Balance tips sent out quarterly in the newsletter as a new section	Ongoing Submitted by the Mentoring Program **Ex. Bd. Assigned to the Communications Committee**	This shows that AMCA is concerned about the consequences of poor work-life balance.
(5) Develop short term and long term membership programs • Short term membership programs should focus on retention of membership and can be seasonal/quarterly • Quarterly lunches/dinners at centralized restaurants • Family activities – bbq's, movie nights, etc. • Long Term Membership should focus on promoting and bringing in new members to the program. • Mentoring Committee should be very involved in this process by personally contacting new members and members whose membership is coming due.	May, 2018 Submitted by the Membership Committee **Ex. Bd. Assigned to Membership/Mentoring Committee**	Establishes a plan that the Membership Committee and the Board work hand-in-hand to eliminate potential membership issues.
(6) Organize Conferences for Region VIII and IIMC thoughtfully • Select a committee.	Application Submitted by: 2019 (IIMC – 5 year prior) 2018 (Regiong VIII – 3	Builds relationships with colleagues from the region and the U.S.

• Select the most suitable dates, prepare RFP for venue, schedule speakers and events, sponsors	year prior) **Ex. Bd. To Develop an Ad Hoc Committee to work with the League for a 2023 Event**	
(7) By providing volunteer opportunities to our Board and membership this can create networking opportunities. • Board and membership can volunteer to clean up a regional or local park • Board and membership can volunteer with non-profit organization (food bank, Make a Wish, etc.).	2018 **Ex. Bd. Discussed and agreed to have a section in the newsletter where any clerk can advertise networking opportunities through volunteerism. Additionally, any clerk can promote volunteer opportunities on the AMCA FB page or other social media so long as there is no indication that AMCA is sponsoring the event.**	This will link individuals and the organization to the communities in which they serve.

Future Note:

Goal 5. Communication
1. Communication – identify communication methods
2. Develop a suggestion program – Web site

Measurable Object	Status Date Assignment	Outcome
(1a) Visual Communication • Develop a Facebook page for AMCA • Email quarterly newsletter to membership • Email brochures to new members • Develop a page on the website for success stories and a Clerk's Wall of Fame	September, 2018 **Ex. Bd. Assigned to Communications Committee, Membership Committee and League**	Initiating a communication campaign helps transform scattered membership into a killer team that constantly keeps the eye on the larger picture, i.e. successful growth of the organization.
(1b) Written Communication • Welcome email to new members from the Board • Post training materials to the website after training session	January, 2018 **Ex. Bd. Assigned to Bd. President and League – completed**	
(1c) Verbal Communication	January, 2018	

• Region Leaders to use personal communication methods to relay important information to the membership • Phone call to new members from mentor or Region Leader	**Lisa said that there was concern that Region Leaders were not passing on information and so they wanted a more personalized approach.**	
(2) Using the website, develop a form for "members only" to offer suggestions.	November, 2018 **Ex. Bd. Assigned to Communications Committee**	

Future Note:

Exhibit A – AMCA Committees

AWARDS COMMITTEE

The Awards Committee facilitates the ordering and distribution of awards, including CMC and MMC plaques, tenure awards, and any other certificates and/or recognition that clerks have earned at the Institute/Academy and Election Certification program, including Clerk of the Year/Quill Award, and Fall and Spring Best Practices. Certificates are made available electronically and the files posted to the AMCA website.

COMMUNICATIONS COMMITTEE

The Communications Committee updates the AMCA Handbook and gathers information, organizes, and produces an electronic newsletter for Arizona clerks. The Communications Committee facilitates the communication of news through the electronic newsletter, e-mail blast and/or the official website. The Communications Committee informs the membership about AMCA activities and encourages participation in those activities promoting the mission of the AMCA Organization.

CONSTITUTION COMMITTEE

The Constitution Committee shall submit and administer all amendments to the AMCA Constitution (see Article V, Amendments, of the Constitution of the Arizona Municipal Clerks' Association).

EDUCATION COMMITTEE/Annual Conference Committee

The purpose of the Education Committee is to plan and promote the Arizona Municipal Clerks' Institute, the Advanced Academy Education program, the Election Certification Program, and the Annual Conference (when scheduled).

LEGISLATIVE COMMITTEE

The Legislative Committee shall attend the weekly Arizona League of Cities and Towns meeting and assist AMCA members by monitoring, reviewing, and evaluating pending legislation that could affect the municipal clerks' offices.

MEMBERSHIP/MENTORING COMMITTEE and REGION LEADERS

The Membership/Mentoring Committee shall coordinate membership information within the Association, including the preparation of the AMCA information brochures, with

representatives from each of the AMCA Regions. The Membership/Mentoring Committee and the AMCA Region Leaders provide an information network between municipal clerks that facilitates the exchange of information between municipal clerks' offices. The Membership/Mentoring Committee and Region Leaders were established to assist municipal clerks new to the profession or to the state through the facilitation of shared experience and information, by providing networking opportunities for the exchange of ideas, experience and information between municipal clerks' offices.

NOMINATING COMMITTEE

The purpose of the Nominating Committee is to facilitate the nomination of candidates for election by ballot for the office of Secretary. Election of the Secretary will be on an annual basis, if there is more than one candidate. The Immediate Past President may be the Committee Chair.

PAST PRESIDENTS ADHOC COMMITTEE

Temporary committee assigned to assist the AMCA Board with special projects and requests as determined by the Board.

RECORDS MANAGEMENT COMMITTEE

The Records Management Committee shall coordinate with the State (i.e. the Arizona State Library, Archives and Public Records Division) to provide the AMCA membership with contemporary municipal records retention schedules, standardized policies and procedures, training and documentation, legal risk mitigation, and disaster recovery planning assistance.

SCHOLARSHIP COMMITTEE

The Scholarship Committee receives applications, evaluates, and administers scholarships for registration fees for municipal clerks to attend training opportunities such as the IIMC Institute/Academy, etc.

STRATEGIC PLAN ADHOC COMMITTEE

Temporary committee empowered to draft the Strategic Plan for and forward a recommendation to the AMCA Board.

Exhibit B – Membership Survey Results

Question 1. What is the vision for the AMCA Board?

1. Professional Development
    1.1. Member Education and Training
    1.2. Leadership Training
    1.3. Best Practices
2. Mentoring
3. Membership
    3.1. Networking
    3.2. Increase Membership
        3.2.1. County Clerk's/District Clerks
4. Promote the Profession of City/Town Clerk
5. Develop partnerships with ACMA and ICMA
6. Policy Setting (organizational, local and state)

Question 2. Obstacles facing AMCA
Obstacles for Organization

1. Professional Development
    1.1. Developing meaningful programs at the level of the audience
    1.2. Training does not meet needs of the membership (provided by volunteers)
    1.3. Need more variety in training
    1.4. More geographic location of conferences/trainings for all to attend
2. Mentoring Program
    2.1. Need a mentoring program
3. Membership
    3.1. Lack of member participation
    3.2. Not embracing all members (Records Managers)
4. Promote the Clerk's Profession
    4.1. Clerk pay and benefits
5. Lack of resources
    5.1. Charging enough to recoup costs associated with conferences/trainings
6. Leadership
7. Communication
8. List Serve (Need to develop an archive for access to answered questions)

Obstacles for members

1. Lack of budget to attend conferences and trainings
2. Larger workload/less time to volunteer
3. Influence of politics
4. New legislation
5. Changes in record retention schedules

Question 3. AMCA Accomplishment to strive for (12 months)

1. Professional Development
    1.1. Develop professional credentialing
        1.1.1. Department
        1.1.2. Individuals
    1.2. Training and Development
        1.2.1. Continue best practices Spring and Fall
        1.2.2. More election training
        1.2.3. Develop cert beyond MMC – state level
        1.2.4. Develop training for all levels (novice, learning, expert)
        1.2.5. Election Official Recertification process
        1.2.6. Add training material and handouts to the website after training complete
2. Mentoring program for new clerks and deputies
    2.1. Leadership Training
3. Membership
    3.1. Networking
        3.1.1. Develop ways to network beyond those provided
    3.2. Create a culture of meaningful participation
        3.2.1. Stricter attendance policy for points
    3.3. Educate members on AMCA Role
    3.4. Celebrate members
    3.5. Outreach to New Members
        3.5.1. County Clerks
        3.5.2. District Clerks
4. Market the role of Municipal Clerk
    4.1. Help clerks view the role as more than clerical
5. Develop strategic plan
6. Re-Write SB1516 and Election procedures
7. Develop a more user friendly website

Accomplishments for the next five years

1. Professional Development
   - 1.1. State Certification for Clerk – Deputy Clerk
   - 1.2. Additional education events for CMC/MMC points.
   - 1.3. Develop education program levels (new/seasoned clerk)
   - 1.4. Develop program for new clerk training through AMCA
   - 1.5. Expand scholarships to include CPM Courses
   - 1.6. Yearly Athenians Dialogue Sessions.
   - 1.7. Training opportunities with GFOAZ, Attorneys' Association, ACMA
   - 1.8. Partner with neighboring states for educational/networking opportunities
   - 1.9. Writing Reports
   - 1.10. Annual conference
     - 1.10.1. Longer
     - 1.10.2. Professional Speakers
     - 1.10.3. Energize the organization
2. Establish Formal Mentoring Program
   - 2.1. Expand Mentor program
3. Membership
   - 3.1. Develop retired clerks program
     - 3.1.1. Range Rider program for Municipal Clerks
   - 3.2. Succession Planning
   - 3.3. Stronger membership involvement
     - 3.3.1. Boards and Commission Chair/Co-Chair Dinner at Annual Training (Saying Thank You)
4. Market the Role of Municipal Clerk
   - 4.1. Change Title "Administrative Operations Director"
   - 4.2. Help Clerks with professional development, self-esteem, public speaking
   - 4.3. Annual Speaking Tour promoting the role of the clerk
     - 4.3.1. Speakers Bureau
5. Review and refine strategic plan
6. Leadership
7. Continue to enhance website
   - 7.1. Tools on website
8. Uniformity in complying with open meeting law
9. Meaningful Resources
10. Focus on all roles in the Clerk's Organization not just clerk and deputy

Question 5. Most important topics (positive)

1. Professional Development and Training
    1.1. Credentials
    1.2. Leadership
    1.3. Succession Planning
    1.4. Education offered in levels (101, 201, etc.)
    1.5. Ethics
    1.6. Relationship Building
    1.7. Survey Clerks re: wanted training
    1.8. Special Elections
    1.9. Open Meeting Law
    1.10. Public Record Requests
    1.11. Record Retention
    1.12. Traveling Annual Conference
2. Mentoring Program
3. Membership
    3.1. Celebrate Members
    3.2. Keep Comradery while assuring members value to the organization
    3.3. Membership outreach
    3.4. Networking beyond conferences and training
    3.5. Retired Member Involvement
        3.5.1. Survey organization to see how many clerks will be retiring.
        3.5.2. Loss of organizational memory
4. Promote the role of the Clerk
    4.1. Educate Councils
    4.2. Managers
5. Thinking outside the box
    5.1. Shared resources
    5.2. Funding challenges
6. Stability of the AMCA Board
    6.1. Review of financials
7. Scholarship Program
8. Strategic Plan
    8.1. Measurable goals

9. Voice at Legislature
10. Trends in Technology (doing more with less)
    10.1. Technology with a practical side added for implementation

Questions 6. Allocation of Surplus Funds

1. Professional Development
    1.1. Traveling Annual Conference
    1.2. Annual Conference separate from Election Training
    1.3. Professional speakers
    1.4. Professional trainers on leadership, public speaking, project management
    1.5. Credentialing program
    1.6. Joint trainings
    1.7. Host IIMC or Region 8 Conference
2. Membership
    2.1. Social gatherings at conference
    2.2. Pay memberships for municipalities that cannot afford
    2.3. Set up cost for merchandise
    2.4. Scholarships
3. Promote the role of the Clerk
    3.1. Legislation to change title of clerk
    3.2. Public awareness campaign
4. Joint efforts to fix broken election system
5. Create slogan
6. Invest – earn interest
7. Turn listserv into forum format
8. Promotion of the Clerk

Question 7 – Financial hardship, what would you cut.

Dominate answer was do not cut education and training.

1. Awards
2. Scholarships
3. Annual Conference
4. Best Practices Session
5. Raise dues so nothing has to be cut
6. Lunch on your own at conferences/training
7. League responsibilities
8. Professional speakers

9. Services offered to members

Question 8. What is the Primary Mission of AMCA

1. Professional development (Training/Education)
2. Mentoring
3. Membership
   3.1. Networking
4. Provide Resources
5. Help clerk's deal with issues facing the profession
6. Leadership
7. Unity among clerks

Question 9. What should we stop doing

1. Revamp committees that no longer serve a purpose
2. Do not give points that have not been earned
3. Stop not listening to new and innovated ideas
   3.1. Hands on training
   3.2. Gamification type training

Question 10. What aren't we doing?

1. Professional Development
   1.1. Moving annual conference
2. Membership
   2.1. Creating a committee to address regional participation (increasing participation)
   2.2. Generating participation from the membership
   2.3. Periodic membership surveys
   2.4. Listening to the members
   2.5. Anticipating and focusing on our members' needs.
3. Promoting the profession
4. Developing Resources
   4.1. Creating a new clerk handbook and class just for them

Question 11. What are the big issues facing AMCA

1. Professional Development
   1.1. Training/Conferences
2. Membership
   2.1. Retirement of clerks
      2.1.1. Loss of Institutional memory

   2.2. Succession planning for the organization
   2.3. Membership participation
   2.4. Listen to members
3. Promotion of the Clerk Profession
4. Finances
5. Leadership within the organization
6. Time constraints
7. Be more inclusive
8. Communicate more
9. Education initiatives
10. Politicians

AMCA
ARIZONA MUNICIPAL CLERKS' ASSOCIATION

Exhibit C – SWOT Analysis

SWOT is an acronym for Strength-Weekness-Opportunities-Threats. By definition, strengths and weaknesses are considered to be internal factors over which the orgnization has some measure of control. Also by definiton, opportunities and threats are considered to be external factors over which the organization essentially has no control, but can capitalize upon and mitigate (respectively) when these are recognized. The SWOT analysis is well-known tool for audit and analyisis of the overall strategic position of an association and its enviroment. Its key purpose is to identify the strategies that will create a business model that will best align an organization's resources and capabilities to the requirements of the environment in which it operates. It is the foundation for evaluating the internal potential and limitations and the possible opportunities and threats for the external environment in the decision-making process. An overview of the four factors follows:

Strengths: Strengths are the qualities that enable the accomplishment of an association's mission. They serve as the basis upon which continued success can be achieved and sustained. Strengths can be tangible or intangible. Strengths include areas in which you are well-versed and have expertise, the traits and qualities of the team members, and organizational consistency. Strengths are the beneficial aspects or capabilities of the organization, which include human competencies, committed members, process capabilities, financial resources, products and services, customer goodwill, and brand loyalty.

Weaknesses: Weaknesses are the qualities that prevent an organization from accomplishing the mission and achieving its full potential. Weaknesses deteriorate association success and growth and are factors that do not meet acceptable standards. Some examples are insufficent resources, lack of time, poor decision-making, lack of communication, ect. Weaknesses are controllable and must be minimized and eliminated.

Opportunities: Opportunities are presented by the environment within which an organization operates. These arise when an organization can benefit from conditions in its enviroment to plan and execute strategies that enable it to become more valuable.

Threats: Threats arise when conditions in the external enviromental jeopardize the reliability and success of the assocation. Threats compound the vulnerablity when they relate to the weaknesses.

Strengths

1. League
2. Leadership Experience
3. History
4. Networking
5. Ethics
6. Relationships
7. Membership
8. Website

Weaknesses

1. Membership apathy
2. AMCA Board Training
3. No formal Action Plan – Strategic Plan
4. Turnover (retirement) of long-tenured members
5. Not engaging members who wish to be engaged
6. Not having meaningful responsibility on committees
7. Too many committees
8. Need to develop real mentors (mentor program – One on one for new clerks)

Opportunities

1. Inviting Managers/Mayors to Awards
2. Innovation
3. Techonology for trainings
4. Expanding online presence
5. Legislative/lobbying/participation/knowledge
6. IIMC
7. League
8. Developing relationships League/ACMA/GFOAZ
9. Association with ASU

Threats

1. Legislative changes
2. Learning curve of new clerks
3. Loss of institutional knowledge due to retirement
4. Opposition to change
5. Economic conditions
6. Budget constraints
7. Job perception