



**ARIZONA MUNICIPAL CLERKS' ASSOCIATION  
EXECUTIVE BOARD MEETING MINUTES  
September 28, 2022**

**1. Call to Order & Roll Call**

President McCracken called the meeting to order at 10:03 a.m.

Board Members Present: Darcie McCracken, President; Jennifer Pena, Vice President; Carla Reece, Treasurer; Sarah Siep, Secretary; Teresa Riza, Past President

Board Members Absent: None.

Attending Association Members: Sharon Antes, Campaign Finance Committee; Michelle Stanley, Communication Committee; Laura Jara, Education Committee; Linda Mendenhall, Election Committee; Summer Steward & Byron Jones, Handbook and Constitution Committee; Denise Archibald, Legislative Committee; Kara DeArrastia, Membership Committee; Ben Lane, Records Management Committee; and Crystal Hadfield, Scholarship Committee

Others Present: Sandy Morari (League of Arizona Cities & Towns)

**2. Minutes**

Secretary Siep **MOVED** to approve the May 19, 2022 and July 2, 2022 Executive Board Meeting Minutes; Treasurer Reece **SECONDED** the motion. Motion **CARRIED** (4-0)

**3. New Business**

**A. Institute Director Transition**

President McCracken stated that the Board has been informed that Dr. Michelle Hill will be taking over as Institute Director. She has spoken with ASU reps and they've conveyed that they don't think what they are getting as portion of registration is covering their expenses. Has asked them proposal, cost analysis etc but has not heard back yet. Currently do a 55/45 split with AMCA and we are responsible for cover registration, speaker fees, room space. If we need to increase fees need to know that by October for next fiscal year.

Ms. Morari said the fees are supposed to go up \$5 every fiscal year and haven't since 2016 when they did it by \$50 at that time. A little bit every year will make it easier.

President McCracken stated that she directed the Education Committee to reach out to other states.

Education Committee Chair Laura Jara said she contacted Nevada, Utah, Colorado and New Mexico but only received responses from Nevada and Utah. Nevada didn't run a program this last year, and Utah Municipal Clerk's Association does Early Bird at \$375, \$475 reg for Institute, \$300, \$325, \$475 for Academy. Their Institution is four half days and all-day Friday with an Athenian Dialogue. Their Academy is Wednesday through Friday with a professional development day.

Secretary Siep will pull receipts from her participation in the Colorado Virtual Academy to see what the costs were and send them to President McCracken.

President McCracken said that while the programs have been cost effective, the costs may need to be bumped up. She also asked Ms. Morari if ASU sends a report with the check.

Ms. Morari said they send the check first, she feels they do pretty well. Last year they took in \$20,000 and returned to AMCA \$8,800 to pay the speakers directly.

Treasurer Reece said she would like to see a cost analysis to know specifically what is coming in and what the expenses are.

Secretary Siep asked if ASU is our only option for the programs.

President McCracken said we do have two other Universities in the state and they do have cohorts in the Valley. Might be too late for this next year but could be worth looking into.

Past President Riza said there may be a startup cost associated and maybe that is why nobody looked, but agrees that it would be worth looking into.

Vice President Pena asked if ASU was designated by IIMC as the liaison for our Education. Would have to get one of the other colleges to accept being that for us.

President McCracken said there is an institute director co-hort through IIMC at the annual conferences and they are having training etc. Wouldn't be this fiscal year option but it is an option.

Ms. Morari said the League could help with registrations.

President McCracken said she would like to invite them to next Board Meeting and have them talk to everyone.

Vice President Pena commented that maybe it was managing the speakers and the material. She also asked if AMCA covers costs for speakers, space etc what did ASU do for their 55%.

President McCracken said they develop the lesson plan and getting the speakers.

Past President Riza said they also have to get pre-approval from IIMC for the content and review the KTAP following the programs.

## **B. IIMC Update**

IIMC Vice President Lisa Garcia provided an update of the last six months since she has been in office. Working with Dr. B and will offer one educational session a quarter for free for our members and the plan moving forward is to up the quality of the education which is fantastic. Making sure that it is universal at the annual international conference is important. Region split passed by more than 80%. President roundtables once a quarter and talking about bringing in two additional members, one in November from Region 8 west (ours) and Region 8 East will be held until May. New Mexico for west, Utah next and for east Colorado. One more Special Meeting to determine when they will be seated, Nevada regional director will come off in May and then Utah will be up. Have at least 1 IIMC conference under their belt and can take a true leadership role. Reviewing by-laws and constitution and looking toward the future with equality in mind. Foundation has over \$1 million for education, each of the members pay from their own pocket to do this. Other states and regions have created endowments, get in \$1,000 then every clerk who donates to IIMC Foundation can say they want it to go to AZ Endowment and then anything could be earmarked specifically for AZ Clerks, split of the IIMC money dedicated to AZ and additional money.

President McCracken asked if there is already an endowment for the state.

IIMC Vice President Garcia said that all of the IIMC Foundation money goes into educational programs for members in all regions so if we create an endowment it would be dedicated just to AZ. Based on applications, they go in and give points (new who has never added, if you don't have CMC, if you don't have MMC, etc) to promote people earning the CMC and MMC, also financial need in their municipality funding is received. Has volunteered \$250 of her own money to get that started.

Ms. Morari said there is nothing that would prevent us doing that from a tax perspective.

IIMC Vice President Garcia added that "Beyond the MMC" now has an official name, there are a lot of cities/towns that don't pay for clerks education once they receive MMC. Clerk can choose their path, get rewards and values for each sustainable time they can get a portion of dues, or a portion of the conference all the way up to full coverage of a conference. Will be rolled out after May.

President McCracken asked who put together the survey that came out. The first two questions she found offensive and it was an immediate turn-off. Why does gender and ethnicity have anything to do with my membership in IIMC.

IIMC Vice President Garcia said that internationally there is a push for members to identify themselves because there are a lot of members that don't just go by "he" or "she". We are not as progressive in that area, and we need to use the proper pronoun so making sure that impacts a large area and how people identify is a sign of respect and inclusivity. Also, a push for the Board of Directors to identify as the rest of our membership. It is time to think of the future and put people into key roles and making sure we move forward in the right way. May conference was a lot about inclusivity. Staff puts the surveys together. Having a strategic planning session in November in FL and it will be the first time that any member of the board sees the results of that survey. Was open for four weeks, think it already closed. Anytime you have a question or want to know why something is the way it is or think something should be changed talk to her so we can make it better for all our members.

Past President Riza asked when the new Vice President election will take place.

IIMC Vice President Garcia responded that three people are running and have started already campaigning, nominations open in July and they have until Dec. 15<sup>th</sup> to submit, the election is in March and they are seated in May. Steven (Canada), Dawn (CA), Janice Bates (OH).

President McCracken commented that if one is put into the newsletter all have to be.

IIMC Vice President Garcia confirmed and added that if you are inviting a person or they are facilitating then you have to invite all of them, and if you are doing an article than you do have to run all three. Trying to make sure it is fair, states are allowed to endorse because everything has to be vetted by IIMC. Hopes we'll consider putting together an endowment for AZ Clerks to put money toward education. Can do it whenever we'd like to, would announce at November or May meeting. Issue IIMC Foundation a check and want the interest earned off of that to go to AZ Clerks.

### **C. Strategic Plan**

President McCracken stated the Strategic Plan was put together in 2017, it is a living breathing document that is designed to grow with the organization. In 2020 the plan was discussed at the first meeting of the Board and many goals were identified as completed but could not find an updated Strategic Plan based on what was discussed in that meeting. Updated Mission Statement based on the approved update a few years ago, Vision was slightly changed which she updated, Objective 2 was added to constitution, so she added that to the document as well.

IIMC Vice President Garcia commented that it is important to keep things in for continuing down specific paths.

President McCracken said now would be a good time to conduct a member survey because what was important in 2017 may not be as important now.

IIMC Vice President Garcia added that with so many clerks retiring the values of a clerk have evolved, also beyond succession planning when the environment has changed.

President McCracken commented that trying to capitalize on generational differences and tying the Strategic Plan into the Handbook.

Past President Riza asked if something is ongoing do we want to move that to the appropriate Committee.

IIMC Vice President Garcia commented that it is good to have a history section to discuss the importance of these and then find a way to incorporate them into goals moving forward. Once you update your goals you realign your committee based on those goals.

Past President Riza said that it might be beneficial to have the history as an addendum to the strategic plan.

#### Goal 1

- Add to Education Committee one professional speaker at each AMCA Conference
- Online training completed
- Leave mentors list item

- Training provided to clerks retiring within the next 3-5 years on how to success plan (need to engage CMs and Council on the importance of CMC and MMC) – ongoing
- Clerks have training on how to make effective presentations for/provide talking points to membership as well as training on how to sell their budgets... - ongoing (how to justify the needs of the clerk's office). How do you go in and provide statistical data from your department to show that you are behind (hours for putting together packet, records requests per year etc). Meaningful statistics

## Goal 2 - Promote the Role of the Municipal Clerk

- Request each AMCA region assign a member to speak at engagements/ceremonial events within their regions/gain exposure and recognition by having AMCA representatives at engagements – this is hard to measure because it isn't well defined. Ongoing (uplifting the profession and the certificate we are receiving, have another Clerk present at a Council meeting). Assigned to Region Leaders but perhaps they don't know they are supposed to be doing that
- Actively Seek Clerks to sign up to be presenters on their field of expertise – ongoing (more clearly defined: check all the items you do and all the items you are and/or willing to present on at a training). Laura will find the list/survey
- Prior to next Clerk's Week Celebration – completed (assigned to communications committee)
- Contact the league to schedule one professional training session at league conferences – completed (Manager/Council relations, City Attorney's Office, Parliamentary Procedures/Bob's Rules – Bill Sims did open meeting law session at last annual conference and told council members to talk to each other more). Hasn't been a clerk session or a clerk booth in over five years. Need to keep this as an ongoing

Vice President Pena asked how many attended the League Conference and how many visited the booth.

Three attended.

Ms. Morari said sponsorship cost is high so AMCA hasn't been one in many years. Number of clerks attending is very low, in the teens.

IIMC Vice President Garcia said that attorneys, managers etc used to have an affiliate day, but clerks do not.

Vice President Pena said that it is difficult to visit and network at our own meetings this might provide an opportunity to do that.

Past President Riza said it is definitely something to consider that would be valuable.

President McCracken said it is interesting how the viewpoints of some of the elected officials is very much a bubble for how things are done in their cities.

IIMC Vice President Garcia added that elected officials and managers attend so this would be a good time for clerks to engage with them.

President McCracken asked if it would be possible to have a proposal for presentations for the next conference; will keep an eye out to put together a presentation on importance of sharing about the profession.

Ms. Morari responded that Matt Lore usually holds a meeting and then sends out an email to members for suggestions for sessions.

### Goal 3 - Structural Development for AMCA for the Good of the Organization

- Send training notices to county clerks/school district clerks, etc – ongoing (identify new ways to engage) (Region Leaders to make contact)
- Send packet listing the benefits of becoming an AMCA Member to all... - completed (assignments for membership committee)
- Create a survey for retired/retiring clerks to determine who is interested in working from time to time and how far they are willing to travel – need to update information of retired clerks (is there some way to get people to be more open in retirement plans; if you retire will you send information to AMCA) See if there is a survey out there
- Range Rider Program was removed as a goal
- Develop a program in basic operation of the Clerk by 2018 – completed
- Board to develop power point training on role of AMCA/why to become an officer – ongoing (Darcie said it was really difficult to fill the committees this time around, add to the application how many Boards are you willing to be on) Assigned to past president

Discussion regarding doing a survey to find out the level of importance for items that are ongoing.

### ***The Board took a brief recess for lunch at 12 p.m. and reconvened at 12:28 p.m.***

- Develop fiscal policies that control the recovery rate of services and specify planned use for savings – Do Annually (instead of saying at a Budget Retreat annually exec board will review the strategy etc)

### Goal 4 – Meaningful Membership

- Provide a Yearly Athenian Dialogue – ongoing (Shannon Ortiz is the only one who is eligible locally) (Lisa will have them stay with her if we get one nationally)
  - Provide Leadership Empowerment Sessions at Conference – ongoing
  - Providing a “brag board” page on the AMCA Website – it is called Member Spotlight (communication committee handles) – Completed
  - Work Life Balance Tips sent out quarterly in the newsletter – completed
- Teresa – make sure the committees have these completed items as ongoing items
- Develop short term and long-term membership programs – ongoing (regional committees, regional meetings) (combine Regions for Holiday Meetings)
  - Organize Conferences for Region VII and IIMC thoughtfully

Past President Riza said the Board has money set aside for a Regional conference. Last time we hosted a Region Meeting was in 2007 in Tucson and we lost money because of a heat wave.

IIMC Vice President Garcia said it is difficult to get hosts, and as of now nobody has put in to do a Region VIII Conference. In 2026 IIMC Conference will be in Reno so it would be a good time to have a Region Submeeting to see someone wants to host.

President McCracken commented that it is interesting that there are goals in here that hold future Boards to something that might not be possible.

IIMC Vice President Garcia commented that a money maker could be an online training and have all states attend to get the Region fund back up and running and earn IIMC points

- By providing volunteer opportunities to our board/membership to create new networking opportunities – (holly mosley is good at organizing these types of events) there have been a few of these done

#### Goal 5 – Communication

- Visual communication (facebook page, newsletter) – completed and ongoing
- Written communication – completed (mentoring and membership sends out a welcome email to new members)
- Verbal communication

Past President Riza said the Board should also ask the membership about region leaders.

- Using the website develop a form for “members only to offer suggestions – it’s under about tab as “questions/comments” (Completed)

#### Exhibit A – AMCA Committees

- Review of revisions

Past President Riza asked if we should just reference the Handbook for the list and additional information on each Committee.

President McCracken said she is going to update based on discussion today and will put together a list of questions to go out to the membership to be previewed by Board and Committee Chairs before going out to full membership to find out what is most important to them.

### **D. Committee Responsibilities and Assignments & Potential Handbook Updates**

President McCracken said we will need to review current Strategic Plan and ensure that everything listed is included in the Handbook. In the past people are members of the Committees and will not attend or communicate with the Committee, believes that it isn’t fair to the remaining members to remain on the committee, it is easy to participate so they should be doing that. Requests that the Chairs advise when people are not participating/establish in first meetings that is the expectation.

IIMC Vice President Garcia commented that if a person has more than two unexcused absences they should be removed from the Committee (notification to the Chair and get their approval).

Group consensus for that.

President McCracken added that it is also important that there are quorums for the meetings. Handbook/Constitution will have to implement all of the changes into the Handbook, have a draft by end of the year so we are prepared for election and how that transition will happen. Exhibit or Appendix for transition plan.

Past President Riza said this could be done in phases.

President McCracken said the Board should also come forward with recommendations on how the duties will be distributed. Secretary is elected for two years, and VP ascends to President. Current Board will still ascend all the way through. Eliminate Immediate Past President then becomes part of the Ad Hoc Board, incorporate in that if someone leaves the position part way through what would that look like

Handbook Committee Chair Summer Stewart said the Committee could put together a chart for how the ascension would look or transition if someone leaves in the middle of a term.

Discussion regarding if it would be for the balance of the term or what.

### **E. Committee Assignments & Goals**

1. Campaign Finance – Chair Sharon Antes said she will be scheduling a meeting, wants to find out how many people have had complaints filed and how they have handled them within the Committee; would like to make it a goal to take a look (summer or first part of next year) the SOS Manual to offer clarification on municipalities section

President McCracken said that she would like the Committee to keep some kind of stats or records of resources provided to people and what the complaints were about so we can see if the Committee is really serving as a resources.

2. Communications Committee – Chair Michelle Stanley said the Committee had a meeting on September 14 and was encouraged because a lot of people signed up for listserve updates, newsletter, etc. IDEAS: Spotlight on individual towns & cities from the Clerk’s perspective (where you like to go out and eat, etc), Education Resource Guide, Explore the County Clerks more (what do they do that is different from us

President McCracken let Chair Stanley know that there are quite a few things in the Strategic Plan assigned to her Committee, but many look to be completed. Review ongoing or annual things to make sure they are part of the handbook. Spotlight on city or town is a great idea, education resource guide where would that live? County Clerks we have a few members and can have them speak at Best Practices or conferences would be a good option.

Chair Stanley said listing in the newsletter each time or a spot on the website. For Clerk’s Week feedback was that clerks are too shy, so they want more ideas on things you can do without being seen

3. Education Committee – Chair Laura Jara said the Committee met on September 7<sup>th</sup>, working on Fall Best Practices and Athenian Dialogue Subcommittee, possible virtual sessions in the winter. December for Fall Best Practices for 2.5 days (retention, negativity, BCCs onboarding, communication skills), Athenian Dialogue likely in December or afternoon



portion of Fall Best Practice. Hoping to do at least one virtual offering and will work on Spring/Conference to be in person

President McCracken said that education programs seem to be a little last minute sometimes, and asked if it is possible to just tell them here is your money do what you want with it.

Treasurer Reece said she is ok with that, the Board doesn't need to micromanage them. Could also do a post evaluation to prepare for the next year.

Past President Riza concurred. If you have subjects you can email them to the Board and they could respond if there is any issue.

4. Election Committee – Chair Linda Mendenhall said they have not had a meeting yet, would like to do a presentation for a Special Election at a training and would be good to have a few virtual classes in addition to the annual elections training, more geared to the less seasoned clerk (how to set up for election, etc).

President McCracken said she has already been contacted to get forms for 2024 election so it is interesting they are not giving us a break. Need to have the forms prescribed by the SOS so we are stuck to a certain degree. Roundtable discussion regarding current election trends or issues. Spoke to intergov for updating 16-6-46 (Canvass) just need to know who won/the other items don't matter, so maybe a discussion about if you could change what would you change to make our lives easier

Chair Mendenhall said it would be good to focus on what is happening in Pinal County right now; clerks weren't given ballots to proof, etc. for future areas to focus closely on.

Campaign Finance Chair Antes asked if the statutory dates something that could be looked at so that we have time to have that approved by Council, possible to extend that out.

IIMC Vice Chair Garcia said is it time to write legislation to allow municipalities to go back to spring elections so they can continue to train on that.

5. Handbook/Constitution Committee – Chair Summer Stewart said the Committee's first meeting will be October 13<sup>th</sup>, everyone is aware that the big goal is to mirror/update the Handbook to reflect the constitution changes. No further suggestions
6. Legislative Committee – Vice Chair Summer Steward said she and Chair Denise Archibald have discussed a plan for moving forward, this is her first year and has sent out a survey for meeting dates. Will continue to do weekly email blast, but asked if everyone feel it is redundant to get that along with the League info. She feels it is important to have the Clerk specific list and to also have an idea on what should be brought forward to Intergovs so the Legislative Committee can facilitate those discussions.

Past President Riza stated that she doesn't even have an Intergov so it would be nice to have an idea what other municipalities are looking at; the Legislative Committee summary talks about what would be of more interest for clerks.

President McCracken commented that she likes the weekly blast because it is focused on clerks.

7. Membership/Mentoring/Region Leaders – Chair Kara DeArrasatia said the Committee met on September 19<sup>th</sup> and scheduled out the rest of the fiscal year meetings on the third Monday in November, January, March and May. Happy to have a full group and representation from all regions. Strategic Plan questions and responses for each that are specifically called out so she can email those to the Exec Board. Assignments and Projects for this coming year the handbook updates have been helpful; photos of regional events for Annual Conference, Region Leaders area aware of welcoming in new members to association and keeping tabs on when people are going to leave, retire, or are promoted they will let her know so she can keep contact information as up to date as possible, will continue to promote the mentoring program with newsletter postings. Wanted more specific direction/clarification on the data collection form for new members and exit form, she has some ideas but wants to make sure that before a template is built it meets what the board wanted.

President McCracken said yes please send them, the Strategic Plan is a five year plan and the Board will be sending out a membership email regarding what the focus should be for the new one so having those questions will be helpful as well. Purpose of the exit interview was to get contact interview and see if they were interested in being a retired member, but the problem is that people leave and don't say anything so the thought behind the form is just seeing if there is a strategy to have the form available

Past President Riza suggested the Board do a recurring Facebook post reminding people to let AMCA know if they'll be leaving; needs to be something really simple/possibly just online; fillable form on the website.

IIMC Vice President Garcia also suggested sending the form to the HR Department of the municipalities.

President McCracken said with regard to the new employee it is more of a reaching out to the clerks and the strategy of how that can even happen. It is in the Handbook but if we find out it isn't even feasible but it could be removed.

Handbook Committee Co-Chair Byron Jones said that a lot of this will be solved by the Region Leaders directly engaging the members more and finding out what is going on with them and then have them speak with people. More personalized approach.

Secretary Siep added that maybe even an update from each member during their meetings regionally to see what is happening in each one.

Chair DeArrastia said she was happy to hear that each Region is already meeting and doing the meetings in a fun way, and were getting speakers to get education points for those as well. A couple of other projects that they will get into include a State Wide Municipal Clerk's Handbook to assist new Clerks/Deputies and the Committee would like to explore further, mentoring program brochure needs to be updated for the mentor and mentee

8. Records Management – Chair Ben Lane asked for feedback from the Board; state in the past has served as a liaison which is helpful for the members. Plan to meet in October/has a handful of projects that he would like to tackle this year: Every 3 years review the Records Management Handbook/update (this is the year to do that and wants to have committee go through to make sure it is meeting guidelines), very close to finalizing AMCA retention

schedules and would like to have that approved by the Board, finalize succession plan for future members, Best Practice guide for social media/emails/instant messaging, and finishing a guide for motivating employees that are outside of the clerk's office to understand the importance of records management. Regular updates to municipalities regarding state retention schedules

President McCracken said there are no specific goals, they've spoken with Helena at the State who is the new representative for municipalities said she will be presenting at the upcoming meetings. Will send information to him regarding her level of participation (likely liaison).

9. Scholarship/Marketing – Chair Crystal Hadfield said the Committee had their kickoff meeting on September 14<sup>th</sup>, and the group is a little quiet. Elections Conference fund raising recap for what worked/what didn't (\$2,415 after fees - \$2,971 before fees) and goals for the committee (moved to the next meeting), how to get people to apply for scholarships and fundraising. Acknowledgment at year end power point for who was awarded a scholarship. Want to get people more involved.

President McCracken told Chair Hadfield that the Board has discussed an IIMC Endowment for AZ and they will keep her informed on that. The Committee has done a great job on these projects.

#### **4. Good of the Order & Comments from Executive Board Members**

None.

#### **5. Reminders & Deadlines**

Newsletter deadline is Monday, Oct. 3<sup>rd</sup> but Education Committee Chair Stanley said she is flexible if something comes up.

#### **6. Next Regular Executive Board Meeting Date**

Next regular meeting will be on October 19<sup>th</sup> at 10 a.m. via Teams.

#### **7. Adjournment**

There being no further business, President McCracken adjourned the meeting at 2:04 p.m.



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Darcie McCracken, President