

*City Clerk and  
Municipal Finance Officers  
Association of Kansas  
(CCMFOA)*

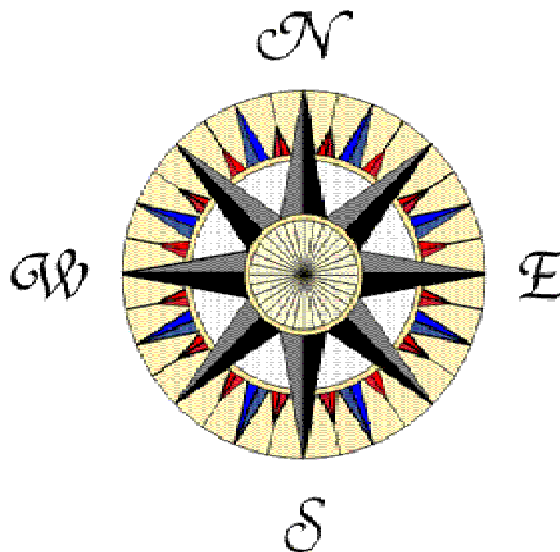
**Board Retreat Report**

**Friday, June 19, 2009**

**8:00 AM to Noon**

**at Hugo Wall School**

**Wichita State University**



*Charting a Course  
for the Future*

*Revised July 14, 2009*

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### *Facilitator Thoughts and Conclusions*

While considering next steps for CCMFOA following the Board Retreat, I felt that it would be useful to start with the initial priorities listed at the Retreat.

#### Initial Ranking of Priorities

- 1) Provide Balanced Educational Programs and Services
- 2) Strategies to Address Problem of Turnover in City Clerk Positions
- 3) Regional Conferences within Kansas
- 4) Generational Values
- 5) Continue Presence on Regional and International Boards
- 6) Staff Sizes at Smaller Municipalities Discourage Greater CCMFOA Participation

After reviewing the Board's initial ranking of priorities, the following can be observed:

- the high rankings for "Balanced Educational Programs" and "Regional Conferences" are logical given CCMFOA's strong history in providing quality education
- the other high rankings for "Turnover in City Clerk Positions" and "Generational Values" reflect the interest in expanding CCMFOA's membership
- the lower ranking for "Presence on Regional and International Boards" can be attributed to this priority being mostly an enhancement of existing representation
- finally, the problem of "Staff Sizes at Smaller Municipalities" is a challenge largely outside CCMFOA's control

Given that the initial ranking of priorities is highly reflective of Board concerns, it may be useful to focus future discussions on prioritizing major tasks associated with those priorities. The following section provides an initial effort at identifying "major tasks" and "ongoing tasks" associated with accomplishing CCMFOA's future priorities.

#### Next Steps

Upon review of the major tasks associated with CCMFOA's priorities, three themes emerged: Education, Communication, and Structural. The tasks also appeared to fall within two categories: either major tasks or ongoing tasks. Details of each item that fell within those themes and categories are listed shortly.

Once the major tasks have been divided into appropriate areas of responsibility, the daunting prospect of accomplishing all of the priorities becomes more manageable. Assignments also become more manageable. For instance, "education" items could be forwarded to the Education/Program/Planning Committee. In some instances, no natural assignments are apparent. In those cases, the tasks of some committees could be altered, such as transforming the Newsletter Committee into a Communications Committee, which could address newsletter and website issues. It is worth noting that often the best assignment for "structural" items falls within the responsibility of the CCMFOA Board.

## **Major Tasks**

### EDUCATION

- 1) Coordinate the calendars of outside organizations to review possible joint education sessions, such as the Spring/Summer County Clerk's conference
- 2) Determine feasibility of Regional Meetings, including the same speaker/subject/class in several different regions, ITV opportunities, or MLA sessions at additional locations
- 3) Review feasibility of Single Day Registration option for Spring Conference on a trial basis, while considering potential impact on CCMFOA budget and IIMC points

### COMMUNICATION

- 1) Develop a multi-year plan for updating and expanding the CCMFOA website (CIP concept) to address member and non-member needs
- 2) Outreach effort to non-members and their governing bodies, including periodic postcard mailings and establishing expectation that regional chairs will contact and follow-up with non-members

### STRUCTURAL

- 1) Create a position on the CCMFOA Board for an "inexperienced" clerk
- 2) Establish Regional Vice-Chairs to assist in member outreach
- 3) Consider establishing a pool of retired city clerks who could provide temporary help for clerks attending CCMFOA events
- 4) As a way to increase CCMFOA committee participation, consider establishing task forces with set goals and commitment timeframes to address some of the duties currently handled by standing CCMFOA committees. Task forces with commitment "sunset" provisions should be more appealing for clerks who are balancing busy professional and personal schedules, as opposed to volunteering for established standing committees. Task forces could also be designed to incorporate organizational continuity by ensuring participation from appropriate standing committees. For example, a task force examining "Increased Next Generation Participation" could include a member from the Membership/Mentoring standing committee

## Ongoing Tasks

### EDUCATION

- 1) Ensure that consideration is given toward balancing topics and issues that interest both different size cities and existing and long-term city clerks, when scheduling speakers for the Spring Conference
- 2) Invite former clerks, who are now city administrators/managers, to teach classes

### COMMUNICATION

- 1) Use WINGS newsletter for promoting conference and regional/state activities
- 2) Ensure that the CCMFOA brochure is updated for non-member recruitment

### STRUCTURAL

- 1) Strengthen partnerships and communication with other associations, such as LKM, KACM (City Managers), Mayor's Assc., and City Attorney's Assc.
- 2) Ensure that Kansas has passionate representatives on regional boards (term limits)
- 3) Work on ensuring CCMFOA representation at LKM

### Additional Items to Consider

In order to help ensure the completion of the above priorities, it is worth considering establishing budgetary categories, including areas marked for "Education" and "Communication" purposes.

As a follow-up to one of the final discussions at the retreat, it may be worth contacting other comparable state city clerk's associations to review their approaches, when implementing the tasks detailed above.

Consideration should also be given toward placing an "inexperienced" clerk on the Membership/Mentoring Committee to help with recruiting younger non-members.

### Closing

I would like to express my gratitude to the CCMFOA Board and the staff of Wichita State University for the opportunity to facilitate the Board Retreat. Your passion for effective and responsive government services is evident in your commitment and contributions toward CCMFOA. Given your enthusiasm and efforts at the Board Retreat, I am positive that the best days of the CCMFOA are yet to come.

Sincerely,



David M. Paulsen

## June 19, 2009 CCMFOA Board Retreat Notes

### Introduction

On the morning of Friday, June 19, 2009, the CCMFOA Board of Directors and Board Members met to hold a Board Retreat with the intent of better defining direction and goals for the organization. The format included an environmental SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats), an exercise to determine organizational priorities/strategies, and an overview of the impact that the new priorities would have on various aspects of the association.

### Board Retreat Attendees and Desired Outcomes from the Board Retreat

- Cheri Peine, President (Oswego) – Strategy to promote CCMFOA to potential new members
- Marian Cook, Vice-President (Overland Park) – Address Next Generation concerns within the profession
- Kathy Raney, Secretary (Rose Hill) – Maintain member and non-member respect of Kansas CCMFOA, while IIMC (International Institute of Municipal Clerks) struggles with education and certification issues
- Pam Corby, Treasurer (Larned) – Ensure outreach efforts to younger clerks
- Kerry Benson (Beloit) – Recruit “fresh faces” to the profession and foster mentoring relationships
- Donita Crutcher (Hoisington) – Provide outreach to new members and better understand the role of the CCMFOA Board
- Brenda Davis (Scott City) – Provide outreach to new members and non-members
- Gary Fees (Manhattan) – Better define CCMFOA’s mission

### Individuals who were unable to attend the Board Retreat

- Marietta Lucas, Immediate Past President (Chapman)
- Jerry Lovett-Sperling (Lindsborg)
- Darla Ellis (Norton)
- Sher Neufeld (North Newton)

### Other Attendees

- Dave Paulsen, Facilitator
- Gayle Martin, WSU, was able to attend a portion of the retreat

### Summary of Desired Outcomes from the Board Retreat

- Review CCMFOA’s Mission and the Role of the Board
- Ensure that Next Generation issues are addressed
- Ensure that Kansas CCMFOA maintains a separate identify from the IIMC
- Continually refresh CCMFOA to ensure that existing members remain interested

### Facilitator’s Role

- Impartial
- Keep conversation moving
- Ensure participation from all parties

### CCMFOA Mission and Purpose

The CCMFOA benefits from a well-established mission and purpose. The mission and purpose were reviewed to help focus the discussion of CCMFOA's future direction and ensure that any priorities agree with the existing mission and purpose.

#### Mission - "Promoting Responsive and Responsible Government"

Promote

*responsive*  
*responsible*  
government

Provide

*comprehensive support network of professional development resources*  
*education opportunities*  
for the benefit of its members and their communities

Encourage

*competency*  
*integrity*  
*efficiency*  
*accountability*  
in the delivery of local government services.

#### Purpose - The purpose and objective...

Develop a better understanding of...

*official duties*  
*obligations*  
of its members

Promote the improvement of their offices by...

*development of standard procedures*  
*discussion of various problems arising in these offices*  
*promotion of wider city consciousness concerning the importance of*  
*municipal government and its operation with particular reference*  
*to those services and facilities administered by city clerks and*  
*municipal finance officers*  
*development of closer relationships and understanding within this*  
*organization*  
*cooperation with other municipal organizations*

It was noted that "good government" principles should continue to be a primary focus of the association.



*Attendance at Fall Institute and Master Academy*

74.7% Attended a Fall meeting within the last 5 years

*Attendance at Spring Conference*

79.9% Attended a Spring Conference within the last 5 years

***Agree that these are Reasons for Not Attending Educational Events***

65.9% Staffing concerns for absences

58.3% Time required

***Disagree that these are Reasons for Not Attending Educational Events***

90.3% Lack of information about events

84.6% Lack of information about benefits of events

81.9% Lack of elected officials' support

64.8% Lack of financial support for training

64.6% Distance

*Technology*

*IIMC (International Institute of Municipal Clerks) Online Courses*

96.5% Have not taken an IIMC online education course

58.9% Would not consider enrolling in an IIMC online course

41.1% Would consider enrolling in an IIMC online course

85.7% Prefer attending classes in person

*CCMFOA ListServ Use*

44.1% Use it daily

71.6% Use it several times per month or more

**NON-MEMBER SURVEY** (totals may not equal 100% due to rounding)

Observation: although interpretations of the Non-Member Survey were more difficult due to its comparatively low response rate (24.79% responded versus 35.21% for the Member Survey), the survey results did indicate an interest in the organization from clerks who were not previously aware of CCMFOA

*Awareness of CCMFOA*      43.3% Aware of CCMFOA

*Agree that these are Reasons that they are Not Currently Members of CCMFOA*

- 74.1% Time required
- 64.3% Staffing concerns for absences
- 60.7% Cost
- 53.5% Lacked information about CCMFOA membership benefits

*Disagree that these are Reasons that they are Not Currently Members of CCMFOA*

- 67.8% Lack of elected official support
- 60.8% City will not pay for it
- 57.2% Lack of information about CCMFOA membership

Observation: the inconsistent data showing 60.7% concerned about “Cost,” while 60.8% disagreeing that the “City will not pay for it,” may be due to low CCMFOA membership dues versus comparatively higher costs for attending educational conferences

Observation: non-members appear to know about CCMFOA (57.2% were not concerned about a lack of membership information), but need additional information regarding the benefits of CCMFOA membership (53.5% lacked information about CCMFOA membership benefits)

*Would you be interested in joining CCMFOA to obtain these benefits?*

40.0% answered “Yes”

*How helpful would the following potential incentives be to you in helping make the decision to participate in CCMFOA?*

- 66.7% First-time attendee registration reduction
- 54.1% Conference registration scholarships
- 34.6% Personal contact – member visit with mayor & yourself

Observation: the most effective potential CCMFOA membership incentives appear to be financial incentives associated with the CCMFOA educational conferences

STRENGTHS (positive traits of the association)

Good participation in ListServ discussions

The association's proven track record of over 60 years providing quality education

Experience of members... wealth of knowledge

Resources outside of CCMFOA for education... for example, the use of LKM (League of Kansas Municipalities) for sessions

Camaraderie, fellowship, and networking opportunities

WEAKNESSES (traits that challenge the association)

Diversity in size of population among cities served... creates challenges in providing educational opportunities that are of interest to the various size communities

Geographical size of Kansas... distance between member municipalities and distances needed to travel to training and meetings

Outreach to new city clerks... it is hard to ensure that educational information reaches the right person within the organization

It is difficult to identify potential members and their needs

It is hard to know when turnover in a city clerk position takes place... as a result, it is difficult to educate the replacement clerk regarding the benefits of CCMFOA

Challenge in balancing the daily demands of being city clerk in your municipality, with finding the time to volunteer for CCMFOA committees and activities

#### OPPORTUNITIES (areas for potential success)

Potential membership growth in cities currently without CCMFOA members

CCMFOA exposure at other association conferences and exposure to elected officials

Great set of resources to provide educational opportunities

Website ([www.ccmfoa.org](http://www.ccmfoa.org)) presence and content to educate regarding the roles and benefits of CCMFOA

Utilize website to educate non-members

- illustrate what municipal issues the association can help address
- provide testimonials

Outreach to non-members to let them know that they can receive additional information regarding CCMFOA on the association's web site (perhaps a mailing of postcards could inform them about the website)

#### THREATS (difficulties facing CCMFOA)

Future vacancies in city clerk positions, as a result of future generation gap

City budget constraints

CCMFOA and member financial constraints... challenge for the association to afford providing education... challenge for the members to afford attending training opportunities

Several different organizations are competing for the same training dollars... CCMFOA needs to demonstrate the benefits of attending CCMFOA training sessions

Turnover in elected officials and the need to educate new members regarding the benefits of CCMFOA

Time constraints facing individual city clerks

Limited staffing in small cities, which limit the ability of their city clerks to leave the office to attend training

Turnover in city clerks... continual need to identify new clerks and educate them regarding the benefits of CCMFOA

Ranking of CCMFOA Possibilities (24 total votes) – each Board participant was provided with three “votes” that could be cast toward any of the “possibilities” that were identified for the association. The votes could be spread among issues or all of them could be given to a single issue. The votes were cast based on individual Board member’s prioritization of the “possibilities.” The vote tally was as follows and is explained in further detail under each topic.

- 7 votes – Provide Balanced Educational Programs and Services
- 6 votes – Strategies to Address Problem of Turnover in City Clerk Positions
- 5 votes – Regional Conferences within Kansas
- 3 votes – Generational Values
- 2 votes – Continue Presence on Regional and International Boards
- 1 vote – Staff Sizes at Smaller Municipalities Discourage Greater CCMFOA Participation
- 0 votes – Financial Constraints

Each possibility was created separately during a brainstorming session that asked Board members to express an “ideal” for the association. The “Initial Thoughts regarding Priority” comments were made about each possibility during the brainstorming session.

After the vote, Board members were separated into two groups. Each group reviewed three priorities. During the review, Board members established Strategies (i.e. What should be done to accomplish the priority?) and Approaches (i.e. organizational changes needed to accomplish priority) to help outline how each priority could become a reality for CCMFOA.

### Identification Group Members

#### Group 1

- Cheri Peine, President (Oswego)
- Kathy Raney, Secretary (Rose Hill)
- Donita Crutcher (Hoisington)
- Gary Fees (Manhattan)

#### Group 2

- Marian Cook, Vice-President (Overland Park)
- Pam Corby, Treasurer (Larned)
- Kerry Benson (Beloit)
- Brenda Davis (Scott City)

### Identification Group Assignments

#### Group 1

- Provide Balanced Educational Programs and Services
- Strategies to Address Problem of Turnover in City Clerk Positions
- Staff Sizes at Smaller Municipalities Discourage Greater CCMFOA Participation

#### Group 2

- Regional Conferences within Kansas
- Generational Values
- Continue Presence on Regional and International Boards

Note: although the “Financial Constraints” possibility was not discussed at the Identification Group level, it was the consensus that the “Financial Constraints” issue was adequately addressed while discussing other possibilities

## Identification of CCMFOA Priorities

### **Provide Balanced Educational Programs and Services (7 votes overall)**

“Provide Balanced Educational Programs and Services” is hybrid topic developed after combining the following individual priorities

- Balance hot topics with programs for new members in developing education program and CCMFOA services (4 votes)
- Other organizations (1 vote)
- Diversity in size of communities (1 vote)
- Promote CCMFOA as a desirable speaking opportunity (1 vote)

### Initial Thoughts regarding Priority

*Balance hot topics with programs for new members in developing education program and CCMFOA services*

- Ensure that CCMFOA’s services and educational programs address both hot topics to attract existing city clerks and issues of interest to new city clerks (i.e. balance organization to meet needs of existing members, as well as individuals new to the profession)

*Other organizations*

- Several outside organizations offer training in specific areas that overlap with CCMFOA... those organizations include, but are not limited to County Clerks, treasurers, human resources, Kansas rural water, floodplain, LKM (League of Kansas Municipalities), etc.
- Explore partnership opportunities with these outside organizations
- Consider holding a meeting between the Presidents of the various associations and their respective Education Committee Chairs, in order to explore areas of potential cooperation
- Determine what value these organizations provide to their members (i.e. examine why the other organizations were created)
- CCMFOA members currently serve as liaisons or contacts to many of the outside organizations... CCMFOA needs to ensure that this representation continues

*Diversity in size of communities*

- Review question of how to appropriately provide services and educational programming that support a wide range of organizational sizes
- Although small city sessions are not current offered, in the past, this issue was addressed through well-attended CCMFOA’s “small cities” educational sessions. The “small cities” sessions offered topics of value to small municipalities, which would be handled by individual departments within larger municipalities. An example of a successful “small cities” session dealt with the operation of city pools, which would usually be handled by a Recreation Department within a large municipality

*Promote CCMFOA as a desirable speaking opportunity*

- Desire to create a “speakers bureau” concept of individuals and organizations interested in presenting at CCMFOA educational sessions
- Create an awareness of CCMFOA as a desirable venue, in order to have speakers approach CCMFOA regarding presentation opportunities

### Strategies and Approaches

Coordinate the calendars of the various outside organizations, in order to see if CCMFOA could host joint educational sessions with the outside organizations

Identified “outside organizations” including the following:

- human resources group
- League of Kansas Municipalities (LKM)
- Kansas rural water
- Wichita State University (WSU)
- Various state agencies
- Professional services consultants, such as legal and bonding
- County officials
- School district officials
- International Institute of Municipal Clerks (IIMC)

Ensure that consideration is given toward balancing topics and issues that interest different size cities, when scheduling speakers for the Master Municipal Clerks Academy and Spring Conference

Provide as much continuity as possible between CCMFOA leadership and Wichita State (WSU) staff

Improve communications with outside organizations, in order to improve coordination of conference planning and conference agendas

Potential conference coordination opportunities exist for KACM (Kansas Association of City/County Managers), LKM (League of Kansas Municipalities), Kansas County Clerks’ and Election Officials’ Association, etc.

Ensure that conference agendas include topics of interest to existing and long-term city clerks (i.e. “Hot Topic” agenda items)

**Strategies to Address Problem of Turnover in City Clerk Positions** (6 votes overall – 5 votes as a stand alone issue)

- “Strategies to Address Problem of Turnover in City Clerk Positions” was combined with “100% City Clerk Participation – A Truly State-Wide Organization” (1 vote for “100% City Clerk Participation – A Truly State-Wide Organization” as a stand alone issue)

Initial Thoughts regarding Priority

*Strategies to Address Problem of Turnover in City Clerk Positions*

- It would be very beneficial to receive notice of city clerk turnover
- New clerks often do not have a support network and no one to call
- A postcard could be sent every 6 months to 1 year to let individuals know about the CCMFOA... the target of the mailings could alternate between new city clerks and elected officials
- There is a responsibility of CCMFOA members to communicate with other members in their region, in order to better know when vacancies occur

*100% City Clerk Participation – A Truly State-Wide Organization*

- have a city clerk representative in each possible municipality
- the value of CCMFOA benefits and educational opportunities needs to be shared with elected officials
- some initial thoughts regarding outreach and education include having a CCMFOA booth at the LKM conference and mailing educational postcards directly to elected officials

Strategy

Communication

- Finding out when vacancies take place
- Receiving feedback
  - o New clerks
  - o Former members

Approach

Update and Expand CCMFOA Website ([www.ccmfoa.org](http://www.ccmfoa.org))

- create a “member only” section requiring login
- auto updates (i.e. In Touch)
- develop a CIP plan for the update and expansion of CCMFOA website

Expand use of WINGS newsletter

- promote conference items
- promote regional and state activities

Send postcard to city clerks and governing body utilizing postal presort (vendor)

Ensure participation at LKM meetings

Ensure that regional chairs are responsible for contacting and follow-up with new city clerks

Utilize LKM Public Officials Directory for outreach to non-members

Strengthen partnerships and communication with other associations, including LKM, KACM (City Administrators/Managers), Mayor’s Association, and City Attorney’s Association

Ensure that the CCMFOA brochure is updated to help with recruitment

Consider use of Facebook and Twitter for outreach

## **Regional Conferences within Kansas (5 votes)**

### Initial Thoughts regarding Priority

- Ideally, conferences would be held throughout the state
- Tours of successful facilities throughout the state could be utilized as an educational resource
- Various other community resources could be utilized for education, such as tours of wellness centers.

### Strategy

- Host regional meetings... take each class/subject/speaker to the various regions
- Utilize ITV (Interactive Television) to broadcast classes to numerous locations
- Offer popular sessions from the CCMFOA conference at all Regional meetings (topics such as Sales Tax and Alcohol Beverage Control)
- Utilize LKM's Municipal Leadership Academy (MLA) classes
- Consider allowing single-day conference registrations (One Day option \$100 and Full Conference \$225)
- Pre-conference option (\$60 in 2008)

### Approach

#### Regional Meetings

- Offer the same speaker/subject/class in several different regions
- Class could be offered in different regions utilizing either ITV or setup in four (4) to eight (8) locations across CCMFOA's eight (8) regions
- Costs would need to be considered in utilizing ITV training sites
- Travel costs would be reduced utilizing the regional concept
- Ideally increased attendance would generate adequate user fees to cover regional meeting costs
- Guaranteed points would be needed from IIMC for attending regional training sessions

#### MLA (Municipal Leadership Academy)

- Speak with LKM about providing offerings in more locations
- Guaranteed points would be needed from IIMC for attending MLA training sessions

#### Provide a Variety of Spring Conference Registration Options

- Single Day registration option - \$100
- Full Conference registration - \$225
- Pre-Conference - \$60 in 2008

## **Generational Values (3 votes)**

### Initial Thoughts regarding Priority

- CCMFOA needs to ensure that the association appeals to young professionals
- CCMFOA needs to look at what might interest young professionals in the city clerk profession

### Strategy

- In order to find out what young professionals would desire from CCMFOA, consideration should be given toward the creation of a “new clerk” position on the Board, which would be filled by a younger clerk with less experience
- Possible future leaders should be identified at the Municipal Clerks Certification Institute
- More experienced clerks should be utilized as instructors at CCMFOA training sessions
- Incorporate and utilize latest technologies, such as texting, when contacting and communicating with younger clerks

### Approach

Create a position on the CCMFOA Board for an “inexperienced” clerk

Invite former clerks, who are now city administrators/managers, to teach classes at the Master Municipal Clerks Academy and Spring Conference

- Instructors who were once city clerks and are now city administrators/managers may create an interest among experienced city clerks to attend

Personally contact non-members in a variety of fashions, including the following...

- text
- e-mail
- phone calls
- USPS mail

**Continue Presence on Regional and International Boards (2 votes)**

Initial Thoughts regarding Priority

- Ensure that the CCMFOA continues its representation and voice within various other organizations, including the League of Kansas Municipalities (LKM)
- Continue to expand participation levels on state, regional, and international organization boards that impact city clerk professionals

Strategies and Approaches

- Ensure that Kansas has passionate representatives on regional boards (term limits)
- Work on ensuring CCMFOA representation at LKM
- Consider providing a CCMFOA member scholarship to attend the LKM conference

## **Staff Sizes at Smaller Municipalities Discourage Greater CCMFOA Participation**

(1 vote)

### Initial Thoughts regarding Priority

- Consider ways that CCMFOA could help smaller municipalities solve the “time away” problem
- Perhaps retired clerks could help fill in, while city clerks attend CCMFOA events
- In several instances, night meetings are needed due to “one person” shops
- Offering registrations for portions of a conference could help address the problem
- In some instances, clerks should allow their deputies to receive the additional education

### Strategies and Approaches

- Unfortunately, CCMFOA has only limited options for helping address internal staffing challenges
- Smaller municipalities could consider the use of answering machines, temps, or volunteers to help run “small shops,” while the clerk is at a CCMFOA event
- Retired city clerks are a possible source to provide temporary help for clerks attending CCMFOA events
- Regional meetings could be held in the evenings to allow for greater participation
- Offering “1 day” registrations for multiple day conferences are a possibility, but consideration would have to be given toward how the single day registration would impact IIMC points and the CCMFOA budget
- It might be possible to try the “single day registration” on a one year trial basis, in order to see how it impacts both attendance and the CCMFOA budget

**Financial Constraints (0 votes)**

Initial Thoughts regarding Priority

Financial constraints present a challenge to both individual municipalities sending clerks to conferences and the CCMFOA in conducting educational sessions

Pursue additional revenue sources, including the following...

- Grant funding
- The rural development organization could possibly assist in areas such as project management
- Federal stimulus funding
- Pursue sponsorships, which would further vendor support of educational training (e.g. bonding company scholarships)

Outreach to businesses to help support CCMFOA activities

It was the consensus of the Board Retreat participants that because very little could be done to address the “Financial Constraints” question, it should not be a top possibility for further discussion

Although the “Financial Constraints” possibility was not discussed at the Identification Group level, it was the Board’s consensus that the financial constraint issues were adequately addressed within the discussion of other possibilities

### Necessary Overall Adjustments to Accomplish Top Priorities

After determining how each priority could become a reality, the Board reviewed what potential association adjustments may be needed to accomplish the identified priorities.

Potential areas for adjustment included the following:

- Budget
- Committee Structure & Utilization of Volunteers
- Partnerships
- Meetings & Social Opportunities
- Regions

### BUDGET (both necessary categories and potential funding sources)

Communication Budget (would require the creation of a CIP to help stagger workload and costs over a desired timeframe)

- Technology-based projects... such as improving CCMFOA website to create both areas for member and non-member access
- Hard copy-based (traditional communication) projects... such as WINGS newsletter and proposed postcard educational mailing

[Consider funding Communications Budget projects through an increase in annual dues]

Education Budget (would result in stronger partnerships and better speakers with consideration given toward the balance between new/existing clerks and small/large cities)

- Primary Conferences (i.e. Academy/Institute/Spring Conference)
- Single Day Registration possibility
- Regional Education Sessions
- Partnerships and Potential Joint Conferences (e.g. County Clerks)

[Funding the Education Budget would be through conference registrations]

### COMMITTEE STRUCTURE & UTILIZATION OF VOLUNTEERS

- Need for Regional Leadership
- Ensure continued representation within partner organizations
- “New Member” position on CCMFOA Board
- Personal contact to non-members, including a variety of methods such as texting
- Utilize the Membership/Mentoring Committee to pursue outreach to new members
- Pursue continuity between CCMFOA leadership and WSU staff
- Continue active representation within Kansas League of Municipalities (KLM)
- Ensure passionate representation at regional level
- Potentially discuss staffing options for small communities at regional level and consider educational opportunities, such as field trips to look at records management alternatives, to assist small shops
- Educational/Program/Planning Committee to consider budgetary feasibility of Single Day Registration for conferences

## PARTNERSHIPS

- Ensure representation within partner organizations
- Work with League of Kansas Municipalities (LKM) on Municipal Leadership Academy (MLA) training partnerships
- Coordinate with potential partner ITV (Interactive Television) sites
- Coordinate training calendars between partner organizations
- Review and pursue, when appropriate and feasible, joint meetings and educational sessions with partner organizations
- Continue productive partnership with Wichita State (WSU)
- Maintain relationships and partnerships with state agencies
- Continue relationship with IIMC
- Investigate partnership opportunities between CCMFOA and county clerk's association

## MEETINGS & SOCIAL OPPORTUNITIES

- Pursue regional education opportunities
- Consider Single Day Registration options for education sessions, while reviewing potential impact on points and CCMFOA budget
- Ensure that former city clerks, who are current city administrators/managers, are invited to speak at educational sessions
- Identify future leaders at annual Institute
- Balance educational speakers, while considering new/existing clerks and small/large cities
- Coordinate educational session and meeting calendars with partner organizations
- Consider joint meetings and educational sessions with partner organizations

## REGIONS

- Consider region based educational opportunities
- Consider having Chairs and Vice-Chairs within each region to enable splitting jobs and providing personal contact to non-members utilizing traditional and non-traditional (such as texting) methods

## Closing

At the end of the retreat, participants made the following observations.

- There was an interest in establishing priorities for the potential projects noted during the retreat
- It was emphasized that some crucial next steps are determining what parties will address each issue, how things will actually get done, and establishing timelines for the proposed projects
- Gary Fees expressed an interest in seeing how CCMFOA compares with city clerk associations in other states in confronting the issues that were discussed at the Board Retreat
- Dave Paulsen noted that it was promising for the future of CCMFOA that the Retreat focused on both building partnerships with other organizations and increasing CCMFOA's membership

**Appendix A - Existing CCMFOA Committees**

**CCMFOA Committee**

- 1) Board of Directors (5 members)
- 2) Board Members (6 members)
- 3) CCMFO of the Year (5 members)
- 4) Education Certification Committee (5 members and 3 Board members) – committee members must have their CMC or MMC, due to the committee’s purpose to instruct clerks, as they are applying to the IIMC for CMC or MMC certification
- 5) Education Program Planning (5 members, including a new clerk, and 3 Board members)
- 6) Historian/Archive (7 members)
- 7) Hospitality (5 members)
- 8) IIMC Scholarship (3 members)
- 9) Legislative (4 members)
- 10) Manual & Bylaws (5 members)
- 11) Membership/Mentoring (16 members) – some of the member positions on the committee are currently vacant
- 12) Newsletter (16 members) – some of the member positions on the committee are currently vacant
- 13) Nominating (3 members)
- 14) Silent Auction/Promotional Items Sales (8 members)