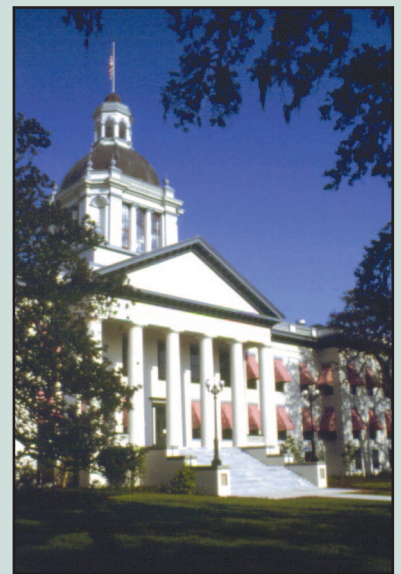
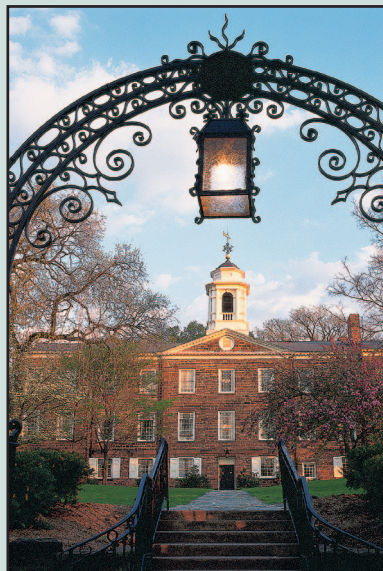




Annual Report 2003

*IIMC Institutes  
A Celebration*



INTERNATIONAL INSTITUTE  
OF MUNICIPAL CLERKS

## **IIMC Mission Statement**

**Professionalism In Local Government Through  
Education**

ON THE COVER CLOCKWISE FROM TOP LEFT: Kent State University, Ohio;  
The Old State Capitol of Florida, Florida; Kentucky State Capitol, Kentucky;  
Rutgers University, New Jersey.

**M**y term as President will bring to an end what has been for me an extremely hectic nine years. I started my IIMC "career" in 1994 by bidding on and winning the 1999 IIMC Annual Conference, which was going to be held in my City of Ottawa. Five years of planning to host that Conference culminated in a successful event for my City and IIMC. No sooner than I had finished Hosting the Conference, I became involved in an unenviable and hectic amalgamation process with Ottawa and 11 other municipalities. I finally concluded my "career" by succeeding to IIMC President in 2002-2003.

In taking on the President's role, I quickly realized that the responsibility is equivalent to full-time employment. The many meetings and visits could have been overwhelming taking into consideration that my other job as Director of Secretariat Services/City Clerk required my equal attention at home. However, thanks to the support of First Vice President Jean Bailey, CMC, Second Vice President Betty Kiss, MMC, and Immediate Past President Ranette Larsen, MMC, the task was lightened significantly. I quickly realized that being President and taking on the many tasks is not about one person but rather a team that includes the Executive Committee, Board, Staff and the Committee Chairs. It was also about other members who came forward and participated in many of the initiatives that had been started either by Past Presidents or during my term.

The requests to attend State, Provincial and Region XI meetings were also staggering. With the help of the Executive Committee, IIMC attended the following conferences: Ohio, Washington, New Jersey, California, Oregon, Michigan, Wisconsin, Utah, New England, Georgia, North Carolina, Florida and Illinois; Ontario, Canada; Portugal, Mexico, France, Scotland and England. IIMC staff also exhibited at State and Provincial Association Conferences: NLC, ICMA, New England, Kansas, and Manitoba and AMCTO in Toronto.

Our world continues to change at a pace that would have astounded past generations. These changes have been linked to several factors including the global economy, technology and world events. Municipalities have clearly not been immune to these changes. They are finding themselves becoming more creative in providing services to their citizens by amalgamating and sharing services.

I made reference to world events, and Iraq is a case in point. The cost of the war is bound to affect revenue sources in U.S. municipalities and also in Regions X and XI. A recent report pegged the cost of additional security in American cities at \$70 million per day. Such financial pressures along with possible cuts in funding and a slowing economy have had an impact on how we conduct business within our cities.

Municipal Clerks must clearly remain competitive within municipal organizations. Looking out for the profession's future, IIMC launched two key initiatives that provided direction and insight as to where the profession may be headed. Under the direction of Past Presidents Mary Lou Todd, MMC (2000), Sue Lamblack, MMC (2001) and Immediate Past President Ranette Larsen, MMC (2002) — all great visionaries — IIMC embarked on an educational quest. The 2001 Education Summit I, initiated by Todd and Lamblack, was organized to review the present and future education requirements of our members. Education Summit II was held in 2003 under the chairmanship of Mary Lynne Stratta, CMC, in Bryan, TX.

The Board of Directors considered several key recommendations from the results of Summit II at their meeting in Columbus, OH. The proposal and recommendations of Summit II will help ensure the health and viability of our present and future members and will maintain and strengthen our status as professionals.

The second initiative was the creation of a Taskforce on Membership. The Taskforce was directed



## PRESIDENT'S MESSAGE

by Larsen, and the Executive Committee to review the requirements for IIMC membership. A meeting was held in Ottawa, Canada in February 2003, under the Chairmanship of Bruce Hawkshaw, CMC, City Clerk of North Vancouver. The Taskforce was successful in formulating recommendations that will be finalized over the next few months and presented to the Board of Directors at their Mid-year Meeting in November 2003.

Larsen and IIMC Past President and San Antonio Conference Host Clerk Norma Rodriguez, CMC, were successful in their venture to have our next door neighbor, Mexico, participate in the 2002 Conference. I followed up on their success and with the assistance of Rodriguez and Jake Flores, Head of the San Antonio office in Guadalajara, I met with the Mexican Association (AMMAC) in late 2002 and signed an agreement of cooperation between IIMC and AMMAC.

Forging ahead with more international business, IIMC Executive Director Joe Tiernay and I visited Sophia, Bulgaria to discuss the possibility of creating an IIMC Institute in that country. We met with Dr. Bojana Nedeltcheva, a true friend and supporter of IIMC. Dr. Nedeltcheva is the General Director of the Institute for Postgraduate Studies at the University for National and World Economy. The visit was an opportunity to meet several Bulgarian municipal officials including the Mayor of Sophia. Our trip was fruitful as IIMC signed an agreement with the University to open the first IIMC Institute outside of North America within the next couple of years.

In March of 2003, reality hit home as I was told that many of our members have sons, daughters, brothers, sisters, nephews, cousins and friends serving the United States, United Kingdom and Australian Forces in Iraq. My heart goes out to all who are affected by this conflict and wish that those serving in Iraq will safely return home to their families soon. My thoughts are also with the civilians in Iraq and what they are going through. I wish them the most precious gifts; that of safety, freedom and democracy.

Our Organization lost some wonderful members this past year. Those individuals were highly active in their State Associations and with IIMC. Our thoughts and prayers go out to them and their families.

Three true professionals and active members of IIMC retired this year. Both served as Presidents of our Organization and continue sharing their knowledge and experience with IIMC and MCEF. Best wishes to Norma Rodriguez, Terry Tripp, CMC, and Bob Pritchard, CMC, three special friends.

IIMC is the premier municipal education organization in the world. I am amazed by the dedication of our members who serve on the Board, Committees, and Task Forces and at the State/Provincial and Region XI levels. Thanks to all of them for making our Organization what it is today. Many thanks also go out to our State/Provincial and Region XI Associations for the warm reception the Executive Committee and I receive when attending their conferences. Last, but not least, I want to congratulate MCEF President Dale Barstow and the MCEF Board of Directors for their hard work in ensuring continuing education for our members.

To all IIMC members, thank you for your professionalism, dedication and, most importantly, friendship. IIMC's future is in great hands with President Jean M. Bailey, CMC, First Vice President Betty Kiss, MMC, and Second Vice President Susan L. Morrow, MMC.

Aurevoir et merci beaucoup mes amis.

Pierre Pagé  
IIMC President

It is hard to believe that it's been almost three years since I took over as IIMC's Executive Director, but I can tell you that I have thoroughly enjoyed my tenure thus far. The Association has made some important strides this past year, focusing on strengthening the role of Municipal Clerks and enhancing the professionalism of its members.

## SAN ANTONIO

The year got off to a roaring start with an incredible 2002 Conference in San Antonio, TX. Norma Rodriguez, CMC, Host City Clerk, the Texas Clerks and IIMC Staff outdid themselves in providing more than 1,200 IIMC Delegates with a first-rate Conference. The education program was one of the most extensive ones ever offered at an IIMC Conference, the Plenary and General Session Speakers were inspirational and the social and networking opportunities were spectacular. Place these components against the backdrop of one of the prettiest cities in the U.S. and just about everyone will attest that the 56th Annual Conference was one of the best ever!

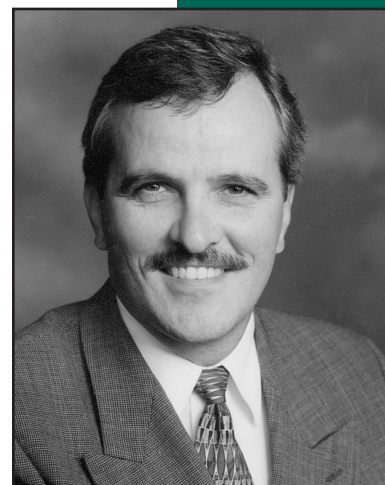
During the Conference, the Board met to review and update the 2001 Strategic Plan. Many of the 26 goals and objectives identified during the Conference in Kansas City, MO, were accomplished, and the Board refocused its efforts for 2002/2003 on three main goals. They are:

- Completing work on Distance Education and Summit I,
- Developing a Communication Strategy, and
- Consider Opening up the Membership.

## SUMMIT II

The first objective was addressed by convening Summit II in Bryan, TX, in January 2003. Thirty-five delegates representing IIMC and Institutes met for three days with a goal to arrive at concrete recommendations on the future of education and certification for the Clerk's profession. At times there was heated debate; however, the group, led by Education & Personal Growth Committee Chair, Mary Lynne Stratta, CMC, City Clerk, Bryan, developed a series of recommendations that were brought forth to the Board in Columbus, OH, in May 2003. The recommendations were:

1. One-third of the minimum 100 hours Institute training for CMC certification and recertification may be obtained through distance education.
2. Two-thirds of the minimum 15, or the maximum of 20 education points in each level of the Master Municipal Clerk Academy, may be obtained through distance education.
3. To consider hardship case waivers on an individual basis to allow additional distance education than stated above, with approval by the appropriate committee.
4. Beginning with the 2004 incoming CMC class, testing will be required through the Institutes with the Institute Directors having total discretion to determine the appropriate mechanisms to assess learning. Testing at the end of each course was encouraged with a review of this requirement to be undertaken in three years.
5. IIMC provides its members with the opportunity to utilize a development/needs assessment tool, similar to ICMA's, to chart their own personal course toward Municipal Clerk mastery and excellence. The IIMC Board will make the completion of the assessment package by 2004 a priority of the Education/Personal Growth Committee and appropriate IIMC staff.
6. The Certified Municipal Clerk (CMC) designation will not require any type of college degree. The basic requirements for CMC will remain as is.



7. By the year 2013, an IIMC member who has applied for the Master Municipal Clerk (MMC) certification must possess a Bachelor's Degree in any field of study.
8. IIMC will work to obtain college credits for CMC and MMC courses and that IIMC will improve current educational programs (quality, consistency, delivery and follow through).

The Board of Directors approved all of the above recommendations in Columbus.

“What we have here is a failure to communicate.”

*(Strother Martin - Cool Hand Luke)*

### COMMUNICATION

To avoid the “failure to communicate” problem, the Board in San Antonio agreed it needed a process to ensure that the Board, the Members and the Institutes are kept better informed of what is going on. This task was assigned to the Public Relations and Marketing Committee. IIMC expects to have a proposal by the 2004 Whistler Conference. In the interim, however, IIMC has made a concerted effort to disseminate information to the membership in a timely manner.

I believe the Board's efforts to communicate the Summit II recommendations prior to the Columbus Conference were successful for there was little confusion on what was being proposed to the Delegates.

The third key objective was partially addressed by the striking of the Membership Review Task Force whose charge it was to address this complicated and sometimes contentious issue. The Task Force was actually struck after the Kansas City Conference but had failed to make any significant headway in the first year. The Board, in its wisdom, approved funding for the Task Force to meet face-to-face in 2003 so they can better discuss the myriad of issues. Future issues of the *News Digest* will carry information on the Task Force's findings.

### MEMBERSHIP

IIMC's membership held steady in 2003 with 10,200 members. Through the diligent efforts of the Membership Committee and IIMC's Member Services Representative, Janis Daudt, we now have a system through direct marketing, personal contact and email that allows IIMC to retain current memberships and recruit new members.

### FINANCIALS

Unfortunately, we experienced a financial loss in 2002, ending the year with a \$29,500 deficit. This was a result of less than expected registration at the San Antonio Conference and the general downturn in the economy. Fortunately, we have sufficient funds in reserve to cover the deficit. On the positive side, we raised \$115,000 in corporate sponsorship in 2002, an increase from \$65,000 the year prior.

### EDUCATION

The CMC program, which remains IIMC's primary certification program, continues to be popular with our members, with 375 members receiving their CMC certification in 2002. In the MMC program, 95 members have started on the path to receiving our highest level of certification with 44 new Master Municipal Clerks being conferred. Congratulations to all of our members who have made the lifelong pursuit of education a primary goal.

### [www.iimc.com](http://www.iimc.com)

Our web-site continues to improve every year with the addition of a “What's New” page, where you can quickly discover what is new and exciting at IIMC. In 2003, we successfully launched an on-line housing registration for the Annual Conference. We anticipate offering more on-line services in

the future for those of you who prefer that method of interacting with IIMC. Our IIMC On-Line Boutique is becoming more and more popular with members looking for promotion apparel for their municipalities. Order through IIMC and your municipality will receive a discount on a wide range of products that can be crested with your municipal logo. We also provide most, if not all, of our forms on-line. If you are interested in joining a committee or looking for a CMC application, go to our web-site and print out the form.

## **ANNUAL CONFERENCE**

This past year, we implemented our new bidding process for the Annual Conference. We are pleased to report that it worked well. The new process seems to satisfy the bidding cities, and we are convinced that IIMC is receiving a better deal in negotiating its Conferences. One of the Board directives last year was to conduct a survey on the length of our Conference to see if shortening it by one day would increase attendance. We surveyed the Delegates attending the Columbus Conference, and we will also be conducting a random survey of members who do not typically attend a Conference. The Board will consider those results this year.

## **MEMBER SERVICES**

New to our member services this year is the addition of our affiliate — Pre-Paid Legal Services. Similar to a health insurance plan, for a low monthly premium you can have some of the best attorneys at your fingertips if you require legal advice. When you enroll, you are automatically entitled to have your Will prepared, a value that more than covers the initial year's premium. If you are interested in learning more, go to [www.iimc.com](http://www.iimc.com) and click on the Pre-Paid Legal icon.

Also new was the development of a model-mentoring program for IIMC. The Education & Personal Growth Committee will be working further on this in 2003. Contact IIMC if you are interested in mentoring a new Clerk or if you are a new Clerk looking for someone to provide you with advice.

## **OUTREACH**

The one message that we have heard loud and clear is that you like it when an IIMC Board member or staff attends your State/Provincial or National Conference. We were busy last year getting to as many conferences as our budget allowed. A member of the Executive Committee or staff was able to attend at least one State or Provincial conference or Institute in the following states: AK, CA, FL, GA, KS, MI, NC, NH, NJ, OH, OR, PA, UT, VA, WA, and WI. IIMC also sent a representative to Alberta and Ontario, Canada. We also represented you at the National League of Cities and the International City Managers Association annual conferences.

On the international front, IIMC attends the conference of the VGS (Netherlands), ATAM (Portugal), the French National Association, ACSeS (Great Britain), SOLAR (Scotland), IMASA (South Africa), UDiTE (European Union) and PANGAEA (World Organization). We also signed new accords with AMMAC (Mexico) and with the Institute for Postgraduate Studies at the University for National and World Economy in Sophia, Bulgaria.

It has been an exciting year for IIMC and it looks like 2003 will continue that trend. I strongly feel that this Organization is moving in the right direction and that you, the members, can rely on IIMC to provide you with the support and assistance you need as we strive together to attain the IIMC Mission - Professionalism in Local Government through Education.

J. W. Tiernay  
*Executive Director*

## Director of Education's Message

The year 2002-03 was a significant one for IIMC's primary goal of furthering "professionalism in local government through education." To begin, IIMC now boasts 46 recognized Certification Institute programs and 38 Master Municipal Clerk Academies in the U.S. and Canada. Some 5,000 municipal, town and village clerks and clerk-treasurers were trained in IIMC's unique education system this year. In April 2003, it recognized the New York State Town Clerks and City and Village Clerks Associations' Institute at Cornell University in Ithaca, New York, ending a three-year hiatus in Institute-based training in the State since IIMC's first Institute program began at Syracuse University some 35 years ago.

In another important development, President Pierre Pagé signed an historic agreement on October 28, 2002 with the Capital Municipal Council of Sofia, Bulgaria, committing IIMC to continued cooperation with Bulgarian officials in establishing the first IIMC-recognized Institute outside the North American continent. National, state and municipal officials witnessed the signing and, echoing the hopes of IIMC's members, President Pagé declared, "It is our fervent desire to work with the Bulgarians to make this Institute a reality."



*New Jersey MMC Academy  
Rutgers University, New Brunswick, NJ*

In February, the Second Summit On Education convened in Bryan, Texas, hosted by the City Clerk and 2002-03 Chair of IIMC's Education and Personal Growth Committee, Mary Lynne Stratta, CMC. Major changes in education were proposed for member discussion and endorsement by the Boards of Director at the 2003 Annual Conference. Key resolutions passed by the Board included the option of completing one-third of Certification training and two-thirds of Academy training through distance education, requiring a college degree of applicants for the Master Municipal Clerk (MMC) designation starting in 2013 and, thereafter, required testing in all Certification Institutes beginning in 2004. Clerk association leaders, Institute Directors and IIMC leaders and staff are hard at work implementing these directives.

The education program at IIMC's Annual Conference in Columbus, Ohio this year was a study in variety and experience. Eighty concurrent sessions, eight pre-conference Academy sessions, three off-site education sessions, two general sessions and a Thursday morning Plenary session offered something for everyone. Additional three-hour sessions providing more in-depth treatment of subjects were well-received by the Delegates. One first-time Conference attendee, writing about the education program and the conference in general, exclaimed, "What a tremendous thing to have available for Clerks."

Finally, 2003 brought the announced resignation of two IIMC education staff members. Sheri Burdick, an IIMC staff member for 23 years and the Institute's Accreditation Specialist, will be retiring in July. Dr. Frank Adshead, IIMC's first Director of Education, will leave in August. IIMC wishes Sheri and Frank the very best in their years ahead.



*New Jersey CMC Institute  
Rutgers University, New Brunswick, NJ*



## ***Professionalizing the Municipal Clerk— How IIMC Institutes Started***

### **INTRODUCTION**

IIMC's primary goal is to encourage the continuing education and professional development of Municipal Clerks. IIMC's Institute programs help meet those objectives. These Institutes house IIMC's Certification and Academy programs and offer a variety of challenges for growth and development. Institute curricula offer instruction in local and state government operations, technical and communication skills, public administration and leadership and management development.

Realizing that the Institutes are the backbone of IIMC's existence, this article reflects on how and why IIMC Institutes originated. IIMC thanks Levi "Lee" Smith, IIMC's first Institute Director, for his time, enthusiasm and knowledge in helping with this article. Thirty-five years ago, Smith was asked, "Why develop this particular kind of program as a professional training for Municipal Clerks?" His reply:

"The answer lies in the changing concept and requirements of public leadership in our urban society. Every local official today is faced constantly with the interrelated challenges of rapidly changing technology, impact of mass media, mushrooming demands for services, and the effects of social revolution building up throughout our social order."

### **HOW THE INSTITUTE PROGRAM DEVELOPED**

In 1969, Syracuse University became IIMC's first "official" Institute thanks in large part to Levi "Lee" Smith. Smith, often called the "father" of the Institute programs, came to Syracuse from the University of Akron, Ohio to be the Executive Director for a new Continuing Education Center for the Public Service. The Center, which then was supported by the Ford Foundation for Adult Education, became a pioneer in the field of adult civic education.

At that time, Municipal Clerks sensed a need to broaden and stretch their minds, but were relying on their state associations to provide them with continuing education. Looking to develop an education program geared to advance their skills, enhance their leadership abilities and help them better serve their citizens, leaders of the New York State Clerks Association approached Smith to discuss plans to create an intensive educational program for Municipal Clerks.

Part of the attraction to Syracuse, according to Smith, was the national reputation of its Maxwell School for Public Administration and Citizenship.

### **AUGUST 10, 1969**

In August 1969, IIMC began an educational experiment that would have significant long-term impact on Clerk education. It followed more than a year of intensive planning by IIMC officials and the University's Continuing Education Center for the Public Service.

IIMC's Education Committee spent many hours debating values, long-range goals, the feasibility of such as program and the kind of educational experience Clerks needed.

"These were high-minded, idealistic individuals," said Smith, "with strong commitments to upgrade their governmental position and improve the quality of local government."

In effect, IIMC wanted to develop a special university-based program of intensive study for Clerks. It would take place one week each summer over a three-year period. The subject matter in

## **PROFILE**

**Lee Smith  
Retired  
Institute  
Director  
Syracuse  
University,  
Syracuse,  
New York**



the program was to be graduated in difficulty from the first through the third year. Following successful participation in the three-year program, graduates would receive a joint Syracuse University-IIMC Certificate.

"The long-range objective of the plan was to develop a tradition of substantial professional preparation which would be expected of all Municipal Clerks.

"The leaders of the Clerks really wanted an academic program which might eventually lead to some sort of degree. The curriculum, taught mostly by Maxwell professors, included political science, public administration, sociology, and the standard menu of record keeping and parliamentary procedure. It was a very busy week," stated Smith.

The response to the announcement of the first year's program was gratifying to IIMC and the University. The first week-long Institute attracted 110 enrollees -- so large that the group was divided into two sections for instructions. A number of states were represented, with a multitude of Clerks from California, New Jersey, Canada and other East Coast states. The mixture of localities and backgrounds was one of the most valuable aspects of the program. This combination continued for several years until most states began offering their own certification programs.

The first Institute was held at the Center, the University's residential training facility operated by the Continuing Education Division of Syracuse. It was a completely integrated living, learning center composed of apartment buildings, classroom and cafeteria buildings. Apartments provided convenient housing quarters for long-range programs. The Center frequently accommodated four or five different groups representing wide ranges of program objectives and characteristics. Groups shared Center facilities at the same time.

"The mix of program participants often added a substantial dimension to the learning experience not otherwise anticipated," said Smith.

The program at the time consisted of core areas in Communication, Public Administration, Community Analysis and Development, and Group Action. After two or three years, the program was changed. Guest lecturers were top Syracuse University faculty, expert in their respective fields or recognized authorities from other schools.

The academic curriculum, albeit potent and educational, did not meet the Clerks' needs or interests. Therefore, less time was spent on political and social topics and more time was given to their immediate interests and concerns.

The Institute operated successfully for nearly 30 years. It provided Municipal Clerks with an array of specialty courses, programs focusing on complex problems and situations facing public officials.

Long after Smith retired from the Institute, financial hardships in municipalities and diminished attendance took their toll on the Institute and, in 2001, the Syracuse Institute discontinued the program.

Smith recalls fondly his years at the Institute.

"I count many of the Clerks who attended Syracuse as dear friends. They were a fun-loving group, seriously interested in improving their own knowledge and skills in their work. I miss the dedication, the enthusiasm and their spirit of all those Clerks who participated in the Syracuse Institute."

## WHERE WE ARE TODAY

Based on the success of the first Institute, several more Certification programs were established in universities throughout the country. Today, IIMC is associated with 46 permanent college-and university-based learning centers for Municipal Clerks across the U.S. and Canada. Approximately 85 percent of IIMC's 10,000 plus members have received their Certified Municipal Clerk designation.

Throughout the years, IIMC Institutes have developed and expanded on the original curriculum. In 2002 and 2003, several Institutes and State Associations celebrated their 25th anniversaries.

In August of this year, Cornell University in Ithaca, New York will open its doors as the new Municipal Clerk Institute in New York State, reaffirming the continuing vitality of IIMC's Institute system.



*Oklahoma Municipal Clerks and Treasurers Institute*



*Louisiana Municipal Clerks Institute*

## ABOUT OUR FINANCIALS

Board of Directors  
International Institute of Municipal Clerks

We have audited the accompanying statement of financial position of the International Institute of Municipal Clerks ("Institute") as of December 31, 2002, and the related statement of activities and cash flows for the year ended. These financial statements are the responsibility of the Institute's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the International Institute of Municipal Clerks as of December 31, 2002, and the results of its operations and cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Our audit was made for the purpose of forming an opinion on the financial statements of the International Institute of Municipal Clerks taken as a whole. The accompanying schedule of net assets is presented for purposes of additional analysis and is not a required part of the financial statements. The information in the schedule has been subjected to the auditing procedures applied in the audit of the financial statements and, in our opinion, is fairly stated in all material respects in relation to the financial statements taken as a whole.

Smith Marion & Co.  
January 30, 2003



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

## STATEMENT OF FINANCIAL POSITION

December 31, 2002

## ASSETS

## Current Assets

Cash	\$ 129,806
Certificates of deposit	100,000
Accounts receivable less allowance for doubtful accounts of \$-0-	3,233
Inventory	34,599
Prepaid expenses	9,083
Conference prepaids	43,408
<b>Total Current Assets</b>	<u>\$ 320,129</u>

## Other Assets

Property and equipment, less accumulated depreciation	1,263,166
Capitalized cost, less accumulated amortization	4,598
<b>Total Other Assets</b>	<u>1,267,764</u>

<b>TOTAL ASSETS</b>	<u><u>\$ 1,587,893</u></u>
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## LIABILITIES AND NET ASSETS

## Current Liabilities

Accounts payable	\$ 41,264
Accrued liabilities	16,652
Other payables	20,463
Deferred revenue-conference	28,127
Mortgage note payable - current portion	18,639
<b>Total Current Liabilities</b>	<u>125,145</u>

Mortgage note payable	<u>992,689</u>
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<b>Total Liabilities</b>	<u>1,117,834</u>
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## Net Assets

Unrestricted net assets	<u>470,059</u>
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<b>Total Net Assets</b>	<u>470,059</u>
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<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u><u>\$ 1,587,893</u></u>
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## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

## STATEMENT OF ACTIVITIES

December 31, 2002

## REVENUE

Membership dues	\$ 860,852
Conference	669,284
Education	105,869
Marketing development and promotion	89,990
Building	(29,499)
Administration	42,942
Interest	<u>6,473</u>

TOTAL REVENUE	<u>\$ 1,745,911</u>
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## EXPENSE

**Program Services**

Education	193,983
Conference	758,679
Membership services	235,238
MCEF	74,159
Marketing development and promotion	<u>91,953</u>
<b>Total Program Services</b>	<u>1,354,012</u>

**Supporting Services**

Administration	<u>469,286</u>
<b>Total support Services</b>	<u>469,286</u>

TOTAL EXPENSE	<u>\$ 1,823,298</u>
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Change in Net Assets	(77,387)
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Beginning Net Assets	<u>547,446</u>
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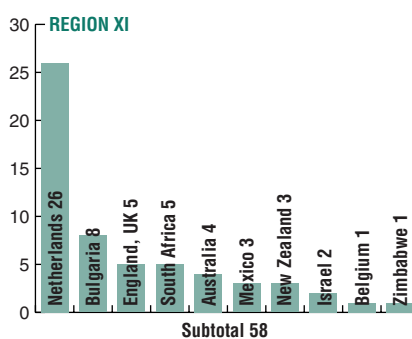
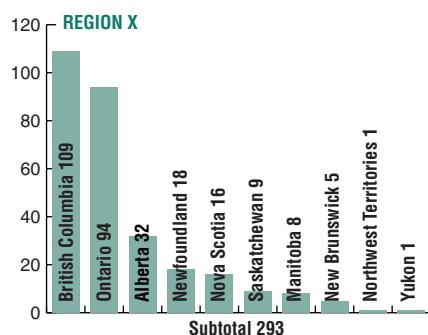
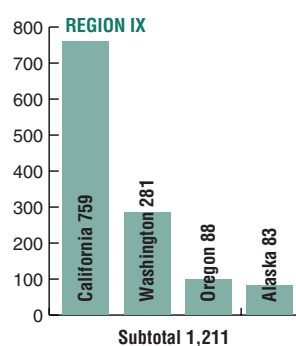
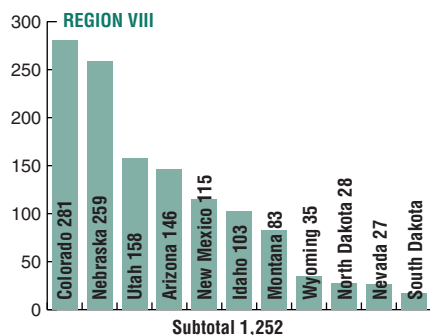
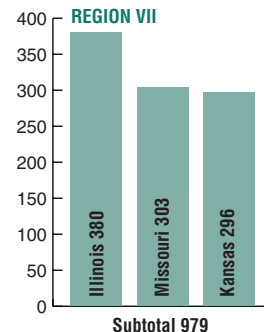
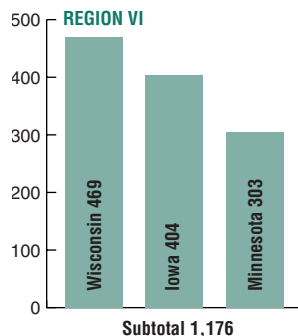
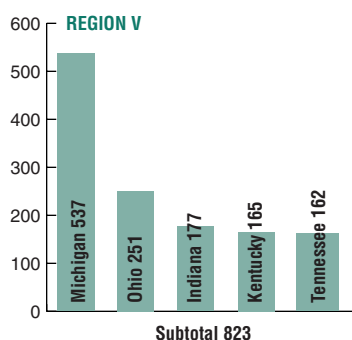
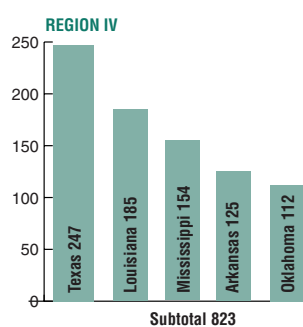
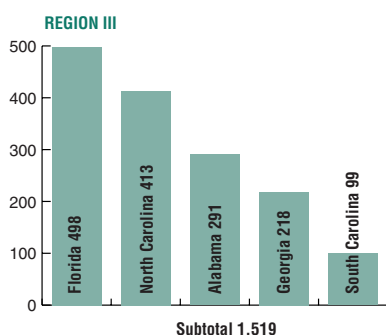
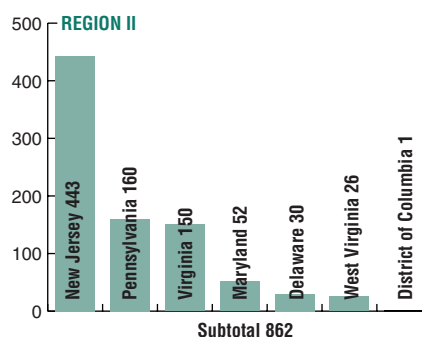
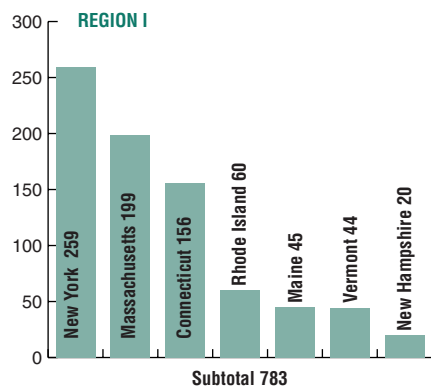
Ending Net Assets	<u><u>\$ 470,059</u></u>
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## IIMC STATE/ REGIONAL MEMBERSHIP

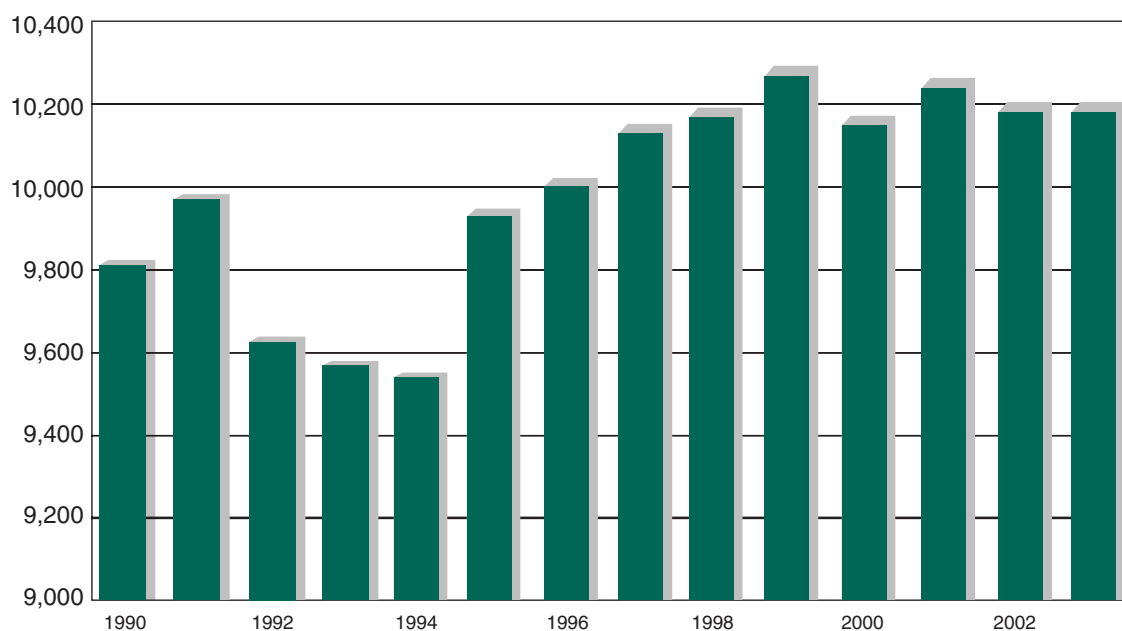
The following chart represents IIMC membership in each state, province and country.

As of May 31, 2003,

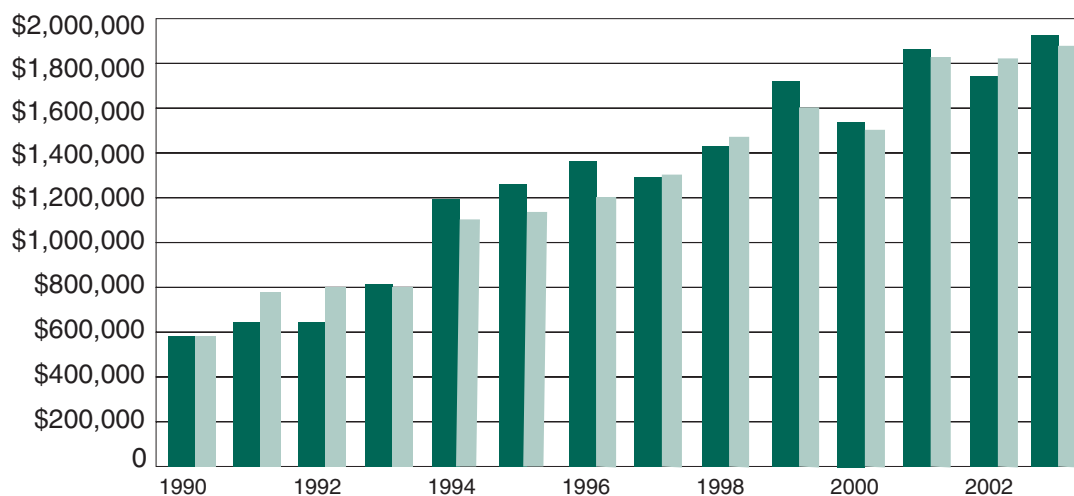
California leads all states in membership with 759. Region III (AL, FL, GA, NC and SC) leads all Regions in total membership with 1,519. British Columbia leads all members in Canada with 109. The Netherlands has 26 members to lead all countries in Region XI.



## MEMBERSHIP



## ANNUAL REVENUE & EXPENDITURES



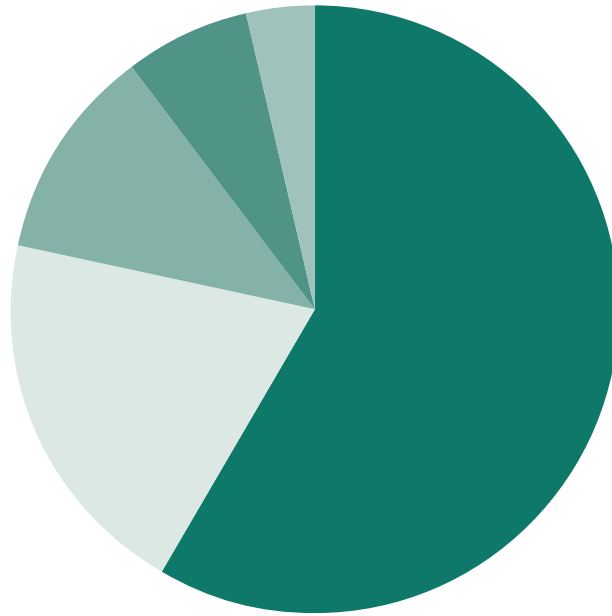
## CMC AND MMCA FIGURES

Certification  
and Master Municipal  
Clerk Academy Figures

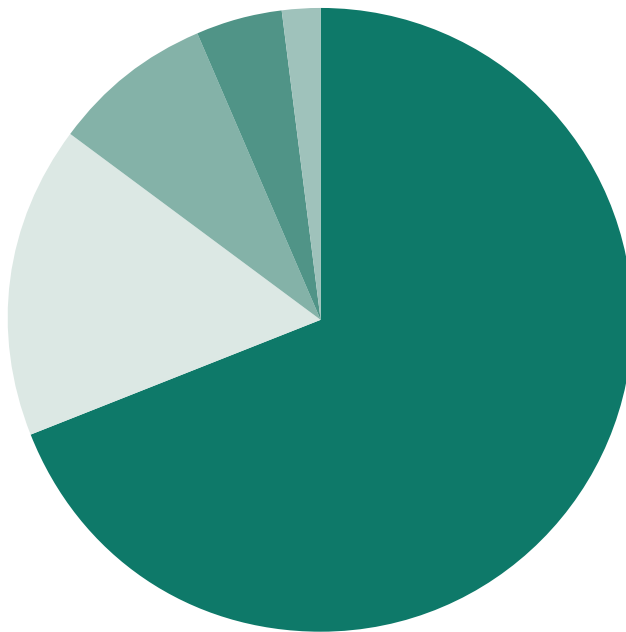
The Certified  
Municipal Clerk  
program began in  
1971.

### TOTAL ACTIVE CLERKS AS OF MAY 31, 2003

CMC - 4,360  
MMCA - 1,491  
Level 1 - 845  
Level 2 - 497  
MMC - 272



### TOTAL CLERKS SINCE INCEPTION OF PROGRAMS



CMC - 8,372  
MMCA - 1,961  
Level 1 - 1,015  
Level 2 - 543  
MMC - 242

# BOARD OF DIRECTORS 2002-03



**PRESIDENT**  
**Pierre Pagé, CMC**  
Director of Secretariat  
Services/City Clerk  
*Ottawa, Ontario, Canada*



**FIRST VICE PRESIDENT**  
**Jean M. Bailey, CMC**  
City Clerk  
*Rocky Mount, NC*



**SECOND VICE PRESIDENT**  
**Elizabeth H. Kiss, MMC**  
Municipal Clerk  
*East Brunswick Township, NJ*



**IMMEDIATE PAST PRESIDENT**  
**L. Ranette Larsen, MMC**  
City Secretary  
*Garland, TX*

## 2003 EXPIRATION

**Patricia P. Ulatowski, MMC**  
Town Clerk  
*Stratford, CT*  
Region I

**Elizabeth West Fortner, MMC**  
City Clerk/Assistant to Manager  
*Clinton, NC*  
Region III

**Deirdre M. Mayes, CMC**  
City Clerk  
*Greenwood, MS*  
Region IV

**Marilyn Chittick, CMC**  
Clerk/Treasurer  
*Frankfort, IN*  
Region V

**Jane A. Wilms, MMC**  
Village Clerk  
*Germantown, WI*  
Region VI

**Sandra L. Williams, CMC**  
Municipal Clerk  
*Branson, MO*  
Region VII

**Pamyla Nigliazzo, MMC**  
City Clerk  
*Napa, CA*  
Region IX

**Bruce A. Hawkshaw, CMC**  
City Clerk  
*North Vancouver, B.C., Canada*  
Region X

**Ronny Frederickx**  
City Secretary  
*Essen, Belgium*  
Region XI

## 2004 EXPIRATION

**Denise L. MacAloney, MMC**  
Town Clerk  
*Westminster, MA*  
Region I

**Linda M. Hess, MMC**  
City Clerk/Treasurer  
*Taneytown, MD*  
Region II

**Sandra Woodall, MMC**  
City Clerk  
*Dunedin, FL*  
Region III

**Sharon K. Cassler, MMC**  
Clerk of Council  
*Cambridge, OH*  
Region V

**Bonnie Moritz, MMC**  
City Recorder  
*Cedar City Corporation, UT*  
Region VIII

**Barbara Price, CMC**  
City Clerk  
*Puyallup, WA*  
Region IX

**Garmt Kolhorn**  
City Clerk/City Manager  
*Noordoostpolder, the Netherlands*  
Region XI

## 2005 EXPIRATION

**Patricia F. Hullfish, CMC**  
Municipal Clerk  
*Plainsboro, New Jersey*  
Region II

**Frances Kersey, CMC**  
City Clerk  
*Oklahoma City, Oklahoma*  
Region IV

**Susan L. Lambert, CMC**  
City Clerk  
*Harlan, Iowa*  
Region VI

**Charles E. Tokar, MMC**  
Village Clerk/Collector  
*Village of Chicago Ridge, Illinois*  
Region VII

**Lorraine Gallegos, CMC**  
Town Clerk  
*Taos, New Mexico*  
Region VIII

**Robert M. Prentice, CMC**  
Director of Corporate Services  
*Newmarket, Ontario, Canada*  
Region X





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