

IIMC ANNUAL REPORT

2007



*A Continuing Commitment To You -  
The Members*



*IIMC Mission Statement*  
*Professionalism In Local Government*  
*Through Education*

# PRESIDENT'S MESSAGE

Marcella H. O'Connor, MMC



Today is not yesterday. - We ourselves change. - How then can our works and thoughts, if they are always to be the fittest, continue always the same. - Change, indeed, is painful, yet ever needful; and if memory have its force and worth, so also has hope.

Thomas Carlyle

I have had much recourse to the truth of Thomas Carlyle's dictum this year. This has been a year of adjustment, not only personally, but for IIMC. I started the year full of plans and dreams for our organization and end it with a solid reality check and a year of experience in adjusting to circumstances.

## FINANCIAL CONDITION

A major part of this Annual Report is the auditor's statement of our financial position. It became apparent early on that IIMC had serious financial problems. Not only were our expenses exceeding our revenues, but we did not have any reserves. The information the Officers and Board, and to some extent the employees, had been relying upon when making decisions was found to be inaccurate. The discrepancies dated back several years and had been compounded, as such things generally are, by decisions made with the best intentions but under false premises.

In response to the seriousness of the situation, the Board met telephonically a number of times and spent the best part of two days at the Mid-Year Board meeting on the issues. One of the outcomes of that meeting, which looked long and hard at the financial accountability of the organization, was the increase in membership dues that became effective last November. The Municipal Clerks Education Foundation also stepped up to the plate and pledged a short-term loan to alleviate the cash flow problems with a bridging loan. I assure you the MCEF education endowments that we have all worked so hard to build have been safeguarded as we are making interest payments at the average interest rate earned by MCEF. The cash infusion allowed us to continue operations and services to the membership.

With much hard work by the staff, operating under serious handicaps and a series of financial managers who came and went for a variety of reasons, the financial records for the entire prior year were reconstructed. Bank statement reconciliations are current and a "clean" audit of 2006 activity has been completed. The auditors were complimentary about the accounting changes that have been implemented.

The financial condition put operations and program development under serious constraints this year. In spite of everything a significant number of initiatives advanced through departments and/or committees. I wish to personally thank everyone who assisted during the financial crisis. Many Officers and Boardmembers absorbed costs personally or through their municipalities; employees worked long hours and on weekends; and State Associations picked up more than the normal costs for visiting IIMC representatives. Their loyalty and dedication to IIMC is inspiring.

## EDUCATION PROGRAMS

The Education Department, under the direction of Dr. Mohammad Eftekhari, combined and streamlined into a single document the Education Guidelines under which all certification and recertification programs are administered. The Small Town Clerks Program announced some time ago morphed into the On-Line Institute program. This new initiative provides an opportunity for IIMC members unable to attend Institutes to acquire credits toward their certifications. It also assists the Education Department and the Accreditation Task Force's efforts in obtaining national accreditation for IIMC's Certification programs through the National Organization for Competency Assurance. This is a comprehensive process and, if approved, one that will give more credibility to any member carrying the CMC or MMC designations.

# PRESIDENT'S MESSAGE

Marcella H. O'Connor, MMC

Interest continues to grow in the Athenian Leadership Society and the first Fellows were inducted at the New Orleans Conference. This is a significant achievement for those completing the requirements and they are to be congratulated. At the May 21st Board meeting, a number of changes were made to the program including allowing CMC and MMC education points for participating in the Dialogues. The criteria for allowing education points will be developed this year by the Education Department and the Program Review and Certification Committee.

Also to be congratulated is the first graduating class of the Central and East European Certification Institute at the Institute for Education of Municipal Clerks in Sofia, Bulgaria. This Institute, our only one outside North America, has been a long-term initiative and it is wonderful to see it come to fruition.

## STAFF CHANGES

This year saw several staff changes. Accreditation Specialist Toni Brandt spread her wings and left for new challenges to be replaced by Sandy Lieng. Due to budgetary constraints, the position of Receptionist was eliminated. Finance Manager Richard Klabunde left and a series of temporary finance people came and went. We recently welcomed Accounting Manager Pilar Archer to the team.

Chris Shalby continued to act as our Interim Executive Director throughout the year and accepted appointment as the Executive Director at the May 21st Board meeting. We applaud his willingness to serve in the dual capacity of ED and Communications Director and look forward to his seeing IIMC through the current financial difficulties and into a brighter future.

Just as our municipalities have tightened their belts through staff reductions in recent years, so has IIMC. Just three years ago, we had 13 full time staff and one or two part timers. At the present we are operating with eight full-time staff and one part timer. We appreciate staff's willingness to shoulder the load left by the departures.

## COMMITTEES

Your committees have been very busy and at mid-year the Board took action on many recommendations. A short list includes:

- The Budget and Planning Committee's work on the 2006 and 2007 Budgets;
- The Conference Policy Committee eliminating the Future Conference Reception commencing with the 2007 conference, thereby reducing the financial burden on host committees;
- The Elections Committee approving the use of a link on the IIMC website for Region Director and Vice Presidential candidates;
- The Membership Committee for a program to recognize individual members' significant number of years of service to local government and establishing guidelines for full membership for Fire, Hospital Districts and Native American Council Clerks; thus opening a doorway to a huge potential increase in membership;
- The Policy Review Task Force's complete review and overhaul of all policies governing the operations of the organization;
- The Constitution Review Task Force completing a multi-year effort to revamp our Constitution and their recommendations were approved by the membership at the conference in New Orleans;
- The Code of Ethics Task Force, whose work was also considered and approved in New Orleans;
- The Program Review and Certification Committee, which is further mentioned below and in future *News Digest* articles;
- The Public Relations and Marketing Committee, which developed an award for Program Excellence in Governance which was awarded for the first time at the New Orleans Conference.



# PRESIDENT'S MESSAGE

Marcella H. O'Connor, MMC

This list does not include a number of Committees that are hard at work on issues and programs that either were not ready for the Board at mid-year or which did not require Board action. This list includes the Accreditation Task Force (mentioned above under Education Programs), the Education and Personal Growth Committee, the International Relations Committee, the Mentoring Committee, the Property Assessment Task Force, the Research Committee, and the Resource and Information Committee.

At the May 21st Board meeting, action was taken on a number of recommendations from the Committees including adoption of a Five-Year Marketing Plan developed by the Public Relations and Marketing Committee; approved the final reports of the Constitution Review and Code of Ethics Task Forces for submittal to the membership; approved changes to the Conference Planning Manual recommended by the Conference Policy Committee; and approved a number of initiatives submitted by the International Relations Committee, which you will hear about in the coming months.

Much of the work of our organization is done in these Committees and our grateful appreciation goes to all those members who so unselfishly donate their time and talents to bettering our profession.

## CONFERENCES

The 2006 conference in Anaheim, California, was the largest in our history with more than 1,600 in attendance. Congratulations to the California Clerks who worked so hard with such fantastic results.

This year saw the streamlining of the conference Request for Proposals. What had been a voluminous tome, difficult to follow, and almost impossible to adhere to, is now a straight-forward document. It resulted in more than 50 cities bidding for the 2011 conference with Nashville, Tennessee, receiving the award.

At the request of States and Regions representing more than 50 percent of the membership the Board reconsidered the award of the 2010 conference to Sydney, Australia. The major concern was the cost of travelling to Australia to attend the conference. On May 21st the Board, in response to these requests rescinded the award of the bid to Sydney. Everyone continues to be in favour of the 10 year rotation that states the 2010 conference should be held in Region XI (outside North America), and the Board has directed staff to research more economical locations. The economics of attending a Region XI conference will be added to the criteria for consideration in the future.

While on the subject of conferences, my personal congratulations go to Peggy Lewis, CMC, Host Clerk of the New Orleans Conference, and the Louisiana Municipal Clerks Association for putting on an outstanding conference under the most trying of circumstances. Once again, our belief that Municipal Clerks are the most organized and efficient of public servants was proved when, in spite of Hurricanes Katrina and Rita, they provided welcoming hospitality to a week of outstanding education and social events.

## NEWS DIGEST

In the last several months, the *News Digest* printing procedures have improved, at a cost savings, and expedited mailings implemented. Also implemented is a system for immediately uploading the *News Digest* to the IIMC website. It can be found in the member's only section. Efforts continue to upgrade the content of the publication.

## CONCLUSION

I conclude my report telling you how humbled I have been to serve as President of the premier local government professionals' organization in existence today. It is truly amazing to witness the dedication and commitment of the members who serve on the Board, on committees and task forces and who also serve their state and provincial associations with the same dedication and commitment. The members are our most valuable assets. They individually and collectively make our Organization successful. Our members are true professionals and I am so proud to be associated with each and every one of you.

# EXECUTIVE DIRECTOR'S UPDATE

Chris Shalby



## A Continuing Commitment To You - The Members

Like most non-profits, IIMC is an Organization that continues to experience fluctuation. This is neither good nor bad, but a fact. In as much as growth and change are inevitable, they occur and need to be dealt with. How we deal with change is a testament to our resiliency, willingness and our continuing commitment to this Organization.

Nearly two years ago, IIMC operated at a full complement of 13 full-time employees and one part timer. Now, we have eight full-timers and one part timer.

Two major changes in the past year have augmented and strengthened

IIMC's overall structure:

1) Beginning in May 2006, prior to the Conference in Anaheim, CA, we hired an independent conference management company, Association Solutions Limited. With more than 20 years of experience in event management, ASL provides IIMC with a wealth of knowledge in dealing with properties, contracts and daily logistics. Thanks to ASL, IIMC is employing new cost-saving methods that have reduced expenses in food and beverage, transportation and accommodations.

2) In January 2007, our financial department experienced an overhaul, too. The past few years saw a variety of changes to the budget process, both from a fundamental and philosophical aspect. Once again, we looked externally and hired an independent contractor, with non-profit experience, to handle our accounting department. That hire and the Board's approval to move to an accrual accounting system will help us better manage our finances in the future.

Changes. All good and to the benefit of the Organization.

On page 3, President O'Connor's message expounds on the various changes within the Organization and allows for an update of this past year.

I would like to conclude that staff has performed under difficult circumstances the past few years, yet maintained their optimism and perseverance in accomplishing their responsibilities. They continue to provide the Organization with excellent support, and a healthy appreciation for its members. From Education to Membership to Communications, staff functions as a solid and cohesive team, working with the Executive Committee and the Board of Directors to implement projects and programs for the membership.

## EDUCATION DEPARTMENT

The key component to this year's Education Program has been the solidification of the education guidelines. These guidelines strengthen all the education programs and help produce a cohesive and uniformed policy for all members. The Education Department delved into a variety of tasks, working toward IIMC's premier goal of being the leader in Municipal Clerk education. Some highlights include:

- Created Application for Admission to register applicants in the IIMC system, monitor progress and relay education opportunities that IIMC Institutes may offer;
- Seeking Accreditation through NOCA to further enhance the education/certification programs. This process, while NOCA approved the Guidelines, is still pending;
- Continue to embellish the Athenian Society Dialogues, making them more accessible and beneficial to the entire membership; and
- Approved new Institutes in Michigan and Connecticut.

# EXECUTIVE DIRECTOR'S UPDATE

Chris Shalby

## MEMBER SERVICES

The Membership Department continues to provide and maintain excellent customer service and member satisfaction. In January 2007, the Department introduced a new Recruit A Member campaign that attracted 34 new members in a six-month period, making May 2007 the largest membership month in the past five years. The Membership Department continues to work with the International and Public Relations/Marketing Committees to increase membership throughout North America and in other countries.

E-mail blasts continue to be used as an efficient, cost-effective and timely form of communication to members.

As IIMC searches for original venues to increase the value of its membership, it continues to expand on its already solid foundation. IIMC currently provides members with:

- Liberty Mutual Insurance for discounted Home and Auto insurance;
- MBNA credit card program;
- NAP's — *Parliamentary Procedures in Local Government*;
- Eli Mina's *Guide To Minute Taking*; and
- Discounts through the ICMA bookstore.

## WWW.IIMC.COM

IIMC's web site keeps members updated on a timely basis. The site is aesthetically pleasing and easy to use. Members can access information on the current Conference, new Education programs, membership applications, and download certification and recertification applications. This past year, staff has been able to upload Board agendas and minutes in a timely manner for all members to view.

## NEWS DIGEST

The *News Digest* is IIMC's monthly form of communication with its members. It is a reliable source of education and information. This past year, the *News Digest* carried extensive articles about IIMC; Education and Professional Development and Management articles. You can expect to see more articles in the future on leadership, management, personnel and technical training, all specifically geared to the Municipal Clerk experience. Thanks to a revised printing program, the *Digest* is immediately uploaded to the members only section of the web site after it is printed and prior to it being mailed. This process provides the members with immediacy regarding viewing the publication.

## FINANCIALS

For details, please refer to the Auditors financial statements in this report.

## OUTREACH

Continuing in our efforts to reach out to members, the President, Executive Committee, a Board member, or staff attended State, Provincial and National Association meetings.

All in all, we continue our commitment to you— the members.

# INDEPENDENT AUDITOR'S REPORT

**ROMERO & ASSOCIATES**<sub>LLP</sub>  
Certified Public Accountants


## INDEPENDENT AUDITORS' REPORT

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, 2006, and the related statements of activities, functional expenses and cash flows for the year then 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 misstatement. An audit includes examining on a test basis, evidence supporting the amounts and disclosures in the financial statements. 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, 2006, and the changes in net assets and cash flows for the year then ended, in conformity with accounting principles generally accepted in the United States of America.



**ROMERO & ASSOCIATES, LLP**  
Certified Public Accountants

April 13, 2007



# FINANCIAL STATEMENT

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

### STATEMENT OF FINANCIAL POSITION

December 31, 2006

#### ASSETS

##### CURRENT ASSETS

Cash and cash equivalents	\$ 103,780
Membership dues receivable	4,492
Accounts receivable - other	17,035
Inventory	8,627
Prepaid expenses	17,800
Conference prepaids	8,825
Total Current Assets	<u>160,559</u>

Property and equipment	1,176,492
Capitalized cost	<u>14,854</u>
Total Assets	<u>1,351,905</u>

#### LIABILITIES AND NET ASSETS

##### CURRENT LIABILITIES

Accounts payable	49,079
Accrued liabilities	79,003
Accrued interest	6,160
Deferred revenue	617,353
Mortgage note payable - current portion	16,359
Total Current Liabilities	<u>767,954</u>

##### NOTES PAYABLE

Mortgage note payable	<u>963,633</u>
Total Liabilities	<u>1,731,587</u>

##### NET ASSETS

Unrestricted net assets	<u>(379,682)</u>
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Total Liabilities and Net Assets	<u>\$1,351,905</u>
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See accompanying notes to the financial statements.

2007 IIMC ANNUAL REPORT

# FINANCIAL STATEMENT

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

### STATEMENT OF ACTIVITIES

For the year ended December 31, 2006

#### REVENUES

Membership dues	\$ 864,215
Conference	748,666
Education	144,440
Marketing development and promotion	87,132
Building rental, net	82,585
Administration	27,052
Interest	5,037
Total Revenues	<u>1,959,127</u>

#### EXPENSES

Program Services	
Education	394,548
Conference	649,951
Member services	298,633
Marketing development and promotion	99,010
Building	99,964
Supporting Services Administration	573,294
Total Expenses	<u>2,115,400</u>

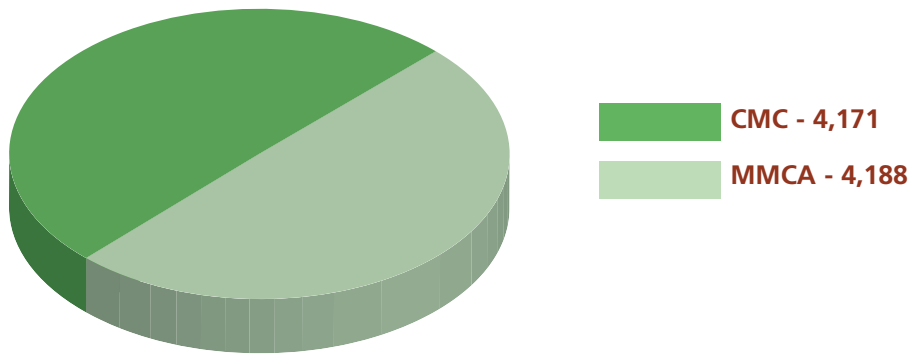
Decrease in Net Assets	(156,273)
Net assets, beginning of year	(33,525)
Prior period adjustment	<u>(189,884)</u>
Net Assets, end of year	<u>\$ (379,682)</u>

See accompanying notes to the financial statements

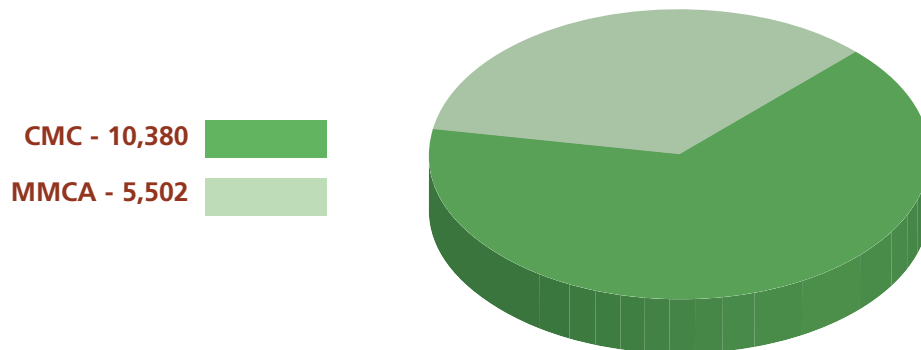
# CMC & MMCA FIGURES

**Certification and Master Municipal Clerk Academy Figures**  
The Certified Municipal Clerk program began in 1971.

## TOTAL ACTIVE CLERKS AS OF MAY 31, 2007



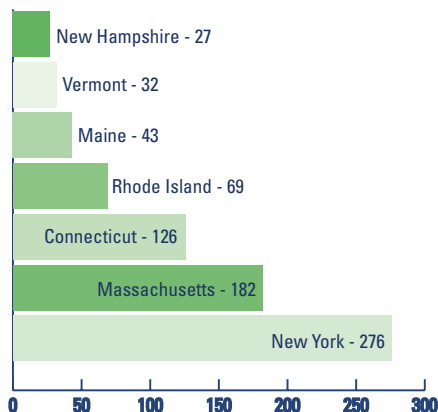
## TOTAL CLERKS SINCE INCEPTION OF PROGRAMS



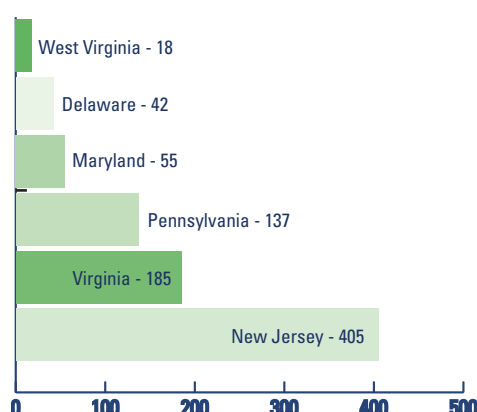
# IIMC MEMBERSHIP

The following chart represents IIMC membership in each state, province and country. As of May 31, 2007, California leads all states in membership with 863, an increase of 36 new members in 2007. Region III (AL, FL, GA, NC and SC) leads all Regions in total membership with 1,644, an increase of 52 new members in 2007. British Columbia leads all members in Canada with 110. Bulgaria leads all countries in Region XI with 19. IIMC's total membership ending in May 2007 is 10,296, making it the largest month of membership in the last five years.

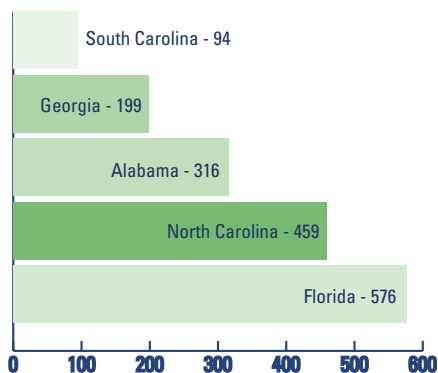
**REGION I - Subtotal 757**



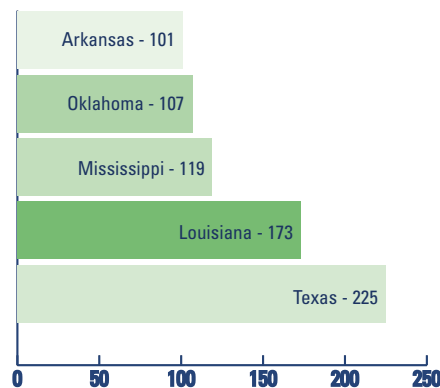
**REGION II - Subtotal 842**



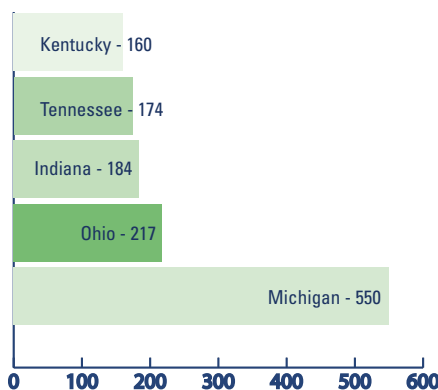
**REGION III - Subtotal 1,644**



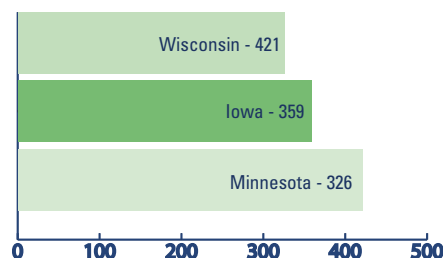
**REGION IV - Subtotal 725**



**REGION V - Subtotal 1,285**



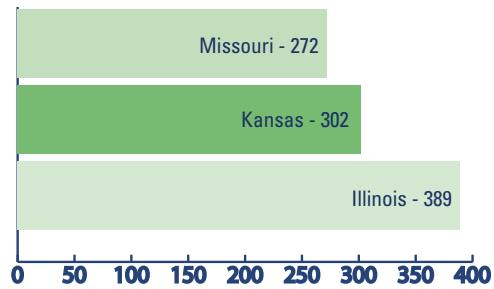
**REGION VI - Subtotal 1,108**



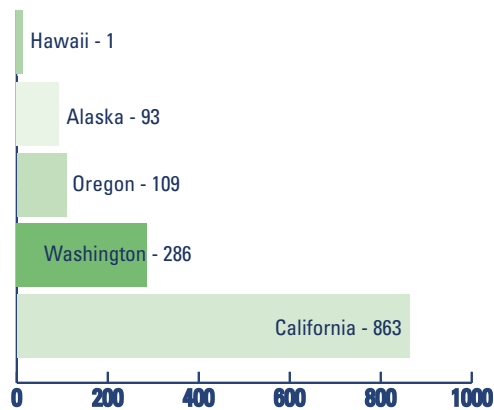


# IIMC MEMBERSHIP

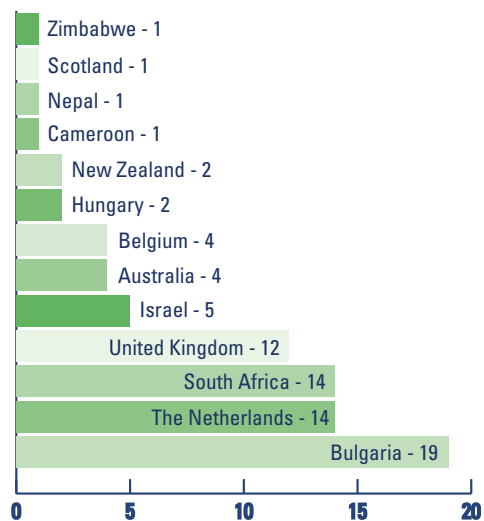
## REGION VII - Subtotal 963



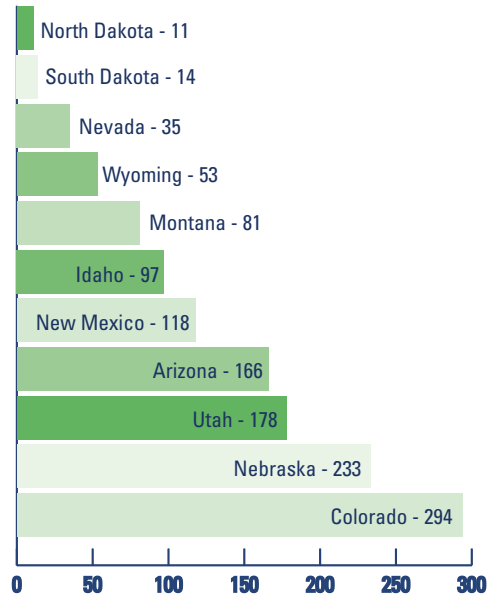
## REGION IX- Subtotal 1,352



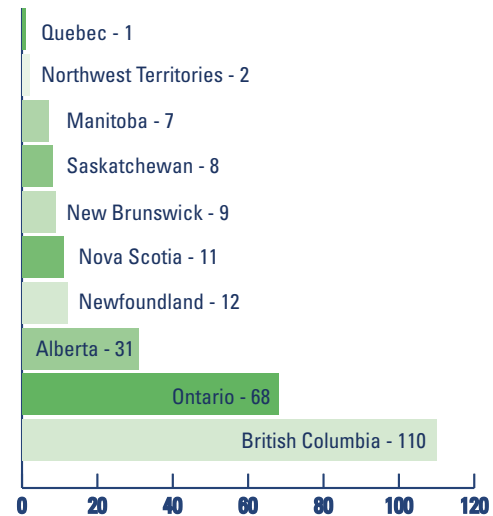
## REGION XI - Subtotal 80



## REGION VIII - Subtotal 1,280

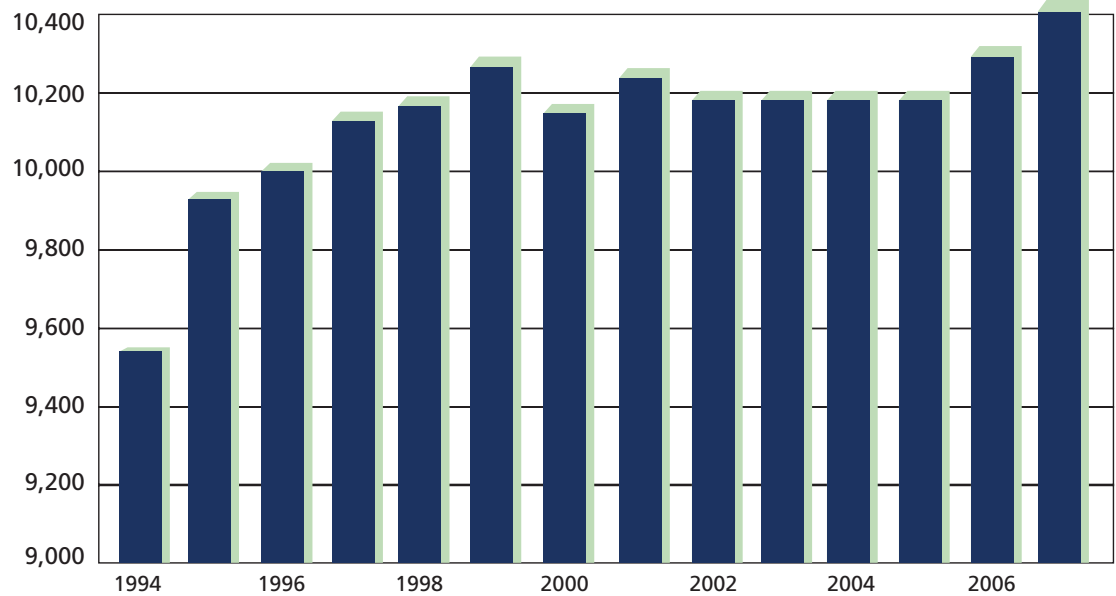


## REGION X - Subtotal 259

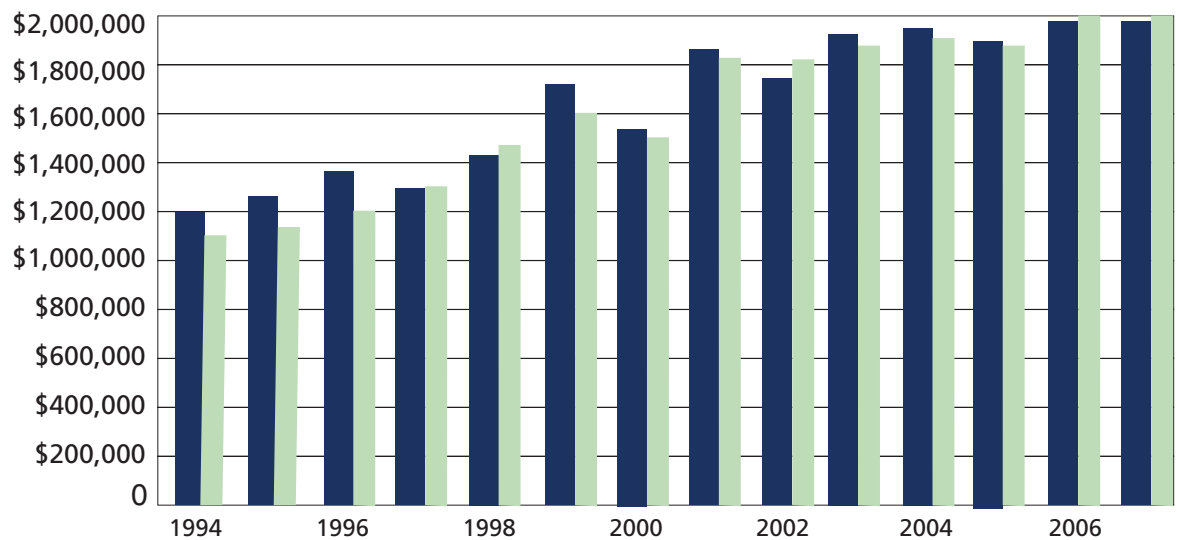


# MEMBERSHIP & ANNUAL REVENUE

## Membership



## Annual Revenue & Expenditures



# IIMC BOARD OF DIRECTORS



**PRESIDENT**  
**Marcella H. O'Connor, MMC**  
Municipal Clerk  
*Uralla Shire, Australia*



**PRESIDENT ELECT**  
**Charles Tokar, MMC**  
Municipal Clerk/Budget Officer  
*Village of Chicago Ridge, IL*



**VICE PRESIDENT**  
**Dyanne C. Reese, CMC**  
Clerk of Council  
*Savannah, GA*



**IMMEDIATE PAST PRESIDENT**  
**Susan L. Morrow, MMC**  
Township Clerk  
Plainfield Charter Township  
*Belmont, MI*

## DIRECTORS 2007 EXPIRATION

**Tina Ward Stuart, MMC**  
Town Clerk/Collector  
*Cobleskill, NY*  
Region I

**Phillip J. Campbell, MMC**  
Asst. to County Exec./Clerk to Board  
*Prince William County, VA*  
Region II

**Cheryle R. Ratliff, MMC**  
City Clerk  
*Greenville, SC*  
Region III

**Sally Oglesby, MMC**  
City Clerk  
*Crossville, TN*  
Region V

**Buster Brown, CMC**  
City Clerk  
*Omaha, NE*  
Region VIII

**Sheri L. Pierce, CMC**  
City Clerk  
*Valdez, AK*  
Region IX

## DIRECTORS 2008 EXPIRATION

**Allan R. Susen, CMC**  
Borough Clerk  
*Haledon, NJ*  
Region II

**Gloria King, MMC**  
Municipal Clerk  
*Delhi, LA*  
Region IV

**Carol S. Alexander, MMC**  
Municipal Clerk  
*Beloit, WI*  
Region VI

**Brenda M. Cirtin, MMC**  
Municipal Clerk  
*Springfield, MO*  
Region VII

**Gloria Leija, MMC**  
Municipal Clerk  
*Casa Grande, AZ*  
Region VIII

**David Calder, CMC**  
Municipal Clerk  
*Cambridge, Ontario, Canada*  
Region X

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

## DIRECTORS 2009 EXPIRATION

**Linda C. Cohen, MMC**  
City Clerk/Registrar of Voters  
*Portland, Maine*  
Region I

**Glenda A. Morgan, MMC**  
City Clerk  
*Mobile, Alabama*  
Region III

**Eddie R. Myers, CMC**  
Director of Administration/City Clerk  
*Hattiesburg, Mississippi*  
Region IV

**Kathryn A. Dornan, CMC**  
City Clerk  
*Farmington Hills, Michigan*  
Region V

**Carolyn Brownfield, MMC**  
City Clerk/Finance Officer  
*Toledo, Iowa*  
Region VI

**Rick Goeckner, MMC**  
City Clerk  
*Effingham, Illinois*  
Region VII

**Colleen J. Nicol, MMC**  
City Clerk  
*Riverside, California*  
Region IX

**Bernie White, CMC**  
Municipal Clerk  
*Cape Breton Regional Municipality, Nova Scotia, Canada*  
Region X

**Tom Van der Hoven**  
Head of Administration  
*Test Valley Borough Council, United Kingdom*  
Region XI



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8331 Utica Avenue, Suite 200  
Rancho Cucamonga, CA 91730  
[www.iimc.com](http://www.iimc.com)