



2008  
IIMC  
ANNUAL  
REPORT

# RESTRUCTURING ONE STEP AT A TIME

*IIMC Mission Statement  
Professionalism In Local Government  
Through Education*



## PRESIDENT'S MESSAGE

Charles E. Tokar, MMC, J.D.

**B**efore delving into some of the particulars of the journey IIMC has been on these past

12 months, I'd very much like to thank many individuals who made the trip a successful one. Clearly, without the friendship, knowledge and advice of our great Executive Director, Chris Shalby, my job as your President would have been much more difficult, and certainly nowhere near as much fun. Chris and I talked numerous times every week, or even some days, and I admit I awakened him late, late at night as well as early in the morning. We worked well as a team, bouncing ideas and verbiage off each other quite a bit, and I thank him for everything he did to make the last year personally very rewarding for me, and successful for our Organization.

I also want to say what an absolute pleasure it has been to have an Executive Committee made up of such fine teammates as Dyanne Reese, Mary Lynne Stratta and Marcella O'Connor. These three exceptional ladies were always there for me, with ideas, advice and support, and I thank them profusely.

Due to space limitations, and not to leave anyone out, my next thank you must be a generic one extending to the individual members of the IIMC Board of Directors, the members of the Municipal Clerks Education Foundation Board, all those members serving as Chairs and on Committees. I also want to personally thank each staff member for their efforts, professionalism and persistence in helping IIMC run smoothly and efficiently: Denice Cox, Janis Daudt, Dr. Mohammad Eftekhari, Jennifer Ward, LeiAnna Matthews, Tammy Schultz, Janet Pantaleon, Maria Miranda and Noemi Hubbard. Without the commitment and dedicated service of all of these wonderful people, nothing of note would have been accomplished, and this report would have been very short. Because of their hard work, I have much to report on.

### EDUCATION

Let me say that our educational challenges have been many, our members' and Institute Directors' voices have been loud, and your Board of Directors has been listening. I am extremely proud of the way Region V Board Member Kathy Dornan and Missouri Institute Director Jim Kaatz led the 10 member Education Task Force as Co-Chairs. The Task Force did an incredible job of responding to the many issues that have arisen since the "new" guidelines were passed by the IIMC Board in 2006. The Board at our meeting in Atlanta

accepted all their recommendations, reached through many, many hours of discussion and a concerted effort to compromise.

Among the most important changes made by the Board were the elimination of the bachelor degree requirement for the MMC designation; the earning of 4 education points for attendance at an Annual Conference; the extension of the grace period for completing CMC and MMC programs through 2009; and perhaps most critical, the lowering of the number of points needed annually for continuing in the MMC program from 12 to 6 points.

I want it known that that Board meeting lasted ten hours, and the first five hours were dedicated to a very thorough airing of all issues related to education. Our Education Director Dr. Mohammad Eftekhari was deeply involved, as was Chris Shalby, and the end result I believe is a tribute to the highly professional and highly collegial people sitting around that table. Many of us on the Board felt that the work that was done that day may have been some of the best work we've ever done as a Board. I believe I can safely say that our members would've been quite proud of their organizational representatives.

As members arrived in Atlanta over the weekend, word spread of the Board's actions on that previous Friday. By Monday night, after information was disseminated at all the Region meetings, there was a palpable change in the mood of the delegates. They were the first to hear the news that their voices, their concerns had been heard, and believe me, it was a wonderful feeling. I don't know how many delegates came up to me and verbally applauded what they saw as a sea of change in IIMC's direction, saying that the Board had done much to restore hope and confidence in the Organization and its leadership.

As many of you may remember, the Education Task Force included Institute Directors, State Presidents, State Association Education Chairs and IIMC Board Members, and their work did much to rekindle the necessary equal partnership between IIMC, the state associations and the Institute Directors. Their work, and the actions of your Board of Directors, I believe re-instilled a recognition that mutual respect, trust and open, honest dialogue among and between the three partners are absolutely critical if we hope to be successful in our educational efforts.

We've come a long way during the last year in dealing with the educational issues that have surfaced, but we must always keep in mind that education is IIMC's continuing mission, and educational needs and requirements are constantly evolving and changing, and

Continued on page 4

that means that IIMC as an organization needs to always be listening to what its members are saying they need. And that is clearly different in different states, and even more so in different nations.

This summer, a survey will be sent to all IIMC members, asking important questions about the Clerk's profession, IIMC's philosophy and especially about education. It is imperative that you respond to this survey. Our Organization cannot become all it should be if you the member do not speak to it. I know your leadership will be listening, so please do not ignore this opportunity to help shape the future of this great organization.

### INTERNATIONAL RELATIONS

I believe significant progress was achieved over the course of this last year in terms of reinvigorating IIMC's commitment to that first "I" in its name. The Board of Directors has endorsed a number of efforts to more seriously engage Local Government Professionals outside of the United States. There is recognition that our world is growing ever more interconnected every day, with global warming, energy supply problems, natural and manmade disasters, and financial market woes today impacting people everywhere around the globe. These and many other issues need to be addressed on an international scale, and IIMC and its members can play a significant role in that endeavor.

To that end, our International Relations, Membership and Public Relations Committees worked to extend a hand of friendship across borders. With the assistance of the Society of Local Council Clarkes (SLCC), 19 IIMC members - 6 from outside the United States - completed a very successful Study Tour of a number of England's municipal governments and historical sites, and joined the SLCC at their annual conference. The Tour was so successful that another is currently being planned for the fall of 2009.

Incidentally, I am quite pleased and excited to see Nick Randle, the Executive Director of SLCC, join the IIMC Board as a Region XI Director. Nick worked very hard to try to set up a joint conference in England for IIMC and SLCC in 2010, and although for financial reasons this did not work out, the groundwork has been laid for closer cooperation in the future. I will be lobbying for the designation by the IIMC Board of a Region XI conference year, so that only potential hosts outside of North America would be bidding against each other. Since bidding against a North American city would put a Region XI city at a financial disadvantage, such a designation would level the playing field for them.

In a related new program that is still under development, IIMC members could participate in an Exchange Program, where they would spend a week working in another member's city and then host that member in their city. Watch for more information on this exciting and unique opportunity in an upcoming *News Digest* and on the web site.

With the assistance of our Region X Directors, we in the United States have reached across the border to our closest neighbors, our Canadian friends and colleagues in British Columbia, Ontario, Manitoba, Alberta and other provinces in search of common ground and educational and networking opportunities. For many years, for example, Local Government Professionals in British Columbia have attended institutes and conferences put on by the Washington Municipal Clerks Association. I would love to see this cross border education happen in many more regions. There is so much potential for broadening our mutual horizons and learning from each other that it would be a sin to ignore this opportunity.

At the Atlanta conference, I was very proud to turn over to Professor Bojana Nedeltcheva certificates designating 15 of her Bulgarian students as Certified Municipal Clerks. I congratulate Professor Nedeltcheva and our first CMCs outside of North America, and I thank her for her groundbreaking hard work. IIMC needs to build on this success, and extend our Institute umbrella to many other nations, and I hope that South Africa is next!

### FINANCE

I am proud to say that IIMC ended 2007 in the black, albeit not by a large amount. (See auditor's report in this issue.) This can be directly attributed to the attitude of the Executive Committee and the Budget and Planning Committee members. Because of the continuing litigation with our previous Executive Director, and the unpredictable nature of the impact of same, it was felt that IIMC needed to conserve as many dollars as possible this past year. Therefore, we tried hard to budget realistically yet as conservatively as possible. The Executive Committee agreed that international travel expenses needed to be limited to accepting invitations to places that held some potential benefit to IIMC, either in terms of joint memberships or possible institute candidates. In effect, this meant that there would be no international travel simply for purposes of exchanging visits with National affiliated organizations.

Likewise, Immediate Past President Marcella O'Connor realized that the cost of travel to and from Australia would severely hamper our ability to have a presence in most of the states/provinces that extended invitations, and graciously agreed to attend meetings by speakerphone. Additionally, most associations that extended invitations understood our limited budget for travel and kindly picked up much of the travel expense associated with attendance. We thank them very much for that.

These efforts ended up with the Executive Committee's travel expense totaling less than 50 percent of what was budgeted.

I must also commend the hard work of our Finance Manager Pilar Archer and Finance Specialist Janet Pantaleon, who have

Continued on page 5

finally brought fiscal order to IIMC's finances, and more importantly comprehension of the financial picture to the members of the Board of Directors. Their logical and understandable budget presentations are the best I've heard in six years of serving on the Board. Kudos to them.

### MISCELLANEOUS

Litigation - I really am not able to discuss the particulars of our pending litigation with our former Executive Director. I would simply note that many hours of hard work over the last few years have gone into this matter, and that we are hoping for a final resolution this fall.

MCEF - The President of the MCEF Board, Dale Barstow, has been an absolute joy to work with during my time as a member of his Board, and I want to acknowledge and thank him profusely for the incredible amount of time he devotes to raising funds for our members' education. Thanks must also go to all the members of that critically important Board, who not only volunteer their time and effort but even pay their own travel expenses! On behalf of our members, I want to thank the MCEF Board for all they do for us, and especially for funding the new grant program for two attendees from each Region to attend the Annual Conference. What a great idea!

Membership-wide Election - I just want to mention how exciting it was to finally see all our members have a voice in choosing who their leaders will be. I'd been ranting for years about how unfair it was to limit our voting to only those in attendance at an Annual Conference, so I'm pleased to see this major improvement. As this voting procedure will be followed for constitutional amendments also, it really invests many more members with a real stake in the Organization, especially those members in Regions X and XI.

Athenian Leadership Society Dialogues - At the Institute Director's Colloquium in Atlanta, Paul Craig (who came up with the concept and was the Co-Director of the Society's Advisory Council) and I made a presentation explaining the history and current status of this unique educational endeavor. Up until Atlanta, most of the Dialogue facilitators came from the University of Illinois, and although they did an excellent job, the practical result was that it was too costly to send facilitators out to the many states that wanted dialogues. We explained that we needed the Institute Directors' assistance to make Dialogues more readily available to our members, and we asked them to sign up if they were interested in helping.

I am thrilled to tell you that 18 Institute Directors signed our "interested list," far beyond our expectations, and I want to thank them for being open to the idea of helping IIMC with this project. Although the Dialogues are not up every member's alley, practically everyone who has participated thinks they are a wonderful way of

bringing leadership skills and principles to the member who desires to "take the next step" up the ladder of professional development. As I write this, a survey is almost ready to go out to the 18 Directors for their input on going forward with the program, and I hope and expect that before too long Dialogues will be coming to your neck of the woods. I'll be attending one next week that President Elect Mary Lynne Stratta is holding way down south in her town of Bryan, Texas. Even though it's like 110 degrees, she tells me I need to bring my cowboy boots! (Sure I will...)



To end this report, I'd like to cite a favorite quote from America's 26th President, Theodore Roosevelt. It goes like this:

"The credit belongs to those people who are actually in the arena...who know the great enthusiasms, the great devotions to a worthy cause; who at best, know the triumph of high achievement; and who, at worst, fail while daring greatly...so that their place shall never be with those cold and timid souls who know neither victory nor defeat."

I first heard this quotation decades ago, and saved it, as it made such a strong impression on me. And it still does. It tells me that, whatever we do in life, we can and should do it with gusto, with enthusiasm, with commitment. As Local Government Professionals, we are in a unique position to improve the lives of our constituents. I would urge you to be "in the arena," to devote yourself to the worthy cause of your profession, and to always dare greatly!

I so much look forward to seeing each and every one of you next May, in Chicago! Travel safe!



## EXECUTIVE DIRECTOR'S UPDATE

Chris Shalby



# Reconstructing — One Step At A Time

**T**his past year was a year of reconstruction. Reconstructing our finances. Reconstructing our Education Programs. Reconstructing our Committees (see page 8 for complete details on Committee activities). Reconstructing our communication efforts.

Of course, reconstruction takes a concerted effort by individuals determined to see the process come to fruition. There has to be sacrifices and compromises and we all have to be working from the same blueprint. The year 2007 showed exactly that — although we're still in the rebuilding phase, we're making progress.

IIMC's focus in 2007 - 2008 centered on fiscal control, ironing out the education guidelines and programs and increasing communication with the membership.

### Financial Highlights

The 2007 Board adopted budget was \$1,500. Year-end 2007 produced a budget slightly better than the adopted budget. Three components that put IIMC on the right path financially in 2007-08 were:

### Executive Committee Travel

First and foremost, it should be noted that Executive Committee travel was under budget by nearly 50 percent. This is no small feat since we did our best to continue with Executive Committee travel and promote IIMC. A huge portion of this achievement is attributed to suspending Region XI travel in 2007 and Executive Committee members picking up a good portion of their own travel expenses. We also were successful in having State Associations help when possible with travel.

### New Orleans Conference

Although we did not meet expectations in income, New Orleans was still a successful conference. A portion of the Conference's success was due to the host committee helping defray costs for the opening reception by 50 percent, MCEF helping with speaker costs and IIMC renegotiating with the Marriott Hotel to provide us with some concessions originally not offered by the initial hotel. Considering, Katrina and Rita, and switching hotels in midstream from the Hyatt to the Marriott, this conference was deemed successful.

### Marketing

The prominent line item in this department is the reduction in the overall costs of the *News Digest*'s printing and mailing. We were able to reduce costs by 30 percent, while improving the quality and aesthetics of the publication.

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

### EDUCATION

The Education Department worked all year solidifying its education guidelines and programs. Through collaboration and cooperation with the Education Task Force, the Department reached an agreement with the Institute Directors regarding the Course and Program Review Process. The Department also delved into a variety of tasks including changing the format of the Academy sessions at the Annual Conference to offer more flexibility to the members; collaborated with the Program Review and Certification Committee (PR/C) in granting CMC Experience or MMC Professional and Social Contribution points to the Athenian Dialogues, and CMC Education or MMC Advanced Education points for attending the IIMC Annual Conference; and delivered a highly successful IIMC education program at the 2008 Atlanta Conference. Other highlights include:

- Granted 289 CMC certificates; 92 MMC certificates, and recertified 139 CMC certificants.
- Finalized the review and approval of CMC certificates for 15 students in Bulgaria.



Continued on page 7

- Reviewed and approved 670 courses and programs.
- Continually streamlined the Course and Program Review Process (CPRP).
- Continually updated the IIMC Education Department Q&A.
- Started the computerization of the certification processes. Conducted research on Graphic User Interface (GUI) platforms for the Online Learning Institute, and selected Moodle (in partnership with Moraine Valley cottage) based on user-friendliness and lower cost (minimal). Entered all the pertinent information into a database for use in the computerization process.
- Started the initial steps to create an alliance between the IIMC Online Learning Institute and e-Cornell of Cornell University.
- Reviewed and approved three new institutes (Connecticut, Michigan, and Minnesota).
- Added two CD-ROMs to the library of the IIMC Online Learning Institute. Courses include: Public Speaking from a Clerk's Perspective and Knowledge Management.

### COMMUNICATION

E-Briefings are IIMC's newest form of immediate communication with members, averaging at least one per month. The E-Briefings are an efficient, cost-effective and timely form of communication.

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.

IIMC's web site keeps members updated on a timely basis. Members access information on the current Conference, new Education programs, membership applications, and download certification and recertification applications. This year, staff has been able to upload Board agendas and minutes in a timely manner for all members to view. The web site's Current News also announces the latest in membership information from Board Vacancies to MCEF Conference Grant availability. Stay in touch, visit [www.iimc.com](http://www.iimc.com).

### ADMINISTRATION

IIMC's staff complement includes eight full time and two part time employees. Staff continues 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. Staff is comprised of the following individuals:

Denice Cox - Office Manager  
Janis Daudt - Director of Members Services  
Mohammad Eftekhari, Ph.D., - Director of Education and Research  
Noemi Hubbard - Office Clerk  
Leianna Matthews - On Line Learning Specialist  
Maria Miranda - Office Clerk  
Janet Pantaleon - Finance Specialist  
Tammy Schultz - Member Services Representative  
Jennifer Ward - Education Analyst

### MEMBER SERVICES

The Membership Department provides and maintains excellent customer service and member satisfaction. In January 2007, the Department introduced a new Recruit A Member campaign that attracted 139 new members to date. The Membership Department continues to work with the International and Public Relations/Marketing Committees to increase membership throughout North America and in other countries.

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.

### OUTREACH

Bearing in mind IIMC's financial condition, the President and Executive Committee continued their outreach program by traveling to State and Provincial Association meetings. As explained in this article, expenses were kept to a minimum, with support from the Associations and the Committee members incurring their own expenses.



# Committees In Action

The more members volunteer for an organization, the more importance they will attach to their organization. IIMC depends on its Committees and those members who volunteer their time and efforts and lend their creativity to help generate and shape future endeavors for the Organization.

During the course of 2007-08, eleven standing committees and several Task Forces worked toward common goals and objectives, always providing input on direction and instrumental in bringing new ideas or programs to fruition. All Committees are required to file a mid-year and year-end report, whether or not they recommend action.

The following Committees submitted year-end reports with NO ACTION REQUIRED:

- Accreditation
- Budget and Planning
- Election
- Membership
- Mentoring
- Program Review and Certification

The following Committees and Task Forces submitted reports REQUIRING ACTION:

- Conference Education
- Conference Policy
- International Relations
- Organizational Title and Mission Task Force
- Public Relations and Marketing
- Records Management
- Regional Restructuring Task Force
- Research and Resource

The following material provide a synopsis of each Committee and Task Force report with IIMC's Management Recommendation, when applicable. In a nutshell, all reports with action were accepted with minor adjustments, proving that effective and constant communication between the Board, staff and committees is crucial and imperative to a healthy Organization.

## BUDGET AND PLANNING

Chair: Mell Smigelski, MMC  
*Mahomet, IL*

As the term for this Budget & Planning Committee came to a close, there is a greater comfort level in the integrity of the financial figures generated by IIMC Staff. We have gone from the 'scratch your head and throw a dart at the dartboard' method of budgeting to the 'wow.... these figures match up' method today. The financial reporting capabilities have improved to a point that budgeting for 2009 will be fun. IIMC will be able to put aside their

worry about the figures and instead concern themselves with how to better allocate available resources to achieve the goals and mission of our organization. The following are general comments:

- 2007 revenue and expenses were 90% of the budget, which is normal.
- The 2008 budgeted expenses increased from 2007; however, when you consider the increases in wages, fuel, utilities and other costs, you understand the hard work of the Budget and Planning Committee and IIMC Staff.
- The only department that received a substantial increase in the 2008 budget was Education. The budgeted increase from 2007 is justified due to the fact that education is a key component to IIMC's existence.
- However, we expect there to be no problems with the 2007 Audit due to the fact that issues raised in the 2006 management letter have been addressed.

The Budget and Planning Committee did not have the opportunity to review financial statements on a monthly or quarterly basis, though the Chair did review interim statements.

**RECOMMENDATION:** Receive for Information.

## CONFERENCE EDUCATION

Chair: Mary L. Haynes, MMC  
*Peoria, IL*

The Conference Education Committee is comprised of 24 members and is charged with ensuring that the IIMC Annual Conference is the premier local government educational experience for all potential conference delegates. We have been charged with evaluating, reviewing and monitoring the content and suitability of the educational components of the Atlanta IIMC Conference, potentially classifying the topics into tracks and evaluating ways to make the Annual Conference more relevant to members of Region X and Region XI.

**The Conference Education Committee recommends:**

1. That IIMC Education Director, working with the Conference Education Committee and the Program and Certification Review Committees, develop an educational format identified through recognized tracks that meet the needs of the profession as identified in the IIMC Constitution.
2. That IIMC Board of Directors vote to authorize a process whereby the Annual Conference Educational curriculum is begun to be formatted two to three (ideally three) years prior to each Conference.
3. That the IIMC Board of Directors vote to authorize the State Education Committees and Institute Directors in each host

Continued on page 9

State, under the guidance of IIMC Education Director, to begin working with the recognized university/universities in the area of the host City or State to suggest and develop curriculum under recognized/authorized tracks.

4. That specific tracks and sessions be developed to provide attendees with the opportunity to maintain competency and success in a global world. To ensure that this educational opportunity meets this goal, we recommend that IIMC members in Regions X and XI be surveyed to ascertain desires and needs. We further recommend this survey be given to the Region X and Region XI attendees in Atlanta and sent by email blast to those members from those regions not attending.
5. That IIMC Annual Conferences begin to utilize university professors from recognized universities as presenters at a rate of 30% the first year, 40% the second year and 50% the third year and beyond. The Committee feels this approach is critical to the future success of IIMC as an educational component in the Clerks' professional development.
6. That one of the social opportunities at the Annual Conference be set aside as a "meet and greet" for attendees to mingle with those participants from Region X and Region XI.
7. That the IIMC Board of Directors, working through the Conference Education Committee, Program Review and Certification Committees and the IIMC Education Director explore the possibility of developing curriculum credit for these tracks which could be applied towards a higher academic endeavor or pursuit, such as a formal 2-year or 4-year degree.

### MANAGEMENT'S RECOMMENDATION

1. The Atlanta education sessions included levels - Entry, Intermediate and Advanced as well as fields such as Management, Leadership, IT, Technology, etc. This was suggested to IIMC a year ago and has been implemented for Atlanta and will be on-going for future conferences.
2. As much as we would like to work two to three years ahead of future conferences, this is nearly impossible with the current staff. It would take two additional staff members to handle working with future conference committees. Cost factor regarding salaries and benefits also make this prohibitive at this time.
3. IIMC has always worked with local universities in luring presenters and speakers. IIMC, in conjunction with the conference host education committee, strives to operate within a confined conference education budget and does its best to attract local university speakers.

4. Management agrees that input from Regions X and XI is imperative in planning the overall conference education program and agrees that a brief survey or a request for session topics be part of the education planning session.
5. Management agrees that university professors can be ideal presenters, but costs, schedules and topics often preclude us from doing so. However, approximately 35 percent to 40 percent of the speakers at the Atlanta conference come from universities.
6. Management does not agree with a "meet and greet" function for Regions X and XI Delegates. The current conference schedule offers plenty of networking opportunities and the Executive Committee hosts an annual Region XI dinner. Management believes that our Region X and XI Delegates do an excellent job of mingling with their colleagues from all Regions.
7. Management is not certain how an IIMC education track could be applied toward a higher academic endeavor. We would need more information from the Committee regarding this effort.

### CONFERENCE POLICY

Chair: **Denise L. MacAloney, MMC**  
*Westminster, MA*

- **Evaluate and review the schedule and format of the current conference.**

Discussion concerning the early hour of the opening ceremonies was brought up and those who had attended the New Orleans Conference felt it was difficult to get to the opening ceremonies at 7:30 am in light of the fact that many attendees had been traveling long distances the day before. At other conferences the early morning became an issue if the delegates were staying in a different hotel from a particular event.

**Committee Suggestion:** Conference evaluation sheets should be available at the conference; however a further action may be to send out an email after attendees are back in their offices encouraging the return of the evaluations. A member of this committee could be the recipient of the on-line evaluations so that IIMC staff could be relieved of this task. In this day and age of on-line communications, more evaluations may be received if this process were available.

- **Review bidding process for site choices**

The Chairman contacted several international organizations headquartered in the US for any input they could offer to the bidding process. One organization said they did not seek bids from cities outside of the US. Another organization had a rotation of

Continued on page 10

# Committees In Action

Continued

four or five cities located in different regions of the US. No organization chose cities through a membership vote.

Committee's Suggestion: This matter was not discussed among committee members; however it is the opinion of the chairman that the next committee discusses this matter at their meeting in Atlanta. At first thought, sending it out to the membership for a vote could become a competition among the Regions and could be divisive for this organization and should be thoroughly discussed before a decision is recommended to the Board of Directors.

- **Recommendations to attract more attendees from Regions X and XI**

## MANAGEMENT'S RECOMMENDATION

- Management has looked into a later starting time for the Opening Ceremony, but that time fluctuates depending on the host committee's involvement in the Ceremony, presentation of awards, number of speakers, etc. We realize that anytime prior to 8 a.m. is early, but staff needs flexibility in this area.
- Management agrees with the committee's recommendation to have the 2008/09 Committee review the current process of how a future conference site is chosen and provide a report at the 2008 mid year meeting.
- As for making our conferences more attractive to Regions X and XI, staff continues to work on broadening the education program, has coordinated an off site education program in Atlanta, similar to the one in New Orleans, and we have already discounted registration fees to Region XI attendees from \$545 to \$395US.

## ELECTIONS

Chair: Buster Brown, CMC, *Omaha, NE*

## GOALS AND OBJECTIVES

With the passage of the Constitutional Amendment, the election for Vice President is by ballot from the entire membership. The IIMC Board hired Martin and Chapman to verify and count the ballot from our membership. There were no contested Region elections in 2008. The Election manual requires that each IIMC Region provide two names of IIMC conference attendees to assist with the vote tally if any roll call voting is required. We have not been able to update the Election Policy Manual because we need to see how this election process for Vice President works. The next Committee will be in a much better position to update the manual after the experience of this year. We did receive one request from Tom O'Connor that a yearly award presented from IIMC be created for election official, since most Municipal Clerks also run their local election. This was not a charge for this committee but is being passed on to the next IIMC President and Election Committee for their review.

**RECOMMENDATION:** Receive for Information

## INTERNATIONAL RELATIONS

Chair: *Tami Kelly, MMC, Grove City, OH*

**Goal #1** - Work closely with IIMC's Director of Education and affiliated national association leadership to bring current Region XI educational endeavors into compliance as certification eligible programs, to publicize the On-line Learning Institute and to establish two more Institutes in Region XI.

Through an e-mail discussion, it was the consensus of this Committee that every effort be made in developing and implementing Institutes in South Africa and England. It appears that IIMC has its best opportunity now to establish Institutes in these two areas. Sandy Thompson & Kamal Bhate also developed a proposal to work with the Sister Cities organization.

We recommend that the Sister Cities policy be accepted. It is also recommended that the Director of Education work closely with South Africa and England to establish Institutes in these areas.

**Goal #2** - Work closely with the appropriate members of both the Membership and Public Relations & Marketing Committees to develop and distribute targeted marketing materials to potential members.

The Chairs of these three committees, together with the International Relations Committee members, conducted a Survey of Regions X & XI.

From the answers of the Survey, the PR&M Committee will continue to develop materials and the IR committee will assist. The Membership committee will continue to develop strategies to reach potential members and IR will offer its assistance and recommendations.

**The following items are recommended:**

1. Revamp *News Digest*;
2. Update & embellish Website,
  - a. Add a way to e-mail each other individually and by groups;
3. Add more on-line education sessions;
4. Return to more break-out sessions at Conference, rather than General Sessions;
5. Reduce cost of Annual Conference.

**Goal #3** - Identify and recommend to the Conference Education Committee topics and speakers of global relevance.

In years past, this Committee tried to secure high profile/global speakers and found them to be too expensive and too difficult to schedule. This year, recommendations will be focused on the topic and the relevant content of a session rather than a "big name" speaker.

Continued on page 11

The Committee's recommendation to include a session on Thinking & Acting Strategically in Local Government was added to the Atlanta Conference schedule.

**Goal #4** - Implement a Study Tour Program in 2007 to a Region XI destination, and recommend to the Board of Directors a plan for future Study Abroad programs.

For the second year in a row, the International Relations Committee put together a Study Program and marketed it to the Membership.

In Fall 2007, IIMC received enough members to run this Study Program. Nineteen participants attended the Study Program in the United Kingdom from October 19 to 28, 2007. The last three days were spent attending the Society of Local Council Clerks Conference.

In the 2007 Mid-Year report, we requested that the Board adopt the recommendation of offering the Study Program every other year. In addition, we recommended that the IIMC Conference Guidelines be amended to include a Study Program before or after the Conference for Region X & XI members. Request the Board adopt these recommendations and inform IR Committee.

**Goal #5** - Submit at least two *News Digest* articles that relate to the importance and value of international relations in a shrinking and interconnected world.

A request was sent to the Committee members asking for volunteers to either, write an article; coordinate an article with someone else; or find one we could use. This is on-going. An article concerning the Study Abroad Program was submitted and members of that program conducted a session in Atlanta.

The members of IIMC outside the U.S. have been asking for an Exchange Program.

Region XI Director, Tom Van Der Hoven, took up this task and developed an outline for such a Program.

**Summary:** At the Mid-Year Board Meeting, the Board approved this program and the financial request of \$2,500. Van Der Hoven continues to develop the criteria for this program and a session was held in Atlanta to unveil this new program.

Continued support by the Board and Staff is necessary to make this program a success.

### MANAGEMENT'S RECOMMENDATION

**Goal 1** - Management met during the 2007 New Orleans Conference with the South African contingent regarding the establishment of an IIMC Institute. IIMC presented all materials related to an Institute and are now waiting to hear back from the South Africans. IIMC's staff met with IMASA President Francois Allers and his colleagues in Atlanta to continue discussions.

Management is supportive of this Sister Cities program, but unfortunately has not had the time to work with the committee to bring it to fruition. We ask the Board to allow staff more time to develop it and aggressively market it.

**Goal 2** - 1) revamp the *News Digest* - Management agrees that the magazine could always be improved content wise and encourages submittal of articles; 2) the website has a cost factor assigned to it, so embellishing it is a budget item and we have set aside monies in 2008 to begin revamping it. Premier Sponsor, Municipal Code, through its 2008 sponsorship with IIMC, has agreed to provide a ListServ on the web site this summer. MuniCode would host the List Serv; therefore, there is no cost to IIMC for this service. We believe this will be of great interest to the members and another form of communication; 3) the Education Department is working on increasing its on-line education program and submitted a proposal to MCEF in 2007 to provide funds to create programs, but funding was not provided. We continue to look for new avenues to expand this program; 4) The Conference in Atlanta featured four general sessions with the rest of the education program in concurrent sessions (approximately 43); and 5) Management does not believe that conference costs should be reduced. We need to keep them as low as possible, but the cost of doing business increases each year. A \$15.00 increase was added to the 2008 conference registration fee and management believes that increase should suffice for the next few years. The focus on costs should be a discussion with the Board about keeping IIMC Conferences in secondary markets, where costs are more amenable to IIMC and its budget.

**Goal 3** - the Committee's recommendation to schedule a session on Thinking and Acting Strategically in Local Government was part the Atlanta education schedule.

**Goal 4** - the 2007 study abroad program was hugely successful with 19 IIMC members from the US, Canada and South Africa participating in this program last October. The Study Abroad Program culminated with a 3-day session as participants attended the Society of Local Council Clerks (SLCC) Conference. Special thanks to SLCC, its staff and Executive Director Nick Randle for facilitating this part of the program. Management endorses and recommends a study program every two years.

**Goal 5** - Management is always receptive toward articles for the *News Digest*, especially articles from Regions X and XI. One article was submitted regarding the Study Abroad Program and was published in the May 2008 News Digest.

Management highly recommends the exchange program. Staff has been working on the application with Region XI Director Tom Van Der Hoven and IRC Chair Tami Kelly. These individuals and their committee members presented a session at the Atlanta Conference.

Continued on page 12

# Committees In Action

Continued

## MEMBERSHIP

Chair: Sharon Cassler, MMC, *Cambridge, OH*

The Membership Committee worked in conjunction with the International Relations Committee and the Marketing Committee to develop and conduct a survey for Regions X and IX. President Tokar informed the Committees at our meeting in New Orleans that there was great concern over the loss of members from those two Regions. To stay committed to the "I" in IIMC, he asked that we do all we can to determine why we are loosing members and what we can do to attract and retain current members.

Members of the Membership Committee contacted members whose membership was soon to be cancelled. Reports from those phone calls were sent directly to Janis Daudt, IIMC's Member Services Director. Jan has informed us that members are notified 5-6 times before they are cancelled, three invoices are sent, an e-mail is sent to those who have e-mail and letters are also sent. It is the feeling of the Committee that every effort that can possibly be made to contact those members who are in danger of being cancelled is being done, by both Headquarters and our Committee members.

There were several members of the Committee who were making personal contacts with the State Association Presidents. We have some States whose Presidents are not actively involved with IIMC, therefore, we felt it important to have a personal phone call with information about who we are and how we can benefit their membership. Those State Association Presidents were encouraged to promote IIMC through their website, their Newsletters and at their Annual meetings.

The "Recruit A Member" campaign has proven to be very successful for IIMC. In 2007, there were 56 recruited memberships received and in 2008, there were 26, with a total of 82 for the program in the 2007/2008 year. Since June of 2007, we have cancelled 681 members. It must be pointed out, however, that, during that same time period, we have Reinstated 44 Members, gained 514 New Members and had 287 New Replacement Members. With regard to the New Replacement Members, one member will be made inactive and we then replace that member with a new member, so this does not raise the number of new members. It is alarming that we cancelled 681 members in a year. We recognize that we have gained new members and had New Replacement Members, but still need to be aware that we are loosing members. The concern we hear most when making contact with those on the Soon To Be Cancelled List is that there is a feeling of frustration and/or mistrust. As it was noted in our Mid-Year Report, comments received were that the membership feels IIMC has changed the rules regarding the Education program and they are giving up moving forward in the program, therefore, they see no value to their membership in IIMC. Again, we do our best to encourage those members to retain their membership and continue

to work with those in Leadership to help remedy the situation instead of giving up. We have been active in encouraging the members to apply for the MCEF Scholarships as well as the new program that was available to the Regions this year to allow those who have never attended a conference to do so. As has been stated in the past, membership has its benefits and we do our best to encourage members to become active in IIMC either by serving on a Committee or signing up for the mentor program or anyway they feel they can be of benefit to our organization as well as benefiting themselves by seeing first hand what IIMC has to offer it's members.

**Recommendation:** The only recommendation that I would have at this time is re-thinking the size of the Committee.

## MANAGEMENT'S RECOMMENDATION

Management commends this committee and staff for their hands-on approach and willingness to be involved in actively recruiting new members. A much needed exhibit booth was designed and will be used at the upcoming ICMA and NLC conferences and other Association conferences throughout the coming years to help in recruiting new members.

## MENTORING

Chair: Susan L. Morrow, MMC

*Plainfield Charter Township, MI*

The committee organized and began its work with some members researching the existing mentoring program and some members researching programs for retired members. Materials from previous committees were not available, therefore, the committee started from the beginning. There are in excess of 280 retired members at this time.

Research on existing mentoring programs was conducted through contact with Region Directors. Some valuable materials were gathered and will provide a base for reviewing the existing program. Committee members reviewed the current mentor/mentee application form for suggestions for revision. The process of revising this form should continue next year.

Retired Clerks staffed a welcome table at the Atlanta conference. There are several programs scheduled for the Atlanta Conference for retired members. The 2008-09 committee should review an evaluation of attendance after these classes.

Retired members continue to meet in mid-winter in Florida. Betty Nolan is planning the 2008-09 program.

The committee discovered that several areas of the country already involve their retirees in their conferences. Oregon has recently adopted a new program for retirees to be active in their organization. Other states and regions should be encouraged to include retirees in their programs.

Continued on page 13

There is so much to do in the area on mentoring and retired Clerks that the task can seem overwhelming but every year can build on the next if there is good communication between chair people and if committee history is not lost.

Recommendation - The mentoring and retired Clerks programs should continue to build a base for future programs. A notebook of the materials collected during the 2007-08 term will be forwarded to next year's chairperson.

### **ORGANIZATION TITLE AND MISSION STATEMENT TASK FORCE**

Chair: Allan R. Suse, CMC , Haledon, NJ

The Task Force did not meet or discuss any issues following the Mid-Year meeting. Accordingly, I resubmit our mid-year report as the final report of the Task Force.

The Task Force was charged by President Tokar to examine the need of changing the Organizational Name and Mission Statement to reflect the various individual titles and job responsibilities of IIMC members.

Our Task Force met at the annual conference in New Orleans. President Tokar explained that since 2004 IIMC membership is open to anyone that meets the criteria of Article III of our Constitution. This has opened membership to individuals that may not be Municipal Clerks but perform many of the same duties of a Municipal Clerk. Recognizing this development, President Tokar appointed this Task Force to determine if a change in the organizational name and/or mission statement is warranted.

The Task Force developed a letter which was sent to State/Provincial Presidents and the Board of Directors explaining the Task Force's purpose. We also requested input to the possibility of a name change.

The limited number of responses reflects a desire not to change the organizational name; however, this should not be construed as a conclusive result. There needs to be more input from the membership on this issue before a decision is made. It is important to realize, that the Task Force is not recommending a name change but rather investigating if a name change is necessary.

### **MANAGEMENT'S RECOMMENDATION**

The Task Force concluded their tenure this year. However, their recommendation to continue to obtain additional information from the membership regarding changing IIMC's name to reflect the various titles and responsibilities of the members is plausible.

Since we will be launching a membership-wide survey this summer as part of the 2008 strategic plan, we will incorporate a few questions in the survey about the relevancy of IIMC's name as it pertains to its mission and vision.

### **PUBLIC RELATIONS AND MARKETING**

Chair: Mary Johnston MMC , Westerville, OH

The Committee's goals and objectives are:

1. Assist the Membership Committee and the International Relations Committee by providing separate and distinct marketing materials targeted for potential new members in the United States, Canada and Region XI.
2. Implement the previously developed Five-Year Marketing Plan.
3. Provide an article designed to be submitted to numerous municipal government publications, which will focus on the critical importance of municipal clerks and related professions to the proper functioning of local government.

Membership Committee Chair Sharon Cassler, International Relations Committee Chair Tami Kelly and PR/Marketing Committee Chair Mary Johnston met on August 3, 2007 to discuss this objective. The chairs, in mid August, conducted a survey of Region X and Region XI members along with Region X members who did not renew their IIMC membership. The highlights from the survey include:

- Look to revamp the IIMC *News Digest* and the IIMC Website to include networking capabilities such as a member message board
- Provide more educational sessions at conferences (less of general sessions)
- Provide additional online education sessions to benefit all of our members.
- Continue to develop successful marketing strategies to increase awareness/membership with our international colleagues.

The PR/Marketing Committee, as directed by the Executive Committee, developed a Five Year Marketing Plan that was approved by the IIMC Board of Directors in May 2007.

Some of the action steps as outlined in Year 1 of the Five-Year Marketing Plan have been implemented. The Committee has updated the action items for each year in the plan and added a new Year 5 (2012-2013). Implementation of the Five-Year Marketing Plan will be on going and requires continued support of the Board of Directors.

**We request the Board to take the following actions:**

- Continued support of the Five Year Marketing Plan approved in May 2007
- Develop new initiatives to supplement the Five Year Marketing Plan

A subcommittee of members Chair Angie Blevins, Mina Barberis and Lori Mitchell was formed to develop an article as

Continued on page 14

# Committees In Action

Continued

outlined in the above goal. Email correspondence between the subcommittee members has taken place this past year. The subcommittee, after discussion, developed a questionnaire to be sent to IIMC members. The results from the questionnaire have been incorporated into an article to be published in numerous newsletters and publications in all regions.

The subcommittee is also developing a series of articles to generate additional support and membership for Region X and XI. The series will be a spotlight on Municipal Clerks from around the world showing the benefits of membership for individual members and their localities. The series concept is "My IIMC," and it is designed for publication in various international municipal government forums. The format will be either question/answer or brief prose, depending on the desired length for publication. The subcommittee received a list of potential candidates for the spotlight series from Headquarters. Currently, there is one international Clerk participating in this series, and the subcommittee has hopes of expanding this program beyond this year.

The subcommittee has developed an article and a spotlight series of articles that include testimonials from IIMC members from all regions, which are to be published in numerous government publications determined by Headquarters.

## MANAGEMENT'S RECOMMENDATION

Management's views on points 1 and 2 have been discussed in the International Relations Committee report.

**Point 1** — IIMC has already created two new promotional pieces to recruit and promote the Organization - a membership post card and a marketing brochure. Management believes that these two items are sufficient to promote and market IIMC.

**Point 2** - Management agrees with the 5-year marketing plan and it continues to be a work in progress regarding those objectives, of which the majority of the goals have been met in year one

**Point 3** - Although the Committee did a nice job of writing the article, An Organization Dedicated to Municipal Clerks/Administrators, and Management supports the idea of having the article published in other local government publications, but does not believe that funding should be allocated toward the placement of these articles. The Committee members should contact various editors for submission. To pay for the publication of this article would constitute advertising and not editorial.

## PROGRAM REVIEW AND CERTIFICATION

Chair: **Kittie L. Kopitke, MMC, Streamwood, IL**

In the 2007-2008 year, the Program Review and Certification Committee was charged with providing recommendations for awarding of points for Athenian Leadership Society Dialogues, awarding of education points for attendance at IIMC Annual Conferences, review of the Minnesota Institute plan and most recently, review of the streamlined course and program review criteria and template.

**Athenian Leadership Society Dialogue points** — Committee members had very distinct opinions regarding the awarding of points for participating in Athenian Leadership Society dialogues. There was spirited discussion both in favor and against the proposal. When all the votes were tallied, the decision was to recommend in favor of points for participating in an Athenian Leadership Society Dialogue. The Education staff recommended to the IIMC Board the award of one (1) social or experience point for participation in an ASL dialogue.

**Minnesota Institute and Academy review** - Committee members thoroughly reviewed the one Institute/Academy program submitted during this term. Minnesota (MCOFA) presented a very fine program detailing their change in university affiliation from the University of Minnesota to St. Cloud State University. While the basics of the existing program will remain, St. Cloud and MCOFA, along with their new Institute Director, are energized and plan to incorporate new programs in the future. The PR/C Committee recommended this program to proceed with several conditions, to be monitored by the IIMC Education Director and staff.

**Awarding of Points for Attendance at IIMC Conference** - This topic, too, sparked a very spirited discussion by Committee members. There is great concern for verification of attendance, as well as an assessment tool, at education sessions if points are to be awarded toward the Education side of an application for certification. While this is a valid point, it was also deemed worthy that a member might attend various concurrent sessions, depending on topic, as well as general sessions, during the course of an IIMC Conference, and that all could very well be deemed "educational." After all was discussed, the majority of the Committee concurred with the Education Director and staff to allow the points earned for attendance at an IIMC Conference to be applied to either the Education or Social/Experience side of an application for certification as a CMC or MMC.

**Streamlined Course and Program Review Criteria and Template** - The Director of Education and Staff presented criteria and a template for course and program review that is much more streamlined than the prior process. A number of members of the Committee expressed their appreciation and satisfaction for this

Continued on page 15

streamlined process as it will allow for more efficient program and course review, and may encourage additional opportunities for education points at state and regional meetings.

**Recommendation:** Receive for information.

### RECORDS MANAGEMENT

**Chair:** **Tracey Covert, CMC, Bloomington, IL**

1. Produce sample Records Management Plan and Disaster Recovery Plan. Committee cited NAGARA (National Association of Government Archives and Records Administrators). It was believed that NAGARA might be interested in participating in IIMC various training opportunities. It was recommended that training be provided throughout the regions. Paul Bergeron, City Clerk, City of Nashua, NH, currently serves on NAGARA committees. Lisa Johnston, Asst. City Clerk, Artesia, NM, served on NAGARA committees. Both were members of CoSA (Council of State Archivists) Task Force "Closest to Home - A Study of Local Government Archives". This project was funded by a NHPRC grant.

The Council of State Archivists has information regarding how to prepare for a disaster (word document template). This group has also been awarded \$2.6 million by the Federal Emergency Management Agency (FEMA) to support Intergovernmental Preparedness for Essential Records (IPER) Project. This will be a three (3) year project to develop Web and CD based training for state and local governments on vital (essential) records and records - related emergency preparedness and response. Tracey Covert, City Clerk, City of Bloomington, will serve as IIMC's representative to the Advisory Board.

The Closer to Home project was cited. This is a national plan to address local records projects. Committee members participated in a meeting at the National Archives. IIMC was also present.

#### Recommendations to IIMC:

1. Create a Records Management page as part of IIMC web site.
2. Records management conference programs and/or presenters. Paul Bergeron in conjunction with NAGARA submitted four Calls for Conference Presentations, (1. Implementing or Enhancing a Records Management Program, 2. What Do You Do to the Records You Create Today to Ensure That They are "Archival" Tomorrow?, 3. Talking Techno Babble: Understanding E-Records, and 4. Basic Records Disaster Preparedness and Recovery). All were accepted for IIMC's Conference in Atlanta, GA.

IIMC should keep NAGARA in mind as a resource. Topic area identified: preservation, electronic document management, grant applications, and vital records. NAGARA's conference

brochure should be provided to committee members and IIMC. These topics should be presented at the IIMC Conference, region meetings, institutes, etc. There needed to be more exposure.

3. Develop recommended criteria for purchase of electronic records system. Members cited various state requirements. Recommendations that a list of cautionary points be drafted. This list still needs to be drafted or a determination of what should be issued regarding electronic records systems.  
Other suggestions: IIMC's web site should be linked to NAGARA. Articles could be written for New Digest to raise awareness.
4. Investigate/report joint records management program with ARMA and/or NAGARA leading to separate certification. It was noted that there were currently two (2) certifications - ICRM (Institute of Certified Records Managers) and certified archivist. It was noted that there was a separate certification for federal employees. IIMC should recognize existing certification programs and not create new ones.

Paul Bergeron developed an outline for an RM certification proposal for IIMC. The program would be developed with NAGARA. This idea is in its infancy. There will be a number of issues to address and questions to be answered. There appeared to be interest in a joint RM program. The RM Committee for 2008 - 2009 should review the proposal and begin discussions with IIMC's Education Committee and IIMC staff.

Finally, the committee members noted the variety of tasks performed, the various ages of the municipalities, and the access to technology. For many, dollars are limited. Concerns were expressed for small cities with limited staff and resources. Municipal Clerks were encouraged to contact their state archivist. Lisa Johnston, Vice Chair, informed the group that she had received information from a previous chair of this committee.

The Committee recommends that IIMC develop reciprocal agreements with organizations such as NAGARA, ARMA, ICRM, CoSA, municipal leagues and bar associations.

### MANAGEMENT'S RECOMMENDATION

Management agrees with the recommendation since Records Management is a vital function of the Clerk's office. In Atlanta, we have, as part of a reciprocal agreement, CoSA and ARMA exhibiting with us. NAGARA did not respond and we were not aware of ICRM. We also are providing four sessions on records management.

We agree to include a records management page as part of the IIMC web site and add a link to NAGARA. News Digest articles are welcome as additional input from this committee.

Continued on page 16

# Committees In Action

Continued

## REGION RESTRUCTURING TASK FORCE

Chair: **Carol S. Alexander, MMC, Beloit, WI**

The Task Force was charged with the following: To consider and report on the restructuring of the current number and geographic makeup of IIMC's regions.

1. Investigate the concept of bringing various geographic areas of Canada into the bordering regions within the United States in order to increase the exchange of ideas, allow for cross-border region meetings, and most importantly, give our Canadian members an opportunity for more involvement in IIMC, especially its educational endeavors.
2. If the above concept has merit, the Task Force will need to consider the possible realignment of certain regions where geographic area and/or number of members becomes unbalanced; the Task Force should make realignment recommendations to the Board for its consideration.
3. Investigate the concept of breaking Region XI into two regions, for the northern and southern hemispheres, which would increase the number of international region Directors and thereby allow IIMC a greater opportunity for reaching out to the international community.
4. If needed, utilize the Research and Resource Committee to conduct necessary surveys of affected members.

We presented the following recommendations to the IIMC Staff and Executive Board at the October 2007 Mid-Year Board Meeting. Comments from IIMC staff are listed below committee recommendations.

1. Contact the International Relations Committee regarding their committee discussion which may be parallel to that of the Task Force.
2. Formulate survey questions to be sent to current and former IIMC members in Region X, working with the Research and Resource Committee. Questions should center on what are viewed as strengths and weaknesses of IIMC in their opinion, and their general familiarity with IIMC. Other questions should deal with duties of Clerks in Region X so that we have a better idea of populations and duties in the various governmental bodies.
3. Ask IIMC staff to contact all State Presidents in the northern border states, as well as Region Directors, with information regarding region meetings and state conferences and meetings, and ensure that Region X Clerks are aware of them.
4. Ask IIMC staff to work with Institute Directors in the northern border states to ensure Region X Clerks are provided information regarding the institutes. IIMC Staff response: IIMC's Education Department complies with all requests from

the Region X Institute Directors. IIMC's website also lists all Region X Institutes with links.

5. Ask IIMC staff to prepare a list of provincial associations and mail IIMC promotional information to their Directors for distribution to their members. IIMC Staff response: This is doable and a goal of the Membership Department.
6. Ask staff of provincial associations, once identified, to put links to IIMC on their websites and ask if Region Directors could write short news articles for their newsletters as an introductory avenue into new territory. IIMC Staff response: Currently, there are eight Provincial Associations on IIMC's website with links and updated information. They are: Alberta, British Columbia, Manitoba, Newfoundland and Labrador, Northwest Territories, Nova Scotia, Ontario and Saskatchewan.
7. Since adding to the Region Directors was not recommended by most, possibly appointing "provincial ambassadors" to the provinces and their associations might provide a real link or a "face" to IIMC that has not been seen before, without adding undue travel burdens or costs to the Regional Directors. IIMC Staff response: Staff will have costs and a recommendation ready for Board consideration at the May meeting in regards to which association conferences will be attended and where staff will exhibit.

### Comments from IIMC Staff:

1. Major issues identified in a previous survey are: proximity to other IIMC members in that region; two directors to cover a whole country; limited number of on-line education programs; and cost of attending an IIMC conference, not from IIMC's standpoint, but Region X travel costs and the exchange rate.
2. Management is not in favor of grandfathering the MMC designation to any member, while realizing that the education programs in Region X carry more weight than IIMC's certification programs.
3. There are six institutes in Canada, and although that may not be enough in terms of distance and availability, they are available.
4. We recommend that the Task Force work with the PR/Marketing group to determine if anything can be generated through the information currently available.
5. Believe that the most viable scenario to communicate IIMC's benefits to potential members is through direct marketing and exhibiting at each Provincial Association's conference, not solely through the President's visit to the AMCTO conference.

Continued on page 17

### Recommendation of Task Force

1. We recommend that the Board of Directors approve a plan to allow IIMC staff to attend at least two Provincial Association conferences in the 2008-2009 period, and more if possible, depending on costs. See IIMC Staff comment in #7 above - information to be presented at May meeting.
2. We recommend that IIMC staff begin to implement item (3) of the original committee recommendations as this could be accomplished through an email blast with minimal time spent.

### MANAGEMENT'S RECOMMENDATION

IIMC's President Elect will be a speaker and session presenter at the Local Government Management Association of British Columbia's conference in October 2008. IIMC's President attended the AMCTO conference in June 2008.

The Membership Department will contact the various state associations regarding meeting dates and forward that information through an E-blast to our Region X members in hopes that they may be able to attend if proximity is not an issue.

### RESEARCH AND RESOURCE

Chair: **Michael W. Griffin, CMC, Highland, IN**

The Research and Resource Committee's purpose is to assist in surveying the membership on various issues as necessary and to ensure that members are provided with quick and accurate answers to their inquiries. This committee is a successor conflated committee, "reconfigured" from the former Resource and Information and the Research Committees.

- Respond to IIMC members' inquiries and assist them in securing the information they need.
- Assist in developing surveys and questionnaires as requested by the Board of Directors, other Committees and the Director of Education, and in compiling, analyzing and reporting responses.
- Evaluate and make suggestions for improvement to the IIMC website, including use of a "list-serve," e-mail trunk line or other method of providing members with a resource forum for quick research and information.
- Develop a "Clerk's Handbook" addressing the common elements and duties of the municipal clerk and others in similar local government professions.

#### The Committee recommends:

1. Continue to provide responses to questions from the membership.
2. Continue to ensure information on the IIMC web site is user friendly and accurate.

3. Develop a series of smaller clerks' handbooks on special subjects. The list of subjects could be expanded, perhaps in consultation with the Education Committee. The committee further recommends that the first subjects for the several handbooks be as follows: (1) The preparation of Minutes According to Roberts Rules of Order. (This may be based upon work product I have used for presentation to members and then could have an index that discussed any statutory requirements of the several states and provinces of members); (2) A broad overview of Ordinances, Resolutions and Orders. (I am willing to lend my graduate school work product, a research paper in consequence of work toward the MPA that has been the basis for several workshops on the subject); (3) Conducting Elections: Free and Fair (While not a major duty of my Indiana Colleagues, many of our peers in other states and nations are responsible for this important expression of democracy); (4) History of Oaths and their Administration. (This too is not a universal task among members, but may be of interest among some).

### MANAGEMENT'S RECOMMENDATION

Management believes that staff liaison Tammy Schultz continues to do a good job of involving this Committee in research regarding member questions. With the implementation of a List Serv, members will also be able to communicate with each other regarding research questions; Denice Cox does a good job of maintaining the web site, and we appreciate suggestions and corrections from members; and Management is enthusiastic about the creation of new "handbooks" and would like to start on them immediately with the help of the Committee.



# INDEPENDENT AUDITOR'S REPORT



## ROMERO & ASSOCIATES LLP

Certified Public Accountants

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, 2007, and the related statement 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 misstatements. 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, 2007, 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 30, 2008

**INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**
**STATEMENT OF FINANCIAL POSITION**

December 31, 2007

**ASSETS**
**CURRENT ASSETS**

|                             |                  |
|-----------------------------|------------------|
| Cash and cash equivalents   | \$ 80,453        |
| Accounts receivable         | 18,505           |
| Inventory                   | 11,212           |
| Prepaid expenses            | 12,077           |
| Conference prepaids         | 26,379           |
| <b>Total Current Assets</b> | <b>148,626</b>   |
| Property and equipment      | 1,136,358        |
| Capitalized cost            | 13,248           |
| <b>Total Assets</b>         | <b>1,298,232</b> |

**LIABILITIES AND NET ASSETS**
**CURRENT LIABILITIES**

|   |                |
|---|----------------|
| Accounts payable                        | 32,804         |
| Accrued liabilities                     | 54,966         |
| Deferred revenue                        | 612,385        |
| Mortgage note payable - current portion | 17,597         |
| <b>Total Current Liabilities</b>        | <b>717,752</b> |

**NOTES PAYABLE**

|                          |                  |
|--------------------------|------------------|
| Mortgage note payable    | 946,620          |
| <b>Total Liabilities</b> | <b>1,664,372</b> |

**NET ASSETS**

|   |                    |
|---|--------------------|
| Unrestricted net assets                 | (366,140)          |
| <b>Total Liabilities and Net Assets</b> | <b>\$1,298,232</b> |

See accompanying notes to the financial statements.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

### STATEMENT OF ACTIVITIES

For the year ended December 31, 2007

#### REVENUES

|                                     |                  |
|-------------------------------------|------------------|
| Membership dues                     | \$ 922,173       |
| Conference                          | 633,921          |
| Education                           | 111,031          |
| Marketing development and promotion | 60,531           |
| Building rental                     | 81,216           |
| Administration                      | 28,730           |
| Interest                            | 3,738            |
| Other income                        | <u>21,001</u>    |
| Total Revenues                      | <u>1,862,341</u> |

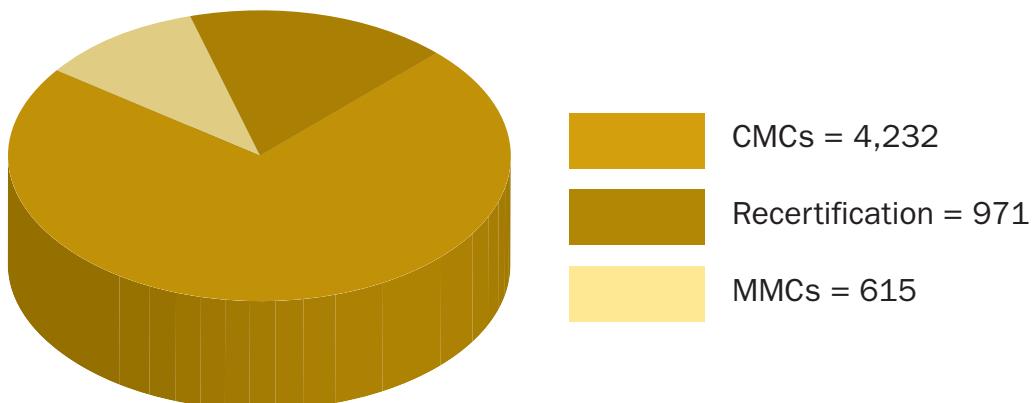
#### EXPENSES

|                                     |                     |
|-------------------------------------|---------------------|
| Program Services                    |                     |
| Education                           | 343,736             |
| Conference                          | 585,816             |
| Member services                     | 262,348             |
| Marketing development and promotion | 88,706              |
| Building                            | 82,542              |
| Supporting Services Administration  | <u>485,651</u>      |
| Total Expenses                      | <u>1,848,799</u>    |
|                                     |                     |
| Increase in Net Assets              | 13,542              |
|                                     |                     |
| Net assets, beginning of year       | (379,682)           |
|                                     |                     |
| Net Assets, end of year             | <u>\$ (366,140)</u> |

See accompanying notes to the financial statements

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

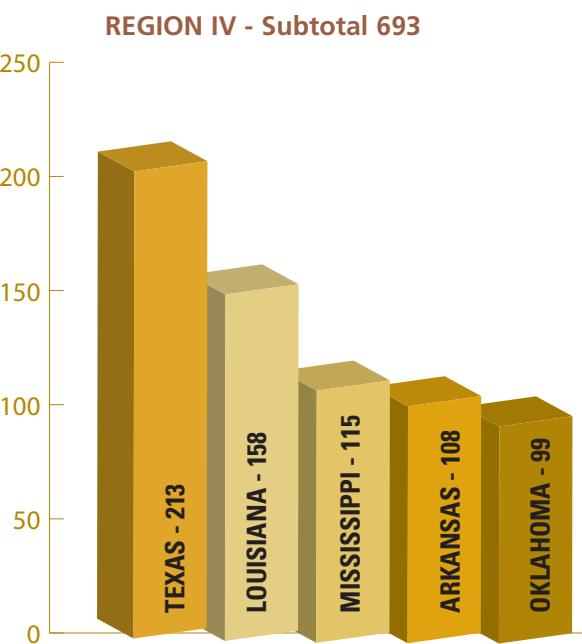
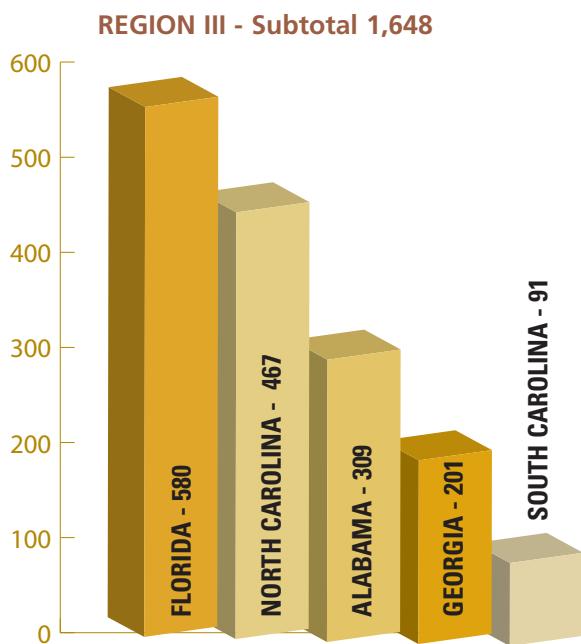
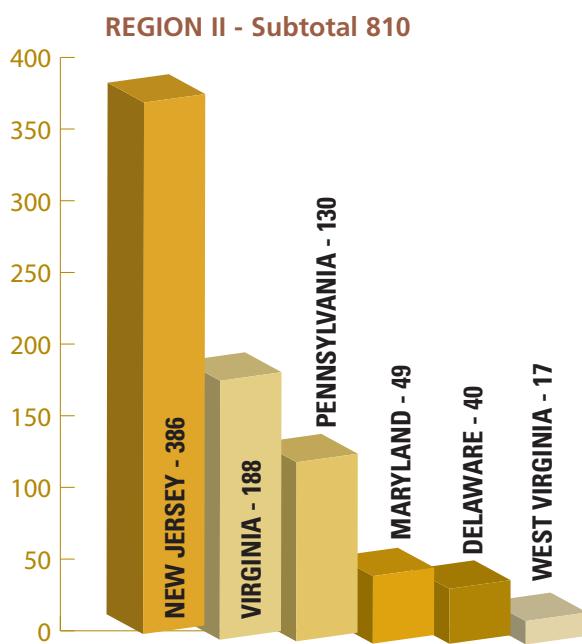
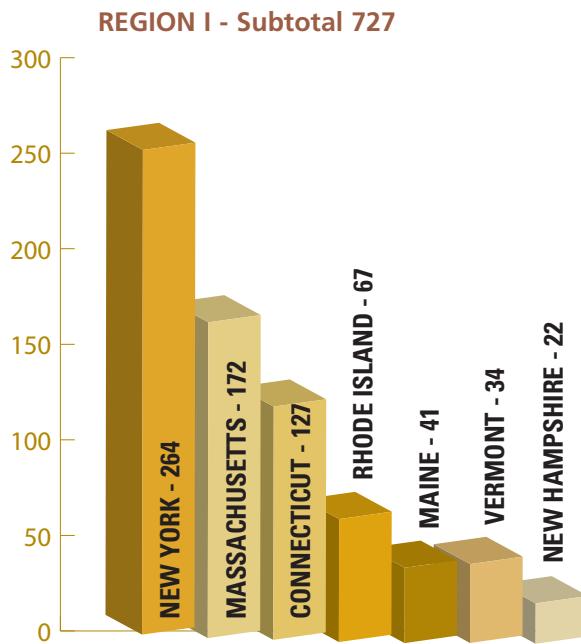
### Total active clerks as of June 20, 2008



## SEMINARS

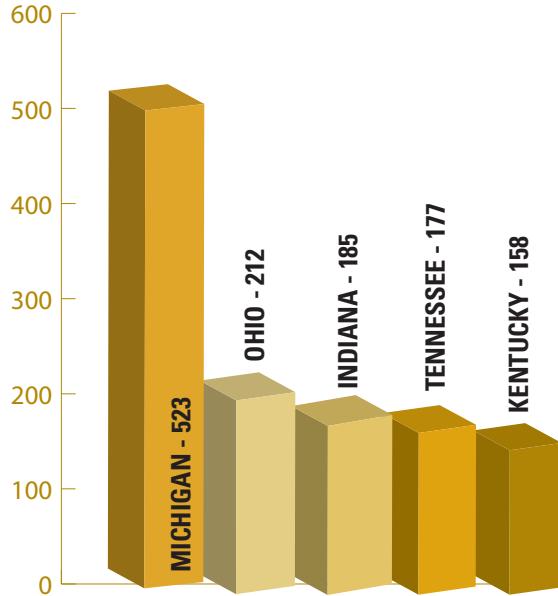


The following chart represents IIMC membership in each state, province and country. As of June 20, 2008, California leads all states in membership with 884, an increase of 21 new members in 2007-08. Region III (AL, FL, GA, NC and SC) leads all Regions in total membership with 1,648. British Columbia leads all members in Canada with 113. Belgium leads all countries in Region XI with 40. IIMC's total membership remains constant with more than 10,000 strong.

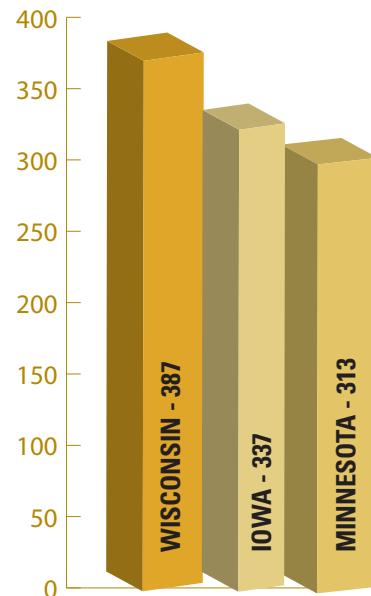




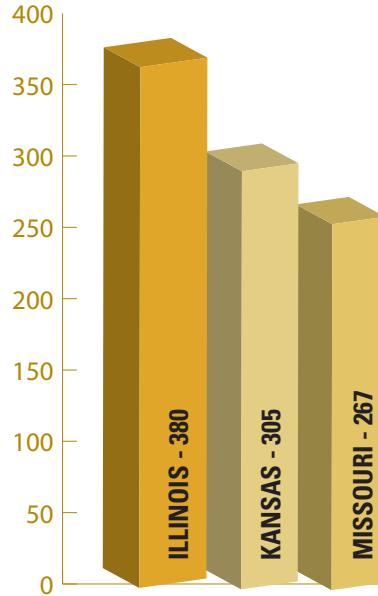
REGION V  
Subtotal 1,255



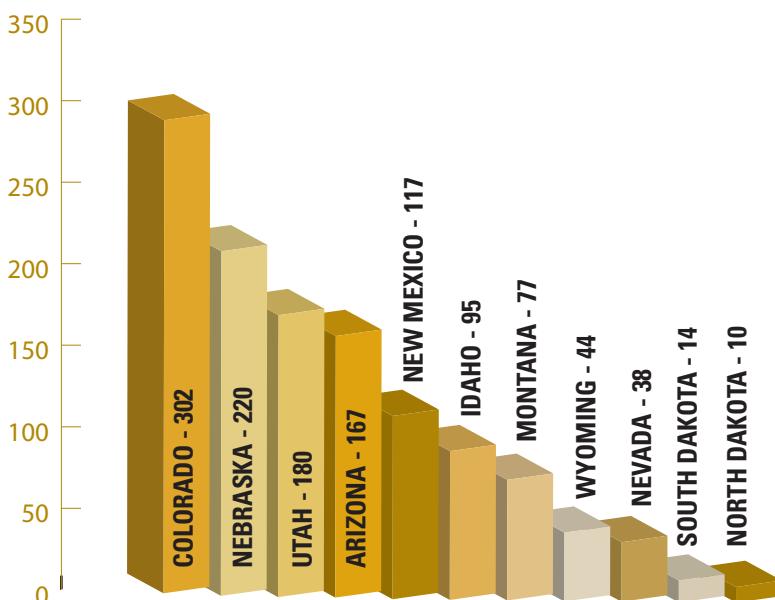
REGION VI  
Subtotal 1,037



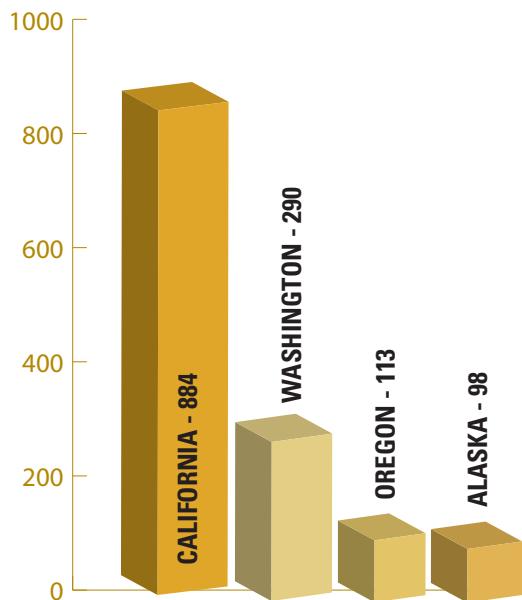
REGION VII  
Subtotal 952



REGION VIII  
Subtotal 1,264



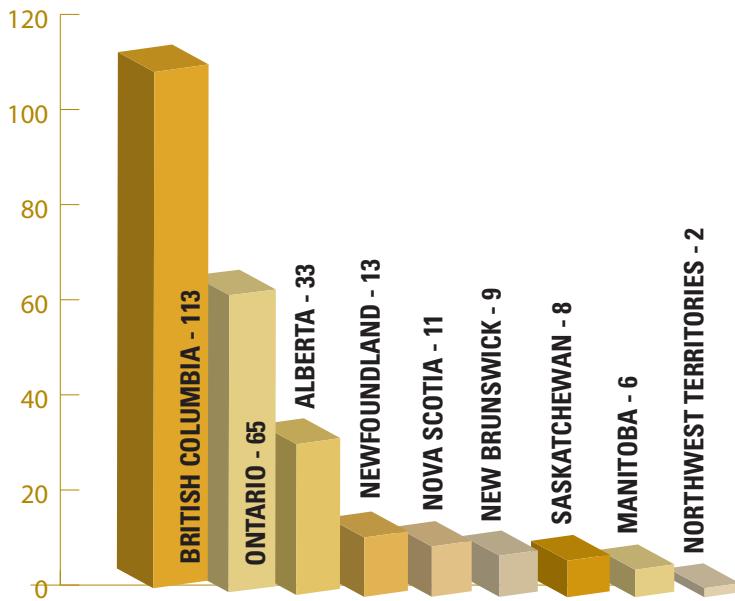
REGION IX  
Subtotal 1,385



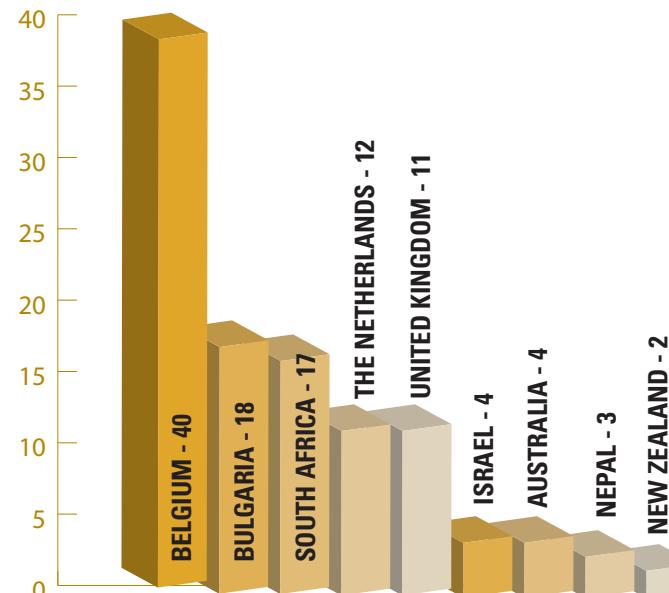
# IIMC MEMBERSHIP



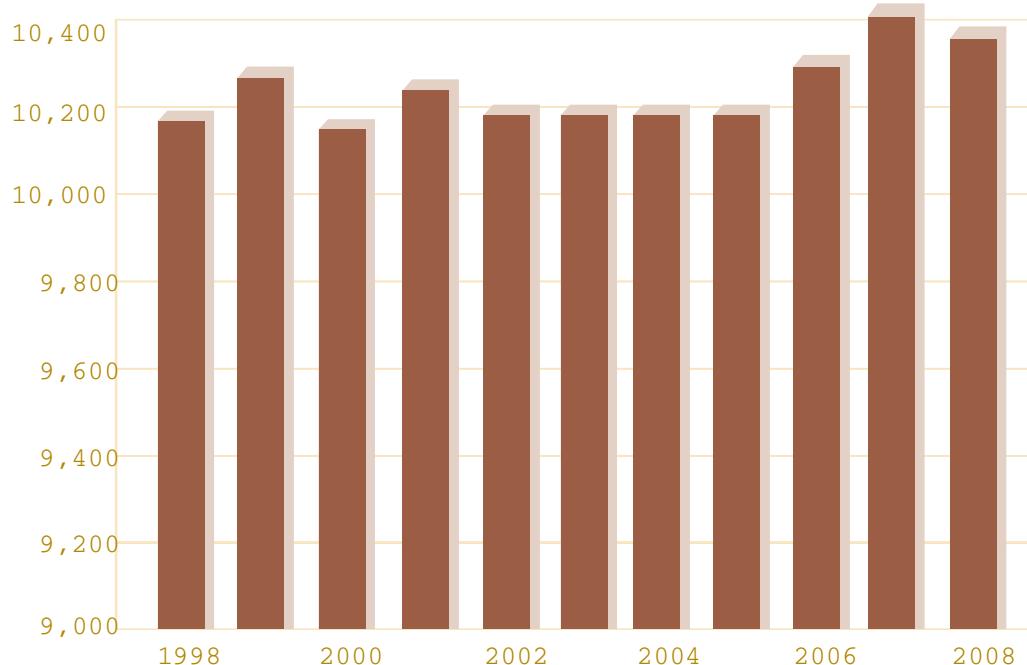
**REGION X**  
Subtotal 260



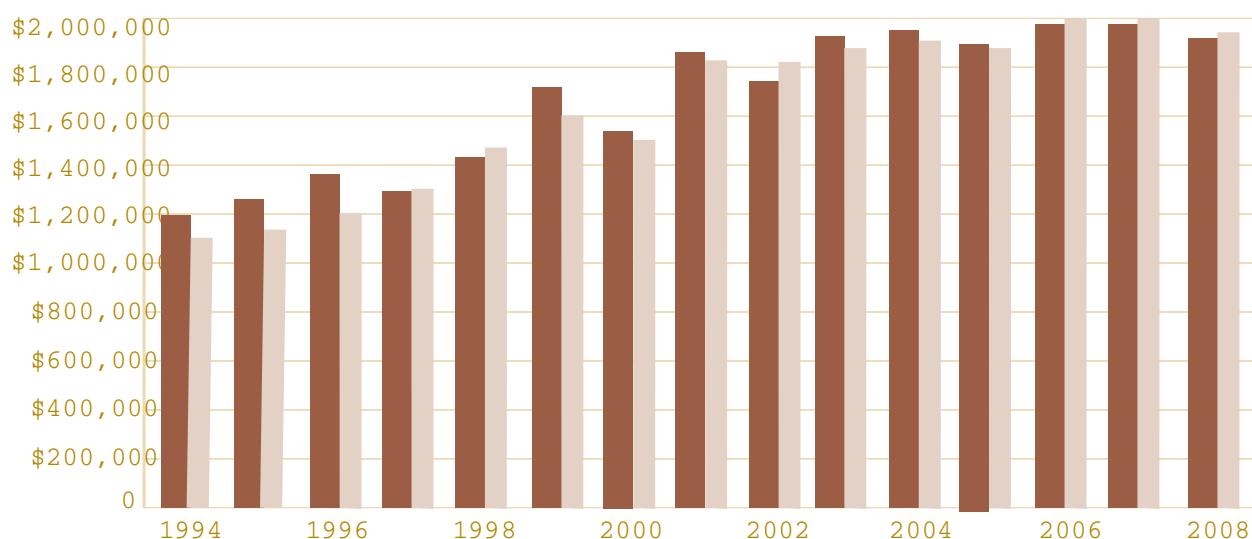
**REGION XI**  
Subtotal 112



## Membership



## Annual Revenue & Expenditures



# IIMC BOARD OF DIRECTORS



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



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



**VICE PRESIDENT**  
**Mary Lynn Stratta, MMC**  
City Secretary  
*Bryan, TX*



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

## DIRECTORS 2008 EXPIRATION

### Allan R. Suse, 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  
*Essex, 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

## DIRECTORS -- 2010 EXPIRATION

### Bernice Dixon

*Vernon, Connecticut*  
Region I

### Carol L. Jacobs, MMC

*Ocean City, Maryland*  
Region II

### Stephanie C. Kelly, CMC

*Charlotte, North Carolina*  
Region III

### Brenda Kay Young, MMC

*Nashville, Indiana*  
Region V

### Monica M. Simmons, MMC

*Henderson, Nevada*  
Region VIII

### Pamela R. Kolacy, MMC

*Port Townsend, Washington*  
Region IX



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