

2009 Annual Report
International Institute of Municipal Clerks



Banding Together—
A Commitment to Change

*IIMC Mission Statement
Professionalism In Local Government
Through Education*



P R E S I D E N T ' S M E S S A G E

DYANNE REESE, MMC

50TH IIMC PRESIDENT



Thank you for allowing
me to serve as your 50th

President. It was an honor and privilege to serve you and I appreciate the trust you placed in me. "Success is in the Journey" and this year was a demonstration of IIMC moving forward through uncharted territory. I believe that IIMC is now poised to make new history and the only reason to glance back is to see how far we have come. Staying focused on the journey brings about success for you and IIMC! Thank you for being a part of my journey and life experience. I am grateful as I have learned many lessons and I hope you have too. I have become a part of your journey. I hope that you know and history will record that my goal was to make a positive impact on IIMC, the Organization and especially you as a member and individual. I believe this has been a successful year! The journey continues..... Embrace and enjoy!

I want to end the year by sharing what I, along with the board envisioned, learned, experienced, accomplished, and addressed this past year. We continued to work toward providing better member services, improving membership growth and reaching financial stability. Together, we accomplished the following:

- **IIMC PRESIDENT'S PERSONAL GOALS** - As president, I focused my attention to directing and improving IIMC commitment in four major areas: Policy Development and Maintenance; Membership Growth and Development; Diversity Development, and Leadership Development.
- **PLANNING** - IIMC is working toward implementing a Three-year Strategic Plan involving the IIMC Board and staff to affect leadership development. It systematically addressed every component of the organizational structure and stakeholders including the IIMC board, membership and staff. Facilitated by Lance Decker, it was introduced at the IIMC Annual Conference in Atlanta and will culminate at the Reno, Nevada Conference in May, 2010. The

Strategic Plan gives IIMC the ability to identify our strengths, weaknesses; opportunities and threats (SWOT) in five major areas: Membership, Board Development, Education, Financials, and Communication & Technology. Through strategic planning, IIMC will be equipped to address members' needs more effectively, meet challenges and demonstrate the great benefits of IIMC membership. Practicing its tenets will help to preserve the organization for future generations.

- **LEADERSHIP DEVELOPMENT** - IIMC initiated a three-way Committee Leadership Teleconference. The Executive Committee, staff, committee chairs and vice-chairs participated. This was a first-time imitative which I called SYNERGY to bring about teamwork and better communication. It offered the opportunity for IIMC leadership to work together as a whole unit in order to be on the same page, to recognize similarities in goals, and to determine what each could contribute to strengthening and building bridges with IIMC members. Representatives from each committee gave a report and received feedback. This by-monthly contact gave leaders the opportunity to communicate and collaborate in sharing ideas to accomplish goals as an effective team. When there is no clear direction of purpose and priority, an organization is subject to move backwards instead of forward. Therefore, it is imperative that no matter who serves in the position of President, IIMC is surrounded by a core of strong leaders. I am encouraged by the current level of leadership demonstrated by our Board of Directors and all our partners. We are so much stronger as we abound at every level.

- **SUCCESSION PROGRAM** - I challenged IIMC to reach for higher goals in developing future leadership which is paramount in the sustainability of our organization. Leaders are a rare commodity and we must choose them wisely, yet always watching and reminding them that they must earn the right for us to follow them. We should

Continued on page 4

make it a priority to recognize and mentor leaders. The challenges that we face with increasing membership and exclusivity is an open opportunity for growth and development which begins at the local level. We all can participate in this effort by mentoring to new clerks or soliciting clerks who are not yet members of IIMC. There is a significant desire to ensure that diversity in IIMC reflects the diverse communities within the cities we serve.

* **MEMBERSHIP GROWTH AND DEVELOPMENT** - IIMC implemented a Board/Membership Challenge Committee to increase membership by making personal contacts or sending e-mails to individual members. IIMC made membership growth a priority that we could all assist in promoting throughout the organization. Look for continued membership drives and participate. Each one can reach one and the circle continues as we build and strengthen IIMC. Every opportunity I have to interact with the stake-holders including members, staff, committees, MCEF and Institutes, I witness the excellent commitment to IIMC and our profession. It is a true saying that if you can build the right team, you can accelerate growth, development and productivity in any organization. Teamwork is the foundation for success in every segment of life! When you look at a successful organization I guarantee you will see the fingerprint of teamwork that causes the success! The Membership Committee and the Board of Directors have actively addressed this issue. Our membership staff, Janis Daudt and Tammy Schultz, works hard to keep the numbers up and invent ways to grow membership. IIMC's teams have been persistent in creating new plans of action to address any needs that may exist within its membership. That is why we have continued to be strong and productive for over 63 years. The international board members have also joined efforts to grow our numbers, especially in the United Kingdom, Canada and South Africa. When it all comes down to it we are truly co-laborers together with really one goal, supporting Membership Development and Services.

• **ACCOUNTABILITY** - IIMC performed an Evaluation of the Executive Director and put into place staff improvements in Customer Service and the Education Department. Our office manager, Denice Cox is the go to person with the assistance of Maria Miranda. They manage to support staff and our members in their customer care service.

- **MENTORING** - IIMC initiated a Mentoring Program. We identified mentors to assign to clerks who requested mentors during the Annual Conference. The Mentoring Committee has become a strong source of support for members and is more and more visible at annual conferences. The Mentoring Committee is making every effort to harness those new members who attend annual conferences, but we need all our partners to give extra attention to the vast opportunity we have in developing leaders. I encourage the current leadership to step up to the challenge of making mentoring a priority.

- **EDUCATION** - IIMC worked diligently to revamp guidelines to streamline the process for certification, recertification and MMC's by removing deadlines and providing flexibility for staff to work with members on an individual basis. It improved the turnaround time in responding to members' applications and instituted programs; expanded partnerships with members, board, staff and institute directors. It created an "Education Ambassadors Program" whereby clerks would train and equip local "contacts" to provide assistance and support in the certification process. Clerks who work closely with their state education program will assist prospective applicants by walking them through the process. They would answer applicants' questions and serve as a liaison to headquarters on their behalf to expedite the flow of information and continual assistance. Because clerks communicated their thoughts and ideas to IIMC leadership, we all saw the bigger issue and proactively committed to widening the field of opportunity through this program. Creating an Education Ambassador program will hopefully greatly enhance the certification process. As a certifying agency, IIMC exists to equip and empower its members through education and training. We recognized that IIMC education initiatives and policies must be representative of you and the educational responsibilities and mandates required by your particular region or state. To this end, the board met extensively in Atlanta to identify IIMC's educational philosophy by soliciting your input and that of the Institute Directors. To accomplish this, the Board asked the Program Review and Certification Committee along with the Research and Resource Committee to prepare a survey to obtain your feedback. The

Continued on page 5



P R E S I D E N T ' S M E S S A G E

Program Review Committee along with the Board of Directors spent time analyzing your responses to the Membership Survey, especially in the area of the Education Guidelines Conference Planning. Armed with this information, IIMC leadership endeavored to make the necessary changes. Our staff of Jennifer Ward, Emily Maggard and Marilyn Sanzo keeps this department aggressively moving forward.

* **PARTNERSHIPS** - International Partnerships were also formed or solidified with the United Kingdom, Canada and South Africa. The International Committee initiated work on the October 2009 Study Abroad Program to Wales and the United Kingdom and our first ever Exchange Program between the USA and the Netherlands in April 2009. IIMC is also blessed to have great partnerships with the Institute Directors and MCEF. The Institute provides the educational services and the foundation provides the educational funding. Working together as a single unit accomplishes our goal as a professional organization to serve and meet the needs of our members. We also have a great staff, lead by Chris Shalby, which focuses on membership services and education financial stability and customer services. They are to be commended for their support to our members.

• **REGION XI TRAVEL** -. The IIMC Board chose to travel only to international destinations where IIMC had the potential to expand its membership and the possibility of creating institutes. Shortly becoming President, I attended the AMTCO conference in Niagara Falls and I was very fortunate to represent IIMC at the IMASA Conference in Durban, South Africa. Upon entering South Africa I received such an outstanding welcome that I immediately began to think... so worth the journey! I was impressed with the leadership of IMASA, their commitment to moving their organization toward becoming the premier provider of certified educational opportunities for local managers and administrators in South Africa. This was IMASA's 10th Anniversary and the time put into the process of hosting the conference, especially by Joseph David, City Hall Administration & Secretariat, in Durban was commendable. The excellent speakers, the support of the City of Durban and sponsorship by Nedbank all proved his dedication and commitment to ensure its success. It was a grand celebra-

tion of IMASA's accomplishments. I was also honored to have been asked to present a presentation on the "The City of Savannah Strategic Plan." IMASA leadership met with Mayor Obed Mlaba, eThekweni Metropolitan Municipal, which includes Durban, the second most populous city in South Africa. We discussed with Mayor Mlaba IMASA's desire to be identified as the premier certifying organization for local managers and administrators and their partnership with IIMC in developing and supporting an institute in South Africa by 2009. Then they proceeded to give me my Zulu name "Thandie," meaning "lovable one." At that moment, my connection to IMASA became even stronger. Later, at the closing banquet, I surprised President Francois Allers by officially announcing I had joined IMASA. Francois Allers announced that I was their first international member! In mid October, I attended the Society of Local Council Clerks (SLCC) 34th National Conference, October 17-18 at Wokefield Park, near Reading, Berkshire. Their theme was "Community Leadership - Our Challenge." Chris Shalby and I were invited to make presentations at their board meeting on Thursday, and on Friday, I was one of four panelists for the session entitled "I Want to Make a Difference, But I Don't like Politics." One of the participants John Redwood, Member of Parliament (MP) wrote the above titled book. Francois Allers, Immediate Past President of IMASA, South Africa, and Councilor Rob Stanton, Deputy Leader of Wokingham, concluded the panel. This session provided a range of views on the current state of democracies, both from the UK and abroad. Community Leadership - Our Challenge. In my presentation, I had the opportunity to reflect on the 2008 Presidential Election outlining the involvements of so many newly registered voters, especially young people. The challenge for change and interest in our democratic system inspired so many, even internationally. The conference culminated with a visit to Parliament. From there I visited Scotland and England; I had the hospitality of SOLAR member, Neville and Margaret Dundas. I then traveled to Southampton and Steve Parkinson, his wife Dee and their daughter, Georgia served as my host. (I took Georgia who is three and a half a Georgia flag). I enjoyed two days with the Southampton Branch members of SLCC, learning and sharing our similarities and differences. Taunton and

Continued on page 6

Somerset were my next stops where City Clerk of Sidmouth and SLCC President Trina Jarrett, SLCC CEO Nick Randle and his wife Wendy hosted me and Benjamin. I had the opportunity to visit the SLCC headquarters and spent some time with Trina at her office in Somerset. They have all impacted my life and I hope I impacted theirs as I represented "you" as President of IIMC. My role is also a "Good Will Ambassador.

*** US TRAVEL** - No other program impressed me as much as the New England Clerks Institute. What collaboration, five states with a Joint Education/Certification program: Vermont, New Hampshire, Massachusetts, Connecticut, and Rhode Island. In addition, Clerks serve as Institute Directors! This is a program that is 34 years old and still going strong. The commitment I saw in Clerks such as Leslie Cotton and Sandy Harris was phenomenal. New England is a model program of Clerks serving clerks. In January, I traveled to Region III Conference in Gainesville, Georgia where the host clerk Denise Jordan and the Georgia Clerks did a great job hosting the event. My utmost appreciation to Kathy Dornan, Region V director who traveled from Michigan to Gainesville to pitch hit for Glenda Morgan and Stephanie Kelly, Region III Directors who were unable to attend. Glenda was in Montana snowed in and Stephanie had just received her appointment as City Clerk of Charlotte, North Carolina. I traveled from Gainesville to the Region II meeting in Annapolis, Maryland. What a lovely city. Carol Jacobs and Jane William Warren are the Region Directors. Carol's home state of Maryland hosted a great meeting with sessions on Parliamentary Procedure and Minutes Writing, Retention and Storage. Just what we Clerks need. I had the opportunity to be with the New Jersey Clerks in Atlantic City. The current president and officers made me feel welcome the first night with a special evening I will never forget. The next day I attended and spoke at the Clerk's breakfast where they installed their new officers. Our very own Region II Director, Jane William Warren was named "New Jersey Clerk of the Year." She was surprised and the support she received from her City and family was overwhelming. That evening, I had dinner with Alan Susen and IIMC Past President Chris Wilder at the Taj Mahal as I celebrated with them and representatives of the hotel on their successful bid for the 2013 conference. What

a great location for our conference! The New Jersey clerks are excited and have begun to prepare for our visit. No matter where I traveled, I always learned something new. The first night there, I had the opportunity and pleasure to have dinner with Donna Boone, of Virginia and Elaine Wallace, Retired City Clerk from New Jersey. It was great being able to attend both Region Meetings. After leaving Region II, I attended the Inauguration Ceremony of President Barak Obama, the 44th US President in Washington, DC. Yes, I was there! With no regrets, it was a wonderful historic occasion and I had the opportunity to share it with my 82 year-old mother. We will never forget it! We were fortunate not to have had to stand with the crowds on the mall. I attended the Kansas Conference and was warmly welcomed by its membership and leaders. I also had the opportunity in March to host the IIMC Retired Clerks in Savannah. Betty Nolan is committed to continuing this network. I enjoyed being with them and I am glad to announce that they have decided to return to Savannah next March. Thanks to Sharon Cassler who attended the Idaho Clerk's and the Ohio State Conferences. To round out my travel year, I represented IIMC in Florida, Vermont and North Carolina. What I saw had a profound impact on how I viewed and measured the work of local Clerks Associations and Institutes. What stood out was a strong commitment to network, to be educated and to educate. The pride that was shown in a successful delivery of service to their organizations was evident. The bar had been raised and they were jumping over it! In Florida, we explored the possibility of establishing an "Education Ambassadors Program" whereby clerks would be trained and equipped by local "contacts" to provide assistance and support in the certification process. Meeting and hearing from the members have been my greatest joy! People are the most important asset in every scenario. Cultivating relationships is work, but is well worth the effort! As I traveled, I saw my role as a problem solver. You desire solutions and it has been my responsibility to communicate your concerns to the board and staff and to provide proactive responses to you. The board has served well as policy makers. There should always be respect for the issues we all face and the conclusion should end on common ground. I hope I have demonstrated that it is not business as usual at IIMC and I

Continued on page 7



P R E S I D E N T ' S M E S S A G E

will continue to fight to maintain that balance. April 21-24, 2009, I attended the CCAC Annual Conference in Rohnert Park, California. Margaret Roberts serves as CCAC president. At each state conference in Region XI, they invited their Region Directors, Colleen Nicol and Pam Kolacy. Guests also included state presidents: Janette Bower, from Alaska, Bob Baker from Washington and Kathy Louie from Oregon. The conference theme was City Clerks have the Power to W.I.N.E. - Wisdom, Integrity, Neutrality, and Ethics. I was so impressed with how inclusive they are and their commitment to IIMC education philosophy and their process of mentoring "education." I appreciate Mary Lynne Stratta who traveled to British Columbia to attend their conference and represent IIMC's commitment to build our Canadian relationship and in April attended the Virginia State Conference. Commitment - Responsibility - Community - Leadership. From where I sit, we are all meeting the challenge!

* **POLICY REVIEW** - The newly created Policy Review Committee presented policy revisions at the Mid-year meeting that added strength and teeth to our policies. Pam Means and Frances Kersey arose to the challenge of chairing and vice-chairing the new Policy Review Committee. Ladies, you were on top of every issue. The enthusiasm I received for the committees' leadership was absolutely inspiring. We are on a new path and it is exciting!

* **BUDGET AND FINANCES** - Through board development, the IIMC Board put forth its best effort to maintain a lean budget in this ever-changing economic environment. Through our budgetary process which was under the leadership of Terry Tripp, we were guided through a year where membership dues topped the \$1 million mark for the first time. We had a workable budget that put limits and restrictions on IIMC's use of funds, as well as, provided needed flexibility in the budget. The IIMC Board of Directors stayed actively engaged in the decision-making process during which they became great listeners, practiced objectivity and worked within a plan of operation which we all respected and agreed upon. One of the greatest lessons that I learned during my presidency was from Dale Barstow. He cautioned me to always have a plan before moving forward or expending funds. Through personal funds and my City

travel budget, I off-set the travel expenses to IIMC of numerous trips, internationally and state-side. We have improved our financial stability with the budgetary expertise we receive from our financial staff, Pilar Archer and Janet Pantaleon.

* **MID-YEAR BOARD MEETING** - In November, 2009, IIMC held its Mid-year Board Meeting in Riverside, California at the Mission Inn along with the MCEF Board Meeting. We were the guests of Colleen Nicol, City Clerk of Riverside and the IIMC staff in Rancho Cucamonga. Many of the board members had an opportunity to visit the IIMC headquarters for the first time. We also continued our Strategic Planning Retreat on November 7, 2008 with Lance Decker.

* **2009 ANNUAL CONFERENCE IN CHICAGO, IL "A historic year in a historic City"** - The 63rd Annual Conference of the International Institute of Municipal Clerks in Chicago, Illinois May 19 - 23, 2009 at the Palmer House Hotel was a major success! The hospitality of the Illinois Host Committee was unsurpassed. They worked diligently in presenting the best Chicago had to offer. The theme was, "With Education the Sky's the Limit" and it did not fall short in presenting quality educational sessions for members' professional growth and development. The program included two Athenian Dialogues, and several Advance Education Sessions. Delegates who attended the conference and its sessions received eight (8) additional educational points. Offsite tour sessions were held for international delegates that included City Hall, a visit with members of the Chicago legislative government and the Clerk's office. Chicago is definitely an international city that provided many educational options. Conferees viewed the City through the windows of the Field Museum - the President's Opening Reception; Chicago Auditorium - the Opening Ceremony, and the Navy Pier - All Conference Event. We welcomed IIMC International members and the general delegation. Nick Randle of SLCC won the board challenge and 10 additional delegates from their organization attended the conference for the first time. The conference ended Saturday evening in a grand celebration at the Annual Banquet with the passing of the gavel to the new IIMC President, Mary Lynne Stratta. Every effort was made

Continued on page 8



P R E S I D E N T ' S M E S S A G E

to make this conference a success, especially in these economic times and it worked! We salute the IIMC Board of Directors, Chris Shalby and his staff, the Illinois Clerks Association and host committee members, Tim Seeden and his staff and especially, Chuck Tokar, Immediate Past President of IIMC.

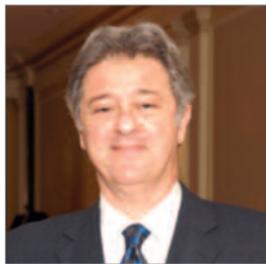
I know I take a risk here in naming names but I must give thanks to those who went out of their way to speak into my life and to acknowledge a few who provided constant support and encouragement, never wavering. I must also give special recognition to four Past-Presidents, Helen Kawagoe, Tom Roberts, Norma Rodriguez and Terry Tripp who kept a consistent stream of e-mail nuggets coming my way - unsolicited, but just in time. Thanks Tom, you have been a wise advisor and friend. A special thanks to Olivia Woods, Retired City Clerk of Atlanta, my right hand and go to person; the Georgia Clerks and Region III (Florida, Alabama, North and South Carolina) for their moral and financial support. Thanks to Pam Means, for taking on the challenge of a new committee, Policy Review

and making it effective in policy setting initiatives and Colleen Nicol who continued to support and council me especially during my illness. Finally, I thank the IIMC board members who supported, encouraged, as well as, challenged me to remain true to diversity and inclusiveness. Chris Shalby and the IIMC staff, you have been wonderful. Denice, your spiritual connection gave me peace and comfort. All of IIMC staff are top-notched and my appreciation for their dedication cannot be adequately expressed enough here. I am proud that there is so much good will on the board!





Banding Together - A Commitment To Change



If the Organization's focus in 2007 - 2008 centered on fiscal control, ironing out the education guidelines and programs and increasing communication with the membership was about reconstructing IIMC, then 2008 and part of 2009 were continuing that commitment to change - even with the unexpected bumps in the road.

As we glance back on 2008 and the first half of 2009, IIMC faced severe challenges in areas that could have adversely affected the Organization were it not for the Board's strong leadership, sound decisions and an uncompromising commitment to the membership.

Two key components included the education programs and the 2009 Conference. Both areas were deeply swayed by the economic environment that not only had IIMC but many other associations testing their survival. IIMC's 2008 Conference in Atlanta, albeit featuring a strong education program, had less than anticipated attendance as municipalities started to feel the heat of their municipalities' financial constraints. These types of budget issues ostensibly filtered over to the 2009 Conference in Chicago, as the outlook was equally dismal. Membership and fundraising were struggling. This not only impacted IIMC but, according to a survey by the American Society of Association Executives (ASAE), nonprofits everywhere would be facing severe hardships due to tough economic times.

Unfortunately, there is no blueprint for times like these. The Board realized that the economy and the requirements for Certification were affecting IIMC members in a variety of ways, and the Board never took that lightly.

The Board made two decisions in March 2009 that impacted education and the Chicago Conference. First: making internal changes in the education department streamlined the process, helping to alleviate stringent requirements and leading to restructuring education guidelines; and second, awarding eight education points for Chicago Delegates helped turn that Conference from failure into a success.

These types of decisions are difficult but, in the long run, facilitated IIMC's viability and longevity.

IIMC cannot rest or take solace that it has done enough for its membership. The salient changes implemented a year ago continue today with embellishments. The Board continues its quest for and commitment to improvements and change.

Financial Highlights

The 2008 year-end produced a budget slightly better than the adopted budget, realizing \$22,000 in revenue. Since the Board and Executive Committee made a strong commitment to financial stability, IIMC has seen back-to-back fiscal years in the positive. Several components helped place IIMC on the right path financially in 2008-09 include:

■ Executive Committee

Expenses including travel were reduced by nearly 50 percent, continuing the trend that began in 2007. The reductions were due to a more thoughtful approach to where IIMC was traveling and the residuals from those trips and President Dyanne Reese, MMC and President Elect Mary Lynne Stratta, MMC using their own dollars to fund trips. This is no small feat since we did our best to continue with Executive Committee travel to promote IIMC. A huge section of this achievement is attributed to Executive Committee members picking up a substantial portion of their own travel expenses. IIMC also was successful in having State/Provincial Associations help when possible and the use of American Express points played a significant part in reducing costs.

■ Marketing

The prominent line item in this department is the reduction in the overall costs of the News Digest's printing and mailing. We reduced costs by nearly 100 percent by converting to an on-line publication. We've maintained advertising and improved delivery.

Continued on page 10



EXECUTIVE DIRECTOR'S UPDATE

■ Membership

This Department exceeded projects by \$20,000, going over the \$1 million in membership dues, a first in IIMC history.

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

ADMINISTRATION

Staff continues to handle a variety of subjects from the daily operation to overseeing the web site, including the MCEF on-line auction. Our finances continue to be directed internally by the Executive Director, our Finance Specialist with external consulting by Accounting and Association Software Group. As you will see by the 2008 year-end financial statements (pages 26 and 27), IIMC continues to progress in the financial area.

ATHENIAN DIALOGUES

We have seen a growing interest in these Dialogues since we lowered the cost of the sessions to \$100. We inducted several new fellows in Chicago. With more members showing interest in the Dialogues, this will have a positive impact on the budget, but more importantly, it will allow members from every Region to participate in this unique leadership program.

CONFERENCE

This Department continues to operate both with staff and with Association Solutions as our external contractor working with future host cities, hotels, proposals and negotiations. The 2008 Conference had all the ingredients to make it exceptional. It's unfortunate that finances kept more than the anticipated number of Delegates from attending.

EDUCATION

Since March 27, 2009, the Education Department has been operating without a Director of Education and will continue to do so for the remainder of the year. IIMC will most likely begin looking for a new Director in mid 2010. Jennifer Ward, Emily Maggard and Marilyn Sanzo have immersed themselves in working to provide several new approaches to streamline the internal approval process while looking at new methods to improve and revise the current education guidelines. These individuals are to be commended for taking the initiative to step up and labor

through the deluge of work. Following are just a few of the items in which this group has been engaged:

- Added three additional online courses: Public Organizations: Structure and Management, The History of Public Administration and Budgeting and Fiscal Management. This brings our total courses to seven. More courses are planned during the coming year.
- Added two new CD ROMs to the CD ROM library: Do Ethics Really Matter? and Managing Elections
- Working on reviewing Advanced Election courses for Advanced Education points.
- Updated FEMA to max. 8 (eight) Continuing Education points for the CMC; max. 6 (six) Professional and Social points for the MMC.
- Working on increasing Association points of what is currently given to the Institute/ Academy.
- streamlined certain areas of the approval process
- approved and distributed 115 CMC plaques in March and April
- the CMC process is now approximately 4 weeks lagging instead of the 8 to 10.

This Department continues to work with the Program Review/Certification and the Education and Professional Development Committees to bring about changes that will enhance and facilitate members' quest toward CMC and MMC Certification.

MARKETING

Putting the News Digest on line has drawn support from members and no negative feedback from the advertisers. The immediacy of the on-line publication and the flexibility in recruiting new advertisers has been beneficial. IIMC's annual savings will be approximately \$90,000 in printing and mailing costs.

MEMBER SERVICES

In 2009, the Membership Department has increased its efforts in renewing new members by providing the Institute Directors with membership packets; the Region Director's Challenge; the Recruit A Member Campaign; and working with the Membership Committee to further our relationship with the members.

Continued on page 11



EXECUTIVE DIRECTOR'S UPDATE

Our Region Director Challenge and the International Membership increase have been well received.

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; and
- Eli Mina's Guide To Minute Taking.

COMMUNICATION

E-Briefings are IIMC's 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*, IIMC's monthly on-line form of communication with its members, 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.

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. We've added a members only ListServ, IIMC CareerCenter and Regional Information. Stay in touch, visit www.iimc.com.

ADMINISTRATION

IIMC's staff complement includes eight full 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 Member Services

Marilyn Sanzo - On-Line/Verification Specialist

Emily Maggard - Verification/On-Line Specialist

Maria Miranda - Administrative Assistant

Janet Pantaleon - Finance Specialist

Tammy Schultz - Member Services Representative

Jennifer Ward - Education Analyst

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

Volunteers - the lifeblood of Associations. These past two years, IIMC members have stepped up to the plate tackling incredibly important issues that deeply affect 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 2008 and 2009, 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:

- Budget and Planning
- Election
- Mentoring
- Program Review and Certification
- Research and Resource

The following Committees and Task Forces submitted reports REQUIRING ACTION:

- Conference Education
- Conference Policy
- International Relations
- Membership
- Policy Review
- Public Relations and Marketing
- Records Management

The following are 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: Terry Tripp, MMC Gonzales, LA

In my 36 plus years of affiliation and service with IIMC, I believe these past few years have been the most challenging and defining years of all. Challenging in terms of financial demands on a limited revenue stream and defining the character, commitment, and dedication of our Officers, Board of Directors, Executive Director and Staff.

The mission of IIMC, providing quality education and timely services, was always first and foremost in any action considerations, but always tempered with a keen sense of the budget impact. Tough decisions were made to present and live in a balanced budget environment and all of this was made possible because of the cooperation, trust, dedication and sincerity of our President, Dyanne Reese, her Executive Committee, The Board of Directors, Executive Director and the entire staff. We recognized early on that business as usual was not going to be possible. Changes had to be made and tough measures were presented to Budget and Planning for consideration and implementation. We began our year with a proposed budget in the red in six-digit figures and proceeded to brainstorm innovative and creative methods to attempt to present the Organization with a balanced budget and a blueprint to map our path to financial stability in the shortest time possible while maintaining the level of service that the members deserve and expect.

We presented a balanced budget to the Organization, sensitive to the needs and demands of a growing membership, which I believe will provide sound financial stability and viability in the short term and for many years to come. We are not out of the woods yet, but with the leadership, present and future, the possibilities are unlimited.

Continued on page 13



COMMITTEES IN ACTION

ELECTIONS

Vice Chair: **Brenda M. Cirtin, MMC, Springfield, MO**

The Election's Committee discussed and proposed the following recommendations:

- Asking that candidates be allowed unlimited e-mails to discuss their candidacy
- Asking that the Board appoint someone other than the Executive Director to review election material for appropriateness
- Proposing a policy change regarding the Executive Committee's endorsement of candidates.

All recommendations were approved at the 2008 Mid-Year Board Meeting and the 2009 Annual Meeting.

MENTORING

Chair: **Deloris McKenzie, CMC**

Friendswood, TX

At the 2008 Conference in Atlanta, a welcome table was stationed adjacent to the Registration Area and provided a warm welcome to the first-timers and to some veterans. Members 2007/2008 Mentoring Committee and Retirees manned this welcome table and provided veteran advice as to what to expect from attending the Conference, when to be where, what not to miss, dress code, etc. This welcome table also provided the opportunity to offer the Mentor/Mentee application to everyone and to explain the program. This was a highly successful reach-out program to the new members.

The Mentoring Program is successful in linking veteran Municipal Clerks with new Clerks or anyone desiring professional guidance. As of February 2009, there are 23 Mentees and 24 Mentors. We have more than doubled our numbers of participants from last year. Staff Member Janis Daudt is to be commended for coordinating the Mentoring Program and handling the communication and assignment of matches. We greatly appreciate her expertise and dedication to this Committee.

PROGRAM REVIEW/CERTIFICATION

Chair: **Joann Tilton, MMC, Manteca, CA**

The Program Review & Certification Committee was tasked with many goals and objectives, as set by the IIMC Board of Directors, for 2008-2009:

1. Execute, as directed, the Board-adopted action plan engaging the membership, Institute Directors, Committees, staff, and the Board to:
 - a. Define the future of IIMC certification programs - beginning that dialogue with the membership and
 - b. Fold the Task Force recommendations and Director of Education reports into the membership dialogue.
 - c. Coordinate with the Research & Resource Committee the membership dialog structure.

Additionally, the PR/C Committee was asked to review and comment on the proposed Records Management Certification Program for IIMC as submitted by the IIMC Records Management Committee.

In March 2009, the PR/C Committee received an urgent request to review and provide input on the Executive Committee's proposal to increase the number of education points to eight (8) instead of four (4) and to provide two (2) education points instead of one (1) professional and social contribution points for the Athenian Dialogues in an effort to boost attendance in Chicago at the annual conference.

Discussion

Goals and Objectives 1(A-C). As outlined in the PR/C Committee's Mid-Year Report to the Board of Directors, a multi-directional approach begins the dialogue to define the future of IIMC certification programs. The Committee sees value in first sharing explanatory information and answering the members' questions on the CMC, MMC, and Recertification programs. The Committee felt that restatement and clarification of the October 2006 and May 2008 changes to the Education Guidelines would be helpful prior to formulation of future plans.

The membership-wide survey results indicated that overwhelming majority of IIMC members are members in order to earn CMC/MMC certification. Members believe the Education/Guidelines/Requirements have become too

Continued on page 14



COMMITTEES IN ACTION

complex. Frustration with the course review process extends to all levels - members, State Associations and Institute Directors. The process has been called arbitrary and cumbersome. The Committee understands the input gathered from the survey serves as the base that will guide the Board's discussion that will drive the future of the certification programs.

The current economy has added another level of frustration to the members as they see their training budgets frozen or drastically cut making it more difficult to attend traditional training opportunities.

The Committee developed a list of the best practices by reaching out to State Associations and Institute Director asking what they are doing to keep their membership up to date on educational opportunities and certification requirements. The sharing of information will provide fresh ideas on how information can be shared with the membership regarding available education programs and certification requirements. It is the Committee's goal to see that consistent and uniform information is distributed regarding the education guidelines and certification requirements.

In October 2008, the Committee committed to submitting articles for the News Digest focusing on one to four Frequently Asked Questions (FAQ's) about certification. The intent is to highlight questions that are repeatedly asked and direct the reader to the IIMC Website and the posted FAQ's. The goal is to educate the membership to available resources, education programs, and certification requirements.

The Committee agreed to develop a series of short video clips to be posted on the IIMC Website regarding (1) current programs; (2) why certification is important; (3) results of the survey; and (4) the FAQ's. Committee Members Colleen Nicol and Kathy Dornan volunteered to develop a list of topics for production. The video clips could then be linked to the FAQ's on the IIMC Website where appropriate. As well, the video clips could be placed on one DVD which could be viewed at annual conference or used in conjunction with a help desk at conferences. Committee Members Nicol and Dornan offered their organizations to produce the initial video segments at no cost to IIMC.

While the sample video clips were prepared and reviewed by the Committee, IIMC staff informed the Committee the IIMC Website could not accommodate the clips; however, they would research other viable options.

In late October 2008 the Committee received a brief report from Executive Director regarding the Strategic Planning Session of the IIMC Board of Directors. The Committee focused on the issues surrounding education and surveying the membership regarding the job analysis and accreditation. It is important to educate the membership regarding certification, resources and the purpose of the proposed job analysis. The sub-committee formed to work with the Director of Education and Research to develop and outline a related time line for growing the conceptual Education Ambassadors Program. The Education Ambassadors Program is still in the draft stage at the time of this report.

The IIMC Records Management Committee in conjunction with the NAGARA (National Association of Governmental Archivists and Records Administrators) submitted a Records Management Certification program proposal to the PR/C Committee for review and input. It was the consensus of the Committee that the proposed program should fall within the Education Guidelines as a proliferation of certification courses dilutes existing certification programs.

At the request of President Reese, the Program Review and Certification Committee reviewed the following two proposals:

1. Increase the number of Education points for attendance at the 2009 IIMC Annual Conference to eight (8) instead of four (4); and
2. Grant two (2) Education points instead of one (1) Professional/Social Contribution point for Athenian Dialogues.

All Committee members participated in this discussion and a vote was taken to approve the above.

Continued on page 15



COMMITTEES IN ACTION

Summary

The Committee will move forward with distribution, via State Associations and Institute Directors, of the best practices for dissemination of education and certification requirement information to members. The Committee will develop alternate methods to distribute the FAQ video clip series to use the information at the State and International levels. The Committee will work with the Education Department to identify, train and grow the Education Ambassador Program creating experts in the areas of education guidelines and certification requirements. The Committee will begin submitting FAQ highlight articles for the News Digest. This work will be done in an attempt to provide consistent and uniform information to the members regarding the education guidelines and certification requirements as they currently exist.

RESEARCH & RESOURCE

Chair: **Linda Spence, CMC, Manchester, VT**

Our committee has helped various Municipal Clerks throughout the year via e-mail answering a myriad of questions. We feel that this method of communication, sharing of ideas etc. is a very valuable tool and should be continued.

COMMITTEES REQUIRING ACTION

CONFERENCE EDUCATION

Chair: **Allan R. Suse, CMC, Halendon, NJ**

This year, the Conference Education Committee was charged with two main goals:

Goal #1

In concert with the Director of Education, evaluate and review the content and suitability of the educational components of the current conference in order to:

- a. Ensure that the varying levels of education and experience, as well as varying job responsibilities of all IIMC members are being accommodated
- b. Make immediate recommendations for improvements to the Director of Education and the Host Committees for future conferences.

Goal #2

In consultation with the Director of Education, investigate and report on classifying various conference sessions as follows:

- a. Develop "tracks", such as finance, management, leadership, records, etc., as well as designating each as a basic, intermediate or advanced level of education. For those Clerks earning credentials, we will need to know the level of education for CMC or MMC credit.
- b. Coordinate with Staff and the Program Review & Certification (PRC) committee the process to be used in assigning a numeric value for educational points given for attending conference sessions and in conjunction with PRC and Conference Education develop a mechanism to register attendance at conference sessions.
- c. Coordinate with staff and the International Relations Committee programs that would be beneficial to Regions X and XI.

In order to meet the goals, our committee was divided into three separate subcommittees.

Sub-committee #1 took on Goal #1 - chaired by Mary Haynes with members Sheila Shedd and Janice Clark; the Board Liaison is Shari Moore. In mid-July the Chicago Host committee, through Mary Haynes, submitted a lengthy list of proposed sessions and speakers for the Chicago Conference. This list was forwarded to the IIMC Education Department and the Conference Education Committee.

Regarding recommendations for future conferences, Mary Haynes and I have discussed confusion with the roles of the Conference Education Committee versus the Conference Host Committee. We both agree that a clearer understanding of the responsibility areas is needed and will report in greater detail in the year-end report.

Sub-committee #2 - chaired by Carol Alexander with members Sandra Hart, Catherine Jansen and Peggy Lewis; the Board Liaison is Pam Kolacy. This group took on tasks "a" and "b" of Goal #2.

Their first challenge was to review and comment on the voluminous submission of proposed sessions and speakers for the Chicago Conference. Due to timing and scheduling issues, the subcommittee had only a week to review all the

Continued on page 16



COMMITTEES IN ACTION

material. Thanks to Carol Alexander's diligence and the sub-committee's dedication, this task was completed on time! The sub-committee made their recommendations enabling the IIMC Education Department to begin the selection process.

Once all sessions have been scheduled, they will be classified into tracks - Finance, Management, Leadership, and Record-keeping as well as designated into basic, intermediate, or advanced.

Task #2 is also under consideration. The Conference Education Committee is investigating scanning conference attendees as they enter education sessions to provide for increased accountability.

IIMC supports scanning and acknowledges that its use will permit the IIMC Education Department to grant education credit at the rate of 1 point for every 2 hours of education. This would greatly increase the number of education points previously earned by Municipal Clerks at IIMC Conferences. The Budget and Planning Committee also support scanning.

Sub-committee #3

This sub-committee under the leadership of Catherine Benson worked with Carol Alexander and her committee to suggest education programs beneficial to Regions X and XI. Two additional members were requested and approved; Laurie Darcus from Region X and Nick Randle from Region XI. Debra Jermann is a committee member and Eddie Myers is the Board Liaison.

Summary

The purpose of the Conference Education Committee is "To ensure that the IIMC Annual Conference is the premier local government educational experience for all potential conference delegates." This must be accomplished despite the ever increasing competition for education dollars. Clerks need to gain the most education they can at a Conference, and they should be able to utilize that education toward their credentialing. That is why it is my belief that the next important step for IIMC is to develop a system that permits Clerks to maximize their ability to earn education points at our conferences. I look forward to the investigatory results of the Conference Education Committee and the Program Review & Certification Committee.

Recommendation

I request a motion from the Board of Directors, concurring with the Director of Education to support the investigation as to the feasibility of developing a scanning system for IIMC Conference attendees which will enable Municipal Clerks to maximize their ability to earn education points at the rate of 1 education point per 2 credit hours.

PART II

Discussion:

1. Following the Board of Directors' concurrence at the Mid-year meeting to investigate the feasibility of developing a scanning system for IIMC Conference delegates, Sub-committee #2 led by Carol Alexander, worked with staff member Marilyn Sanzo in the hope of developing such a system for the Chicago Conference. The purpose of such a system was to afford conference delegates the opportunity to earn one education point for every two hours of education. Although we realized having the system in place for Chicago was an optimistic goal, we were very hopeful to have the system at least running on a limited trial/testing basis. Despite the amazing efforts of staff members and Carol, it became evident by late February early March that there were too many obstacles to have the system in place at the Chicago Conference.

As the Board continues to look at and examine IIMC education, the need for a proper scanning system should also be reviewed. Since conference delegates are being granted additional education points at the Chicago Conference, perhaps the need for a scanning system should be revisited.

2. During discussions the Conference Education Committee had with members of the Host Education Committee, it became evident that there was confusion with what the Host Committee was responsible for versus the IIMC Conference Education Committee and the IIMC Education Department. Incoming President, Mary Lynne Stratta, has assigned the development of a conference education flow chart as goal for next year's committee.

Continued on page 17



COMMITTEES IN ACTION

Management's Recommendation:

The Education Staff did take a long, hard look at testing scanners in Chicago, but they were limited on time and upon further research, they discovered the equipment - hardware and software - to be non-proprietary and cost prohibitive. Staff, however, has started the research and will continue to search for a vendor that is amenable to IIMC's needs. We are aiming to have scanners for the 2010 conference.

As for developing a flow chart to differentiate the duties between the conference education committee and staff's responsibilities, Jennifer Ward's input into the final outcome of this process will be invaluable since she very much handles the daily logistics with creating the education program. We also believe the newly formed Conference Committee will be helpful in this regard.

CONFERENCE POLICY

Chair: **Barbara L. Hogelin, MMC, Joplin, MO**

1. Observe, evaluate and review the schedule and format of the current conference, and make recommendations regarding same to the Executive Director and future Host Committees.
2. Review the Conference Planning Manual and Sponsor Program, especially the financial and other obligations/responsibilities of IIMC, Sponsors and Host Committee.
3. In conjunction with Program Review and Conference Education
 - a. Develop a mechanism to register attendance at conference.
 - b. Investigate and provide for more cost-efficient ways to accommodate and attract conference delegates from Regions X, XI and retired member.
 - c. Coordinates with the Mentoring Committee in expanding the conference mentoring registry and program.

Committee suggestion: A. The scanner outcome for the 2009 Conference was presented in the Conference Education Report. B. Delegates attending from Regions X and XI will be able to visit Chicago city hall and continue to help in reduced registration rates C. Offering to assist the retirees at the mentoring table/booth during registration.

Took no action on the following:

IIMC Conferences

Create a policy to include the following criteria regarding IIMC Conferences that:

- IIMC should not accept bids from known high-cost or first-tier cities;
- All IIMC Conferences need to generate revenue; and
- Future host cities must meet a financial obligation of a minimum of \$150,000 in cash (in-kind contributions are also accepted); and that city needs to pay at least 50 percent of its pledged financial commitment to IIMC no later than August 1 prior to the beginning of the conference year; The balance of the monies can be paid in two additional installments - January 1 and March 31 of the conference year.

Committee Suggestion: There was not enough support of the committee to warrant action on this issue.

NEW BUSINESS:

(From the 2008 Mid-Year Board Meeting)

"canceling (IIMC) membership to enjoy reduced conference rates".

Conference Policy Committee

February 2009

Committee Suggestion:

Proposed Resolution

Membership Cancellation - Reduced Conference Rate - Reinstatement of Membership

WHEREAS, the Constitution (Constitution) of the International Institute of Municipal Clerks (IIMC) states that the purpose of the organization is to enhance the professionalism, status and image of Municipal Clerk throughout the world; and

WHEREAS, the Constitution specifies six membership classes, along with explicit definitions of the membership classes; and

WHEREAS, the Constitution further specifies the privileges for each classification of membership that include the right to vote; hold office; participate in all IIMC educational programs and Certified and Master Municipal Clerk programs; and access to IIMC programs and services; and

Continued on page 18



COMMITTEES IN ACTION

WHEREAS, the Constitution remains silent specifically regarding; the resignation as a member from IIMC; the ability for a resigned member to register for the annual conference at the discounted rate intended for "guest"; and the reinstatement of membership thereafter with all rights and privileges; and

WHEREAS, the Executive Committee has requested the Conference Policy Committee to review such issues and to further submit recommendations.

WHEREAS, the Constitution states in Article X - ETHICAL STANDARDS; A. Comprehensive Code of Ethics; Sub-section 3. Fraud and Breach of Trust:

Members shall not engage in behavior that is fraudulent or that constitutes a breach of trust. Such behavior includes without limitations: using deceit to gain a personal advantage or benefit for oneself or others; OR. Intentionally circumventing IIMC policy or procedures to gain personal advantage for oneself or others

WHEREAS, the guidelines established by the Education Department of IIMC address the issues of utilizing Certified Municipal Clerk and Master Municipal Clerk designations by non-IIMC members; and

WHEREAS, the same guidelines of the Education Department also address the need for a reinstated member of IIMC to obtain recertification prior to again utilizing the Certified Municipal Clerk and Master Municipal Clerk designation.

NOW THEREFORE BE IT RESOLVED, that the Conference Policy Committee does hereby submit the following recommendations:

1. that the matter at hand be referred back to the Executive Committee for their action under the existing IIMC Constitution
2. that upon resignation, the applicable individual be informed in writing of the guidelines of the Education Department that requires recertification prior to utilizing the Certified Municipal Clerk or Master Municipal Clerk designation

Management's Recommendation:

It's not clear why this committee did not make a focused recommendation regarding membership cancellations to attend an annual conference and why it did not pursue the information below regarding IIMC Conferences. I believe these were important topics that needed to be addressed and it's unfortunate they were not. I believe these and a few other topics of utmost relevance regarding IIMC Conferences will need to be addressed by the newly formed Conference Committee. Management also believes that the Board should accept the three bullet points regarding IIMC Annual Conferences.

INTERNATIONAL RELATIONS

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

Goal #1 - Work closely with the Director of Education and affiliated national association leadership to bring current Region XI educational endeavors into compliance as certification eligible programs, utilizing the Online Learning Institute and to establish a minimum of two Institutes in Region XI, with a concentration on the United Kingdom, South Africa, The Netherlands and maintain the Bulgaria Institute.

Francois Allers has been working with IIMC to bring Certification to South Africa. IMASA is close to having a program in place. Nick Randle has been working with IIMC concerning the SLCC Certification Program. In 2007, SLCC implemented their own program. Tom Van Der Hoven has been appointed to a new Steering Committee in the United Kingdom. The Chairman of that group will be at the Chicago Conference.

MANAGEMENT'S RECOMMENDATION

Currently, IIMC has provided input for IMASA toward creating an Institute and we are now waiting to hear back from them. SLCC has its own certification program. With IIMC developing more on-line courses, applicable to all interested members, education programs can become more global than what currently exists. As of this writing, we have yet to hear from the new organization in the Netherlands, however, we will continue to make efforts. President Elect Stratta will be attending the SLCC confer-

Continued on page 19



COMMITTEES IN ACTION

ence in October in the UK and we hope by that time we can arrange a meeting with the Netherlands Organization. Their proximity to the UK will make for a quick and cost-efficient trip. John Austin from the newly formed ADSO in the UK is in attendance this week at our conference.

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.

A request was submitted for funding for enhancing the website to make it a communication tool for our members and we still believe this to be a top area for funding.

Items from last year's survey continue to be issues needing to be addressed today: 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. While 4 and 5 have been addressed for this years Conference, we realize that they will need to be assessed every year. We recommend continued pursuit of adding software to enhance the website.

MANAGEMENT'S RECOMENDATION

As always, we welcome any suggestions regarding the *News Digest* and web site, however, this Committee needs to be specific in terms of what needs to be embellished. We are looking at added more on-line sessions and also discussing webinars. This week, management will meet with one of IIMC sponsors, Granicus, to learn more about webinars and how we can implement them for education credit; and with author Eli Mina on how to transform his books regarding Parliamentary Procedures and 101 Board Room Problems into on line sessions.

As far as website enhancements, resources have been an issue; however, we will look to explore further some of these ideas.

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

MANAGEMENT'S RECOMMENDATION

Chicago marks the third year that IIMC has offered off site city education sessions for our Regions X and XI delegates. We will always include topics related to those two regions and welcome input and participation from any Region X and XI members to lead sessions.

Goal #4 - Develop the 2009 Study Abroad Program for a Region XI destination. Recommend to the Board of Directors a plan for future Study Abroad programs; provide ideas and recommendations to the Budget and/or Conference Policy Committees on developing and marketing a future Region XI Annual Conference.

\$700 was requested to assist either staff or a member to attend and be the coordinator for the trip.

A plan for future programs was submitted and adopted by the Board last year. The 2009 Study Abroad Program will be held in Wales, U.K., from October 17 - 25. The route has been designated. The Tour Company selected and while we are working to obtain a slight reduction in cost, the latest rate (with only 10 participants) would be \$1,524.29 for hotel/transportation/breakfast/dinner/portage/admissions/guides/ and SLCC Conference registration. Flight pricing is separate.

Plans for the 2011 Study Abroad Program in South Africa have also started to take shape. IMASA has agreed to host this program and their Conference will take place from June 21 - 24, 2011 in Cape Town. Rather than ending the Program with the Association Conference, as we have done in the past, we believe it would be better to start with the Conference and program afterwards in 2011 due to the timing with the IIMC Conference.

It is the recommendation of this Committee to continue to offer the Study Program every other year and fund an IIMC Representative to accompany the participants for coordination purposes.

MANAGEMENT'S RECOMMENDATION

We wholeheartedly support the Study Abroad Program and we will continue to promote and market the fall 2009 and summer 2011 program in E-Briefings and News Digest articles. These programs are an excellent vehicle to intro-

Continued on page 20



COMMITTEES IN ACTION

duce IIMC to Region XI counterparts while building on established relationships.

This committee was allocated \$6,000 toward the exchange program; we're certain \$700 can be used toward a program coordinator.

Goal #5 - Submit a minimum of three News Digest articles of importance and value as it relates to global/international relations and the promotion of the Study Aboard programs.

Articles were submitted for the Study Abroad Program (2) and the Exchange Program. Participants in the Exchange Program will be asked to submit an article to share their experience.

Continue to work on Spotlight Articles. Request an Article from the participants in the Exchange Program and the 2009 Study Abroad Program.

MANAGEMENT'S RECOMMENDATION

Yes, there have been a few articles regarding the Study Abroad Program and the Exchange Program. We welcome all submissions and would be thrilled to publish them.

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

Tom Van Der Hoven took up this task and developed an outline for such a Program. This year, we offered the first opportunity for a Region X or XI member to exchange with a member from the U.S. SLCC and IMASA will also offer this exchange and offer a scholarship to one of its members.

\$6,000.00 requested of the Finance Committee for scholarships.

We had one pair to Exchange this year between the U.S. and the Netherlands.

We are currently accepting applications for the next Exchange.

Continue to offer this new program and partner with SLCC, IMASA and other International Associations to create additional exchanges.

MANAGEMENT'S RECOMMENDATION

Both of the 2009 Exchange Program participants will be attending this conference and will be introduced at one of the general sessions as the winners of the program. We have promoted and will continue to promote the next program. We've extended the deadline to July 31, 2009 to generate more interest.

MEMBERSHIP

Dawn G. Abrahamson, MMC *Fremont, CA*

The Committee reaffirmed that it is important to focus on increasing membership numbers as well as retaining current members. To assist in meeting this goal, IIMC staff prepared and is actively sending new member packets to new members during their first year of membership. Region Directors were asked to assist by making contact with non-members and by providing IIMC brochures and membership applications through state associations. The Membership Committee is pleased to report that membership has remained steady throughout this past year. We are, however, seeing some cancellation in memberships due to budget constraints.

Members of the Committee sent "Good Will" emails to every IIMC member. Responses from these emails were sent directly to Janis Daudt, Member Services Director for IIMC. These efforts should continue and that any negative feedback shared or questions raised should be followed up by both Headquarters and Committee members.

IIMC Board Membership Challenge: An IIMC Board of Directors Membership Challenge was conducted. The goal of this friendly competition among the Region Directors was to bring in as many new members as possible between July 2008 and March 31, 2009. As an added incentive to participate, the Director who brings in the most new members by the deadline will receive two complimentary Delegate registrations for the 2009 IIMC Conference in Chicago. Membership Recruitment Packets were provided to all Region Directors from IIMC Headquarters and includes all of the tools needed to be successful in this challenge while helping to spread the word about the importance of IIMC membership to potential members. I'm happy to report that this friendly competition was success-

Continued on page 21



COMMITTEES IN ACTION

ful and 35 new members were recruited as a result of the hard work of the Region Directors.

The Recruit a New IIMC Member Campaign: This Program continues to be a proven success for IIMC. In 2008, a total of 75 new members were gained through this Program, and as of April 22, 2009, a total of 13 new members have joined.

Recap on Membership Tally 2008/2009: New members through all of 2008 and the first three months of 2009 total 744. Cancelled members through all of 2008 and the first three months of 2009 total 900. Reinstated members through all of 2008 and the first three months of 2009 total 65. New replacements through all of 2008 and the first three months of 2009 total 322. Members of the Public Relations & Marketing Subcommittee have developed a creative idea to help with membership drives and new member recruitments.

“Good Will Calling:” One of the most important goals of the Committee for this year was to make personal contact with each IIMC Member. For this past year, the Committee has taken a more positive approach by contacting each member and asking them if they are OK with their membership. Do they need anything from IIMC? Do they have any questions, comments, complaints or even compliments about IIMC or their Membership? We need to hear it and the members need to know we care.

Each Committee member and Region Directors was assigned a state/province/country and was asked to actively make one or two telephone calls or send emails each day. If a member has any changes to their emails, mailing addresses, municipality, phone numbers or just need to contact IIMC, they are directed to IIMC staff. Again, the Committee's goal is to make IIMC a very personal Membership for each and every member.

The overriding concern we heard most when making contact with members was the same as last year; a feeling of frustration and/or mistrust. Responses the Committee received were that membership feels IIMC continues to change the rules regarding the Education program, the process is too complicated and cumbersome, inconsistent or little information is provided with respect to the CMC,

MMC and CMC Recertification process, and a significant time delay is experienced once an application is submitted for consideration. Some members have indicated that they are giving up on moving forward in the program, therefore, they see no value to their membership in IIMC. Committee members and IIMC staff have done their 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.

This past year was particularly challenging and that challenge was directly related to the poor financial state of the economy not only in the United States but also internationally. This was another concern the Committee heard when making contact with members. Many cities are facing severe budget reductions which will ultimately impact the memberships ability to perhaps not only continue their membership with IIMC but also significantly limit any travel and training budgets to allow members to attend education-related training.

IIMC Membership Survey: The IIMC Board of Directors is developing a 3-year strategic plan to create a member-driven organization focusing on meeting the professional and educational needs of its members. To accomplish this goal, a membership survey was distributed to all IIMC members requesting their input. The deadline to complete the survey was October 10, 2008 and the results were received and considered by the Board.

I would also strongly recommend that the Board receive, discuss and consider the proposal from the Public Relations and Marketing Subcommittee as mentioned earlier in my report.

Management's Recommendation:

We thank this committee for their efforts and perseverance in helping recruit new members while probing for answers as to how to improve IIMC through their “Goodwill Calling” program. We believed the Region Directors membership competition was successful and the Recruit A New Member to Win campaign continues to help with increasing membership.

The Public Relations/Marketing report's recommendations are part of that committee's report.

Continued on page 22



COMMITTEES IN ACTION

PUBLIC RELATIONS/MARKETING

Chair: **Vanessa Turner-Maybank, CMC, Charleston, SC**

The goals of the PR/Marketing Committee were to assist the Membership and International Relations Committees with increasing membership; continue the implementation of the Five-year Plan; support a continuous flow of articles to the Digest and the develop criteria and methodology for promoting Municipal Clerk's Week.

The committee members have done an outstanding job dedicated to the mission set for the committee. The committee was divided into four subcommittees to make recommendations to the Board on the aforementioned goals. In addition, several of the committees worked in conjunction with other committees to develop recommendations. The Committee also reviewed the application for the Governance Award.

The financial request to update the website was covered in the overall IIMC Public Relations budget.

We feel certain that the implementation of these recommendations will further the goals of IIMC and serve to strengthen the membership, expand its profile in cities and towns across the country, and garner interest and participation in the IIMC.

MANAGEMENT'S RECOMMENDATION:

One of the main components of this committee's 2008/09 charge was to help promote Municipal Clerks Week. In the past, IIMC promoted this Week to members and provided an array of materials to help them promote the office of the Clerk. That has not been working, since our members are reluctant to promote themselves. In retooling this promotion, IIMC staff asked members to send us the email address of their mayors and council members so we can announce Municipal Clerks Weeks directly to them. This was a popular move with more than 600 emails targeted to those specific individuals. No word on whether or not Clerks received any recognition, but it is the most requests we've ever received regarding this promotion.

The five year plan:

Working with the Membership Committee, staff continues to actively recruit new members. At this time, staff is compiling a list of First American Nations to generate new members. Management's comments are in bold next to each directive:

- * Mass mail IIMC membership postcards to all municipalities by January 2010 - funds have been set aside for this promotion.
- * Provide additional educational information in IIMC News Digest along with a special section of Who's Who in IIMC to showcase municipal clerk professionalism by October 2009 - we welcome these articles
- * Research the hiring of additional IIMC staff member or outside marketing firm to handle recruitment/marketing duties-decision by March 2010 - this will have to wait until our resources are stable
- * Develop power point presentation as a marketing tool to be used at conferences, institutes and seminars by January 2010 (with Membership Committee) - IIMC has a power point presentation that every Region Director can use to promote IIMC and its programs.
- * "Region of the Month" Program to highlight region and recruit new members (with Membership Committee) - Need more information on this program, but it has merit. Perhaps, the Region Directors can supply the News Digest with updates on their Regions.
- * Promote/market to Regions X and XI ListServe as global communication tool - As part of our sponsorship agreement with MuniCode, we have our ListServ, however, we need to actively promote it.
- * Promote/market IIMC's ideals to other professional organizations (ICMA, NLC, ARMA etc.)-develop clerk articles for each associations' publications - yet to accomplish articles but working on this. We have made progress in affiliating with ARMA, NAGARA, and CoSA.
- * Review current and past marketing strategies; update 5 Year Marketing Plan - on-going



COMMITTEES IN ACTION

- * Assist other IIMC Committees to achieve their goals and objectives - on-going

Year 2 (2010-2011)

- * Research an increase in the membership fee schedule by January 2011 - Per Policy, IIMC's next fee review will be in 2011

RECORDS MANAGEMENT

Chair: **Lisa Johnston, MMC, Artesia, NM**

The Records Management Committee received three tasks for 2008-2009:

1. Revise Record Management Technical Bulletins and IIMC Retention Schedule.

The original bulletins were jointly published by IIMC & NAGARA and were written by records professionals with a stipend provided by an NHRPC grant. Committee member Diane Gladwell volunteered to review and work on the bulletin that she originally wrote, as she had time. Although committee members were willing to review the bulletins, many did not feel that they had the level of expertise and/or the time to do the rewrite, however, most members did feel that some updates would be useful to bring the bulletins current. In addition, the cost to print/publish these bulletins would be costly, unless a grant was received. Because of these constraints, the committee recommends that no more than two (2) bulletins be selected for detailed review and work in any year, unless grant funding has been secured.

The Bulletins are currently available on the NAGARA website. A request to link to the NAGARA publications site was made and completed by IIMC staff.

Member Diane Gladwell worked with IIMC staff on records management and retention schedules. She has met with IIMC staff and they have revised the retention policy to reflect various changes due to membership and certification requirements. Work is also progressing on utilizing the Laserfiche system. A new file classification and labeling system to support the changes in education requirements has been designed for Education (Certification).

2. Investigate the possibility of developing reciprocity agreements for joint records management programs with ARMA and/or NAGARA, leading to a separate IIMC certification.

At the July 2008 meeting, the NAGARA Board approved a Records Management Certificate, requiring 40 hours. The Records Management Committee has reviewed the certificate requirements and recommends it. The proposal has been submitted to the Conference Education and Program Certification Committees. Our committee recognizes that there are still many details to work out, but we feel that this program could be beneficial to our members and allow us to collaborate more closely with a sister Records Management organization.

3. Recommend record management conference programs and/or presenters to the Conference Education Committee and Director of Education.

The Committee submitted seven program topics for 2009 Conference and all topics were approved.

As an additional goal, the Committee has agreed to submit articles to the *IIMC News Digest* on Records Management topics. Our goal was to have 4-6 articles run during this year, and to date we submitted 2-3.

As a result of the conference calls with Committee Chairs, I have discussed the concept of E-Library and linking to existing resources with the Chair of the Research and Resource Committee.

The Records Management Committee submitted a recommendation to IIMC Board to support the Partnership for the American Record legislation, which would provide funding at the state level for preservation of local government records. At the April 6, 2009 Board Teleconference, the Board adopted the Resolution of Support.

The Committee has submitted a funding request for 2009-2010 for \$10,650. This would cover the cost of stipends to update the 6 records bulletins (6 x \$1,000) plus the cost for electronic publishing (6 x \$775). Should the committee apply and receive an NHRPC grant, this could reduce the total cost to IIMC. If there is no grant funding for this project, we would recommend phasing the project, working on 2-3 bulletins per year for both time and financial considerations.

The Committee has also selected topics and speakers for the 2009 Annual Conference. We look forward to learning from those speakers at the Chicago conference (Goal

Continued on page 24

#3). Our work on the first part of Goal #1, Review of the Records Management Technical Bulletins progressed much more slowly. We find that the bulletins do need to be updated, but that the task is too large for volunteer committee members to accomplish in one year.

The Committee has completed its assignment for Goal #2 (Records Management certification) and has forwarded a recommendation to Education and Program Review and Certification Committees. The recommendation has been reviewed by Program Review and Certification; however, there are still some areas where clarification is needed. Joann Tilton, Chair of this committee and I have been in communication to resolve the concerns and develop a recommendation that can be presented to the Board at their spring meeting.

We would like to recommend the following:

The Records Management Committee would support an ancillary RM certification for clerks. As a second option, we would like to see the RM certificate from NAGARA be accepted for education credit toward the CMC or MMC designation. We understand that there are many issues to resolve to implement this program; however, we believe that it would be a benefit to our member clerks and should be pursued in the next year.

Support Preserving the American Record (PAHR) legislation. With our broad membership base, IIMC can be an active partner both as an organization and by encouraging our individual members.

For IIMC HQ: continue to work on implementing the document imaging program. While we are aware that HQ is short staffed, we believe the overall benefit to IIMC would justify pursuing this project. One way would be to adopt a "from this time forward" and concentrate on adding new items as they are created. Old items would be added based on some assessment of the need to access them and/or the ability to search within the documents. A number of our members have experience with this program and would be pleased to assist HQ in the project.

For IIMC HQ: As an organization of 60-plus years, IIMC maintains an archive of the history of the organization. To further the staff knowledge and ensure that these files continue to be protected and preserved, we would

recommend attending a workshop such as the one sponsored by the Society of American Archivists entitled "Association Archives - Managing Your Institutional Memory" or work with the archival community in California to improve staff practices.

The Committee also recommends special commendation to Diane Gladwell for her work with IIMC HQ on improving the organization's records management program.

Management's Recommendation:

NAGARA RM Certification - IIMC should review this Certification strongly in the next few months and determine how to make it a viable commodity for its members. If the Certification is amenable to the membership and there's an impact to the current budget, then staff and Budget and Planning will have to revisit the budget the Board. If the impact is not until the 2010 budget, then we will consider it for next year.

PAHR - The board of directors has already approved supporting this Act. We've already taken steps to promote it to our members through the News Digest and E-Briefings. We will continue to keep this as a high profile subject for our members.

Document Imaging - Lack of staff often precludes us from being on top of this record retention. We will make stronger efforts to make this work to our benefit.

Society of American Archivists - we would be interested in attending a workshop to learn how best to manage our Institutional Memory.



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, 2008, 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 24, 2009



FINANCIAL STATEMENT

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

STATEMENT OF FINANCIAL POSITION

December 31, 2008

ASSETS

CURRENT ASSETS

Cash and cash equivalents	\$ 152,959
Accounts receivable	27,691
Inventory	9,682
Prepaid expenses	16,001
Conference prepaids	31,469
Total Current Assets	237,802
Property and equipment	1,092,270
Capitalized cost	11,642
Total Assets	1,341,714

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

Accounts payable	43,629
Accrued liabilities	66,184
Deferred revenue	627,288
Mortgage note payable - current portion	18,922
Total Current Liabilities	756,023

NOTES PAYABLE

Mortgage note payable	929,677
Total Liabilities	1,685,700

NET ASSETS

Unrestricted net assets	(343,986)
Total Liabilities and Net Assets	\$1,341,714

See accompanying notes to the financial statements.



FINANCIAL STATEMENT

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

STATEMENT OF ACTIVITIES

For the year ended December 31, 2008

REVENUES

Membership dues	\$ 1,040,746
Conference	656,001
Education	164,271
Marketing development and promotion	50,248
Building rental	66,363
Administration	21,983
Interest	2,380
Total Revenues	2,001,992

EXPENSES

Program Services	
Education	367,501
Conference	720,014
Member services	262,799
Marketing development and promotion	94,566
Building	89,706
Supporting Services Administration	445,252
Total Expenses	1,979,838

Increase in Net Assets 22,154

Net assets, beginning of year (366,140)

Net Assets, end of year \$ (343,986)

See accompanying notes to the financial statements

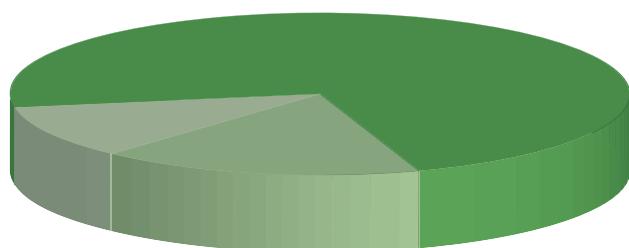


CMC & MMCA FIGURES

Certification and Master Municipal Clerk Academy Figures

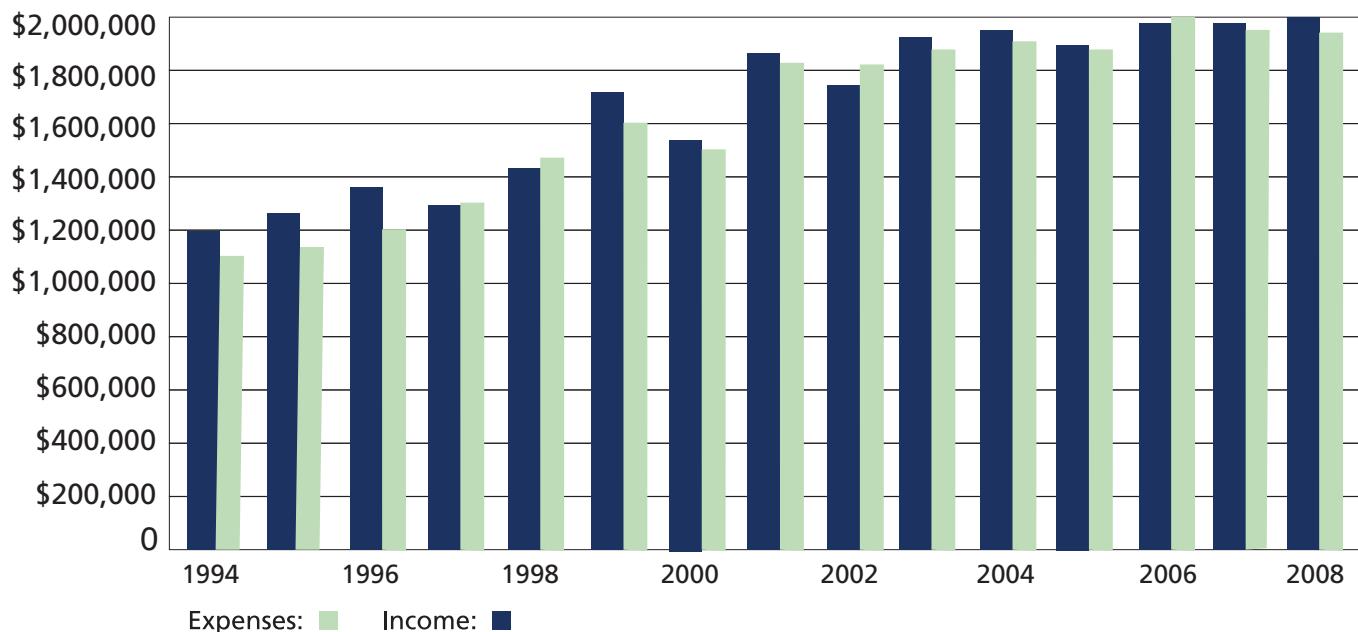
The Certified Municipal Clerk program began in 1971.

Total active clerks as of June 20, 2009



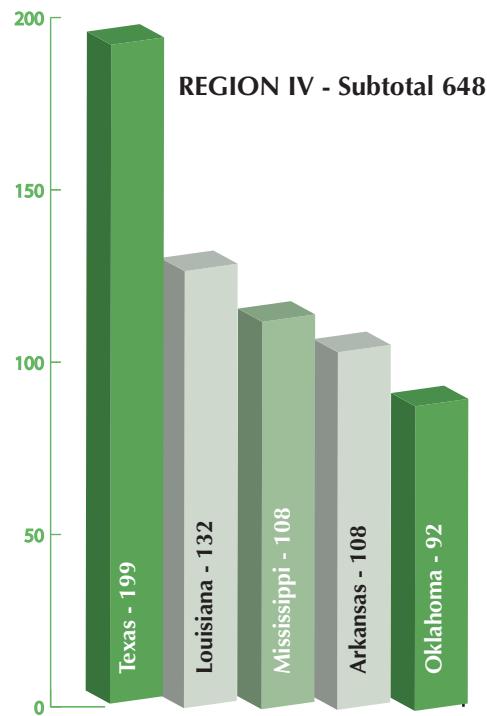
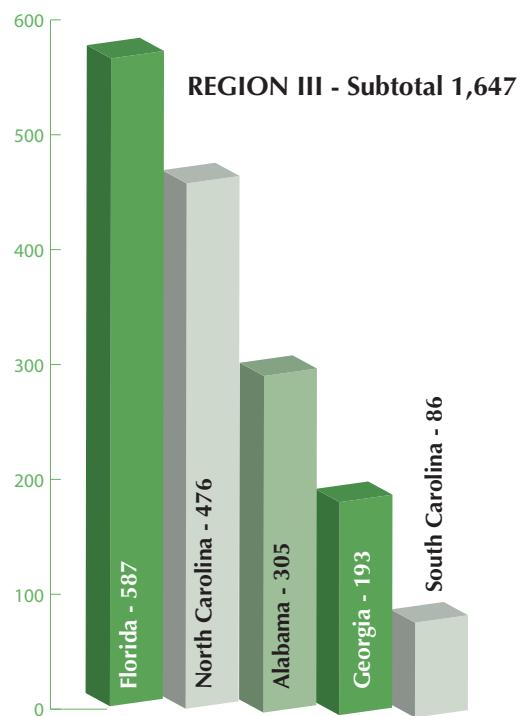
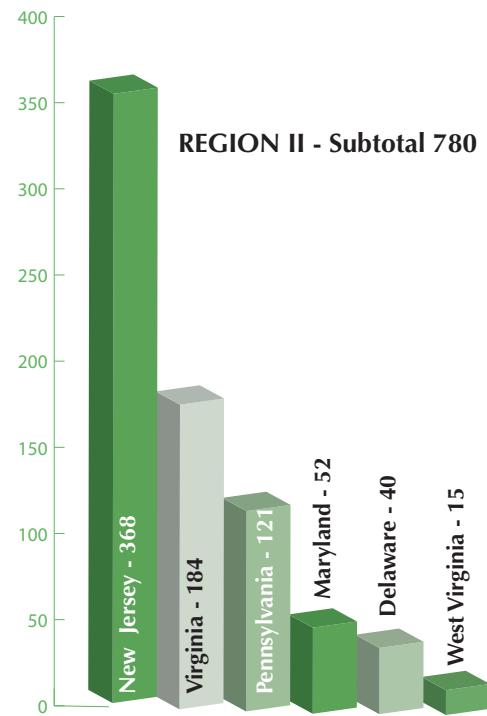
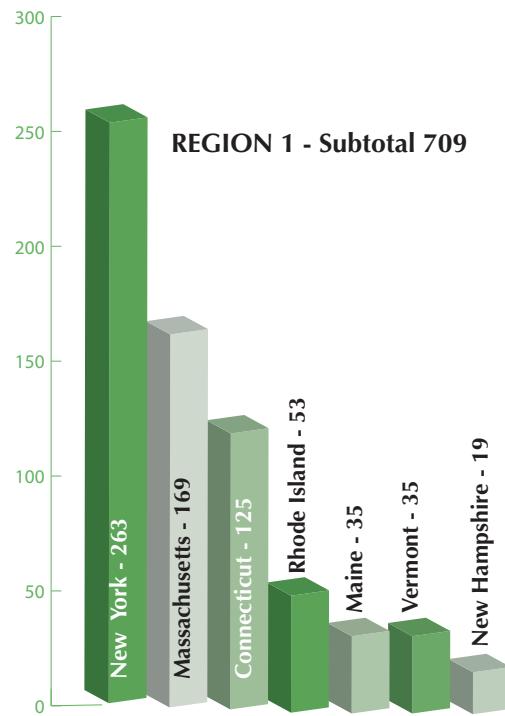
CMC's	4,232
MMC's	615
Recertification	971

Revenue & Expenditure Chart

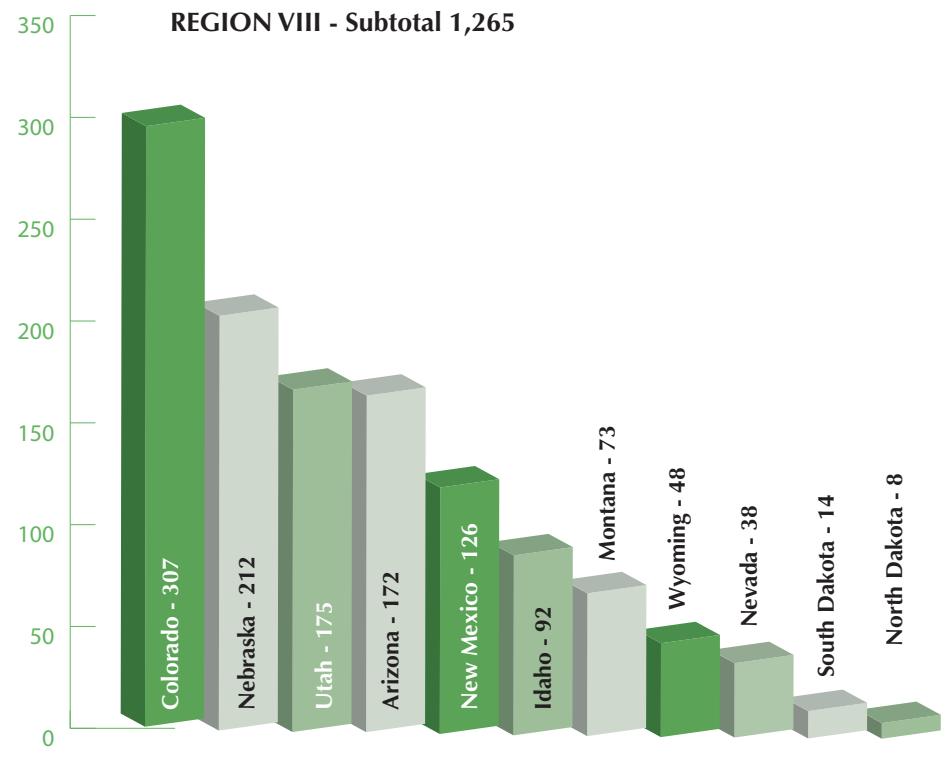
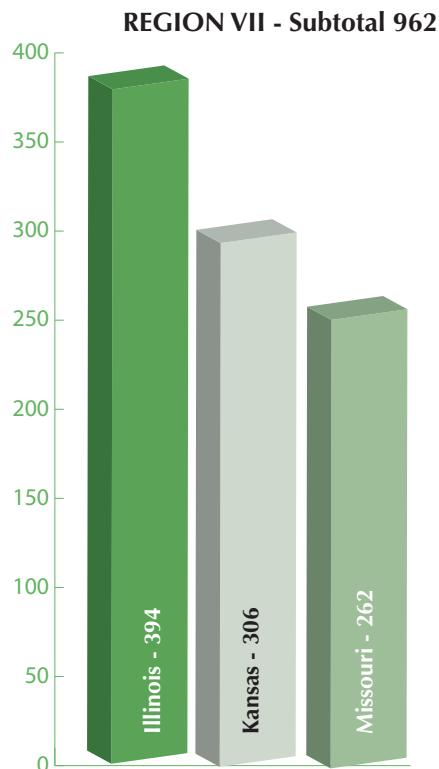
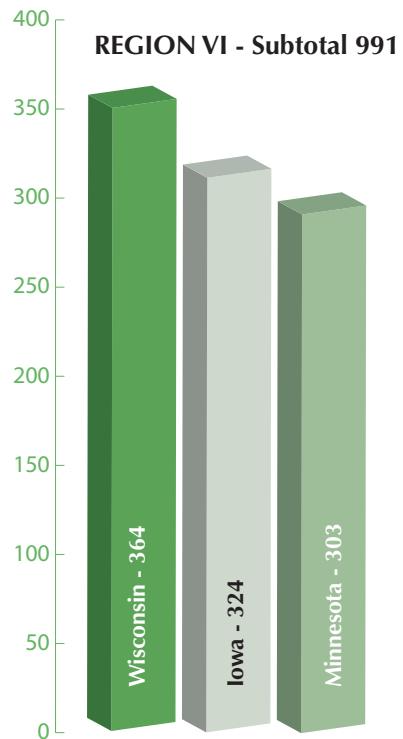
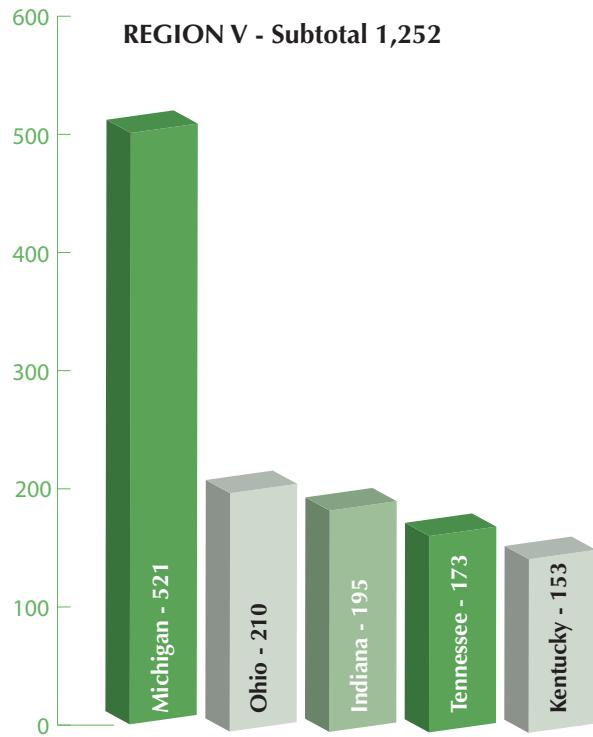


IIMC STATE / REGIONAL / NATIONAL MEMBERSHIP

The following chart represents IIMC membership in each state, province and country. As of July 31, 2009, California leads all states in membership with 886. Region III (AL, FL, GA, NC and SC) leads all Regions in total membership with 1,647. British Columbia leads all members in Canada with 111. Belgium leads all countries in Region XI with 39 members. IIMC's total membership remains constant with more than 10,000.

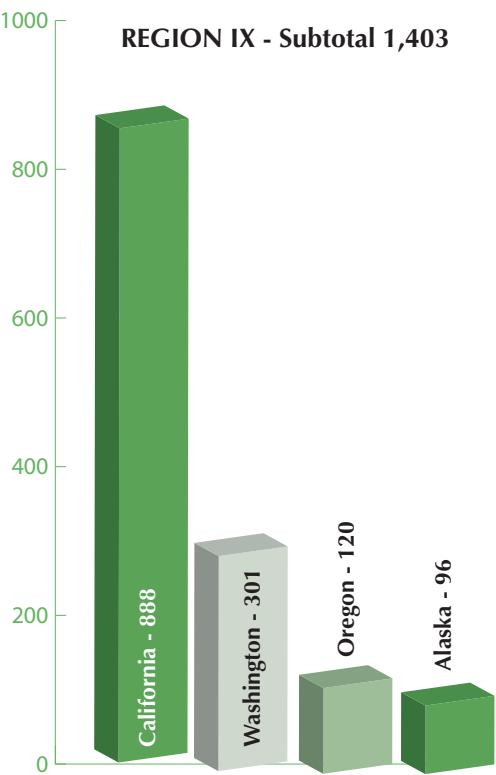


I I M C S T A T E / R E G I O N A L / N A T I O N A L M E M B E R S H I P

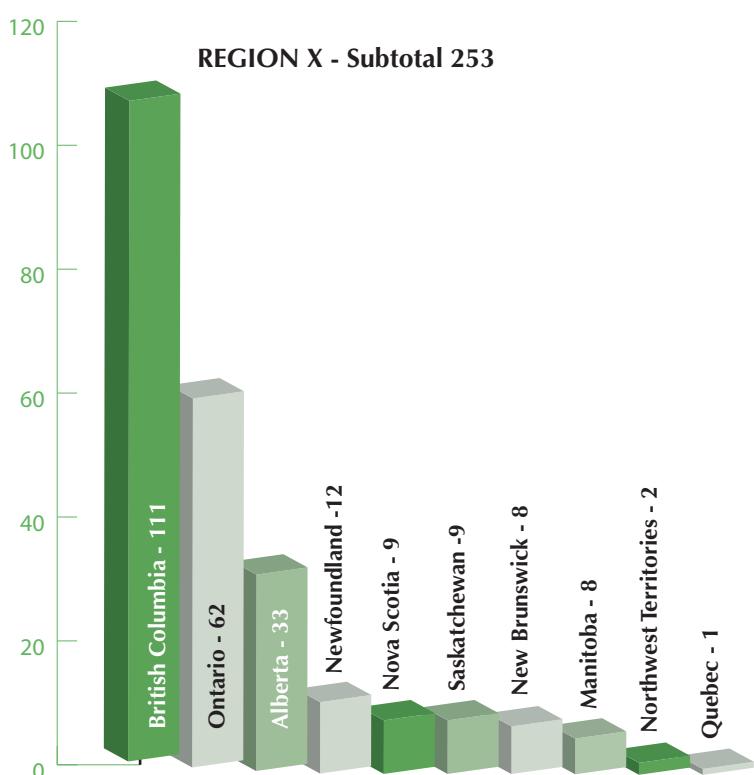




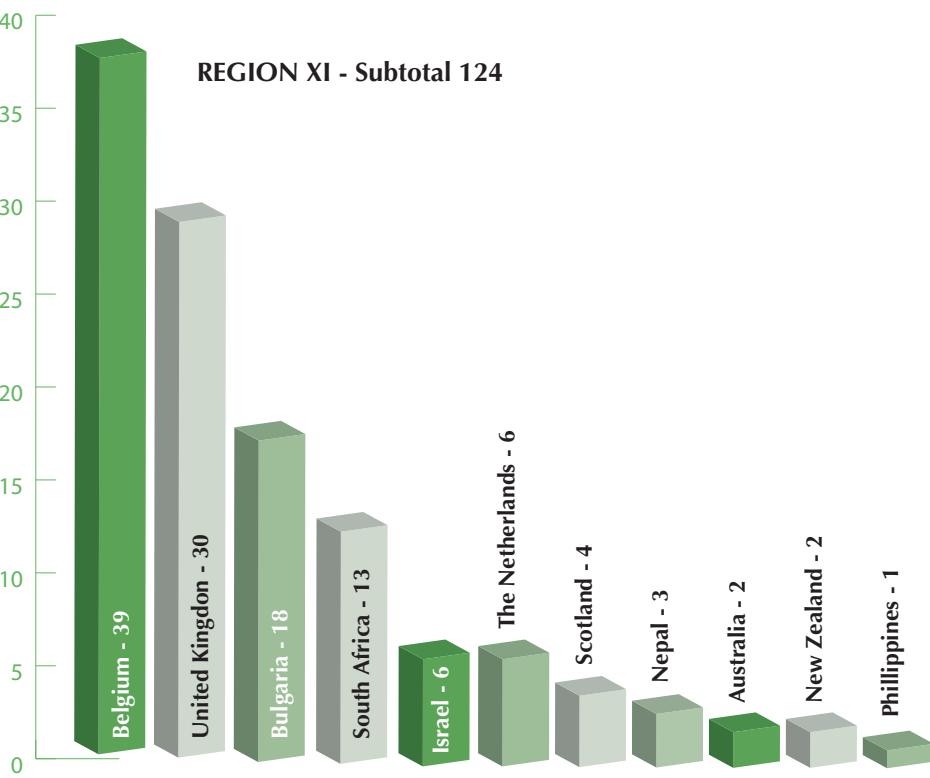
REGION IX - Subtotal 1,403



REGION X - Subtotal 253



REGION XI - Subtotal 124





BOARD OF DIRECTORS



PRESIDENT
Dyanne C. Reese, MMC
Clerk of Council
Savannah, GA



PRESIDENT ELECT
Mary Lynn Stratta, MMC
City Secretary
Bryan, TX



VICE PRESIDENT
Sharon Cassler, MMC
Clerk of Council
Cambridge, OH



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

DIRECTORS — 2009 EXPIRATION

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

Glenda A. Morgan, MMC
City Clerk
Mobile, AL
Region III

Eddie R. Myers, MMC
Director of Administration/City Clerk
Hattiesburg, MS
Region IV

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

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

Rick Goeckner, MMC
City Clerk
Effingham, IL
Region VII

Colleen J. Nicol, MMC
City Clerk
Riverside, CA
Region IX

Bernie White, MMC
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
Town Clerk
Vernon, CT
Region I

Carol L. Jacobs, MMC
City Clerk
Ocean City, MD
Region II

Stephanie C. Kelly, CMC
Deputy City Clerk
Charlotte, NC
Region III

Brenda Kay Young, MMC
Town Clerk-Treasurer
Nashville, IN
Region V

Monica M. Simmons, MMC
City Clerk
Henderson, NV
Region VIII

Pamela R. Kolacy, MMC
City Clerk
Port Townsend, WA
Region IX

DIRECTORS - 2011 EXPIRATION

Jane E. Williams-Warren, MMC
Municipal Clerk
Paterson, NJ
Region II

Barbara Blackard, MMC
City Clerk/Treasurer
Clarksville, AR
Region IV

Shari Moore, CMC
City Clerk
Saint Paul, MN
Region VI

Jerry Lovett-Sperling, MMC
City Clerk
Lindsborg, KS
Region VII

Stephanie Kalasz, CMC
City Clerk
Moscow, ID
Region VIII

Marc Lemoine, CMC
Deputy City Clerk
Winnipeg, Manitoba, Canada
Region X

Nick Randle
Chief Executive
Taunton, United Kingdom
Region XI



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