

# 2019 Annual Report

## International Institute of Municipal Clerks



The International Institute of Municipal Clerks (IIMC) is a professional, non-profit association that promotes continuing education and certification through university and college based institutes and provides networking solutions, services and benefits to its members worldwide.



## President's Message

**Stephanie Carouthers Kelly, MMC**

IIMC President, 2018-2019

It has been quite a year, thanks to you – our members. My theme of “Together We Can” has come full circle one year later to a resounding “Together We Did.”

We grew stronger and more diverse and inclusive in IIMC’s leadership, membership and committees. When we intentionally bring together individuals from different backgrounds, with different experiences and perspectives, we all succeed in achieving our shared goals.

We removed barriers, whether actual or perceived, that may discourage members from becoming involved in their Organization. This makes for a healthier and more vibrant Organization where everyone feels welcome and valued.

We encouraged effective communication among members and regions. Intentional and deliberate communication are good. Members feel well informed on important issues and are able to process facts rather than fiction and/or assumptions.

We assessed the Organization’s current policies and practices -- a proactive approach to governing the Organization.

We explored opportunities to work with associations to encourage and develop members within our regions that they may consider moving into leadership roles within their states, regions and IIMC.

We strengthened IIMC’s partnership with the IIMC Foundation.

We encouraged the IIMC Foundation to approve policies that align with IIMC’s efforts concerning diversity and inclusivity of its members.

As you can tell, IIMC continues to grow and improve in more ways than one. Here are just a few more

highlights where the Board, Staff and Members came together to fulfill a year worth remembering.

- The creation and development of more online education courses for our members;
- A new Institute in Wyoming;
- Grew our Board Designated Reserves to nearly a quarter of a million dollars;
- The creation of a new interactive, aesthetically pleasing website;
- A hugely successful study abroad and symposium program in the United Kingdom;
- A successful 2019 Annual Conference in Birmingham, Alabama;
- A revised Constitution with a Diversity and Inclusivity amendment to the Core Values;
- A new Technical Bulletin -- Project Checklist Makes Records Management and Document Management Projects Easy – with more in the works, complimentary to all IIMC members; and
- Awarded the 2023 IIMC Annual Conference to Minneapolis, Minnesota.

The list is strong and continues with the new Board and leadership. I want to thank a few special people who helped make my year --- my Deputy Clerk Emily Kunze, my Office Manager Jeannine Crump, my mother who has been and continues to be the ROCK in my life; my City Manager Marcus Jones, who promised me he’d be here, no matter what --- and he is; IIMC Past President, Jean Bailey, MMC; retired Institute Director Fleming Bell, North Carolina League of Municipalities representatives Athena Banks and John Phelps, and all my fellow North Carolina Clerks who supported and showed me love throughout my year. You have no idea how your presence strengthens me.

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## Conference Memories...



President Kelly and Past President Kayser share a moment at the Conference



2019 Symposium banquet at Warwick Castle



President Kelly surrounded by the IIMC Executive Committee



President Kelly threw out the first pitch at the All Conference Event at Barons Region Field

President's Message....continued from page 2

And, my late husband Charles Kelly who I thought would be here, supporting my dreams and my goals for this Organization like he always did. However, on January 12, 2018, he went to be with the Lord. So, I know he's here in spirit, and has been by my side the entire year helping me do my very best, making him proud. Thank you, Mr. Kelly!

I believe together we became better role models for people inside and outside our Organization. I believe

together we rose above the negativity and divisiveness that we see and hear all around us. I believe together we became agents of change and modeled good behavior that we want to see in others.

In conclusion, I'm deeply honored to have served as your President. I did my absolute best. I will always be here to serve you. And, Together, WE can! Together, WE did!





## Executive Director's Update

**Chris Shalby**

IIMC Executive Director

**W**e have a dedicated Board of Directors of 26. They serve one three-year term. IIMC's Board is a true policy governing Board that exercises ultimate authority over everything at IIMC. It is not a Board involved in operations, trusting staff to handle the day-to-day activities at Headquarters. As a long-time employee of IIMC, I can say that the Organization benefits from a healthy partnership between its staff and Board and committees, and that the IIMC Board operates effectively, transparently and democratically. The relationship between the Executive Committee and Board, and the commitment everyone involved with IIMC has to its mission, has been an essential ingredient to IIMC's success over these years and one of the things that enriches this Organization. The following are IIMC's highlights to another exemplary year.

### Board of Directors

The Board of Directors governs IIMC in an understandable, transparent, rational and effective method, compliant and adhering to established financial and governance policies and the Constitution. Prior to each Board meeting, the Board holds an all-day session on Board development, reviewing roles and responsibilities and participating in practices to embellish their service on how a Board operates. IIMC provides every incoming Board member with an orientation to acclimate them to the Board's inner workings.

By year-end 2019, the Board will finalize their third iteration of their three-year strategic plan, having met nearly 85% of its goals from the first two plans. The initial strategic plan was launched in 2010 and updated in 2014. The new plan will focus on visioning -- specifically on where IIMC hopes to be regarding its membership -- education, certification and professional development programs. The Board's vision over the years has helped produce a new website that was launched this summer to an overwhelming reception.

It is aesthetically pleasing and easy to use. Make sure you visit it.

### Headquarters

IIMC Headquarters leases three offices to help offset its mortgage. Having tenants has reduced IIMC's monthly mortgage liability from approximately \$3,800 to \$100. All three tenants have long-term leases through 2020 and 2021.

### Finance

The 2019 year-end budget will mark the thirteenth consecutive year the Organization's Board of Directors has produced a balanced budget, and general fiscal responsibility have shaped where IIMC is today regarding its finances. Financial information is provided on pages 8 and 9.

By December 31, 2019, IIMC will increase its Board Designated Reserves, which are currently \$706,000. IIMC's financial accomplishments are a strong indication of an Organization's collective efforts and willingness to adhere to a set budget, work with a financially conservative outreach policy, a conference selection process, all the while continuing to broaden its horizons and provide members with valuable services.

### Membership

IIMC's membership base is approximately 15,000 and growing. The Department's membership campaigns in the past six years have garnered strong results, and will continue to find new ways of reaching out to attract new members.

The Department is customer relations oriented and enjoys dealing with IIMC members and creating new ways to maintain membership. Their efforts helped make the 2019 year-end membership figures exceed the \$1 million mark for the twelfth consecutive year.

Continued on page 5



## Executive Director's Report (continued)

### Marketing/Communications

The Department provides marketing and collateral support to all Committees and IIMC in general. The News Digest is produced monthly. We have focused on providing a broader perspective in each issue, making certain to reach all of our members, domestically and internationally. We continue to search for new articles that are inclusive of our varied membership.

The *News Digest* has an open rate of approximately 26% when distributed as a stand-alone piece. Industry standards range between 18% to 22%.

The E-Briefings have an average open rate of approximately 26%, with a click rate of 18%, considerable percentages in this area. IIMC's open rates definitely increase, between 30% and 65%, when the message is specific to the members such as Region or Conference news. Links embedded in the E-briefings are opened at an average of 20% of the time. Approximately 79% of the membership views the E-briefings on their PC; and 21% of the Membership views the E-briefings on a mobile device. These numbers depict a membership that is engaged with their Organization and receptive to receiving weekly and monthly communiqués.

By February/March 2020 -- IIMC will have a full-time public relations/marketing employee to oversee all IIMC communication.

### Education

Here are the Department's highlights for 2019:

The 2019 Annual Conference Education Program featured six Academy sessions, two general sessions, 42 concurrent sessions, four Athenian Dialogues and an offsite Concurrent Education session.

#### Smartphone Application

The APP now resides on 4,500 devices worldwide and has been opened more than 160,000 times since its launch in 2015. This tool continues to enhance the conference experience and to allow access to educational and informational resources in the palm of your hand.

### IIMC Gives Back

For the third consecutive year, IIMC has partnered with a local nonprofit in its IIMC Gives Back Program at the Annual Conference. In Birmingham, it was the Greater Birmingham Humane Society. This partnership allows IIMC members to contribute in a charitable way to the local community of Birmingham.

### Athenian Leadership Society

This program continues to gain popularity and remains a valuable professional development program. As of this date IIMC has more than 60 Facilitators and more than 140 Fellows.


### IIMC Institute Update

**ID Connection** – A quarterly electronic newsletter continues to be sent to the Institute Directors as another means of communication.

**Education Advisory Group** – The Education Advisory Group (EAG) is a voluntary group of Institute Directors which is currently operating with five members. These five members continue to be a strong team and excellent resource for the department.

**Colloquium** – The 2019 Institute Director's Colloquium was facilitated by Dr. Jane Long with a presentation by Nebraska Institute Director Ellen Freeman-Wakefield. The focus was on the future of Clerk education in the next five years. There were five groups who completed SWOT analyses and those have been compiled into one document. The Institute Directors were sent a copy of the compiled SWOT analyses in August and asked to provide what they see as the top five priorities for the coming one to five years. Once those are compiled, they will be sent back out to the Institute Directors and with the support of the EAG we will have some activities to complete prior to the next Colloquium. The overall goal is a strategic focus for the Institutes in the upcoming years.

Continued on page 6



## Executive Director's Report (continued)

### Department Outreach

IIMC's Professional Development Director, Dr. Jane Long, provides professional development and outreach for the Organization by facilitating education sessions at Institutes and Athenian Dialogues as well as directing new education endeavors such as the Education Task Force, whose report will be available in early 2020.

### Online Education Programs

**Captus Press** -- IIMC has released eleven non-interactive, on demand webinars available through Captus Press. Not only has the Department helped create these courses, the rebates returned to IIMC will recognize approximately \$21,000 for 2019, helping use those funds toward the creation of new online courses and conference education sessions. We are currently working with three to four presenters to generate more online learning opportunities for 2020.

**MindEdge Learning** – This new online learning partnerships launched on January 1, 2018. As of the date of this report, we have had 93 course registrations.

**Ed2Go Online Programs** – IIMC has been a retail partner of Ed2Go for many years.

**NACo High Performance Leadership Academy** – This year, the Education and Professional Development Committee approved a new online learning opportunity from the National Association of Counties (NACo). The High-Performance Leadership Academy is a 48-hour leadership program eligible for eight CMC Experience, eight MMC Advanced Education or eight MMC Professional Contribution points. NACo has given IIMC members a \$300 scholarship toward the registration costs of the program. IIMC is delighted to be able to share a top-notch program with the membership.

### CMC and MMC Applications

Applicants continue to express their satisfaction with the submission process itself and the quick turnaround time which remains at approximately two weeks.

**CMCs and MMCs** – This past year, IIMC awarded 139 CMC designations and 37 MMC designations which is right in line with past years. Overall totals are as follows: CMC Grand total = 4,744; MMC Grand total = 1,373.

**International Certification** – We have not experienced a significant increase in application numbers from Regions X or XI. However, we continue to promote continuing professional Development via Region XI Symposiums.

### IIMC Foundation

The Education Department acts as a liaison for the Foundation and holds the records for all scholarships and grants.

### CMC/MMC Scholarships

The 2019-2020 CMC/MMC restricted scholarship applications, which provide reimbursement for institute and academy attendance, closed on March 15th. We received 38 scholarship applications.

**2019 Conference Grants** – We received 22 Conference Grant Applications.

**2019 Region Grants** – We have received eight of eleven Grant Applications to date. We look forward to seeing more regions take advantage of this financial assistance.

### 2019 Conference – Birmingham, Alabama

The 2019 Conference in Birmingham was hugely successful, with year-end figures projected to be approximately \$100,910. The major reasons for Birmingham's profit were:

- Increase in sponsorships – from 8 to 12
- Miscellaneous Conference Revenue
  - Addition of third hotel (Hilton)
  - The City provided IIMC with \$60,000 in incentives
- Increase in Academy registrations
- Decrease in overall Food and Beverage expenses



## Executive Director's Report (continued)

- Scanning was removed for 2019
- Decrease in General session and Academy speaker fees
- Decrease in other conference expenses

### National Highlights – Regions X and XI

Membership numbers in Region XI (outside North America) are approximately 5,000 members with the United Kingdom leading the way with 4,800 members. IIMC's third Region XI Symposium took place in June 2019 in England. Plans are already underway for the 2021 Symposium and the Study Abroad Program, both to be held Internationally.

IIMC now has four solid affiliations with our Region X (Canada) associations – AMCTO (Ontario); LGMA (British Columbia); AMCA (Alberta); and PMA (Newfoundland/Labrador).

Our Region XI International Consultant works closely to grow membership, generate regular communication between IIMC, Region XI directors and Region XI members, supplementing and complementing materials provided by IIMC. We produce twice annually a Region XI Update, a newsletter that highlights the associations in that region.

Together with IIMC staff we will be working with the

associations and members in Region XI to establish what products and services will suit them and how best for them to access it.

IIMC's efforts in Region XI are coming to fruition, especially in terms of overall membership numbers. We continue to look forward to growing the membership and, more importantly, promoting IIMC education and professional development.

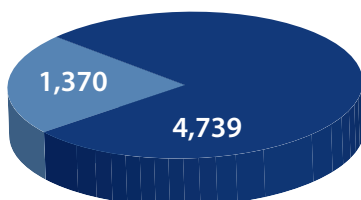
### IIMC Personnel

We have nine full time staff, and five independent contractors. IIMC's staff operates as a cohesive and professional group. These individuals are self-starters, creative, and have the utmost interest in maintaining this Organization's viability and premier status as the only professional global Organization for Municipal Clerks.

That's IIMC in a nutshell. An Organization trying to play a special role in local government through its dedicated members – Municipal Clerks. IIMC continues to change and evolve as an Organization. We have a staff who truly enjoys working together and is devoted to IIMC's mission and its members. On their behalf, it's an honor and a pleasure serving as your Executive Director.

## Certification and Master Municipal Clerk Academy Figures

The Certified Municipal Clerk program began in 1971.



As of July 30, 2019, there were 4,739 active CMCs an increase of 47 from 2018 and 1,270 active MMCs worldwide and increase of 18 from 2018.



# 2018 Auditors Report

To the Board of Directors  
International Institute of Municipal Clerks  
Rancho Cucamonga, California

We have audited the accompanying financial statements of International Institute of Municipal Clerks (A Not-for-Profit Corporation), which comprise the statement of financial position as of December 31, 2018, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements.

## **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

## **Auditor's Responsibility**

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 from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## **Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of International Institute of Municipal Clerks as of December 31, 2018, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

## **Report on Summarized Comparative Information**

We have previously audited International Institute of Municipal Clerks' 2017 financial statements, and we expressed an unmodified opinion on those audited financial statements in our report dated April 25, 2018. In our opinion, the summarized comparative information presented herein as of and for the year end December 31, 2017, is consistent, in all material respects, with the audited financial statements from which it has been derived.

GYL DECAUWER LLP  
Ontario, California  
May 1, 2019



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

(A Not-for-Profit Corporation)

## IIMC FINANCIAL INFORMATION

For the Year Ended December 31, 2018

### Statement of Financial Position

<b>ASSETS</b>	<b>2018</b>	<b>2017</b>
Total Current Assets	\$ 1,942,052	\$ 1,670,108
Property and Equipment, net	\$ <u>877,024</u>	\$ <u>905,033</u>
<b>TOTAL ASSETS</b>	<b>\$ <u>2,819,076</u></b>	<b>\$ <u>2,575,141</u></b>
Total Current Liabilities	\$ 1,042,797	\$ 1,099,705
Long-Term Liabilities	\$ <u>552,986</u>	\$ <u>582,921</u>
<b>Total Liabilities</b>	<b>\$ <u>1,595,783</u></b>	<b>\$ <u>1,682,626</u></b>

### Statement of Activities

<b>REVENUE</b>	<b>2018</b>	<b>2017</b>
Membership Dues	\$ 1,277,710	\$ 1,240,991
Conference	\$ 587,242	\$ 567,944
Education	\$ 196,886	\$ 154,739
Marketing Development and Promotion	\$ 29,445	\$ 27,222
Building Rental	\$ 55,189	\$ 51,973
Interest	\$ 4,187	\$ 705
<b>Total Revenue</b>	<b>\$ <u>2,150,659</u></b>	<b>\$ <u>2,043,574</u></b>
<b>EXPENSES</b>		
Education	\$ 241,477	\$ 239,961
Conference	\$ 457,214	\$ 431,273
Membership Services	\$ 217,552	\$ 258,725
Marketing	\$ 77,057	\$ 67,179
Building	\$ 97,931	\$ 38,576
General and Administration	\$ 728,650	\$ 785,519
<b>Total Expenses</b>	<b>\$ <u>1,819,881</u></b>	<b>\$ <u>1,821,233</u></b>
<b>CHANGE IN NET ASSETS</b>	<b>\$ <u>330,778</u></b>	<b>\$ <u>222,341</u></b>

NOTE: The financial statements were audited by GYL Decauwer LLP and the complete audit report can be located on the IIMC Website.



## Committees – Valuable Vehicles That Drive IIMC

Committees are important systems used to accomplish much for IIMC. They are the entity that take on specific and detailed work when the task is too complex and time consuming to handle in Board meetings. What's more, IIMC committees provide opportunities for the Organization to foster and develop talent to keep the leadership pipeline full. Involving more people, allowing volunteers to use their specialized skills or interests, and addressing work in groups make IIMC Committees a necessary and essential asset for the Organization.

Regardless if it's a standing or ad hoc committee or a task force, IIMC's Board accomplishes its work through a variety of these groups.

IIMC regularly evaluates its existing committee structure and adjusts it based on the Organization's changing governance needs. In the past, the Board removed the Program Review Committee and created the Education Professional Development Committee. This year, the Board approved combining two separate committees – Membership and Mentoring – into one committee since there is an overlap in duties and responsibilities.

IIMC members who volunteer to serve on Committees reap great rewards as volunteers, realizing their service and commitment are learning and growing experiences. As with every association, volunteers are key to any association's growth and success. Without volunteers, associations stagnate.

During the course of 2018 and 2019, standing committees and one Task Force worked toward common goals and objectives, providing input on direction and were instrumental in bringing new ideas or programs to fruition. All Committees are required to file mid-year and year-end reports, whether or not they recommend action.

The following Committees submitted reports **REQUIRING NO ACTION**:

- Conference
- Education and Professional Development
- Elections
- Legislative
- Membership/Mentoring
- Policy
- Records Management
- Research and Resource
- Diversity/Inclusivity Task Force

The following Committees submitted year-end reports with **ACTION REQUIRED**:

- Budget and Planning
- International Relations
- Public Relations/Marketing

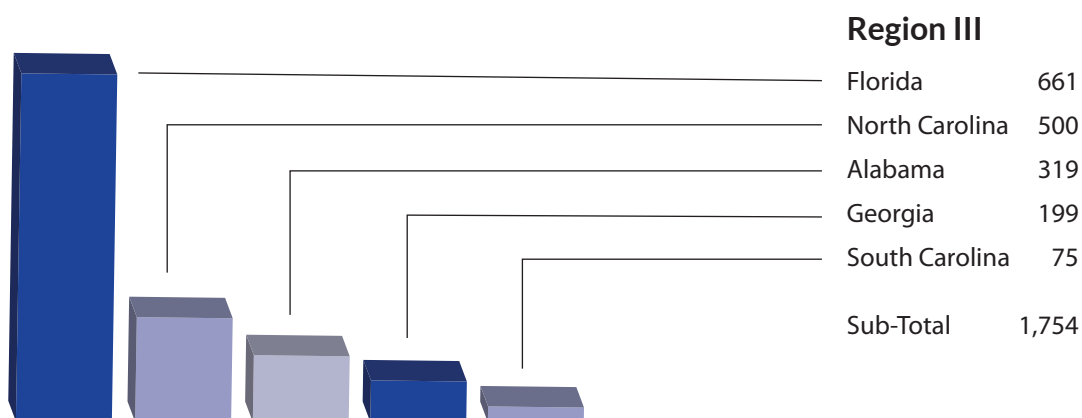
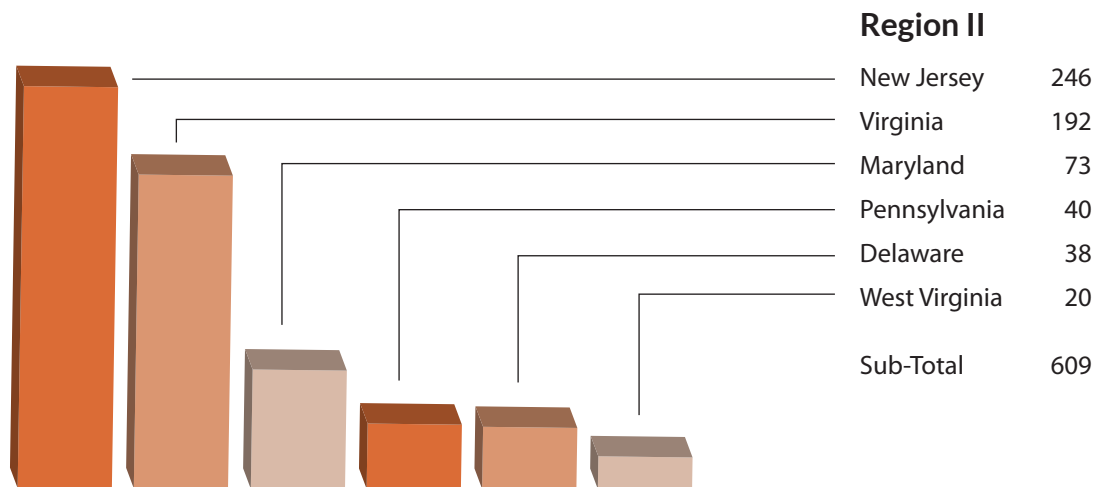
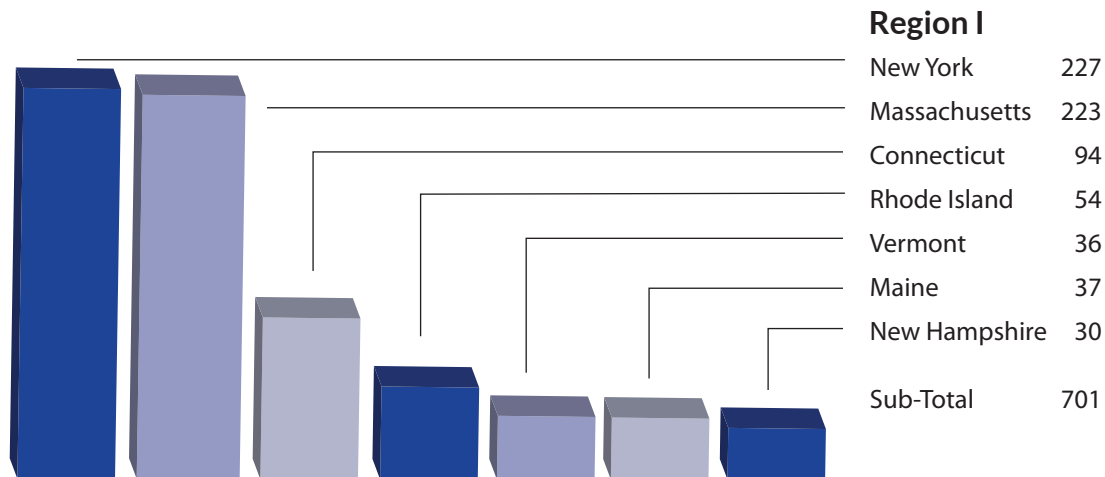
In a nutshell, all reports with action were accepted with minor adjustments, proving that effective and constant communication between the Board, staff and committees are crucial and imperative to a healthy Organization.

**NOTE:** IIMC gratefully acknowledges and thanks each committee Chair, Vice Chair and Members for their insight and collaborative efforts in meeting their goals and objectives.





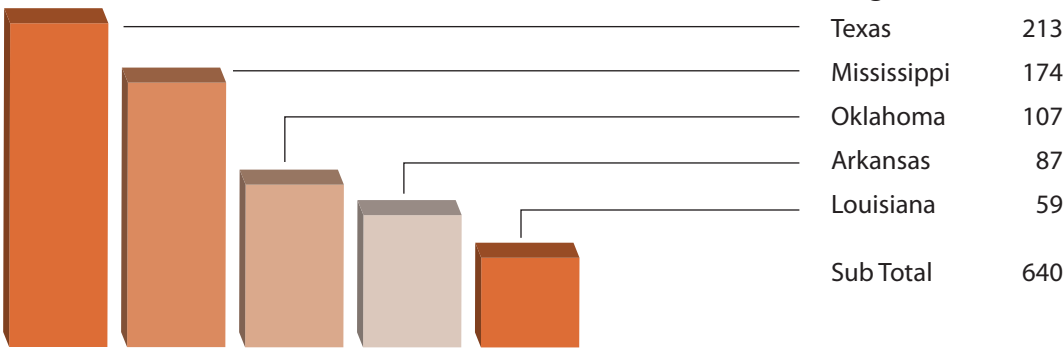
## IIMC State/Regional/National Membership



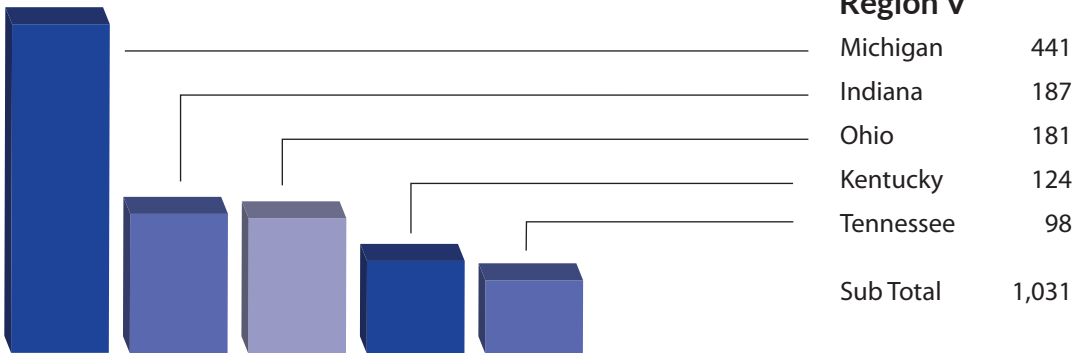


IIMC State/Regional/National Membership (continued)

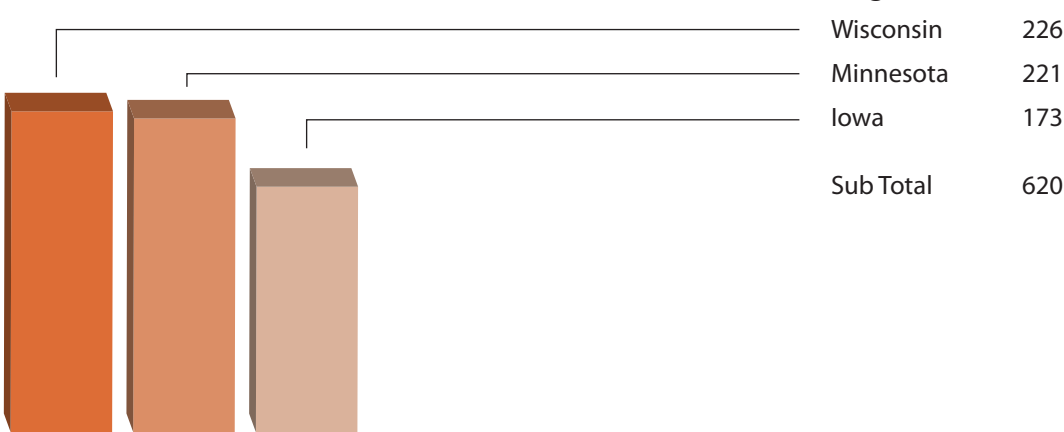
**Region IV**



**Region V**



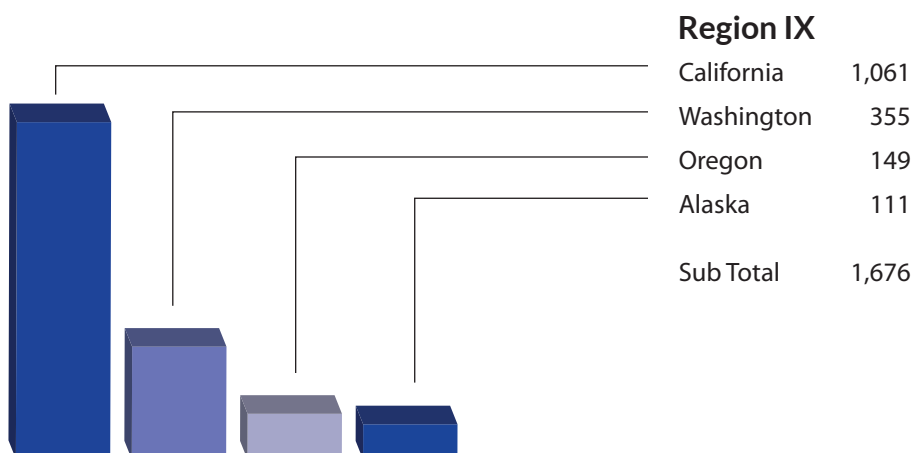
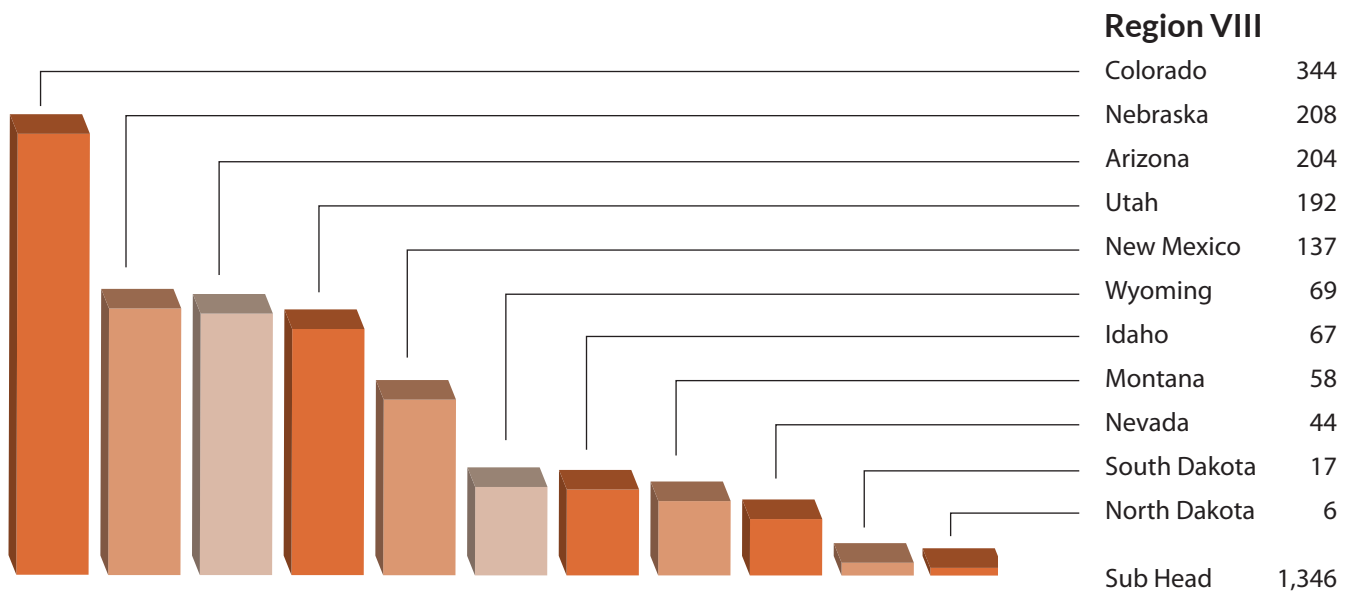
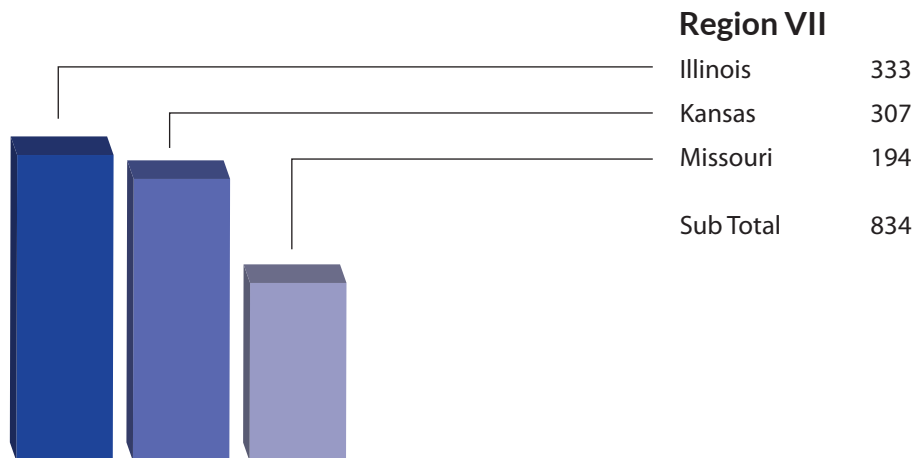
**Region VI**





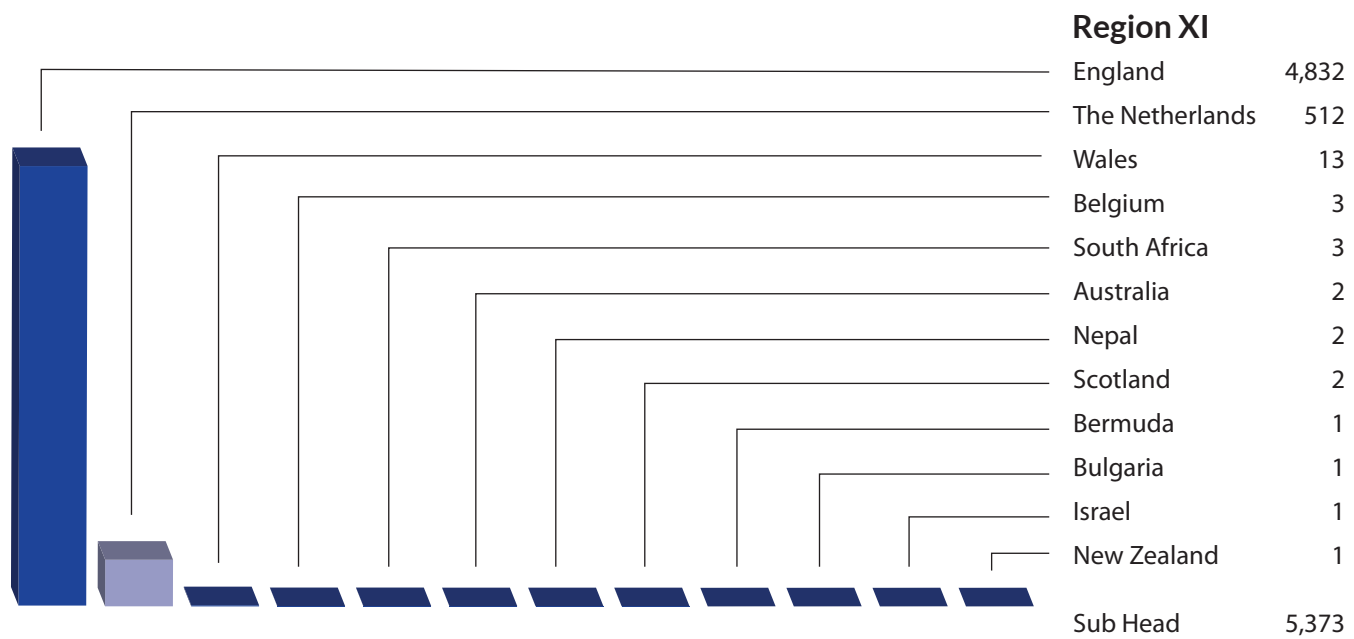
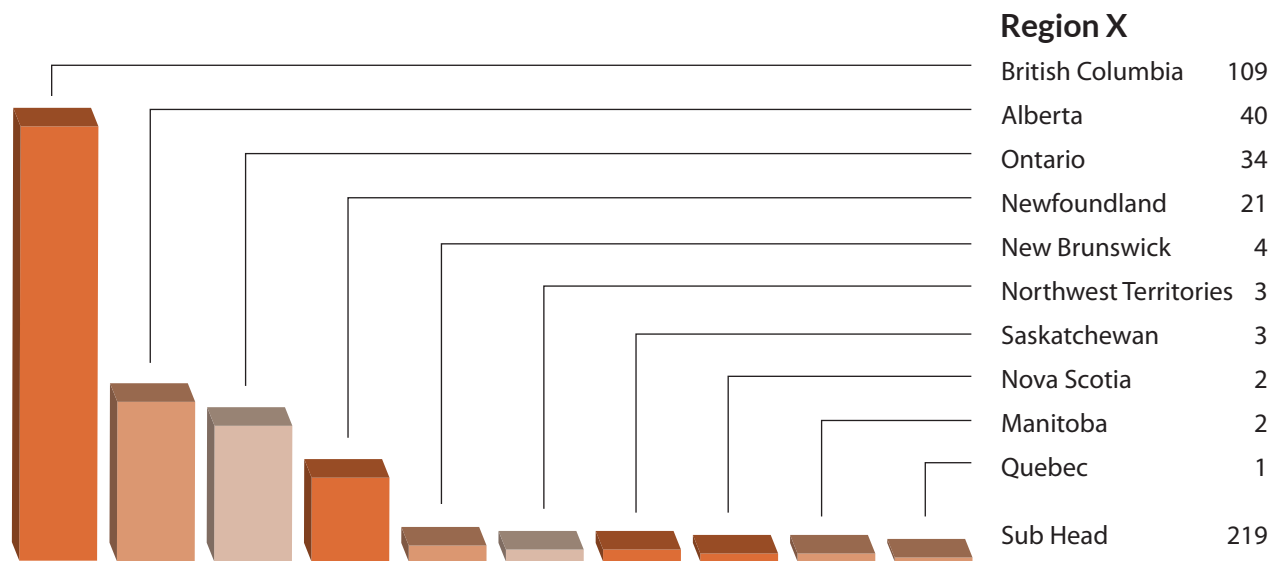


## IIMC State/Regional/National Membership (continued)





## IIMC State/Regional/National Membership (continued)



**Total Membership 14,803**



# IIMC Board of Directors



PRESIDENT

**Stephanie C. Kelly, MMC**  
City Clerk  
Charlotte, NC



PRESIDENT ELECT

**Lana McPherson, MMC**  
City Clerk  
De Soto, KS



VICE PRESIDENT

**Mary Johnston, MMC**  
Clerk of Council/Records  
Westerville, OH



PAST-PRESIDENT

**Mary Kayser, MMC**  
City Secretary  
Fort Worth, TX

## DIRECTORS – 2019 EXPIRATION

**Joseph Powers, MMC**

Town Clerk, Wellfleet, MA

Region I

**Douglass A. Barber, CMC**

City Clerk, New Carrollton, MD

Region II

**Pamela Smith, MMC**

City Clerk, Sanibel, FL

Region III

**Robbie Hume, CMC**

City Clerk/Administrator  
Lawrenceburg, KY

Region V

**Elizabeth A. Burke, MMC**

City Clerk, Fountain Hills, AZ

Region VIII

**Sheri Pierce, MMC**

City Clerk, Valdez, AK

Region IX

**Aleta F. Neufeld, CMC**

City Clerk  
Lethbridge, Alberta, Canada

Region X

## DIRECTORS – 2020 EXPIRATION

**Diane Pflugfelder, MMC**

Municipal Clerk/Administrator

Liberty, NJ

Region II

**Janice L. Almy, MMC**

City Clerk

Sand Springs, OK

Region IV

**Audra J. Etzel, MMC**

Deputy Clerk

Rockford, MN

Region VI

**Bobby Busch, MMC**

Finance Director/City Clerk

Neodesha, KS

Region VII

**RaNae Edwards, MMC**

City Clerk, Grand Island, NE

Region VIII

**Bonnie Hilford, CMC**

Deputy City Clerk

Calgary, Alberta, Canada

Region X

**Kathryn Richmond, CMC**

Town Clerk

Waltham Abbey, United Kingdom

Region XI

## DIRECTORS – 2021 EXPIRATION

**Sandra “Sandy” Pinsonault, MMC**

Town Clerk, Dorset, VT

Region I

**Sonja Tolbert, CMC**

City Clerk, Albany, GA

Region III

**Leticia Vacek, MMC**

City Clerk, San Antonio, TX

Region IV

**Leon Wright, MMC**

Township Clerk, Van Buren, MI

Region V

**Marie A. Moe, MMC**

City Clerk, Portage, WI

Region VI

**Helen Ingold, CMC**

City Clerk, Crestwood, MO

Region VII

**Dawn G. Abrahamson, MMC**

City Clerk, Vallejo, CA

Region IX

**Djimmer Petrusma, MMC**

City Clerk

Dronten, the Netherlands

Region XI

