



# Annual Report - 2021

International Institute of Municipal Clerks

# *Celebrating*



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## MISSION

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.

## WHO WE ARE

Founded in 1947, the International Institute of Municipal Clerks is the leading and largest professional nonprofit association serving the needs of Municipal Clerks worldwide. With approximately 15,000 members, IIMC represents municipalities of less than 500 to more than 10 million.

Diverse perspectives in IIMC Membership and Leadership are critical to the Organization's ongoing success. IIMC views its members' diverse backgrounds and interests as assets and is committed to promoting inclusive environments where members from across the Municipal Clerk profession feel valued, respected and welcomed. IIMC does not discriminate based on profession, race, gender, religion, age, sexual orientation, nationality, disability, appearance, geographic location or professional level. IIMC is committed to having Board members that are representative of the diverse make-up of its membership.

# President's Message



**Mary Johnston, MMC**

IIMC President, 2020-2021

*"Pause for a moment and realize how much progress you have made. Be proud of yourself; celebrate your SELF". Roxana Jones*

Greetings my Fellow Clerks from your IIMC President ,

**A**s I write my last message as your IIMC President, I think about how this past year has been for us personally and professionally. We have experienced many difficulties during COVID-19, but we forged ahead with the work to make IIMC the best it can be. It has been a wild ride and one I will not forget. Even though I was not able to travel and meet with members, we made the best of the situation with Zoom meetings, *Coffee with President Mary* and virtual conferences and dialogues. It was wonderful meeting so many Clerks through my computer screen. I hope I have the opportunity to meet in person with many of our members in the near future since I was not able to this past year.

The new Board of Directors began the year with a virtual Board meeting to discuss the upcoming year. Deciding on meeting dates and locations for our Mid-Year meeting did not occur at that time due to the pandemic and travel restrictions. However, the Board held a hybrid meeting in November 2020 at the Amway Hotel in Grand Rapids. The Board held another hybrid meeting during the Annual Conference in May 2021. Both meetings of the Board of Directors were successful and much was accomplished. Please thank your Region Directors for their hard work on your behalf.

IIMC financial situation continues to be strong due to the efforts of the IIMC Board in recent years. The Board Designated Reserves continues to grow to approximately \$830,000. IIMC will survive the potential financial impact of the pandemic. IIMC staff continues to serve our members by providing excellent customer service within the budget and continues to look for ways to minimize any impact to our revenues.

The Board approved the hiring of a Director of Professional Development beginning July 2021 and creation

of an Employee Service Recognition Policy for long-term IIMC employees upon amicable termination. The Board also approved a recommendation from the Education and Professional Development Committee to allow virtual Athenian Dialogues indefinitely. This is a huge benefit for our members who have embraced virtual education sessions this past year. I want to give a shout out to those Institute Directors who pivoted to virtual learning opportunities when the pandemic hit. I know our members truly appreciated the availability of online learning when in person was unavailable.

Membership has increased by four percent, which is an unusual feat considering COVID and other barriers that affected our membership drive. Staff efforts helped make the 2020 year-end membership figures exceed the \$1 million mark, again, for the thirteenth consecutive year. Thank you for your membership and for being part of this great association, which has grown strong the past 75 years.

The Education and Professional Development Committee is continuing their work on the development of a "Beyond the MMC" program for our members. More study and discussion are needed by the committee, Institute Directors and staff to provide a continuing educational program for MMC's wanting to continue their professional development.

IIMC celebrated a special 75th Anniversary this year. My theme for the year was "Let's Celebrate!" and we celebrated big time in Grand Rapids, Michigan in May. The conference was a huge success! Great education sessions, outstanding events and many opportunities to network. There were approximately 480 members, guests and vendors in attendance. A big thank you to all who worked on the conference, as we will remember it for many years to come.

It has been a privilege and honor to serve as your

*Continued on page 3*

# Committees - Valuable Vehicles That Drive IIMC

Committees are important systems used to accomplish much for IIMC. They 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.

IIMC regularly performs a sunset review of its existing committee structure and adjusts it based on the Organization's changing governance needs. In the past, the Board eliminated the Program Review Committee and created the Education Professional Development Committee, combined two separate committees – Membership and Mentoring – into one committee and eliminated the Legislative Committee.

IIMC members who volunteer to serve on Committees reap great rewards, 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 2020 and 2021, standing committees 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 regardless of whether they recommend action.

The following Committees submitted 2020 – 2021 reports with NO ACTION REQUIRED:

- Conference
- Elections
- International Relations
- Membership/Mentoring
- Public Relations/Marketing
- Records Management
- Research and Resource

The following Committees submitted 2020 – 2021 year-end reports with ACTION REQUIRED:

- Budget and Planning
- Education and Professional Development
- Policy

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.



*President's Message*  
*Continued from page 3*

2020-2021 IIMC President. It will be an experience I will remember fondly. I have so many people to thank for keeping me positive during this difficult year. Past President Lana McPherson, MMC, President Elect Sheri Pierce, MMC, Vice President Pamela Smith, MMC, the Board of Directors, IIMC Staff, Ohio Municipal Clerks Association, Region V, my SBC and extended dysfunctional family and, most important, my family. I could not have served without all of you by my side. Thank you for the confidence and support. I pray that we do not have to experience a pandemic in the future. Being an IIMC member has been beneficial for my professional and personal growth. I did not imagine when

I began my career in 1983 that I would be President of this great association. I have met so many wonderful people over the years who will be lifelong friends. I encourage you to get involved in IIMC by serving on a committee, being a Region Director and, ultimately, serving on the Executive Committee. It is not too late for you to get involved.

Thank you, again, for allowing me the privilege to serve as the President in our 75th year. I am confident that IIMC will continue to grow and be the premier source of Municipal Clerk education for the next 75 years and beyond.



**Chris Shalby**

IIMC Executive Director

**T**he past year and a half, it seems all of us – members – staff – and other stakeholders -- have grappled with so much more than COVID and the fallout. However, IIMC has done a nice job of weathering the inconsistent by focusing on being consistent via our mission and vision and effectively communicating with you – our members. For nearly two years, we did not falter in conveying our place through weekly E-briefings, monthly or quarterly “Coffee with President Mary” virtual meetings and the like, we’ve managed to continue to adapt and be flexible to absorb any challenging dynamics. We were clear and succinct in our communications and made full use of available technology. We also held the first in-person conference in Western Michigan as we celebrated our 75th Anniversary in Grand Rapids. Through it all, we persevered – much like you – our members – in ascertaining our continuity never waned or diminished.

### **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.

We’ve added a new dimension to our continuing communication with the Board by holding ongoing virtual meetings – general and region specific -- to keep them apprised of IIMC business.

We are on our third iteration of the 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. With the current 2020 environment, IIMC is holding steady with incremental progress on the Plan.

### **Headquarters**

In anticipation of what tenants might be doing with their in-house staff, we offered all three tenants a three-year extension with no increase in rent as part of a new lease, if they agreed to the offer as presented. Two out of the three tenants accepted our offer – and are now renewed through 2023. The other tenant did not accept our offer and has informed us that they will be combining offices and relocating to another city. Our real estate broker is actively searching for a new tenant. However, with two confirmed tenants, IIMC’s monthly liability will be approximately \$600. Once a third tenant signs a lease, IIMC will begin to incur a windfall. Refinancing our Building in 2020, helped us reduce the monthly mortgage by \$2,100.

### **IIMC Personnel**

All Departments are operating as efficiently as possible. The staggered schedule continues monthly and, most likely, through end of 2021. On July 26, we hired Dr. Beatrice Rodriguez as our Director of Professional Development. Our Office Manager position remains vacant for the time being. We have ten 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.

Continued on page 5



*Executive Director's Update  
Continued from page 4*

## Finance

The 2021 year-end budget will mark the fifteenth consecutive year the Organization's Board of Directors has produced a balanced budget. General fiscal responsibility has shaped where IIMC is today regarding its finances. Financial information is provided on page XX.

By December 31, 2021, IIMC will realize \$930,000 in its Board Designated Reserves. 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 and a conference selection process, all the while continuing to broaden its horizons and provide members with valuable services. Our goal is to reach the \$1 million mark and then reinvest those funds generating interests toward educational, scholarship and other endeavors. This is quite an accomplishment, considering 10 years ago, IIMC was struggling financially.

## 2021 Conference – Grand Rapids, MI

The 2021 Conference in Grand Rapids attracted 480 Delegates. Leading up to the conference, we were able to waive attrition, reduced Food and Beverage costs (in line with our attendance figures), produce a small, but revenue generating exhibit hall and maintain nine sponsors. The event was quite an accomplishment considering the environment at that time and members' apprehensions to travel. Although, the initial conference projection was an approximate loss of \$150,190, we are now anticipating ending the year with a loss of \$20,027, which will help year-end bottom line end in the positive.

Overall rebates and commissions from the hotel along with sponsorship dollars helped keep the bottom line in check as well.

## Education

As of this writing, Dr. Rodriguez has been with us more than three months, immersing herself in all things education and the proposed "Beyond the MMC Program." With time, she'll develop a relationship with IIMC Institutes and, eventually, begin to embellish on existing programs.

IIMC continues to offer its own online courses via Captus Press for those members who require nominal points to finish their designations. We currently have eleven IIMC owned courses online and will be looking to develop additional long-term courses in the future. At some point, we may replace Captus Press altogether and create a similar platform that IIMC can house on its own, saving us production and hosting costs, while delivering professional development courses and generating revenue.

We also act as a resale partner with two other online providers: however, both of these partnerships – MindEdge and Ed2Go – continue to generate little revenue. The CMC and MMC programs are hitting stride and on course to meet projections.

## Membership

IIMC's membership base is approximately 14,500 and growing. The Department concentrated its efforts this year primarily on reaching out to members to ascertain that IIMC is properly communicating with them through the pandemic.

Their efforts will help make the 2021 year-end membership figures exceed the \$1 million mark for the fourteenth consecutive year.

## Marketing/Communications

Our *News Digest* advertising dollars are minimal as many of our advertisers have retired or shuttered their business. However, we continue to sell advertising when possible and are looking for new advertising opportunities. Advertising dollars for a magazine that is completely on-line results in bottom-line revenue. Publishing an on-line Digest allows us the flexibility to negotiate advertising costs since IIMC does not incur any significant costs to produce (\$250/month for design) the Digest. Advertisers are also featured on the IIMC website in their respective sponsorship levels.

We will also continue to explore low or no cost methods of communications including interactive messaging through social media tools and increasing use of the Zoom platform for outreach events.

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





*Executive Director's Update  
Continued from page 5*

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.

### **Athenian Leadership Society**

This program continues to gain popularity and remains a valuable professional development program. In May of this year, the Board approved holding virtual Dialogues to meet the growing demand of these types of learning format. As of this date IIMC has more than 60 Facilitators and more than 140 Fellows.

### **IIMC Institute Update**

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

### **Online Education Programs**

**Captus Press** -- IIMC has produced eleven non-interactive, on demand webinars available through Captus Press. Not only has the Department helped create these courses, the rebates returned to IIMC help us toward the creation of new online courses and conference education sessions. We are currently working to generate more online learning opportunities for the future.

**MindEdge Learning** – This online learning partnership launched in January 2018 and has been a valuable resource for IIMC members.

**Ed2Go Online Programs** – IIMC has been a retail partner of Ed2Go for many years and these sessions continue to be consistently taken advantage of by the IIMC membership.

**NACo High Performance Leadership Academy** – The High-Performance Leadership Academy from the National Association of Counties (NACo) 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 to three weeks.

**CMCs and MMCs** – This past year, IIMC awarded XXX CMC designations and XXX MMC designations which is a significant increase from years past. Overall totals are as follows: CMC Grand total = 4,640; MMC Grand total = 1,382.

**International Certification** -- We have not experienced a significant increase in application numbers from Region 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 2021 CMC/MMC restricted scholarship applications, which provide reimbursement for institute and academy attendance, closed on March 15th. We received 40 scholarship applications.

**2021 Conference Grants** – We received XX Conference Grant Applications in 2021, all of which will carry over into the 2021 conference.

**2021 Region Grants** – We have received XXXX of eleven Grant Applications to date. We look forward to seeing more regions take advantage of this financial assistance.

Continued on page 7



*Executive Director's Update  
Continued from page 6*

## 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 2023 Symposium and the Study Abroad Program, both to be held in the Netherlands.

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.

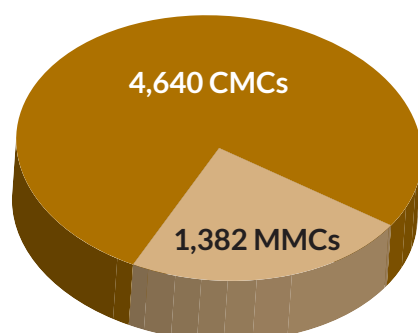
This year, we created virtual meetings that will include members from Regions I through XI interacting via Zoom on the topic "The Challenge of Working Remotely," XXXXXXXX, and XXXXXXXX. These sessions have been popular and will continue into 2022.

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.

As an Organization, IIMC continues playing 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 August 2021, there is a total of 4,640 active CMCs and 1,382 MMCs worldwide.

## Independent Account's Compilation Report

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

Management is responsible for the accompanying financial statements of International Institute of Municipal Clerks (A Not-for-Profit Corporation), which comprise the statements of financial position as of December 31, 2020, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements in accordance with accounting principles generally accepted in the United States of America. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the American Institute of Certified Public Accountants. We did not audit or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of information provided by management. We do not express an opinion, a conclusion, nor provide any assurance on these financial statements.

We have previously compiled the International Institute of Municipal Clerks' 2019 financial statements and issued a compilation report on those financial statements in our report dated September 28, 2020. The summarized comparative information presented herein as of and for the year ended December 31, 2019, is consistent, in all material respects, with the compiled financial statements from which it has been derived.

GYL LLP  
Ontario, California  
May 3, 2021



**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**  
(A Not-for-Profit Corporation)

**STATEMENTS OF FINANCIAL POSITION**

December 31, 2020  
(Summarized Totals for 2019)

<b>ASSETS</b>		2020	2019
<b>Current Assets</b>			
Cash and cash equivalents	\$	2,164,548	\$ 2,239,110
Accounts receivable		15,174	21,625
Prepaid expenses		22,057	45,257
Conference prepaid expenses		40,847	2,455
<b>Total Current Assets</b>		<u>2,242,626</u>	<u>2,308,447</u>
<b>Property and Equipment, net</b>		<u>811,797</u>	<u>854,867</u>
<b>Total Assets</b>	\$	<u><u>3,054,423</u></u>	<u><u>\$ 3,163,314</u></u>
<b>LIABILITIES AND NET ASSETS</b>			
<b>Current Liabilities</b>			
Accounts payable	\$	33,711	\$ 61,492
Accrued liabilities		68,000	58,068
Deferred revenue		833,213	1,007,113
Tenant security deposits		4,358	4,358
Mortgage note payable - current portion		14,015	31,668
<b>Total Current Liabilities</b>		<u>953,297</u>	<u>1,162,699</u>
<b>Long-Term Liabilities</b>			
Mortgage note payable		<u>528,627</u>	<u>521,539</u>
<b>Total Liabilities</b>		<u>1,481,924</u>	<u>1,684,238</u>
<b>Net Assets</b>			
Without donor restrictions			
Undesignated		473,641	466,572
Investment in property and equipment, net of related debt		269,155	301,660
Board designated for operating reserve		829,703	710,844
<b>Total Net Assets Without Donor Restrictions</b>		<u>1,572,499</u>	<u>1,479,076</u>
<b>Total Liabilities and Net Assets</b>	\$	<u><u>3,054,423</u></u>	<u><u>\$ 3,163,314</u></u>



See independent accountant's compilation report  
and accompanying notes to the financial statements

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**  
(A Not-for-Profit Corporation)

**STATEMENTS OF ACTIVITIES**  
For the Year Ended December 31, 2020  
(Summarized Totals for 2019)

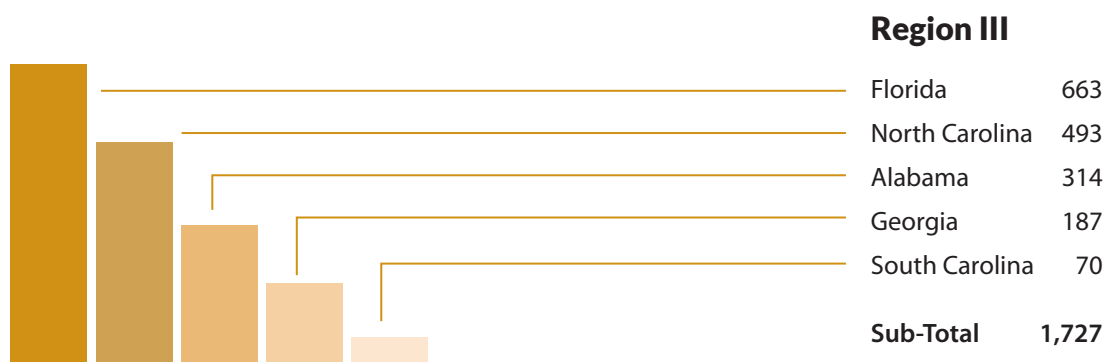
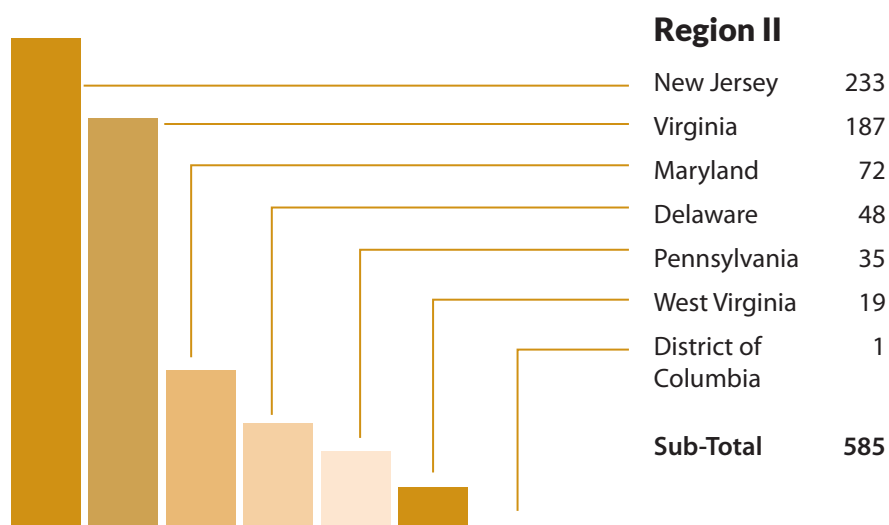
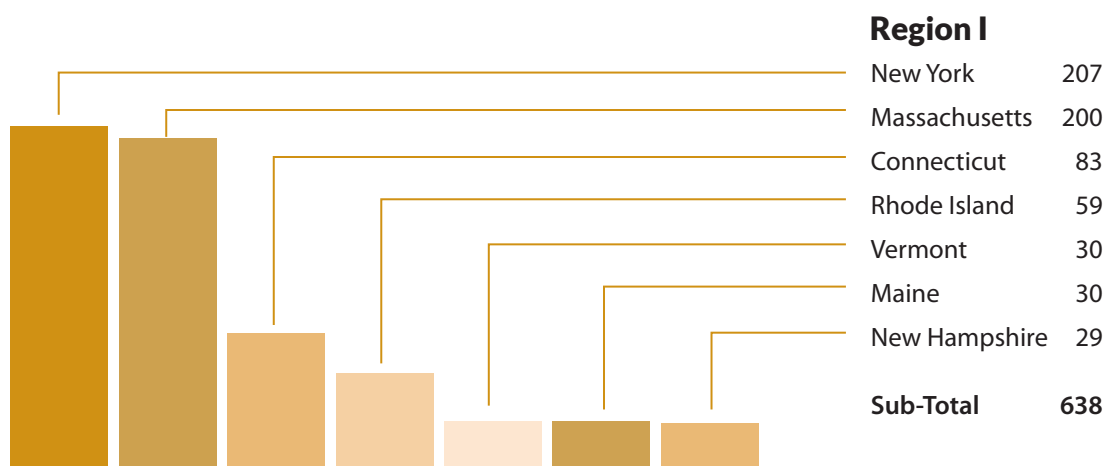
	Without Donor Restrictions	With Donor Restrictions	Total	
			2020	2019
<b>REVENUES</b>				
Membership dues	\$ 1,348,051	\$ -	\$ 1,348,051	\$ 1,326,793
Conference	13,565	-	13,565	629,850
Education	270,647	-	270,647	229,085
Marketing development and promotion	25,905	-	25,905	31,851
Building rental	55,055	-	55,055	58,528
Miscellaneous admin revenue	-	-	-	1,560
Interest	15,923	-	15,923	18,055
<b>Total Revenues</b>	<u>1,729,146</u>	<u>-</u>	<u>1,729,146</u>	<u>2,295,722</u>
<b>EXPENSES</b>				
Program Services				
Education	345,064	-	345,064	290,851
Conference	88,614	-	88,614	534,140
Member services	256,180	-	256,180	261,296
Marketing development and promotion	135,243	-	135,243	80,608
Building	115,257	-	115,257	90,055
Supporting Services				
General and administration	695,365	-	695,365	782,989
<b>Total Expenses</b>	<u>1,635,723</u>	<u>-</u>	<u>1,635,723</u>	<u>2,039,939</u>
<b>Change in net assets</b>	93,423	-	93,423	255,783
<b>Net assets, beginning of year</b>	<u>1,479,076</u>	<u>-</u>	<u>1,479,076</u>	<u>1,223,293</u>
<b>Net assets, end of year</b>	<u>\$ 1,572,499</u>	<u>\$ -</u>	<u>\$ 1,572,499</u>	<u>\$ 1,479,076</u>



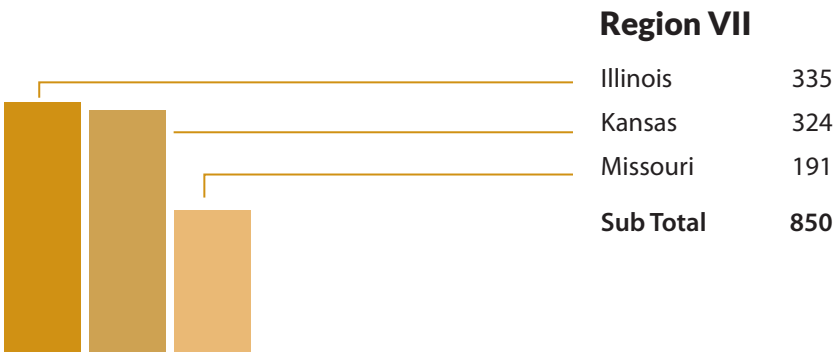
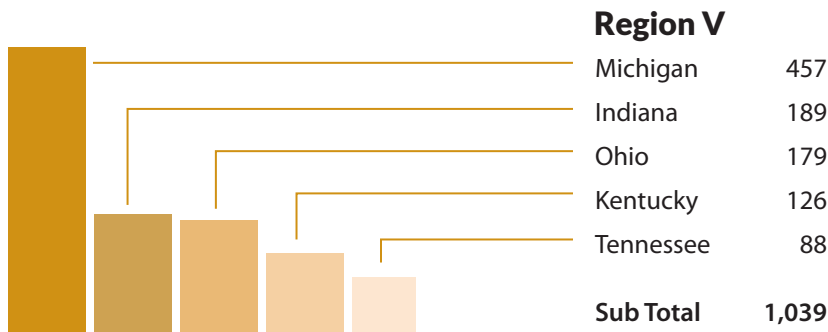
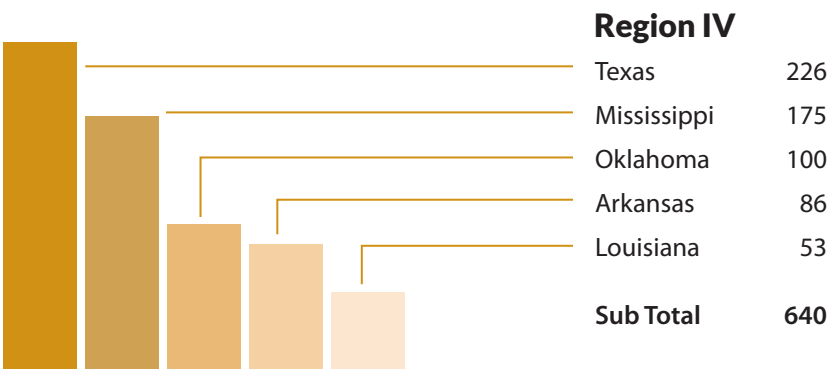
See independent accountant's compilation report  
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# IIMC State/Regional/National Membership

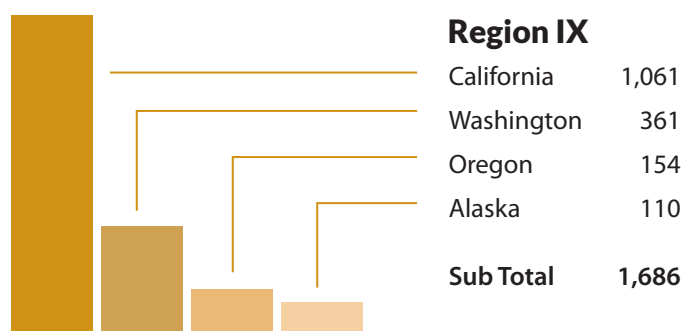
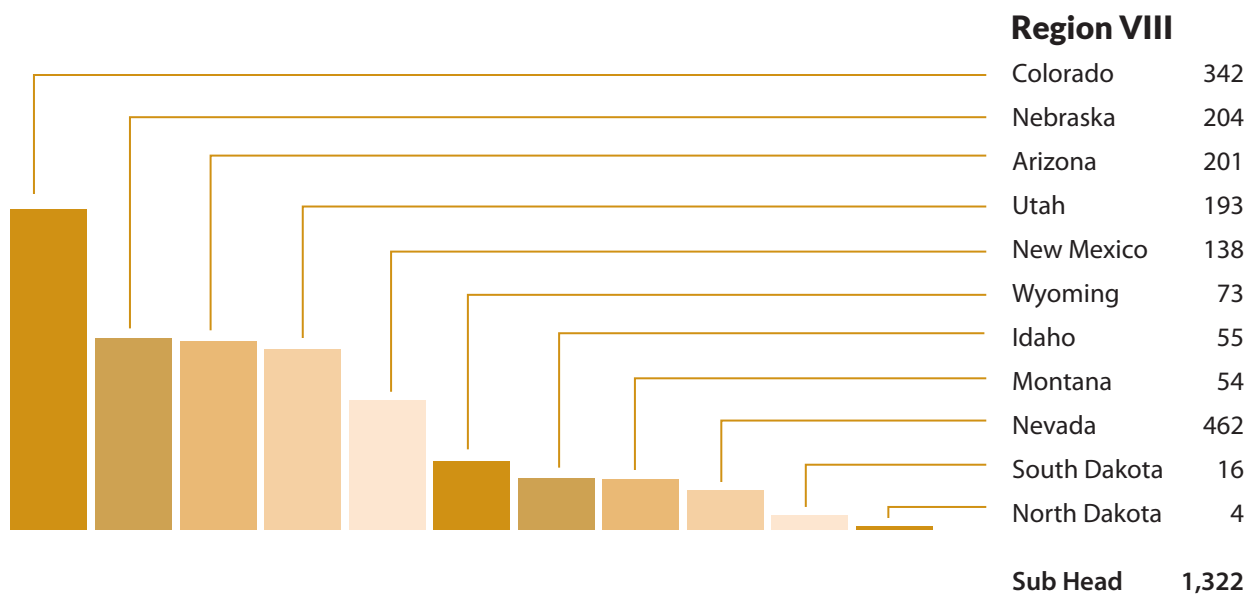
The following chart represents IIMC membership in each state, province and country. As of July 2021, California leads all states in membership with 1,061. Region XI (Outside North America) leads all Regions in total membership with 5,433. British Columbia leads all members in Canada with 113. England leads all countries in Region XI with 4,743 members, followed by the Netherlands with 552. IIMC's total membership is 14,682.



IIMC State/Regional/National Membership (continued)

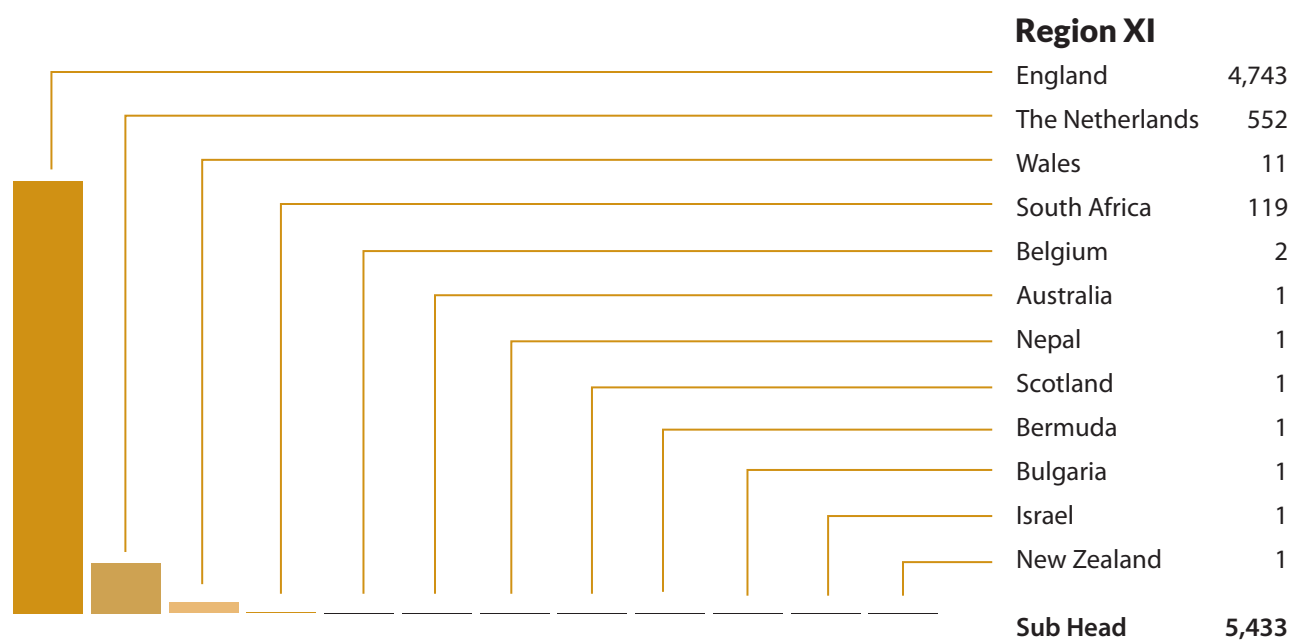
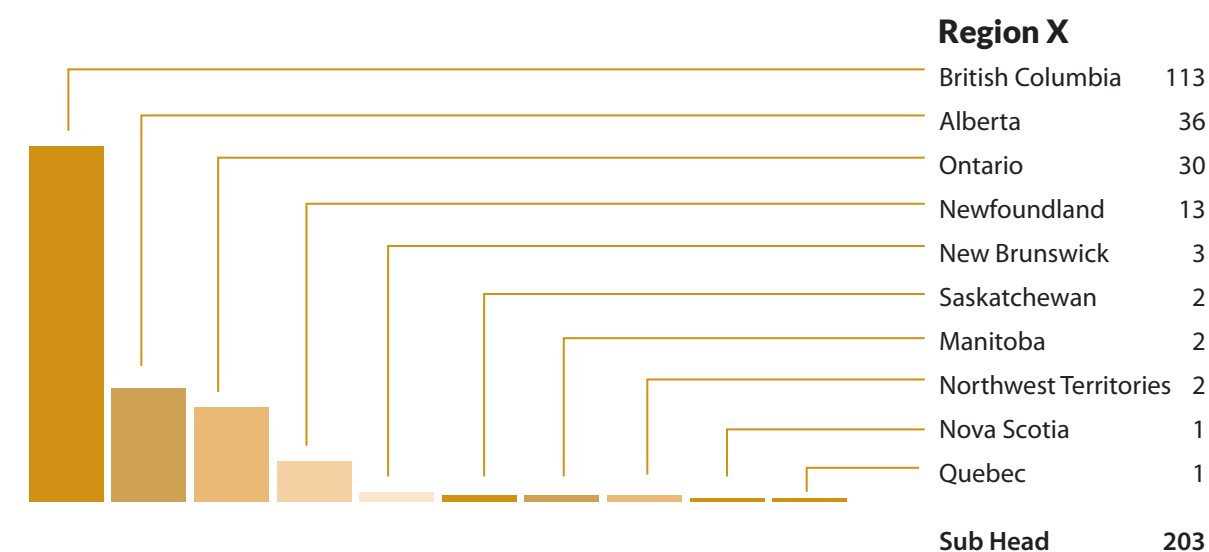


## IIMC State/Regional/National Membership (continued)





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



**Total Membership 14,682**

# IIMC Board of Directors



## PRESIDENT

**Mary Johnston, MMC**

*Westerville, OH*

[mary.johnston@westerville.org](mailto:mary.johnston@westerville.org)



## PRESIDENT ELECT

**Sheri Pierce, MMC**

*Valdez, AK*

[spierce@valdezak.gov](mailto:spierce@valdezak.gov)



## VICE PRESIDENT

**Pamela Smith, MMC**

*Lee County, FL*

[PSmith2@leegov.com](mailto:PSmith2@leegov.com)



## IMMEDIATE PAST PRESIDENT

**Lana R. McPherson, MMC**

*De Soto, KS*

[lmcperson@desotoks.us](mailto:lmcperson@desotoks.us)

## DIRECTORS – 2021 Expiration

**Sandra Pinsonault, MMC – I**

*East Dorset, VT*

[dorsetclerk@gmail.com](mailto:dorsetclerk@gmail.com)

**Sonja Tolbert, MMC – III**

*Albany, GA*

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**Leticia M. Vacek, MMC – IV**

*Trophy Club, TX*

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**Leon Wright, MMC – V**

*Van Buren, MI*

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**Marie A. Moe, MMC – VI**

*Portage, WI*

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**Helen Ingold, MMC – VII**

*Crestwood, MO*

[hingold@cityofcrestwood.org](mailto:hingold@cityofcrestwood.org)

**Dawn G. Abrahamson, MMC – IX**

*Vallejo, CA*

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**Hans Rijs, MMC – XI,**

*Bodegraven-Reeuwijk,*

*The Netherlands*

[Hrijs@bodegraven-reeuwijk.nl](mailto:Hrijs@bodegraven-reeuwijk.nl)

## DIRECTORS – 2022 Expiration

**Ann Quirk, MMC – I**

*Barnstable, MA*

[ann.quirk@town.barnstable.ma.us](mailto:ann.quirk@town.barnstable.ma.us)

**Teresa Hudson, MMC – II**

*Milford, DE*

[thudson@milford-de.gov](mailto:thudson@milford-de.gov)

**Camilla Pitman, MMC – III**

*Greenville, SC*

[cpitman@greenvillesc.gov](mailto:cpitman@greenvillesc.gov)

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