

2024

Annual Report

International Institute
of Municipal Clerks



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 Annual Message

Mary Ann Hess, MMC

IIMC President, 2023-2024

I write this message as your IIMC President with appreciation and gratitude for the work accomplished by the IIMC Board of Directors, IIMC committee members and our staff over this past year. As I look back on the many things we accomplished, it was truly a productive year for the Organization.

Our 2023 and 2024 Board meetings accomplished much, created new policies to ensure good governance and succeeded financially by growing our Board Designated Reserves. Lastly, we held a successful conference in 2024 in Calgary, Alberta, Canada. The Board and the IIMC Foundation accomplished the following:

- The Foundation announced that it has surpassed its goal of \$3 million and is approaching the \$4 million mark. The Foundation raised more than \$40,000 during its fundraiser in Calgary. As of August 31, 2024, the Foundation had contributed nearly \$1.3 million to IIMC for scholarships, grants and education programs.
- The Board selected Ft. Worth, Texas for the site of the 2027 Annual Conference.
- The Board of Directors approved honorary membership for IIMC Past President Marc Lemoine, MMC, Winnipeg, Canada. Marc received his award at the 2024 Conference in Calgary.
- Productive 2023 Study Abroad and Symposium program in Belgium and the Netherlands, furthering IIMC education endeavors and global outreach.
- Streamlined the 2023-2024 Vice President Election process, allowing candidates a five-week campaigning timeline seems to have been fruitful.
- The Board agreed to a certification program for Regions X and XI converting certification points to hours. The Board has asked IIMC's Education Department to review a similar process for Regions I through IX, ensuring equity for all entities

involved. This will be a long and methodical review process before any discussion are held.

- The Board approved a new affiliation with the Association of Public Treasurers of the US and Canada.

IIMC's financial picture continues to remain strong. The highlight of our budget year was IIMC exceeding the \$1 million-dollar Board Designated Reserve Fund. We have invested the funds with the Urban Wealth Management firm, investing in long-term CDs and Socially Responsible Investment companies. We are extremely grateful for the work of our Budget Committee, and IIMC staff.

The Education and Professional Development Department, Education Committee, Board of Directors and the Municipal Clerks who developed the "Beyond the MMC" continuing education program for those members who are MMCs. The newly named "PLUS" program was launched in January 2024. As of today, we have 87 members registered in the program. The next enrollment date begins in January 2026. This program provides members with high standards of integrity, and an assessed commitment to lifelong learning and professional development.

Serving as President of an International Association, comprised of members who unselfishly dedicate their lives to public service, is a tremendous honor. We are all committed to our Organization's primary purpose.

"IIMC promotes life-long learning, skill development and public service and fosters a spirit of mutual assistance and goodwill among Municipal Clerks around the globe."

In closing, I would encourage you all to get involved in your Organization. You, as members, are responsible for the Organization that you deserve.

It has been a wonderful year. Thank you.

Executive Director's Update



Chris Shalby
IIMC Executive Director

The International Institute of Municipal Clerks continues to make important strides to help its members by enhancing current and creating new education programs and working to streamline members' personal and professional experiences.

We have an engaged Board and staff. Their process and perspectives have been a huge benefit to the Organization and to its members. We continue to effectively communicate with you – our members -- and to focus on new and innovative ways of meeting. Our obligatory sessions of engagement via weekly and monthly communication continue and are now part of IIMC's operating fabric.

Board of Directors

The Board of Directors adheres 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 now conducts a virtual orientation with every incoming Board member to acclimate them to the Board's inner workings.

This year, we concluded our third iteration of the three-year strategic plan, having met nearly 85% of its goals from the first two plans. We will be embarking on our fourth strategic plan for 2024 to 2026. The new plan will expound on outreach and IIMC's future in terms of the Clerks profession, where it's headed and all the accompanying factors that continue to drive it forward.

Headquarter Building

IIMC relies on its tenants to help with its Headquarter expenses. Currently, we have two tenants. We have signed a five-year lease with the option of an additional five years after 2027 with one. Our other tenant began their three-year lease in August 2022. Both

tenants' leases will generate approximately \$5,734 in monthly income. IIMC's monthly mortgage is approximately \$2,900, leaving IIMC with a windfall.

As with anything regarding maintenance, Headquarters is no different. From repaving our parking lot to serving tenants' needs, IIMC is fortunate to use the windfall from rental income to maintain its investment. A property management firm helps coordinate the building's upkeep.

IIMC Personnel

IIMC has been operating within a hybrid schedule with most staff in the office three or more days per week and working remotely on those other days. We also have three staff members who work out of state. We have nine full time staff, one part-time finance specialist and five independent contractors. IIMC's staff operates as a cohesive 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.

FINANCE

The 2023 year-end budget will mark the seventeenth consecutive year the Organization has produced a balanced budget. General fiscal responsibility has shaped where IIMC is today regarding its finances. Financial information is provided on page 9.

In May 2022, IIMC realized \$1 million in its Board Designated Reserves. This has been a collective effort for the past 12 years. The Board approved the hiring of the firm Urban Wealth Management to invest in long-term Certificate of Deposits and conservative stocks. Within a few years, we expect those funds to generate considerable interest that can be used toward educational, scholarships and other endeavors.

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Executive Director's Update
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This is quite an accomplishment, considering 14 years ago, IIMC was struggling financially. IIMC's financial accomplishments are a strong indication of the Organization's collective efforts and willingness to adhere to a set budget, work with a financially conservative outreach policy and a unique conference selection process, all the while continuing to broaden its horizons and provide members with valuable services.

2024 Conference – Calgary, Alberta, Canada

The 2024 Conference in Calgary, Alberta, Canada attracted 812 total attendees with 533 Delegates and 43 Guests. Conferences are IIMC's major method of procuring additional dollars outside of membership dues. It's imperative that we continue to follow policies, processes and standard monitoring practices to ensure these events are successful from a financial standpoint.

EDUCATION

One of the more salient revenue-generating areas and a reason why IIMC is positive on its year-end, has been the Department's overall success in its online courses. In 2023, online courses had a total revenue of \$101,028, nearly doubled the original projections. This year, we are anticipating a total revenue of nearly \$140,000.

Dr. Rodriguez has been with us for three years, immersing herself in all education initiatives including the completion and launch of the EPP education program. She has developed relationships with IIMC Institutes, embellished existing programs, and created new ones, as evident by the department's revenue generating online sessions this year.

IIMC continues to offer its online courses under Dr. Rodriguez' direction. She also developed a program in collaboration with NaCO and is still working with Captus Press, uploading professional development webinars to the existing online platform for those members who require nominal points to finish their designations. We currently have more than 20 IIMC owned courses online and will be looking to develop additional long-term courses in the future.

Dr. Jai Ulrich has been with us for two and a half years, overseeing the annual conference education program, Athenian Dialogues and the Certification Programs, both CMC and MMC. Her work and fresh ideas have created a streamlined approach to certification.

Iris Hill, who has been with IIMC for five plus years, is greatly involved assisting Drs. Rodriguez and Ulrich with the certification process, online courses, Athenian Dialogues and other areas of education.

CMCs and MMCs – As of October 30, 2024

- CMC Grand total = 3,269 in the United States and 137 internationally.
- MMC Grand total = 1,452 in the United States and 29 internationally.

New Certification Process – The new certification process is yielding positive outcomes. We are proud of our delegates and their willingness to embrace change as we refine and strengthen our process.

Athenian Leadership Society

Virtual dialogues are now a permanent option. This has made a huge impact on the number of individuals attending dialogues; the number of dialogues being hosted by Institutes and Associations and the number of Athenian Fellow recognitions awarded.

The Athenian Leadership Society has grown substantially in the last two years, as noted by the number of Fellows awarded. In 2024, we held 76 Dialogues, an increase of 34 from 2023. We also awarded 17 Paul Craig Athenian Fellows in 2024.

There are 82 approved Athenian Facilitators and 248 books on the Approved Booklist.

IIMC Foundation

The Education Department acts as a liaison for the Foundation and holds the records for all scholarships and grants. The Foundation provided IIMC with approximately \$40,000 in education funds in 2023-2024. Those funds are used toward conference facilitators, general speakers and other education programs.

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Executive Director's Update
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CMC/MMC Scholarships

The 2024 CMC/MMC restricted scholarship applications, which provide reimbursement for Institute and Academy attendance, continue to attract applicants from throughout the Regions.

IIMC offers Conference and Region Grants. Applicants are invited to visit www.iimc.com to discover how individuals and Regions can apply for these Grants.

2023-2024 Online Professional Development Program - The 2024 program will conclude with 16 successful courses. Upcoming courses are promoted through our weekly E-briefing in plenty of time to register. Topics of interest include Ethics, Diversity, Equity, and Inclusivity (DEI), Leadership principles and practice, strengths-based leadership, and other topics relevant to members' professional responsibilities.

Education P.L.U.S. Program - The program launched in July 2023 with approximately 87 enrollments.

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.

MEMBERSHIP

IIMC's membership numbers in Region I through X remain consistent. Region XI is under the bulk membership scheme. SLCC, ADSO, VvG and IMASA each pays a fee of \$2,000 with IMASA paying \$250. We have seen growth in our Deputy Membership since 2015 and it took a large leap in 2024. Retired Members remain over 500. Our previous Inactive 2 Active Member Drive, which began in 2017, and ended in early 2022, brought in 365 new members. Of the 365 new members, over half are still active. Many of these new members kept their membership for one to two years prior to leaving their positions, transferred to different departments, were let go or resigned.

The 2024 Member Drive continues strong with more than 300 new members and are expecting this number to increase. We continue to add to the list when we know a municipality has lost their City Clerk or Deputy. With the ebb and flow of our membership, this list continues to be a member drive list for the future.

The 2024 membership revenue is expected to end the year at \$1,455,000, meeting the projected budget. There is still the possibility of increasing this number by year-end.

MARKETING/COMMUNICATIONS

It's been 17 years since the News Digest has functioned as an on-line E-zine. IIMC has realized more than \$1 million in savings these past years by not printing and mailing a monthly edition. The on-line magazine allows IIMC expediency in delivery and does not rely on advertising to help pay for costs toward printing hard issues. Due to their own financial struggles, however, many of our advertisers have either pulled their ads or reduced the rate of publishing. We don't expect to see a return from advertisers. The bulk of the advertisers pay a portion of their advertising through sponsorship agreements and/or vendor participation. Those who continue to advertise are given more flexibility to negotiate costs amenable to their budgets and business.

Communications Officer Karen Lee continues to oversee all things on our website and media platform. She also creates and coordinates the weekly E-briefings, monthly online *News Digest* and does an excellent job working with Region Directors on their Region newsletters and other outreach events. The Communications Department focuses on no- to low-cost solutions and strategies for the bulk of its operations.

E-Briefings

E-Briefings continue to be our most frequent communication. The *E-Briefing* incorporates release of the monthly *News Digest* and IIMC Foundation updates to increase efficiency in communications and reduce

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Executive Director's Update
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mass mail fatigue for recipients. An *E-Briefing* average open rate of 35.0%

News Digest

The *News Digest* is produced monthly and distributed via Constant Contact, which directs readers to the IIMC website and drives traffic to the website for archived *News Digests* and other IIMC online resources.

A longstanding goal for The *News Digest* has been to increase content authored by members. The IIMC Public Relations and Marketing Committee and IIMC International Committee continue to submit monthly articles. Content created by and written about Clerks continues to be very popular among readers.

National Highlights – Regions X and XI

The next scheduled Study Abroad/Symposium Program will be in September 2025 in the United Kingdom.

Membership numbers in Region XI (outside North America) are approximately 5,663 members with England leading the way with 4,938 members.

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.

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. 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.

IIMC Board of Directors Bestows Honorary Membership Award to Past President Lemoine



The Honorary Membership Award requires a two-thirds vote by the IIMC Board. It is the award representing membership reserved for persons who have made a significant contribution to the profession or who have been instrumental in forwarding IIMC's mission.

Marc Lemoine was the sixth Canadian Clerk to win the Quill Award. As IIMC president, Lemoine believed in the Clerk being an integral part of the decision-making process, providing both procedural and policy advice to both the Council and the Administration. Marc focused on professional development for City Clerks including the exploration of emerging technologies, and the sharing of this information through conferences, E-zines and websites for the benefit of all members.

As an IIMC member he served on numerous committees including Chair of Budget and Planning, Policy, Conference and International Relations

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, 2023, 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 AICPA. We did not audit or review the financial statements, nor were we required to perform any procedures to verify the accuracy, or the completeness of the information provided by management. We do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

We have previously compiled the International Institute of Municipal Clerks' 2022 financial statements and issued a compilation report on those financial statements in our report dated April 25, 2023. The summarized comparative information presented herein as of and for the year ended December 31, 2022, is consistent, in all material respects, with the compiled financial statements from which it has been derived.

GYL LLP

Ontario, California
April 29, 2024

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

STATEMENTS OF FINANCIAL POSITION

December 31, 2023
(Summarized Totals for 2022)

	ASSETS	
	2023	2022
Current Assets		
Cash and cash equivalents	\$ 2,063,704	\$ 2,562,415
Investments	738,472	-
Accounts receivable	37,011	47,007
Prepaid expenses	4,661	4,831
Conference prepaid expenses	47,343	56,396
Total Current Assets	<u>2,891,191</u>	<u>2,670,649</u>
Property and Equipment, net	<u>764,635</u>	<u>740,741</u>
Total Assets	<u><u>\$ 3,655,826</u></u>	<u><u>\$ 3,411,390</u></u>
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable	\$ 87,971	\$ 50,383
Accrued liabilities	85,135	83,547
Deferred revenue	1,016,985	849,858
Tenant security deposits	6,150	6,150
Mortgage payable - current portion	15,564	15,029
Total Current Liabilities	<u>1,211,805</u>	<u>1,004,967</u>
Long-Term Liabilities		
Mortgage payable	487,479	502,079
Total Liabilities	<u>1,699,284</u>	<u>1,507,046</u>
Net Assets		
Without Donor Restrictions		
Undesignated	583,496	680,711
Investment in property and equipment, net of related debt	261,592	223,633
Board designated for operating reserve	1,111,454	1,000,000
Total Net Assets Without Donor Restrictions	<u>1,956,542</u>	<u>1,904,344</u>
Total Liabilities and Net Assets	<u><u>\$ 3,655,826</u></u>	<u><u>\$ 3,411,390</u></u>



See independent accountant's compilation report and accompanying notes.

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

STATEMENTS OF ACTIVITIES
For the Year Ended December 31, 2023
(Summarized Totals for 2022)

	Without Donor	With Donor	Total	
	Restrictions	Restrictions	2023	2022
REVENUES				
Membership dues	\$ 1,439,367	\$ -	\$ 1,439,367	\$ 1,353,519
Conference	547,505	-	547,505	514,318
Education	404,133	-	404,133	203,552
Marketing development and promotion	32,792	-	32,792	30,150
Building rental	63,162	-	63,162	51,380
Investment income	8,736	-	8,736	-
Interest and dividends	46,777	-	46,777	6,402
Total Revenues	2,542,472	-	2,542,472	2,159,321
EXPENSES				
Program Services				
Education	456,161	-	456,161	333,521
Conference	689,328	-	689,328	492,901
Member services	292,973	-	292,973	251,369
Marketing development and promotion	151,681	-	151,681	162,563
Building	103,167	-	103,167	84,599
Supporting Services				
General and administration	796,964	-	796,964	646,380
Total Expenses	2,490,274	-	2,490,274	1,971,333
Change in net assets	52,198	-	52,198	187,988
Net assets, beginning of year	1,904,344	-	1,904,344	1,716,356
Net assets, end of year	\$ 1,956,542	\$ -	\$ 1,956,542	\$ 1,904,344



See independent accountant's compilation report and accompanying notes.

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 2023 and 2024, 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 2023 – 2024 year-end reports with NO ACTION REQUIRED:

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

The following Committee submitted 2023 – 2024 year-end reports with ACTION REQUIRED:

- Budget
- Education Professional Development
- Policy
- Public Relations

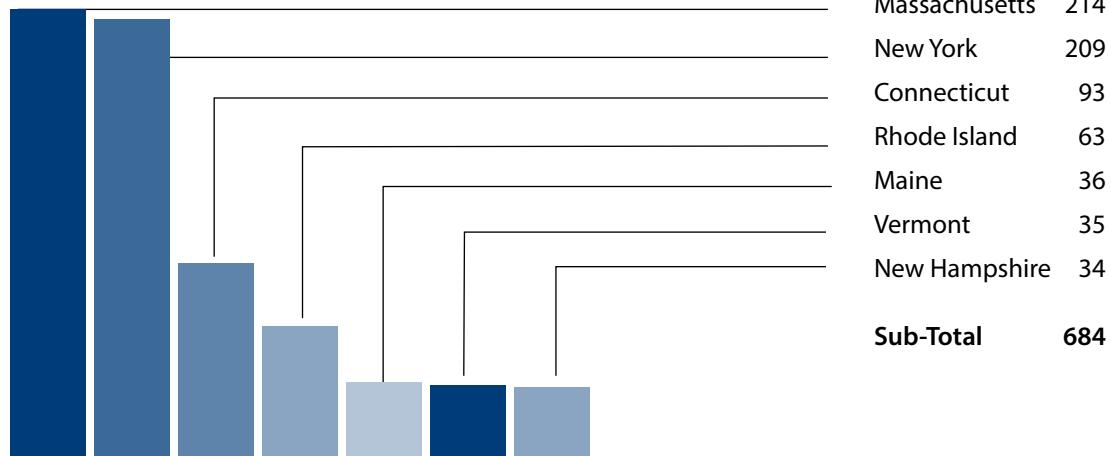
In a nutshell, all reports were accepted, proving that effective and constant communication between the Board, staff and committees are crucial and imperative to a healthy Organization.

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.

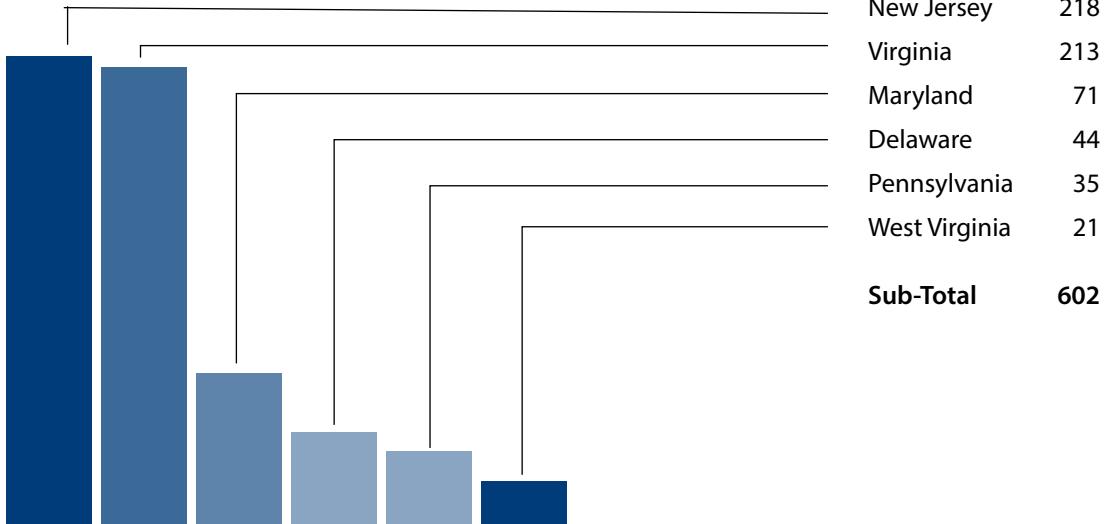
IIMC State/Regional/National Membership

The following chart represents IIMC membership in each state, province and country. As of August 2024, California leads all states in membership with 1,146. Region XI (Outside North America) leads all Regions in total membership with 5,664. Alberta leads all members in Canada with 109. England leads all countries in Region XI with 4,946 members, followed by the Netherlands with 576. IIMC's total membership is 15,031.

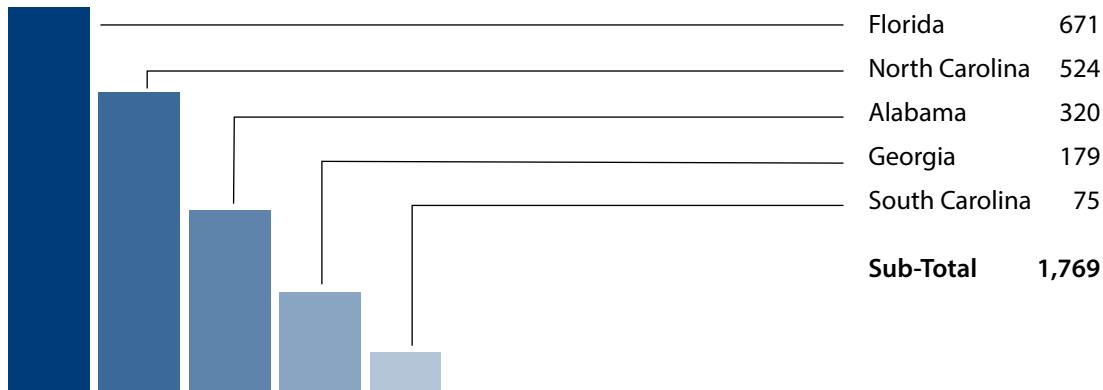
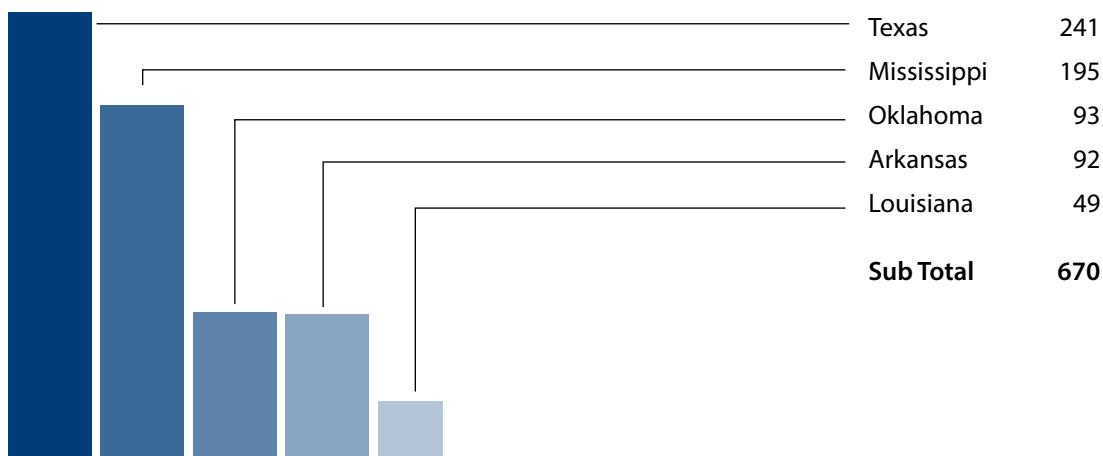
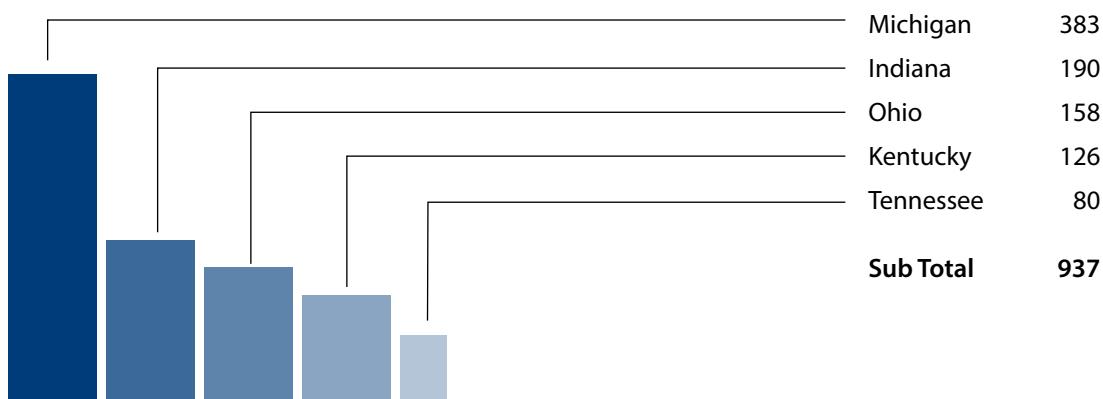
Region I



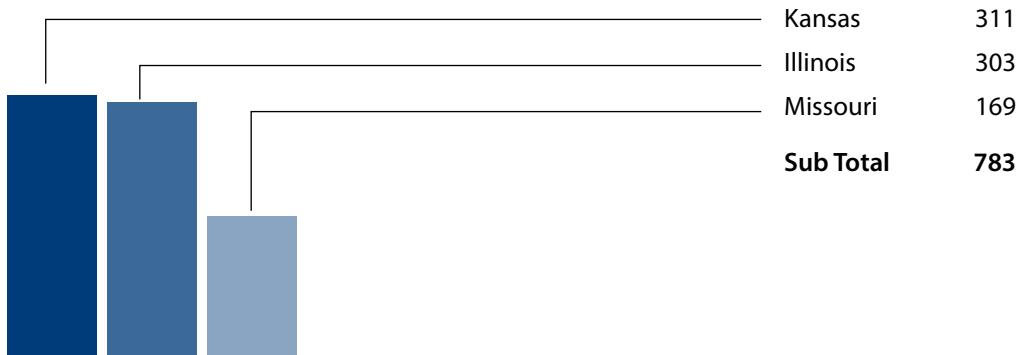
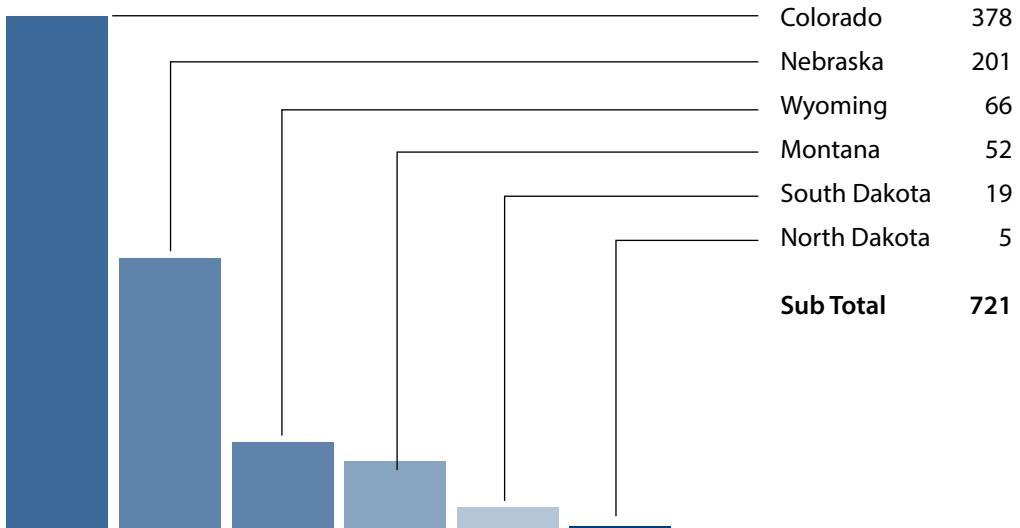
Region II



IIMC State/Regional/National Membership (continued)

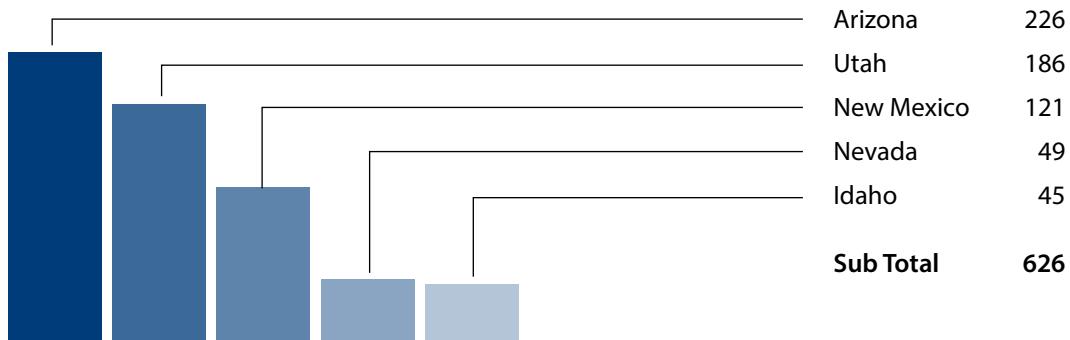
Region III**Region IV****Region V**

IIMC State/Regional/National Membership (continued)

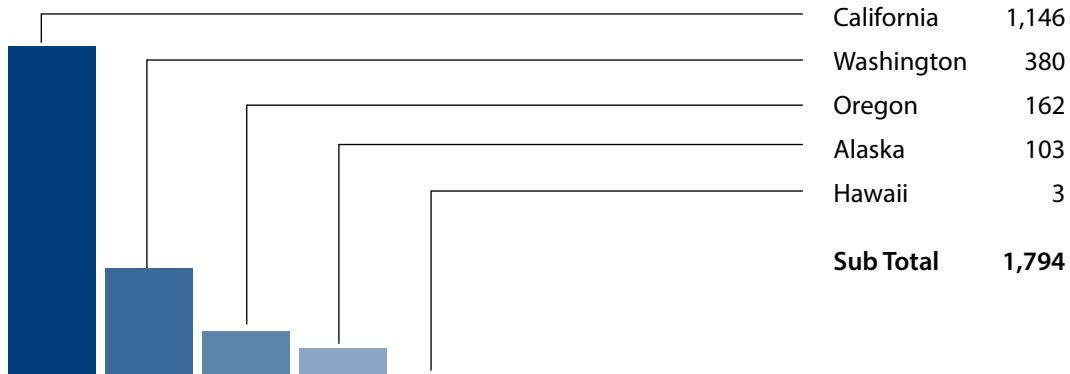
Region VI**Region VII****Region VIII-East**

IIMC State/Regional/National Membership (continued)

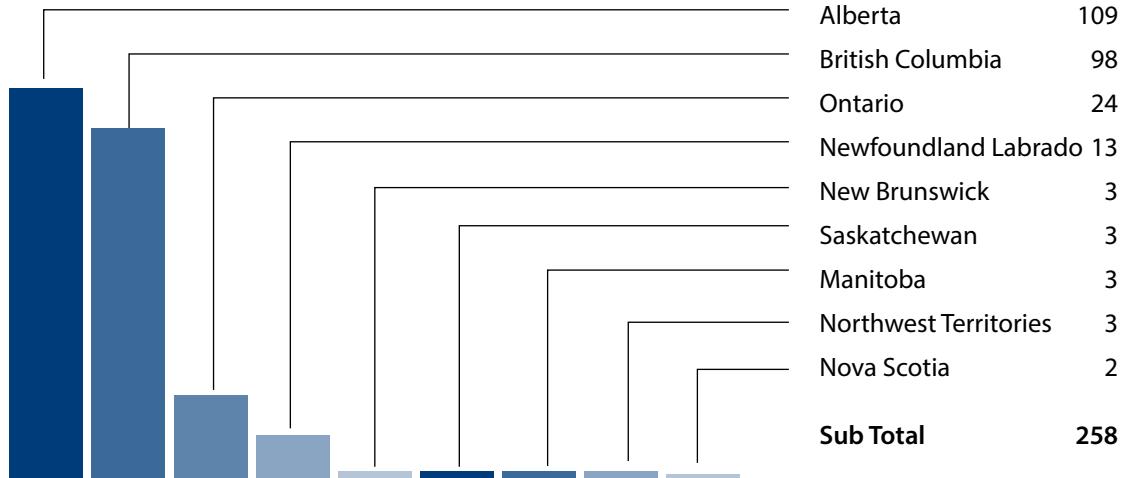
Region VIII-West



Region IX

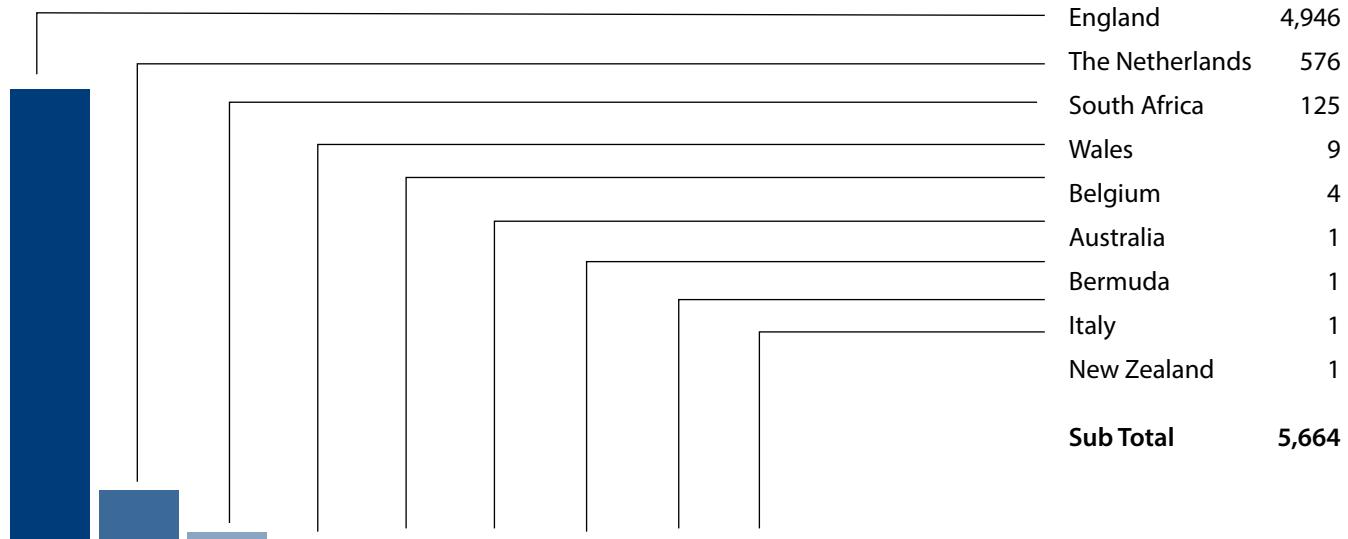


Region X (Canada)



IIMC State/Regional/National Membership (continued)

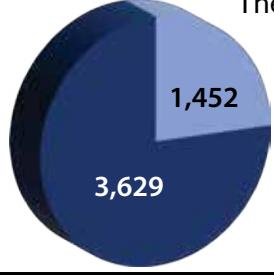
Region XI (Outside North America)



Total Membership..... 15,031

Certification and Master Municipal Clerk Academy Figures

The Certified Municipal Clerk program began in 1971.



As of September 2024, there is a total of 3,629 active CMCs in Regions I through IX and 137 in Regions X and XI.

As of September 2024, there is a total of 1,452 MMCs in Regions I through IX and 29 in Regions X and XI.

IIMC Board of Directors



PRESIDENT
Mary Ann Hess, MMC
 Brandon, MS



PRESIDENT ELECT
Lisa Garcia, MMC
 Florence, AZ



VICE PRESIDENT
Dawn Abrahamson, MMC
 Vallejo, CA



IMMEDIATE PAST PRESIDENT
Pamela Smith, MMC
 City Clerk
 Lee County, FL

DIRECTORS – 2024 Expiration

Sue Haag, MMC – I
Austerlitz, NY
 SHaag@austerlitzny.com

Lee Frazier, MMC – III
Birmingham, AL
 Lee.Frazier@birminghamal.gov

Angela E. Richburg, MMC – IV
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Angie Marshall, MMC – V
Kingsport, TN
 AngieMarshall@KingsportTN.gov

Marita Rhude, MMC – VI
Barrett, MN
 barrett@runestone.net

Celyn N. Hurtado, CMC – VII
Garden City, KS
 Celyn.Hurtado@gardencityks.us

Ruth Post, MMC – IX
Philomath, OR
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Hans Rijs, MMC – XI
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 J.H.rijs@gmail.com

DIRECTORS – 2025 Expiration

Kathleen Montejo, MMC – I
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Tory Frink, MMC – III
Alamance County, NC
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Carrie Mugford, CMC – V
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Angela Johnson, MMC – VIII - East
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Ida Fierro, CMC – VIII - West
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Jamie Newman, MMC – IX
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Lana Antony, MMC – X
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DIRECTORS – 2026 Expiration

Avilda Hernandez, MMC – II
Bowie, MD
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Sherri Gard, MMC – IV
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Elena Hilby, MMC – VI
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Leesa Ross, MMC – VII
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Julie Barnett, MMC – VIII East,
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Colleen Mulvey, MMC – VIII West
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Jaylene Knight, CMC – X,
Cochrane, Alberta, CA
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Linda Larter MBE, BA (Hons) – XI
Sevenoaks, UK
 townclerk@sevenoakstown.gov.uk



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