

2025

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

Lisa Garcia, MMC

IIMC President, 2024-2025

It has been an incredible honor to serve as your IIMC President this past year. As I reflect on the work we have accomplished, I do so with heartfelt gratitude for our Board of Directors, our dedicated committee members, our exceptional staff, and our international membership. It was a year marked by growth, innovation, accountability, and an unwavering commitment to our mission.

The 2024–2025 Board of Directors took on ambitious goals and delivered meaningful results. We addressed challenges with integrity and resolved complex matters through a transparent and thoughtful process. Together, we laid a stronger foundation for the future of this organization while keeping our members at the center of every decision.

Some of this year's highlights include:

- The IIMC Foundation launched the Be Bold, Be Giving bracelet campaign, raising awareness and support for member scholarships. This campaign was a heartfelt reminder that small acts of generosity can create big waves of opportunity.
- We continued to streamline and accelerate the processing of CMC and MMC certifications and expanded our Athenian Dialogue offerings.
- We hosted a successful and high-energy Annual Conference in St. Louis, Missouri.
- IIMC participated in the 2024 ICMA Annual Conference and presented on the critical importance of Municipal Clerks.
- We signed a formal affiliate agreement with ICMA, furthering our mission to elevate the Clerk profession across all levels of government.
- We launched the Futures Group, bringing together early-career Clerks in a first-ever in-person meeting to help shape the long-term vision of IIMC.
- We established the IDEAL Committee to focus on Inclusion, Diversity, Equity, Accessibility, and Leadership, ensuring our organization continues to represent and support all members across the globe.
- The Board approved a restructuring of the Budget Committee, now composed of two Board members and three at-large members with MMC designation and financial expertise.
- We welcomed a new Registered Agent, Sandy Maahs.
- We welcomed a new Parliamentarian, Nicole Learson, whose guidance has enhanced the effectiveness of our governance process.
- IIMC implemented a revised election timeline and developed a Candidate Forum video to increase transparency and improve voter engagement.
- In addition, the Board began the process of developing policies related to Executive Sessions, transparency, artificial intelligence, officer removal, and updates to the Code of Ethics.
- In response to increasing challenges with the election process, the Board worked closely with the Election and Ad Hoc Ethics Committees to resolve complex issues with professionalism and care.
- We released the most comprehensive Canadian (Region X), a proud milestone in regional representation, and successfully uploaded all IIMC policies to the website for easy member access.
- Committee engagement reached new levels, with each committee receiving clear assignments and working collaboratively across groups. Their work was inspiring and resulted in valuable contributions to IIMC's operations and planning.

Continued on page 11



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.

The IIMC Board and staff are engaged. 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.

The 2026 year will mark the fourth iteration of our three-year strategic plan, having met nearly 85% of its goals from the first three plans. We will embark on a fifth plan beginning in 2027.

In 2025, the Board approved an affiliation agreement with the International City Managers Association (ICMA), to provide education exchange opportunities and other reciprocal programs to add value to IIMC membership.

Headquarters Building

IIMC relies on its tenants to help with its Headquarter expenses. We have two tenants. We have a five-year lease with the option of an additional five years after

2027 with one tenant. Our other tenant began their three-year lease in August 2022 and has renewed for an additional three years through 2028. Both tenants' leases generate approximately \$5,734 in monthly income. IIMC's mortgage is approximately \$2,900, leaving IIMC with a small surplus toward building maintenance.

As with anything regarding maintenance, Headquarters is no different. From repaving our parking lot to serving tenants' needs, IIMC is fortunate to use rental income to maintain its investment.

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 ten full time staff, one part-time finance specialist and four 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. In 2026, we will look to expand our Communications Department with the addition of new staff.

FINANCE

The 2024-2025 year-end projected budget will mark the nineteenth 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 7.

In May 2022, IIMC realized \$1 million in its Board Designated Reserves. The Board contracts with the firm Urban Wealth Management to invest in long-term Certificate of Deposits and conservative, socially responsible stocks. We expect those funds to gen-

Continued on page 5



Executive Director's Update
Continued from page 4

erate considerable interest that can be used toward educational, scholarships and other endeavors. IIMC's financial accomplishments are due to the collective efforts and willingness to adhere to a set budget, work with a financially conservative outreach policy and a unique conference selection process.

2025 Conference – St. Louis, Missouri

Originally slated for 2020, the Conference in St. Louis was postponed to 2025 due to Covid-19. With the help of the Host Committee, local vendors and hotels, the 2025 Conference returned to St. Louis with incredible results.

We projected 650 Delegates/25 guests for the 2025 Conference and ended with 720 Delegates, exceeding expectations. IIMC's staff and Board will be researching new methods of keeping these Conferences fresh and revenue generating.

EDUCATION

The Education Department continues to operate efficiently, has consistently met members' educational needs, and has stayed abreast of education guideline improvements. The Online Professional Development Program, which is entering its fifth year, along with the Education PLUS Program along with strong Department leadership have defined the department's processes critical to certification, Association course reviews, and Conference Education Programs.

CMCs and MMCs – As of October 30, 2025

- CMC Grand total = 3,384 in the United States and 138 internationally.
- MMC Grand total = 1,446 in the United States and 30 internationally.

Athenian Leadership Society

Virtual dialogues have 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 substan-

tially in the last two years, as noted by the number of Fellows awarded. In 2025, we held 100 Dialogues. We also awarded 20 Paul Craig Athenian Fellows in 2025.

There are approximately 100 approved Athenian Facilitators and nearly 300 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 2024-2025. Those funds are used toward conference facilitators, general speakers and other education programs.

CMC/MMC Scholarships

The 2025 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.

Online Professional Development Program - The 2025 program will conclude with 25 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.

Continued on page 6



Executive Director's Update
Continued from page 5

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 2025. 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 2025 Member Drive continues strong with more than 500 new members and are expecting this number to increase. With the ebb and flow of our membership, this list continues to be a member drive list for the future.

The 2025 membership revenue is expected to end the year at \$1,455,000, meeting the projected budget.

MARKETING/COMMUNICATIONS

It's been 18 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.

The Department continues to oversee all things on our website and media platform, produce the weekly E-briefings, monthly online *News Digest* and works with Region Directors on their Region newsletters and other outreach events.

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 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, Membership Committee, Records Management, IIMC International Committee and other Committees continue to submit monthly articles. Content created by and written about Clerks continues to be popular among readers.

National Highlights – Regions X and XI

The next scheduled Study Abroad/Symposium Program will be in 2027 with a few destinations being discussed.

Membership numbers in Region XI (outside North America) are approximately 5,906 members with England leading the way with 5,188 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.

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.



INDEPENDENT ACCOUNTANT'S COMPILATION REPORT

To the 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 organization), which comprise the statement of financial position as of December 31, 2024, 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' 2023 financial statements and issued a compilation report on those financial statements in our report dated April 29, 2024. The summarized comparative information presented herein as of and for the year ended December 31, 2023, is consistent, in all material respects, with the compiled financial statements from which it has been derived.

GYL LLP

GYL LLP
Ontario, California
April 24, 2025

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

STATEMENTS OF FINANCIAL POSITION

December 31, 2024
(Summarized Totals for 2023)

	ASSETS	
	2024	2023
Current Assets		
Cash and cash equivalents	\$ 1,772,151	\$ 2,063,704
Investments	1,008,547	738,472
Accounts receivable	49,847	37,011
Prepaid expenses	28,763	4,661
Conference prepaid expenses	66,313	47,343
Total Current Assets	<u>2,925,621</u>	<u>2,891,191</u>
Property and Equipment, net	<u>773,817</u>	<u>764,635</u>
Total Assets	<u><u>\$ 3,699,438</u></u>	<u><u>\$ 3,655,826</u></u>

LIABILITIES AND NET ASSETS

Current Liabilities		
Accounts payable	\$ 103,846	\$ 87,971
Accrued liabilities	98,567	85,135
Deferred revenue	1,006,036	1,016,985
Tenant security deposits	6,150	6,150
Mortgage payable - current portion	16,117	15,564
Total Current Liabilities	<u>1,230,716</u>	<u>1,211,805</u>
Long-Term Liabilities		
Mortgage payable	<u>472,369</u>	<u>487,479</u>
Total Liabilities	<u>1,703,085</u>	<u>1,699,284</u>
Net Assets		
Without Donor Restrictions		
Undesignated	633,325	583,496
Investment in property and equipment, net of related debt	285,331	261,592
Board designated for operating reserve	<u>1,077,697</u>	<u>1,111,454</u>
Total Net Assets Without Donor Restrictions	<u>1,996,353</u>	<u>1,956,542</u>
Total Liabilities and Net Assets	<u><u>\$ 3,699,438</u></u>	<u><u>\$ 3,655,826</u></u>



See independent accountant's compilation
report and accompanying notes.

Continued on page 9

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

STATEMENTS OF ACTIVITIES
For the Year Ended December 31, 2024
(Summarized Totals for 2023)

	Without Donor Restrictions	With Donor Restrictions	Total	
			2024	2023
REVENUES				
Membership dues	\$ 1,496,618	\$ -	\$ 1,496,618	\$ 1,439,367
Conference	566,778	-	566,778	547,505
Education	303,896	-	303,896	404,133
Marketing development and promotion	30,693	-	30,693	32,792
Building rental	65,987	-	65,987	63,162
Investment income	75,534	-	75,534	8,736
Interest income	37,217	-	37,217	46,777
Total Revenues	<u>2,576,723</u>	<u>-</u>	<u>2,576,723</u>	<u>2,542,472</u>
EXPENSES				
Program Services				
Education	386,915	-	386,915	456,161
Conference	670,355	-	670,355	689,328
Member services	337,938	-	337,938	292,973
Marketing development and promotion	165,778	-	165,778	151,681
Building	131,489	-	131,489	103,167
Supporting Services				
General and administration	844,437	-	844,437	796,964
Total Expenses	<u>2,536,912</u>	<u>-</u>	<u>2,536,912</u>	<u>2,490,274</u>
Change in net assets	39,811	-	39,811	52,198
Net assets, beginning of year	<u>1,956,542</u>	<u>-</u>	<u>1,956,542</u>	<u>1,904,344</u>
Net assets, end of year	<u>\$ 1,996,353</u>	<u>\$ -</u>	<u>\$ 1,996,353</u>	<u>\$ 1,956,542</u>



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.

Committees are essential because they help distribute work, bring in diverse expertise, and strengthen governance and accountability. Here's a breakdown of why they matter to IIMC:

1. Shared Leadership and Workload

- IIMC Committees allow Board members and volunteers to share responsibilities.

2. Specialized Expertise

- Committees allow IIMC to tap into members' skills in specific areas (e.g., finance, marketing, policy and elections).
- This specialization helps IIMC make better-informed decisions and operate more effectively.

3. Stronger Governance

- Standing committees such as Budget, Policy, Public Relations/Marketing, Records Management, Professional Development and others ensure compliance, transparency, and accountability. They provide oversight and checks and balances for the board.

4. Increased Engagement

- Committees give Board and members meaningful ways to get involved, especially those who may be interested in IIMC Board service. This builds a stronger base of support and leadership within IIMC.

5. Strategic Focus

- Committees allow the Board to focus on high-level strategy while smaller groups handle details and report back.

- This makes Board meetings more productive and keeps IIMC aligned with its mission.

6. Succession and Leadership Development

- Committee work is a great way to identify and train future Board leaders or officers.
- Members gain experience and deeper understanding of IIMC's nonprofit structure and operations.

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. In 2024, the Board approved two new Task Forces – the Futures Group and the IDEAL Committee – to develop long-range goals and objectives, leading IIMC into the future.

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 2024 and 2025, 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 2024 – 2025 year-end reports with NO ACTION REQUIRED:

- Conference
- Education Professional Development
- International Relations
- Membership/Mentoring
- Records Management
- Research and Resource
- Futures Group
- IDEAL

Continued on page 11



President's Message
Continued from page 4

- IIMC's financial outlook remains strong. With continued support from our Budget Committee and investment in long-term financial strategies, including socially responsible investing, we remain focused on securing a sustainable future.

- We increased dues \$10.
- We increased Conference registration fees \$25.

IIMC's Restricted Reserves are more than \$1 million via diversified investments, operated by Urban Wealth Management. Overall, due diligence, adherence to IIMC fiscal policies and everyone from Board to Staff maintaining a vigil approach to expenses and revenue has kept IIMC financially healthy. Going into year-end 2025, IIMC has posted 18 consecutive years of a balanced budget.

Serving as President of this international organization has been a privilege beyond words. The work we do matters, and the impact you have in our organization and in your communities is immeasurable. I encourage every member to stay involved. This organization is only as strong as the energy and commitment of its members. Your voice, your leadership, and your participation are vital to our future.

Together, we've advanced education, strengthened our policies, opened doors, and elevated this profession to new heights. It has been a wonderful year, and I thank you all for the trust you placed in me to lead this extraordinary organization.

With appreciation and pride,
Lisa Garcia, MMC

Committees - Valuable Vehicles That Drive IIMC
Continued from page 10

The following Committee submitted 2024 - 2025 year-end reports with ACTION REQUIRED:

- Budget
- Elections
- 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.

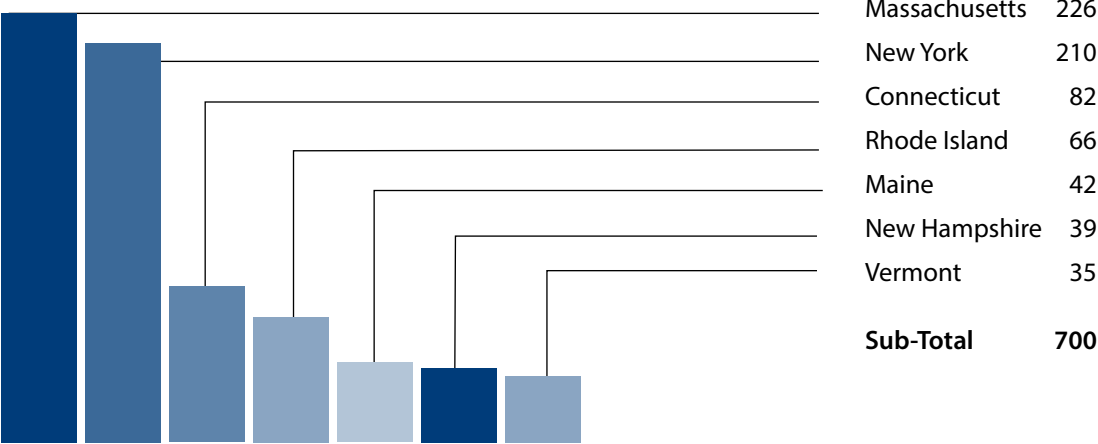
NOTE: IIMC gratefully acknowledges and thanks each committee Chair, Vice Chair and members for their insight and collaborative efforts in meeting their goals and objectives.



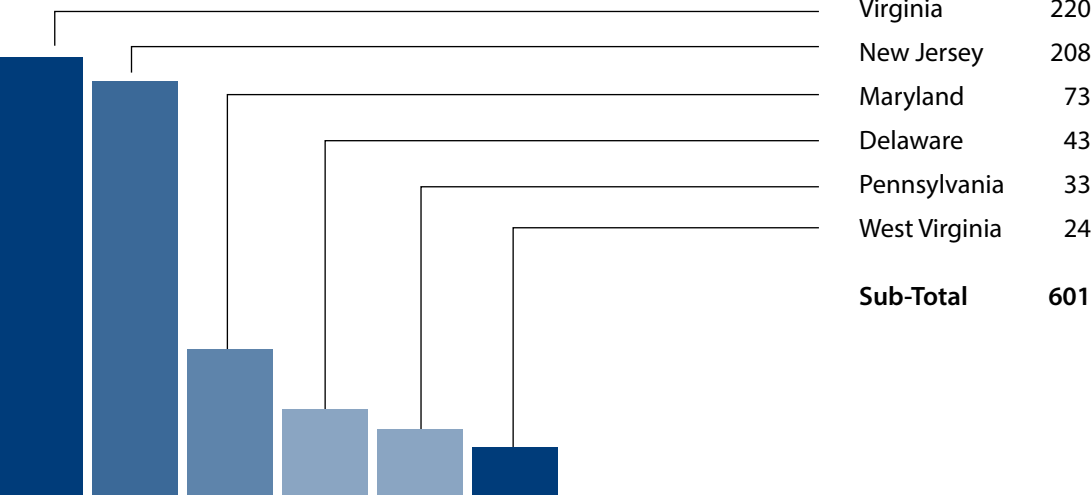
IIMC State/Regional/National Membership

The following chart represents IIMC membership in each state, province and country. As of October 2025, California leads all states in membership with 1,209. Region XI (Outside North America) leads all Regions in total membership with 5,906. British Columbia leads all members in Canada with 98. England leads all countries in Region XI with 5,188 members, followed by the Netherlands with 576. IIMC’s total membership is 15,405.

Region I

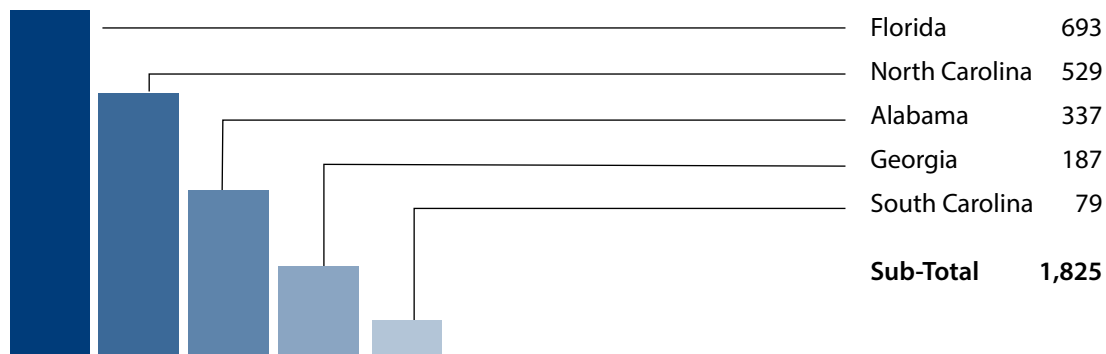


Region II

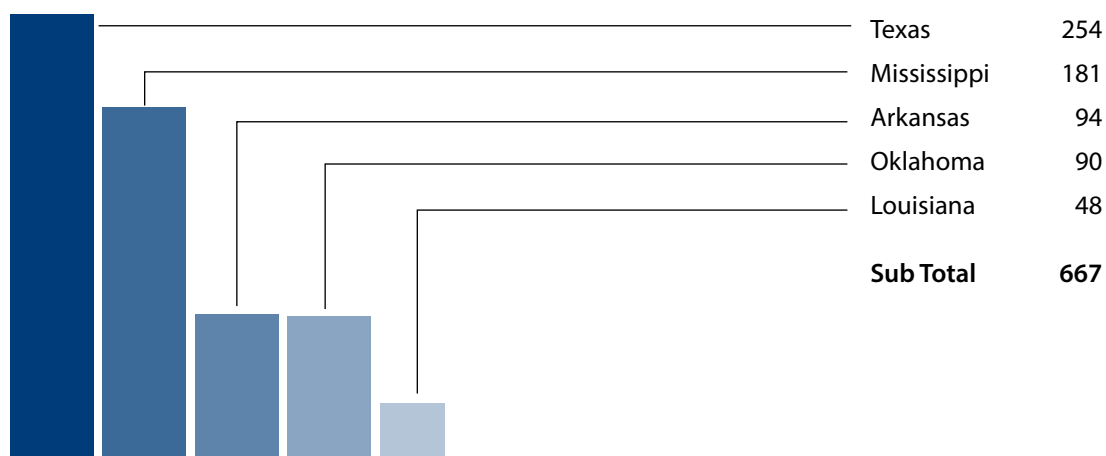


IIMC State/Regional/National Membership (continued)

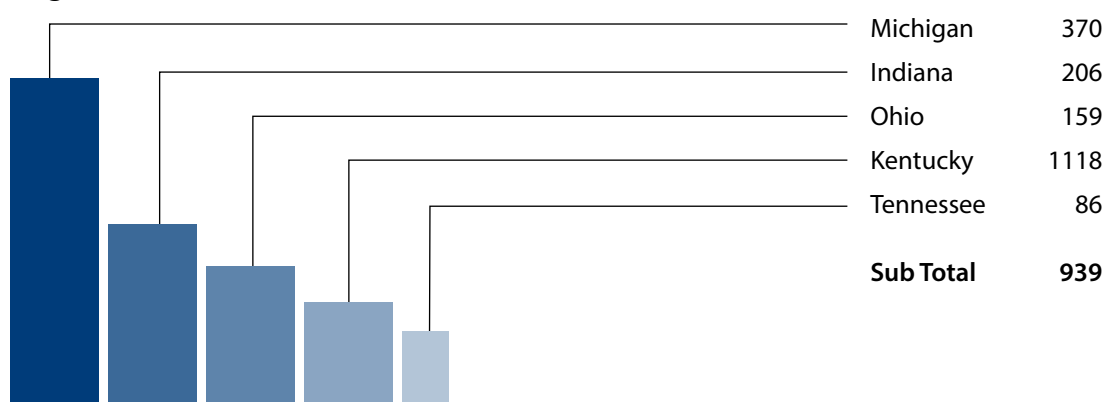
Region III



Region IV



Region V

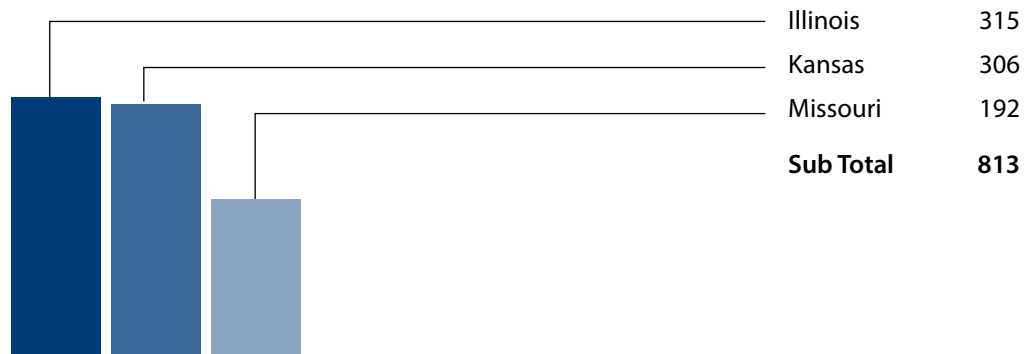


IIMC State/Regional/National Membership (continued)

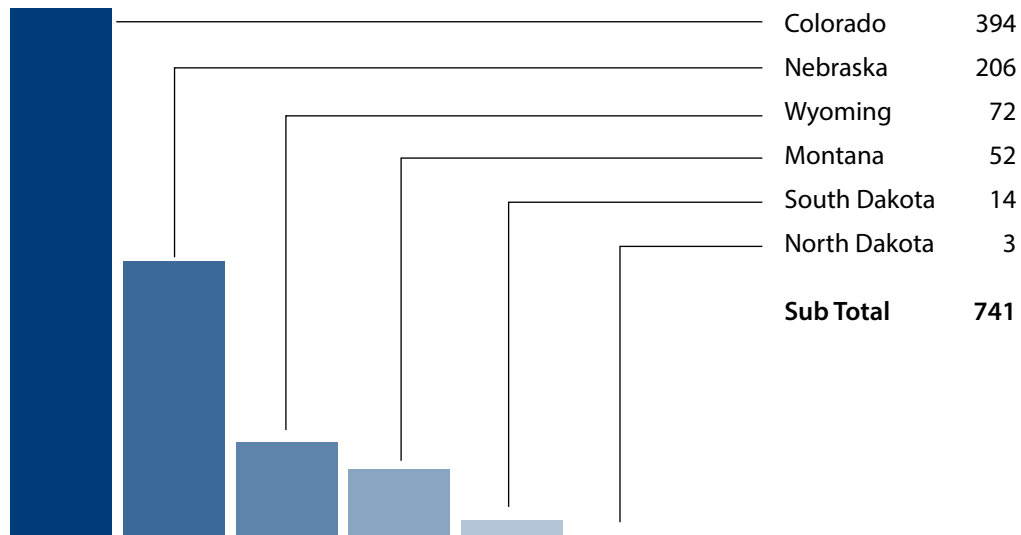
Region VI



Region VII

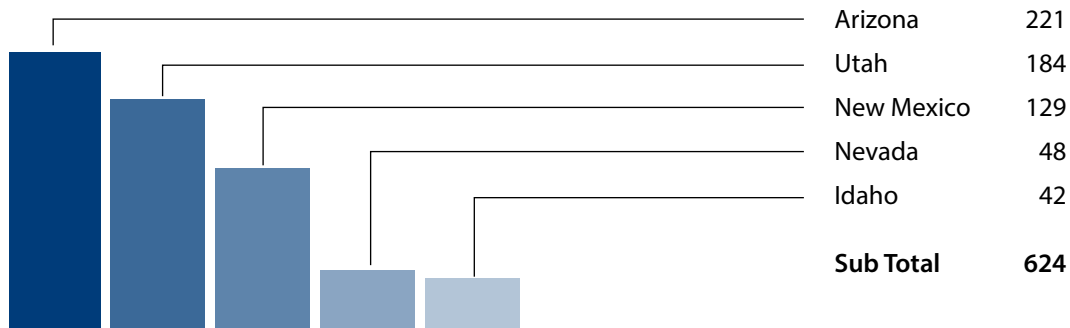


Region VIII-East

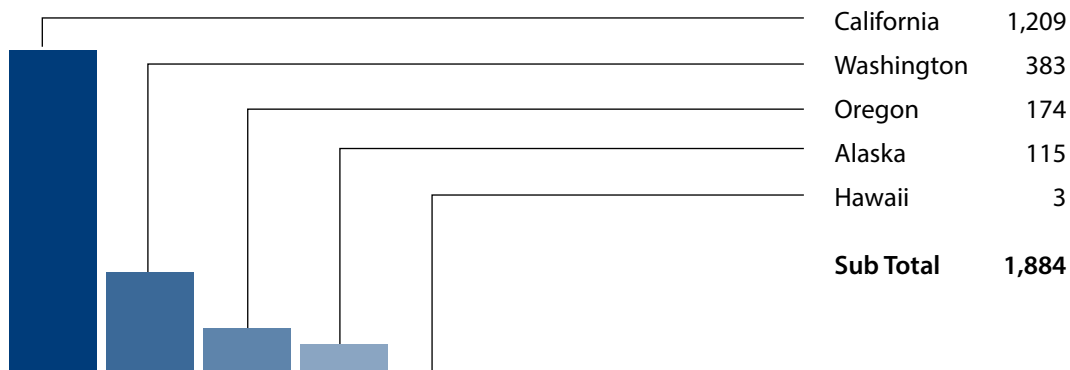


IIMC State/Regional/National Membership (continued)

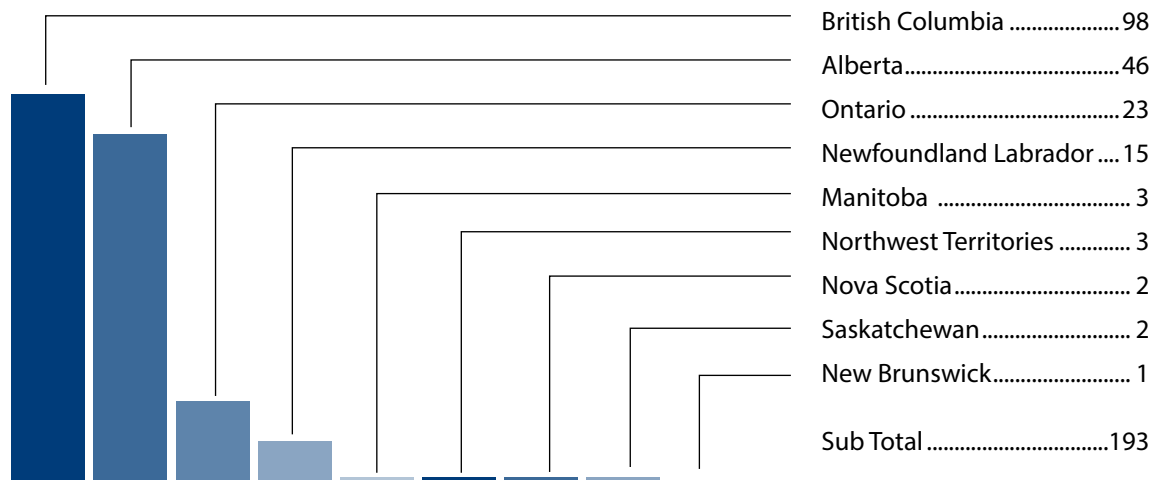
Region VIII-West



Region IX

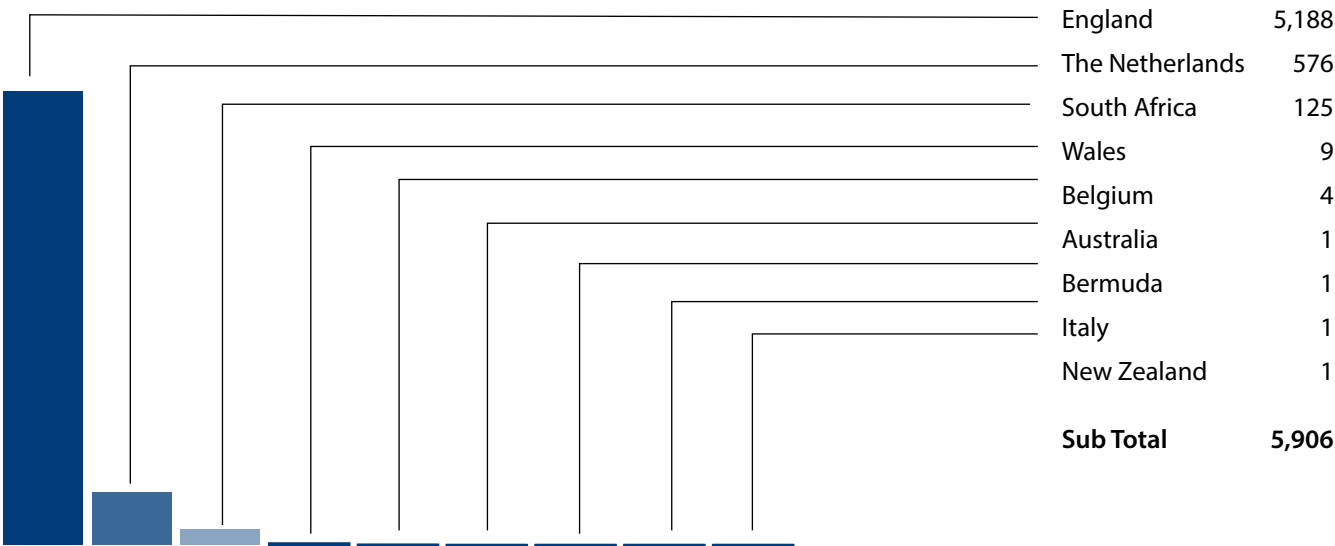


Region X (Canada)



IIMC State/Regional/National Membership (continued)

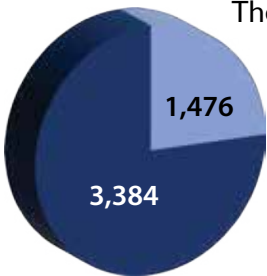
Region XI (Outside North America)



Total Membership..... 15,405

Certification and Master Municipal Clerk Academy Figures

The Certified Municipal Clerk program began in 1971.



As of October 2025, there is a total of 3,384 active CMCs in Regions I through IX and 138 in Regions X and XI.

As of October 2025, there is a total of 1,476 MMCs in Regions I through IX and 30 in Regions X and XI.

IIMC Board of Directors



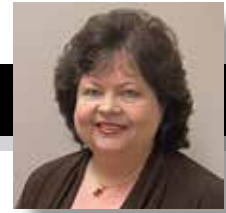
PRESIDENT
Deputy Town Manager/
Town Clerk
Florence, AZ



PRESIDENT ELECT
Dawn Abrahamson, MMC
City Clerk,
Vallejo, CA



VICE PRESIDENT
Lee Frazier, MMC
Birmingham, AL



IMMEDIATE PAST PRESIDENT
Mary Ann Hess, MMC
City Clerk
Laurel, MS

DIRECTORS – 2025 Expiration

Kathleen Montejo, MMC – I
Lewiston, ME

Travis O. Morris, CMC – II
County of Albemarle, VA

Tory Frink, MMC – III
Alamance County, NC

Carrie Mugford, CMC – V
North Manchester, IN

Angela Johnson, MMC – VIII - East
Meeteetse, WY

Ida Fierro, CMC -- VIII - West
Bernalillo, NM

Jamie Newman, MMC – IX
Wasilla, AK

Lana Antony, MMC -- X
Coaldale, Alberta, Canada

DIRECTORS – 2026 Expiration

Awilda Hernandez, MMC – II
Bowie, MD

Sherri Gard, MMC – IV
Fort Smith, AR

Elena Hilby, MMC – VI
Sun Prairie, WI

Leesa Ross, MMC – VII
Frontenac, MO

Julie Barnett, MMC – VIII East,
Evans, CO

Colleen Mulvey, MMC – VIII West
Cedar Hills, UT

Linda Larter MBE, BA (Hons) – XI
Sevenoaks, UK

Stephen Huycke, MMC – X
Richmond Hill, , Ontario

DIRECTORS – 2027 Expiration

Kerri Parker, CMC - I
Meredith, NH

Lori McWilliams, MMC – III
Tequesta, FL

Curtis Green, CMC - IV
Broken Arrow, OK

Kathy J. Walker, MMC - V
Nicholasville, KY

Trish Gleason, MMC - VI
Dubuque, IA

Sandie Maahs, MMC - VII
Kingston, IL

Marc A. Donohue, MMC - IX
Eastvale, CA

Arnout J.O. van Kooij, MMC - XI
IJsselstein, The Netherlands



www.facebook.com/itsmyIIMC



www.youtube.com/channel/UCy-olD-57ligBZuMiek4hKyw



www.flickr.com/photos/iimcconference