



International Institute
of Municipal Clerks

The First Fifty Years

1947-1996



International Institute of Municipal Clerks



THE FIRST FIFTY YEARS
1947-1996

Dedication

To Municipal Clerks around the world for their dedication and commitment,
and to their communities for recognizing their worth.

Special Thanks And Acknowledgments

A project such as this cannot be accomplished by one person or, in this case, one committee alone.

This book represents contributions by many individuals too numerous to mention.

However, several individuals must be singled out for their dedication to this project.

Many thanks to the 50th Anniversary Committee Members for their suggestions, retrieval capabilities and dedication to IIMC: Co-Chairperson, Mary Zander, CMC/AAE, Sterling Heights, Michigan; Millie Santillanes, Albuquerque, New Mexico; Carlos Cuevas, CMCI AAE, New York City, New York; Betty Backes, CMC/AAE, Coon Rapids, Minnesota; Historian, Margaret "Peg" Griffith*, CMC, Lima, Ohio; Board Liaison, Second Vice President, Linda Murphy, CMCI AAE, Seward, Alaska.

Past Presidents: Lyall Schwarzkopf*, CMC, Minneapolis, Minnesota; Iola Stone*, CMC, Elberton, Georgia; Dorothy Soderblom*, CMC, Hays, Kansas; Helen Kawagoe, CMC/AAE, Carson, California; Jack Poots*, CMC, Scarborough, Ontario, Canada; Terry Tripp, CMCI AAE, Gonzales, Louisiana; Margery Price, CMC/AAE, Kennewick, Washington; W. Doug Armstrong*, CMC/AAE, Peterborough County, Ontario, Canada; Christina Wilder, CMC/AAE, Hamilton Township, New Jersey; Norma Rodriguez, CMC/AAE, San Antonio, Texas; and Muriel Rickard, CMC/AAE, Deerfield Beach, Florida, for their ardent support, insight and vast amount of "sharing."

1995 - 1996 President Tom Roberts, CMCI AAE, Kansas City, Kansas, who never wavered on his support and enthusiasm for this project and the 50th celebration.

Writer, researcher, collaborator and now friend, Teresa Lopes, who spent long hours pulling this together and now must be the most informed unofficial IIMC member in the world.

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My office colleagues Sue Walsh, Sondrae Fort, Julie Voparil and Jill Smith for
"covering" for me and tolerating my irrational behavior.

To all those individuals who I have inadvertently missed, THANK YOU.

Finally, to all the Georges and Kathleens of the world.

Those spouses who, despite our inability to "just say no," help us accomplish our goals.

Marian K. Karr, CMC/AAE Iowa City, Iowa
Chairperson - 50th Anniversary Committee

* retired

M I S S I O N S T A T E M E N T

The International Institute of Municipal Clerks is a non-profit professional association of City, Town, Township, Borough and County Clerks, Secretaries and Records from the United States, Canada and 15 other countries. Found in 1946, IIMC has 50 years of experience improving the professionalism of Municipal Clerks. IIMC has more than 10,000 members serving municipalities ranging from 700 to several million.

Its mission is to prepare its membership to meet the challenge of the diverse roles of the Municipal Clerk by providing services and continuing professional development opportunities to benefit members and the government entities they serve.

IIMC recognizes 47 permanent college and university-based learning centers for Municipal Clerks. These Institutes provide a curriculum centered on a variety of programs including public administration, leadership development and technical skills for Municipal Clerks. IIMC also offers to members Certified Municipal Clerk (CMC) and Academy for Advanced Education (AAE) programs.

The International Institute of Municipal Clerks
50th Anniversary
1947 to 1996

Published by
The International Institute of Municipal Clerks

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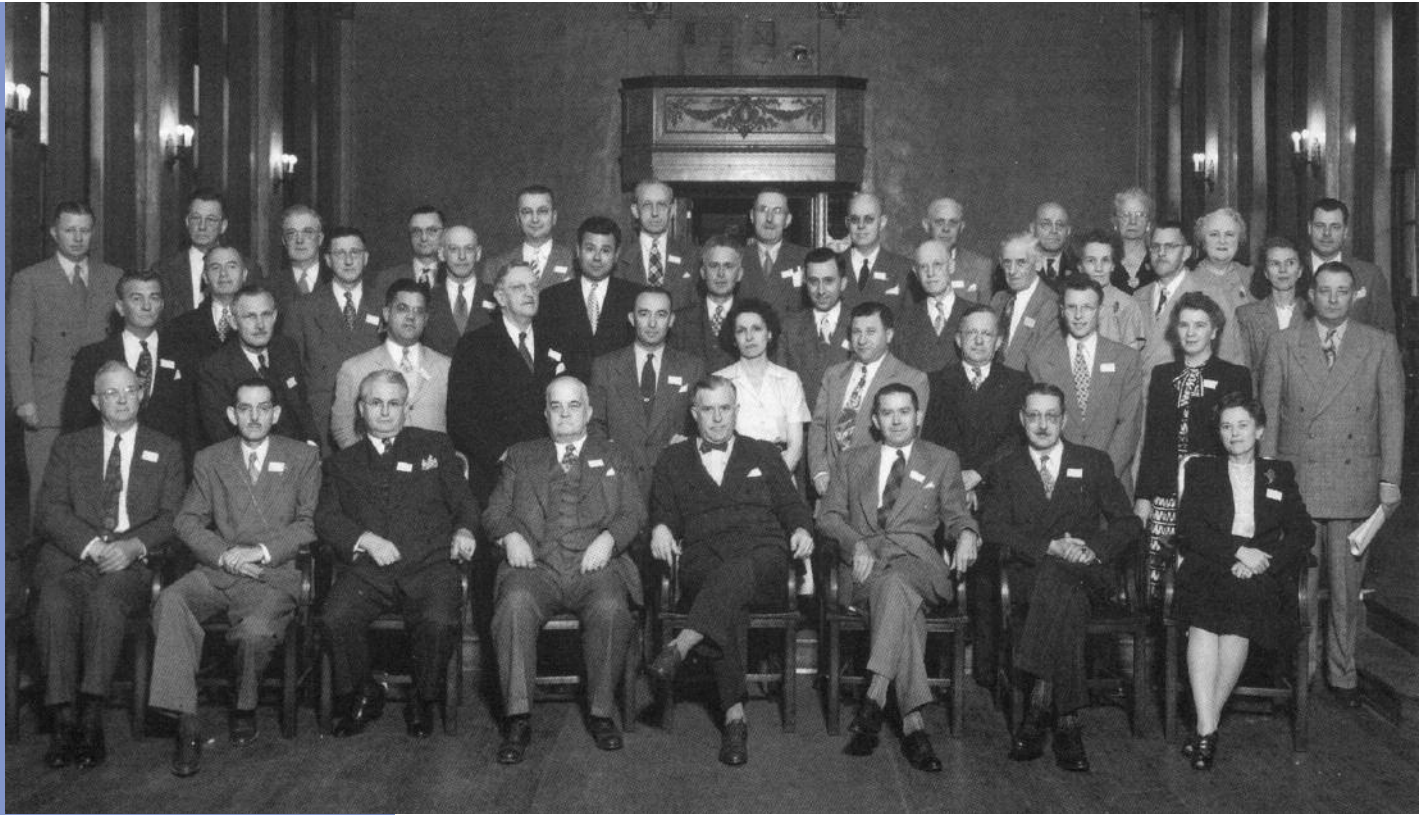
Design
Alison Kuzma Design

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The Original members of the National Institute of City Clerks French Lick Springs, Indiana 1947

Foreword

Celebrating our 50th Anniversary is a joyous occasion. As I reflect back on the history of the International Institute of Municipal Clerks, I admire our Founders' courage and spirit to break new ground. We are the beneficiaries of a small group of committed people who in 1947 had the vision to establish a national Organization to support the common interests of Municipal Clerks. Through determination and perseverance, the last 50 years have seen our Organization grow from a national Association into a dynamic International Institute 10,000 members strong.

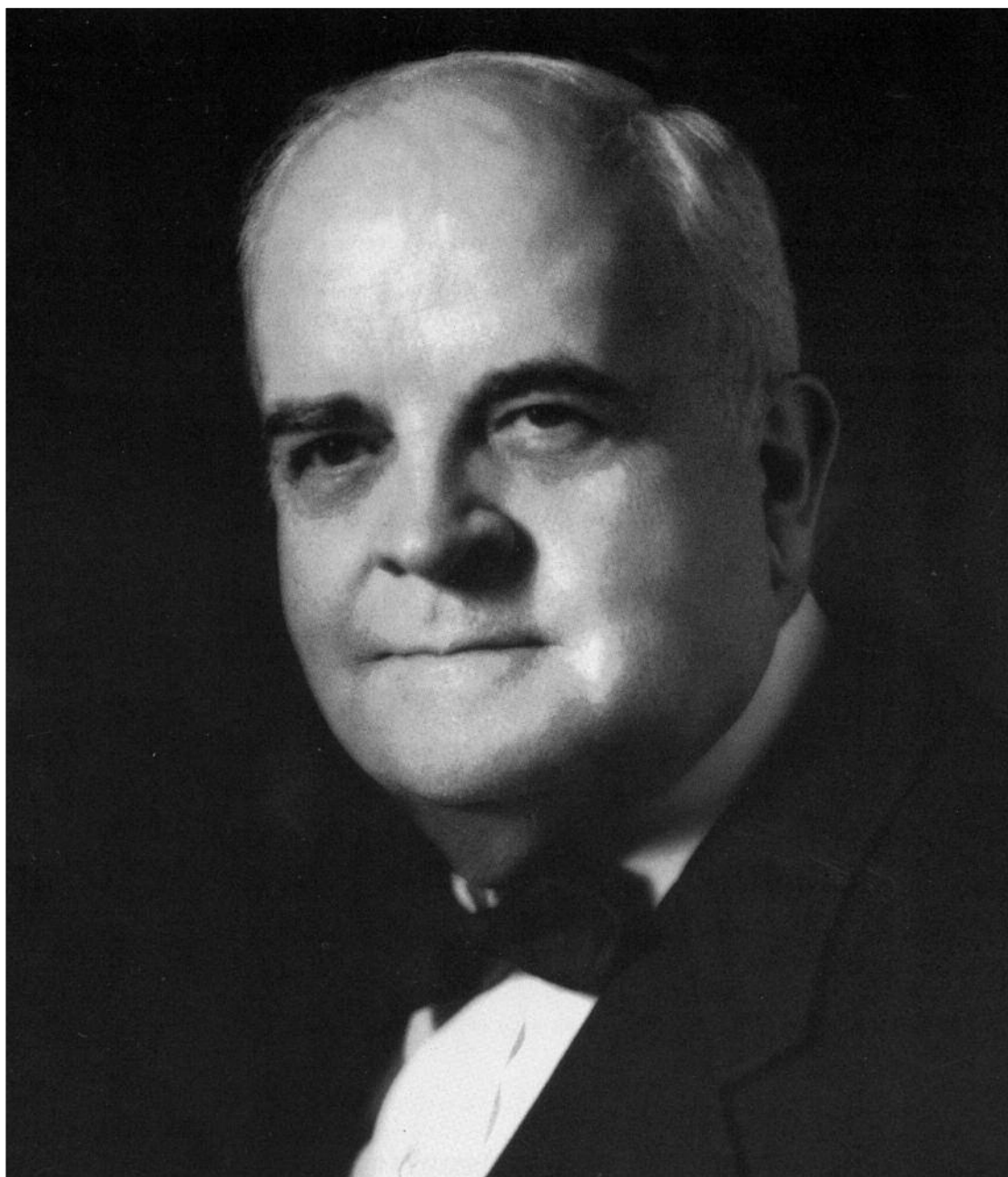
In researching the archives, I have concluded that our position in municipal government has always been sacred. At our second Annual Conference in 1948 in Atlantic City, New Jersey, I discovered a paper entitled, "The Grand Slam." It was presented to the Delegates

by Mrs. Irma F. Bitner, City Recorder of Salt Lake City, Utah. Mrs. Bitner, speaking on the responsibility of the City Clerk/Recorder said, "Its pages must be true, for they make history." For all time we have been given this precious obligation - to keep records and preserve the truth. I feel the Municipal Clerk is the most trusted person in local government. Our positions have evolved over time to include a myriad of duties. However, I believe in many sectors today the Municipal Clerk's profession is under siege. Downsizing in government operations and encroachment by city managers have led to some Municipal Clerks playing lesser roles in their organization. As Municipal Clerks, we represent the citizen. As the information center, we hold the key to truth in government and preservation of self government. We must continually strive to get this message across.

In the years ahead, we need to focus on IIMC's mission, and continue to promote the professional development of our members. I do not feel that we should be dragged into the information age. Instead, we should be in the forefront on the leading edge of technology. I want IIMC members to be dreamers whose vision will inspire others in government into action. Coming together in 1947 was a beginning. Fifty years of progress has us in a position where we can make the most of our opportunities. By working together we can meet the challenges of the future. As Municipal Clerks, we have a passion for our work and pride in our accomplishments. However, it is our attitude which makes a big difference and sets us apart. Our success is measured by teamwork and cooperation in doing what is best for our citizens. I feel our motto should be, "Let the people be served!"

My association with IIMC has been one of the most rewarding aspects of my life. Both professionally and personally, I have grown and prospered. As a Kansan, I have been raised to believe hard work will lead to reward, but not to forget my responsibility to assist others along the way. IIMC has the collective soul to lift people and give them an opportunity for success. Likewise, our Association has a rare camaraderie among its diverse membership which fosters friendship and caring. IIMC has made an appreciative difference in my life and gives us all hope and optimism toward tomorrow.

Tom G. Roberts, CMC/AAE
Kansas City, Kansas
1995 - 1996 IIMC President



Arthur J. Shinnars

IIMC President 1945-1957

The patriarch of the Institute, whose Herculean energy and dogged devotion saved it from disaster in infancy and nurtured the sturdy growth of its youth. After a strenuous 30-year career as news correspondent for the Boston newspapers and the AP, he was appointed Town Clerk in 1936. He served a three-year term as President of the Massachusetts Town Clerks Association and during this time attended NIMC's 1947 organizational meeting. He was elected as president in 1948 and served as such for nine more years. In 1957 he laid down the gavel but was elected to continue as Secretary-Treasurer, a post which he held by successive reappointments for many years.

The Early Years

It was 1947, and in America the post-war boom was just beginning to gather steam.

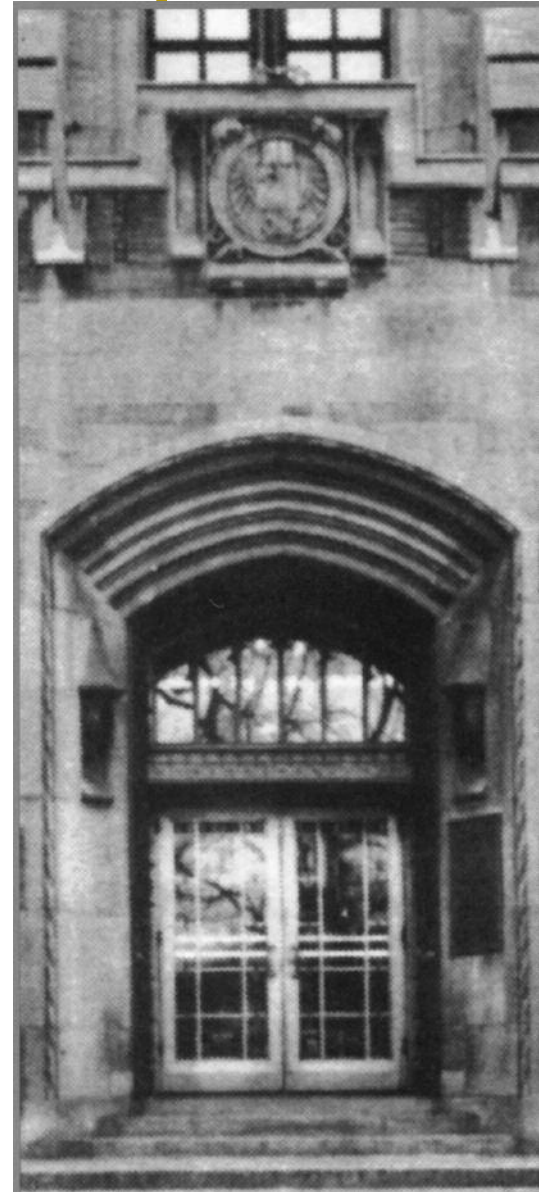
President Harry S. Truman, communicating through the new medium of television, was guiding the nation's conversion to a peacetime economy. With relief, Americans welcomed the end of price controls on meat and five years of sugar rationing. Dr. Benjamin Spock's *Commonsense Book of Baby and Child Care* was published just in time to usher in the new generation of Americans who would come to be known as "Baby Boomers." The country rejoiced in its uncontested technological supremacy as Chuck Yeager broke the speed of sound and Pan American Airlines offered the first round-the-world service to its passengers. Jackie Robinson signed with the Brooklyn Dodgers and became the first black athlete to play for a major league baseball team.

In May of that year of hope and growth, forty four Municipal Clerks— forty men and four women— answered the call of Harry Reichenstein, City Clerk of Newark, New Jersey, to assemble in French Lick, Indiana, for the first meeting of the International Institute of Municipal Clerks. Back then IIMC went by the more modest title of the National Institute of City and Town Municipal Clerks. Those gathered began the important task of hammering out the basic architecture of what was to become an organization 10,000 strong. That first year they adopted an official name and a constitution, established the basic convention format, and voted in the Executive and Advisory Committees.

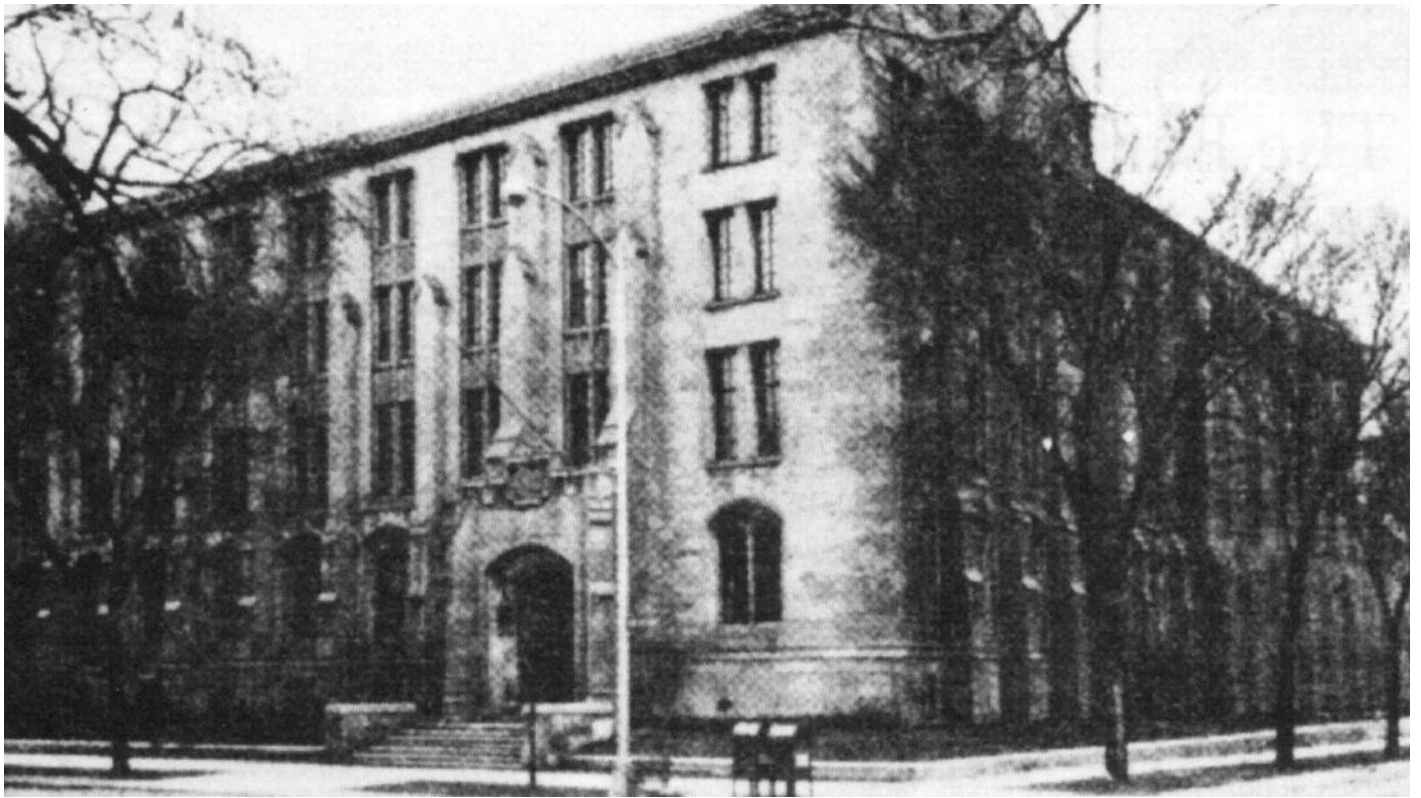
In presiding over NIMC's first meeting, John J. Coffey, City Clerk of Buffalo, New York, gave voice in his opening address to the goal shared by all those present. "We want a professional organization that will increase the prestige of the office of City Clerk. We want an organization that will permit us to engage in research on common and mutual problems. We want an organization that will, through annual and other meetings, bring us together and keep us together in a spirit of mutual assistance and honest good-fellowship. The importance of the office merits a real organization."

NIMC's found members were clear about what they wanted—a national organization to help them be "better prepared to do a better job for the City." But despite their sincere efforts, in its first year, the fledgling National Institute made what could at best be called slow progress. As Past President Joseph L. Richardson was to remember that first meeting, "the future for the Institute did not look too rosy."

All that would change in 1948, with the second meeting of NIMC in Atlantic City, New



*Welcome to 1313 E. 60th
in Chicago, Illinois — The
elegant entrance to what
would be AMA-NIMC
Headquarters until 1971*



Completed in 1938, this great gothic building housed many organizations until 1951 when AMA-NIMC took over 100% of the facility.

Jersey. There, the original group of Clerks was joined by twenty more colleagues, and together they elected Arthur J. Shinnars, Town Clerk of Brookline, Massachusetts, President—an office he was to hold for the next ten years. During his remarkable ten terms at the helm, he was to guide the development of NIMC with talent, industry and efficiency. His election marked the beginning of a steady progress which continues unabated to this day. To a great extent, it was his visionary leadership which allowed NIMC to consolidate its forces in 1949 and 1950. Convening first in Chicago, Illinois, and then in Covington, Kentucky, the Institute began to establish its name—and its reputation for well-planned and informative programs.



This cartoon was originally published in the NIMC Newsletter Nov. 20, 1948

Within four years of Arthur Shinnars' election, NIMC membership had grown from 40 to 500, and the Organization had representation in 45 of the then 48 states. The 1951 convention was held May 22-25 in Boston, Massachusetts, at the Copley Plaza, where Mayor John B. Hynes as Honorary Chairman (he was soon to become NIMC's first Honorary Member) welcomed Delegates from all 45 states, as well as guest Clerks from Canada. The program offered attendees the opportunity to attend lectures on topics ranging from "Municipal Bond Issues," and "Registration of Voters," to "Public Systems and Office Procedures." In the evenings, they were treated to a tour of historical sites in Lexington and Concord, and a New England clambake at the Mayflower Hotel in Plymouth. To honor the Canadian visitors, the four-day affair included serious discussion about the possibility of making the Organization international.

That same year witnessed another leap forward in the history of NIMC. On October 1, 1951, the doors opened to the Institute's permanent Headquarters office at 1313 East 60th Street in Chicago, Illinois. The building was dubbed the "New Home in Chicago of Public Officials' Organizations," as it was already home base to seventeen independent

National Associations of Public Officials. NIMC became the eighteenth. The new office was staffed with a full-time employee who, having access to the building's extensive joint reference library, was prepared to handle all member inquiries. The first News Letter issued out of the new office put out a call for information, reports and non-routine ordinances. Headquarters' staff began the important job of gathering and collating valuable materials for NIMC members.

The 1952 Conference at the Hotel Baker in Dallas, Texas, was hosted by City Secretary Harold G. Shank, a man who was to figure prominently in the affairs of the Institute for many years to come. Arthur Shinnars was re-elected for a fifth term, and to meet the needs and growing complexity of the expanding organization, five vice-presidents were elected to support him. The two hundred members from thirty-six states and Canada who took advantage of the "bargain" registration fee of twelve dollars—all three Conference lunches included—pronounced the Dallas meeting to be the “best ever.”

1952 was also the year NIMC produced its first formal report. In April, A Bibliography for Municipal Clerks: *Key Publications for a Key Official*, was mailed out to all NIMC members. Sixteen pages long, it contained 250 items in an inventory of information about the various aspects of the Clerk's position in municipal government. Other key developments that year included the growing impact of the still-new media of television on municipal activities. In a daring experiment which seemed likely to win public support, the citizens of Dayton, Ohio, were offered the first-ever chance to question their city officials over the airways on a weekly television program called "The Citizen Speaks."

If the Conference in Dallas was among the best NIMC put on in these early years, then the 1953 meeting at the Hotel Fontenelle in Omaha, Nebraska, was, perhaps, the most important. During the May 20-22 Meeting, Delegates from the United States and Canada discussed, and then ratified, the New Constitution of the National Institute of Municipal Clerks. The four page document outlined the Organization's official “Purposes,” “Membership Classes and Voting Rights,” “Officers and Terms,” “Powers and Duties of Officers,” “Executive Committee,” “Annual Meetings,” and “Amendments to the Constitution.” Prophetic of the Association's future expansion into international spheres, the Constitution set forth its members as “Clerks ... of municipalities in the United States, the Dominion of Canada and foreign countries.” It was printed and distributed to the membership in June of 1953.

1. CODE OF ETHICS

1. ATTITUDE OF EMPLOYEE TO PUBLIC SERVICE

I am a public employee—mindful of the fact that I am but an integral part of the entire governmental structure, and that my employment is not a personal right, but a privilege embodying a trust.

I WILL BE LOYAL

For fidelity is the foundation upon which the structure of public service rests.

HONORABLE

For stability of the public service structure depends upon honor and integrity.

EFFICIENT

For efficiency creates public confidence and assures progress in public service.

RELIABLE

For I must assume my share of responsibility knowing that my fellow employees will do likewise, thereby improving the public service.

DILIGENT

For the privileges of public trust demands by utmost endeavor in public service.

RESOURCEFUL

Ever seeking to extend my sphere of usefulness for the benefit of public service.

TOLERANT

Of the opinions and conduct of others both within and without the public service.

WATCHFUL

In public and private conduct to ever uphold the highest ideals of public service.

COURTEOUS

For courtesy greatly enhances both the value and efficiency of public service.

From the "Handbook for Employees of the City Clerk's Office,"
Los Angeles, Calif.



The first floor conference room was the NIMC "showplace," used for board and committee meetings and special receptions



The Original NIMC logo developed in 1950

The final four years of Arthur Shinnners' presidency were marked by a steady growth in NIMC membership, and by the Organization's growing importance as a clearing house for information vital to the professional development of Municipal Clerks. At the 1954 Annual Conference in Detroit, Michigan, Carl H. Chatters, Executive Director of the American Municipal Association (AMA), became NIMC's second Honorary Member. During these early years, the AMA provided the Institute with in-house secretarial and record-keeping services at their headquarters, and in recognition of invaluable services rendered, Carl Chatters was awarded what remains to this day the Organization's highest honor.

When members gathered in Chicago, Illinois, for the 1955 Conference, it was a clear indication of how far the Organization had come that President Eisenhower acknowledged the importance of the occasion by sending the following salutation:

"My greetings go to all members of the National Institute of Municipal Clerks on the occasion of your Ninth Annual Conference. I have often spoken of my belief in the importance of efficient local government, responsive to community needs. I hope your conference and efforts throughout the coming year will serve to promote such government in many American municipalities."

Congratulations and Best Wishes, Dwight D. Eisenhower

Eisenhower's note (as well as one from Vice-President Richard Nixon) demonstrated early on NIMC's effectiveness in accessing and maintaining ties between local and federal governments. From this point forward, the Chief Executive's greetings would annually reaffirm that the nation's leaders recognized and appreciated the work of Municipal Clerks throughout America.

THE NATIONAL INSTITUTE Of City & Town Clerks ... News Letter ...				
November 20, 1948				
1949 Annual Conference				
THE 1949 ANNUAL CONFERENCE OF THE NATIONAL INSTITUTE OF CITY AND TOWN CLERKS WILL BE HELD IN CHICAGO AT THE HOTEL SHERMAN ON MAY 25, 26 AND 27. CLERKS SHOULD NOW MARK THESE DATES ON THEIR CALENDARS.				
WE PLAN TO HAVE A NUMBER OF SPEAKERS WHO ARE WELL VERSED IN SUBJECTS THAT WILL BE BENEFICIAL TO ALL OUR MEMBERS.				
WE ARE INFORMED THAT THE AVERAGE RAILROAD FARE IS ABOUT 4¢ PER MILE. PULLMAN ACCOMMODATIONS ARE EXTRA.				
FOR YOUR INFORMATION WE QUOTE HOTEL RATES:				
HOTEL SHERMAN (ROOM RATES) - Chicago, Illinois				
Single Room	\$ 4.50	\$ 5.95	\$ 6.95	\$ 7.45 \$ 8.45
Double Room	7.00	8.45	9.45	9.95 10.95
Twin Bedded Room	8.45	9.45	9.95	10.95 11.95
Alcove— (Sitting Room-Bedroom Combination)	11.95	12.95	13.95	
Parlor Alcove (with Twin Beds and Connecting Twin Bedroom)	28.90			21.90
Parlor and 1 Bedroom	11.95	14.95	16.95	20.95
Parlor and 2 Bedrooms				Governor's Suite 39.95
2 Rooms Connecting Bath Between for 2 Persons	9.00	9.90		
2 Rooms Connecting Bath Between for 3 Persons	11.50	12.40		
2 Rooms Connecting Bath Between for 4 Persons	14.00	14.90		
Room for 3 Persons	10.95	11.45	12.45	13.45
Room for 4 Persons	12.45	12.95	13.95	14.95
1700 Guest Rooms			1700 Baths	

Room rates for the 1949 Annual Conference at the Hotel Sherman in Chicago.

Right:

The 4th Annual Conference held in Cincinnati, Ohio/Covington, Kentucky boasted record attendance with attendees from 36 states.



1950

CONFERENCE

HOTEL GIBSON

Cincinnati, Ohio

May 24, 25, 26, 1950

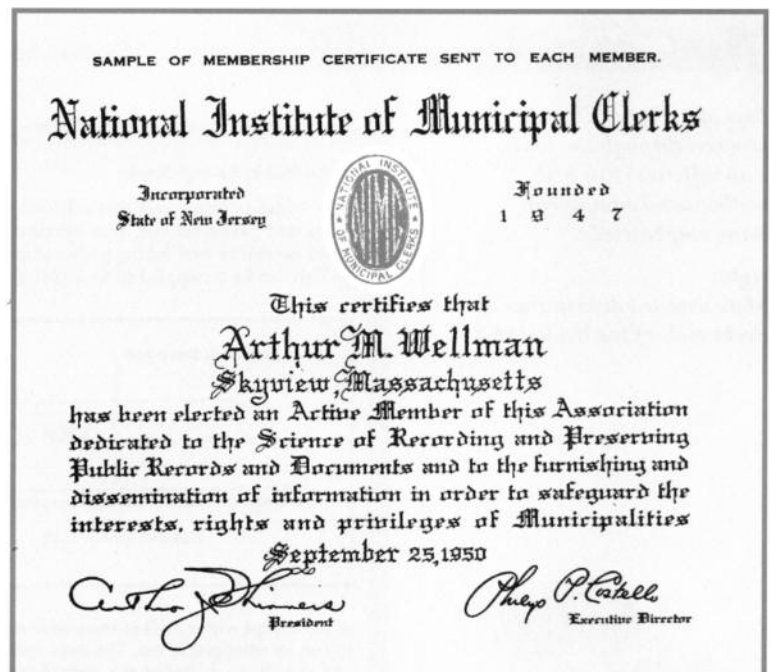


*Banquet Photo in the Ballroom
of the Hotel Shennan at the 4th
Annual NIMC Conference,
Cincinnati, Ohio 1950*

While such national recognition was no doubt gratifying, by the 1956 Conference in New Orleans, Louisiana, it was becoming clear that interest in the Organization was no longer limited to the United States. Ever increasing numbers of first-time Delegates from Canada, Europe, and Asia were testifying to NIMC's international appeal.

In 1957, at the Annual Meeting in Long Beach, California, Joseph L. Richardson from Atlanta, Georgia, was elected to succeed Arthur J. Shinnors as President, thus bringing to a close Mr. Shinnors' ten-year leadership of an Organization which began with less than fifty members, and which now had an international membership of more than 1000. As the Organization closed the 1950s, Annual Meetings in Toronto, Ontario, Canada, in 1958, and Miami, Florida, in 1959, reflected its tremendous geographic reach.

The Organization was also expanding in other ways. At the 1958 Meeting, the first rumblings of what was to become a national education program for Municipal Clerks could be heard when the City Clerk of Monterey Park, California, presented to the assembly a constructive outline for such a program. It was also notable that as the decade came to a close, women began to assume more leadership positions in NIMC. Back in 1956, Vice-President Irma Bitner, City Recorder of Salt Lake City, Utah, (who served an incredible nine years in this post!), declined to even consider accepting the position of President, citing as her reason,



*Sample of the membership
certificate sent to each
member in 1950*



JOSEPH L. RICHARDSON
NIMC President 57-59

"This is still a man's world." And, yet, in 1959, demonstrating its forward-looking and progressive appreciation for all members, NIMC elected as President Charter Member Marie K. Filarski, City Clerk of Kalamazoo, Michigan. She was the first of many women who would serve as the Organization's President.

As the fifties came to a close, NIMC members could look back over thirteen years of membership expansion and increasing services. But the Organization's growth and development in these early years was just the beginning. A new era awaited Municipal Clerks around the world—times were changing, and people were beginning to look at their city governments in a whole new way. America looked toward its future in the "Atomic Age," as would prove to be the rule, Municipal Clerks were in the vanguard of those citizens going forward bravely to meet the future head on. Ed McDowell, City Clerk of Orlando, Florida, allowed to witness the power and potential of the split atom at a nuclear test, reported back to NIMC News Letter readers:



Part of a display depicting progress through the years, with differences in both methods and equipment being emphasized.

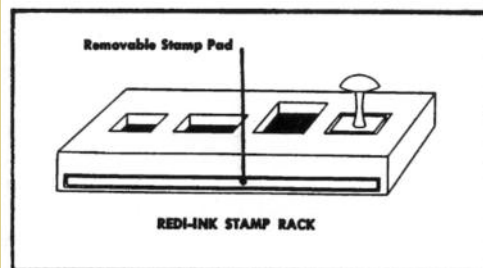
right:

More detailed descriptions of clerks tools of the trade 1953



• Redi-Ink Stamp Rack:

Make a stamp rack that will keep the stamps always inked and ready for use, thus eliminating the time and effort needed to find inking pads and press the stamp on it. This can be accomplished by building a rack to hold all



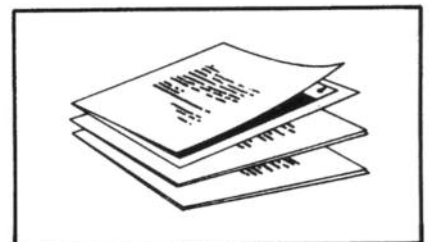
of the stamps with a built in removable stamp pad for them to rest on when not in use. The steps under the new system are as follows: 1. Select the desired stamp. 2. Grasp the stamp handle with a downward pressure and remove it from the rack. 3. Press down on the working papers. 4. Replace the stamp in the rack. The removable stamp pad can be easily replaced when it dries up, thus assuring readily inked stamps at all times.

SYSTEMS

• Simplified Stencil Filing System

It is still common practice in office duplicating departments to file mimeograph stencils by all sorts of time-consuming methods. Many blot stencils and file between newspapers—others wash stencils and roll in protective covers—some use identification labels, etc.

A great deal of this fuss, muss and cost can be eliminated by following this simple efficient filing method. Be-



fore a stencil is removed from the duplicator, run an absorbent folder through in the same manner as a sheet of impression paper, thereby imprinting a copy of the job on the cover. Remove the stencil and place inside the folder and file. The imprinted filing folder will facilitate locating a desired stencil for re-run.

SYSTEMS MAGAZINE

GLAMORIZING THE WORK OF THE CITY CLERK

Does your work seem drab and routine? Are you stumped for an annual report more provocative than a listing of umpteen ordinances, a few more resolutions and a handful of public hearings? Take a leaf from the notebook of Thad Fusco, Cleveland's City Clerk, and look for the human interest and the drama hidden in the routine operation of the office.

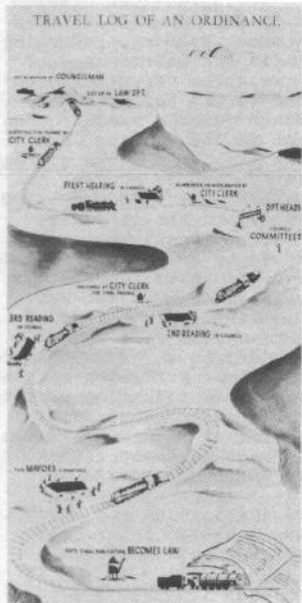


We have an idea that neither Mr. Fusco nor his information chief, Herman Bonchek, come to work every morning breathless with anticipation of a stimulating day with municipal legislation. You wouldn't know it, though, from the reports of their activities which they have incorporated in Cleveland's annual report (which they publish in its entirety). Scattered about this page are photos from their 1951-52 and 1952-53 reports. "Pictures Tell the Story" - Here are idea-starters for telling your story to give your citizens a dramatic picture of what goes on in your end of City Hall.



Above, for instance, are "Before" and "After" photos tied to Fusco's publication of Cleveland's first municipal code in 28 years. It was "27 Years" in the "Before" picture from 1951-52; they keep the chronology right.

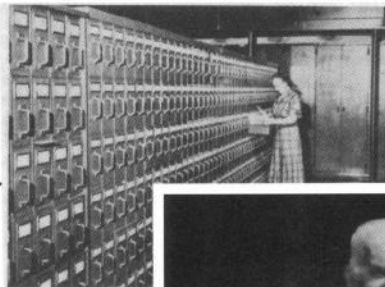
What's an ordinance around your office? In Fusco's shop it's pictured as a train. Do you cut stencils, mimeograph the thing and send it to your councilmen? Cleveland's Clerk does too, but they call it "outfitting it for its journey." An emergency clause "clears the track" for a rapid trip through the hills and valleys pictured in "Travel Log of an Ordinance."



Publication of your ordinances, minutes and other items may not run to three million words, as in Cleveland, but the total might surprise you, if you make some quick comparisons. If your output does not equal "36 average books," as pictured, try "Gone With The Wind," a metropolitan phone book, or something of the sort for comparison. Note the stacks of books and remember that you have (or are) a pretty girl, who won't hurt the picture a bit.



Highly dramatic photo comparisons are always possible with a micro-filming project. The picture of a portion of Cleveland's battery of files tells a part of the story on a microfilming project then underway. "Before" and "After" shots are good for this sort of project also.



A look at the human interest and drama hidden in the routine operation of a Municipal Clerks office.

Published July 1953



Arthur Shinnners meets Mr. Yehodab Nedivi, Town Clerk of Tel Aviv in 1955, one of many trips that would begin NIMC's expansion into an international organization

ball, billowing smoke and dust, then the fire ball assumed different colors of purple, rose and yellows; the stem shot up through the initial smoke pall and as it met the resistance of the upper atmosphere, mushroomed out into a great flat "thunder head." When this reached approximately 42,000 ft. we could see ice forming slowly on the top surface, and it looked as though there would be precipitation of snow but the "suck" of the stem pulled or folded the cloud inward toward the hot center. The cloud finally set its drift in a Northeasterly direction (a desired) and after forty-five minutes to an hour drifted away and appeared not unlike a natural vapor cloud.





15th Annual Conference banquet at the Manhattan Hotel in New York City, 1961.



MARIE FILARSKI 59-61



HAROLD G. SHANK 61-63



HARRY K. GALLAGHER 63-64



GEORGE B. WELLMAN 64-65



The Sixties

As the fifties gave way to the 1960s, America entered a period unlike any before or since—troubled and turbulent, yet infused with hope and youthful ideals. The decade began with a presidential campaign which pitted against each other two men whose visions of America would shape politics and society for the next ten years: John F. Kennedy and Richard M. Nixon. In his inaugural speech, Kennedy set the tone for the era when he exhorted his fellow Americans to “ask not what your country can do for you, ask what you can do for your country.” As the sixties wore on, however, many found reason to despair. The young President’s vision was cut short by an assassin’s bullet, racial strife plagued America’s cities, and the country found itself drawn ever deeper into a war which polarized the nation. And yet there were also moments of bright glory. Neil Armstrong fulfilled Kennedy’s dream by setting foot on



ROBERT L. RAFFORD 65-66



CARL R. ATKINS 1966



JO BENNITT 66-68



JOHN C. MARCÍN 68-69

Space Age Reporting

City Clerk E. Vernoll Sanborn has “rocketed” the town of Methuen, Mass., to the forefront in the race for first prize presented by the Massachusetts Selectmen’s Association for the most excellent town report. As the cover, pictured below, clearly shows, Clerk Sanborn has put a lot of “space” between Methuen’s report and the report of the nearest competitor. The cover, honoring Commander Allan B. Shepard, Jr.-America’s first Astronaut-who is from nearby Derry, N.H., was designed by the high school art department from suggestions outlined by Mr. Sanborn.



Winning entry for most excellent Town Report reflecting the advent of the space age in 1961



the moon, President Lyndon Johnson signed the Civil Rights Act, and as this remarkable decade wound down, Richard Nixon took visionary steps of his own toward opening diplomatic and cultural relations with the People’s Republic of China, a country which had been virtually closed to the United States since the 1950s.

Within IIMC, vision was also the order of the day. At its 1960 Annual Meeting in St. Paul, Minnesota, the Association re-elected its first woman president, Marie K. Filarski. She then oversaw the official declaration of the Organization’s expanding horizons when at that meeting, future President George B. Wellman of Watertown, Massachusetts, proposed that hereafter, “This Corporation shall be known as the International Institute of Municipal Clerks.” The proposal was accepted as a Constitutional Amendment, and it added to the occasion that among the group who voted in the change were four Delegates from the newest state, Hawaii.

Changes were in the air, both within and without IIMC. Guest speaker Guy Lutz of the U. S. Bureau of Census talked of pressing new trends in American cities-population shifts and the flight to the suburbs, the increasing complexity of traffic issues. In his Keynote Address, Carl H. Chatters summed up the past and touched on these issues and more as he looked at what the future held for the Municipal Clerk:

Municipal employees have attained in the last fifty years a high degree of professional and technical competence ... We have seen the development of literature; we have seen the development of improved methods; and we have seen the development of public official organizations in this country and in Canada ... Our clerical, statistical, and accounting work has been mechanized rapidly. You see it in your work of billing, bookkeeping, payroll matters, and in your election records ... In our own lifetime, some of us have seen the transition from the period when the City Clerk sat on a high stool at a high desk with a green eye shade... While these improvements have been going on, the world around us has been changing, too. We must look at the really big issues we face... the millions of autos, the growth of population, the implications of the space and atomic age, and the gigantic welfare problems of our state and local governments.

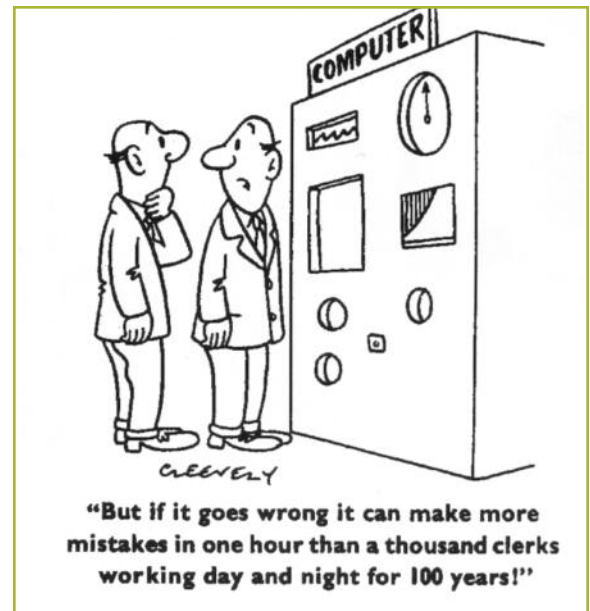
The pressure of its members’ changing needs gave birth to new ideas, and IIMC began to consider developing a public relations training program for all municipal employees. Increasingly, City Clerks were becoming aware of their vulnerability and visibility as the public face of local government. It had often been noted that the office of City Clerk, “can truly be called the hub of government. It is the Clerk who is the contact between the citizens and the government.” IIMC began now to increase its efforts to make sure that every one of its members was ready and able to meet the challenges of their posts.

And the members, for their part, continued to affirm their faith in their Institute. By the 1961 convention in New York, New York, they numbered more than 1,500. Thirty six states were represented at that Conference, including Alaska and Hawaii. The dynamic City Secretary of Dallas, Texas, Harold G. Shank, host of the 1952 convention and former Vice-President, was elected President, becoming the first non-charter Member to attain that office. Outgoing President Marie Filarski's Annual Report indicated how the duties of this position were also evolving, and becoming increasingly cosmopolitan as the Organization's sphere of influence continued to grow. During her year in office, Filarski traveled to New York to meet with IIMC members, and represented IIMC at the International Union of Local Authorities in Tel Aviv. When a membership campaign was organized in September of 1961, chairmen would be chosen for all the states, Canada and Israel.

The 1961 Convention theme focused once again on the current trends challenging America's cities and, by extension, those with the job of City Clerk. In his speech, Keynote Speaker John J. Corson, Chairman of the Municipal Manpower Commission, spoke of the "urban boom," predicting that by 1975 "two-thirds of all Americans will live in metropolitan centers." He also spoke of the growing demand for "qualified" municipal employees to meet the new demands created by such changes. The moderator of a panel session on "Pitfalls for the Public Servant" set the tone for the meeting as a whole: "introspection, turning the outward eye inward, and examining ourselves and our jobs."

Such discussion and introspection were paving the way for what was to be one of IIMC's most significant achievements. The idea of a professional education program for Clerks began to take on clearer form as Canadian members from Ontario and British Columbia described the three and four-year study courses conducted through universities in Canada. These courses allowed city officials to seek continuing education on such key issues as history, government functions and municipal organization.

The theme of professionalization and qualification continued to evolve at the May 1962 Annual Meeting at the Jack Tar Hotel in San Francisco, California. In fact, a little contest was run to determine who could put forward the best plan for the professionalization of the City Clerk. C. K. Priest, City Clerk of Costa Mesa, California, was chosen to speak. He argued that the office of City Clerk was beginning to lag behind others such as City Manager and Director of Finance, and warned that if City Clerks did not soon set up their own



Thoughts about computer technology in 1962 From the Tax Administration News



Recent ORDINANCES Available

This list of new ordinances may contain one or more of current interest to you or your city council. Through the courtesy of your colleagues, copies are obtainable upon request to the IIMC Chicago office:

- Prescribing fallout shelter standards (Kingsville, Texas)
- Governing pedestrians crossing streets (KalisPELL, Mont.)
- Regulating public and private parking lots (Bemidji, Minn.)
- Requiring registration of motel and hotel guests (Fremont, Calif.)
- Regulating laundrettes and laundries (Englewood, N. J.)
- Offering snow removal service (Berlin, Wis.)
- Governing conduct of golf tournaments (Denver, Colo.)

A list of new ordinances of concern to the populace in 1962



17th Annual Conference
in Columbus, Ohio 1963

criteria and standards, state legislatures would step in and do it for them—effectively demoting the City Clerk from his or her traditional status as a municipal officer to that of city employee.



Some great press for municipal
clerks in 1964, including
membership chairmen,
correspondents and
conference coordinators

Priest acknowledged that IIMC members might well be skeptical about the ideas of fixed standards, "for being City Clerks we are used to thinking for ourselves, setting up the standards for the operation of our own offices, and we dislike outside interference ... Most of us have learned the hard way by experience that there's a great deal in our office that you cannot learn from textbooks." Nevertheless, he argued, a crisis was at hand brought on by the evolution of local government.

The solution he outlined was threefold, and would prove to be truly prophetic in the coming years. In the first place, he felt that IIMC, working through the state college systems, needed to develop a training program whereby Municipal Clerks could get a grounding in knowledge not ordinarily available in the daily running of the office—background in the theory and practice of local government not only in their home states, but in other states and even other countries. Second, he argued, City Clerks needed to make their proficiency a matter of public record with that tangible, official symbol of worth, "a certificate of professional competency." And last, like the members of the medical and legal professions, the professional Municipal Clerk needed a code of ethics.

At that same eventful 1962 meeting, Harold G. Shank was elected to a second term as President. In addressing the assembly, he introduced a proposal which would profoundly affect the future course of IIMC. By that time, IIMC could claim 1,600 members, and the Organization was beginning to strain the limits of its administrative staff. The Amer-

ican Municipal Association had one idea of how to solve this problem. Pointing out that a completely independent Headquarters would be expensive to maintain, the AMA offered to take over the practical running of IIMC. For about half of the cost of an independent operation, the AMA could provide IIMC with an Executive Director, operate the information center, prepare special bulletins and reports, and publish the monthly News Letter.

President Shank's proposal caused an uproar at the San Francisco Convention. Delegates demanded that it be submitted to a full membership vote. It was printed and sent out to all members-and was roundly rejected! IIMC's members' message was loud and clear. They wanted their own independent Organization. In March of 1963 by unanimous vote of the Executive Committee (with a little financial help from the AMA), IIMC established its first full-time, independent Headquarters. Conveniently, the change did not necessitate a major relocation. The AMA, which had previously occupied most of the 1313 East 60th Street space, relocated to Washington, leaving the majority of the offices to the IIMC. John Kerstetter, AMA Associate Director in Chicago since 1954, was hired as the first IIMC Executive Director to oversee the running of the office, which officially opened on July 1, 1963.

To round out the achievements of that important year, in February of 1963 IIMC's first Directory was mailed to all members. And, simultaneously, the staff at 1313 debuted an infinitely useful Forms Book. Thus, it is no surprise that membership continued to grow. That May, at the Convention in Columbus, Ohio, the ever increasing ranks elected Harry Gallagher, of Plaquemine, Louisiana, to succeed Harold G. Shank as President.

Early in 1964, IIMC took to heart Priest's advice about tangible symbols of competency and worth. It began issuing Membership Certificates to members and pins bearing the IIMC monogram to Past Presidents of State and Provincial Associations in recognition of excellent service rendered. The Conference this year was held in the colorful city of New Orleans, Louisiana. George B. Wellman of Watertown, Massachusetts-founding member and the man who put the "International" in the Organization's title-was elected President. Attendance was outstanding at this largest-ever convention, with four hundred and ninety-two Municipal Clerks, spouses and other guests attending.

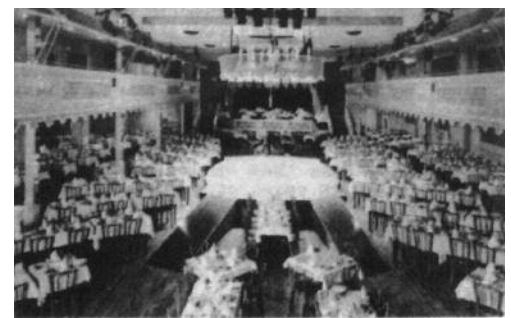
Over the years, the Institute's monthly News Letter was proving to be an entertaining and dependable forum for the sharing of important information, trade secrets and even just fun tidbits. An item in the October 1964 News Letter gives an idea of the variety of material members could



**Gentlemen
Prefer
Blondes**



Especially delightful entertainment will make your wednesday evening at the IIMC's New York convention one long to be pleasurably remembered. Comfortable buses on a late-afternoon departure schedule will convey the entire convention, via the scenic Hudson River highway and over the George Washington Bridge, through the rolling hills of North Jersey to Cedar Grove and the worldfamous Meadowbrook musical theater-restaurant for a delicious dinner



and a "first night" in-the-round presentation of one of Broadway's finest musical comedies, as captioned above and starring Mamie Van Doren, whose photo some of our particularly perceptive members may also have noticed above. After the show two orchestras will provide music for dancing until ? while some return buses patiently wait - after other buses have conveyed "early-to-bed" members back to the Americana at their convenience.

A fun approach announcing the upcoming 19th Annual Conference in Denver, Colorado 1965.

One reason to attend the Annual Conference in 1966



The humorous side of voting in the sixties

PROFESSIONAL EXCHANGE

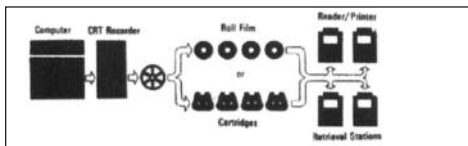
Overcrowded? Use Microfilming by

HAROLD L. COREY

Town Clerk, North Kingstown, Rhode Island



Everyone is familiar with the problem of overcrowded office space, especially in the cabinets and shelves which house important records, documents, and licenses. Equally wasteful and perhaps more frustrating is the time spent searching for a particular item and refiling it after its use. Microfilming is a process which economizes dollars, space and time. It allows records which accumulate in a busy office to be stored (and easily retrieved) in 2% of the space needed for the original volumes. The cost of microfilming is only half of the older and more clumsy photostatic process. The equipment involved, cameras, projectors, printers and readers, provide years of continued service and more than pay for their initial investment.



Technology Moves On.
In 1968 the use of microfilm provided a giant step toward maximizing space and increasing efficiency in the office

right:
Although available since the mid '50s, the Automatic Voting Machine had still not been universally accepted in 1967

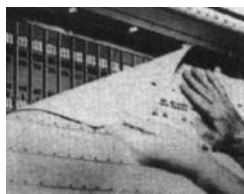
held its Annual Conference at the Brown Palace Hotel. Dubbed the "Summit Conference in the Mile High City," this gathering saw the election of Robert I. Rafford -Borough Clerk of

Hasbrouck Heights, New Jersey-President. Inflation had kept pace within IIMC, of course, as it had everywhere else, and registration had risen to \$35 for a Delegate and \$22 for guests. Room rates were \$12 a day for a single and \$18 for a double at Denver's most elegant hotel.

As IIMC approached its 20th anniversary, the Organization began to witness the passing of some of its founding members. In October of 1965, the News Letter had the melancholy task of reporting the death of Irma Bitner, City Recorder of Salt Lake City, a member of that original small group who met in French Lick in 1947. She had served the Organization for nine years as the first Vice-President.

VOTING MACHINES

The PRINTOMATIC which is made by the AVM Corporation, has been on the market for ten years. It has an exclusive feature which provides multiple printed copies of the total votes cast for each candidate, and question thirty seconds after the close of the polls. This system eliminates error-producing and time-consuming manual transcription of vote totals. In addition, the Printomatic provides a printed proof sheet or a printed record of the readings shown on every registering counting dial as it appeared immediately prior to the opening of the polls. (Jamestown, New York.)



Applying the printer pack (proof sheet and multiple copies of the tally) to the back of the Printomatic Voting Machine.



Tally sheets being taken from the back of the Printomatic voting machine.

look forward to each month. City Clerk William A. Pratt of Gainesville, Florida, in doing some research had discovered that there was a single reference to Municipal Clerks in the Bible, in Acts 19: 32-41. From this fact he developed the following "Prayer for the Clerks," which he shared with News Letter readers.

Almighty God: Bless we pray Thee, the Municipal Clerks, giving us the grace to love our fellow men, as likewise did the Town Clerk of Ephesus show gracious considerations for his people and to St. Paul in olden times through Jesus Christ, our Lord. Amen.

IIMC's 20th Annual Conference in 1966 brought members from around the world to the Americana Hotel in New York City. Carl R. Atkins, energetic City Clerk of Fort Smith, Arkansas, was elected President through the Organization's now-standard practice of filling its most prestigious post through the orderly promotion of incumbent Vice Presidents. IIMC thus ensured that its leaders were seasoned and knowledgeable

by the time they assumed this important position. The Conference attendance record so recently set in New Orleans was quickly eclipsed in New York as five hundred Municipal Clerks and guests assembled to witness Past President Harold G. Shank receive the Presidential Award, “in recognition of his steadfast determination that our Institute should deservedly become a leader among like organizations, his perseverance in advancing toward the goal despite obstacles and discouragements and his dynamic presidential leadership.”

At that same Convention, the long-hoped for goal of a professional career development program for Municipal Clerks came one step closer to being realized when the Chairman of the Professionalization Committee presented a series of recommendations for a Certification Program. The Program was based on a course of study developed by a committee in conjunction with educators from one or more universities. This meeting also ushered in the first dues increase in two decades. Members were good-natured-even generous-in accepting the increases which ranged from a \$5 hike (from \$10 to \$15) for those serving populations of less than 20,000, to a \$25 increase (from \$100 to \$125) for those in cities of more than 300,000.

In September of 1966, political upheaval in the town of Fort Smith, Arkansas, resulted in Carl Atkins being removed from his position of City Clerk, thus disqualifying him from his appointment as President. Although such a situation had never arisen before, IIMC's Constitution was well designed to cover all contingencies. Following the guidance of the Constitution (which requires that such vacancies be filled “by a majority vote of the Executive Committee”), Members quickly responded to the emergency by unanimously electing First Vice-President, Jo Bennitt, City Clerk of Lakewood, California, President.

The year was to end with a series of sad losses. On December 9, 1966, John Kerstetter resigned as Executive Director of IIMC, after three years at the post. On December 29, Arthur J. Shinnars, the Organization's President from 1948 to 1957, passed away at 82. In many ways, Arthur Shinnars' passing marked the end of an era. During his years in office he had logged 850,000 air miles visiting 74 countries throughout the world to meet and connect with Municipal Clerks. To immortalize his memory, Charter Member Harry S. Reichenstein donated an oil portrait of Past President Shinnars to the new permanent Headquarters. Finally, early in 1967, Marie Filarski, one of IIMC's most popular Presidents, also died.

Yet, even as IIMC began to lose its intrepid Founders, their vision in the Organization marched on. Members continued to expand the boundaries of IIMC's goals and services with innovative ideas like that of Executive Secretary William J. O'Malley, who proposed that IIMC serve as a



The Computer in Circuit Court in 1968.

A System/360 Model 40 providing information for the IBM 2260



PROFESSIONALIZATION COMMITTEE DEVELOPS CERTIFICATION PROGRAM



J.B. Adamac

Doris Brown

Henry Sherwood

A new era begins in 1968, with the implementation of the regional 3-year seminar program for Municipal Clerks. Developed by then 3rd Vice-President J.B. Adamac, Doris Brown, City Clerk of Santa Ana, CA, and Henry Sherwood, Village Clerk of East Aurora, NY

Headquarters for a City Clerk Consulting Service. He suggested that City Clerks who retired early but were still interested in local government could, through IIMC, connect with new Clerks, or that those with specialized knowledge could serve as consultants to established Clerks.

Early in 1967, Past President Robert Rafford, Clerk of the Borough of Hasbrouck Heights, New Jersey, helped to keep the hope of a professional education program for Municipal Clerks alive when he offered a class at Rutgers University on "The Duties of the Municipal Clerk." Other classes,

and programs were beginning to appear across the country and in Canada. In June, Senate Bill 230 would direct the University of Illinois to establish a Municipal Clerks Training Institute for both standing and newly appointed Clerks.

In May of 1967, at the Convention held at the Statler Hilton in Los Angeles, California, Jo Bennett, who had been serving as President since the previous September, was elected to continue in the post for the '67-'68 term. Thus, it was she who oversaw the move of IIMC Headquarters on June 2, 1967, to new offices in the Museum of Science and Industry at Lake Front and 57th Street in Chicago. At the Convention that year, members adopted the following Code of Ethics, proving that even as history marched on and America's social fabric began to unravel, certain time-honored values were being preserved and upheld in at least one office of government:

BE IT REMEMBERED THAT I HOLD AN OFFICE OF PUBLIC TRUST, AND AS THE MUNICIPAL CLERK OF MY CITY DO BY THESE PRESENTS PLEDGE
To uphold constitutional government and the laws of my community.
To so conduct my public and private life as to be an example to my fellow citizens.
To impart to my profession those standards of quality and integrity that the conduct of the affairs of my office shall be above reproach.
To be ever mindful of my neutrality and impartiality, rendering equal service to all.
To record that which is true and preserve that which is entrusted to me as if it were my own, and
To strive constantly to improve the administration of the affairs of my office consistent with applicable laws.
Realizing the aims and purposes for which our Government was established, these things I subscribe so to do.

In 1968, IIMC members convened in Miami Beach, Florida. That May, John C. Marcin, City Clerk of Chicago, Illinois, was elected President. The most exciting news from the Annual Meeting that year was the realization of a long-cherished goal-concrete plans were laid for IIMC's first summer seminar for Municipal Clerks. The week-long pilot project was set for Syracuse University in Syracuse, New York, the week of August 11- 16, 1969. Enrollment was limited to the first 100



members who applied, and their \$150 tuition fee covered everything but transportation to and from campus. Education Committee members promised that this marked only the beginning of a long-range plan to help upgrade the “image, position, and income of Municipal Clerks.” Eventually, IIMC hoped to offer a complete program of three summer seminars and two special projects, and to confer National Certification upon those completing the agenda. Such a program, it was hoped, would put to rest once and for all any question of the City Clerk’s “professional” status, and help both to eliminate regional biases and to create a sense of unity among Clerks.

Throughout the rest of 1968 and the early part of 1969, the Education Committee hammered out the details of the Syracuse curriculum and planned follow-up strategies, including the development of other regional, and eventually, state Institutes. In addition, the Committee finalized the details of the National Certification plan-on top of completing three summers’ worth of course work, certification would be based on a candidate’s accomplishments as a Municipal Clerk, the time he or she had served in that capacity, and his or her ability to pass a certification test set by IIMC. Of the 100 Clerks who attended that first IIMC seminar, 64 would complete the program and graduate in three years.

The 1969 Annual Conference in St. Louis, Missouri, saw Joseph T. Carney, of Englewood, New Jersey, ascend to the President’s office. His first official act was to push forward efforts to get the third week in May declared a national “Municipal Clerks Week” by President Richard Nixon and the 91st Congress. Although it would take many years to win the Presidential Proclamation, from this point on, the majority of local governments would take time out in May to honor their Municipal Clerks, Records and Secretaries. Later that year, President Carney was to expand the scope of IIMC’s international influence with a visit to Israel, in which he was able to enroll a number of Town Clerks from that country as members.

As the turbulent '60s came to a close, IIMC members were able to take stock of the significant progress made by their Organization in a time of increasing turmoil in American cities. Education and professionalization had been their goals in the decade’s early days and they had met these self-imposed challenges with a creative blend of career development programs, a national certification plan, and a professional code of ethics. The founding members’ legacy lived on in the highly visible, nationally recognized Institute of Municipal Clerks whose members had taken the bull by the horns in a period marked by political unrest, lack of direction and uncertainty.



A few highlights of the 23rd Annual Conference in St. Louis, Missouri 1969





*New IIMC Headquarters on
Altadena Drive in Pasadena,
California, Summer 1971*



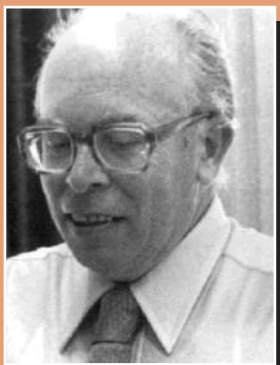
JOSEPH T. CARNEY 69-70



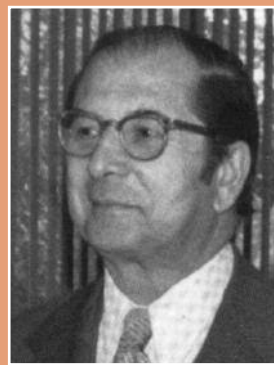
JAMES T. GARRARD 70-71



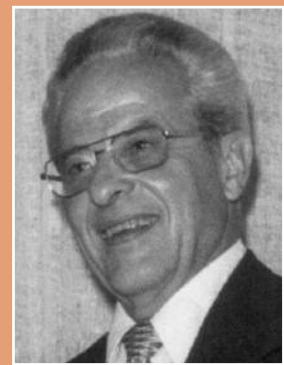
JON B. ADAMAC 71-72



W. DUDLEY BIRMINGHAM 72-73



FERNANDO J. SERAFINI 73-74



KENNETH K. LYBOLT 74-75

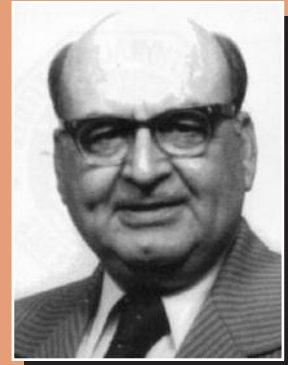
The Seventies

As the '70s dawned, the trouble which had been brewing in America's cities and government gathered and broke as crisis followed crisis, making this one of the darkest periods in the country's history. New York City greeted the new decade with a postal strike that eventually spread to Akron, Philadelphia, Chicago, Boston, Denver, and the state of California. The Vietnam war dragged on, even as anti-war sentiment back home swelled, turning the country's campuses into hotbeds of protest and culminating in the tragedy of four dead and nine wounded students at Kent State University in Ohio. Watergate, the oil crisis, race riots, spiraling inflation and unemployment rocked the American public, overshadowing the gradual subsiding of the Cold War and improved diplomatic relations with China and Russia. By the end of the decade, inflation had reached the highest point in 33 years, and a crisis in which Muslim revolutionaries took 66 Americans hostage in Iran proved to be the death knell for Jimmy Carter's presidency.

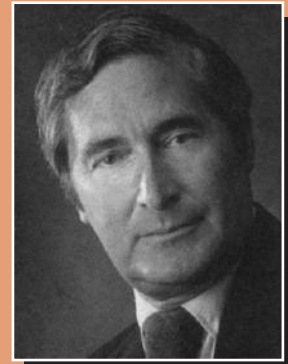
Yet, in spite of the tumult in America's cities, IIMC's plans for the improved education and certification of Municipal Clerks were moving along apace. In March of 1970, an International Institute of Municipal Clerks Foundation fund-a precursor to the Municipal Clerks Education Foundation-was established with a \$3000 gift from IIMC. Joseph T. Carney also donated a sum from the Erma A. Carney Memorial Fund, and pledges were made by the other 12 individual board members. At the first Foundation Board meeting in Denver in January of that year, Joseph T. Carney announced the success of his applications for special grant money; IIMC was to receive \$10,000 toward a library and research facility. In recognition of President Carney's efforts, Board members unanimously agreed to name the facility the Erma A. Carney Memorial Library.

At that same Denver meeting, the Board reviewed the first Syracuse education program and declared it a success, both in numbers and format. Encouraged, they urged the Education Committee to work toward establishing a standard format for summer seminars, with an eye toward sanctioning state educational programs in the future. While in Denver, the Board also made its final decisions for Certification requirements. To qualify, City Clerks would need to be IIMC members; they would need to be sponsored by another member who could attest to their ethical character; and they would have to accumulate one hundred points in a flexible system wherein seminars and college courses, work experience and achievement were credited with a certain number of points toward that goal. The final requirement would take the form of a written examination. The Board's decision met with nearly unanimous member approval-more than 100 Municipal Clerks would apply for Certification the first month it was offered.

That May the Annual Meeting convened at the Traymore Hotel in Atlantic City, New Jersey. James T Garrard, City Clerk of Beaumont, Texas, was elected President. Once more the Organization found itself searching for a new, permanent home for their Headquarters. Also-a sign of the times-the Executive Committee felt obligated to vote for another slight increase in dues.



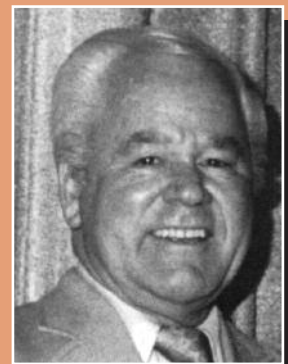
JAKE INSELMANN 75



JOSEPH VALENTI 75-77



DONNA CULBERTSON 77-78



REX E LAYTON 78-79



In the summer of 1970, the Organization expanded its commitment to education by opening the annual summer Institute to participation by Deputy Clerks, a perquisite, heretofore, restricted to Municipal Clerks. A second program was also added to accommodate the growing number of applicants. The two, week-long August sessions were sponsored jointly by the IIMC Foundation and the Continuing Education Center for the Public Service of Syracuse University. Tuition was

set at \$150, and included registration fees, housing, meals, books and supplies.

The August 1970 *News Digest* (as it was now called) proclaimed that the Certified Municipal Clerk (CMC) program was all set to go. The Application forms were ready, and the written exam awaiting the Board's final approval. To cover the cost of processing applications, administering the exams, and producing the certification pins and certificates, applicants would be asked to pay a \$20 fee. The Certification Board announced that it hoped to begin processing applications by the first of September.

The 1971 Annual Conference in San Antonio, Texas, saw the election of IIMC's first International President when Jonathan B. Adamac of Windsor, Ontario, Canada, ascended to the Organization's highest office. Adamac would be remembered for his perspicuous suggestion that a biennial salary survey would help to assure Municipal Clerks in all regions and countries an equitable salary. Unlike the attendees of past IIMC Conferences, members who attended the 1971 Conference would have to rely on their memories alone when they later reminisced

about the event. The IIMC official photographer, who had so often provided fun and informative convention snapshots to the *News Digest*, discovered that all three rolls of film he shot in San Antonio were blank! Small glitches aside, interest in IIMC's work and increasingly effective membership drives had by the 1971 Conference resulted in a new record high of 2,100 members.



THE TAX MACHINE



A political cartoon by John W. Smith. It depicts a massive, shrouded figure, resembling a giant or a statue, being constructed or assembled. Several men are perched on ladders of varying heights, working on different parts of the figure. The figure is covered in a heavy, draped cloth, with only its head and some limbs visible. The scene is set on a rocky, uneven ground. In the lower-left foreground, a sign on a post reads "MEN AT WORK ON TAX REFORM". The cartoon is signed "J. W. Smith" in the lower-right corner.

27



Open House at the new Headquarters in Pasadena, California 1971

Lois Anderson, a native Californian and City of Pasadena employee for six years, was selected to be the Office Secretary at the new Headquarters. For the next fifteen years, Anderson would organize and run the Office, hire and train all staff, balance the books and implement the administration of IIMC's Certification Program. In between, as former Executive Director John Hunnewell would remember, "she also found time to handle any inquiry from a member on a personal basis." That October, IIMC celebrated its smooth relocation with an Office open house and party, at which the mayor of Pasadena was a guest.

In 1972, IIMC's 25th Silver Anniversary Conference was held in Calgary, Alberta, Canada. This was fitting, for among its 2,105 current members, IIMC could now count 127 from Canada and 24- from overseas-including its first member from Australia. Delegates paid \$50 for the privilege of attending this Conference held in the shadow of the Canadian Rockies, where they elected W. Dudley Birmingham, CMC, Town Clerk of Wethersfield, Connecticut, President. During his tenure, President Birmingham would work diligently to network with agencies in the federal government and with other associations-an objective still important to IIMC today.

President Birmingham also worked to expand IIMC's committee structure and to refine individual committees' responsibilities. He established the tradition by which each President personally reviews all committee appointments. He also sought to select indi-

viduals on the basis of their contributions to the profession, thus helping to assure that committee membership reflected the Association's demographics. This multi-committee structure was quickly becoming one of IIMC's most viable strengths, allowing the Organization to tap the experience and knowledge of its diverse membership. The various committees served to bring members into the workings of the Association, permitted an assessment of their skills and dedication, and encouraged them to assume important, decision-making positions.

Members who attended the Syracuse summer program that May were offered "a program to familiarize the City Clerk with the theory and practice of all phases of city government." The course featured Dr. Copeland's 'PRINCE' system-a new analytical method for exploring political strategies to community problems.



Newly designed CMC tie tack and scarf pins 1973

The Municipal Clerks who attended that particular Institute session would take back to their Communities techniques which they could translate to analyze any problem confronting them on the local level.

By the end of the year, IIMC had found its new Executive Director in the person of John J. Hunnewell, a native of Newport, Rhode Island, with a B.S. in Political Science from the University of Rhode Island, and an M.A. in Governmental Management from Carnegie Mellon in Pittsburgh, Pennsylvania. Among his many other duties, Hunnewell assumed responsibility for the content and publication of the *News Digest*.

Speaking of the *News Digest*, 1972 was the year that IIMC turned over the publishing of it to their long-time vendor the Book Publishing Company in Seattle, Washington, which offered to print each issue for \$250, plus the privilege of selling advertising in its pages. Naturally, IIMC would continue to furnish material for the stories, to edit its contents, and to pay for its mailing costs.

Nineteen seventy three found IIMC Delegates in Phoenix, Arizona, hometown of President W. Dudley Birmingham, CMC, who turned over the leadership of the Organization to Fernando J. Serafini, County Clerk and Recorder of Denver, Colorado. President Serafini would make his mark on IIMC in the field of election administration and records management by establishing contacts with several county and national organizations concerned with these areas of municipal and county governance. More than six hundred people attended this Conference held at Del Webb's Town House.

As part of the Conference agenda this year, Delegates considered a procedure by which universities and colleges around the United States and Canada could be officially recognized as offering Municipal Clerks Institutes meeting IIMC's CMC educational requirements, based on the Syracuse model. Members approved the procedure, setting the stage for expansion on the education frontier. By October, four new universities would offer development seminars meeting the IIMC requirements. As Ivan L. Waite succeeded Edythe Campbell as Education Committee Chair, Mississippi State University, Florida Atlantic University, the University of Georgia, and the University of Arkansas all offered their first IIMC-approved programs.

To honor the growing ranks of Certified Municipal Clerks, the Executive Committee approved \$2,500 to produce new two-color, laminated certificates and the long planned for pins. A nice photo of them appeared in the updated version of the *News Digest*. By year's end, 42 more Municipal Clerks would be certified, raising the grand total to 352.

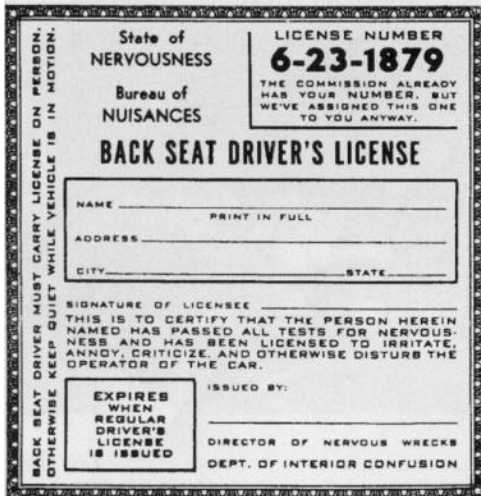
The 637 members who convened in Norfolk, Virginia, in 1974, elected Kenneth W. Lybolt, CMC, City Clerk of Midland, Michigan, President of the Organization. Lybolt's presidency is remembered for his careful nurturing of the IIMC Reference Library-he collected



*The IIMC Executive Committee
Mid-Year meeting in 74,
reviewing policies and the next
year's budget.*

*Enjoying the 28th Annual
Conference in Norfolk,
Virginia, 1974*





Though not typical of licenses issued by Municipal Clerks, this imaginative collectors item was distributed for over 10 years by George F. Bunker of Sterling Heights, Michigan

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state manuals from around the country—and for his role in clarifying the responsibilities of the directors and the Board of Directors. Delegates to the '74 Convention also voted in two constitutional changes—one, fine tuning the nature of regional representation, the other giving member Deputy Clerks voting rights. Workshops were a big draw at this Conference, with eighteen general and special sessions offering discussions on such topics as federal legislation, election developments, records management, and codification agenda preparation.

IIMC Delegates returned to Denver, Colorado, for their Annual Conference in 1975, exactly ten years after they had first visited America's mile-high city. They elected Jake H. Inselmann, CMC, of San Antonio, Texas, President. Tragically, President Inselmann became the first IIMC President to die in office in November of that year. Vice President Joseph V. Valenti, CMC, Municipal Clerk of Woodbridge, New Jersey, stepped in to fill the void. Valenti's dedication to the Organization was to prove abiding. For more than twelve years he would serve with honor as Chair of the IIMC Certification Committee. Valenti was also the first IIMC President to visit a state without a Municipal Clerk's Association and encourage Municipal Clerks there to organize one.

In other ways, 1975 was to prove a banner year for IIMC. New members clamored to join the ranks. By year's end 590 new Municipal and Deputy Clerks had joined, bringing total membership at the middle of the decade to more than 2,700. The number of Clerks' Institutes was also growing exponentially. The Institute at Iowa State University, the New England Regional Institute, and the University of Kansas Institute were the latest to join the group of college level career development programs which qualified for CMC recognition. The seventeen standing Institutes included programs at University of California at Santa Cruz (CEPO), the University of Arkansas, Mississippi State University, Florida Atlantic University, the University of Illinois, the University of Alaska, the University of Missouri, North Texas State University, the University of Georgia, Syracuse University, Central Washington State College, Michigan State University, and the University of Nebraska at Omaha. Queen's University of Kingston, Ontario, was also recognized for Canadian Clerks participating in the Association of Municipal Clerks and Treasurers (AMCT) program.

New members may have been drawn to the stability and solidarity of IIMC partly in response to the plight of America's cities and the progressive changes sweeping across American society. The National League of Cities' survey of the country's mayors and councilmen, summarized in the June 1975 *News Digest*, made it clear that people were beginning to fear for their cities' future. Elected officials were worried about adequate housing, as well as how they were to meet the garbage and sewage challenges of the coming years. Many noted the beginnings of severe voter apathy—in De Kalb, Illinois, that year, only 1,378 out of 20,000 voters turned out for a city council election. The September *News Digest* spoke of yet another Movement which was beginning to shake up the foundations of the American status quo, presenting a cover story on the problems of "Stereotyping Women's Role in Government."

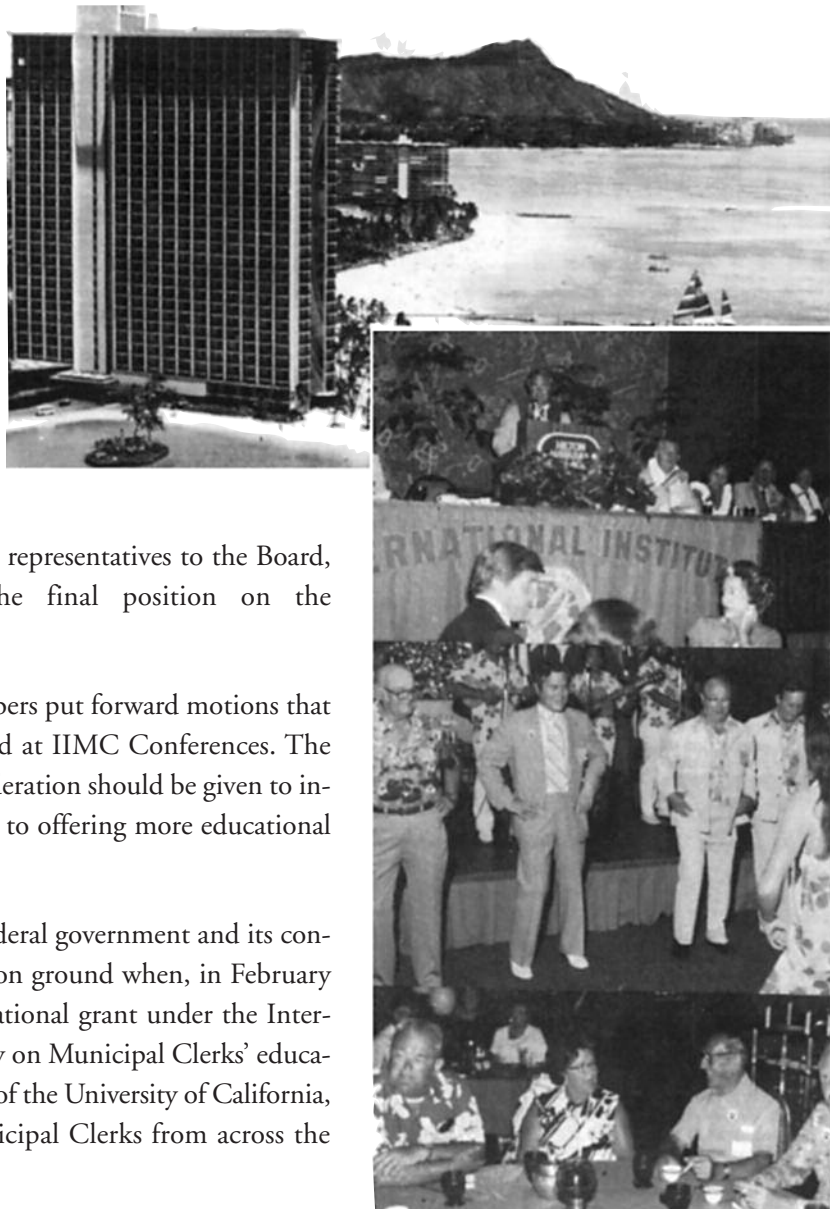
In May of 1976, some 380 IIMC Delegates said aloha to their stateside homes and journeyed to Honolulu, Hawaii, for their Annual Conference. Joseph V. Valenti, CMC, was asked to continue as President for the coming year. Following through on a motion passed the year before, the IIMC Executive Committee was expanded at this meeting from 19 to 21 members, and was reorganized according to a regional model—ten regions would now each elect two representatives to the Board, with the immediate Past President holding the final position on the Committee.

At the Mid-year Executive Committee meeting, members put forward motions that more workshops and educational programs be offered at IIMC Conferences. The Goals Steering Committee stressed that priority consideration should be given to increasing IIMC's influence on Federal Legislation, and to offering more educational opportunities at the local or regional level.

IIMC's increasing interest in its relationship to the Federal government and its continuing attention to member education found common ground when, in February of 1976, the Organization was awarded a \$27,000 national grant under the Intergovernmental Personnel Act to fund a six-month study on Municipal Clerks' educational needs. With the help of the data analysis services of the University of California, Santa Cruz, researchers compared the views of Municipal Clerks from across the country as to their current educational requirements.

IIMC's Federal ties were strengthened further this year when Past President W. Dudley Birmingham along with former Director Lyall A. Schwarzkopf were appointed to the Advisory Panel of the Clearinghouse of Election Administration of the Federal Election Commission. The panel advised the Clearinghouse on election administration projects—election processes, voting equipment, ballot problems and voter registration. Through their service, these IIMC members were able to bring their expertise in municipal government to the aid of the Federal government—much to IIMC's credit, whose national network of well-educated Municipal Clerks proved an unparalleled source of vital information at a time when America's elections were feeling the strain of civil unrest and the difficulty of implementing the Voting Rights Act.

Membership continued to grow steadily this year, and Michael J. Cruz, of Chicopee, Massachusetts, would go down in history as the 3,000th IIMC member to sign up. Along with increasing membership, the Organization was proud to include in its numbers more and more Certified Municipal Clerks, graduates of its various regional programs. Arizona State University, the University of Colorado and Louisiana State University joined the growing ranks of regional Institutes, becoming the 18th, 19th and 20th members of this network. More than 550 Clerks had graduated from the Organization's Certification Institutes in the United States, and more than 830 Canadian



*Celebrating America's
bicentennial and the 30th
Annual Conference
in beautiful
Honolulu, Hawaii
in 1976*





Clerks, Treasurers, and other officials had completed the AMCT courses offered at Queen's University in Kingston, Ontario.

Delegates to the 1977 Annual Conference in Kansas City, Missouri, elected as President Donna Culbertson, CMC, of Phoenix, Arizona. An active leader, Culbertson ushered in a new era of public relations for IIMC. She introduced the custom of sending personalized announcements of CMC awards to the local news media of all recipients. Through her contacts in the field, she strengthened IIMC's relationship with outside organizations such as the Association of Records Managers and Administrators. Following the example of Past President Kenneth W Lybolt, President Culbertson continued to build the Organization's Reference Library, focusing on the topics of Records Management and Technology.

By 1977, IIMC's quest to professionalize the position of Municipal Clerks through education was moving forward under its own steam. In March, the Organization received the results of the previous year's National Education Needs Assessment Survey, which indicated a widespread desire for still more information and education. In response to the Survey, the Executive Committee at its Mid-year meeting adopted the largest budget in IIMC history, at the same time proposing the first rates increase in eight years to cover the costs.

This year's two-day session was held for the first time at IIMC Headquarters in Pasadena. The Education Committee members in attendance drew up a list of Educational "Needs" which reflected an understanding of the broad educational issues in need of discussion-topics such as re-defining "Administrative Skills" in the curriculum of the Institutes, identifying, reviewing and allowing credit for job-related continuing education courses, and preparing a self study program. Lyall Schwarzkopf, Chair of the Goals Steering Committee, presented a potential series of alternative programs and services. Included in his list of recommendations:

- 1) Expansion of the monthly newsletter into a magazine with technical articles, regular columns and advertisements.
- 2) Expansion of the Management Information Center by hiring a research secretary/librarian, and preparing more technical bulletins and research surveys.
- 3) Strengthening the liaison staff support for IIMC committees.
- 4) Improving the educational content of the Annual Conferences.
- 5) Encouraging development of regional Institutes, and fostering better communication and joint programs among states.
- 6) The commencement of long-term studies concerning tenure, and the acceptance of the Municipal Clerk's profession as a discipline at various schools of public administration and government.

The Certification Committee also found itself busy in 1977. First, the Committee sought to revise some of its Certification requirements in response to issues raised by the Needs Assessment Survey. In the future, the Committee decided, participants in the Institutes could accumulate up to ten points for completing approved job-related seminars and technical workshops. Point credit would also be allowed for attending sub-state meetings (i.e. county, district or area Clerk meetings). Authorization was also given to formulate a study and develop a program for encouraging CMCs to continue their professional education—a move which would ultimately result in the Academy for Advanced Education (AAE). As the year came to a close, IIMC Committee members who had worked hard on these educational concerns were rewarded when IIMC received a federal grant to establish uniform guidelines on the distribution of instructional hours to be offered in core areas at the Institutes.



The Organization closed out this eventful year on a technical note. A new file system was approved for IIMC Headquarters, increasing its capacity by 66% and making possible an expansion of the reference material in the Management Information Center. IIMC was about to enter the computer age by installing a new word processing system, and hiring a full-time reference clerk to run it. Finally, a complete revision of IIMC technical bulletins on salary and fringe benefits was approved.

New York City welcomed Delegates to the 1978 IIMC Annual Conference where they elected Rex E. Layton, CMC, of Los Angeles, California, President. Education and Certification were to remain high priorities during the coming year, as IIMC Educational Needs Assessment Survey (the results of which were published in 1977) was chosen as one of thirty Eve projects to be displayed at the first Intergovernmental Personnel Act (IPA) Demonstration Conference.

Just before the Conference, in April of 1978, President Donna Culbertson had announced that IIMC had won \$12,300 for an IPA grant from the U. S. Civil Service Commission to formulate a program for encouraging CMCs to continue their education. Later in the year, President Rex Layton set up an eleven-member Continuing Education Advisory Committee to devise and report on a preliminary plan. Responding to the multitude of requests for more advanced study, IIMC planned to use the grant to gather CMC and Institute graduates' ideas on the subject matter, format and incentives for such a program—as well as to mobilize the Education, Certification, and Executive Committees to formulate a program to encourage continuing education. They also hoped to provide input to the Directors of IIMC Institutes, perhaps through a specially-sponsored Conference, and to make sure the survey's findings and recommendations were disseminated to the Institutes and Associations.





33rd Annual Conference in beautiful Bal Harbour, Florida at the American Hotel 1979.

The Institutes themselves continued to show healthy growth, with six new candidates-the University of Wisconsin at Green Bay, the University of Alabama, the University of South Carolina, the University of Minnesota, Old Dominion University-Virginia and the University of Maryland-joining the twenty six already-established sites. Municipal Clerks from Wisconsin

had worked diligently for two years to develop a program based on the findings of the IIMC Educational Needs Assessment Survey. Through the cooperation of several University departments, the Institute was able to offer IIMC members thirty five hours of instruction in public administration, personnel management, government relations, the budgetary process, human relations, communications, state relations, effective speaking and reporting. At the University of Maryland, the IIMC Educational Needs Assessment Survey also served as a guide for producing a first-year program which included principles of public administration, policy development, intergovernmental relations, human relations, law and legislation, oral communications, motivation, organizational dynamics, and written communications.

The two-day Executive Committee Midyear meeting found President Rex Layton, the Board, and Past Presidents Joseph Valenti and Jon Adamac working to implement the objectives of the Goals Committee and to integrate them into the budget. The board and the assembled Presidents discussed the progress of IIMC's Study on Continuing Education Needs of the Profession, the agenda for the upcoming two-day meeting of the Directors of the Municipal Clerks Institutes, and the IIMC Continuing Education Project Advisory Committee in Atlanta, Georgia.

In the decade's last year, IIMC Delegates chose sunny Bal Harbour, Florida, as the site of their Annual Conference, electing Louis S. Hudgins, CMC, of Norfolk, Virginia, the Organization's President. As President, Louis Hudgins would travel over 40,000 miles during the course of the year, visiting State Municipal Clerks Association conferences and Municipal Clerks Institutes in more than two dozen states. At the Conference, he set for himself and the Organization the goal of 5,000 members by the end of 1979.

More and more, the years of thought and effort which had gone into creating the Certification and Education Programs were bearing fruit. As the results for 1978 were tallied, it was found that a record 191 Municipal Clerks from twenty nine states, four Canadian provinces, and New Zealand had received their CMC designations that year. Nearly all were graduates of IIMC-recognized Institutes, and of those who were not, most held B.A. or M.A. degrees in public administration, accounting or business. Michigan took the prize for the highest number of designations with twenty three CMC's, followed by Ontario, Massachusetts, and California with fourteen each. Colorado, Iowa and Kansas each could boast eleven, and Connecticut, ten. Eight hundred and fifty seven people had attained their CMC or APMC (Associate Certified Municipal



Clerk) designation since the program began in 1971. Moreover, two thirds of these people were still active, representing 13% of the total IIMC membership.

Membership kept pace with Certification, growing steadily during the decade's final years. The December *News Digest* announced that Mrs. U. B. Meyer, Municipal Administrator of Carstairs, Alberta, Canada, had the honor of entering the Organization as its 5000th member-thus fulfilling President Hudgins' Conference goal. Although IIMC could count members in 85% of the large urban centers of the United States and Canada, Mrs. Meyer, from a town with a population of 1,000, was one of more than 2,000 members drawn from cities, towns, and villages with 5,000 or less inhabitants. As the *News Digest* ably put it, "It is in these small communities where the resources are limited and the Municipal Clerk is called upon to perform a variety of functions that IIMC makes its most significant contribution."

At the Mid-year meeting in Pasadena that November, the Executive Committee made a number of important decisions calculated to carry the Organization into the next decade. They voted to establish a professionally staffed Education Center to handle the increasing responsibilities in the area of professionalization, most especially that of continuing education beyond Certification. A nine-member Advisory Committee was assigned to study yet another aspect of education-a course for those unable to attend Institute sessions. Working with a specialist in management and communications from Michigan State University, they worked to develop a correspondence course which would put professional development within the reach of all Municipal Clerks. Finally, the Board authorized the creation of the position of Membership Secretary, approved tentative plans for increasing Headquarters' space, and discussed the feasibility of an international scholarship fund.

At the end of 1979, looking back over its third decade of existence, IIMC members could take pride in an Organization whose membership had grown more than 120% in the last eight years. More importantly, members could point to an Institute that met the challenges of the 1970s decaying cities, tightening budgets, and election reforms-while making significant progress toward its primary goal of professionalizing the Municipal Clerk's office. Not only had IIMC members worked closely with the Federal Election Commission, but the Organization had been awarded several Federal grants for its work in education. The long cherished goal of a Certification Program was an established success, with more than 800 IIMC members having achieved the title of CMC in its first decade of implementation. With new Headquarters in California and an ever increasing number of summer Institutes, the future looked bright indeed for an Organization recognized alike in small towns like Carstairs, Alberta, and big centers of government like Washington, D.C., for helping Municipal Clerks bring skill and professionalism to the many tasks they performed for their communities every day.





Municipal Clerk's Week, 1984

By the President of the United States of America

A Proclamation

The municipal clerk is the oldest of public servants and a critical part of efficient and responsive local government. The accurate recording, careful safeguarding, and prompt retrieval of public records are vital functions, without which effective local government could not exist.

As local government has grown in responsibility and importance through the Nation's history, so has the role of the municipal clerk. The clerk provides a direct link between past, present, and future by preserving records for posterity and implementing governmental decisions. Municipal clerks also seek better and more effective ways to perform these critical responsibilities in light of the rapid technological advances of today's world.

In recognition of the outstanding and vital services performed by municipal clerks and their dedication to public service, the Congress, by Senate Joint Resolution 92, has designated the week beginning May 13, 1984, as "Municipal Clerk's Week," and has authorized and requested the President to issue a proclamation in observance of that week.

NOW, THEREFORE, I, RONALD REAGAN, President of the United States of America, do hereby proclaim the week beginning May 13, 1984, as Municipal Clerk's Week. I call upon the people of the United States to observe that week with appropriate ceremonies and activities.

IN WITNESS WHEREOF, I have hereunto set my hand this 13th day of Feb., in the year of our Lord nineteen hundred and eighty-four, and of the Independence of the United States of America the two hundred and eighth.

Ronald Reagan



LOUIS S. HUDGINS 78-79



IOLA S. STONE 84-85



R. W. PRITCHARD 80-81



CHARLES N. ENES 81-82



THOMAS M. REDNAUER 82-83



LYALL A. SCHWARZKOPF 83-84

The Eighties

America entered the 1980s wary of the future. Mt. St. Helens, a volcano in southwest Washington, which had been dormant since 1857, erupted in May of 1980. In months following, rock star John Lennon would be gunned down on the streets of New York, and President Ronald Reagan wounded in an assassination attempt. Inflation was running at 14%, and unemployment at 7.4%. But the '80s would also witness a series of impressive firsts. In January of 1981, IBM introduced its new Personal Computer to the nation, and in April of that year, the first space shuttle, Columbia, lifted off from Cape Canaveral. That September, Sandra Day O'Connor was sworn in as the first woman to serve as a Justice on the Supreme Court of the United States and, later, Sally K. Ride became the first U. S. woman astronaut. It was also a decade of milestones; in 1984 Donald Duck turned fifty, and in 1986 America celebrated the one hundredth birthday of the Statue of Liberty. Americans were kept informed of these events good and bad by the numerous channels of cable television-the latest telecommunications phenomenon sweeping the country.

IIMC met the '80s head-on with a brand new program for those seeking to enhance the professionalism of Municipal Clerks in the form of the Academy for Advanced Education. The culmination of four years of research and planning, the Academy was designed to provide direction and incentive for continuing academic and professional endeavors after certification. At the 1980 Conference, Elizabeth G. Nolan, CMC, Chair of the newly formed Academy Committee, announced that the new endeavor, which sought to "acknowledge, promote, and encourage advanced training and continued professional growth in municipal managerial leadership," would be up and running by the first of July.

Membership in the new Academy would be open on a voluntary basis to all CMCs and ACMCs who were IIMC members. To qualify for the Academy, members would need to earn (as with Certification) 25 points on an individual development program, at least 15 points of which had to be in the area of advanced education. Once admitted to the Academy, members would be required to earn an additional 15 points during each four year period to sustain membership. Organization leaders stressed that the Academy would not alter the existing IIMC Certification programs, and that the CMC designation would continue to be considered a permanent, major achievement.

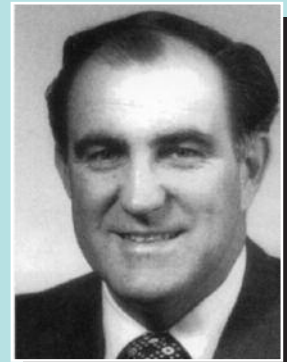
Meanwhile, the number of IIMC-approved Institutes continued to march toward representation in all 50 states and Canada, with the University of North Carolina, Chapel Hill, Ball State University-Indiana, Rutgers-The State University of New Jersey and the University of Kentucky becoming the 27th through 30th educational institutions to offer IIMC-approved summer programs. The North Carolina program was geared toward IIMC members who had been in office for three or more years. The University of Kentucky's Government Career Development Program for Municipal Clerks proposed to sharpen the skills of Municipal Clerks through a wide array of topical subjects, such as public administration, financial management and administration law.



DOROTHY SODERBLOM 85-86



HELEN KAWAGOE 86-87



JACK J. POOTS 87-88



MARGARET GRIFFITH 88-89



*The Sheraton Centre,
host Hotel for the 34th
Annual Conference,
Toronto, Ontario 1980*



The 1980 Annual Conference was held at the Sheraton Center Hotel in Toronto, Ontario, Canada. As IIMC matured, these yearly events were growing ever more sophisticated and professional, and speakers and sessions were now focused around a central theme. This year the theme was “The International Professional”—a most auspicious choice, as this would turn out to be the decade in which IIMC made an all out effort to become a truly global Organization. In

keeping with the international theme, Robert W. Pritchard, CMC, of Kitchener, Ontario, Canada, was elected President.

At the 1980 Executive Committee meeting later in the year, members took a moment out from planning for the future to remember the past, voting unanimously to honor IIMC Past Presidents Jo Bennitt and Harold Shank

with Honorary Memberships. Jo Bennitt, who served as IIMC President from 1966-68, had retired from her position as City Clerk of Lakewood, California in 1973, after serving her city for twenty years. She had remained very active in municipal affairs, and most recently serving a term as mayor. Harold Shank, IIMC President from 1961-1963 had retired after serving the city of Dallas, Texas, for an exemplary 30 years-25 of them as City Clerk. He had received the City Clerk of the Year Award from both IIMC and the state of Texas.

*left to right:
Kenneth Taylor, Canadian
Ambassador to Iran,
Joseph Valenti, IIMC President
1975-77 and Robert Pritchard
President Elect, IIMC 1980 at
Pre-Banquet Reception in the
Royal Suite at the Sheraton
Centre*



The theme of the 1981 Conference in Atlanta, Georgia, was “The Municipal Clerk: The Challenges of the Decade,” and the opening address by Senator Sam Nunn, spoke to the various challenges that lay ahead for all Americans. Yet even in these uncertain times—in a front page article, the February *News Digest* offered advice from a psychologist on “How to Live Rationally in an Irrational World”—IIMC represented continuity in the midst of change. Newly elected President Charles N. Enes, CMC, of South Windsor, Connecticut, had been a member of the

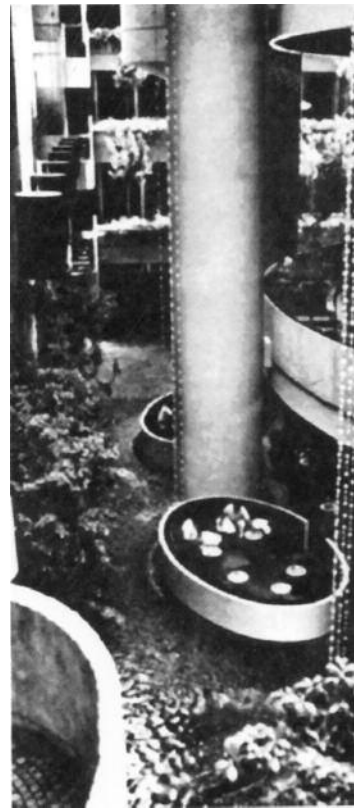
Organization since 1957, had served on the Membership, Conference, and Goals committees, and had been awarded his CMC the very first year it was available, in 1971.



The Atlanta Conference witnessed the inauguration of the Golden Gavel Club, a special club for Past and current Presidents and Vice-Presidents established by former President Louis Hudgins. Six Past Presidents were on hand to receive their golden gavel pins: Dudley Birmingham ('72-'73), Joseph Valenti ('75-'77), Donna Culbertson ('77-'78), Rex Layton ('78-'79), Hudgins himself ('79-'80), and last but not least, Harold Shank ('61-'63), who was also presented with an engraved plate for his distinction as Honorary Member. Along with current Executive Committee members, who also received pins, the Golden Gavel club welcomed a special guest, Frank R. Fling, County Clerk Emeritus of Fulton County, Georgia, a long-time friend and IIMC member.

While acknowledging the value of tradition and continuity, the Organization also showed positive signs of change. In February 1981, President Pritchard had the pleasure of acknowledging the first group of twelve CMCs who qualified for membership in the new Academy for Advanced Education. Elizabeth G. Nolan of East Windsor, New Jersey; Lucy Countie of Johnston, Rhode Island; Richard H. West of San Leandro, California; Donald W. Schipper of Holland, Michigan; Charlotte Lunz Burrie of Pompano Beach, Florida; future President Muriel W. Rickard of Deerfield Beach, Florida; Anna M. Johnson of Sharon, Connecticut; Orlando J. Bisbano of Bristol, Rhode Island; Helen Wozniak of Algonquin, Illinois; Mary T. Zander of Sterling Heights, Michigan; Margaret J. Anderson of Gibson City, Illinois; and Lucille Gibson of Macomb, Illinois were the first IIMC members to proudly add the designation "AAE" to their titles.

Other vital statistics indicated that the Organization was in good health. In July of 1981, President Enes announced that membership in IIMC had reached 6,000, and that 182 Municipal Clerks had qualified for the CMC designation in 1980-the third highest number ever. In all, more than 1,200 CMCs and AMCs had achieved Certification status since the program began. In December, Montana State University would become the 31st educational institution to offer an IIMC-recognized professional development program.



*The Peachtree Plaza Hotel
Atlanta, Georgia 1981*



*Robert Pritchard, President
of IIMC making a presentation
to Charles Enes, President
Elect of IIMC.*



*left:
Call to order at the
35th Annual Conference in
Atlanta, Georgia.*

To insure that all members—including those unable to attend the Institutes or Annual Conferences—had access to education opportunities, IIMC began selling taped copies of Conference seminars and workshops.

The job of IIMC President, like everything else, was changing with the times, and increasingly, Presidents were expected to act as goodwill ambassadors to Municipal Clerks in other countries. In September, Past President Pritchard reported on his extensive overseas travel during his year in office. He had represented IIMC at the 1981 Conference of the New Zealand Institute of Town Clerks and Municipal Treasurers in Christ Church. To spearhead the effort at globalization, that year the Executive Committee passed a motion authorizing IIMC Presidents to attend an annual meeting each year in Australia, New Zealand, the United Kingdom, or Israel. The Committee was also considering the possibility of overseas educational study tours for IIMC members.



Norma Rodriguez delivering speech on promoting the image of Municipal Clerks at the Atlanta Conference, 1981

Thomas M. Redanauer, CMC, of Barrington, New Jersey, was elected President during 1982 Annual Conference in Phoenix, Arizona. He presided over an Organization whose membership was now 6,331 strong—including 885 new members in the last twelve months. Several states experienced especially large gains over the previous year, with California and New York leading the way. The Organization was also growing internationally with Ontario, Canada, in the forefront there, having gained 44 new members. Australia was close behind with 40 new members, and New Zealand had added a respectable 16. President Redanauer acknowledged this surge in international growth by visiting the Australian Clerks Association later in the year.

As the '80s computer boom began to pick up speed, Municipal Clerks were quick to tap the potential of the new technology. At the 1982 Board of Directors Mid-year meeting, plans were finalized for installing a new computer system at IIMC Headquarters. The proposed system would serve the Association's management, financial and statistical needs, and would automate regular office routines like finance billing, membership record input, mailing lists and word processing. Equally important, it would allow IIMC to conduct an on-going evaluation of its educational programs, to increase the data in its periodic surveys, to store frequently requested library and ordinance references, and to generate text for bulletins, directories and Conference programs.

1982 also saw the unveiling of the Home Study Course in "Supervisory Management for Municipal Clerks," offered through Michigan State University. The four-unit, self-study course allowed students to work at their own speed as they learned about topics integral to the Municipal Clerk's duties. The MSU faculty evaluated and scored a final test once students had mastered the material. The initial response to the course was extremely positive, and was enhanced by the fact that it offered students another means by which to gain points toward Certification.

The 1983 Annual Conference in Minneapolis, Minnesota, was to be remembered for its series of “bests” and “firsts,” drawing a record attendance of more than 1,100 Delegates, spouses, speakers, exhibitors, and Institute Directors. Held at what would prove to be, in the opinion of members, one of the most pleasant, friendly and diversified of meeting sites, the

Opening Session of Conference featured a dramatic visual presentation in place of the usual keynote address. First time records included the most first timers (244), most Delegates from one state (Minnesota with 109), most exhibitors (24), the largest Opening Luncheon, Breakfast and Annual Banquet, and the best attended Annual

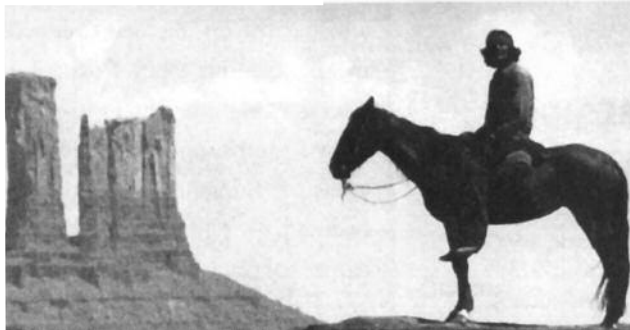
Business Meeting. As a crowning touch, Delegates elected Minnesota native son Lyall A. Schwarzkopf, CMC, of Minneapolis, President. President Schwarzkopf set as one of his priorities the establishment of the Municipal Clerks Education Foundation of IIMC, and was soon drawing up the articles of incorporation with the help of Past President Culbertson.

Other causes for celebration at the 1983 Conference included outgoing President Thomas Redanauer’s special Awards of Merit to the Chairs of three IIMC Committees for special projects completed in the past year. Future President Muriel W. Rickard, CMC/AAE, Chair of the Municipal Clerks Week Committee, received an award for her work on the First Annual Municipal Clerks Week Poster Contest. Frank W. German, Jr., CMC/AAE, Chair of the Institute Review Committee, was recognized for his enterprise in devising a computerized system for reviewing the programs of the various Municipal Clerk’s Institutes. Finally, Norma Sisco, CMC/AAE, and David L. Hughes, co-Chairs of the Public Relations Committee, received recognition for their work on the video, “What is a Municipal Clerk?” Due for release in 1984, the video strove to educate the public on the many vital functions performed by those holding this important post.

1983 was to be a year of policy updates and alterations. In January, the Board voted to accept new standards for the Organization’s highest honor, the Honorary Membership. Later, at the Mid-year Board Meeting, members considered a number of amendments to the Constitution, including increasing the number of Directors to twenty (two from each region), and reducing the number of officers to three (reducing the number of Vice-Presidents from five to two). The Board also moved on President Schwarzkopf’s suggestion to establish an Education Foundation which would solicit donations from foundations and corporations to support IIMC education and professional development projects. Finally, it was decided that those who qualified for the Academy for Advanced Education would be awarded lifetime memberships after their third recertification.



Mariachis Alma Jalisciense provided music for the 36th Annual Conference in Phoenix, Arizona 1982



*left:
Lone Indian horseman,
reminiscent of life as
it was in Arizona*





Host Hotel, Hyatt Regency located Downtown Minneapolis, home of the the 37th Annual Conference in 1983

One of the IIMC's most useful functions has always been to serve as an information clearinghouse, enabling members to learn and share the very latest data pertinent to their jobs. In 1983, to assess the impact of new technology on the profession and help bring all members up to speed, the organization sent out its first Word Processing Survey. Responses came in from 2,200 municipalities-in areas ranging from Alaska, to Fiji, to Australia. One third reported already having computer systems, and another third indicated they would be obtaining a data or word processor in the coming year. Positive responses were received from Municipal Clerks using computers in towns as small as 100. Most were pleased with their systems, and reported that their computers were most useful in the areas of budgeting, billing, payroll, council minutes, mailing labels and ordinances. Municipal Clerks also found their systems helpful when it came to tracking council actions, parking tickets, warrants, licensing, voter registration and city hall directories.

There were, however, still a few bugs to be worked out in this first wave of computer programs. The main problem to emerge, among those who already had systems in place, was the lack of software and programming applications tailored to the municipal situation. Characteristically, IIMC immediately moved to fill the gap. Many survey respondents had developed their own municipal computer programs, and indicated they would be willing to share them, IIMC gathered all the information together and published a 15-page *Survey of Computer and Word Processor Use in the Clerk's Office*.

IIMC's Institutes welcomed new members this year, with the University of Utah, Kent State University of Ohio and the University of New Mexico becoming the 34th IIMC-approved program. Because of New Mexico's particular needs (in 1983, 40% of its 98 municipalities had populations below 1,500 people, and in local governments, the City Clerk was often the chief administrative officer), this Institute stressed managerial and leadership skills. The New Mexico Program was also progressive in its policy that everyone who enrolled for the Institute would

One of the more festive conference sites in 1983 was the Paddlewheel Dinner Cruise along the Mississippi River



automatically be enrolled in IIMC—thus ensuring that participants would meet the three-year membership requirement for certification when they completed the program. In taking stock this year, it was found that since the first Syracuse Institute in 1969, more than 6,000 people had taken at least one Institute seminar; 2,500 had completed the entire 100-hour course; and more than 1,800 people had earned their CMC designation.

October 1983 saw the culmination of a quest that had started back in 1969, with then-President Joseph Carney's petition to have Municipal Clerks Week sanctioned by an official Presidential Proclamation. As IIMC Members were to discover, to obtain such a Proclamation was no small task. While local governments throughout America observed the week each year, using it as an opportunity to inform the general public about the importance of the Municipal Clerk's office, the petitions to Congress for an official Proclamation were sidetracked, time and again, by bureaucratic red tape. In 1982, Municipal Clerks Week Committee Chair and future President Norma Rodriguez garnered 92 signatures on a Congressional Joint Resolution requesting the Proclamation, but the session closed before it could be pushed through, and so it meant starting all over again the next year.

Rodriguez's efforts, however, set the stage for success. Early in 1983, Chair Muriel Rickard asked Congressman Henry B. Gonzalez to reintroduce the joint resolution. She then worked with her home-state Senator Paula Hawkins to introduce a companion resolution in the Senate, and organized an intensive push to get the necessary signatures. In October, with 243 signatures backing the petition, the U.S. House of Representatives adopted the H. J. Resolution 176, which urged the President to issue a Proclamation "calling upon the people of the United States to observe the week beginning May 13, 1984, as Municipal Clerks Week, with appropriate ceremonies and activities." The Senate moved quickly to conform its Resolution to the House's.

The resulting proclamation from President Ronald Reagan proved to be the crowning touch of the 38th Annual Conference in San Diego, California, was accompanied by the President's homage to the profession:

"The Municipal Clerk is the oldest of public servants and a critical part of efficient and responsive local government. The accurate recording, careful safeguarding, and prompt retrieval of public records are vital functions, without which effective local government could not exist.



*Donna Culbertson
administers oath to newly
elected IIMC President
Iola Stone in 1984*





The exciting shows at Sea World were among the many sights at the 1984 Conference in San Diego, California

As local government has grown in responsibility and importance through the Nation's history, so has the role of the Municipal Clerk. The Clerk provides a direct link between past, present, and future by preserving records for posterity and implementing governmental decisions. Municipal Clerks also seek better and more effective ways to perform these critical responsibilities in light of the rapid technological advances of today's world."

In this aura of national approval and recognition, Iola S. Stone, CMC, of Elberton, Georgia, assumed the position of President at the 1984 San Diego Conference. During her term in office, President Stone would oversee the incorporation of the Municipal Clerks Education Foundation of IIMC and with her appointments its first Board of Directors took shape.

With the Conference theme of "Soar in '84: The Professional Municipal Clerk," San Diego seemed a fitting place to debut the fifteen-minute film,

"What is a Municipal Clerk?" Public Relations Committee Chair, Frank German, Jr., President Stone, and the Committee had enlisted the services of the University of Georgia's communications school to write, film, and produce this videotape. It was later distributed with great success to Municipal Clerks Associations, legislative councils, civic groups and local television stations.

It now seemed a point of honor with IIMC to make each Annual Conference bigger and better than the last. The 1,305 Delegates to the '84 Conference had more than 110 scheduled events from which to choose. Things got started even before the official opening, with two full Academy sessions on "Marriage and Career," and "Being Successfully Interviewed by the Press and Electronic News Media." Dr. Layne Longfellow proved to be the Convention's hit speaker when, at the Wednesday Breakfast Session, he delighted his audience with a lighthearted, multi-media approach to his topic, "Men Do Well While Women Do Good: Not Anymore!"

At the Awards Luncheon that year, IIMC Past President Fernando J. Serafini, of Denver, Colorado, was awarded an Honorary Membership. Beth A. Davis, City Secretary of Bedford, Texas, received a special plaque for being the 2,000th Municipal Clerk to achieve the CMC designation. It had

Bagpipers provide unusual entertainment for conference attendees in Banff 1985

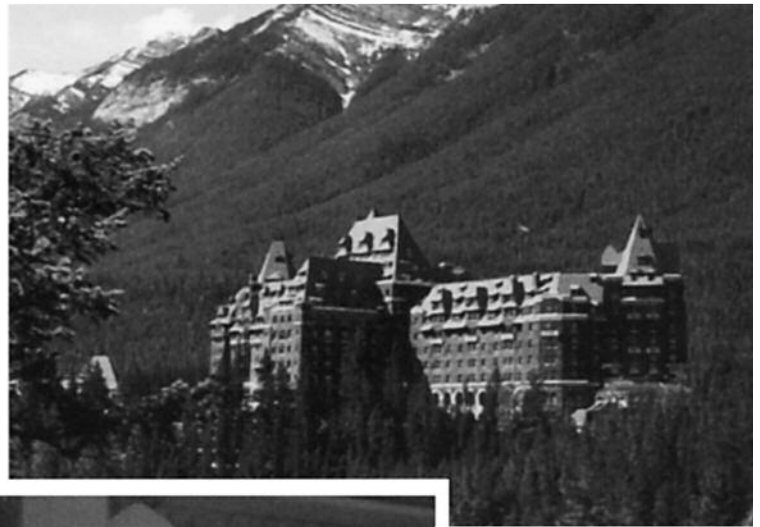


taken nine years to reach the first thousand mark in the Certification program. The fact that the second thousand was reached in half that time proved that more and more people were coming to realize the value of continuing education. Davis pronounced her award, “the culmination of a career goal and many years of study and training.”

To accommodate IIMC’s swelling ranks of 7,000 members, each year new programs were applying for IIMC Institute recognition. In 1984, the University of Washington, the Center for Local and State Government at Shippensburg University, Pennsylvania, the Department of Public Administration at the University of Hartford, Connecticut, Minor State College in North Dakota, and Oklahoma State University would all develop programs which met IIMC requirements, bringing to 37 the total number of Institutes serving Municipal Clerks in 42 states. In addition, the University of Victoria in British Columbia, University of Manitoba, Memorial University of Newfoundland, Dalhousie University of Nova Scotia, St. Lawrence College of Ontario, and University of Regina, Saskatchewan conducted similar programs, bringing ever closer the prospect of an Institute in every state and province.

Members journeyed outside the United States again for their Annual Conference in 1985, this time to picturesque Banff, Alberta, Canada. Delegates were greeted by “Banfffastic” weather, breathtaking scenery, and the stirring sounds of the Calgary Police Band and Pipers at the reception, which was staged outdoors against the panorama of the Canadian Rockies. The Opening Session’s “White Hatter Ceremony” made sure that every attendee was equipped for the Conference with a Calgary Stampede cowboy hat.

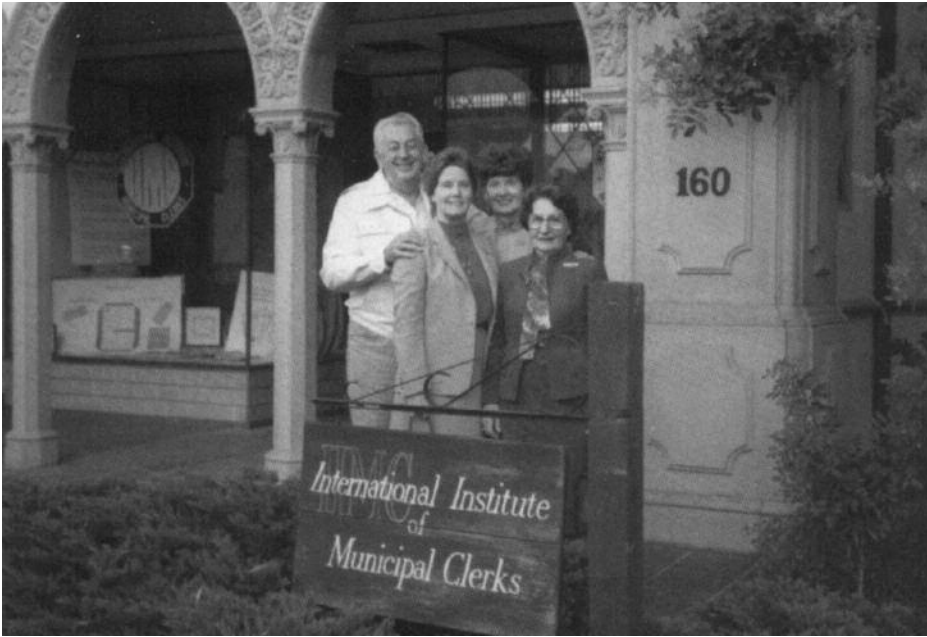
The theme for this year’s meeting was “Strategies for Managing Change,” and the Banff Centre School of Management provided a wide selection of workshops on topics such as stress and burnout, productivity and group dynamics. John Amatt, mountaineer and President of the One Step Beyond Adventure Group, gave an inspirational keynote address on “Climbing Your



The magnificent Banff Springs Hotel in the Banff-National Park, Canadian Rockies 1985 Conference



*left:
A Canadian Mountie
shares a photo op
with delegates*



*Past presidents:
Lou Hudgins, Iola Stone,
Donna Culbertson
and Dorothy Soderblom at
IIMC Headquarters in
Pasadena, California
at the Board Meeting in 1985*



Own Everest—What It Takes to Get to the Top.”

Delegates elected Dorothy Soderblom, CMC/AAE of Hays, Kansas, to be IIMC President for the coming year. Since joining in 1953, she had worked diligently for the organization in the areas of Public Relations, Membership and Financial Management. As President, Soderblom would appoint the first permanent MCEF Board of Directors. Deciding that it was time to give serious attention to the “International” aspect of IIMC, President Soderblom traveled to Australia and New Zealand on behalf of the Association, and appointed IIMC’s first International Com-

mittee to strengthen overseas contacts. Her hard work would payoff when, at the 1986 Conference in Boston, she would welcome 35 first-time Delegates from England, South Africa, Israel, Japan, New Zealand and Australia.

At the Banff Conference, Kathleen M. Callan, CMC, retired City Clerk of Oak Park, Michigan, was given a silver tray commemorating her Honorary Membership in recognition of her work on behalf of professional education for Municipal Clerks. Francene Clark, City Clerk of Mound, Minnesota, was the winner of the first IIMC Membership Contest.

The Directors of IIMC-recognized Institutes attending the Conference took the opportunity to hold a round table discussion on the operation of their programs. Their ranks were growing, as each year new programs sought entrance into the group of IIMC-approved Institutes. In 1985, the Florida Institute of Government and the Local Government Training Institute at South Dakota State University would bring the number up to 43 united States and Canadian Institutes. To strengthen the networking efforts of Institute Directors, to clarify IIMC education goals and concepts, and to help new Directors get oriented, at the Mid-year Meeting, IIMC Directors approved funding for the first Institute Directors Colloquium, to be held in April 1986.

Several factors were contributing to the continuing interest in education. In January of 1985, an updated IIMC report on Evaluating the Educational Courses for Municipal Clerks indicated that participants were pleased with the instruction they received at Municipal Clerks Institutes throughout the country. And the IIMC Salary Survey which appeared in the April '85 *News Digest* revealed that education had a significant effect on the Municipal Clerk’s average salary—indicating that Clerks with their CMC earned on average \$4,000 more than those without.

On the technology front, articles like the May '85 *News Digest* cover story about the City of Pasadena's new on-line, city-wide computer "library" of information were turning up more and more often in the pages of the *News Digest*. To help members stay on top of the latest breakthroughs, IIMC supplemented these articles with a series of Technical Bulletins, based on information gathered in annual surveys. 1985's *Computer Software in the Municipal Clerks Office* provided information on the effectiveness and use of commercial software packages for things like word processing, database management, and general finance in the municipal situation.

In 1986, IIMC members returned for the first time in 25 years to "The place where the Municipal Clerks' profession in America developed"—Boston, Massachusetts. Tradition reigned as a record-breaking 1,400 Delegates and guests gathered at the venerable Boston Public Library for the Opening Reception. U.S. Senator John F. Kerry gave the keynote address, and Tuesday morning, the Archbishop of Boston, Bernard Cardinal Law presided at the Inspirational Breakfast. That evening, attendees toured the newly opened State Archives and the John F. Kennedy Library. The education program featured workshops with instructors drawn from America's most august institutions—MIT, Boston University and Harvard. To unwind and absorb some local color, Delegates were treated to an old-fashioned New England clambake—complete with steamed clams, lobster, sweet potatoes and fritters—and an evening of music performed by the world-famous Boston Pops at Symphony Hall.

At this meeting, Helen Kawagoe, CMC/AAE, City Clerk of Carson, California, ascended to the position of President. President Kawagoe had been Chair of both the Municipal Clerks Week and Federal Legislation Committees since joining IIMC in 1974. Taking up the torch from outgoing President Soderblom, she would extend the international outreach of the Organization by visiting Municipal Clerks on four continents and in eight countries during her term. Together with International Committee Chair, David Manzanares, CMC, she would forge ties for IIMC with local government representatives in France, the Netherlands, New Zealand, England and Israel. Her efforts would culminate in an invitation from Ronald Tweed, President of the Association of District Secretaries (ADS), England's Municipal Clerks Association, to attend their annual meeting in Portsmouth in October 1986.

Three members were granted IIMC's highest award, the Honorary Membership, at the Boston Conference. Lee Smith, Assistant Dean, Community and Mid-Career Programs, Syracuse University, and Director of the Syracuse Institute since it began in 1969, was recognized for his pioneering work in the area of Municipal Clerks education. The other two awards went to IIMC Past Presidents—Jon Adamac, CMC, City Clerk of Windsor, Ontario, Canada, who was retiring after 50 years in government service, 33 of them as City Clerk, and W. Dudley Birmingham, CMC, retiring



Materials promoting the Boston Conference in 1986

Town Clerk of Wettersfield, Connecticut. Birmingham had assumed Presidency of IIMC at a low point in the Organization's history when it had low cash reserves, less than 2,000 members, and a virtually moribund Certification Program. It was largely due to his foresight and wise guidance that IIMC was able to bounce back and blossom into an Organization 7,600 strong, with a flourishing Certification Program.



*Lobster Roast and
Clam Bake at the 1986
Conference in Boston,
Massachusetts*

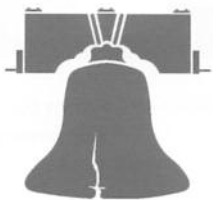
The 38 IIMC-approved Institutes were now turning out more than 300 CMC recipients each year. More than 2,721 Municipal Clerks and Deputy Clerks had already achieved Certification, and of that number, approximately 1,788 were still active in the profession. The Academy for Advanced Education was also showing respectable growth; 252 CMCs had qualified for entry in the five years since the

program began and 60 members entered the First Sustaining Academy. And yet another IIMC sponsored education program for Clerks was proving to be a resounding success—thus far, 463 students had enrolled in the Home Study Course in Management and Supervision for Municipal Clerks, and by the end of the year, 73 would have completed the program.

The Directors of 37 IIMC Institute programs gathered in New Orleans in April for the first Institute Directors Colloquium. Those attending found the exchange of ideas and information so valuable, they decided to meet regularly at three-year intervals. During the three-day meeting, it was resolved that each Institute should continue to develop its own curriculum based on the overall IIMC guideline, but all agreed they could benefit from involving state and provincial education committees in developing and evaluating the Institutes. The Directors also acknowledged that an exchange of the best instructors between Institutes would both promote uniformity and ensure high-quality teaching.

To end the year on a good note, the goal of 8,000 members which Past President Iola Stone had set in 1985 was reached on December 20, 1986 with the enrollment of Phillip W. Barron, County Clerk of Bartow County, Georgia.

Delegates gathered in Fort Worth for the 1987 Annual Conference, where a “Big Texas Time” was had by all. Everyone agreed that the highlight of the meeting was the Opening Session's stirring “Parade of Flags,” which featured flags from all 50 states, plus the national flags of all countries represented at the meeting. Fort Worth Mayor Bob Bolen introduced in his keynote address the conference theme of “Building for Tomorrow, Today.” Attendees could choose from a full week of workshops devoted to issues such as archive preservation, and for beginners, there was a special



all-day Records Management presentation. Other conference events revealed a decidedly Texas flair—former Dallas Cowboy star quarterback Roger Staubach presided at Tuesday's Inspirational Breakfast, and to relax, Delegates became dudes for a day at the Circle R Ranch, where they were treated to trail-riding, cattle-roping, and square dancing, topped by an all-you-can-eat beef barbecue.



This Conference saw the first presentation of the Quill Award. Designed to recognize the unsung heroes in IIMC's ranks, the Award was initiated to call attention to accomplishments made on behalf of the organization by individuals whose names were not widely known. Nine people each received a gold-plated quill—symbolic of the historical office of the Municipal Clerk. On a lighter note, this year also marked the beginning of the IIMC Annual Golf Tournament, with enthusiasts teeing off at the Pecan Valley Golf Course.

Jack J. Poots, CMC/AAE, Associate City Clerk of Scarborough, Ontario, Canada, was elected President at the Fort Worth meeting. An IIMC member since 1974, President Poots had received his CMC in 1977, and entered the Academy in 1981.

As President, he would devote himself to increasing membership both in North America and overseas, while at the same time improving member services. His extensive travels to meet with Municipal Clerks in England, the Netherlands, New Zealand, and Australia, and his sponsoring of a Constitutional amendment to establish full voting representation for international members on the IIMC Board of Directors resulted in a near-record attendance of 50 overseas members and guests at the Annual Conference in Spokane the following year.



Banners welcoming IIMC to the Fort Worth Conference in 1987 and International Parade of Flags kicking off the Conference



*left:
Participants learn line dancing*



Mid-year meeting at the Rose Bowl in Pasadena, California, January 1987

*below:
The Los Angeles float at The Rose Parade,
one of the many activities for Mid-year attendees*



IIMC paid tribute to a pioneer of its extraordinarily successful education program this year by awarding an Honorary Membership to Dorothy F. Byrd, creator of and chief spokesperson for the Texas Municipal Clerks Certification Program. To people such as Byrd could be credited the phenomenal growth of IIMC's Certification and Academy Programs.

By October 1987, IIMC would award its 3,000th CMC to Fay

E. Lavalee, Clerk Treasurer for Hudson's Hope, British Columbia, Canada, and in November the Academy would recognize its 300th member. At the Mid-year Board Meeting that year, the Directors reaffirmed their dedication to the education issue by approving the hiring of an Education Coordinator to evaluate standing Institutes and develop other educational programs.

The Conference theme of planning for the future was carried over into the year as the IIMC Records Management Committee unveiled its first-of-a-kind publication, Records Management

Resources: An Annotated Bibliography for Local Government. This comprehensive list of writings and information on local government record management programs collated material from more than 100 state and local jurisdictions on records management manuals, retention schedules, disposal procedures and disaster policies. IIMC offered free copies of this valuable resource to its members.

That most popular IIMC publication the monthly *News Digest* entered a "new age" this year when the IIMC Headquarters internal computer network system went on-line. Copies could now go directly to the printer on floppy disc. Having shepherded the Organization through many years of change and growth, long time IIMC Headquarters Assistant Director Lois Anderson retired in April, after sixteen years with IIMC.

In 1988, Delegates headed west to Spokane, Washington, for what would turn out to be "one of the most relaxing, friendly, and informative conference IIMC has ever had." This year's theme

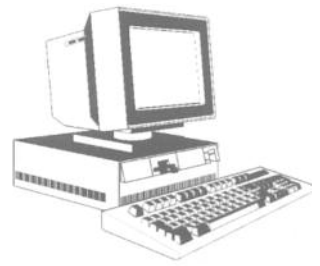
was, "Wings to the Future," and keynote speaker, futurist James Sayles' presentation used specially prepared slides and sound to help delegates think in the future tense. Members attending from the other 14 countries represented in IIMC did their part by putting on a general session called, "The Future of the International Clerk."

Outside of the Conference setting, attendees were given a chance to test their ability to predict the immediate future at the first IIMC Handicap held at Playfair. Each race at the thoroughbred track that day was dedicated to one of IIMC's ten regions. Other special events included an all-day fishing trip on the Snake River, a lunch time cruise on Coeur d'Alene Lake, and a tour of two of Washington's most famous industries—a winery and an apple orchard. The IIMC Annual Conference had by this point become such a well-established event, it had caught the attention of businesses eager to service members' needs. Special deals from the "official" Conference airline and car rental agency helped Delegates turn each Conference into a memorable trip.

This year, Margaret (Peg) Griffith, CMC/AAE, assumed the helm as IIMC President. Clerk of Council for Lima, Ohio, since 1964, President Griffith had received her CMC award in 1972, entered the Academy in 1981, and already qualified once for Continued Membership. Under her leadership, the Organization would continue to expand its international efforts. In 1988, IIMC would gain its first Belgian member, and two overseas members would be appointed to the Board in a non-voting capacity, pending discussion of a Constitutional amendment to allow members from countries outside North America voting representation.

Three retiring IIMC Past Presidents were honored by members at the 1988 Conference: Donna Culbertson, CMC, Thomas Redanauer, CMC, and Dorothy Soderblom, CMC/AAE, all received Honorary Memberships. Dr. William S. Bonner, Professor Emeritus at the University of Arkansas was also recognized for his contribution to the education of Municipal Clerks. And finally, IIMC's latest public education tool—a fifteen minute video called, "The Clerk's Worth"—was unveiled at the Conference.

In February, members received the new and improved 1988 IIMC Directory. The new format provided the name, title, municipality, address, and telephone number of more than 8,500 members. Also published that year was the long-awaited Meeting Administration Handbook, a synthesis of information supplied by 50 municipalities. Included were guides and models for Agenda Preparation and Minutes Preparation, as well as Meeting Administration.



*Spokane Washington welcomes
IIMC to Conference in 1988*

*below:
The Brothers Four entertain at
the Champagne Gala at the
Spokane Opera House*





*Lighthouse
at Peggy's Cove, Halifax,
Canada in 1989 at the
43rd Conference*

With such timely and useful publications and services, it's no surprise that by July, the Organization would reach its long-sought after goal of 9,000 members. The Certification Program also experienced its best year ever, with 395 people qualifying for their CMC designation. Research indicated that one in four Municipal Clerks now held the coveted title. In June, the Academy for Advanced Education enrolled its 400th member. To accommodate the ever-growing demand for education, two new programs were added to the roster in 1988—Boise State University, Idaho, Northern Illinois University and Middle Tennessee State University, would become the 45th educational Institutions to offer IIMC-approved programs.

The final meeting of the '80s took IIMC members once again outside the United States to meet in Halifax, Nova Scotia. This was to be both the biggest and the longest Conference in IIMC history. Fifteen hundred Delegates and guests arrived a week early and stayed a week late to take advantage of the scenic attractions of Canada's Maritime province. Conventioneers were called to the Opening Ceremony at the World Trade and Convention Centre by the Town Crier of Bedford, Nova Scotia, and welcomed with the highland strains of Scots bagpipes. The week-long packed program included five general sessions, 19 standing committee meetings, and 52 workshops and seminars. When not attending sessions, Delegates could while away the time on any number of different cruises, on a deep-sea fishing trip, or on a tour of City of Halifax. The post-Conference tour featured a three-day trip around Cape Breton Island.

Delegates elected Jerry S. Tripp, CMC/AAE, City Clerk of Gonzales, Louisiana, President at the Halifax Conference. A fifteen year IIMC veteran, President Tripp had, in 1986, hosted the first IIMC Educational Colloquium for Institute Directors. He would now reactivate the Colloquium for the 1990 Conference in Little Rock. Together with Outgoing President Griffith, he oversaw IIMC's official enfranchisement of its international cousins when Delegates approved a Constitutional amendment to establish a new Region XI for overseas members with full voting representation on the Board. He would further secure IIMC's ties both abroad and at home by representing the organization in four countries and at more than 20 state and provincial meetings.

At this meeting, Honorary Memberships were awarded to Past Presidents Louis Hudgins and Jack Poots. As the first member from the United Kingdom to qualify for the CMC designation, Ronald Tweed, City Secretary and Solicitor of Portsmouth, England, was given a special presentation of the Certified Municipal Clerks plaque by President Griffith.

In February, the Organization granted its 3,500th CMC designation to Linda Caspersen, City Clerk/Treasurer of Garnavillo, Iowa (pop. 732). Those who continued on with their education after Certification would receive new pins this year, specially designed to reflect their status in

the Academy. The latest salary survey, to which 6,400 people had responded, reaffirmed that education continued to be a major factor influencing Municipal Clerks' salaries. Clerks with their CMC still earned an average \$5,000 more per year than Clerks without. The combination of the CMC and a B.A pushed the average even higher, and remarkably, a CMC, college degree and Academy status produced a higher average than a Master's degree.

IIMC had much to be proud of in education, but the Organization was never one to rest on its laurels. In 1989 the Directors continued their quest for ever more creative and pertinent education options to help IIMC's members keep their professional advantage. To this end, they appointed Francis (Frank) Adshead, Ph.D. to be IIMC's first Director of Education. Before joining IIMC, Dr. Adshead had served as the Executive Program Coordinator at the University of Southern California School of Business Administration, where he was also on the faculty.

With this latest innovation in professional education, IIMC closed out the '80s with a look to its past and a glance at possible future achievements. In May, Municipal Clerks throughout America celebrated the 20th observation of Municipal Clerks Week with pride. In August, applications for a brand new award, the Records Management Award, appeared in the *News Digest*. IIMC Headquarters celebrated the closing of one decade by equipping itself for the next-with new equipment set to handle the volume of requests from members.

Poised on the threshold of the century's last decade, IIMC was on its way to becoming one of America's venerable Institutions-all of the organizational structures it had struggled to put into place during the '60s and '70s (Annual Conferences, Certification, Publications, the Committee structure) were serving it well. Secure in these day-to-day operations, the Organization had branched out in the '80s, opening the way to the incorporation of a Foundation, a multi-faceted educational program, and ever-increasing international participation. Having become a truly international Organization, with members in 16 countries, IIMC prepared for the '90s with an impressive combination of technological sophistication, educational opportunity and global vision.

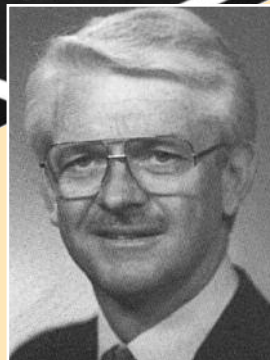




TERRY S. TRIPP 89-90



MARGERY A. PRICE 90-91



W. DOUGLAS ARMSTRONG 91-92



CHRISTINA N. WILDER 92-93

The Nineties

The 90s found Americans eager to make up for what many perceived as the excesses of the '80s, and to respond to the increasing globalization of politics and economics. But change in these areas would not come easily. Responding to its new global role, the United States in 1991 declared war on Iraq, whose invasion of neighboring Kuwait precipitated the launching of a multinational military operation, Desert Storm. In 1992, almost as a reminder that local issues still mattered in the new "global village," Los Angeles erupted in the worst urban riot in the nation's history. Later that year, in a spirit of hope and renewal, Americans elected Bill Clinton the 42nd President of the United States, giving the country's leadership for the first time to a member of the post World War II generation. All across the world, people responded to the century's end with new formulas for peace and change. The '90s were to see the end of Apartheid in South Africa, the signing of a peace agreement between Israel and the PLO, and the opening of the first McDonalds in Moscow. By mid-decade, the Dow Jones Industrial Average was going through the roof, breaking records at the close of almost every trading day. And for the first time in American history, more than 50% of America's 250 million inhabitants were living in metropolitan areas.

In the forty-three years that had elapsed since its founding, IIMC had witnessed the death and rebirth of American cities, the flight from the rural family farm, and the computerization of everyday life-in the '90s the Organization would face all of these challenges and more as town and city dwellers around the world anticipated the end of the century with a mixture of anxiety and hope. IIMC proved itself ready for the tasks posed by the century's end, gearing up for the new millennium with a global vision and a technological sophistication that would have impressed those stalwart forty four Municipal Clerks who in 1947 answered Harry Reichenstein's call to assemble in French Lick, Indiana for the first meeting of the National Institute of City and Town Clerks.

For the first meeting of the new decade, IIMC members gathered in Little Rock, Arkansas, where then-Governor Bill Clinton welcomed Delegates to the Opening Ceremony at Robinson Auditorium. The Parade of Flags was accompanied for the first time by the singing of the National Anthems of all the countries with Delegates present-a nice tribute to the 63 people in attendance (a record high) from Australia, England, Wales, Israel, the Netherlands, New Zealand and South Africa. There were also a record number of Past Presidents-eleven in all-at the event.

This year, the fun really began even before the Conference got underway when President Terry Tripp arranged for an entire Jambalaya Festival-cooks, cast iron pots, entertainers and all-to be bused up to the Conference site from his home town of Gonzales, Louisiana, the "Jambalaya Capital of the World." Torrential rains during the Conference week did not dampen the spirits of conventioners, or keep them from enjoying local points of interest such as the Valley of Vapors, the Toltec Mounds State Park, and the Quapaw Quarter of Little Rock-site of the home featured in the TV series "Designing Women."



NORMA RODRIGUEZ 93-94



MURIEL W. RICKARD 94-95



TOM G. ROBERTS 95-96



The 44th Annual Convention started with a reception and tour of Arkansas State Capitol right: Arkansas Governor; Bill Clinton addresses the delegates at the Opening Session. At the head table are Peg Griffith, W. Douglas Armstrong, Margery Price and Terry Tripp



The theme of the Little Rock convention was “Learning-Changing-Shaping,” and a number of new ideas were initiated with that in mind. There was an all-day session for Municipal Clerks new to the profession, a special two-day Colloquium for Institute Directors, and in the Exhibit Hall, a special booth where Delegates were encouraged to display publications, reports and materials on the operation of their offices. Another new feature took the form of a series of three-hour tutorial sessions, to allow for greater in-depth exploration of subjects than could be accomplished in the usual period of a workshop.

Delegates elected Mary Price, CMC/AEE, City Clerk of Kennewick, Washington to be President of the Organization for the coming year. President Price had been the Director of Region IX from 1982-85, had served on several IIMC Committees and was a Charter Member of the Municipal Clerks Education Foundation. She chose the theme “Reach Out” for her year in

office, encouraging Municipal Clerks to reach out to each other for assistance and to offer one another help. She would be the first IIMC President to present an education program at meeting of the International Municipal League.

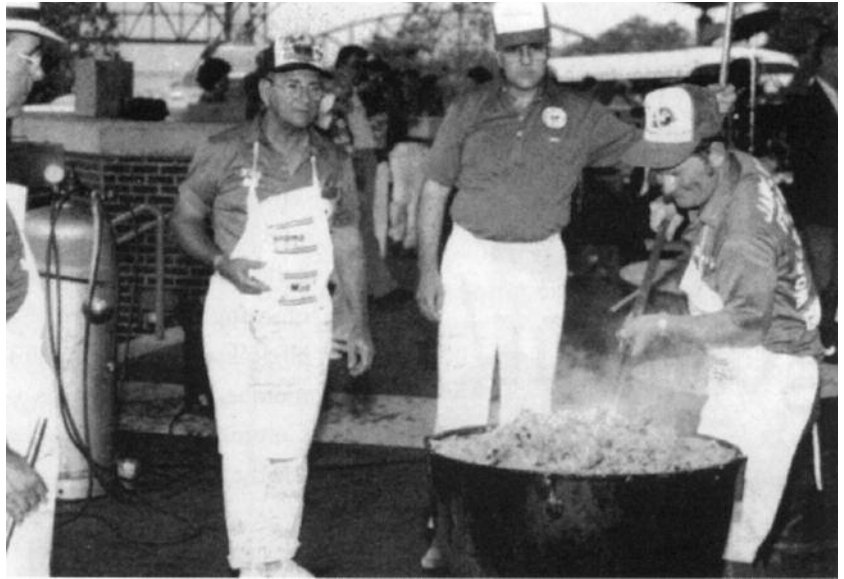
The 1990 Conference saw the unveiling of a brand new IIMC award, the Records, Management Award. Designed to recognize creative, cost-effective and user-friendly approaches to record keeping, the Award this year credited seven member cities—some large, some small, some using manual systems, others the latest computer technology—for their prize-winning programs. The *News Digest* would profile the selected systems over the course of the year so that all members could take advantage of the winning ideas. Also for the first time, members who had been with the organization for 25 consecutive years were awarded a special certificate. There were 92 names on the list this first year, representing memberships ranging from L. D. James '43 years, to Ann C. Hoover's 25.

The big publication news in 1990 was the completion of the Meeting Administration Committee's *The Language of Local Government*, a one-of-a-kind reference work designed to provide basic

explanations of words, phrases, and terms common in local government, but outside the experience of most other individuals. The 40-page book contained definitions of 326 words and phrases, and explanations of 165 abbreviations of agencies, organizations and entities.

Membership and Certification numbers continued to rise in this first year of the new decade. In October, Sandra A. Doane, City Clerk- Treasurer of Eminence, Kentucky, became the 4,000th IIMC member to receive the CMC award. Figures for the number of Academy members were approaching 500, with more people qualifying each year for their first, or even second, renewal. By the end of 1990, total IIMC membership stood at 9,698, making that magic 10,000 number look close indeed.

In 1991, Grand Rapids, Michigan, was the site of the 45th IIMC Annual Conference. Early birds that year enjoyed a dazzling display of Dutch tulips, wooden shoe dancers, and windmills without ever having to leave the country on a Conference tour of Holland, Michigan. On Sunday, the 1,200 Delegates and guests gathered at the Grand Rapids Public Museum for a "Gay '90s" Presidential Reception. More than 50 workshops and general sessions were planned around the conference theme of "Clerks: The Bridge to Excellence." At the most popular inspirational program in IIMC history, business consultant and humorist C.W. Metcalf kept a capacity audience spellbound for three hours as he outlined strategies for meeting everyday challenges with a sense of optimistic humor.



Four members of the 60 person Jambalaya Team which traveled from Gonzalez, Louisiana to cook the special cajun dish for more than 1000 delegates and guests



The 1990-91 Board of Directors and Past Presidents

from left to right 1st row: Dorothy Soderblom, Joseph Vallenti, Helen Kawagoe, Christina Wilder; W. Douglas Armstrong, Margery Price, Terry Tripp, Margaret Griffith, Iola Stone, Thomas Redanauer. Row 2 - Directors: Lois Wessling, Adeline Brown, Mary Zander, Marie O'Connell, Janet Vaught, Gwen Grabowski, Eileen Martinez, John Reynolds, Marie Betterly, Florence Clark-Leisinger and Marian Karr. Row 3 - Directors: A.J. Laiche, J.W. Copland, Jean Ushijima, Thomas O'Connor, Elaine Wallace, Frances McDaniel, Larry Godin, Tom Roberts and Tom McLean.



above:
"La Grand Vitesse" also known as the "Calder" located in downtown Grand Rapids, Michigan
right:
1991 Conference Opening Ceremonies music provided by Region IX Delegates Karen Pfau, Benton City, Washington and Ramona Hudson, Salem, Oregon



below:
Windmill surrounded by summer flowers and "klompen" dancers at the Tulip Time Festival Holland, Michigan



The election process for the position of 2nd Vice President at this meeting was a technological tour de force. Using an Optech III-P Eagle unit and preprinted ballots from the Business Records Corporation System, delegates voted in the morning and had the results tabulated before they sat down to lunch! Voting eligibility was verified on the spot using a PC which contained the entire IIMC membership base. This whole procedure was accomplished by the Elections Committee, led by Marie Betterley, CMC/AAE, with coverage by Doubleday Brothers.

At the Awards Luncheon, Past President Iola Stone was granted an Honorary Lifetime Membership. Six member cities won awards for their outstanding records management programs in the Second Annual Records Management Contest, and 17 people received certificates in recognition of 25 years of continuous IIMC membership.

W. Douglas Armstrong, CMC, Chief Administrative Officer, Clerk, and Treasurer of Peterborough County, Ontario, assumed IIMC's highest office this year. A Past President of the Association of Municipal Clerks and Treasurers of Ontario, he had served three years as Region X Director on the IIMC Board, and

contributed also as a member of numerous committees. As President, his wisdom and skill would guide the organization through a year of transition during which IIMC would lose and gain an Executive Director, and begin to establish a new direction set to make it a strong and viable institution well into the next century.

Just before the 1991 Annual Conference, John Hunnewell, IIMC's Executive Director for the last 18 years, had announced that he would retire in May. While in office, Mr. Hunnewell had seen IIMC double its office space, increase its staff from one part-time employee to eight full-



time people, and boost its membership by some 500 percent. During his directorship, the Management Information Center was established as a clearinghouse through which members could access information concerning all aspects of local government, and over 100 bulletins and reference works were developed and offered to members at little or no charge.

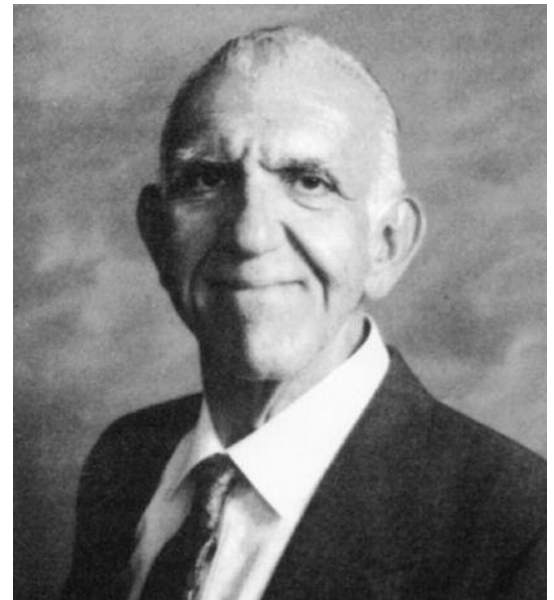
To fill the gap left by Hunnewell's departure, IIMC's Directors hired a Chicago executive search firm and began a comprehensive search for a new Executive Director. By October, they had decided that John Devine was the person they were looking for. Devine came to IIMC with 13 years experience in a joint academic-administrative position at the University of Wisconsin at Green Bay. He was already well known to many in the Organization, for as Director of the University's Local Government Services, he had been responsible for the Wisconsin Municipal Clerks Institute. A long-time advocate of Municipal Clerks, he had also helped create the Wisconsin Municipal Clerks Association. It seemed a match made in heaven, and Devine relocated with his wife, Carol, and five children to California.

It was no small task that Devine had chosen to undertake, for the Organization he would lead was now 10,000 strong. A dramatic surge in the month of February had added 191 new members, and for the first time sent the numbers soaring past the 10,000 barrier. Valori Peterson, City Clerk/Treasurer of Oronoco, Minnesota, would go on record as the 10,000 member. To meet the needs of members new and old, IIMC's Directors decided it was time to take stock and make some changes. They called in the internationally recognized firm of Coopers & Lybrand to develop a new management plan, and began studies which would lead to new financial and service plans.

1991 marked the 20th Anniversary of the Certification Program, and Institute Directors decided it was also time to see if IIMC was still meeting Municipal Clerks' education needs. The result was the 1990's Education Survey. Interestingly, responses to the survey indicated that Clerks' needs hadn't changed all that much in 20 years. Personal and professional development were still important, and Clerks new to the profession gave an especially high rating to education and training directly related to their jobs. There was growing interest and support for advanced education programs like the AAE, and a strong desire to educate councils and others on the Clerk's role in the overall structure of government. Remarkably, the skill identified by respondents as most central to the Clerk's position had not changed since the first education survey in 1977 -Clerks still felt that administrative management in all its facets was the subject they most needed to master.



More than 50 educational sessions at the Grand Rapids Conference used instructional methods that included lectures, workshops, panels, seminars, roundtables, tutorials and group interaction



After 18 years of service to IIMC, John Hunnewell, CAE, announced his retirement effective May 31, 1991

*The IIMC Staff congratulates
Executive Director
John L. Hunnewell
upon his retirement in 1991
from left to right:
Kathy Vandervort, Sheri
Burdick, John Hunnewell,
Linda Judson, Doris Jones
and Frank Adshead*



The survey results did serve to call attention to valid issues such as the need for education for Municipal Clerks in smaller communities, and for equal educational opportunities for all Clerks. The Florida Institute of Government was developing a prototype solution for the first problem in the form of a Regional Career Development Institute, which was designed to allow Clerks from small, rural communities to access quality education without leaving the office for a week. In the March '91 *News Digest*, Education Director Frank Adshead addressed the important issue of the exclusion of Clerks requiring child care services from Institutes and Conferences. He put out a call for State Municipal Clerk Associations and Institutes to start experimenting with on-site child care programs, emphasizing that Municipal Clerks could well become innovators in child care programs for professional in-residence study away from home.

IIMC members headed west in 1992, meeting for the first time in Salt Lake City, Utah. At the Opening Ceremony, U.S. Senator Jake Garn made a very special keynote presentation with his narration of the movie "Flight of Discovery," a chronology of his 1985 NASA space shuttle mission. The President's Reception at the world-class Snowbird Ski and Summer Resort in the midst of the Wasatch Mountains turned spring into fall with an authentic Oktoberfest celebration, complete with German buffet and Bavarian band. Afterwards, guests rode a tram to the top of 11,000 foot Hidden Peak for a spectacular view of the Wasatch Range and Salt Lake Valley. Later in the week, attendees would be treated to a once-in-a-lifetime event—a full dress concert performance, just for them, by the Mormon Tabernacle Choir.

The 1992 Annual Conference theme, "Reach Out and Touch Your World," was especially appropriate at a time when political barriers and walls were coming down all over the globe. The subjects of the pre-Conference seminars indicated that IIMC was also paying attention to other timely topics. Delegates could investigate "Cultural and Gender Diversity at Work" or consider "Sexual Harassment and Alternative Dispute Resolution: New Personnel Issues, for Municipal Clerks."

In Salt Lake City, Christina N. Wilder, CMC/AAE, Municipal Clerk of Hamilton Township, New Jersey, was elected President for the coming year. An IIMC member since 1976, President



Wilder had served three years on the Board of Directors, and Chaired the Committee which produced *The Language of Local Government*. She was also a co-adjutant instructor for Rutgers University in the Department of Governmental Services. As President, she would advocate the plan for a strategic planning retreat which would allow IIMC to take stock and redefine its goals for the future.

At the 1992 Awards Luncheon, Past President Joseph Valenti retired Municipal Clerk of Woodbridge, New Jersey, was awarded IIMC's highest honor, the Honorary Life Membership. Two member cities were recognized for their outstanding records management programs in the Third Annual Records Management Award for Exceptional Programs.

Thirty Institute Directors gathered to compare notes and exchange ideas at this meeting. A unique, Nebraska-based project caused considerable interest and excitement among the group. It involved live, on-site marketing of Institute and other Municipal Clerk education programs to city and town councils throughout the state, and was scheduled for a pilot test in the Fall. During the Colloquium, the IIMC Board announced its plan to establish an annual Institute Director Award of Excellence to recognize outstanding individual performance.

The foresight of IIMC's education program was becoming ever more clear as increasingly, states signed into law bills requiring special education for Municipal Clerks. In April 1992, Governor Joe Frank Harris signed a bill mandating training for Georgia's Municipal Clerks, and established a new Georgia Municipal Training Institute. IIMC's members had little to worry about.

More than 4,400 of them had already earned the CMC designation, and more than 600 had entered the Academy for Advanced Education. The IIMC-sponsored Home Study Course, now in its tenth year, had helped more than 1,400 Municipal Clerks and other government employees gain knowledge vital to their professions.

In November of 1992, four Past Presidents, four IIMC staff members, and the Board of Directors gathered together for a two-day, facilitated strategic planning retreat. There was a general feeling that in the '80s, phenomenal growth had made it difficult for the organization to keep up with the rapid changes it faced. As a result, IIMC presently lacked a clear vision and sense of direction. For two days the group talked about their hopes, fears, and goals for IIMC, and worked carefully

*The members of the IIMC
1991-92 Executive Committee
left to right:
President,
W. Douglas Armstrong,
First Vice-President,
Christina N. Wilder,
Second Vice President,
Norma Rodriguez and
Immediate Past President,
Margery Price*



to select a path for the future which would accommodate current trends while promoting organizational flexibility. The fruitful session gave rise to the following mission statement, which would soon be incorporated into IIMC's official Constitution:

The International Institute of Municipal Clerks prepares its membership to meet the challenge of the diverse roles of the Municipal Clerk by providing services and continuing professional development opportunities to benefit members and the government entities they serve.

Armed with this new mission statement, 1,100 IIMC Delegates and guests convened at the Hyatt Orlando Convention Center in Orlando, Florida, for the 1993 Annual Conference. In keeping



*1991 Mid-year Board Meeting in Montreal from left:
John Devine, IIMC Executive Director
Josie Katz,
Director Region X,
John LeGros,
Mount Royal
Fire & Public Security
Director*

with the sunny skies and balmy temperatures, the President's Reception had a Caribbean Beach Party theme, with steel drum calypso entertainment. The Conference theme was, "Today a Challenge- Tomorrow a Discovery," and throughout the Conference Delegates would be spurred on to explore new horizons. At the Opening Ceremony, the keynote address was given by Marc Buoniconti, a former football player who had been paralyzed by an accident during a game. As a spokesperson for the Miami Project to Cure Paralysis, Buoniconti challenged Delegates to become more sensitized to the differently-abled.

Members had a more sophisticated set of options to choose from when it came to workshops this year, thanks to the work of Dr. Frank Adshead and the Education Committee. Feedback from the last Conference indicated that members were interested in seeing longer, consecutive sessions, which built upon preceding workshops. To satisfy this demand, Dr. Adshead and the Committee designed a series of Conference "tracks" on subjects like municipal administration, records

management, and law and ethics. Popular workshops were repeated throughout the week, so that Delegates would have more than one chance to attend a session. As usual, most of the workshops were taped and made available for sale for those who could not attend.

After hours, attendees were treated to an evening of fun at Sea World-featuring their very own personalized killer whale show-followed by a San Antonio Hoedown Buffet Dinner at the Atlantis Plaza Pavilion. The Regional Dinners were something special this year. They were held in Lili Marlene's Private Parlour Rooms, upstairs at the famous Church Street Station, Orlando's festival of live entertainment, dining, dancing and shopping. Later, IIMC Delegates simply closed the street to traffic for the night and had a big street party.

At the 1993 Conference, Norma Rodriguez, CMC/AAE, City Clerk of San Antonio, Texas, ascended to the position of President. President Rodriguez had been with IIMC since 1975, serving on the Board, and on numerous committees. A Past President of both the Alamo Area Chapter of City Clerks and Secretaries, and the Texas Municipal Association, in 1992 she was



*Mormon Tabernacle Choir
performs for delegates
left:
Senator Jake Garn
Address Opening Ceremony
at 46th Annual Conference
in Salt Lake
City, Utah*

awarded the "Texas Municipal Clerk of the Year" Award. As President of IIMC she would guide the Organization through a hectic year in which it would relocate its Headquarters, receive its first federal grant, and institute two new awards.

In Orlando, Past President Margaret Griffith, retired Clerk of Council of Lima, Ohio, was granted an Honorary Lifetime Membership at the Awards Luncheon. Colonie, New York, and Upland, California, won Records Management Awards for their systems. Naida L. Parker, CMC, Rochester, Massachusetts, was given a special certificate for being the 5,000th Municipal Clerk to achieve the CMC designation. And both Elizabeth Nolan, CMC/AAE, and Muriel Rickard, CMC/AAE, received nods for being the first two people to qualify for their third Sustaining Membership in the Academy for Advanced Education.



Right after the Conference in May of '93, IIMC 's lease agreement with the City of Pasadena expired. IIMC had spent twenty-two happy years in the old Municipal Power and Light Company building, but in that time, both its staff and its needs had outgrown the facility. The Board decided the time had come to relocate, and eventually, 2,450 square feet of brand new office space were found at 1206 North San Dimas Canyon Road in San Dimas, California. The move was set for July, and by September, about 40 Municipal Clerks attended the official open house celebration where San Dimas Mayor Terry Dipple presented President Rodriguez with a resolution welcoming IIMC to town.

*Cuisine from all over the
world is offered at IIMC's
First International Luncheon*

Other changes were still developing as a result of the previous year's Strategic Planning session. In an effort to strengthen the Committee structure, a policy was adopted which allowed volunteers to serve two-year, rather than one-year, terms, with staggered expiration dates. The idea was to create greater continuity within Committees, enabling them to formulate, develop and execute long-term projects without worrying about time restraints.

As an immediate result of this new policy, the Records Management Committee, with the help of the Headquarters staff, applied for, and received, IIMC's first-ever Federal grant.





The \$65,819 grant came from the National Historical Publication and Records Commission (NHPRC), with the understanding that it was to be used to develop a comprehensive training program in records and archive management. To help IIMC complete the project on time, Maurice Bisheff, Ph.D., joined the Organization as a Program Assistant.

Several newly established Committees added to the climate of change and industry in 1993. As a result of a recommendation made by the Budget and Planning Ad Hoc Committee, the beginning of IIMC's fiscal year was changed from April 1 to January 1. It was felt that this would give a more accurate picture of IIMC's finances for any given year by allowing for full processing of the revenues generated by the Annual Conference. The new Resource Center Committee had renamed the old IIMC Management Information System the "IIMC Resource Center," and was doing

a tremendous job improving the Library. And last, but not least, the new Research Committee was gearing up for a concentrated review of the Certification and Advanced Academy programs. With the approval of the University of Alberta, Canada in 1991 and the University of Delaware's program in February 1993, IIMC now had 47 Certification Institutes, and 38 Advanced Academy programs.

It hardly seemed possible, but July 29-30, 1993, marked the 25th Anniversary of the very first Certification



IIMC President Norma Rodriguez and Executive Director John Devine with Dedication Plaque for the new IIMC Headquarters in San Dimas, California September 1993

Program developed by IIMC representatives at Syracuse University. To celebrate, Syracuse organized a reunion for all its graduates with the theme, "The Municipal Clerk-What 25 Years Hath Wrought." More than 100 people attended the 25th Silver Anniversary party at the Carousel Center Skydeck. President Rodriguez was on hand to present Dean Levy "Lee" Smith, developer of the first Institute, with a plaque on behalf of IIMC. Ray Carlo, Jr., CMC/AAE, Village Clerk/Treasurer of Akron, New York, announced the founding of the Levy L. Smith Endowed Public Forum. The Forum's goal was to raise funds for a public affairs forum to be held annually at the Clerks Institute.

While honoring its first Institute Director, IIMC was not forgetting its current hard-working Directors. The long awaited Institute Directors Award of Excellence was ready to go, and the



The IIMC Staff October of 1993
front row left:
Sheri Burdick,
Linda Judson,
Kathy Vandervort,
Barbara Askjaer,
Jessica Christie,
Director of Education,
Frank Adshead
backrow left:
Chris Shalby,
Executive Director,
John Devine and
Maurice Bisheff

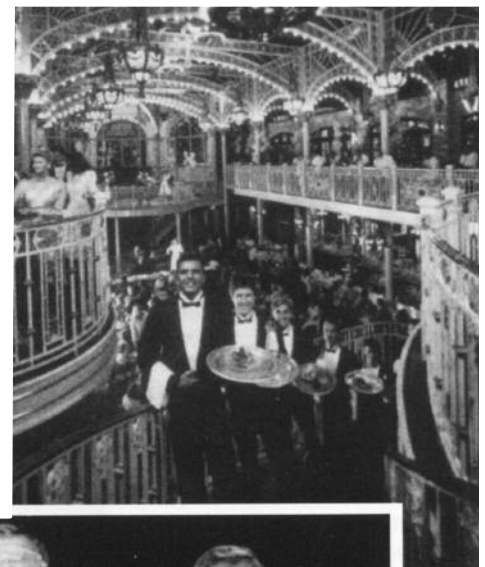
first nomination forms appeared in the November '93 *News Digest*. At least one recipient each year would be honored for "contributing in a particularly significant way to the educational needs of Municipal Clerks and to the advancement of the profession." Also appearing in that *News Digest* was the first application for another new award-the Technology Award of Excellence. To acknowledge the importance of technology in helping the Municipal Clerk's office to provide efficient and cost-effective service, this Award would recognize technological advances which benefitted the winning Municipal Clerk's office and municipality.

Over the years, members had come to rely on the *News Digest* for reliable information on the many changes taking place in their Organization. But even this venerable institution was showing signs of change. A new regular feature called "News From the Committee Corner" introduced the Chairs of IIMC's various Committees and allowed members to catch up on what each was doing. Another new column introduced Headquarters staff like Special Projects Coordinator Sheri Burdick, a 16-year IIMC veteran, to the membership. And finally-a sign of the times-a monthly column on the Resource Center, replete with various useful tidbits on ordinances and other information, articles on E-mail, the Internet and computerization offered ideas on how to make the Clerk's Office more manageable and productive.

In keeping with the general spirit of exploration, change and adventure, 1,300 IIMC members and guests blazed a trail to America's last frontier in 1994, convening in Anchorage, Alaska. The President's Reception was held in the Anchorage Museum of History and Art, a five story atrium housing a spectacular collection of Alaskan and northern art. At the Performing Arts Center, the Opening Ceremony featured LeRoy Zimmerman's breathtaking photo symphony, "The Crown of Light." When Delegates needed a break from the round of workshops and events, they were bused to the Alyeska Resort, one of the finest Alpine Ski resorts in the country, where they panned for gold, cruised Portage Glacier, rode dog sleds, and sampled Alaskan seafood and music.

At the 47th Annual Conference in Orlando, Florida 1993
Lili Marlene's provided the perfect atmosphere for the IIMC Regional Dinners

below:
Clerks at "Play"





The welcoming committee from the Convention and Visitors Bureau in Anchorage, Alaska 1994

Henry Cisneros, U.S. Secretary of HUD, made the Annual Banquet memorable with his keynote address.

The Conference theme this year was “Crossroads of Continents,” and cultural diversity and international understanding were the order of the day. IIMC proudly welcomed its first Delegate from Zimbabwe, as well as members from South Africa, Israel, the U.K., the Netherlands, Australia, New Zealand and Canada. Thanks to a generous \$26,000 two-year grant from MCEF to enhance the education program, Delegates had a record-breaking 70 workshops to choose from at this meeting, many on topics such as “Lessons in Cross-Cultural Perception and Communication,” and “Forces of Globalization: The Impact on Public Administration.” The Academy did its part to help IIMC members “reach out to embrace this increasingly small world” with a special session on “Cross-Cultural Communications.”

Muriel W. Rickard, CMC/AAE, City Clerk of Deerfield Beach, Florida, took over the reins as President at the Anchorage Conference. President Rickard had been with IIMC since 1974, and served as Region III Director from 1986-89. As Chair of the Municipal Clerks Week Committee in 1984, her hard work had resulted in an official Proclamation by President Ronald Reagan. As IIMC President she would address the UDITE (Union des Dirigrants Territoriaux de L'Europe) in Portugal, and oversee the historic signing of formal agreements, first with the Dutch Clerks Association (VGS), and then with the Israel Association of Municipal Clerks and Managers (IAM), making these two groups the first international organizations to officially join IIMC.

The inauguration of two new awards made the Awards Luncheon a special event in 1994. Dorothy F. Byrd, Institute Director (Retired) at the University of North Texas, and J.M. (Jack) Whitmer, Ph.D, Associate Professor of Political Science at Iowa State University, were winners of the first

The Anchorage Museum of History and Art provided the setting for the President's Reception at the 48th Annual Conference in 1994



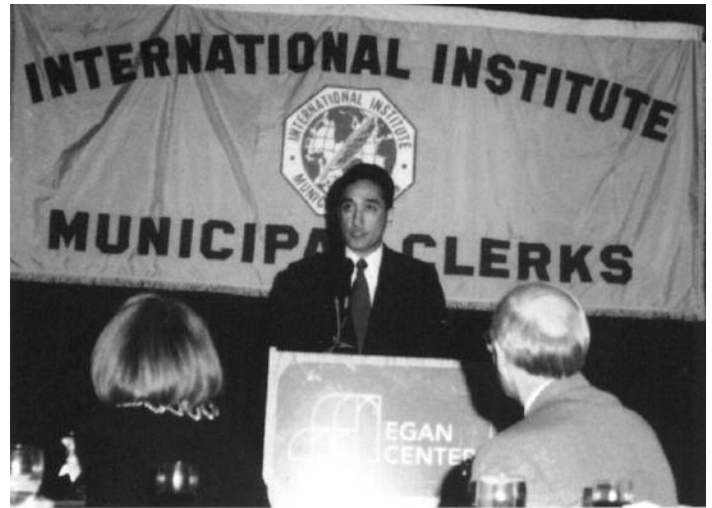
IIMC Institute Director Award of Excellence. Four municipalities shared the first ever Technology Award of Excellence, with the grand prize going to Bill Walworth, CAC/AAE, City Clerk of Burton, Michigan. Lyall Schwarzkopf, CMC, Past President and current MCEF President, upon retiring after 30 years of public service in Minnesota, was given IIMC's highest honor, the Honorary Lifetime Membership.

Shortly before the Conference this year, to kick off the celebration of the 25th Annual Municipal Clerks Week, IIMC had unveiled its comprehensive training workshop curriculum on records management for local government, developed with the help of an NHPRC grant. The first-of-its-kind curriculum was based on the National Association of Government Archives and Records Administrators (NAGARA) local government Technical Publications Series, and included seven, two-hour integrated sessions, instructor's guides, visual aids, and the NAGARA series of manuals. IIMC members got the chance to take part in the program at the Anchorage convention, and IIMC Educational Institutes and State Clerk Associations were soon picking up on the Records Management workshop. Eventually, two-thirds of the Institutes in the U.S. and Canada would adopt the program.

Dr. Bisheff, who had come to IIMC to assist in the development of the Records Management Training Program, agreed to stay on once the project was completed as the new Information Resource Center Director. In his new capacity, he let members know that "the Resource Center's goal is to provide a one-stop, comprehensive information center where Municipal Clerks can obtain the resources and referrals they need to enhance their effectiveness-with personalized service." As it had since the beginning, the Center continued to offer members free inquiry service for sample ordinances, complimentary or low-price management and technical publications, and professional referrals and networking opportunities-locally, nationally and internationally-on issues of concern.

IIMC's Handbook for Education Chairs and Handbook for Institute Directors were completed in 1994, and sent out to all Municipal Clerks Associations, Education Chairs, and Institute Directors. Both books included a brief history of the Municipal Clerks profession, a discussion of approaches to collaborating in education, and a copy of IIMC's Education Program Review guide. They also offered tips on adult education and program administration to new Chairs.

IIMC and its Institute Directors had every reason to feel confident in their approach, for the Certification and Advanced Academy Study Project Team was finding strong support for the basic Institute model and the current subject categories. It seemed the only real changes members wanted in the Certification program were a reduction in the time requirement, a revision of the credit system, and perhaps some new incentives for certifying. When it came to the Academy,



*Secretary of HUD
Henry Cisneros was the
keynote speaker during
the annual banquet in
Anchorage, Alaska 1994*



the Study Project Team found that members were interested in seeing a shift in emphasis, so that lifelong learning for Municipal Clerks could be viewed more as an exciting path to travel and less as a series of obstacles to be overcome.

At the 1994 Mid-year Board Meeting, Directors considered the Study Project Team's recommendations, and approved significant changes for both programs. They reduced the time requirement for Certification from three years of IIMC membership to two, and devised a more equitable point structure for the Certification Categories. A revised point system was likewise adopted for the Academy, and new learning options endorsed. The Board raised the number of points required for a Sustaining Membership, but reduced the number of years needed to proceed to those levels from four to two. Finally, under the new policy, retiring Municipal Clerks would be allowed to maintain their Academy status indefinitely.

Several other important decisions were made at that same Mid-year Meeting. Realizing that the Organization's success was largely dependent upon the quality and preparedness of its leaders, the Board drew up the plans for an Educational Leadership Track, which would "give future leaders the proper training and background to lead IIMC on its mission." Under the direction of First Vice President Tom Roberts, the Leadership Track would take the form of a dedicated series of classes and training sessions devoted to honing leadership skills such as motivation, conflict resolution and public speaking. Finally, in a historic move which signaled their commitment to making IIMC a truly international organization, the Board approved, for the year 2000, a Conference site outside of North America.

The end of the century was looming, but held no fears for an organization which had prospered, against all odds, for nearly 50 years. For the 49th Annual Conference in 1995, Delegates made a run for the roses in Louisville, Kentucky, where the Conference theme was "On the Track to Success." The Opening Session at the resplendent Kentucky Center for the Arts was presided over by Louisville Mayor Jerry E. Abramson, and featured Rhythm in Blues, a singing group comprised of Louisville policemen. Harlan Cleveland, President of the World Academy of Arts and Sciences,



The Belle of Louisville and grazing thoroughbreds were among the various sites offered at the 49th Annual Conference

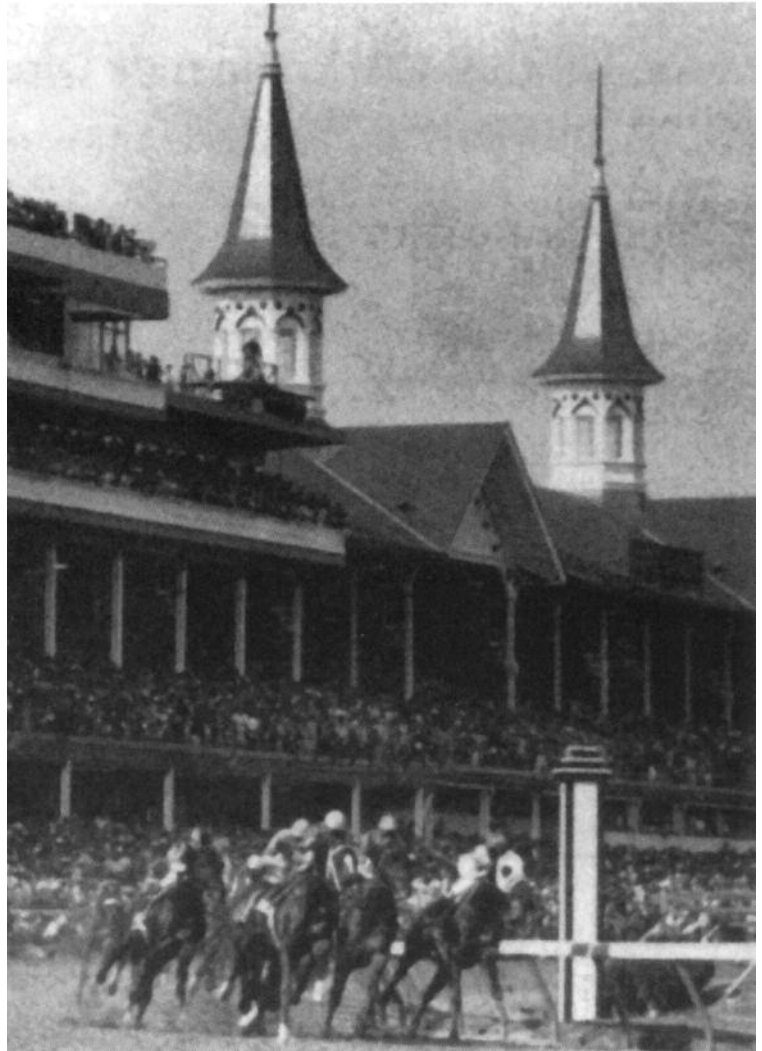


Founding Dean of the University of Minnesota's Hubert H. Humphrey Institute of Public Affairs, and former Ambassador to NATO, was a hit at the Inspirational Luncheon, where, in discussing the idea that information is power, he advised the gathered Municipal Clerks to "stay close to the people, and learn information and communications technology."

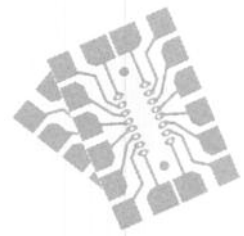
The All-Conference Event, naturally enough, was a tour of Churchill Downs, complete with mint juleps, Kentucky-style food, and a full day at the races viewed from the prestigious Skye Terrace, also known as "Millionaire's Row." An experienced handicapper was on hand to help novices decipher the odds, and the special IIMC feature race was won by the fittingly named "Burrows." Other Conference special tours included visiting a Thoroughbred horse farm, Mammoth Cave, Shakertown and other historical sites.

Delegates elected Tom G. Roberts, CMC/AAE, City Clerk of Kansas City, Kansas, President for 1995-96. A veteran of eleven Annual Conferences, President Roberts had been active on a number of IIMC committees, and in 1990, had won the IIMC Records Management Award in the archives category. In 1991, he was named the first Mildred Vance City Clerk/Finance Officer of the Year by the City Clerks and Municipal Finance Officers Association of Kansas. As IIMC President, he would oversee the initiation of the Educational Leadership Track to ensure quality leaders fix the Organization in the years to come, and preside over the historic decision of where to hold the Year-2000 Annual Conference.

At the Awards Luncheon, Bruce Smith, CMC, Director of Corporate Services/City Clerk of Dartmouth, Nova Scotia, was announced as the winner of the Send a Clerk to Harvard Scholarship contest. Two and a half years of fund-raising on the part of the Big Cities Committee had gone into the \$7,000 award. As winner, Smith would spend three weeks at the John F. Kennedy School of Government-Program for Senior Executives. Larry H. Graves, Ed.D., Institute Director at Mississippi State University was the recipient of the 1995 Institute Director Award of Excellence. The Award was granted in recognition of 31 years spent in the field of education, 22 of those in community development and local government education. The 1995 Records Management Award went to Lindell S. Long, Deputy Secretary of San Angelo, Texas, and Vicky Miel, CMC, City Clerk of Phoenix, Arizona, won the 1995 Technology Award of Excellence.



*Churchill Downs home of
the Kentucky Derby in
Louisville, Kentucky*





Institute Director, Larry H. Graves, Ed.D., with 1995 Award of Excellence presented by President Muriel Rickard

One of the workshops at the Louisville Conference was a special three-hour session on the Information Super Highway, offering delegates the opportunity to learn about the Internet, E-Mail, and their uses for local government. The "Net" was now a hot topic, as its applications and potential were becoming clear. This year, a volunteer IIMC E-Mail Pilot Group, led by the Resource Center Committee, initiated a series of conversations with the U.S. National Science Foundation (NSF) which eventually led to the founding of Municipalities Net (MuniNet). The U.S. National Performance Review Commission, sponsored by Vice-President Al Gore, and the NSF established MuniNet in conjunction with FinanceNet for use by IIMC. It allowed members worldwide access to electronic libraries and an

electronic bulletin board, and posted Municipal Clerk documents.

Subscriptions to MuniNet were free to IIMC members, and within a few months, IIMC was posting documents and conducting bulletin board conferences open to participation by all members. To keep pace with these networking innovations, IIMC Headquarters upgraded its computer and accounting systems, and completely modernized the offices. IIMC's Headquarters staff was ready to face the next 50 years.

At the Mid-year Board Meeting in October of 1995, the Directors gathered for another productive team-building and strategic session. The prospects looked very good-both for IIMC's Golden Anniversary, and for the future. Financially, the Organization was on solid ground, with a balanced budget, a newly established reserve fund, and a long-deferred capital acquisition fund. With pride, the Board voted to award IIMC's Year-2000 Annual Conference to Rotterdam, the Netherlands.

And so IIMC celebrates its 50th Golden Anniversary in May of 1996 in magical Albuquerque, New Mexico. In this its fiftieth year, it stands as an Organization 10,000 strong, whose membership roster reads like a sightseeing tour of the world's towns and cities, great and small. With members in 15 countries, IIMC members cater to the concerns of citizens from French Lick, Indiana, to Zimbabwe, Africa.

Yet, even as the Organization experiences what Past President Norma Rodriguez called "the Internationalization of IIMC," its attention continues to focus on the importance of each individual community in the ever-expanding "global village." In fact, IIMC has proven beyond a doubt that no matter where they live and work, Municipal Clerks share the same concerns and face the same problems-in administrative procedure, management, technological development and public relations. IIMC's members represent counties, metropolitan regions, districts, cities, villages, boroughs, towns, townships, shires, parishes, and hamlets all over the world, but while its scope is broad, it never loses sight of its true purpose-to help Municipal Clerks everywhere run smooth



elections, file effective ordinances, preserve their communities' historical records, and serve, to the very best of their abilities, both their elected officials and the public.

To that end, IIMC has encouraged, invented, developed, and discovered an impressive array of services and systems. From its 47 Educational Institutes, IIMC has issued 6,303 Certified Municipal Clerks of which 3,647 are active IIMC members as of year-end 1995. The 38 Academies of Advanced Education contained within these Institutes have enrolled 1,023 members of which 725 are active IIMC members as of December 1995. Each year, its independent Education Foundation funds scholarships for members to attend their local Institute programs, and sponsors grants to attract well-known speakers to the Annual Conference. The IIMC Resource Center annually fields about 24,000 member inquiries and requests for publications and ordinances. In the near future, it hopes to provide even more efficient service with an on-line Municipal Referral system over the Internet. And of course each year the Annual Conference offers members the chance to network, exchange information, pursue higher education, and learn about the latest breakthroughs in technology and services—all while enjoying the beauties and wonders of one of its member municipalities, shown off to its best advantage by a proud Host Clerk.

IIMC at 50 looks stronger and more vigorous than ever. No one knows what the next fifty years will hold, but one thing is for certain—Municipal Clerks will be there, making their communities better places to live. As world populations grow, and networking makes the farthest outposts just a key-stroke away, cities will become ever-more important links in the chain of human innovation and cooperation that will guarantee the peaceful coexistence of the global villagers of the 21st century. Standing at the cusp of a new age, IIMC is ready and able to further the progress that it has made toward such a future when it was founded fifty years ago.



*Albuquerque, New Mexico
home of IIMC's
Golden Anniversary
Celebration in 1996*

From The Office of -
Colin Dale - PRESIDENT



12 March 1996

President and Members
International Institute of Municipal Clerks
1206 North San Dimas Canyon Road
San Dimas
California 91773
UNITED STATES OF AMERICA

Dear Colleagues

On behalf of the members of the New Zealand Society of Local Government Managers, I send you greetings from New Zealand and especially we heartily congratulate your Institute on the occasion of its 50th Anniversary celebration.

We have been privileged to host several of your Presidents on visits to our beautiful country in the past and also to host a study tour by IIMC members in 1987. No doubt there will be similar visits in the future as New Zealand has undergone re-structuring in many areas including local government. In our profession, we all share in the same vital role that we provide for our communities and our countries no matter where in the world and we in New Zealand value our contacts with IIMC and its members in order to share our experiences.

Once again, many congratulations on IIMC's 50th Anniversary and best wishes to all members of IIMC.

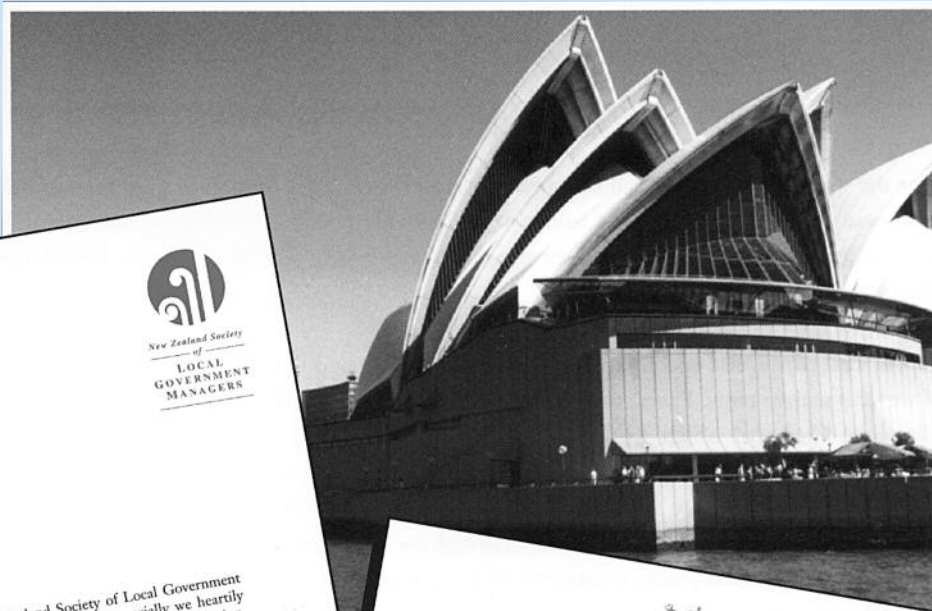
Yours sincerely

Colin Dale

COLIN DALE
PRESIDENT

Contact Details
Telephone - (09) 262 8969
Postal Address - Manukau City Council, Private Bag, Manukau City, New Zealand
Facsimile - (09) 262 5152

*FOSTERING QUALITY PROFESSIONAL MANAGEMENT IN LOCAL GOVERNMENT



10 DOWNING STREET
LONDON SW1A 2AA

THE PRIME MINISTER

I wish to congratulate the International Institute of Municipal Clerks on its 50th Anniversary. The Institute in the United Kingdom performs a vital role in the underpinning and preservation of local democratic structures, and increasingly in providing a fundamental link between local government and the public in the investigation of any complaints. The enhancement of local democratic values in the provision of public services is an essential role and I endorse the work of The International Institute in this respect. I wish them every success on their 50th Anniversary and trust that they will continue to play an important role in future years.

John Major

March, 1996



The Internationalization of IIMC

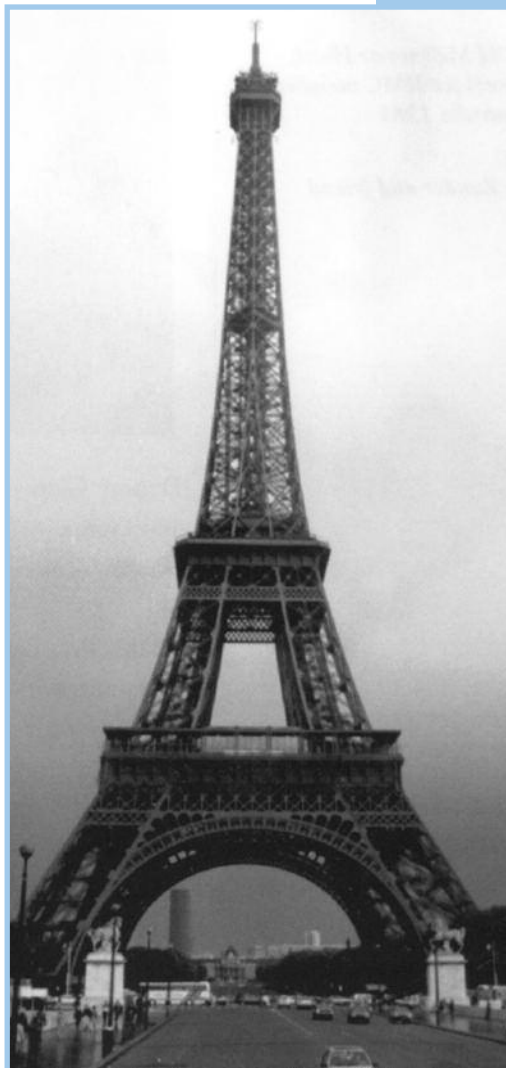
In 1960, members of the National Institute of Municipal Clerks gathered for their Annual Conference in St. Paul, Minnesota. It had been a mere thirteen years since the original group of forty four Charter Members had founded the Organization in 1947, but in that time, IIMC had grown to nearly 1,500 members-many of them from the neighboring nation of Canada.

To acknowledge its Canadian members, and to signal NIMC's solidarity with Municipal Clerks throughout the world, George B. Wellman proposed at that 1960 meeting that the Organization's name be changed to the International Institute of Municipal Clerks. Members accepted the proposal and formalized it with a Constitutional amendment.

Despite the best intentions, the newly named IIMC had much too much going on at home in those early years-what with getting its services and educational programs up and running-to focus much attention outside the borders of North America. In 1961, President Marie Filarski did represent IIMC at the International Union of Local Authorities in Tel Aviv, but it would be eight years before another IIMC President, Joseph Carney, would manage a second visit to Israel. When he did, however, he was able to enroll a number of Israeli Town Clerks as members.

Carney's success made it immediately clear that when Municipal Clerks from different parts of the world were given the opportunity to talk together, they found they had much in common. In cities from San Francisco to Chicago to London to Amsterdam to Sydney, and in all the towns and villages in between, Municipal Clerks were concerned with running elections, administering public procedures, supporting local government, preserving records, and serving the public efficiently and effectively. In some places they might be called Municipal Clerks, in others City Secretaries and Solicitors, and in still others Gemeente Sekretarissen, but whatever the name, they shared collective interests and responsibilities, and had a great deal to gain from an exchange of ideas and information.

By IIMC's 25th Silver Anniversary in 1972, the Organization could claim 151 members from outside the United States, including that year, its first member from Australia. But it wasn't until 1980, with the Annual Conference in Toronto, Canada, that the idea of Internationalization would really come





*The Old Melbourne Hotel,
host hotel for IIMC members
in Australia 1985
right:
Mary Zander and friend*



It was to be the first of many as IIMC worked diligently to open channels of communication, and to make the world a smaller, friendlier place.

IIMC President Dorothy Soderblom appointed the Organization's first International Committee in 1985. Led by Dave Manzanares, the Committee worked to establish direct contacts with Town Clerks Associations in Australia, South Africa, New Zealand and the Netherlands. In 1986, Manzanares, together with President Helen Kawagoe and Executive Director John Hunnewell, took

the IIMC message 19,000 miles to four countries. They met with Municipal Clerks, mayors, government officials and heads of Clerks Associations in England, France, the Netherlands and Israel.

While in England, Manzanares, Soderblom and Hunnewell visited the city of Portsmouth, and sat in on an Annual Conference of the Association of District Secretaries, or ADS, the British counterpart professional association for the equivalent of Municipal Clerks. In the Netherlands, they met with leaders of the Vereniging van Gemeente Sekretarissen (VGS), the Dutch Clerks Association. These meetings were to prove the beginning of a firm and abiding relationship between IIMC and the two European groups. When the IIMC delegation proceeded to Tel Aviv,

of age. The Conference that year was centered around the theme of "The International Professional," and from that point forward, IIMC's Directors would make a concerted effort to make IIMC a global concern.

In 1981, the Executive Committee approved a motion authorizing each IIMC President to attend an annual meeting of Municipal Clerks in a foreign country. That year, President Robert Pritchard represented IIMC at the 1981 conference of the New Zealand Institute of Town Clerks and Municipal Treasurers in Christ Church.

IIMC's Directors were anxious that all Municipal Clerks-not just IIMC Presidents-should have the chance to meet their counterparts in foreign government. And so in August, 1983, the first IIMC study tour took to the air. Seventeen Municipal Clerks, Deputy Clerks and guests participated in the 23-day tour of the British Isles, Brussels, Paris and Germany.

*IIMC members on
sightseeing tour of Australia*



they were similarly able to lay the groundwork for an enduring affiliation with the Israelis.

Soon, Municipal Clerks from around the world were eager to sign on to IIMC's vision. As one European union leader told Dave Manzanares, "If IIMC can show that you can bring Clerks together from all over the world through international conferences, exchange programs, and dissemination of technical information, I will personally write to every Town Clerk in my country and ask that they join your Organization. And they will do so." Making good on their promises, 35 guests from England, Israel, South Africa, Australia and New Zealand attended IIMC's 1986 Annual Conference in Boston.

By 1987, an International page began appearing regularly in the *News Digest*, featuring articles by European Clerks such as M. J. Burniston, D.M.A., Solicitor Borough Secretary, King's Lynn and West Norfolk Borough Council, dealing with the circumstances and conditions of IIMC's overseas cousins. An official exchange program was set up whereby representatives from IIMC and ADS would attend each other's annual conference every year. Later that year, a 15-member IIMC delegation led by President Kawagoe flew to New Zealand, where they were guests at the 55th Annual Meeting of the New Zealand Institute of Town Clerks and Municipal Treasurers.

IIMC was now at a turning point in its role as an international Association. Other countries were looking to the Organization for leadership in providing channels for the free exchange of information. When IIMC President Jack Poots led a delegation to England and the Netherlands in 1988, the IIMC group was asked to participate in a Congress for Town Clerks in Utrecht, presenting papers on management information systems, contract management, and government organization.

At the 1988 IIMC Annual Conference in Spokane, Washington, Delegates from Australia, England, Israel, the Netherlands, New Zealand, and South Africa put on a general session reflecting on "The Future of the International Municipal Clerk." For the first time at this meeting, the Parade of Flags included the flags of all 14 countries represented in IIMC. But the overseas members were interested in more concrete proof of inclusion. One Australian member issued a challenge as to whether IIMC was ready to make the commitment to becoming truly "international."

The Organization was prepared to show that it was. While the Board worked to draft a Constitutional amendment granting full voting representation on the IIMC Board of Directors, two



Helen Kawagoe makes presentation from IIMC to Ron Tweed, President of ADS on the first official visit to Portsmouth, England

*lower:
Arc de Triomphe on the International trip to Europe, October 1986*



overseas members were appointed to the Board in a non-voting capacity for the coming year. Ronald B. Tweed, City Secretary and Solicitor, Portsmouth, England, was chosen to represent the Atlantic Rim, and Tom McLean, Town Clerk, Tamaki, New Zealand, the Pacific.

The Constitutional amendment was ratified at the 1989 Conference in Halifax, Nova Scotia. Overseas members would now be included in IIMC's regional structure in the newly formed Region XI. As such they would be represented on the Board by two Directors with full voting rights.



The Parliament Building in Ottawa, Canada during the Mid-year Board Meeting in 1987

To make the celebration complete, Ronald Tweed was honored at this Conference for being the first IIMC member from the U.K. to qualify for Certification.

Once the idea of internationalization caught on in the imagination of members, IIMC collectively began to create more innovative programs to fully realize the possibilities of international participation. In 1990, the Board tapped the services of

People to People International—a goodwill organization working to create “mutual understanding”—to develop study travel programs for IIMC. They also decided IIMC would provide complimentary Conference registration and lodging each year for two Delegates from each IIMC-affiliated overseas association, and approved funding for Region XI Director Nanne Wijma, City Clerk of Drachten, Holland, to attend a meeting of the European Clerks Associations Presidents, where he would take part in discussions aimed toward developing a European Association of Municipal Clerks.

In terms of member involvement, an Exchange Program Sub-Committee led by Janet Lynds initiated a program to encourage IIMC members to host and/or visit overseas members, and a PenPal Program linked members around the world. Under the heading, “International Briefs,” the *News Digest* began running announcements and queries like that of a South African member who planned to attend the 1991 Conference, and while in America, wished to investigate the way local authorities used the different forms of media to convey information. With these programs in place, IIMC could confidently assert, “IIMC is an international Organization established to improve the administration of government throughout the world.”

By the '90s, overseas members were active participants in IIMC, especially at the yearly Conferences. International Delegates conducted workshops each year, and took part in sessions on subjects of universal interest. At the 1992 Conference in Salt Lake City, IIMC facilitated an International Forum entitled, “One People-One World,” featuring a slide show and presentations



by many of IIMC's overseas members. In 1993, for the first time, a member from Region XI Chaired the International Committee, enabling the group to develop and mail membership recruitment letters in five languages.

Slowly but steadily, the news about IIMC was spreading throughout the world. The International Committee corresponded with potential members from countries in Asia, the South Pacific and the Caribbean. Personal contact was made with Municipal Clerks in France, Switzerland, Italy, Spain and Germany. Clerks in Scotland were showing interest, as were a number in Portugal. In 1993, IIMC made it easier for international members to become involved in the Organization by adopting a Constitutional Amendment reducing the number of Annual Conference attendances necessary to be Director of Region XI from two to one. Also that year, a new and improved Professional Colleagues Communication Program (PCCP) replaced the old PenPal program, allowing members to correspond with like-minded Clerks overseas by fax, phone, letter or E-mail.

The dreams of many IIMC members whose hard work and determination had gone into making the Organization an international success were realized when on October 24, 1994, in Amsterdam's historic City Hall, IIMC President Muriel Rickard, and VGS President Meina Bruinsma signed an agreement officially joining the two Associations. It was an achievement toward which President Rickard and Past President Norma Rodriguez had been working for three years. A short while later, on March 6, 1995, President Rickard represented IIMC at the Israel Association of Municipal Clerks and Managers (IAM), where IAM Chair Gali Shaham signed a similar agreement bringing the Israeli group under IIMC's international umbrella.

With these firm commitments, an ever expanding international network, and dedicated members and leaders in 13 countries, IIMC should make its presence felt in communities around the world for many years to come. The official celebration of the Organization's transformation from a national/regional institution to an international one will come when, in the year 2000, IIMC holds its Annual Conference in the member municipality of Rotterdam, the Netherlands.





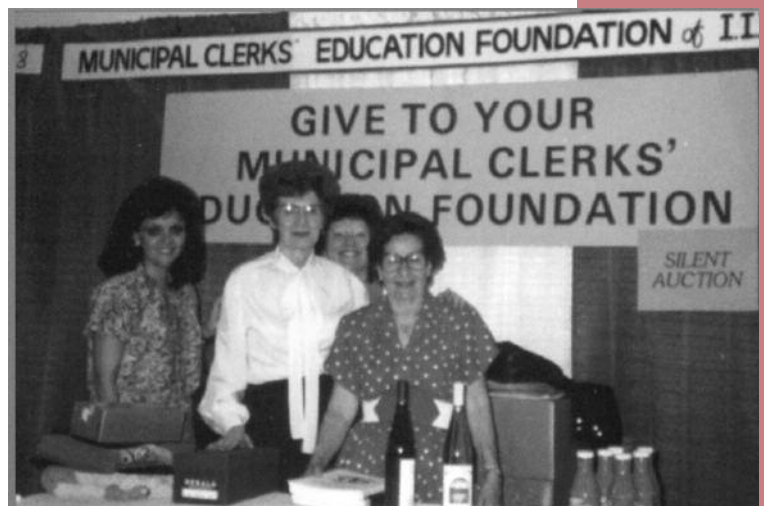
Municipal Clerks Education Foundation

As the preceding history makes clear, education was always an important facet of IIMC's services to its members. But as the world hurtled toward the 21st century, the duties and responsibilities of the Municipal Clerk began to undergo such rapid and radical change that education became not merely an admirable goal for self-improvement, but an absolute necessity. By the 1980s, to perform his or her duties, a Clerk was expected to have a working knowledge of—among other things—the law, records management, accounting, public administration, political science and public relations. In short, as Past President Lyall Schwarzkopf succinctly put it, “there is not a college course in the U.S. which would be able to train the Clerk for the responsibilities the Clerk is expected to perform!” In 1983, IIMC formed an Education Foundation to meet this educational challenge.

It was in fact the realization of a long-cherished goal. The idea for a Foundation had first been raised in the 1960s, but unfortunately the fund started at that time didn't thrive, and its monies were eventually dispersed to Syracuse University for use in the Institute program. In 1981, a committee headed by Eleanor Rohrbach, City Clerk of Des Plaines, Illinois, had again found need for such a structure, but upon Rohrbach's untimely death, the committee dissolved and seemingly so too did IIMC's dreams of a Foundation. With such a history behind it, Schwarzkopf argued, the committee formed in 1983 had “both a clean slate and a mandate for action.”

On September 12, 1983, IIMC then-President Schwarzkopf, Past President Donna Culbertson, and IIMC Executive Director John J. Hunnewell met with attorneys in Chicago, Illinois, to learn the parameters for establishing an educational foundation. At the next Board meeting, they were given the green light to set in motion the procedures necessary for incorporation. Attorney Anna M. Burke was hired to prepare the key documents, which included filing articles of incorporation in Illinois, adopting and filing a set of Foundation bylaws, establishing a trust, and applying to the IRS for 50 1-C3 status.

In January of 1984, the Foundation Committee—consisting of Chairman Donna Culbertson, Committee Vice Chair Walter S. Kuzubowski and Committee Members Larry M. Dingle, John P. Campbell, Ralph C. Ongie, Anna Russell and Elias Martinez—met in Miami, Florida, to begin the arduous process of setting up the Foundation. At this opening meeting, members laid down the groundwork



*Fundraising
for MCEF in
1988*



for the Foundation's future goals and objectives. Its business objectives were relatively straightforward the Committee sought to establish an educational Foundation, solicit contributions from foundations, private corporations, individuals, and government entities, and to set up a trust fund, the interest from which would be used to support IIMC educational operations. The composition of its Board would be vitally important, and it was decided that the Foundation Board would have nine members, five of whom would be active IIMC members. The other four would be drawn from outside the Clerk's profession—one from the field of education, one with expertise in corporations or foundations, one with a background in finance, and the last with experience in government.

After considering a number of states, the Committee decided to incorporate in Illinois, since IIMC was incorporated there, incorporation in Illinois is relatively simple, and Illinois foundations appeared to be well-established—an important factor in gaining the confidence of potential donors. Initially, this was to be a U.S.-only Foundation, and as a goodwill gesture, Canadian IIMC members were consulted and generously stated that they would not consider this divisive. That settled, the Committee voted to name the new Foundation the Municipal Clerks Education Foundation of IIMC.

But as important as the business aspects of the Foundation were, its larger, more far-reaching goals were never out of the Committee's sight. Members focused their discussion on the need to help Municipal Clerks from small towns with no local access to educational institutions, as well as to help women and minorities up the career ladder in the Clerk's profession. In discussing the Foundation's purposes, it was agreed that their mandate included establishing easy access to technical assistance and to a cadre of expertise, providing resources for preservation of local records for municipal history, supplying education for newly-appointed Clerks, supplying a directory of contact persons in various disciplines in each state, in addition to listing scholarships and libraries relevant to the needs of Municipal Clerks.

In view of the scope of the Foundation's objectives, the Committee quickly decided that they needed a broad, all-encompassing statement of purpose. The initial version of the statement incorporated into the Foundation's Bylaws reflected the Committee's concerns: "That the purpose of the Municipal Clerks Education Foundation shall be career development through education and training of Municipal Clerks in all areas under their administration to the end that the public will be better served."

Having hammered out the Foundation's Bylaws and established its method of governance, the Foundation Committee gave way to the first Board of Directors of the Municipal Clerks Education Foundation of IIMC, whose first meeting was held in San Diego on May 19, 1984. Chaired by Lyall Schwarzkopf, the Board included incoming IIMC President Iola S. Stone, Dorothy Soderblom, Helen Kawagoe, Jack J. Poots, and Margaret Griffith. Lyall Schwarzkopf was elected President of the Foundation and Iola Stone, Secretary/Treasurer. As its first official act, the Board approved the Committee's proposed Bylaws and established the Foundation's residence at the office of its attorney at 2650 West 51 St. in Chicago, Illinois.



*MCEF Fundraising efforts
in Fort Worth,
Texas 1987*

Once the details of getting established were taken care of, Foundation Board members turned to their next pressing and difficult task—raising the money the Foundation would need to be effective. Their earliest strategies included adding a one-time only assessment of 20% to U.S. members yearly dues, adding \$20 to the Annual Conference registration fee, and setting up a Charter Club with three levels of membership—bronze (for donations of \$100–\$249), silver (\$250–\$499) and gold (\$500–\$1,000). The initial goal was to raise \$75,000, \$25,000 of which would immediately be used to implement projects to meet Clerks’ needs, and \$50,000 of which would be put into a trust fund. As the fund-raising arm of IIMC, the Foundation’s *raison d’être* was to solicit donations, and as the '80s progressed, its members quickly and efficiently learned to muster support for their worthy cause.

The next order of business was to get down to the nuts and bolts of how the money would be spent. Among its many objectives, the Board decided first to focus on: giving scholarships to enable Clerks to attend IIMC Institutes; establishing and running a library of sample ordinances, “how to” manuals and case studies, and to making such information available on loan or as a free service; researching and assessing the need for such manuals as a support for new Clerks; and, hiring a Director of Education to review and enhance IIMC Institute programs and the Academy programs.

By the IIMC Annual Conference in May 1985, the Foundation’s projected finances for its first year were \$65,000. In a meeting that October, the Board moved to set up the very first Scholarship Program. They decided that ten, \$200 scholarships would be offered in each of IIMC regions I through IX. To qualify, applicants would need to be IIMC members wishing to attend a first year institute. Awards would be made on the basis of merit and need. Iola Stone, Fred Davison and Margery Price formed the first Scholarship Committee, and the program was announced in the November 1, 1985 *News Digest*. Applications were ready by December of '85, and in May of 1986, at the Annual Conference in Boston, the first 72 proud recipients received their scholarship awards.





*Helen and Tak Kawagoe
selling the roses they
made in Spokane 1988*

At the Board meeting that May in Boston, Iola Stone announced that she would have to resign her position on the Foundation Board because she was about to be promoted from City Clerk to City Manager of Elberton, Georgia (she would later serve as mayor, and eventually return to serve again on the Foundation Board in the position slotted for a representative of the Community at Large). Dorothy Soderblom was elected to fill Stone's place as Secretary/Treasurer-a post which she has faithfully held from that day, fatigue and retirement notwithstanding! At that same meeting, Henry Cisneros, then-mayor of San Antonio, was put forward to fill the government position on the Board. Over the years, the Foundation was

to see quite an impressive roster of important and influential people come forward to give of their time in the cause of education in local government. These included, among many others, Dr. Chari Dean Newell, Assistant to the Chancellor at North Texas State, Dorothy Wrigley Chauncey, of the Wrigley Foundation, and Fred C. Davison, President of the University of Georgia.

Fifty-four scholarships were awarded during the Scholarship Program's second year, at the Annual Conference in Fort Worth, Texas, in 1987. At this Conference some of the Foundation's most effective and enduring fund-raising strategies began to take shape. Ticket drawings for trips and events such as that year's Rose Bowl package would become a staple attraction, and the Silent Auction, administered by Donna Culbertson that year, was so successful it evolved into an annual event. A special IIMC cookbook with more than 700 recipes covering every IIMC region, also put together by Culbertson and Soderblom, was a big hit at the Foundation's 1990 Conference booth. In later years, T-shirts, golf shirts and caps emblazoned with the MCEF logo would prove to be a popular and fun way for people to contribute to the educational future of all Municipal Clerks.

The Scholarship Program, once firmly established, would continue to grow and evolve, as over the years the Board worked to ensure a fair and equitable distribution of awards. In 1988, Board President Larry Dingle took steps to expand the availability of Foundation Scholarships beyond the U.S. The program was expanded first to Canada, but by 1992, all IIMC members were eligible to apply. The Foundation also made great strides in inspiring committed individuals and corporations to make long-term financial commitments to the cause in the form of endowed scholarships. Municipal Code Corporation and Coded Systems Corporation, both long-time IIMC vendors and supporters, were among the first to come forward with this type of support. Past IIMC President and Foundation Board member Helen Kawagoe became one of the first individual donors when she created the Tak Kawagoe Memorial Fund in honor of her late husband.



By 1991, the Foundation was in a secure enough position to be able to help IIMC out of financial difficulties with a \$70,000 loan. Clearly, the Organization had come of age. Together, IIMC and its Foundation would move forward to the realization of many mutual goals. Board President Robert Pritchard would work hard to achieve an impressive and dignified public image for the Foundation, one which IIMC members could point to with pride.

In 1992, almost ten years after its inception, members of the Foundation Board were able to adopt the following, much expanded statement of purpose into the bylaws. Besides being much more detailed and specific, the new purpose held the added virtue of listing not hopes and dreams, but facts and accomplishments:

"The MCEF of IIMC is established to promote the training and education of Municipal Clerks so that they will bring high professional standards to the office of Clerk and will better serve the elected officials and citizens of the governmental unit by providing efficient and economical services. The Foundation's purpose is to raise funds for: Municipal Clerk scholarships at IIMC-approved Institutes; educational institutions which will develop educational courses for Clerks; the development of educational materials and tools for Clerks; educational seminars; an educational library; enhancing information and research of IIMC programs and any other educational programs adopted by the Foundation."

In each successive year since then, MCEF has devised new approaches to improving the quality of Municipal Clerks' education programs. In 1994, a two-year, \$26,000 MCEF grant allowed IIMC to attract top-flight, nationally recognized speakers to the Annual Conference. This grant has been renewed for 1996 when, in addition to the 40 scholarships it funds annually for member Clerks who cannot afford to attend an IIMC Institute, MCEF will give a \$3,000 Innovative Grant to the IIMC Institute that conceives the best new idea on how to improve Clerks' education. With programs like these, MCEF has continued to provide IIMC with a firm capital "foundation" upon which its members may build their professional futures-now, and in the years to come.



*MCEF Auction chairpersons
Marguerite Strange,
Iola Stone and
MCEF President,
Lyall Schwarzkopf
raise money for
Clerk's Education 1993*



THE QUILL AWARD

Established in 1987, the Quill Award recognizes those IIMC members who have made significant and exemplary contributions to their community, state or province and IIMC. The criteria includes length of service, strength and extent of participation in IIMC, service in teaching fellow Municipal Clerks, involvement with the initiation or administration of an IIMC-approved training Institute or program, or any other activity that enhances the professionalism of IIMC members.

1987

****Eleanor Rohrbach, CMC**
Des Plaines, IL

***Earl Roberts, CMC**
North York, Ontario

***Henrietta Marjan, CMC**
Palos Heights, IL

Frank W. German, Jr., CMC/AAE
Village of Tinley Park, IL

***Johnny C. Fowler, CMC**
Athens, GA

***Mildred C. Vance, CMC**
Parsons, KS

***Frank D'Ascensio, CMC**
Newark, NJ

***Dorothy Outwater, CMC**
Alhambra, CA

***Lyall A. Schwarzkopf, CMC**
Minneapolis, MN

1988

***Edythe Campbell, CMC**
Berkeley, CA

Wilfred A. Coulson, CMC/AAE
Brantford, Ontario

Glendene Goucher, CMC/AAE
Clinton, OK

****Kathryn W. Johnson, CMC**
Lexington-Fayette Urban County, KY

Janet L. Lynds, CMC/AAE
Borough of WoodRidge, NJ

* retired **deceased

THE QUILL AWARD (CONT.)

Tom McLean
Papakura, New Zealand

Elizabeth G. Nolan, CMC/AAE
East Windsor Township, NJ

*Jean Packard, CMC
Brooklyn, WI

*Henry L. Paquin, CMC
Pawtucket, RI

*Marguerite Strange, CMC
Leavenworth, KS

*Ronald B. Tweed
Portsmouth, England

*Mary Thiel Wetterer, CMC
Bal Harbour, FL

1989

*Dolores G. Pollard, CMC
Meriden, CT

*Branson Gayler, CMC
Rome, GA

Betty Backes, CMC/AAE
Coon Rapids, MN

*Ivan L. Waite, CMC
Kansas City, MO

*Natividad "Tiva" Sanchez, CMC
McAllen, TX

**Gladys Blennerhassett, CMC
Halifax, Nova Scotia

1990

Rosemary Coughlin, CMC/AAE
Sterling, IL

*Larry M. Dingle, CMC
Atlanta, GA

* retired **deceased





THE QUILL AWARD (CONT.)

*Walter L. Ferguson, CMC/AAE
Scottsbluff, NE

*WilmaJ. Thomas, CMC/AAE
Wichita Falls, TX

*Colonel Tyron Earl Tisdale, CMC
Auburn, AL

*Edward Tomkiel, CMC
Manchester, CT

Elaine Wallace, CMC/AAE
Middletown Township, NJ

1991

Norma Caldwell, CMC/AAE
Hazelwood, MO

A.G. "Tony" Davenport, CMC/AAE
Weatherford, OK

*Nelda M. Donahue, CMC
Casa Grande, AZ

Ellen B. Mooney, CMC/AAE
Hinsdale, IL

*Mida Neff, CMC
Springdale, AR

Ruth Hodges Smith, CMC/AAE
Virginia Beach, VA

Suzanne Withers, CMC/AAE
Rehoboth, MA

1992

*Janet Cason, CMC/AAE
Naples, FL

Lorraine Chaussee, CMC/AAE
Loves Park, IL

Alice M. Church, CMC/AAE
Fort Worth, TX

*Charles W. Gress, CMC
Wyoming, MI

Elizabeth, H. Kiss, CMC/AAE
East Brunswick, NJ

* retired **deceased

THE QUILL AWARD (CONT.)

Kathleen A. Thorpe, CMC/AAE
South Brunswick Township, NJ

1993

Barbara A. Dunaway, CMC/AAE
Goodyear, AZ

Susan A. Lamblack, CMC/AAE
Newark, DE

Marian K. Karr, CMC/AAE
Iowa City, IA

1994

Janet Vaught, CMC/AAE
Carbondale, IL

*Gertrude "Trudy" Hill, CMC/AAE
Whittier, CA

Marianne Edwards, CMC/AAE
Normal, IL

1995

Carlos Cuevas, CMC/AAE
New York, NY

Linda Medlock, CMC/AAE
Saint Charles, MO

THE RECORDS MANAGEMENT AWARD

Established in 1989, this Award recognizes those Municipal Clerks who have established outstanding systems for records management or have improved existing systems.

1990 Grand Prize

Automated Records Retention and Retrieval System
(Population more than 100,000)

Vicky Miel, CMC
Phoenix, AZ

1990

Manual Systems
(Population 2,501 to 20,000)

Cheryl L. Hathaway
Flower Mound, TX

* retired **deceased





THE RECORDS MANAGEMENT AWARD (CONT.)

Manual Systems
(Population more than 20,001)
*Ronald B. Tweed, CMC
Portsmouth, England

Computerized Alternative Technologies
(Population 2,501 to 20,000)
Kathy M. Alesafis, CMC
Tarpon Springs, FL

Computerized Alternative Technologies
(Population more than 20,001)
Charles G. Abdelnour, CMC
San Diego, CA

Archives
(Population 2,501 to 20,000)
Kathleen Thorpe, CMC/AAE
South Brunswick Township, NJ

Archives
(Population more than 20,001)
Tom G. Roberts, CMC/AAE
Kansas City, KS

1991 Grand Prize

Manual System with Computer Assistance
(Population 10,001 to 75,000)
Connie J. Schmidt, CMC
Merriam, KS

Manual System with Computer Assistance
(Population less than 10,000)
Barbara Dunaway, CMC/AAE
Goodyear, AZ

Manual System with Computer Assistance
(Population 10,001 to 75,000)
Joseph F. Smith
Rome, GA

Manual System with Computer Assistance
(Population 75,001 to 250,000)
Helen Fowler, CMC
Tempe, AZ

Manual System with Computer Assistance
(Population more than 250,000)
Norma S. Rodriguez, CMC
San Antonio, TX

* retired **deceased

THE RECORDS MANAGEMENT AWARD (CONT)

Alternative Technologies
(Population 75,001 to 250,000)
Aileen B. Boyle Glendale, CA

1992 Grand Prize

Manual System with Computer Assistance
(Population 10,001 to 75,000)
Pat Adams, CMC
Greenville, TX

Manual System with Computer Assistance
(Population 75,001 to 250,000)
Richard L. Smith, CMC
Mobile, AL

1993

Manual System with Computer Assistance
(Population 2,501 to 100,000)
Bonnie Vass Werther
Colonie, NY

Alternative Technology
(Population 2,501 to 100,000)
Sheryll Schroeder, CMC
Upland, CA

1994

Manual System with Computer Assistance
(Population 2,501 to 100,000)
Billy E. Robinson, CMC
Sarasota, FL

Manual System
(Population less than 2,501)
Brenda L. Schneider, CMC
Superior, MT

1995

Manual System with Computer Assistance
(Population 2,501 to 100,000)
Lindell S. Long
San Angelo, TX

* retired **deceased





THE INSTITUTE DIRECTOR AWARD OF EXCELLENCE

Established in 1994, this Award acknowledges the unique and exceptional contributions of these dedicated educators over time in promoting quality education for the Municipal Clerk's profession.

1994

*Dorothy F. Byrd University of North Texas Denton, TX

J.M. (Jack) Whitmer, Ph.D.

Iowa State University

Ames, IA

1995

*Larry H. Graves, Ed.D.

Mississippi State University

Mississippi State, MS

THE TECHNOLOGY AWARD OF EXCELLENCE

Established in 1994, this Award recognizes the important use of technology in the Municipal Clerk's office in providing efficient and cost-effective delivery of service.

1994 Grand Prize

Category

(Population 10,001 to 50,000)

William Walworth, CMC/AAE

Burton, MI

Category

(Population less than 10,000)

Mary Nichols, CMC/AAE

Lancaster, TX

Category

(Population 10,001 to 50,000)

Sandra Howell, CMC

Lenexa, KS

Category

(Population 50,001 to 100,000)

Gloria]. Berrett, CMC/AAE

Ogden, UT

Category (Population more than 100,000)

Catherine T. Rocha, CMC

Kansas City, MO

1995 Grand Prize

Category

(Population more than 25,000)

Vicky Miel, CMC

Phoenix, AZ

* retired **deceased

ANNUAL CONFERENCES AND HOST CLERKS

1947	French Lick, IN
1948	Atlantic City, NJ
1949	Chicago, IL - Ludwig Schreiber*
1950	Covington, KY - George F. Vieth**
1951	Boston, MA - Walter]. Malloy*
1952	Dallas, TX - Harold G. Shank, CMC**
1953	Omaha, NE - M.J. Dineen, Jr. **
1954	Detroit, MI - Thomas D. Leadbetter*
1955	Chicago, IL - John e. Marcin, CMC**
1956	New Orleans, LA - Michael H. Foto*
1957	Long Beach, CA - Margaret L. Moore*
1958	Toronto, Ontario - George A. Weale**
1959	Miami, FL - Frank L. Correll**
1960	St. Paul, MN - Joseph R. Okeneski*
1961	New York, NY - Herman Katz*
1962	San Francisco, CA - Robert]. Dolan*
1963	Columbus, OH - Gordon F. Serrott*
1964	New Orleans, LA - Roger L. Sarrat*
1965	Denver, CO - F.]. Serafini*
1966	New York, NY - Herman Katz*
1967	Los Angeles, CA - Walter e. Thiel*
1968	Miami Beach, FL - Ruth Rouleau**
1969	St. Louis, MO - Grace Heneck*
1970	Atlantic City, NJ - Adelaide Deane*
1971	San Antonio, TX - Jake H. Inselmann, CMC**
1972	Calgary, Alberta - Harry Sales**
1973	Phoenix, AZ - Donna Culbertson, CMC**
1974	Norfolk, VA - Louis S. Hudgins, CMC*
1975	Denver, CO - F.]. Serafini*
1976	Honolulu, HA - Eileen K. Lota *
1977	Kansas City, MO - E. Richard Brenneman*
1978	New York, NY - David N. Dinkins*
1979	Bal Harbour, FL - Mary T. Wetterer, CMC*
1980	Toronto, Ontario - Roy V. Henderson*
1981	Atlanta, GA - Larry M. Dingle, CMC*
1982	Phoenix, AZ - Donna Culbertson, CMC**
1983	Minneapolis, MN - Lyall A. Schwarzkopf, CMC*
1984	San Diego, CA - Charles G. Abdelnour, CMC
1985	Banff, Alberta - Joyce Woodward (Calgary)*
1986	Boston, MA - John P. Campbell, CMC*
1987	Fort Worth, TX - Ruth Howard, CMC*
1988	Spokane, WA - Marilyn]. Montgomery, CMC/AAE
1989	Halifax, Nova Scotia - Edward A. Kerr, CMC
1990	Little Rock, AR - Jane Czech, CMC*
1991	Grand Rapids, MI - Sandra Wright, CMC*
1992	Salt Lake City, UT - Kathryn Marshall, CMC*
1993	Orlando, FL - Fay Craig, CMC and Linda Davidson, CMC/AAE
1994	Anchorage, AK - LeJane Ferguson, CMC
1995	Louisville, KY - Cheri Hamilton
1996	Albuquerque, NM - Millie Santillanes

*Retired **Deceased

