

THE CITY OF PROVIDENCE
STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS

RESOLUTION OF THE CITY COUNCIL

No. 170

EFFECTIVE ~~Approved~~ April 17, 2005

WHEREAS, The Office of the Municipal Clerk, a time honored and vital part of local government, exists throughout the world; and

WHEREAS, The Office of the Municipal Clerk is the oldest among public servants; and

WHEREAS, The Office of the Municipal Clerk provides the professional link between the citizens, the local governing bodies and agencies of government at other levels; and

WHEREAS, Municipal Clerks have pledged to be ever mindful of their neutrality and impartiality, rendering equal service to all.

WHEREAS, The Municipal Clerk serves as the information center on functions of local government and community; and

WHEREAS, Municipal Clerks continually strive to improve the administration of the affairs of the Office of the Municipal Clerk through participation in education programs, seminars, workshops and the annual meetings of their state, province, county and international professional organizations; and

WHEREAS, It is most appropriate that we recognize the accomplishments of the Office of the Municipal Clerk.

NOW, THEREFORE, BE IT RESOLVED, That the week of May 1, 2005 through May 7, 2005, be recognized as Municipal Clerks Week, and further extend appreciation to our Municipal Clerk, Michael R. Clement, and to all Municipal Clerks for the vital services they perform and their exemplary dedication to the communities they represent.

CITY COUNCIL
APR 7 2005
READ AND PASSED

PRES.

CLERK

Effective without the
Mayor's Signature:

Michael R. Clement
City Clerk

Council President Lombardi, Counselman Allen, Opote, Butler, De Luca, Counselman Di Russo,
Counselman Hewitt, Ajlousi, Jackson, Kamm, Mancini, Counselman Romano, Counselman Sayre,
Counselman Williams & Young,



NEWS DIGEST

MARCH 2005

Proclamation



Municipal Clerks Week

May 1 through May 7, 2005



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Now, Therefore, I, _____, Mayor of _____, do recognize the week of May 1 through May 7, 2005, as Municipal Clerks Week, and further extend appreciation to our Municipal Clerk, _____ and to all Municipal Clerks for the vital services they perform and their exemplary dedication to the communities they represent.

Dated this day _____ of _____, 2005

Mayor

Attest:



NEWS DIGEST

*Professionalism In Local Government
Through Education*

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MARCH 2005

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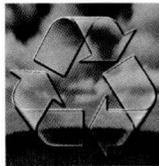
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UNIVERSAL, CREATIVE PROGRAM FOR IIMC MEMBERS



IIMC is about to embark on a new educational initiative called the Athenian Leadership Society. The IIMC Board of Directors will preview this innovative educational opportunity at the Saint Paul Conference in May. There will be limited enrollment on Sunday for Delegates that are interested (see page 19). This educational offering is open to all members and does not require you to enroll in an Institute. Most of the work can be accomplished on your own time and requires that you attend several one-day workshops called "Dialogues."

The Athenians were leaders more than 2,500 years ago. They left the world enriched with their ideas. They are credited with contributing to the idea of political democracy, and they invented philosophy, logic and rhetoric. To be an Athenian was to hold knowledge and they held the quest for knowledge in high esteem. The word Athenian was selected to reflect our perception of the best of Municipal Clerks and as an incentive to strive for a better future for all Municipal Clerks and for self-governance in general. Members can be inducted into the Athenian Leadership Society after completing the required number of Dialogues.

The University of Illinois at Urbana-Champaign and IIMC are committed to the development of leadership education programs related to the improvement of local government. We will be signing a Memorandum of Understanding regarding this new initiative. Our goals are to:

- Provide 21st Century global leadership education programs for Municipal Clerks in all countries;
- Create the Athenian Leadership Society;
- Make the "Partnership" a place for Municipal Clerks to turn to for leadership development education; and
- Facilitate the process that creates a responsive nucleus of public officials dedicated to effective and efficient local government.

The "leadership dialogue" program's mission includes:

- A web-based program that allows Municipal Clerks to electronically interact with one another;
- A mentor's program that develops a group of individuals who offer leadership dialogue; and
- Leadership education programs to augment the leadership dialogues.

IIMC will be establishing the Athenian Leadership Society

Advisory Council consisting of six IIMC members, six University of Illinois members to serve for staggered three-year terms and a chairman to be selected by the Chancellor of UOI. The chairman will serve a five-year term. The council will recommend readings and venues for the leadership dialogues; recommend criteria for induction into the Athenian Leadership Society; and be the communication conduit between IIMC membership and its partners. Additionally, IIMC and UOI each will appoint a Project Director to work closely with the Advisory Council.

A similar program is offered at the University of Illinois and is extremely popular and successful. This is a proven program with the Illinois Clerks and we are now expanding on their great success. Those of you interested in participating in this exciting new program will be required to read a selected book prior to your arrival at the Conference in Saint Paul. More information is available in this *News Digest* (see page 19). The induction to the Athenian Leadership Society will take place at a future IIMC Annual Conference. A medallion is being designed which would be presented at the time of the induction.

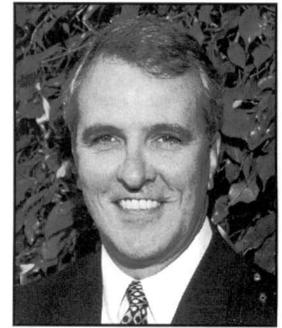
I would like to thank Illinois Institute Director Paul Craig for facilitating the recent meeting in Chicago where we developed the details of the Athenian Leadership Program. I would also like to thank IIMC's Executive Director Joe Tiernay, IIMC's Director of Education and Research Dr. Ray Garubo, University of Illinois Professors: Robert Rich, Political Science; Tom Prudhomme, Computer Science, National Center for Supercomputing; Steve Schomberg, Vice Chancellor for Public Engagement and Institutional Relations; and Jack Knott, Professor of Political Science and Director of the Institute of Government and Public affairs.

WELCOME OUR FIRST MEMBER FROM THAILAND

On January 20, I had the distinct pleasure of meeting Mr. Ong-ard Muangkosai, Municipal Clerk from the Municipality of Par Kor Dum in Thailand and his State Department translator. They were attending the Region III meeting in St. Pete Beach, FL, and were going to visit IIMC Headquarters on January 27. I am pleased to report that Mr. Muangkosai was

Continued on page 5

Showcase The Clerk's Office



As Municipal Clerks, do you sometimes feel like your efforts go unnoticed or that no one really understands what you do? I know I felt that way sometimes when I was a Clerk. We sometimes toil away in relative obscurity and our profession is a difficult one to explain to people who have never had cause to deal with City Hall.

One way that you can raise the profile of the Clerk's office is to plan and celebrate Municipal Clerks Week -- May 1 - 7, 2005, and IIMC is here to help you. We have a resolution that you can place before your Council declaring the week as Municipal Clerks Week, and we have literature and a video that you could show your council, but why stop there.

One of the more enjoyable events that we held when I was a Clerk was bringing in students from local schools and pairing them with Councilors, the Mayor and members of staff including the Clerk. The students would shadow their counterpart for the week and then, on Friday, we held a mock council meeting with the students filling the chairs. We took real issues that the Council had or was dealing with and mixed in a few others so that each student would be involved. The students were given the agenda and reports early in the week. Part of their job was to shadow their counterpart to get a deeper understanding of the issues that they would be dealing with on Friday, to under-

standing their role and how they might respond.

The mock council meeting was a lot of fun with the students dealing with the agenda and the real politicians and staff sitting in the gallery. And just to give the students the full experience of being a member of city government, some of the "citizens" in the gallery threw them a few curve balls pretending to be irate taxpayers. We were also fortunate to have the local cable station agree to tape and air the meeting on the community channel for the entire town to see.

If you have the time and a willing council and administration, I strongly urge you to give the mock council idea a try. I'm sure some of you already do and have found the experience rewarding and a lot of fun. If you would like more information on things you can do to celebrate Municipal Clerks week, please contact IIMC Headquarters. As always, it's not what you do, but the fact that you do something that will make the difference.

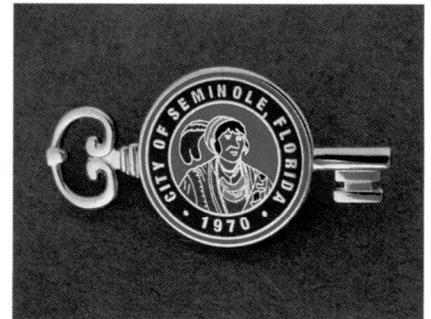
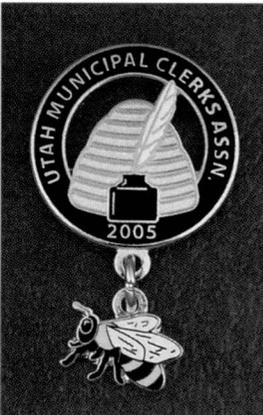
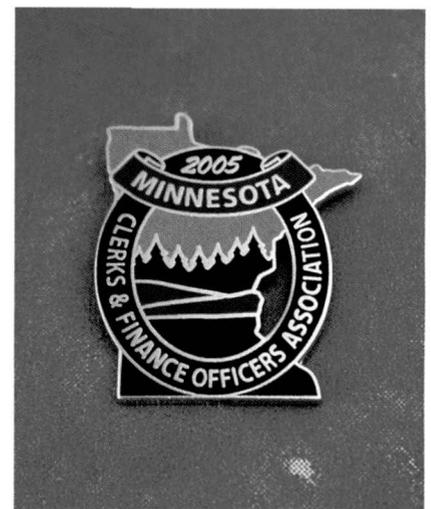
J. W. Tiernay,
Executive Director



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PRESIDENT'S MESSAGE... Continued from page 3

impressed with our Organization and is now a member. He is excited about our Organization and is going to share information about IIMC with his colleagues and association in Thailand. Although his town was not harmed by the recent tsunami, Mr. Muangkosai did lend his assistance with the recovery process. We welcome our third IIMC member from Thailand.

I wish you all the best and look forward to seeing many of you at our Annual Conference in Saint Paul.

*Elizabeth Kiss, MMC
IIMC President
East Brunswick Township, NJ*

SAINT PAUL



59th IIMC Annual Conference

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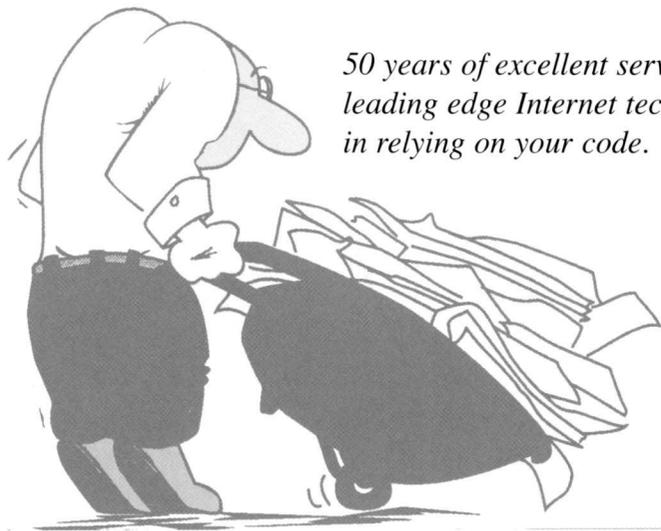
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36th Annual Municipal Clerks Week

May 1 - May 7, 2005

IIMC has designated May 1 - May 7, 2005 as Municipal Clerks Week. Initiated in 1969 and sponsored by IIMC, Municipal Clerks Week recognizes the important role of Municipal Clerks in local government, and their contributions in servicing their communities and educating the public on the significance of their roles.

In a 1994 letter saluting Municipal Clerks Week, President Bill Clinton said, "Municipal Clerks play a vital role in our democracy. Offering their finely tuned skills to the process of American government, Clerks help to administer the laws and services that directly affect the daily lives of our citizens. More than that, these dedicated professionals play an instrumental role in maintaining the efficiency and effectiveness of the entire public sector. It is fitting that we pause to recognize those who work every day to keep every level of government running smoothly."

To promote this event, Municipal Clerks can notify their local news media, municipal employees, civic service organizations, business and professional groups, school districts, citizen volunteer groups and the general public about Municipal Clerks Week.

In the past, many municipalities celebrated Municipal Clerks Week with mayors and by sponsoring essay contests and student government days. Other creative suggestions include disseminating news releases bulletin board displays,

open houses and tours, sponsoring community picnics or sporting events, videotapes and school field trips.

IIMC offers a 5-minute promotional video illustrating some of the basic functions most City Clerks play in their communities. You can use the video to:

- Inform citizens about the Municipal Clerk's role in local government through local high schools or cable television spots.
- Inform colleagues in local government about the Clerk's profession and the contributions a professional Clerk makes to good government.

For \$9.95 (includes S/H), you can purchase this video by calling IIMC HQ at 909/944-4162.

A press kit to help promote Municipal Clerks Week is available on request from IIMC HQ. It contains a fact sheet, checklist, IIMC President's letter, sample proclamation (see page 9), news releases (radio and print), and additional support material. For more information, contact Chris Shalby, Editor at 909/944-4162 or e-mail: chriss@iimc.com.

YOU CAN ALSO DOWNLOAD THE FORMS AND INFORMATION BY GOING TO www.iimc.com; CLICK ON FORMS; CLICK ON MUNICIPAL CLERKS WEEK.



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Proclamation

Municipal Clerks Week

May 1 through May 7, 2005



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Dated this day _____ of _____, 2005

Mayor _____ Attest: _____



Candidates For The 2005 International Institute Of Municipal Clerks Board Of Directors

The following Municipal Clerks have announced their intention to seek office on the 2005 - 2008 IIMC Board of Directors. There is one candidate for Second Vice President and six candidates, one for each vacancy in Regions IV, VI, VII, VIII and X. There are two candidates running for Region II.

IIMC Headquarters has certified the following Candidates. Since Region II has two Candidates for the vacancy, IIMC will conduct a Regional mail ballot election this year (prior to the Conference). Ballots will be mailed to eligible voting members in the Region no later than 60 days before the Annual Meeting (Thursday, May 26, 2005). Since there is only one Candidate for each of the other Regions, these Candidates along with the Second Vice President will be declared elected at the Conference in Saint Paul, MN, in May 2005.



Charles E. Tokar, MMC
Village Clerk/Budget Officer
Village of Chicago Ridge, IL

Fellow Clerks,

After much consideration, I have decided that I will be a candidate for IIMC Second Vice President. I believe that my background would assist IIMC in continuing on the right path into the future.

After graduating with honors from Knox College with a Political Science/International Relations degree, and being elected Trustee in Chicago Ridge, I went on to Northern Illinois Law School. I practiced law until 1989 when I was elected Clerk/Collector. After being appointed Budget Officer in 1991, I received my Master's in Public Administration. Education is the best means to increase our members' professional status.

I have been recognized as the Illinois Clerk of the Year, and have served on IIMC's Conference Policy Committee, and the Constitution Review and Property Assessment Task Forces.

IIMC faces many serious challenges including looking for new ways to reduce expenses and increase revenues. We also need a very aggressive program to seek out potential new members, including those in affiliated nations. Finally, I pledge to encourage as much communication as possible between our leaders and our members.

I will turn these challenges into opportunities, asking tough questions, finding new answers, and demanding action.

**Candidate For
Second Vice President**



Carol L. Jacobs, MMC
City Clerk
Town of Ocean City, MD

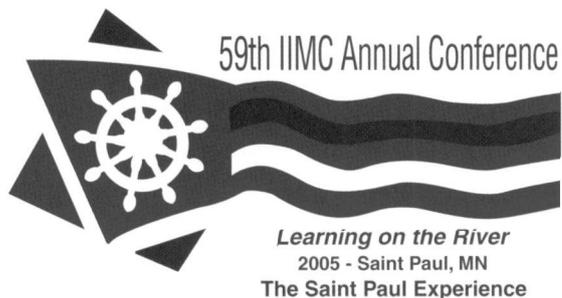
My career with the Town began in 1976 as Engineering Office Secretary. I was promoted to Administrative Assistant for the Clerk-Treasurer in 1979. In 1987, the Clerk-Treasurer retired and after the reorganization of city departments, I was appointed to the newly created position of City Clerk. I joined my State Association (MMCA) and joined IIMC in the late 1980s. My first Annual Conference was held in Louisville, KY, in 1995. It's been love ever since. I have attended all IIMC Annual and Region II Conferences since 1995. I've served on various IIMC Committees and Chaired the Membership Committee. In April 2004, I received my Master Municipal Clerk designation.

Participation and support of MMCA is equally important to me. I served as President from 1995 to 1997 and from 2002 to 2004. My fellow members elected me "Clerk of the Year" in 2002. I currently serve as editor of our quarterly newsletter.

I attribute much of my personal and professional development to the training opportunities available through IIMC. I'm committed to promoting the benefits of membership and would consider it a privilege to represent Region II on the IIMC Board of Directors.

**Candidate For
Region II
Three-Year Term**

Continued on page 14



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59th IIMC Annual Conference ★ May 22 - 26, 2005 (Academy May 21)

CONTROLLING DIFFICULT QUESTIONS INSTEAD OF LETTING THE QUESTIONER CONTROL YOU



Lindsay Strand is president of Lindsay Strand Associates, Inc., a nationally recognized media training and speech coaching firm based in Minneapolis, MN. She is a former television political reporter who now consults nationally and can be reached at www.lindsaystrand.com. Strand will present at the Conference in Saint Paul.

It's a scenario we have all faced. You arrive at a public meeting and there he or she sits - the one person who can, single-handedly, dominate, disrupt and derail the meeting. The one person, who always shows up, has a comment about nearly everything and yet never seems to truly listen or learn. What can you do?

If there was an easy answer, you wouldn't be reading this. There is no way to prevent such people from exercising their freedom of speech, but there are actions you can take to reduce their

influence and regain control of the agenda.

Understand the Purpose of Questions

Most often, people ask questions not for information or to clarify a point, but for very strategic or tactical purposes. They often ask questions to:

- Undermine a position
- Substantiate a viewpoint
- Establish their own credibility/ leadership
- Introduce an alternative
- Refocus the discussion to another topic
- Impeach someone's viewpoint
- Disrupt the meeting

To deal with difficult audiences, there are strategies you can adopt. Here are a few.

Answer the toughest questions in the body of your remarks

This is a great way to be pro-active. You can directly acknowledge your inquisitors by saying, "I know what some of you are thinking to yourselves right now. But what about...?"

Always offer a solution

Don't just answer the question but offer a solution. This shows your leadership, vision and depth. Add a meaningful vision statement to a technical answer.

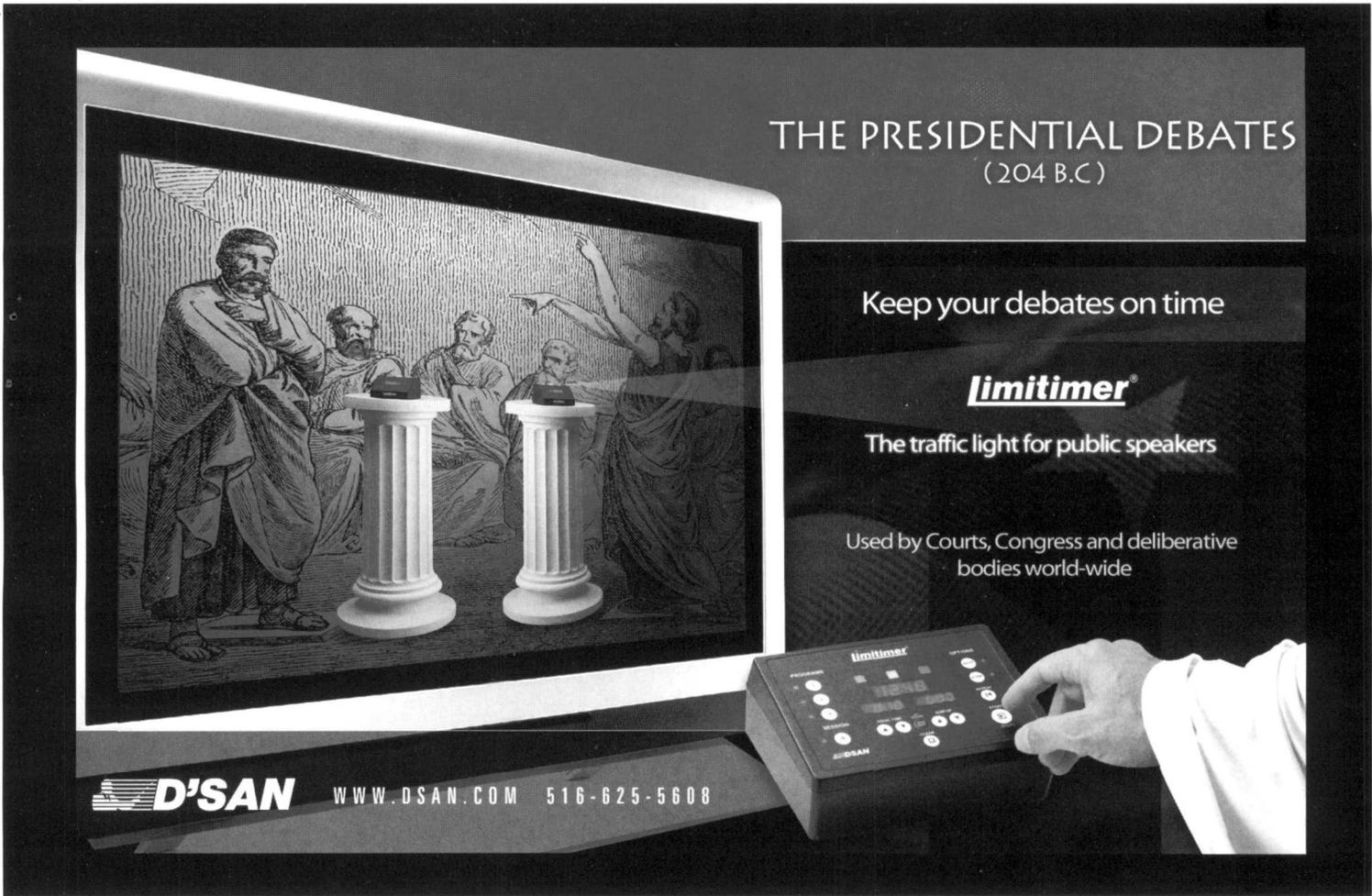
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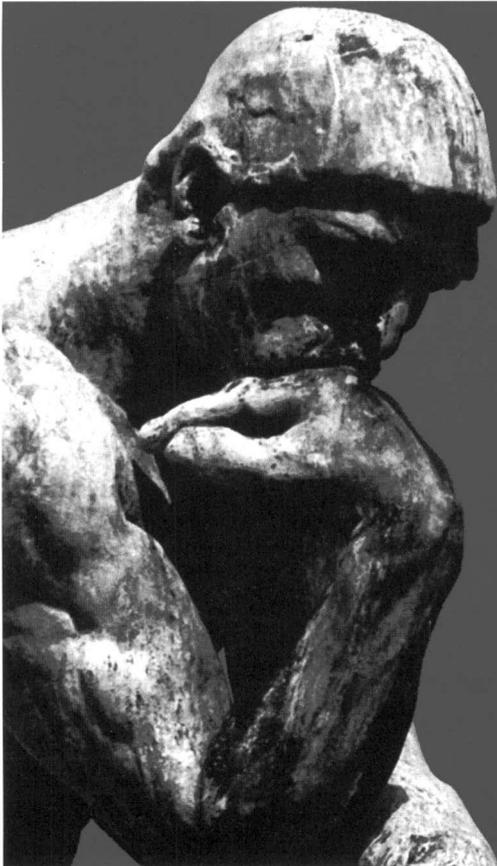
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Answer 'negative' questions with 'positive' answers

It is human nature to meet a negative question with a negative answer. But if you can turn it around you will be much more persuasive. For example, tell people what you stand for, not what you're against, and people will think of you as a positive person.

Don't get personal

You may attract an audience of folks who come to "watch the fight," but making personal remarks will not gain admiration or respect. They will not remember your position because they will be too focused on your behavior.

Don't leave lies unanswered

Some of the most aggressive questioners will do anything to capture attention, frequently misstating your position. This should be stopped respectfully. Ignore the emotional triggers and stick to the facts. Make sure the audience knows the truth. Don't count on anyone else to separate fact from fiction.

With these tips, the difficult questioners will still show up. They will probably still ask questions. But they will be less likely to dominate the meeting, and you will maintain control over the outcome.

HOTEL INFORMATION

To assure Delegates the best in accommodations and to keep Conference costs to a minimum, IIMC urges Delegates to use the "Official" Conference Hotels listed in the Preliminary Program. Using a hotel outside of IIMC's contracted group will result in IIMC incurring penalty fees. Here is a list of the Conference Hotels and their availability:

Holiday Inn RiverCentre -- SOLD OUT
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SPREAD THE WORD FREE MEMBERSHIP

Here is exciting information to relay to your colleagues. IIMC is offering ANY Municipal Clerk who HAS NEVER BEEN AN IIMC MEMBER an opportunity to receive one year's FREE IIMC Membership if they register for the Saint Paul Conference at the cost of \$545.00 minus \$50.00 off for a First Time Attendee -- total \$495.00

The \$50.00 off for First Time Conference Delegate is the only discount that applies with this offer. For more information, contact IIMC Membership Department at 909/944-4162.

The Introduction to Governmental Accounting, Budgeting and Fiscal Administration Academy (Kris Kaatz, presenter) has been moved from Saturday, May 21 to Sunday, May 22. For more information, contact Jennifer Ward, Education Associate at jward@iimc.com

MCEF SILENT AUCTION

Each year, the Municipal Clerks Education Foundation holds its Silent Auction during the IIMC Annual Conference. In prior years, MCEF nets approximately more than \$10,000 annually from its Auction. Thanks to the support of IIMC members, the revenue generated funds education, training and research programs for the continued professionalism of Municipal Clerks.

You can participate in this worthwhile event whether or not you're attending the Conference in Saint Paul. MCEF is looking to have at least 200 items on its Auction tables in May.

Everyone can participate -- members, delegates, guests and vendors. For more information about the Auction and how you can participate, contact the following individual:

Marian Karr, MMC, City Clerk, City of Iowa City
410 E. Washington St., Iowa City, IA 52240-1826
Phone: 319/356-5041 • Email: marian-karr@iowa-city.org

DISCOUNT PROGRAM/POINTS & HOURS ON CERTIFICATION & RECERTIFICATION

IIMC will offer the Discount Program to First-Timers, Host State (Minnesota), Regions X (Canada) and XI (outside North America). See the Preliminary Program for more details.

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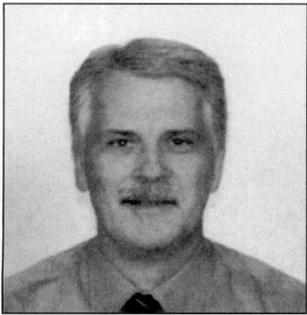


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Allan R. Susen
Municipal Clerk
Haledon, NJ

**Candidate For
Region II
Three-Year Term**

My Municipal Clerk career developed from experiences serving seven years as a Councilman. After completing my State certification, I was appointed Municipal Clerk in January 1995. In 1998, I was elected Treasurer of the Municipal Clerks Association of New Jersey and became its President in 2003. This year I am chairing the IIMC Public Relations Committee and the Task Force for Accreditation/Credentialing.

Getting out and making a difference are what I feel is important. Although I am no longer involved politically, I find my political experience has assisted me greatly. Make no mistake, I know my place and understand the elected official's role versus my role as a government officer. As Municipal Clerks we must educate ourselves and not be timid to defend our role in local government. Remember, we are the link between government and the real world.

I am committed to continuing the battle for professional recognition of our positions. My battle cry in New Jersey was and still is that Municipal Clerks must create and take advantage of opportunities to better communicate our purpose and importance in local government. With your assistance, it is my desire to now convey this message as Region II Director.



Gloria King, MMC
Town Clerk
Town of Delhi, LA

**Candidate For
Region IV
Three-Year Term**

The Town Council appointed Gloria King in 1982 as Town Clerk. She is the youngest of 14 children and the mother of one son, currently serving his country in the United States Air Force.

Believing that education and training are key tools for this position, Gloria became a member of the Louisiana Municipal Clerks Association in 1987 and IIMC in 1988 and has faithfully attended all Institutes since then. Gloria received her CMC in 1990, continuing on to the AAE designation, and has earned her MMC.

On the state level of the association, Gloria has served and chaired on the Mentoring Committee and the Nominating and Certification Committee as well as the Scholarship Committee, Budget Committee, By-Laws Committee, and Institute Committee. Gloria was elected to the position of Public Relations Officer and continued to move up the ranks to Secretary Treasury, Vice President and in 2001, became President of the Louisiana Association serving a one-year term. In August 2004, the state association selected her to serve on the IIMC Board of Directors for Region IV.



Carol S. Alexander, CMC
City Clerk
City of Beloit, WI

**Candidate For
Region VI
Three-Year Term**

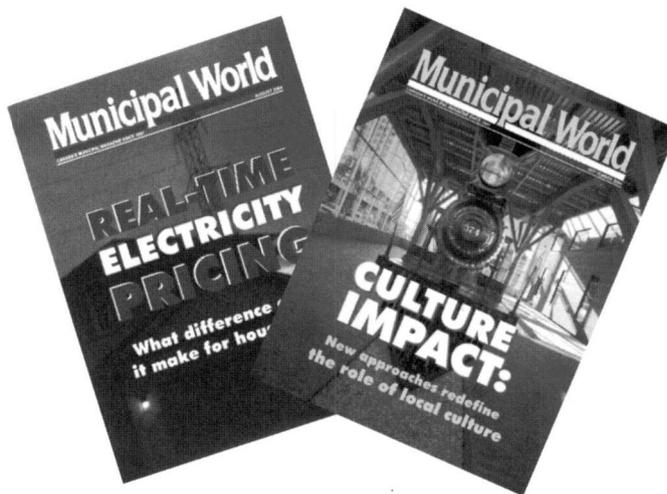
I began my career with Beloit in 1983 as the Police Chief's secretary and progressed to the Finance Manager's position in our Health Department. I was appointed City Clerk in 1997, and joined the Wisconsin Municipal Clerks Association (WMCA) and IIMC my first week. I have attended three IIMC Conferences, served on the Program Review and Certification Committee, and currently serve on the Elections Credentials Committee. I attended the UW-Green Bay Clerks and Treasurers Institute from 1997 - 1999, received my CMC in July 1999 and am currently a First Level Member of the Master Municipal Clerk Academy. My service to WMCA includes chairmanship of the Professional Education Committee for three years, membership in various annual conference committees, the Wisconsin Certification Committee, two years as district 5 co-director, First Vice President, President during the 2003-2004 term, and I am the Immediate Past President.

Continued on page 16

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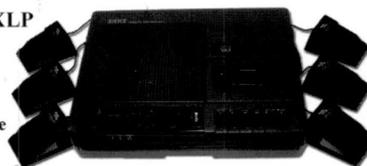
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I strongly believe, as does IIMC, in professionalism of local government through education, and will work to achieve that goal in Region VI and throughout the entire Organization. Continued personal and professional growth and understanding of the roles others play, both in large and small communities, will lead to enhancing the status of IIMC around the world.



Brenda M. Cirtin, CMC
City Clerk
City of Springfield, MO

**Candidate For
Region VII
Three-Year Term**

Brenda M. Cirtin, CMC, was appointed City Clerk for the City of Springfield in 1993. As City Clerk, Cirtin provides support to the Mayor and City Council, records the official minutes of the City Council meetings and several boards, commissions and committees, supervises office and clerical support functions, coordinates municipal elections with the County Clerk, and serves as repository for all official City records.

Cirtin served as the City Clerk for Jefferson City Missouri from March 1986 until December 1991. During her tenure in Jefferson City, Cirtin acquired the designation of Certified Municipal Clerk. In 2004, Cirtin was awarded the designation of Missouri Professional City Clerk through the Missouri City Clerk and Finance Officer's Association.

Cirtin holds a Bachelor of Business Administration from Evangel University, and professional memberships in the International Institute of Municipal Clerks, the Missouri City Clerks and Finance Officers Association (MOCCFOA), and the Southwest Missouri City Clerks and Finance Officers Association (SWMOCCFOA). Cirtin served as President (1999-2000) for Missouri City Clerks and Finance Officers Association for which she also served as Secretary from 1997-1998 and President Elect from 1998-1999. She is active in Region VII of IIMC and serves her community through her involvement in Summit Optimist.



Gloria Leija, MMC
City Clerk
Casa Grande, AZ

**Candidate For
Region VIII
Three-Year Term**

I have been in Municipal Government work for 22 years of which I have served as a City Clerk for 17 years. During my career as a City Clerk, I have enjoyed the opportunity to serve on the Arizona Municipal Clerks' Association's (AMCA) Education, Membership and Scholarship Committees. Additionally, I was afforded the Opportunity to serve as AMCA's Secretary, Treasurer, Vice President and President. I hold an A.A.S. from Central Arizona College and a B.A. from the University of Phoenix.

I am a strong supporter of providing continuing educational opportunities for all City Clerks, regardless of size or location. I have served on the following IIMC Committees: Research, Membership Review Task Force and Membership. As a member of the IIMC Regional Directors, I would support the efforts to continue seeking educational opportunities for all City Clerks.



David Calder
Commissioner of Public Access and Council Services/City Clerk
City of Cambridge, Ontario, Canada

**Candidate For
Region X
Three-Year Term**

David Calder is Commissioner of Public Access and Council Services/City Clerk, City of Cambridge.

David attended the University of Guelph, graduating with a Bachelor of Arts Degree majoring in Political Science and the University of Windsor graduating with a Bachelor of Public Administration Degree.

Continued on page 17

RESOURCE NEWS.....Continued from page 7

industry \$5 billion a year and that 25 percent of all claims are possibly fraudulent.

There are ways, however, to combat claimant fraud and reduce costs for everybody. Employers can fight fraud and possibly reduce their workers' comp premiums.

Fraudulent claims often involve soft-tissue symptoms, such as headache, whiplash or muscle strain, which may be difficult to disprove. Other types of fraud include "double-dipping" in order to collect weekly wages from multiple insurance companies. Examples include multiple claims submitted under several aliases or a claim submitted to your workers' comp carrier and the employee's automobile liability insurance company.

What motivates an employee to commit fraud? It can be greed or simply because they are enticed by the opportunity to receive "easy" money.

Some of the red flags of claimant fraud include:

- worker exhibits unusual familiarity with workers' comp system;
- hires an attorney the day of the injury;
- is new on the job or has a poor attendance record; and
- is disgruntled, on probation or facing layoff or about to retire.

The most effective way to fight fraud is to prevent it. The next best way is to detect it and, thereby, discourage a repetition. Also, stay in touch with your staff.

By conditioning yourself and your staff to recognize these red flags, you may be building one of your most effective cost-saving initiatives for your organization.

For more information, visit the Injured Workers' Insurance Fund at www.iwif.com.

Portions of this story were from the Jerry Landsman's article which appeared in *Municipal Maryland*, December 2004. Landsman is Director of Fraud Operation, IWIF.

CANDIDATES.....Continued from page 16

David has been a member of the association of municipal Managers, Clerks and treasurers of Ontario for the past 18 years and has served as a member of the Legislative Committee from 1994 to 1998; chair of the committee from 1997 to 1998, a member of the board of Directors from 1998 to present; a member of the Management committee, 2000 to 2002 and elected as President, 2001-2002.

David received the Association's Certified Municipal Officer designation in 1995 and subsequently certified in 2000 under the Association's new CMO accreditation process. In addition, David has been a member of the International Institute of Municipal Clerks since 1988, and in 1991 received the Organization's Certified Municipal Clerk designation and recertified in 2004.

In addition to the City of Cambridge, David has held positions with the former Township of Anderdon, the City of Woodstock, the former City of York and the Regional Municipality of Peel.

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WHO IS RIGHT?

There is a story about a Rabbi who invited an apprentice to watch him mediate a dispute between two congregants. The Rabbi started the process by meeting each person separately. The first person was adamant and persuasive, and the Rabbi responded to his story by saying: "You are absolutely right!" The second person was even more persuasive, and the Rabbi responded to his very different version of events with: "You are absolutely right!"

The apprentice was genuinely puzzled, and as soon as he and the Rabbi were left alone, he said: "Rabbi, how could you tell both people they were right, when their stories were so diametrically opposed? This does not make any sense."

Predictably, the Rabbi's response was: "You know something? You are absolutely right."

I am reminded of this story during meetings where two sides argue passionately in favor of their views and against seemingly opposite views. To the outside observer, both sides may seem 100 percent right. But why is it so signifi-

cant to prove that one side is right and another side is wrong? Both sides could be 100 percent right from their own perspectives, but also 100 percent irrelevant. There may well be a bigger and more compelling truth that both of them fail to see and consider, because they are too busy trying to prove that they are right and their opponents are wrong.

A colleague of mine summed it up this way: If you have a point of view A, and I have a point of view B, there may well be a point of view C, combining the benefits of both A and B and, possibly, without their respective drawbacks. But we'll only be able to find point of view C by listening to one another and by changing our mode from "combat" (whereby we fight to prove that we are right) to "construction" (where we work together, as a team, to build the bigger truth).

Editor's Note: *Eli Mina, M.Sc., P.R.P.*, is a Vancouver-Canada based consultant, meeting mentor and Registered Parliamentarian.. *Mina is the author of Mina's Guide to Minute Taking, and other publications and articles on meetings, rules of order, and shared decision-making. He can be reached at eli@elimina.com.*



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Learning Through Dialogue: The Athenian Leadership Society

Raymond Garubo, Ph.D.
IIMC Director of Education and Research

Leadership dialogues are the vehicle toward leadership development in this new program to be unveiled at the St. Paul Conference. The premise of this program is the notion that Clerks are leaders in very profound albeit subtle ways. But leadership here is not the transactional vending machine model our citizens seem to view about public management. Instead, this leadership is more transformational in nature. That is to say the contribution of Clerks in municipal leadership frequently changes the perception of colleagues and citizens regarding the role and purpose of government. And from this shift in perception, municipal government transforms itself into a style based on learning and values, rather than strict reliance on procedure and process. Clerks as transformational leaders change the underlying beliefs and attitudes of government. Leadership Dialogues provide valuable knowledge, vision and understanding to facilitate transformational leadership.

Dialogues are conversations that go beyond the usual knowledge recall and application process familiar to all Municipal Clerks in training seminars. They are unique because they explore leadership principles and practice, drawing on the insights contained in a book that all participants have read. Dialogues are conversations in which Clerks share their experience and understanding as it relates to the ideas of the author and the relevance of those ideas to their public leadership role.

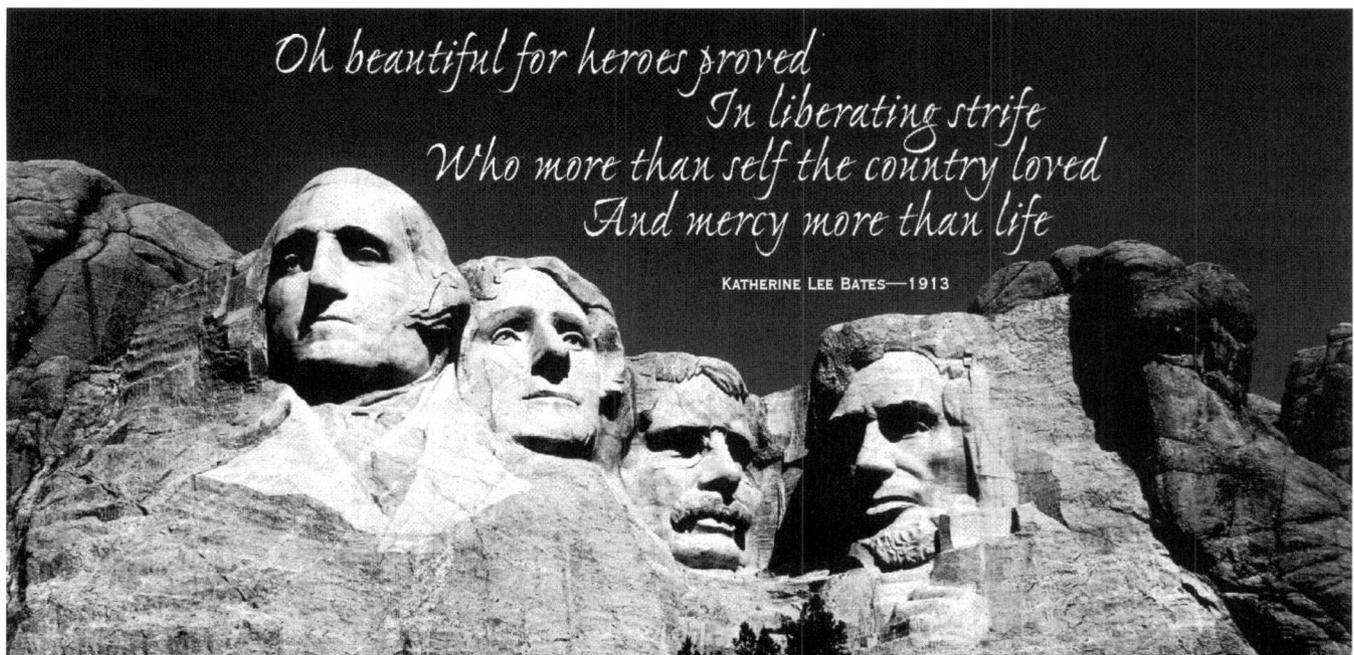
Each Leadership Dialogue is led by a scholar intuitively familiar with the subject and purpose of the book and also with the broader work and contributions of the author. The interest and involvement of the participants, as well as the author's specific focus and emphasis, requires that the facilitator move purposefully using what William Isaac referred to in his insightful book *Dialogue*, as the language of feeling, the language of meaning, and the language of power. Participants come away intellectually transformed by this communication experience.

The choice of Athenian in the title of the Leadership Society signals the values of a culture from 2,500 years ago. The Athenians were leaders and they left the world enriched with their ideas. They invented the idea of political democracy and they also invented philosophy and what we today call logic and rhetoric. To be an Athenian is to hold knowledge and, especially, the quest for knowledge in high esteem. Clerks at their best exemplify Athenian values.

The first Dialogue is scheduled for Sunday, May 22, 2005 at the St. Paul RiverCentre from 9 a.m. to 4 p.m.

Participants must have read and bring the book *Leadership* by Rudolph W. Giuliani (Miramax Books, New York, 2002 ISBN 0-7868-6841-4, copyright 2002) **There is no charge for this Education Session. Lunch is included. Enrollment is limited.** Participation in this Dialogue counts toward induction into the Athenian Leadership Society. There are no certification points or hours associated with this program which is open to all members.

I am indebted to Illinois Institute Director Paul Craig and Professor Robert Rich of the University of Illinois for their assistance in the writing of this article.



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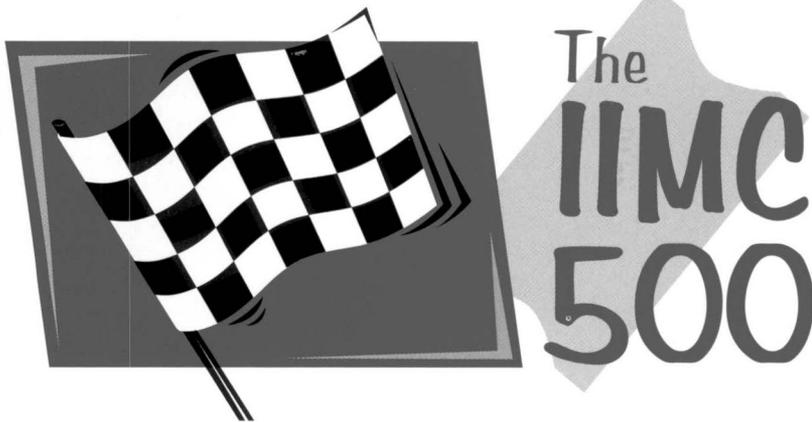
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What better way to increase IIMC membership than to have IIMC members recruit non-members.

HERE IS HOW IT WORKS

Hand the IIMC 500 Membership Application (place your name in the REFERRED BY SECTION) to a Municipal Clerk, Deputy Clerk, or Assistant Clerk that you know is not an IIMC member. Tell them about IIMC's continuing education, certifi-

cation, and networking opportunities with more than 10,000 U.S., Canadian and International Municipal Clerks. Let them know that IIMC also has a resource center, an Annual Conference and a monthly News Digest magazine replete with technical, educational, professional and other pertinent information. Once you've done this, then ask them to join your Organization.

NOTE: A new member is any individual falling under IIMC's membership definitions (see membership application).

EXAMPLE 1

Recruit a new member. When IIMC receives the IIMC 500 Membership Application with payment from the new member, you will receive \$50.00 credit off of your membership dues.

EXAMPLE 2

If you sign up your Deputy as a new member and want to use the \$50.00 credit toward your Deputy's dues, then you would send the completed IIMC 500 Membership Application and only \$16.00 (Annual Deputy Clerk dues are \$66.00).

GUIDELINES FOR QUALIFYING

o You must place your name in the REFERRED BY SECTION on the IIMC 500 Membership Application.

- New members must complete the IIMC 500 Membership Application and mail it with payment to headquarters.
- IIMC will notify you of the \$50.00 credit when it receives the IIMC 500 Membership Application from the new member.
- If you have already paid your yearly dues, then IIMC will hold the \$50.00 credit over to the following year and bill you the difference.
- There will be only one \$50.00 credit given to each IIMC member that recruits a new member.
- This offer will run from January 1, 2005 through December 31, 2005.
- This offer cannot be combined with any other IIMC promotional membership offer.

IIMC reserves all rights regarding this program, its eligibility and credit.

Please email janis@iimc.com or call headquarters (909/944-4162) if you have any questions regarding the IIMC 500. To download your IIMC 500 Membership Application, go to www.iimc.com, click on Member Services and then click on Membership Application.

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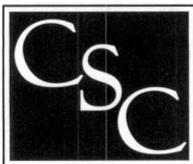
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The Municipal Clerks Education Foundation is pleased to announce the MCEF CANCUN SWEEPSTAKES!

Those of you who attended recent IIMC Conferences remember the excitement as we raffled off a trip for two to Hawaii, donated by American Legal Publishing. Now as past winners Trudy Coates of Squamish, British Columbia, Dottie Bowen of Harrisonburg, Virginia, Deirdre Mayes of Greenwood, Mississippi, and Cindy Gossard of Westfield, Indiana, help Deborah Benning of Yellow Springs, Ohio plan her adventure, MCEF is excited to announce an opportunity for all IIMC members to enter to win a trip to Cancun, Mexico.

As a way of encouraging IIMC members to support MCEF, American Legal has sponsored a trip for two to Cancun. **We strongly encourage each of you to respond positively to this offer by making a donation to MCEF to support its many educational programs.** Anyone making a donation and submitting the entry form will be registered to win this early Christmas present. The drawing will be held on or about November 13, 2005, leaving plenty of time to plan a winter or spring getaway to Cancun, Mexico!



Help us generate a great response to this offer! If we generate the same enthusiasm and level of participation as we have in previous drawings, we can make these trips an exciting, annual event. If you are unable to contribute at this time, you may still submit the entry form and will be entered to win.

Best of luck to all who enter the sweepstakes, and thank you in advance for your support of MCEF!



iCancun!



YES! Please enter me in the MCEF CANCUN SWEEPSTAKES for a chance to win a 7-day/6-night trip to Cancun provided by American Legal Publishing. The trip includes airfare and six nights hotel for two.

No purchase or donation required.

Name _____ I certify I am age 21 or older (initial) _____

Municipality/County/Affiliation _____

Address _____

City _____ State/Prov. _____ ZIP/Postal Code _____ Country _____

Home Phone (_____) _____ Work Phone (_____) _____

e-mail _____

- Enclosed is my donation to the Municipal Clerks Education Foundation in the amount of \$ _____
- I am unable to make a donation at this time, but please enter my completed form in the MCEF Cancun Sweepstakes.

Send entry to: MCEF Cancun Sweepstakes 8331 Utica Avenue, Suite 200, Rancho Cucamonga, CA 91730 U.S.A.

MCEF SWEEPSTAKES OFFICIAL RULES - NO PURCHASE NECESSARY

1. No purchase or donation necessary to enter or win. Sweepstakes begins at 12:01 AM Eastern Time (ET) January 1, 2005 and ends at 11:59 PM ET on November 12, 2005. All entries must be received by 11:59 PM ET on November 9, 2005. Drawing will be held on or about November 13, 2005. **2. Who Can Enter.** Sweepstakes is open to members of the International Institute of Municipal Clerks, 21 years of age or older as of January 1, 2005. Employees and their families of the Sponsors, their affiliates, subsidiaries, advertising and promotional agencies are ineligible. This offer is void wherever prohibited or restricted by national, state or any other government laws and is subject to all federal, state and local laws. **3. How to Enter.** To enter, complete all required information on the official entry form and submit the form to the address listed. To enter without completing the entry form, send a 3" x 5" card containing the following information: your name, age, address, city, state, zip code, home telephone number and e-mail address (if available) to: MCEF CANCUN SWEEPSTAKES, 8331 Utica Avenue, Suite 200, Rancho Cucamonga, California 91730. Limit one entry per person. **4. Prize (1).** A 7-day/6-night trip for two to Cancun. Trip includes round-trip coach class air transportation from a major North American airport near winner's home and hotel accommodations, based on double occupancy. Estimated Retail Value: \$3,000. One winner will be selected in a random drawing on or about November 13, 2005 from among all eligible entries received by the deadline dates indicated in Rule #1. Drawings will be conducted by MCEF and American Legal Publishing Corporation whose decisions are final in matters relating to this sweepstakes. Odds of winning are dependent upon the number of eligible entries received. The winner will be notified by mail. Prize is nontransferable and no substitutions are allowed, except by the Sponsor who reserves the right to award a prize of equal or greater value if advertised prize is unavailable. Sponsor and its agencies assume no responsibility or liability for damages, losses or injury resulting from acceptance or use of any prize. **5. General Rules.** Taxes, if any, related to the prize are the responsibility of the winner. Winner will be required to execute and return an affidavit of eligibility and liability/publicity release within 10 days of notification attempt or the prize will be forfeited and an alternate winner selected. Return of prize notification as undeliverable may result in disqualification and alternate selection drawn. Prize winner and travel companion must travel together and must have valid travel documents (i.e., valid photo IDs, passports, visas, etc.) prior to departure. Prize winner's travel companion must execute a Release of Liability prior to departure. Airline carrier's regulations and conditions apply. Trip must be taken within one year from affidavit date and is subject to availability and confirmation of reservations. Certain restrictions and blackout dates apply. Acceptance of prize constitutes permission to use winner's name and likeness for promotional purposes without further compensation except where prohibited by law. By entering this sweepstakes, each entrant accepts and agrees to be bound by these official rules and the decisions of the judges. Sponsor and its agencies are not responsible for lost, incorrect, inaccurate, or incomplete entries in this sweepstakes which may limit the ability to participate or by any human error which may occur in the processing of the entries in this sweepstakes. Sponsor reserves the right to cancel the promotion if it becomes technically corrupted and to award prize from eligible entries received prior to cancellation. **6. Winner.** For the name of the winner, available after January 1, 2006, visit www.iimc.com by March 31, 2006. **7. Sponsor:** The Sponsors of this Sweepstakes are Municipal Clerks Education Foundation, 8331 Utica Avenue, Suite 200, Rancho Cucamonga, California 91730 and American Legal Publishing Corporation, 432 Walnut Street, Cincinnati, Ohio 45202.

Calendar of Events

February 3-6

Alaska Association of Municipal Clerks Conference, Juneau, AK

Feb. 9-11

Wyoming Municipal Clerks Association Conference, Gillette, WY

February 13-16

Georgia Municipal Clerks & Finance Officers Association Certification Program, University of Georgia, Athens, GA

February 14-18

Arizona Municipal Clerks Institute (MMC Academy 2/16-2/18), Arizona State University Downtown Center, AZ

February 24-26

IIMC Region VII Annual Conference, Chicago, IL

March

IIMC Region IX Annual Meeting

March 6-11

Indiana League of Municipal Clerks & Treasurers Institute & Academy, Hotel Roberts/Muncie Horizon Center, Muncie, IN

March 7-11, 2005

Oklahoma Municipal Clerks and Treasurers Institute, Oklahoma State University, Stillwater, Oklahoma

March 8-11

Kansas Municipal Clerks Association Annual Conference, Wichita, KS

March 10-12

Louisiana Municipal Clerks Association Annual Conference, Ramada Inn of Natchitoches, Natchitoches, LA

March 14-17

Missouri City Clerks & Finance Officers Association MMC Academy and Institute, Columbia, MO

March 14-18

Nebraska Municipal Clerks Institute (MMC Academy 3/16-18), NMCA Conference (3/16-18), Holiday Inn, Kearney, NE

March 17-18

IIMC Region I Meeting, Red Lion Inn, Stockbridge, MA

March 21-23

Washington Municipal Clerks Association Annual Conference (MMC Academy 3/20), WA

March 24-26

Georgia Municipal Clerks & Finance Officers Association Annual Institute/Conference, Pineisle Resort & Golf Club, Lake Lanier Islands, GA

April 7-8

Texas Municipal Clerks Certification Program, Personnel Management, Irving, TX

April 8

Oregon Association of Municipal Recorders Mid-Year Conference, Riverside Inn, Grants Pass, OR

April 12-14

Ohio Municipal Clerks Association, Annual Spring Conference, Saw Mill Creek Resort, Huron, OH

April 13-15

Alberta Municipal Clerks Association Annual Conference, Fantasy Land Hotel/West Edmonton Mall, Edmonton, Alberta

April 17-20

New York State Town Clerks Association Annual Conference, Adams Mark Hotel, Buffalo, NY

April 18-21

Indiana League of Municipal Clerks & Treasurers Annual Conference, Indianapolis Marriott North Indianapolis, IN

April 20-22

Virginia Municipal Clerks Association Annual Conference, Sheraton Park South Hotel, Chesterfield, VA

April 20-22

California City Clerks Association Annual Conference, Yosemite, CA

April 20-22

Tennessee Municipal Clerks Institute and Academy, Franklin, TN

April 20-22

New Mexico Municipal Clerks Association Conference, Ruidoso, NM

April 20-22

Utah Municipal Clerks Association Conference, Richfield, UT

May 1-6

Montana Municipal Clerks Association Conference, Billings, MT

May 1-7

36th Annual Municipal Clerks Week - contact IIMC HQ for more details

May 16-20

Pennsylvania Local Government Secretaries Association Institute, Shippensburg University, Shippensburg, PA

May 22-26

59th IIMC Annual Conference, Saint Paul, MN

June 5-24, 2005

Northwest Clerks Institute (AK, OR, WA), University of Puget Sound, Tacoma, WA. Professional Development I - June 5 -10; Professional Development II - June 12-17; Professional Development III - June 19-24

June 9-10

Texas Municipal Clerks Certification Program, Municipal Finance, Tyler, TX

June 19-22

Florida Association of City Clerks Annual Conference, Renaissance Orlando Resort at Sea World, Orlando, FL

June 21-24

Michigan Association of Municipal Clerks Annual Conference, Bavarian Inn, Frankenmuth, MI

June 26 - 29

Government Finance Officers Association Annual Conference, San Antonio, TX, Register online at www.GFOA.org

July 10-15

Colorado Municipal Clerks Institute, University of Colorado, Boulder, CO

July 10-15

Wisconsin Municipal Clerks Institute (MMC Academy 12-15), Regency Suites- Green Bay, WI

July 11-15

Minnesota Municipal Clerks Institute (MMC Academy TBA), University of Minnesota - St. Paul campus, MN

July 11-22

Iowa Municipal Clerks Institute (MMC Academy 20-22), Quality Inn & Suites Starlite Village Motel (Conference Motel), Ames, IA

July 17-22

Kentucky Municipal Clerks Institute, Lexington, KY

July 31-August 5

New England Municipal Clerks Institute & Academy, Salve Regina University, Newport, RI

August 1-5

Utah Municipal Clerks Institute (MMC Academy 4-6), Utah University Guest House, Fort Douglas, UT

August 17-19

Wisconsin Municipal Clerks Association Conference, Green Bay, WI

August 25-27

North Carolina Association of Municipal Clerks Annual Conference, Outer Banks Resort & Conference Center/Ramada Inn, Kill Devil Hills, NC

September 14-16

Colorado Master Municipal Clerks Academy, University of Colorado, Boulder, CO

September 14-16

Tennessee Municipal Clerks Institute and Academy, Nashville, TN

September 16-October 21

Delaware Municipal Clerks Association Certification Program, University of Delaware's Paradee Center, Dover, DE. Six sessions on following Fridays: September 16, 23, 30 and October 7, 14, 21

September 18-21

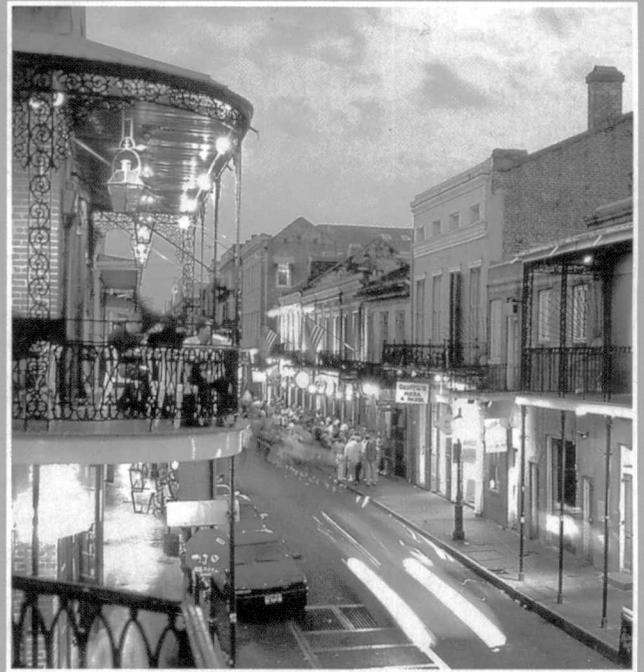
Georgia Municipal Clerks & Finance Officers Association Certification Program, University of Georgia, Athens, GA

September 18-22

Arkansas Municipal Clerks Institute, (MMC Academy 21-22), University of Arkansas - Fayetteville



60th Annual Conference - Anaheim, CA
May 14-18, 2006



61st Annual Conference - New Orleans, LA
May 20-24, 2007



62nd Annual Conference - Atlanta, GA
May 18-22, 2008



63rd Annual Conference - Chicago, IL
May 19-23, 2009



**International Institute of
Municipal Clerks**
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