



It was a pleasure having the IAVM board of directors in Dallas last month for our board meeting. There was some great discussion which will be summarized by our chair, Kim Bedier, CFE, in an upcoming email to you.

As indicated at the board meeting, our projections for the fiscal year ending March 31 show that we should do better than break even, but are not certain to reach our surplus goal of \$85,000. We have 4 conferences still to occur in this fiscal year, AVSS, Severe Weather, GuestX and PAMC, so we can't yet project with any certainty. SES is also open for registration.

If you haven't taken a look yet at AVSS, Severe Weather or GuestX (formerly ICMC) in particular, we hope you will. Thanks to our talented and hardworking faculty, committee members and staff, all three programs have been updated and reinvented to ensure the best possible programming for our members, but both also retain the quality content that made them so great to begin with. If you haven't been to AVSS or GuestX in a while, now would be a good time to take another look. And if you want to apply for the highly-regarded VMS, you should act quickly as available space is rapidly filling up. And, PAMC happens next week, and I'm sure it will be a fantastic event, as always, thanks again to the Performing Arts Management Committee and the local host committee in San Francisco.

Finally, please see attached a copy of the new membership brochure. Thank you to our membership committee, and the membership and marketing teams, for their great work.

Regards,

Vicki Hawarden, CMP

## Operations

### Financials

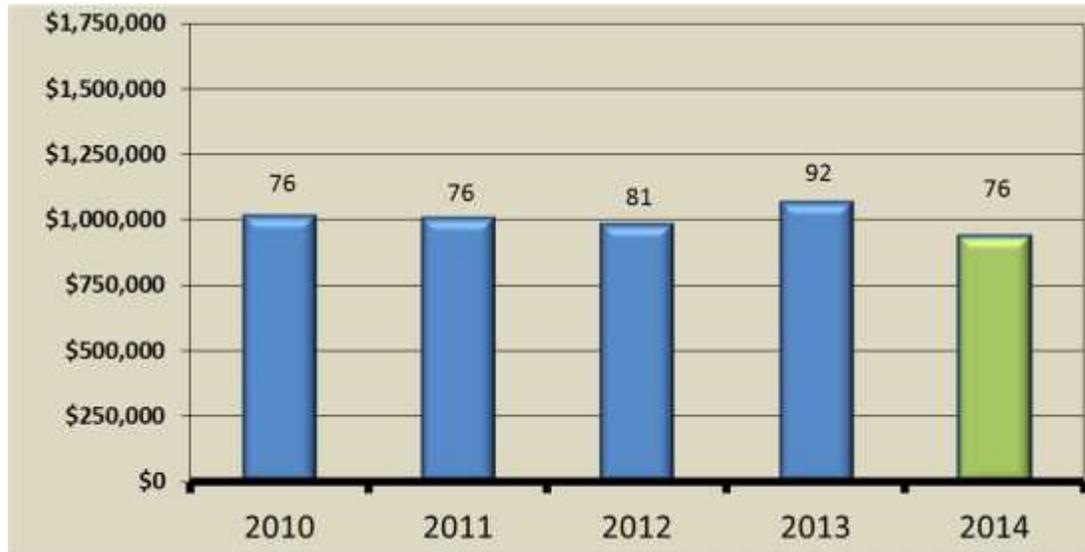
Through November the association has a net profit of \$283K on revenue of \$3.3M compared to a budgeted profit of \$307K on revenue of \$3.5M. The budget revenue shortage of \$253,000 has been partially offset by a \$229,000 reduction in expenses resulting in an operating profit shortage of \$24K. The investment returns of \$13,000 are flat with budget expectations and last year.

For the year ended March 2015, the association is projected to have a surplus in the range of \$25,000 to \$65,000 compared to a budgeted surplus of \$85,000. Key revenue drivers for the remainder of the year are membership, GuestX, PAMC and AVSS.

Looking beyond the current fiscal year one key financial indicator is deferred revenue for membership dues. As of November the balance was \$615,000 which is \$50,000 lower than November of last year. This comparison tells us that if this trend continued future membership revenues would be decreasing.

### Cash and Investment Balance

As of November the cash & investment balance was \$939,000 and represented 76 days of operating expenses compared to a target of 90 days. The 14 day shortage represents a cash shortage of \$169,000. Last year at this time the association had 87 days of operating expenses in cash. The cash balance has been stressed due to new tenant finish out costs and operating results running below expectations. In comparison to last year, revenue is lower by \$45,000 and expenses have increased by \$51,000.



## Operations/ IT

To improve target marketing and database analytics multiple filters were developed in the USI database. These filters will assist staff in pulling information by groupings. Information can now be pulled by specific sectors, professional sports leagues, etc.

## Education

### Professional Development, Meetings and Events

Performing Arts Managers Conference (PAMC)–San Francisco, CA–Feb. 15 – 17, 2015:

Description	Actual	Budget	Last Year (Final)
Registration	\$61,360	\$80,835	\$71,350
Paid Attendees	117	192	158
Sponsorship	\$98,950	\$88,000	\$85,590
Total Revenue	\$160,310	\$171,835	\$156,940

Planning continued for the conference's education content. It will include at least 11 hours of educational content that will include 2 keynotes, 7 sessions, and two sets of 1.75 hour hands on workshops. In addition there will be 3 town halls. Topics will include, but will not be limited to:

- The Theatre Goer Experience
- Labor Issues
- Mobile Technology
- Monetizing Technology Services
- Financial Sustainability

Academy for Venue Safety & Security(AVSS) - Dallas, TX – March 1 – 5, 2015:

Description	Actual	Budget	Last Year (Final)
Registration	\$24,900	\$120,950	\$154,500
Paid Attendees	10	49	65
Sponsorship	\$0	\$3,000	\$1,000
Total Revenue	\$24,900	\$123,950	\$155,500

Academy for Venue Safety & Security (AVSS) curriculum and schedule has been completed with content that will be taught by AVSS Faculty and Guest Faculty.

AVSS 2015 Session Highlights:

- Risk Management for Public Facilities
- The Emerging Threat of Drones
- Paper Trail: Documenting & Tracking Incidents
- Preventing Crowd Violence
- Emergency Planning
- Dealing with the Media in a Time of Crisis
- Venue Management Law School
- Security Screening: Methods & Best Practices
- Major Event Planning & Implications
- Incident Command System (ICS) & National Incident Management System (NIMS)

The Academy for Venue Safety & Security will also host the following:

- A private tour, designed specifically for venue managers, at AT&T Stadium
- An active shooter exercise hosted by the Department of Homeland Security
- A live demo of a newly developed drone and an update on FAA regulations, provided by Tactical Electronics
- A networking reception combined with GuestX attendees, hosted by AT&T Stadium

Information and a full review of the full schedule for AVSS Year 1, Year 2, and Severe Weather Preparedness have gone live on the IAVM Website.

*Registration is now open for AVSS.*

GuestX (formerly ICMC) Dallas, TX – March 1 – 3, 2015:

Description	Actual	Budget	Last Year (Final)
Registration	\$6,840	\$133,050	\$59,625
Paid Attendees	13	150	120
Sponsorship	\$10,500	\$15,000	\$3,650
Total Revenue	\$17,340	\$148,050	\$63,275

GuestX is a new conference built around the best practices and emerging challenges that shape today's guest experience. The target audience for the conference range from venue executives, athletic directors, and security professionals, to frontline staff and guest services teams.

GuestX will provide experts from:

Ritz-Carlton Leadership Institute / US Professional Sports Leagues: NFL, MLB, MLS, USTA / MetLife Stadium / Atlanta Braves / AT&T Stadium / Trial Counsel for the Dallas

Cowboys Football Club, Ltd. / Mesa Arts Center / VenuWorks / Humetrics / UNLV / ArtsQuest / U.S. Department of Homeland Security / Readiness Resource Group / Tactical Electronics / Venue Solutions Group

Severe Weather Preparedness Dallas, TX – March 6, 2015:

Description	Actual	Budget	Last Year (Final)
Registration	\$550	\$12,100	\$19,575
Paid Attendees	2	44	29
Sponsorship	0	\$1,000	\$1,000
Total Revenue	\$550	\$13,100	\$20,575

Senior Executive Symposium (SES) – Cornell University, Ithaca, NY – May 11-14, 2015:

Description	Actual	Budget	Last Year (Final)
Registration	\$24,200	\$80,835	\$100,807
Paid Attendees	10	60	48
Sponsorship	\$0	\$10,000	\$5,000
Total Revenue	\$24,200	\$168,835	\$156,940

Apply online here: <http://www.iavm.org/ses/application>

VenueConnect – Baltimore, MD – August 1-4, 2015:

Save the date for our 90th anniversary! Registration went live on February 2.

Educational Webinars:

Two webinars were provided to our members and titled:

- 10 Ways To Monetize Your Mobile App
- Digital Engagement: Leveraging Technology to Reach Fans in New Ways

Schools:

Venue Management School is scheduled for June 6-12, 2015, Oglebay Resort, Wheeling, West Virginia.

Apply online here: <http://www.iavm.org/vms/vms-home>

Venue Management School Graduate Institute is scheduled for June 6-12, 2015, Oglebay Resort, Wheeling, West Virginia.

Apply online here: <http://www.iavm.org/vmsgi/application>

## **Research**

The 2014 Sustainability Report was released to participating members in December. This will soon be followed by sales promotions to all members and non-members.

The 3rd Quarter survey among the Business Barometer panelists was completed and the results will soon be transmitted to all members. The survey for the 4th Quarter of 2014 will commence in early February.

The 2014 IAVM Member survey was completed on December 29th and results were shared with the Board of Directors at the Mid-Year meeting in January.

In January, two specialty surveys were being conducted, one for the convention center sector and one for the performing arts center sector. The purpose of these surveys is providing topical and interesting results to present at the sector meetings.

A new, streamlined Safety and Security survey launched in mid-January and some of these results are planned to be presented at AVSS in March.

## **Marketing & Communications**

After the successful migration and launch of the IAVM Newsletter, we focused on the new *FM* magazine experience. Working with an external web developer, we found an elegant solution that provides an issue-based magazine experience, allowing each feature article to be easily accessible on any device, independent of a download or restrictive flipbook. The new online experience also introduces advertorial and advertising opportunities previously unavailable, so a new media kit was developed in conjunction with this project.

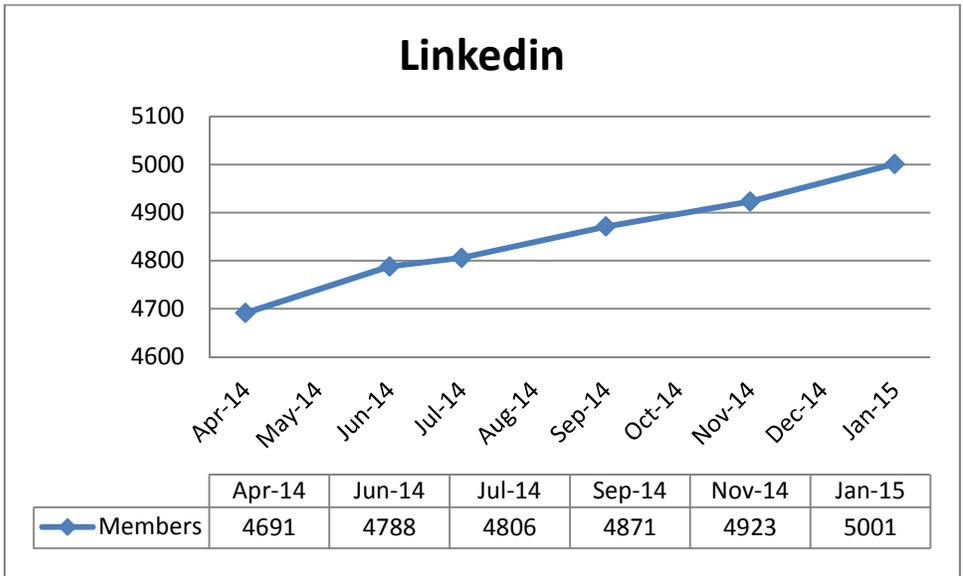
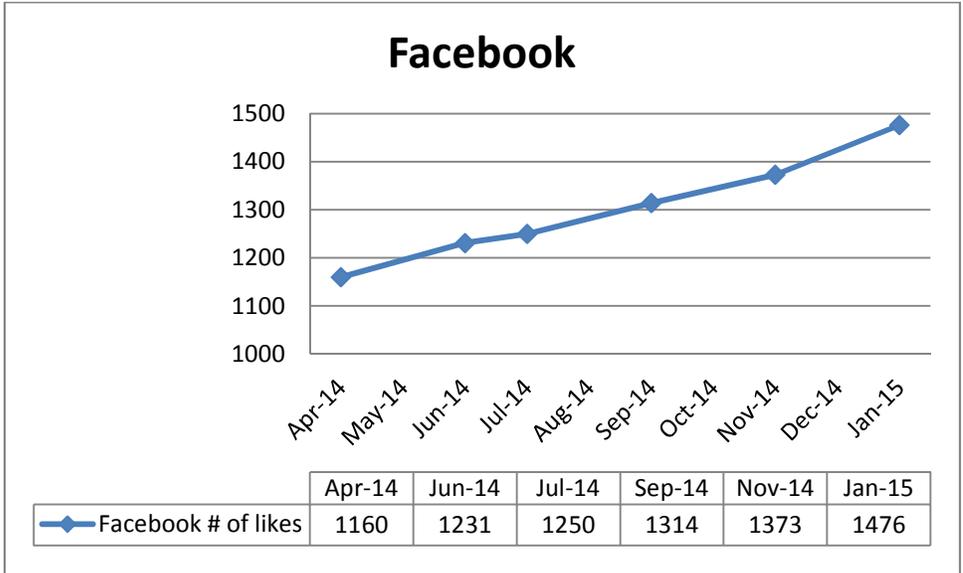
Marketing also worked closely with the education team to develop new communications for AVSS, GuestX, and the Severe Weather Preparedness program. In collaboration with the AVSS faculty, we identified core communications for each program, allowing us to effectively update prospective attendees/students while keeping content and schedules fully independent.

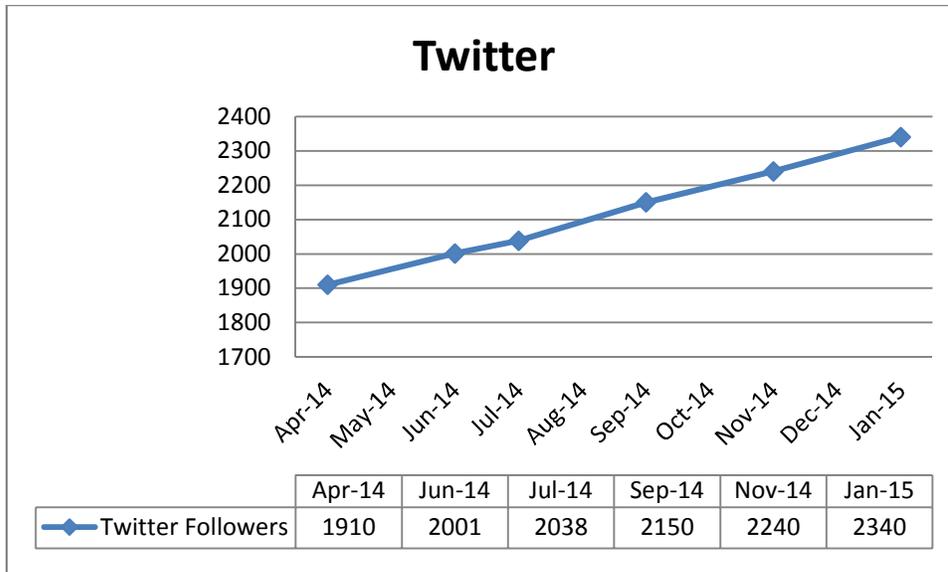
To support our membership team, we revised key pieces of collateral to include current opportunities, upcoming events, and the new group membership.

We also worked with the IAVM Foundation to improve their online presence, which coincided with the launch of new scholarships available to upcoming IAVM conferences and schools. We developed a microsite and graphics for each of the Foundation's major

projects, and edited a second video for the Build An Amazing Future campaign. The video includes never-before-seen outtakes of several IAVM members, and is currently only accessible as a thank you for donating to the campaign. You can do so [here](#). ☺

**Social Media:**





### Blog and E-News Activity Report

#### *Front Row News (blog.iavm.org)*

- Page views: 10,911 (previous two months: 16,757)
- Visits: 7,011 (previous two months: 12,031)
- Avg. pages per visit: 1.56 (previous two months: 1.39)
- Avg. page duration: 1.07 (previous two months: 0.51)
- Bounce rate: 79.77 percent (previous two months: 83.29 percent)
- Mobile/Tablet visits: 1,877 (previous two months: 4,130)

#### Top 5 Blog Posts based on page views:

1. Mystery Shopping at ATT&T Stadium
2. Use Snapchat to Sell More Tickets
3. Music City Center Unveils its New Wayfinding App
4. 13 Traits of a Good Employee for Managers to Consider
5. Safety & Security During a Protest Rally

## **Marketplace Sales**

### IAVM Partnerships

We currently have a total of ten (10) IAVM Partners year to date with a combined revenue value of \$638,000 (\$383,000 cash and \$255,000 in-kind value).

#### Current IAVM Partners include:

- Global – Sodexo, Ungerboeck, Freeman

- Corporate - Ticketmaster, AVAI, SICO, Mexico Tourism Board
- Preferred – FELD, ABI, Crowd Torch

Prospective partners currently consist of Andy Frain, Take 1 Entertainment, Daktronics, Ephesus, Boingo, and Comcast.

2015 Exhibits/DirectConnect

Marketplace Sales has pre-booked \$405,500 in exhibit sales and \$12,000 in DirectConnect sales for VenueConnect 2015. IAVM Marketing and Marketplace Sales departments are working together to create a new 2015 prospectus and media kit mailer to be sent out to allied members and prospects.

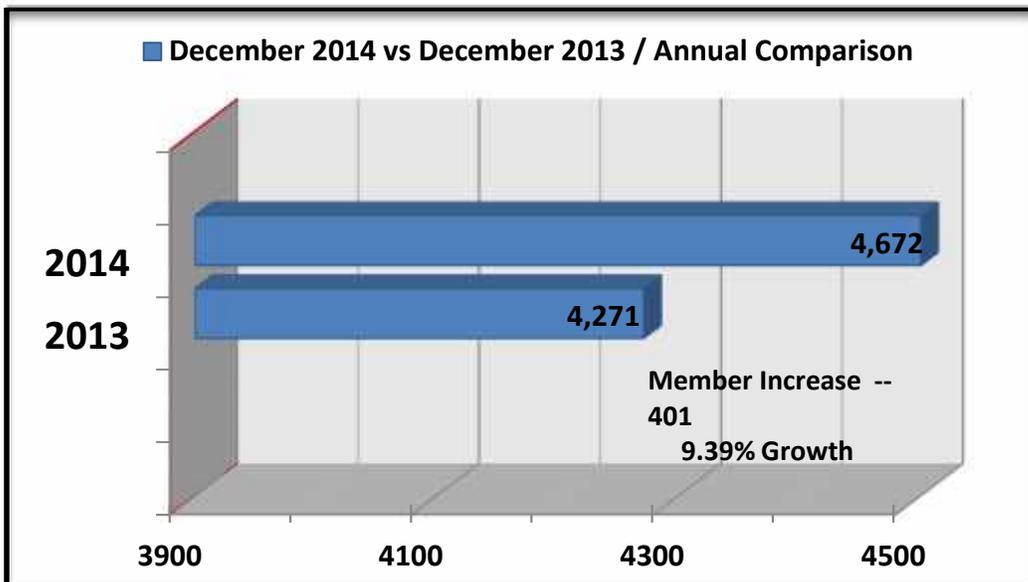
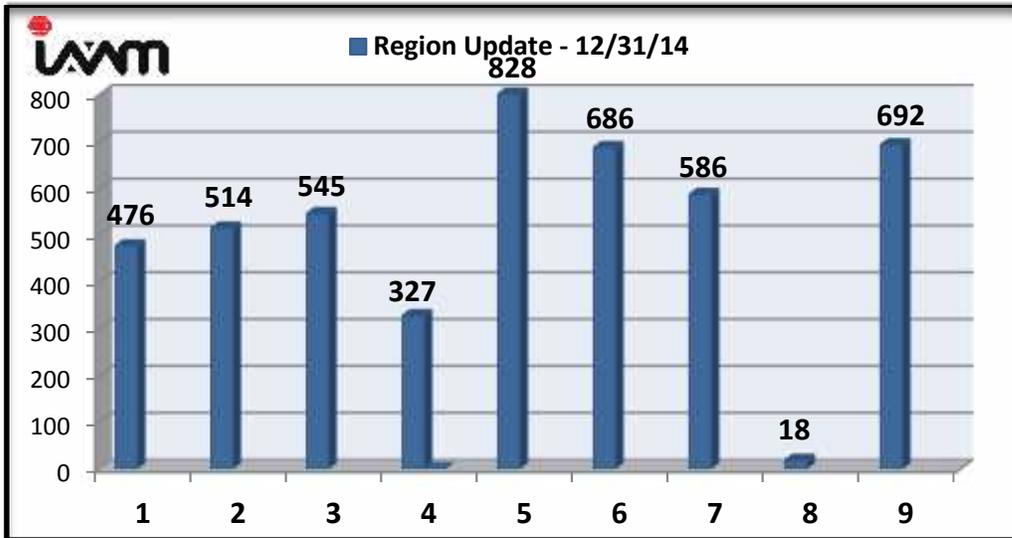
2015 Advertising

Marketplace Sales has pre-booked \$48,000 YTD in advertising sales for 2015. These sales include FM print, digital, IAVM.org, and the IAVM weekly newsletter opportunities.

**Membership**

Counts	November 2014	December 2014
Total Members	4,606	4,672
Dues Payments Recd	157	
New Members-Month*	101	66
Dues Revenue:	\$94,570.	\$98,692.50





### Recruitment/Retention Efforts

There is continued interest in Group Membership. To date, we have 27 active venues with 3 pending. It's very encouraging that 7 venues with 3 employees or less have converted to the program; one had zero members; three venues had a single member; and three venues had three existing members prior to the conversion. Our projections were that venues with 6 or more would sign up because of the obvious value and because funds were already allocated to renewing which was the equivalent to the cost of Group Membership.

The newest Group Members added in November and December:

<b>November</b>	Phoenix Convention Center, Georgia World Congress Center, Portland'5, Walter E. Washington Convention Center, Colorado Convention Center, Eisemann Center for the Performing Arts, Verizon Arena, Indiana University Auditorium, Hong Kong Convention & Exhibition Centre, Oklahoma State Fair, Mesa Arts Center
<b>December</b>	St. Charles Convention Center, Fair Park Dallas, Fox Theatre Atlanta

#### Group Membership Status

	<b>Venues</b>	<b>Prof Members Existing</b>	<b>New Members Added</b>	<b>Total Members</b>	<b>% Member Increase</b>
August	2	13	26	39	
September	6	30	71	101	
October	5	25	70	95	
November	11	87	82	169	
December	3	16	40	56	
<b>TOTALS</b>	<b>27</b>	<b>161</b>	<b>290</b>	<b>451</b>	<b>180%</b>

VMA - IAVM received an updated list from VMA in December. These renewals are reflected in active count.

The CEFMA transition strategy is continuing. A total of five members were transitioned into Group Membership. Doug Booher assisted with the strategy to convert these members to professional membership. An email was sent December 3 to these members outlining the value of IAVM. A series of messages are scheduled, along with a direct mail piece with a revision of "Why IAVM" that's tailored to CEFMA's needs. Testimonials from Doug and Al Karosas, AGM with Bryce Jordan Center Penn State are included in the piece.

Staff has created a new collateral piece that will convey the value of membership, Why IAVM. Samples will be distributed at the Mid-Year Board Meeting.

The annual retention mailing has been completed, 302 members received an updated lapel pin and certificate displaying their years of membership.

iCommit, IAVM's member referral campaign launched December 1. A series of messages has been sent encouraging members to refer new members. This is the third year for this program, with the support of Ungerboeck Software Inc., one of our global sponsors. For each new member that lists a member as their referral, their names will be placed in a raffle to win one of five-\$500 Apple gift cards. The winners will be announced in April. Member support will ensure that we achieve our targeted of 4,600 members by March 31. Our current membership is 4,672. Suspensions will happen in a few weeks so a concerted effort is needed to ensure our goal is met.

Staff is sending membership information to new prospects. Packets were sent to Allied prospects in December to assist us with bringing in new potential suppliers into the trade show and/or DirectConnect.

The Mentoring Program has assigned 12 new partnerships from the October enrollments.

- 5 of 12 mentors have the CFE designation
- 4 coaches all have the CFE designation (each coach has 3 partnerships). All four coaches are new to the program which demonstrates the continued support for this free member benefit.

## **IAVM Foundation**

### Board of Trustees

The Foundation Board of Trustees mid-year meeting was held December 2 – 4, 2014, in Las Vegas, NV. Fundraising results, financial viability, future purpose and major gift opportunities were major tenets of the discussion as well as an IAVM Brand Workshop.

### Annual Fundraising – Build An Amazing Future

Build an Amazing Future reporting is based on our budgeted fiscal year starting April 1 through March 31. For historical purposes and annual donor recognition we are tracking based upon the calendar year starting January 1 thru December 31.

Build An Amazing Future Fundraising Campaign

*(numbers based on calendar year giving April 1, 2014 – March 31, 2015)*

	Individual Giving:	*Corporate Giving:	Total Revenue: Budget	Total Revenue: Actual
<b>April 1, 2014 – March 31, 2015</b>	\$68,215	\$78,000	\$175,000	\$146,215

*\*Corporate Giving includes sponsorships, major gifts, and gifts made by companies*

### Major Gift Donations (gifts of \$5K or greater)

ABI  
 FELD Entertainment  
 Mike McGee, CFE  
 Jason Rittenberry, CFE

SICO  
 SearchWide  
 Sodexo  
 Ungerboeck

Annual Giving Comparisons

(numbers based on calendar year giving January 1, 2014 – December 31, 2014)

	Amount Raised:	# of Donors:	% of Member Participation:	Chair's Circle Members:
<b>2011 Campaign</b>	\$72,745	286	10%	37
<b>2012 Campaign</b>	\$111,985	290	9.7%	46
<b>2013 Campaign</b>	\$89,399	325	8.1%	47
<b>*2014 Campaign – unaudited</b>	\$169,960	475	11.9%	59

*\*Reflects year to date including: sponsorships, major gifts, corporate and individual giving*

#GivingTuesday:

On Tuesday, December 2, during the Mid-Year Meeting, the Board of Trustees collectively stopped what they were doing and raised money through social media, email, texts and phone calls to participate in the global fundraising initiative known as #GivingTuesday. The results were incredible.

# IAVM Foundation #GivingTuesday Success

created by s.rogers



#GivingTuesday is simply a global day dedicated to giving back and it comes on the heels of the consumer-oriented days after Thanksgiving, known as Black Friday, Small Business Saturday, and Cyber Monday. #GivingTuesday celebrates and encourages charitable giving that support nonprofit organizations.

### Build An Amazing Future Campaign Details:



For 32 years, the IAVM Foundation has committed to programs, ideas, and initiatives that build amazing careers and a strong future for the industry.

This legacy continues with three new programs focused on students, young professionals, and mid-level management in the venue management industry.

Joseph A. Floreano Scholarship & Internship Program: The Foundation is introducing a new set of scholarships to each of the major programs at IAVM. Whether you are a young professional looking to develop your career or a mid-level manager looking to build a critical network of leaders and peers, you will be able to apply for Foundation scholarships to attend IAVM sector meetings, schools and the annual conference and trade show.

30 UNDER 30, presented by SearchWide & Ungerboeck: Launching at VenueConnect 2015 in Baltimore, this program focuses on identifying and developing the talent of venue management professionals, 30 years of age and under, through increased access and exposure to industry networking and thought leadership. The program provides industry education for professional growth in the venue management industry and helps program participants become better, more productive employees.

Certified Venue Professional (CVP): The much-anticipated mid-level certification for venue professionals is now in development, and the IAVM Foundation is providing the resources needed to ensure that this new certification provides essential credentialing to further careers and strengthen the future of our industry.

Special Fundraising Appeals within the campaign:



100 Women of IAVM:

The idea is simple – 100 Women each giving \$100 means \$10,000 each year! Funds raised through this initiative will be used to support the 3 Industry Women scholarships at AMC, ICCC and PAMC.

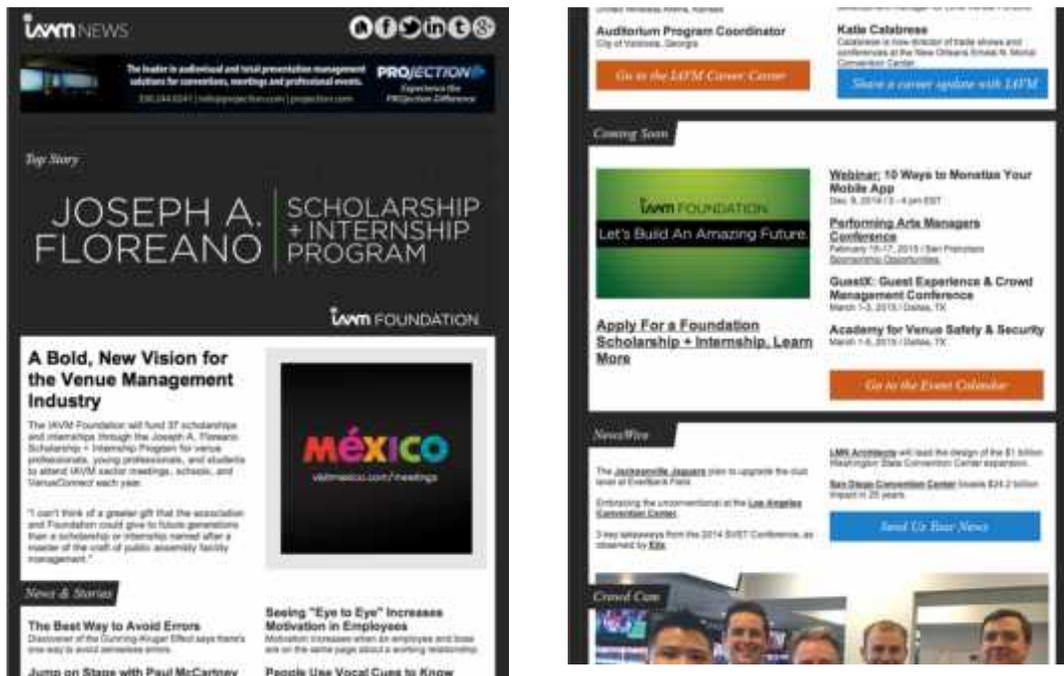
As of December 31st we've raised \$4,500 with 44 donors. It's not too late to join the program (men are encouraged to support as well) by visiting [www.classy.org/100women](http://www.classy.org/100women)

Joseph A. Floreano Scholarship & Internship Program



In November, we made the formal announcement to the membership for the Joseph A. Floreano Scholarship + Internship Program. Fundraising efforts will begin in January/February and in addition to all of the funds raised for the new program, we will be placing a memorial stone in the IAVM Walkway of Success in memory of Joe Floreano. To show your support, you can make your donation by visiting [www.classy.org/scholarships](http://www.classy.org/scholarships)

Feature news story announcing the Joseph A. Floreano Scholarship + Internship Program



Scholarships & Internships Available

The Joseph A. Floreano Scholarship + Internship Program offers (5) five types of scholarships to each of the (3) three IAVM sector meetings – Arena Managers Conference (AMC), International Convention Centers Conference (ICCC) and Performing Arts Managers Conference (PAMC).

The following (5) five scholarships include:

- Outstanding Leader Scholarship
- Diversity Scholarship
- Scholarship for Industry Women
- Young Professional Scholarship
- Student Internship

The Foundation also has opportunities for scholarships + internships for the Academy of Safety & Security (AVSS), Venue Management School (VMS) and student internships at VenueConnect, IAVM’s Annual Conference & Trade Show.

- Academy of Safety & Security (AVSS) (1) Scholarship & (1) Internship
- Venue Management School (VMS) (1 for Y1 & Y2) Scholarship & (8) Internships
- (10) VenueConnect, IAVM’s Annual Conference & Trade Show Student Internships

## Team Fundraising Goal Tracking

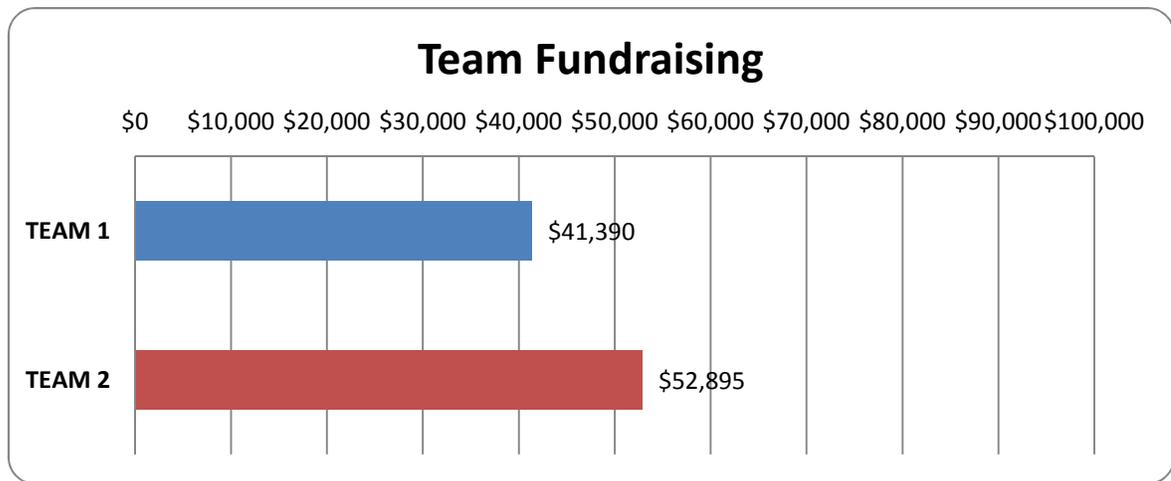
Each team has been tasked with raising \$50,000 by March 31, 2015 to support the Build an Amazing Future campaign.

Team 1: Stephanie Curran, Paul Cramer, Mark Gnatovic, Tim Hemphill, Mark Mettes, Fred Peterson, Jason Rittenberry, Tom Tingle, Karen Totaro, Jim Wynkoop, Randy Ziegler, Steve Zito

Total Raised as of 12/31/14: \$41,390

Team 2: Doug Archibald, Sparky Bavirsha, Kim Bedier, Mark Duryea, Bob Hunter, Susette Hunter, Allen Johnson, Steve Gregosky, Robyn Williams, Tim Wortman, Lee Zeidman

Total Raised as of 12/31/14: \$52,895



### Top Fundraisers for the Year:

- Jason Rittenberry \$9,120
- Stephanie Curran \$7,335
- Mark Duryea \$6,150
- Robyn Williams \$6,035
- Lee Zeidman \$3,700



# Why IAVM?

The association has a 90-year history of providing essential and relevant education to venue management professionals. Membership gives you numerous options to hone your leadership skills, to expand your network, and to receive core training necessary to give you a competitive edge in every aspect of your daily operations.

Representing public assembly venues from around the globe, IAVM's active members include managers and senior executives from auditoriums, arenas, convention centers, exhibit halls, stadiums, performing arts centers, university complexes, racetracks, and amphitheaters. IAVM's mission is to educate, advocate for, and inspire public assembly venue professionals, worldwide. More information about IAVM is available at [www.iavm.org](http://www.iavm.org) or via @IAVMWHQ on Twitter.



IAVM offers a wide range of educational opportunities. Here is a taste of the training you can choose from:

- Performing Arts Managers Conference
- Academy for Venue Safety & Security
- GuestX: Guest Experience & Crowd Management Conference
- Severe Weather Preparedness
- Senior Executive Symposium
- Venue Management School
- Venue Management School Graduate Institute
- VenueConnect
- Arena Management Conference
- International Convention Center Conference

Find dates and links to details under IAVM's Education+Events banner at [iavm.org](http://iavm.org).

### Benefits and Services:

- DirectConnect – Hosted Buyer Program
- VenueNet – allows members around the world to connect and collaborate in real time
- VenueDataSource reports research that provides industry trends, salary reports, operational surveys, & economic indicators
- Career Resource Center – keep up with the hottest positions available in the industry
- FM magazine
- Mentor Connector Program
- Certified Facilities Executive Designation
- Certified Venue Professional **NEW!**
- IAVM News
- Front Row News Blog
- Online Learning Center
- Webinars
- Sponsorship/Advertising Opportunities
- And Much More!

### Ask Yourself:

- Do I take advantage of all that my IAVM membership offers?
- Am I making the right connections that will help me in the next phase of my career? What is my next career move?
- Have I put the education I've learned to good use? What else should be on my radar to make me more marketable?
- Can I share my knowledge with the next generation of leaders through the IAVM Mentor Connector Program? Participation in this program offers many rewards with little time commitment. Make a difference with an up-and-coming superstar in the industry!



Renewing your membership with IAVM is important. Here's why...

## Members Say

IAVM is a reliable, trusted source of information

94%

IAVM membership is an essential resource

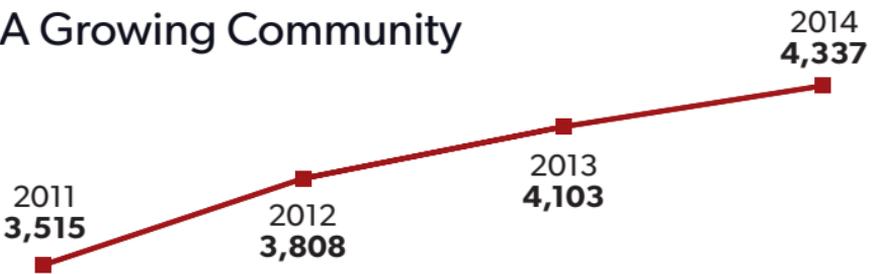
81%

“ IAVM is the cause. It is what keeps us connected, keeps us focused, shows us where we can each go professionally, and what our true potential is. ”

**Bob Hunter, CFE,**  
Chief Facilities & Live Entertainment Officer  
Maple Leaf Sports & Entertainment  
Air Canada Centre

Your membership is important to your professional growth, your connections, and to support industry initiatives. We are stronger together. We are one voice. Keep yourself in the middle of our close community of venue professionals, young professionals, faculty, students, and allied partners – many have years of industry experience, and almost as many years of artful negotiating at the largest trade show in the industry, *VenueConnect*.

## A Growing Community



We've experienced a 23% increase in three years. IAVM's now 4,300+ members have determined that belonging is essential for their success; for many it has become a life-time commitment!





## Consider Group Membership

Add up to 20 team members for \$3,000 – that's just \$150 per member! Provide your employees with full membership benefits and your venue with huge savings and a trained staff. Email [membership@iavm.org](mailto:membership@iavm.org) to sign up.

Online Learning Center – all included

VenueDataSource Reports – all included

Career Resource Center – 3 postings per year included

Webinars – all included

If renewing, send in your enclosed renewal form today or renew online at [iavm.org/renew](http://iavm.org/renew). We look forward to serving you for many years to come.

### Membership Services

IAVM

635 Fritz Dr

Coppell, TX 75019

972.906.7441

