



At VenueConnect, we kicked off two big initiatives: The IAVM Foundation's 'Build an Amazing Future' campaign, and the IAVM Group Membership. Those of us fortunate enough to attend the awards luncheon were inspired by the leaders we saw in the Foundation's campaign video, and touched by the words we heard from Joe Floreano, CFE, who will forever be known for his leadership, kindness and integrity.

I know many of you receiving this report are regular contributors to the Foundation, support that is greatly appreciated. I hope you will give some thought this year to increasing that donation, or to encouraging your peers to donate. With the Foundation's renewed focus on scholarships and its ability to fund important new programs such as the Certified Venue Professional designation, these contributions are more important than ever to the future success and health of our industry. On a personal level, helping the next generation learn and grow is one of the best possible ways to thank your own mentors or to show gratitude for all those who helped you along the way.

In the coming weeks, you'll be hearing more about how scholarship recipients and 30 under 30 professionals will be selected, and you'll undoubtedly hear from a Foundation Trustee asking you to contribute through them to the IAVM Foundation. I hope you'll contribute as much as possible, to help the Foundation build an amazing future for us. Many, many thanks to the Foundation chair, Jason Rittenberry, CFE, and to the Foundation board and staff, for their efforts on behalf of our industry. They are truly making a difference.

The Group Venue Membership is off to a great start. As of today, October 1, we now have 8 venues that have signed up, adding a total of 97 additional members. We are excited to welcome so many new professional members to the fold, and I know they will find this community engaging and vital to their future success. If you are interested in a group venue membership yourself, please contact Gina or Summer in membership.

Operations

Financials

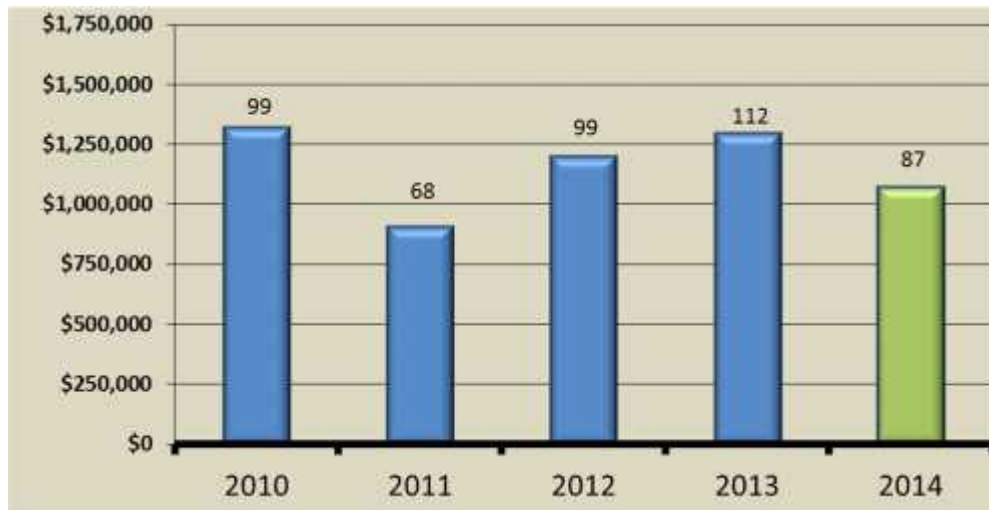
Through July the Association has a net profit of \$527K on revenue of \$2.27M compared to a budgeted profit of \$555K on revenue of \$2.43M. The revenue shortage of \$157,000 has been partially offset by a \$130,000 reduction in expenses. The investment returns of \$6,000 are in line with budget expectations of \$7,000.

In July, VenueConnect generated total revenue of \$1,469,000 from 727 paid attendees compared to budgeted revenue of \$1,525,000. Registration included: 463 Professional Members, 92 Allied Members and 71 Non-members. The 727 paid attendees compared to 803 registrants from the prior year. Sponsorship of \$230,000 was flat with budget and last year. Trade Show revenue of \$712,000 was \$5,000 less than budget, but \$76,000 better than last year. The meeting will generate a profit of \$435,000 which is in line with budget expectations of \$440,000 and an increase from the prior year result of \$404,000.

Looking forward a key financial indicator is deferred revenue for membership dues. As of July the balance was \$643,000 which is \$97,000 lower than July of last year. Now that we have fully migrated to the Ungerboeck database, the focus will be on catching up on renewals to close this gap.

Cash and Investment Balance

As of July the cash & investment balance was \$1,072,000 and represented 87 days of operating expenses compared to a target of 90 days. The three day shortage represents a cash shortage of \$36,000.



Operations / IT

Phase two of the Ungerboeck project for Exhibitor registration and Speaker Abstract was completed in August 2014.

Education

Professional Development, Meetings and Events

Academy for Venue Safety & Security:

The Educational Team in conjunction with the Academy for Venue Safety & Security (AVSS) faculty participated in a retreat in Long Beach, California to finalize the Academy's revised curriculum in preparation to launch on March 1, 2015.

The Academy for Venue Safety & Security will co-locate with a conference titled, GuestX (AKA- Guest Experiences) and is also scheduled to launch on March 1, 2015.

Conference Educational Sessions:

VenueConnect had 30 hours of educational content that included a variety of formats including: keynotes, 30 minute learning labs, 45 minute sessions, and 2 hour seminars/workshops. In addition there were 5 town halls for the following groups: Universities, Arenas, Convention Centers/Exhibit Halls, Performing Arts Centers and Stadiums.

AMC had 11 hours of educational content that included a keynote and 10 sessions. In addition there were 3 town halls for the following groups: Small Arenas, Large Arenas and University Arenas.

ICCC will have 11 hours of educational content that will include a keynote and 10 sessions. In addition there will be round table discussion groups for the following groups: Small, Medium and Large Convention Centers. There will also be a town hall that encompasses all the attendees.

VenueConnect – Portland, OR, July 26-29, 2014

Please save the date for next year -- August 1-4, 2015 in Baltimore, MD

AMC – Long Beach, CA, September 14-16, 2014

Please save the date for next year -- September 20-22, 2015 in St. Louis, MO

Description	Actual	Budget	Last Year (Final)
Registration	\$65,465	\$83,715	\$70,255
Paid Attendees	145	206	184
Sponsorship	\$74,000	\$70,000	\$75,600
Total Revenue	\$139,465	\$153,715	\$145,855

ICCC – Vancouver, BC, October 2-4, 2014

Description	Actual	Budget	Last Year (Final)
Registration	\$84,818	\$83,715	\$78,402
Paid Attendees	166	159	195
Sponsorship	\$70,569	\$70,000	\$76,750
Total Revenue	\$155,387	\$160,215	\$155,152

PAMC – San Francisco, CA – February 15-17, 2015

Registration will be live early October, 2014.

SES – Cornell University, Ithaca, NY – May 11-14, 2015

Registration will be live mid-October, 2014.

Research

Staff is still sifting through the data for the FY 2013 Operating Expense/Revenue survey and expects to complete the reports within the next 4 weeks.

Staff also completed our 2014 Sustainability Survey and will be talking with the Sustainability Committee about the preparation of a report for this project as well.

Our 2nd Quarter survey among the Business Barometer panelists ended and we will be publicizing the results within the month.

Finally, we have begun programming a new initiative, a Capital Funding survey, which is expected to launch in October.

Marketing & Creative Services

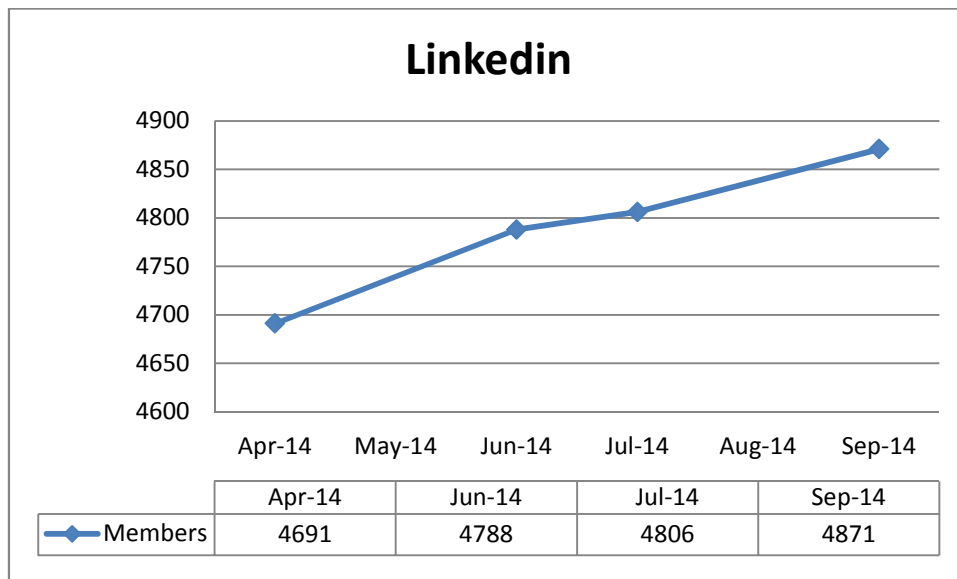
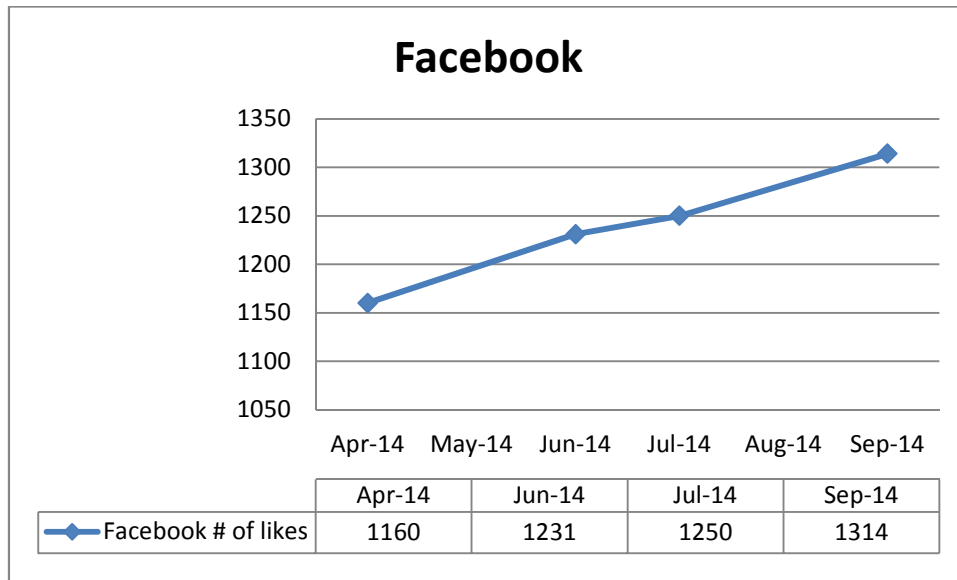
The marketing team supported the VenueConnect annual conference with multiple onsite deliverables, including a new membership area on the trade show floor, printed materials, and a new app experience through a sponsorship with AVAI Mobile. Usage and feedback regarding the new app was notably positive, with 834 users accessing the platform, over 46,000 page views inside the app, and over 14,000 sessions where users accessed the app to access information. We will be utilizing the AVAI app at all of our conferences this year.

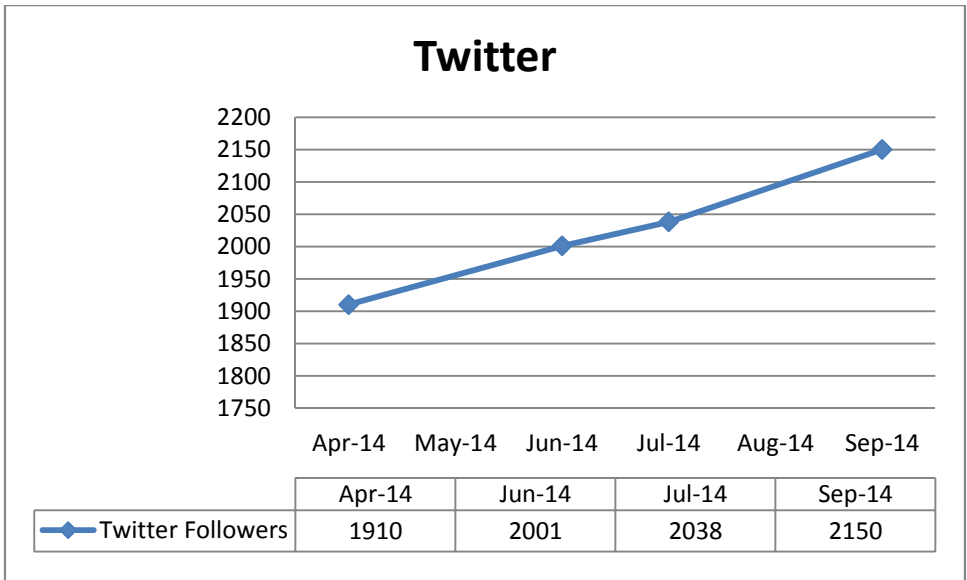
Promotions for AMC and ICCC were the primary focus for August and September. For AMC, we included a short run of banner ads on Sports Business Journal, and a regional

Google AdWords campaign that yielded almost 9,000 top-level impressions (average position was 1.2) based on relevant keyword searches.

Behind the scenes, the marketing team continued work on the new FM magazine plan, including an overhaul of the weekly Your IAVM Newsletter. Changes to both the magazine and newsletter will debut in October.

Social Media:

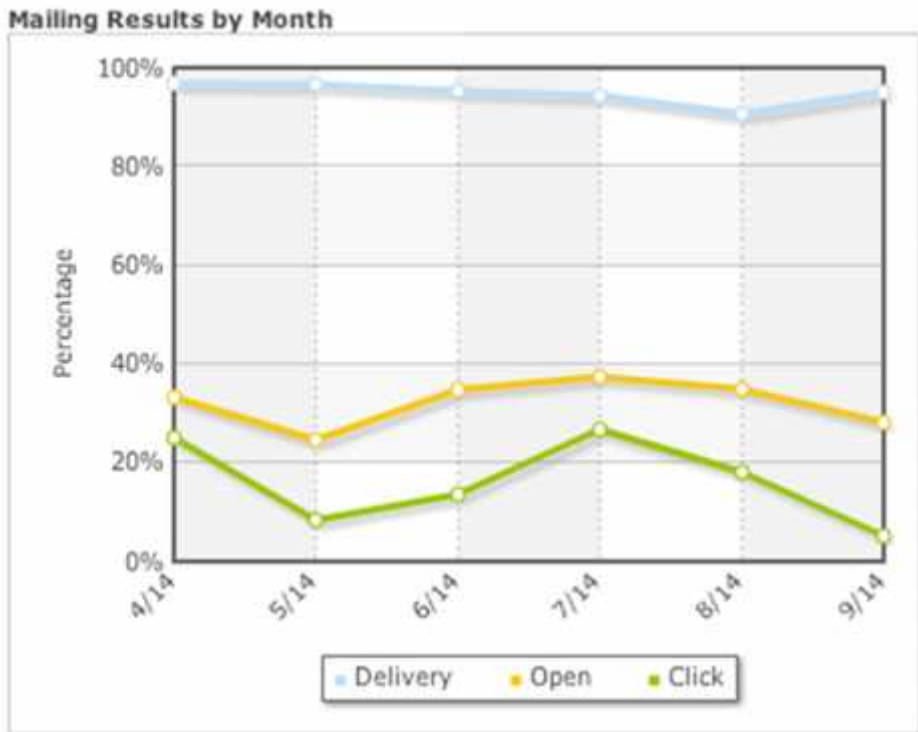




Email Marketing Campaigns

15 standalone emails and 10 weekly newsletters were sent out in July/August. These emails promoted VenueConnect, AMC, ICCC, and included a DHS update on remote-controlled model aircraft at major events.

Overall, we saw open rates that averaged over 30%, with click rates fluctuating more dramatically.



Blog and E-News Activity Report

Front Row News (blog.iavm.org)

- Page views: 12,621 (previous two months: 12,863)
- Visits: 7,598 (previous two months: 7,955)
- Avg. Pages per visit: 1.66 (previous two months: 1.62)
- Avg. page duration: 1:10 (previous two months: 1:07)
- Bounce rate: 76.97 (previous two months: 79.09)
- Mobile/Tablet visits: 2,206 (previous two months: 1,867)

Top 5 Blog Posts based on page views:

1. Meet the World's First LED Basketball Court
2. Announcing the 2014 IAVM Venue Industry Award Winners
3. 13 Traits of a Good Employee for Managers to Consider
4. Introducing IAVM's Venue Group Membership Program
5. New "Live Nation Backstage" Brings Top Tour Executives, Venue Managers, and Ticketing Experts Together

Marketplace Sales

IAVM Partnerships

We currently have a total of eleven (11) 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:

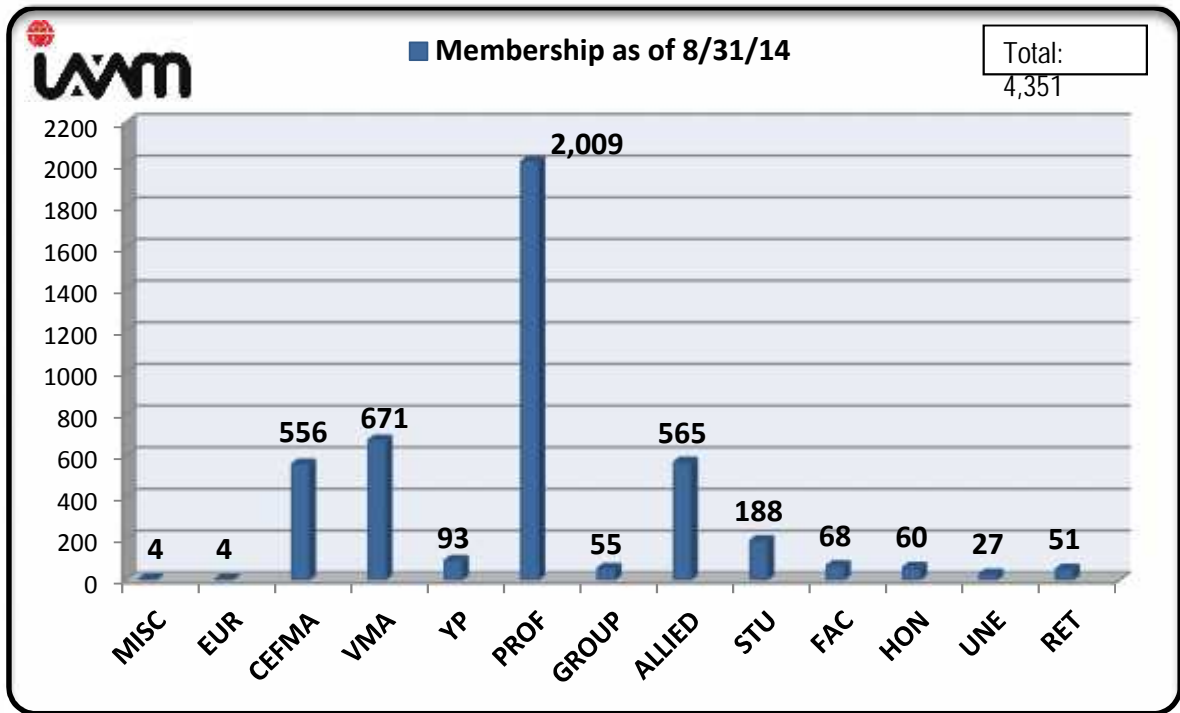
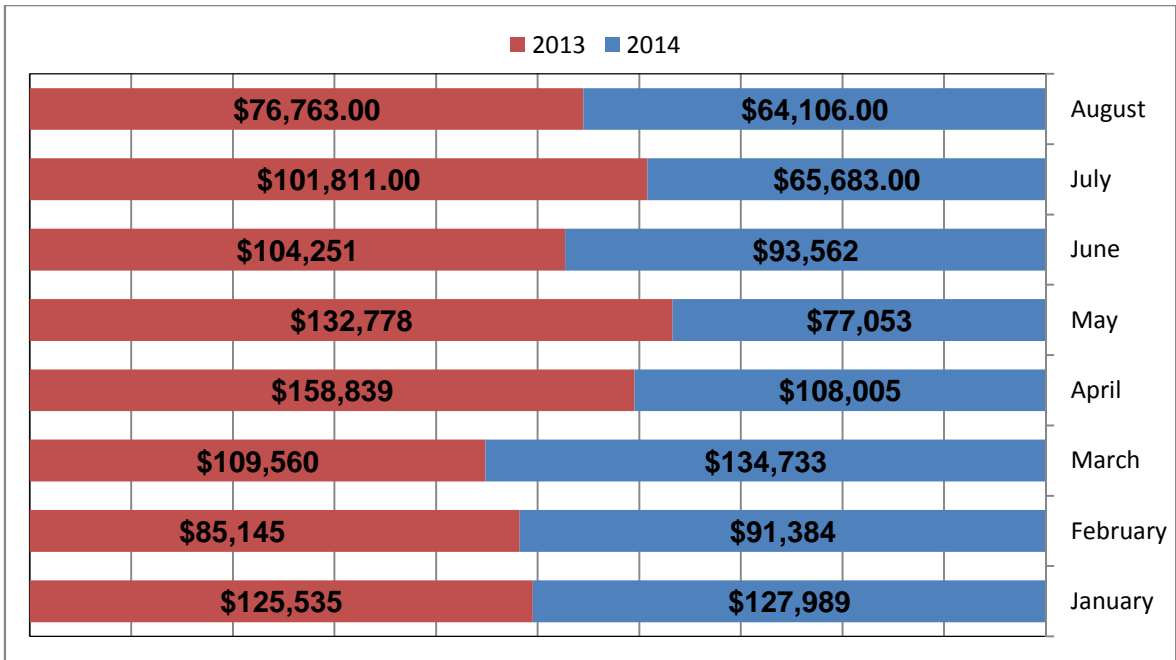
- Global – Sodexo, Ungerboeck, Freeman
- Corporate - Ticketmaster, AVAI, SICO, Mexico Tourism Board
- Preferred – FELD, ABI, Daktronics, Crowd Torch

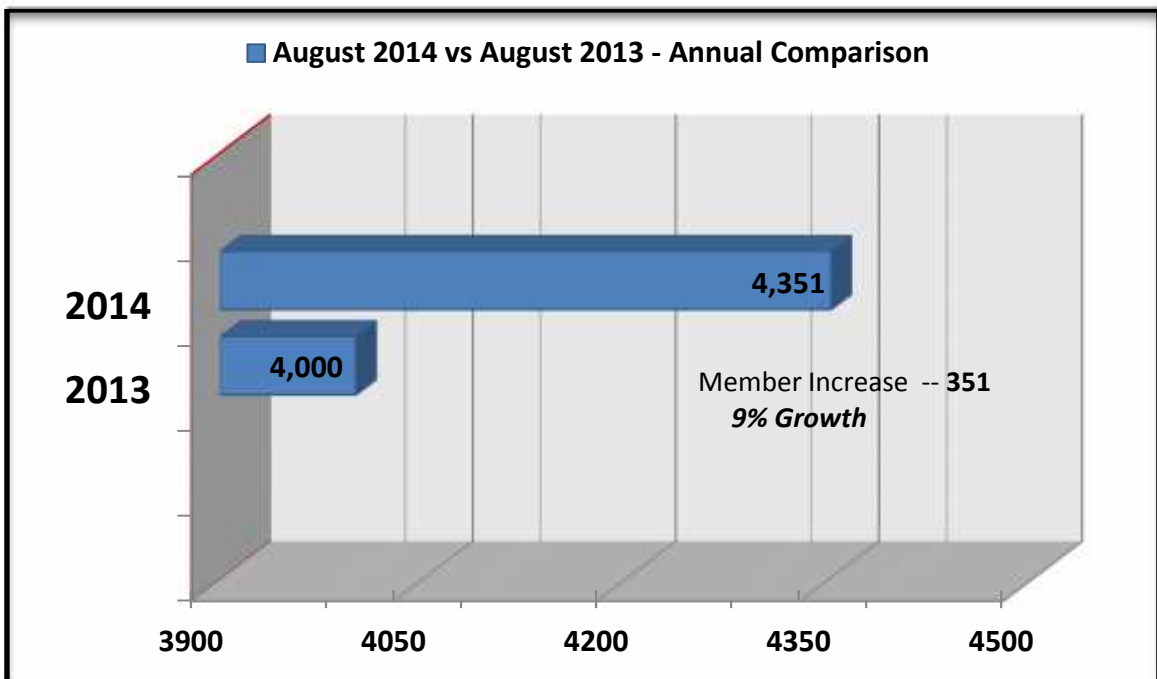
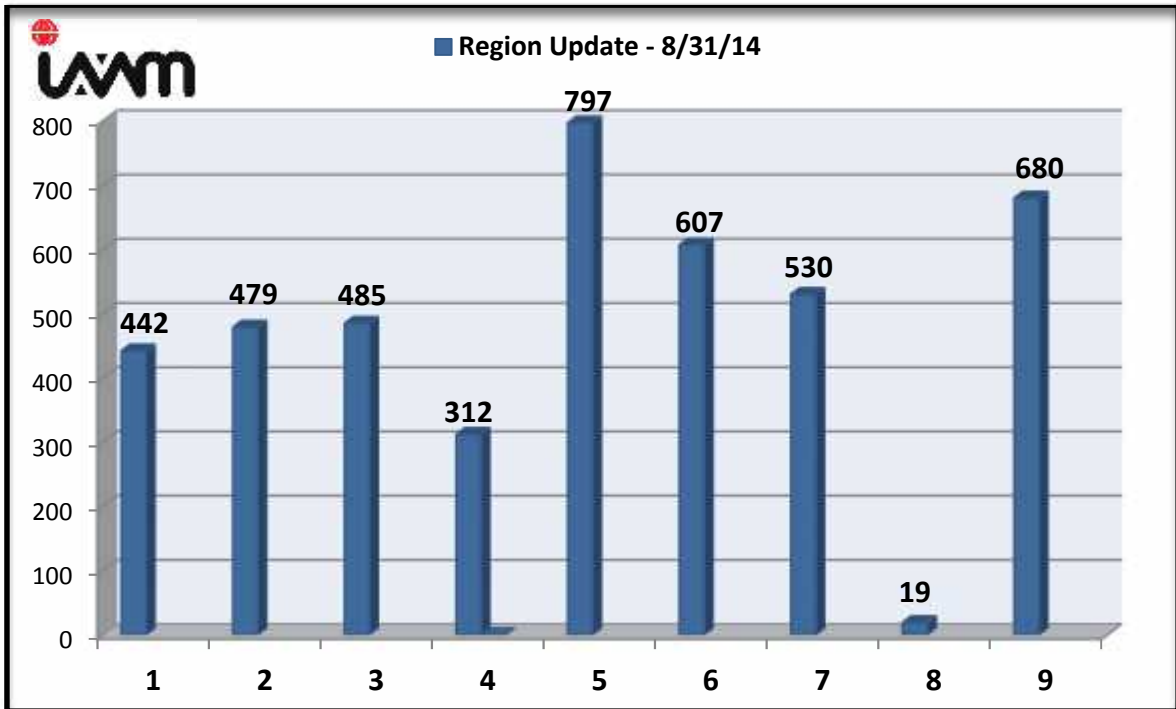
Membership

Counts	July 2014	August 2014
Total Members	4,308	4,311
Dues Payments Recd	146	199
New Members-Month*	34	55
Dues Revenue:	\$65,682.50	\$64,106.25

Cash Receipts by Month Comparison

Cash receipts are behind primarily due to the transition to the new database in April. We are in a good place now, as of August, to aggressively start our consistent messaging and procedures of sending membership renewal requests.





Recruitment/Retention Efforts

Retention average is 93% through August.

Group Membership was successfully launched at VenueConnect. Members endorsed the program loud and clear and said this option was something the venues have wanted for a long time. The team has provided 30+ quotes/analyses of current member venues and their total dues investment.

Two new Group Memberships were activated in August 1) the AT&T Performing Arts Center and 2) the San Diego Convention Center. At the time of their enrollment, AT&T had 9 members; they now have 19. San Diego had 4 active members and they now have 20. We gained 26 members with just these two venues signing up.

VMA - IAVM received an updated database from VMA in August. These renewals and new member records have been updated in preparation for the mid-year affiliation payment.

The CEFMA transition strategy is continuing. A collateral piece is being developed that will be incorporated in an email and direct mail appeal to entice this group to remain as members of IAVM. We have begun reviewing how many of our existing venues/university member venues may have an existing Primary member (one or more full dues paying members) + one or more CEFMA members. Based on the numbers, we will send targeted messages to these venues offering Group Membership with the concept of giving them the tools to create Student Chapters. By presenting all that comes with Group Membership -- the new GuestX, AVSS, etc. as potential training opportunities, this could be fascinating for them.

VMS – Nonmember attendees became members this year, 42 total. They were all notified of their membership benefits. A community was created for them within VenueNet to ensure they are engaged throughout our social media network.

Western Kentucky University - IAVM's membership team arranged tours of nine member venues/organizations for 31 students who paid to participate in their themed trip, *Texas Away Tour*. The venues that hosted the students, faculty and security detail were: AT&T Performing Arts Center, Fair Park, Globe Life Park in Arlington/Texas Rangers, American Airlines Center, AT&T Stadium, Texas Motor Speedway, Plano High School, Allied Member, Schuler Shook, and IAVM Headquarters. They were swept away by the hospitality demonstrated by our members. Some have reached out and have definitively chosen venue management as a career path after their wonderful experience. Check out their blog <http://wkusportfacilitysymposium.wordpress.com>

IAVM Foundation

Board of Trustees

The Board of Trustees unanimously approved the 2014-2015 Slate of Trustees via an electronic ballot that took place in early July. The Slate is as follows:

Trustee	Board of Trustees Role	Term Description	New or Current Term Ends (July)
<i>Joe Floreano, CFE</i>	<i>Honorary Chairman</i>	<i>Honorary Chairman</i>	<i>2015</i>
Jason Rittenberry, CFE	Chairman	Chairman	2016

Allen Johnson, CPM, CFE	Past Chair	Past Chair	2015
Bob Hunter, CFE	Vice Chair	Vice Chair	2017
Doug Archibald	Trustee	Trustee; First Term, Beginning Year 2	2015
Bill 'Sparky' Bavirsha	Trustee	Trustee; First Term, Beginning Year 1	2016
Paul Cramer, CFE	Trustee	Trustee; First Term, Beginning Year 2	2015
Stephanie Curran	Trustee	Trustee; First Term, Beginning Year 2	2015
Mark Duryea	Trustee	Trustee; Second Term, Beginning Year 2	2015
Mark Gnatovic	Trustee	Trustee; First Term, Beginning Year 2	2015
Steve Gregosky	Trustee	Trustee; Second Term, Beginning Year 2	2015
Tim Hemphill	Trustee	Trustee; Second Term, Beginning Year 1	2015
Susette Hunter	Trustee	Trustee; Second Term, Beginning Year 2	2015
Fred Peterson	Trustee	Trustee; First Term, Beginning Year 1	2016
Tom Tingle, AIA	Trustee	Trustee; First Term, Beginning Year 2	2015
Robyn Williams, CFE	Trustee	Trustee; Second Term, Beginning Year 2	2015
Tim Wortman	Trustee	Trustee; First Term, Beginning Year 1	2016
Jim Wynkoop, CFE	Trustee	Trustee; First Term, Beginning Year 1	2016
Lee Zeidman	Trustee	Trustee; First Term, Beginning Year 1	2016
Randy Ziegler	Trustee	Trustee; Second Term, Beginning Year 2	2015
Steve Zito	Trustee	Trustee; First Term, Beginning Year 1	2016
Kim Bedier, CFE	Ex-Officio; Chairman, IAVM	Ex-Officio, 2011-2014	2015
Karen Totaro, CFE	Ex-Officio; 1 st Vice Chair, IAVM	Ex-Officio, 2013-2016	2016
Mark Mettes, CFE	Ex-Officio; 2 nd Vice Chair, IAVM	Ex-Officio, 2014-2017	2017

The Board of Trustees also met in Portland prior to VenueConnect. Much of the discussion focused around the launch of the Foundation's new fundraising campaign 'Build an Amazing Future'. The official launch of the campaign took place during the Industry Awards Luncheon in Portland. Trustees were also reassigned into two teams and met to discuss strategy and focus for the upcoming year. Under the continued leadership of Chairman Rittenberry, the Board is off to a great start and set up for success.

Annual Fundraising – Build An Amazing Future

The 2014 campaign has a budgeted goal of \$175,000 for total giving and a 20% member participation goal. The campaign has reached 5.6% member giving and \$92,355 in proceeds to date.

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:
2011 Campaign	\$72,745	286	10%	37
2012 Campaign	\$111,985	290	9.7%	46
2013 Campaign	\$89,399	325	8.1%	47
*2014 Campaign – currently underway	\$92,355	152	5.6%	39

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

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 being introduced.

- **Scholarships:** The Foundation is introducing a new set of scholarships to each of the major programs at IAVM. Young professionals looking to develop their career and build a critical network of leaders and peers will be able to apply for Foundation scholarships to attend key IAVM conferences and schools.
- **30 Under 30:** Launching at VenueConnect 2015 in Baltimore, 30 Under 30 is a unique program that identifies and supports talented young professionals in the industry. Each year, 30 outstanding applicants will be awarded complimentary registration and hotel accommodations for VenueConnect, exclusive professional development opportunities during the annual conference, and unique education opportunities throughout their year of the program.
- **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.

Fundraising efforts will take place using a new online giving platform called StayClassy. This new platform features a peer to peer giving approach which will allow us to greater our reach in the industry.

VenueConnect Fundraising: Silent Auction

The Silent Auction, presented by Feld Entertainment turned out to be the largest and greatest auction to date. We had record numbers this year in winning bids. There were over 244 donated items from individuals, companies, and venues with an estimated value of \$186,600. Overall, the auction raised \$82,410 (unaudited), \$59,410 from bidding and \$23,000 from sponsorships. Special thank you to Jason Rittenberry, CFE and Bob Hunter, CFE for their hard work, dedication and commitment to the auction and Foundation!

Title Sponsor (\$20,000)
FELD Entertainment

Supporting Sponsors (\$500 - \$5,000)
Joe Floreano, CFE

Auction Comparisons

	# of Items	Sponsorship: Budget	Sponsorship: Actual	Total Revenue: Budget	Total Revenue: Actual
2010 Houston	136	\$15,000	\$15,000	\$50,000	\$50,963
2011 Phoenix	220	\$15,000	\$15,000	\$58,000	\$58,000
2012 Ft. Lauderdale	232	\$15,000	\$15,000	\$70,000	\$80,906
2013 New Orleans	244	\$20,000	\$23,100	\$79,000	\$82,410
2014 Portland	205	\$25,000	\$22,000	\$85,000	\$102,149

VenueConnect Fundraising: Golf Tournament

This year's golf tournament was also incredibly successful raising \$78,570. We had 131 registered participants and raised \$55,500 in sponsorships. Special thank you to Stephanie Curran for chairing this year's tournament and to everyone who came out to enjoy the beautiful course making this tournament a success!

From the overall feedback we received this year, this was one of the most amazing courses we've ever booked, very well organized and pace of play was excellent. Play was paced by having golfers play 'par is your friend' which kept the tournament light and extremely fast play.

Event Sponsors (\$5,000 - \$10,000)
Anheuser-Busch
IRG Sports + Entertainment™

Sodexo
 TicketsWest

Contest Sponsors (\$2,000 - \$5,000)
 Daktronics – longest drive
 Feld Entertainment – closest to the pin
 Smith, Seckman & Reid – putting contest

General Sponsors (\$500 - \$1,000)
 PC Sports
 Skanska

Tee & Flag Sponsors (\$1,500 - \$2,000)
 360 Architecture
 CSL International
 FELD Entertainment
 Joe Floreano
 Micros
 Robbins Sports Surfaces
 SICO
 Sink Combs Dethlefs
 Skanska
 Walter P Moore
 Ungerboeck

Golf Comparisons

	Registered: Budget	Registered: Actual	Sponsorship: Budget	Sponsorship: Actual	Total Revenue: Budget	Total Revenue: Actual
2010 Houston*	120	102	\$31,000	\$31,000	\$47,750	\$54,315
2011 Phoenix	115	120	\$40,000	\$32,000	\$55,000	\$47,525
2012 Ft. Lauderdale	115	126	\$60,000	\$50,750	\$82,400	\$69,685
2013 New Orleans*	110	116	\$50,000	\$50,000	\$64,000	\$65,410
2014 Portland*	80	131	\$60,000	\$55,500	\$76,000	\$78,570

*denotes one 18-hole course

VenueConnect Fundraising: Wine Tour

The Foundation Wine Tours, *presented by Sodexo* proved to be a great success and very popular fundraising event raising \$31,000. Participants enjoyed the added events and look forward to future additional events supporting the Foundation. Special thank you to Robyn Williams, CFE and Susette Hunter for chairing this years' events and to everyone who participated by making the event a success!

Title Sponsor (\$20,000)
Sodexo

Supporting Sponsors (\$500 - \$5,000)
Aramark (in-kind)

Alternate Activity Comparisons

	Registered: Budget	Registered: Actual	Sponsorship: Budget	Sponsorship: Actual	Total Revenue: Budget	Total Revenue: Actual
2012 Ft. Lauderdale	8	42	\$5,000	\$500	\$6,200	\$6,964
2013 New Orleans	40	23	\$20,000	\$22,000	\$27,000	\$26,500
2014 Portland	28	60	\$20,000	\$20,000	\$24,000	\$31,000

2012 alternate activity was sport fishing

2013 alternate activity was cooking school