



In the last report, we highlighted the launch of two important initiatives: The IAVM Foundation's "Build an Amazing Future" campaign, and the IAVM Venue Group Membership program. And now, just two short months later, it's exciting to share that both programs have gained significant traction with our members!

Since August, we have added 168 new members and increased membership revenue by almost \$13,000 through group memberships, with more inquiries in the pipeline. We even had one venue sign up that had no members at all prior to joining as a group member. While the potential growth is exciting, the most important benefit for our community is the infusion of new voices and perspectives, and the engagement of people performing a variety of functions within a particular venue.

Hopefully by now you've seen the announcement of the Joseph A. Floreano Scholarship and Internship Program. We have launched the first applications for scholarships to the Performing Arts Managers Conference, and are ready to start making a difference to deserving recipients. We'll have a more complete update on the success of the Foundation's "Build an Amazing Future" campaign in the next report, after the IAVM Foundation Board of Trustees meeting to be held in December.

Speaking of the Foundation, I wanted to update you on the Certified Venue Professional Program. We have completed our focus groups and are now working with our consultants to draft the body of knowledge for the CVP. We are still on track to launch the program in the spring and to start handing out designations shortly thereafter. Many thanks to the Foundation for providing the seed money to make this program possible, to the Certification Board for their vision and leadership, and to our volunteer focus group members, for their time and expertise.

And now, I'm off to buy a turkey. Happy Thanksgiving to all of our U.S. members!

Regards,

Vicki Hawarden, CMP

## Operations

### Financials

Through September the Association has a net profit of \$348K on revenue of \$2.73M compared to a budgeted profit of \$441K on revenue of \$2.98M. The revenue shortage of \$251,000 has been partially offset by a \$161,000 reduction in expenses resulting in an operating profit shortage of \$90K. The investment returns of \$7,000 are \$3,000 below budgeted expectations of \$10,000.

In September, AMC generated revenue of \$150,000 from 145 paid attendees including 94 Professional members, 23 Allied members and 22 Non-members. Total revenue was less than budgeted as both registration and sponsorship were below expectations. The meeting is projected to generate a profit of approximately \$15,000 which is \$5,000 below budgeted expectations of \$20,000.

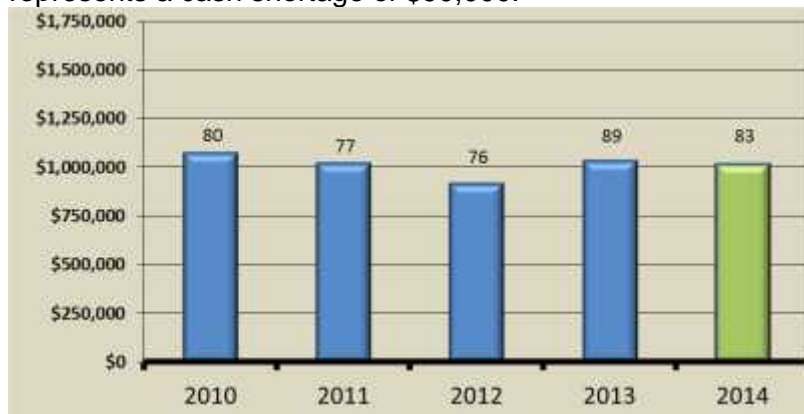
The ICCC meeting in October is estimated to generate revenue of \$177,360 on 176 paid attendees. The projected surplus of \$30,000 is double the budgeted surplus of \$15,000.

For the year ended March 2015, the Association is projected to have a surplus in the range of \$50,000 to \$85,000 compared to a budgeted surplus of \$85,000. Key revenue drivers for the remainder of the year are Membership, GuestX (formerly ICMC), Trained Crowd Manager, Performing Arts and AVSS.

Looking beyond the current fiscal year one key financial indicator is deferred revenue for membership dues. As of September the balance was \$615,000 which is \$87,000 lower than September of last year. This comparison tells us that if this trend continues future membership revenues would be decreasing.

### Cash and Investment Balance

As of September the cash & investment balance was \$1,018,000 and represented 83 days of operating expenses compared to a target of 90 days. The seven day shortage represents a cash shortage of \$90,000.



## Education

### **Professional Development, Meetings and Events**

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

Please save the date for next year – October 1-3, 2015 in Atlanta, GA.

Description	Actual	Budget	Last Year (Final)
Registration	\$89,405	\$83,715	\$78,402
Paid Attendees	176	159	155
Sponsorship	\$81,400	\$70,000	\$76,750
Total Revenue	\$177,360	\$160,215	\$160,577

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

Planning continues for the conference's education content of at least 11 hours with a keynote, 7 sessions, and two sets of 1.75 hour "hands on" workshops. In addition, there will be 3 town halls. Topics will include:

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

Description	Actual	Budget	Last Year (Final)
Registration	\$4,650	\$80,835	\$71,350
Paid Attendees	9	192	158
Sponsorship	\$51,150	\$88,000	\$85,590
Total Revenue	\$55,800	\$168,835	\$156,940

AVSS Dallas, TX – March 1 – 4, 2015:

Registration will be live early December.

The Academy for Venue Safety & Security curriculum and schedule is nearly complete and will include content taught by AVSS Faculty and Guest Faculty. Keynote speaker, Larry Bowman, from the Atlanta Braves will be participating along with Tamara Madensen from UNLV. An off-site Active Shooter exercise will take place at the AT&T Stadium.

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

Registration will be live early December.

Planning continues for the conference's education content which includes 11 hours of educational content with a keynote, 8 sessions, 2 lunch keynotes, and a 2 hour active shooter exercise. In addition, there will be 2 town halls.

The Guest X (Guest Experience) conference topics include:

- Internal Guests/How to Motivate Your Team
- Crowd Management Challenges (Keynote)
- Ordinary to Extraordinary-Hiring Best Practices
- Security & Guest Services-The Changing Trend in the Industry Defined
- Ritz Carlton- Memorable Customer Service
- Emerging Threats: Unmanned Aerial Systems
- ADA Updates & The Guest Experience
- Off-Site Active Shooter Exercise (AT&T Stadium)

Severe Weather Preparedness Dallas, TX – March 5, 2015:

Registration will be live in December.

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

Registration is now live. More information to come.

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

Save the date for our 90th anniversary!

Webinars:

Staff and volunteers will be providing a minimum of two webinars monthly. The following webinars occurred in September and October:

- How to become a CFE
- IAVM Mentor Program
- Ebola Awareness and “best practices” conducted by venue professionals – over 235 unique locations called in, and based on our survey we had approximately 400 total participants.

## **Research**

The FY 2013 Operating Expense/Revenue Report was released to participating members in October. This will soon be followed by sales promotions to all members and non-members.

We have completed, and are performing a final review, of our 2014 Sustainability Report. Upon completion, this too will be released to participating members, followed by sales promotions to all members and non-members.

The 3rd Quarter survey among the Business Barometer panelists was launched in October and surveys closed on November 21.

A 2014 Capital Funding survey launched in late October.

As part of the annual assessment of member satisfaction, the 2014 IAVM Member survey launched on November 5.

To assist the Certification Board in understanding barriers to enrollment among CFE candidates, and to measure perceptions of the certification among non-candidates, we'll be conducting a short survey in December or January and report the findings.

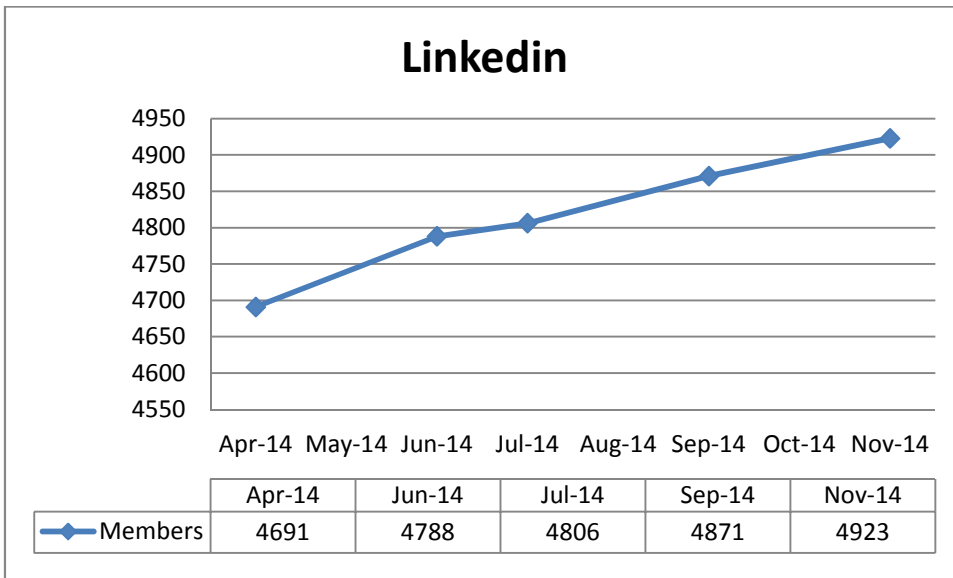
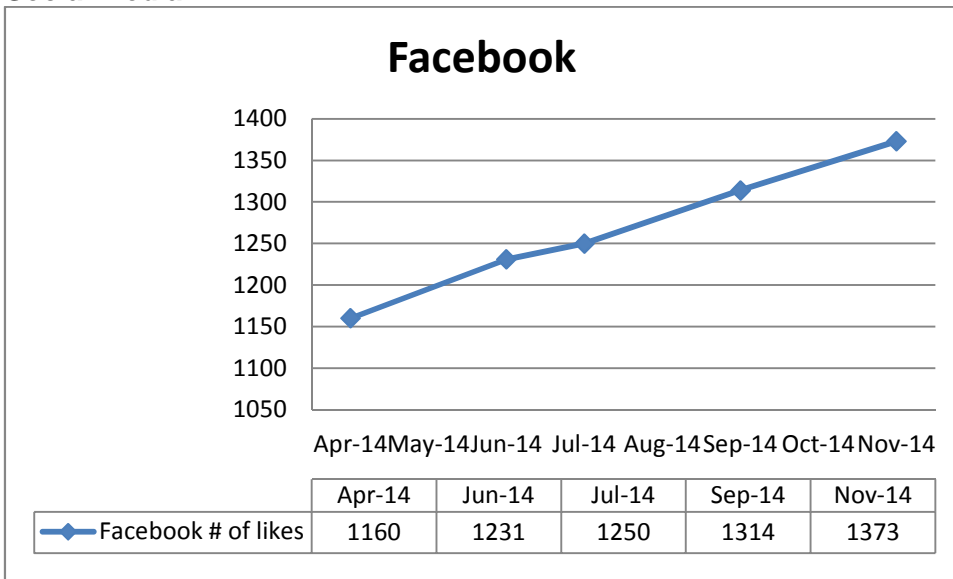
## **Marketing & Communications**

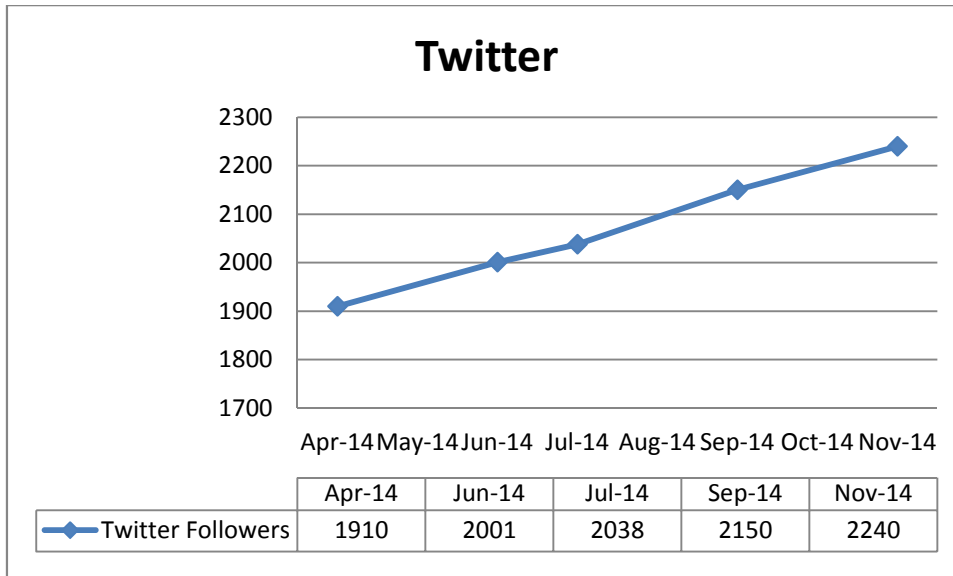
Communications and support for the Arena Management Conference and the International Convention Center Conference were the main focus for the marketing team. Great sessions at each conference anchored content marketing efforts, and our supporters at Billboard reinforced this by hosting a digital roundtable with arena executives just before AMC. The article, which promoted our conference, was included in print, but was also broadcast via eight tweets targeting the social networks of Billboard and each panelist. The result was great exposure to thousands of industry professionals, highlighting relevant content to our AMC audience.

On September 30, the first confirmed case of Ebola in the US was announced, and the marketing team immediately began coordinating with fellow staff and the Industry Affairs Advisory Council to assist with any required action. Early communication eventually led to the forming of the Ebola Task Force.

A major new product for our department was also quietly re-launched. IAVM News, our flagship communication to members, had been managed by a third-party vendor for three years. We felt that this affected the flexibility of this crucial line of communication, and that bringing the email in-house would enable us to develop a more relevant product. The transition was smooth, and production on a new, device-responsive email template was completed on time for our mid-October transition. The new version of IAVM News features industry news as before, but now includes career updates, open positions, VenueNet conversations, and updates from key departments at IAVM. Additional sections will be debuting in the near future, and we are proud to now offer a very simple, efficient way for members and contacts to get a weekly summary of major news at IAVM.

**Social Media:**





### Blog and E-News Activity Report

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

- Page views: 16,757 (previous two months: 12,621)
- Visits: 12,031 (previous two months: 7,598)
- Avg. pages per visit: 1.39 (previous two months: 1.66)
- Avg. page duration: 0:51 (previous two months: 1:10)
- Bounce rate: 83.29 percent (previous two months: 76.97 percent)
- Mobile/Tablet visits: 4,130 (previous two months: 2,206)

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

1. International Stage Management Day is October 10
2. Ebola and the Venue Industry
3. 13 Traits of a Good Employee for Managers to Consider
4. Joe Floreano, 1947-2014
5. Los Angeles Convention Center Reaches Major Milestones

## Marketplace Sales

### IAVM Partnerships

We currently have a total of 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

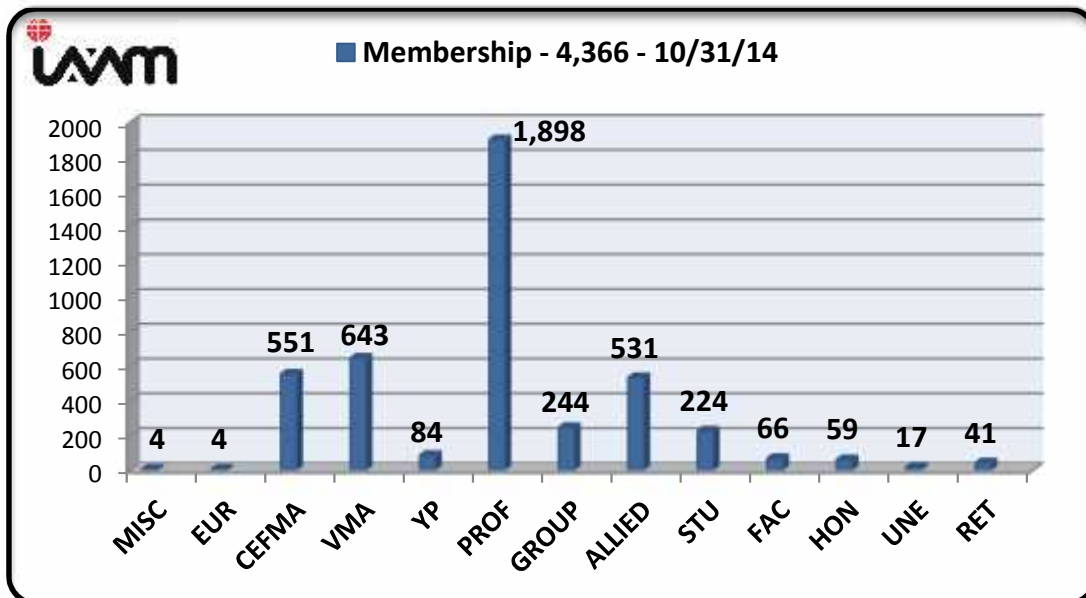
Prospective partners currently consist of Andy Frain, Take 1 Entertainment, Daktronics, Mobilite, Velociti, Elion Engineering, and Comcast.

2015 Exhibits

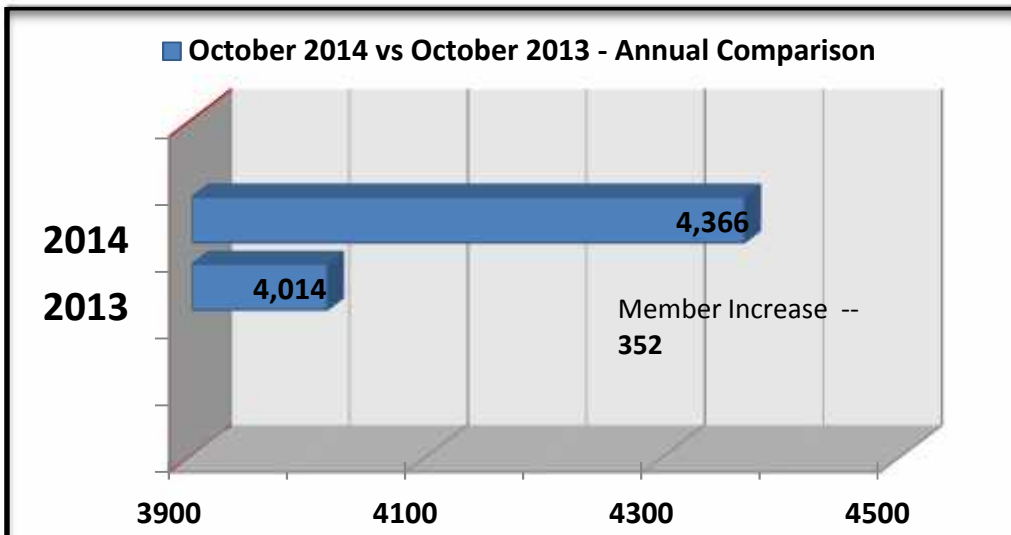
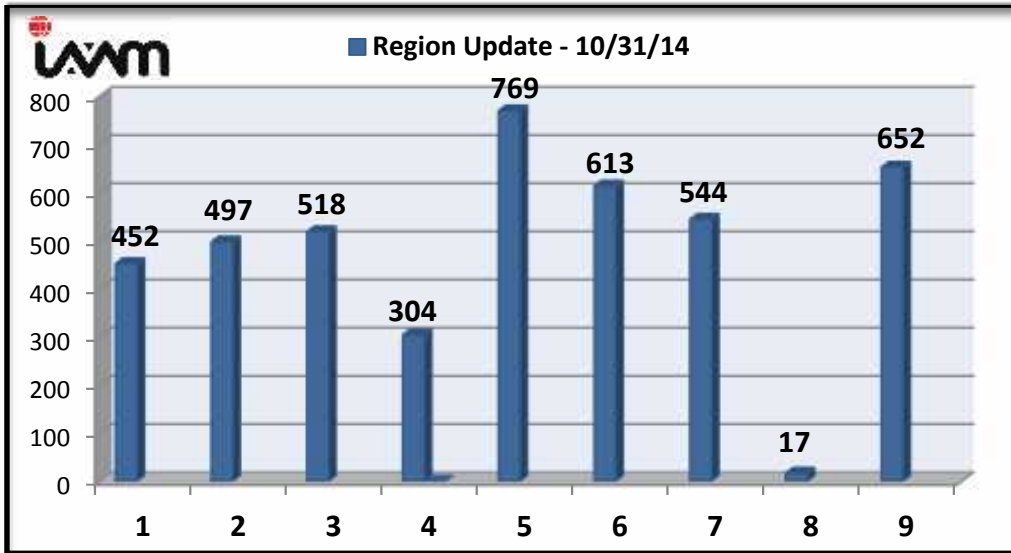
Marketplace Sales has pre-booked \$350,900 in exhibit sales for VenueConnect 2015. IAVM Marketing and Marketplace Sales departments are working together to create a new 2015 prospectus and media kit mailer to be sent out to allied members and prospects.

**Membership**

Counts	September 2014	October 2014
<b>Total Members</b>	4,389	4,366
<b>Dues Payments Recd</b>	210	233
<b>New Members-Month*</b>	116	86
<b>Dues Revenue:</b>	\$100,680	\$114,809







Recruitment/Retention Efforts

Venue Group Membership is gaining steam. The team has provided more than 50+ quotes to both current member venues and non-member venues. The graphics and language associated with the option to join Group Membership were added to the website in October. This new addition was featured in the Membership Section of the new IAVM Newsletter on October 28 along with a photo of one of our new Group Members, the AT&T Performing Arts Center.

Once the database programming is complete, a membership promotion will be launched. Thus far, we have advertised the new model seven times in IAVM News, in Region 5 and 6 Newsletters and in various social media channels.

The newest Group Members added in September and October are:

<b>September</b>	<b>Swiftel Center*</b>	<b>MassMutual Center</b>	<b>Chafeitz Arena*</b>	<b>BOK Center</b>	<b>Rogers Place</b>
	Staples Center				
<b>October</b>	Nutter Center	America's Center*	Allen Event Center	Georgia Dome	Los Angeles Convention Center

The members with an asterisk went from 0-1 active members to 10+ or more new members.

Group Membership Status:

	<b>Venues</b>	<b>Prof Members Existing</b>	<b>New Members Added</b>	<b>Total Members</b>	<b>% Member Increase</b>
<b>August</b>	2	13	26	39	
<b>September</b>	6	30	71	101	
<b>October</b>	5	15	71	86	
<b>TOTALS</b>	<b>13</b>	<b>58</b>	<b>168</b>	<b>226</b>	<b>290%</b>

VMA - IAVM received an updated list from VMA in October. These renewals and suspensions are being updated now. The counts will be reflected in November/December.

The CEFMA transition strategy is continuing. Two CEFMA members were transitioned into Group Membership.

Western Kentucky University added 26 new students with their Fall Enrollment. They have committed to using the new textbook when it's released.

For the first time, we are able to email dues reminders and include an invoice. For the months of September and October, we have made some gains in our cash revenue as a result of the programming issues that have been corrected with the system. Staff will be aggressively pursuing members who we've been unable to communicate with due to the implementation issues.

Staff is in the process of creating a collateral piece that will convey the value of membership. This flyer will be inserted with the dues invoices that are mailed each month. Additionally, we will utilize this piece at Chapter Meetings, member-to-member recruitment, etc. A calendar that conveys all the educational and networking opportunities is being printed along with descriptions of the schools and conferences – a feature that

has been omitted for a while but will enable individuals that aren't familiar with us to make choices as to which events will be the most practical for their participation and ongoing development.

The new member packet has been revamped – which includes new folders for the inserts. The piece has a contemporary look which matches our latest membership brochure.

The Mentor Connector Fall Cycle officially kicked off with a webinar on October 23 which featured members of the Mentoring Task Force and IAVM staff presenting the benefits of participating. After the webinar, 9 Mentee Applications were received and 8 Mentor Applications. After the matching, all participants will be contacted with next steps so that the Mentor and Mentee can begin their partnership. Coaches will be assigned to overlook each group.

## **IAVM Foundation**

### **Board of Trustees**

As an outcome of the August Meeting, the Foundation Board of Trustees monthly conference call for the month of September was held in individual teams to discuss strategy and goals within each team. In October, the Board regrouped and had a conference call on October 15, 2014. Much of the discussion focused around end of the year giving strategies, committee giving challenges and preparations for the Mid-Year Meeting in Las Vegas scheduled for December 2 – 4, 2014.

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.



September was an exceptionally tough month for the Foundation, not only did we lose a great friend, we lost the single largest contributor to the Foundation since the Foundation's inception and we lost our Honorary Chairman, Joseph A. Floreano, CFE on September 24, 2014.

Joe Floreano was one in a million and it is our hope that his legacy of generosity and compassion will live on and hopefully inspire others in our industry for many years to come.

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)*

	<i>Individual Giving:</i>	<i>*Corporate Giving:</i>	<i>Total Revenue: Budget</i>	<i>Total Revenue: Actual</i>
<b>April 1, 2014 – March 31, 2015</b>	\$39,880	\$69,000	\$175,000	\$108,880

*\*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  
 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 – currently underway</b>	\$132,625	210	5.7%	43

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.

Thanks to the support from Kerry Painter, CFE, Karen Totaro, CFE, Kim Bedier, CFE, Stephanie Curran, Robyn Williams, CFE and Susette Hunter for leading this appeal.

Personal emails were sent to all women in IAVM from Painter, Totaro, Bedier, Curran, Williams and Hunter throughout the month of September and October.

As of October 31 we've raised \$4,500 with 44 donors, including:

Jan Addison	Dot Lischick
JoAnn Armstrong	Michele Montague
Kim Bedier	Kelly Ortiz
Johnna Boxley	Kerry Painter
Sarah Brown	Amy Rahja
Tom Cornwall, <i>in honor of wife, Betsy Cornwall</i>	Lynda Reinhart
Stephanie Curran	Sarah Rogers
Sandy Dunn	Kelly Shea
Sarah Fieger	Julia Slocombe
Shura Garnett	Sherrie Spinks
Maura Gast	Leslee Stewart
Mary Hammond	Cheryl Swanson
Nancy Harbour	Betty Tanner
Vicki Hawarden	Kathryn Tinker
Shannon Heaney, <i>in memory of Catherine Ungerboeck</i>	Karen Totaro
Barbara A. Hubbard, <i>in honor of Claire Rothman</i>	Kathryn Towner
Susette Hunter	Jennifer Turner, <i>in memory of Aubrey Turner</i>
Kathi Hurtgen	Jody Ulich
Janice Jefferson	Abbie Vander Bol
Tammy Koolbeck, <i>in honor of Carol Pollock</i>	Joyce Watson
Lisanne Lewis	Anne Wheat
	Robyn Williams
	Tristan Wright

In an effort to build awareness of IAVM & the Foundation while focusing on student involvement, the first 100 Women who join the group would receive a female student members' contact information and the idea is to reach out and offer encouragement as they are developing their career path as well as information about our scholarship opportunities for them.

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

After lots of thought and careful consideration, we felt that the scholarship program should be redefined to really give it concrete meaning. We felt this would truly be the best way to not only promote the program but at the same time memorialize and pay tribute to Joe Floreano. The goal was to also create something with Joe's name on it that will always be a solid program for the Foundation to sustain with or without the 'Build An Amazing Future Campaign' for many years to come as we have done with our annual golf tournament and silent auction.

We made a formal announcement in November to share the incredible news of the newly renamed program – Joseph A. Floreano Scholarship & Internship Program. Steve Peters

has graciously volunteered to lead the fundraising efforts. To show your support, you can make your donation by visiting [www.classy.org/scholarships](http://www.classy.org/scholarships)



#### Philosophy:

The Joseph A. Floreano Scholarship & Internship Program recognizes deserving individuals who demonstrate leadership, character, diversity, community involvement and the potential to be future leaders in the venue management industry.

The Joseph A. Floreano Scholarship & Internship Program was established after the untimely passing of Joseph A. Floreano, CFE, a long-time IAVM member, Foundation Trustee and the first and only Honorary Chairman of the Foundation Board of Trustees. Floreano was known for giving selflessly in both time and money to worthy industry causes. His leadership was aspirational and he took great pride in mentoring and supporting the advancement of the venue management industry. Joe Floreano was not only incredibly instrumental in the development of the Foundation's 'Build An Amazing Future' campaign but also became the inspiration as he truly embodied everything it stands for. The contributions Floreano made to the Foundation are immeasurable and with that we believed that the naming of the scholarship program would be the most appropriate way to honor his legacy that will forever leave a mark on the Foundation.

#### 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 Management 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

As a follow up from the August meeting, we appointed a scholarship & 30 UNDER 30 selection committee made up of Trustees and sector representation includes: Robyn Williams, CFE, Tom Tingle, Mark Gnatovic, Jim Wynkoop, CFE, Fred Peterson, Kerry Painter, CFE, Matt Gibson, CFE and IAVM support from Sarah Rogers, Jason LoRusso and Greg Wolfe. The overall goal for this committee is to create the guidelines, criteria and oversee selection for the scholarships and 30 UNDER 30 programs. The committee met in October and shared several emails back and forth and we are in the final stages of having the PAMC scholarship & internship application online and ready for applicants.

#### Team Fundraising Goal Tracking

Each team was tasked in July with raising \$50,000 by March 31, 2015 to support the Build An Amazing Future campaign.

Team 1: Stephanie Curran, Paul Cramer, CFE, Mark Gnatovic, Tim Hemphill, Mark Mettes, CFE, Fred Peterson, Jason Rittenberry, CFE, Tom Tingle, Karen Totaro, CFE, Jim Wynkoop, CFE, Randy Ziegler, Steve Zito  
Total Raised as of 10/15/14: \$23,479

Team 2: Doug Archibald, Sparky Bavirsha, Kim Bedier, CFE, Mark Duryea, Bob Hunter, CFE, Susette Hunter, Allen Johnson, CFE, Steve Gregosky, Robyn Williams, CFE, Tim Wortman, Lee Zeidman  
Total Raised as of 10/15/14: \$38,524

## Team Fundraising

