



Leadership Report



"Winter lingered so long in the lap of Spring that it occasioned a great deal of talk."
—Bill Nye

As we emerge from what seems like endless winter here in the US, it feels like good things are springing up all around. First and foremost, we will do a soft launch of our website next week, allowing our members to access a new site with better navigation, a more pleasing appearance, and hopefully no dead ends or outdated information. Many of you gave us input along the way, and we thank you for your time. I would like to thank my talented team, who made this happen on a tight timeline and a very limited budget. They put in untold hours and sweated every detail, and I'm grateful to them.

Along with the website, we are bringing the new Ungerboeck database online, so it connects to the site and makes the member experience as seamless as possible. I can't say enough about our partners at Ungerboeck for making this long-awaited update possible.

We've also formally signed a partnership with AMEREF, an association of convention center professionals from Mexico, which will make them all full members of IAVM, similar to the VMA model. We look forward to welcoming members of their volunteer leadership to our Region 6 meeting in April, and expect a large contingent of AMEREF members to join us this fall at ICCC.

As you all know, we continue to move forward with the evolution to a Coherent Governance model, and in our next board conference call, we will do a final review of the proposed bylaws changes and vote, and we are planning a governance webinar for our members on April 24, led by our officers and our governance consultants. Members will have an opportunity to learn about best practices in governance as well as hear about IAVM's unique journey, and to ask questions. We will send you all the details once we have them, and hope you can join us. A second webinar is planned for later in the spring, to discuss the proposed bylaws changes in more detail.

I'd also like to congratulate the AVSS faculty, since the AVSS program posted some of the highest registration numbers in recent years. And the VMS Board of Regents and faculty are keeping the trend going, with a sold out program for June.

VenueConnect registration launches April 1!

Operations

Financials

Through February the Association has a net profit of \$302,000 on revenue of \$4.1M compared to a budgeted profit of \$265,000 on revenue of \$4.9M. Operating Income exceeds budget as the revenue shortage of \$755,000 has been offset by a \$797,000 reduction in expenses.

In February, PAMC generated revenue of \$162,000 from 159 paid attendees including: 92 professional members, 19 allied members and 35 non-members. The meeting will generate a profit of approximately \$25,000 which exceeds the budgeted profit of \$15,000.

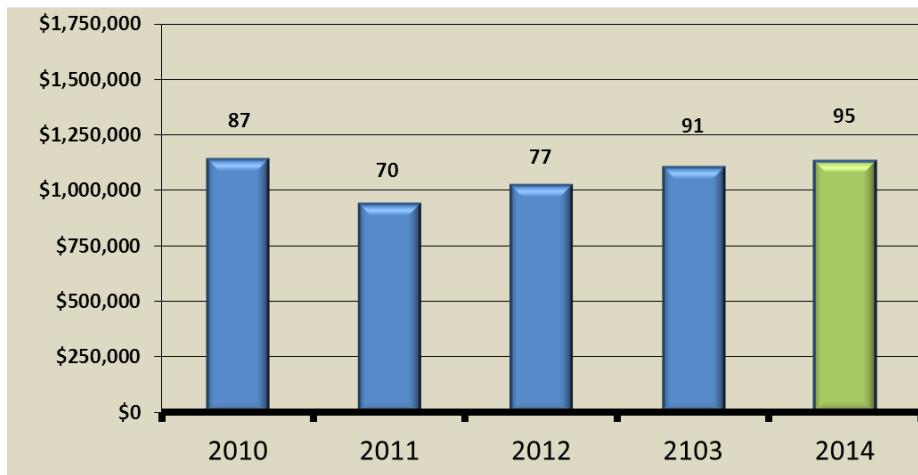
Also in February, AVSS generated revenue of \$157,000 from 68 attendees. The 68 attendees was an increase of 42% or 20 registrants from last year. AVSS is projected to generate a profit of \$30,000 compared to a budgeted profit of \$5,000.

Looking forward one key financial indicator is deferred membership or total dues payments that have not yet been recognized as revenue. As of February deferred dues totaled \$677,000 which is a \$45,000 increase from last year. As a comparison, when the fiscal year started in April the total deferred dues balance was \$1,000 above the prior year. The increase in deferred dues is an indicator that future dues revenue will be increasing and thus meeting expectations.

A second forward looking indicator is trade show billings for the July 2014 conference. In February trade show sales totaled \$572,000 or \$106,000 ahead of the prior year's total of \$466,000. The sales total of \$572,000 represents 85% of the budgeted sales of \$675,000.

Cash and Investment Balance

A financial objective of the Association is increasing the company's Cash and Investment balance to a minimum target of 90 days of annual operating expenses. As of February the cash & investment balance was \$1,132,000 and represented 95 days of operating expenses. At the same time last year the Association cash balance represented 91 days.



Operations / IT

The Ungerboeck migration project to the new membership database is well underway. The database is currently being developed and configured with a go live date for phase one of April 2014. Training sessions for all users has been scheduled for the week of March 17th. The financial/accounting component of the project will be completed during phase two which is tentatively scheduled for the fourth quarter of 2014.

The Drupal website has reached a pre final stage status with tweaking of major components and fine tuning of the design and layout functions. The site is expected to go live the week of March 31, 2014.

Education

Professional Development, Meetings and Events

PAMC – Kansas City, MO, February 22 – 25, 2014

The Performing Arts Managers Conference wrapped at the end of February in Kansas City. While attendance was short of goal, sponsorships came in over budget and with reduced expenses, the program proved to be financially consistent with previous years. Attendees were treated to site visits of multiple venues, as well as an offsite reception at the American Jazz Museum in Kansas City. More information about the 2015 conference will be publicized shortly, which will take place in San Francisco, CA.

Description	Actual	Budget	Last Year (Final)
Registration	\$71,045	\$85,561	\$77,290
Paid Attendees	159	225	185
Sponsorship	\$87,300	\$82,000	88,400
Total Revenue	\$158,345	\$167,561	\$165,690

AVSS – Dallas, TX, February 23 – 27, 2014

AVSS and Severe Weather Planning & Preparedness wrapped up this year with significant growth from previous years. With revenue at nearly 15% over budget and 21% growth in registration numbers, these two programs continue to bring in new members and non-members alike.

Description	Actual	Budget	Last Year (Final)
Registration	\$175,375	\$155,125	\$145,250
Paid Attendees	97	94	80
Sponsorship	\$1,000	\$0	\$1,500

Total Revenue	\$176,375	\$155,125	\$146,750
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ISMC – Atlanta, GA, May 7-9, 2014

After successfully hosting ISMC as a hybrid meeting for the past two years, we have launched a live ISMC (International Stadium Management Conference) event. Registration is now open.

In addition to the 1 ½ day conference, IAVM will combine the opening reception with an IAVM chapter event in Atlanta.

Description	Actual	Budget
Registration	\$2,600	\$20,190
Paid Attendees	11	72
Sponsorship	\$4,000	\$6,000
Total Revenue	\$6,600	\$26,190

SES – Cornell University, Ithaca, NY, May 12 – 15, 2014

Registration is now open for the 4-day leadership immersion program for senior-level venue managers and anyone on a leadership track. SES curriculum rotates each year through three areas of focus: Visionary Management, Strategic Planning and Leadership Culture. This year's curriculum is focused on Leadership Culture and covers topics such as diversity in the workplace, ethical dimensions of leadership, loyalty and brand management, and applied HR strategies.

Description	Actual	Budget	Last Year (Final)
Registration	\$81,815	\$142,449	\$113,908
Paid Attendees	39	60	48
Sponsorship	\$5,000	\$5,000	\$0
Total Revenue	\$86,815	\$147,449	\$113,908

VMS and VMS GI – Oglebay Resort, Wheeling, WV, May 31 – June 5, 2014

The application deadline has passed for the 2014 edition of VMS and VMS GI, and with the number of applicants this year we will max out capacity and hit budget goals.

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

Registration for the 89th annual conference and trade show will open on April 1. We are currently tracking ahead of 2013 for booth sales, and expect to see strong attendance at this year's conference. Please be on the lookout for updates from our marketing team, as well as details on the conference as we roll out our new website and registration pages.

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

Keep an eye on your inbox for upcoming details, program information and registration for this year's program.

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

Dust off your passport as the International Convention Centers Conference heads up north to Vancouver for this year's conference. Details about the program, registration, hotel and offsite activities will be on our website soon!

Research

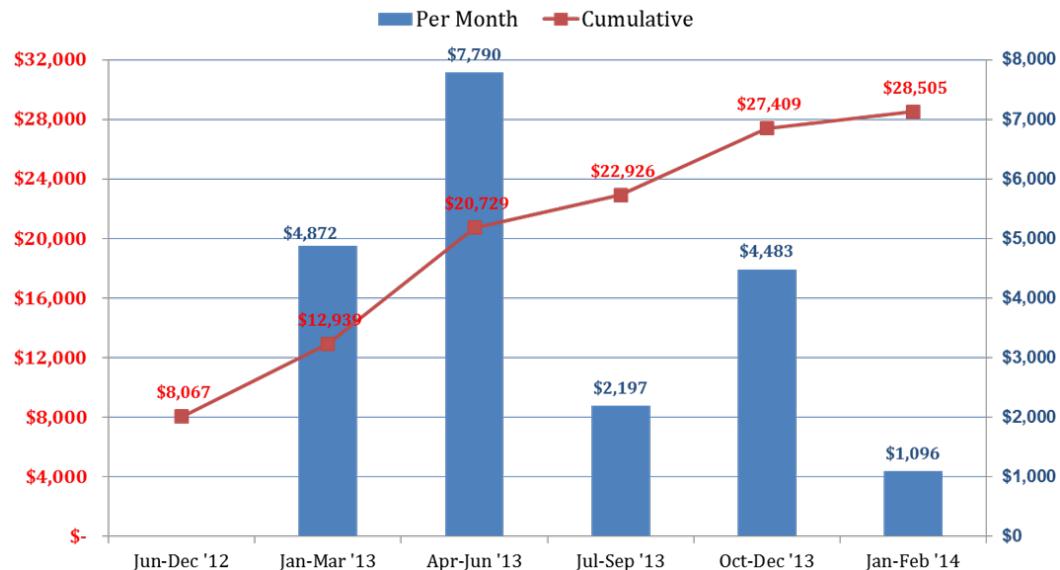
The 2013 Technology Survey was completed in January. The report was provided to all participating members, and made available for sale on the website.

The 2014 Management Salary survey was launched in January and completed February 27. Online data will be provided to those members that completed the survey by mid-March; the written reports will be ready in about 4-5 weeks.

The FY2013 Operating Expense/Revenue survey will begin in mid-March. Member venues that completed the Salary Survey will not have to fill out 2 of the 5 sections; programming improvements have made it possible to retain this information from one survey to the next.

We're in the process of constructing a panel of members to serve as quarterly respondents for our new *Business Barometer*. We expect to begin collecting 2014 Quarter 1 information beginning in early April.

Sales of VenueDataSource reports through February 2014 total \$27,409.



Marketing & Communications

Marketing and Communications Activity

A large priority for January and February was the new IAVM.org. We worked with several departments and the development team to further prepare key areas of the site that are included in this first phase of the web refresh. Most notably, we worked on a new structure and overview of IAVM membership, with improved benefits pages and the introduction of member stories.

Support for IAVM meetings and schools remains consistent throughout the two months. Direct mail campaigns targeted prospects for AVSS, Severe Weather and PAMC. Online efforts included emails for PAMC, AVSS, Severe Weather, VMS, VenueConnect and SES. *Facility Manager* editorial included coverage of PAMC, AVSS, ISMC and SES.

We were also able to arrange an opportunity with Sports Business Journal for online ads in available channels at a reduced rate. We ran ads for Severe Weather, and currently have insertion orders for additional ads for SES and ISMC. This advertising channel provided a total of 124,141 impressions through 1 week of email and web runs.

Social Media:

Growth and Engagement

- Facebook
 - 1,125 likes; an increase of 110
- Twitter
 - 1,872 followers, an increase of 84
- LinkedIn Group
 - 4,544 members, an increase of 30

Email Marketing Campaigns

A total of 12 email campaigns were sent from IAVMWHQ@IAVM.org from December 1-31, averaging a 24.6% open rate (a 2% increase from December) and a 6% click-through rate (a 1.3% decrease from December). The email campaigns during December included communications regarding the following events and activities: PAMC, AVSS, SWP, Venue Management School, Region1,2,& 3 and iCommit. The Your Membership emails averaged a 28% open rate, 5% higher than the standalone email blasts.

Blog and E-News Activity Report

Front Row News

- Page views: 7,926
- Visits: 5,212
- Pages per visit: 1.52
- Avg. page duration: 1:22
- Bounce rate: 76.50%

- Mobile/Tablet visits: 1,040

Top 5 Blog Posts based on page views

- E-cigs, Venues, and Vaping Policies
- Five Career Predictions for 2014
- 8 Lessons Learned About Shelter-In-Place During an Event
- 7 Deadly Email Sins
- The Internet Cat Video Festival is as Cool as It Sounds

E-news (Your News)

- Avg. open: 27%
- Avg. click rate: 14%

Marketplace Sales

Global Partnerships

Currently we have eight (8) Partners including Sodexo, Ungerboeck, Freeman, Daktronics, Ticketmaster, SICO, Feld Entertainment, and AEG/AXS.com with a revenue value of over \$525,000. Of our eight Partners, four are up for renewal in March, representing \$252,000 in revenue. We are also currently working on the following prospective Partners: Ticket Force, C-vent/Ticket Mob, Skanska, and 3M, with additional possible revenue of \$160,000.

VenueConnect 2014 Exhibit and DirectConnect Sales

Current exhibit sales are \$551,000 with 148 companies committed to exhibiting which represents more than ¼ of our allied membership. This is an increase of 19% this time last year. We continue to market to prospects and our current allied membership.

As of today DirectConnect has prequalified 34 Professional participants with over \$100 million dollars in buying power, an increase from last year's \$50 million dollars of buying power. We will continue to market DirectConnect to professionals and also will now begin to market this buying power to our allied members.

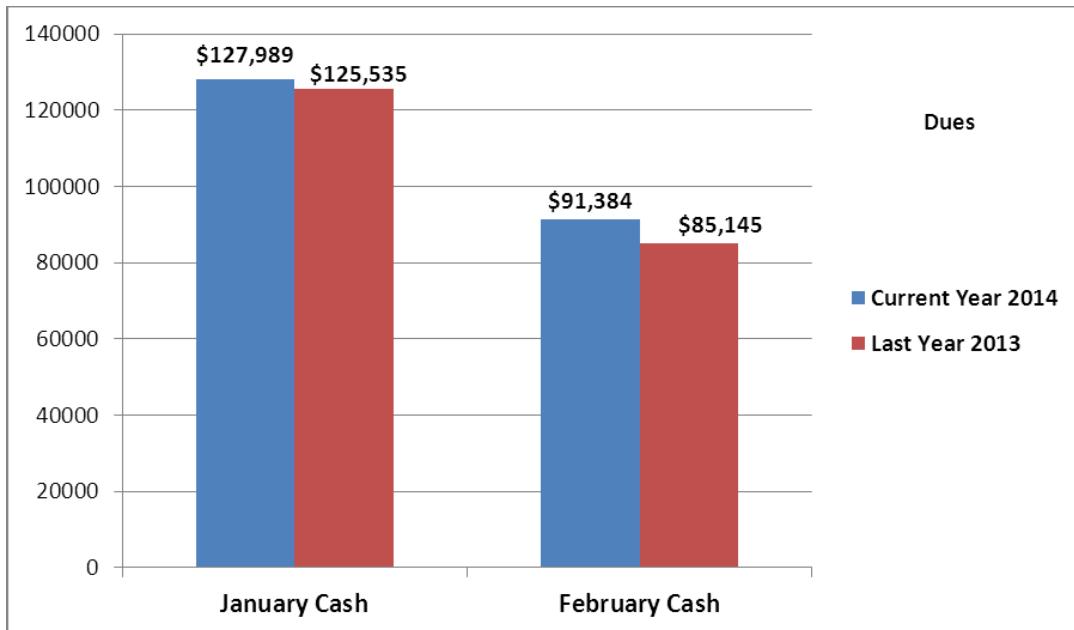
ISMC 2014

Currently we have sold \$7,500 in sponsorships with a budget goal of \$20,000.

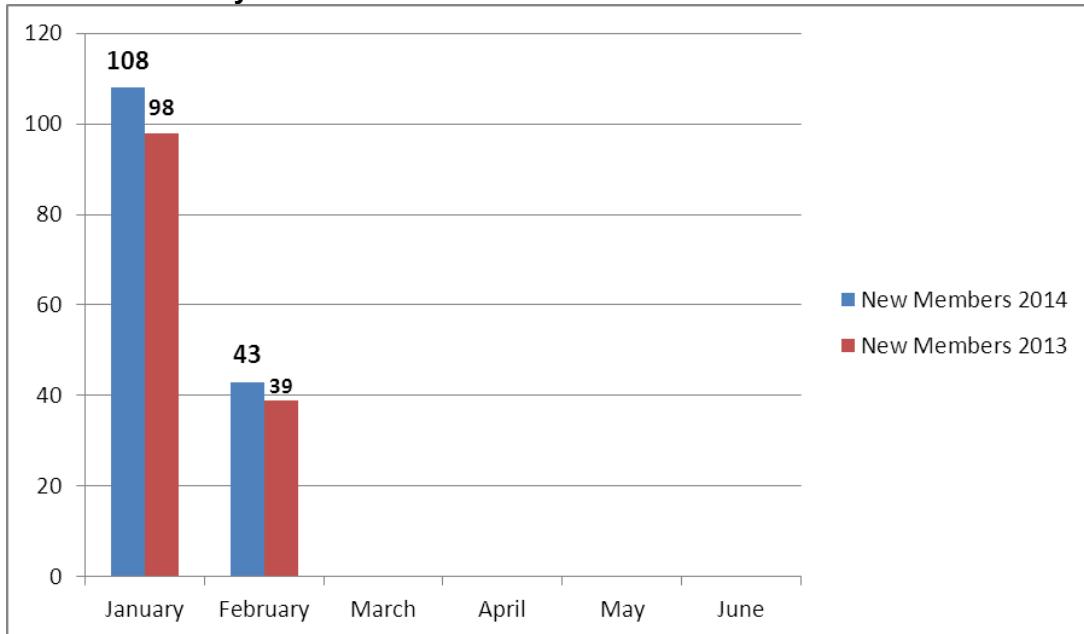
Membership

We continue to meet cash receipt goals. The boost in new member applications we received in the first quarter contributed to our success in this area.

Membership Cash Receipts

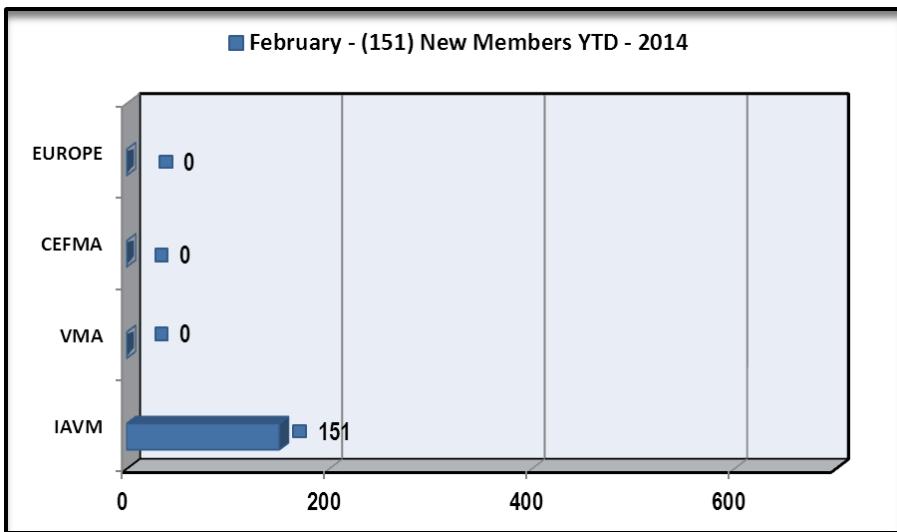
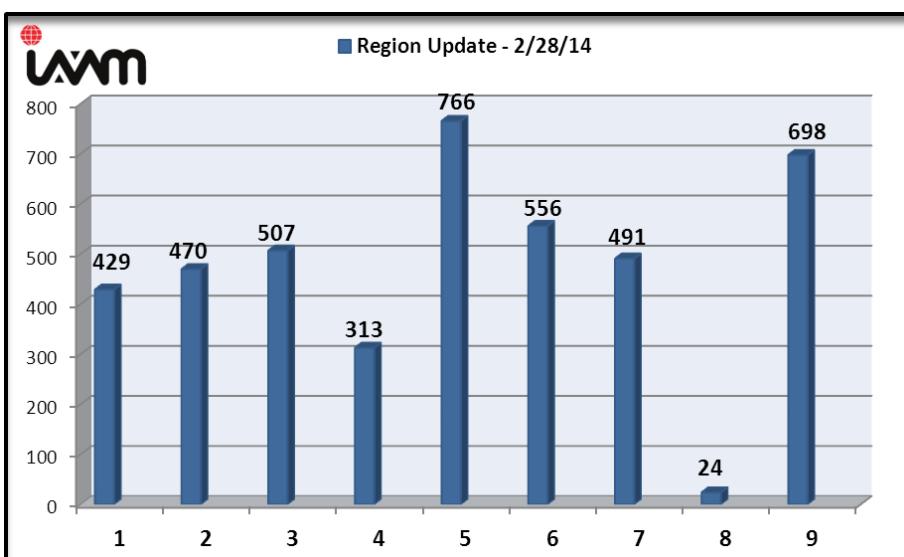
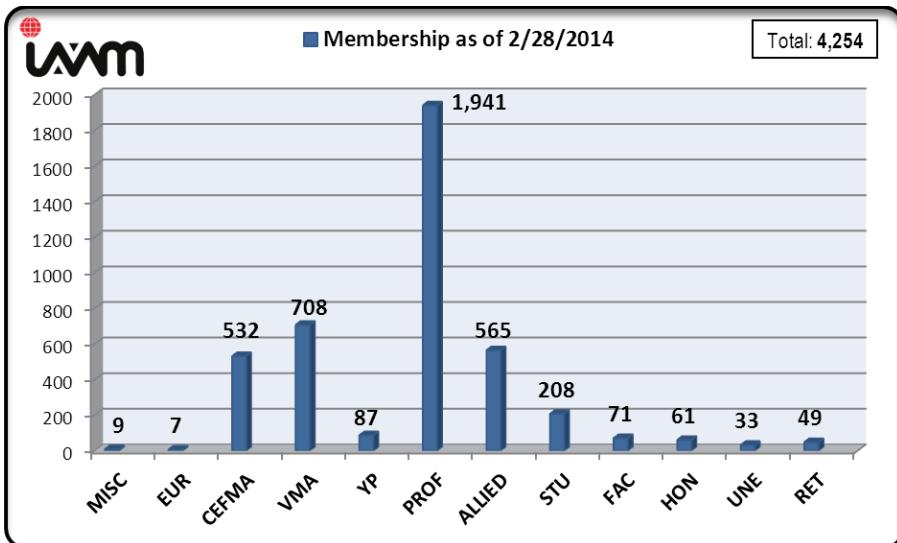


New Members By Month



January – 9 additional applicants requested invoicing and 1 previous member reinstated membership. 20 applications were pending. We processed 117 applications in January.

February – 7 new applicants requested invoicing and 2 previous members reinstated membership. We processed 50 applications in February.

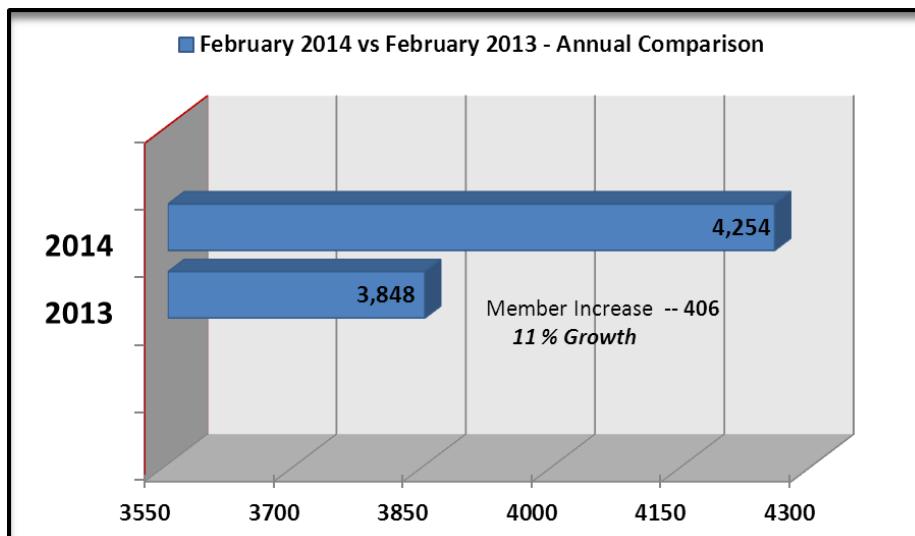


Recruitment

We launched the member referral campaign in January, iCommit. We've encouraged participation via a direct email request, a series of newsletter articles in IAVM News and Region Newsletters, and blog posts. As of February 28, we have received a total of 25 applications. The deadline for applications and entries into the Apple giveaway raffle, sponsored by Ungerboeck, is March 31.

Staff has conducted a series of dropped member campaigns. One promotion was centered around the Super Bowl deadline and was price-driven and another one was focused around educational opportunities. We changed our strategy to narrow the application window to see if that would spur potential members to apply. A lot of inquiries were received early, but to date, we've garnered 5 reinstatements from the email promotions. Interestingly, we received more interest from our previous allied members. We are confident we have renewed some past members not contained in the reinstatement count because they did not use the promotion code provided.

Western Kentucky University, IAVM Affiliate, purchased 30 textbooks in January and added an additional 9 new Student Members in February. They also renewed some of their existing student enrollments for another year.



Retention

- 90%-All Members Retention

IAVM Foundation

Board of Trustees

IAVM Foundation Board of Trustees mid-year meeting was held February 17 – 18, 2014, in Nashville, TN. Fundraising results, financial viability, future purpose and new campaign opportunities were major tenets of the discussion. A large portion of the meeting was spent working in teams discussing fundraising efforts for VenueConnect.

The Board approved the funding for a new campaign called – Build an Amazing Future. This campaign consists of 3 programs the Foundation will be launching in July at VenueConnect:

- Scholarships
- 30 Under 30
- Mid-Level Certification

The goal for the Foundation is that by funding the 3 programs we will –

- BUILD upon our legacy of the last 32 years of programming;
- Position IAVM and the Foundation as a community that is committed to supporting AMAZING careers and a strong industry;
- Inspire, grow and develop the FUTURE of our industry to become great leaders

Annual Fundraising

The 2014 campaign had a budgeted goal of \$75,000 for total giving and a 20% member participation goal. The campaign, which ends December 31, has reached 1.8% member giving and \$21,675 in proceeds to date.

As history repeats itself, the Performing Arts Managers Conference has set the stage for all other sector conferences to follow. Robyn Williams, CFE made a very compelling ask during lunch, and attendees answered her plea by donating \$15,880 to the Foundation. PAMC continues to hold the record for the highest amount raised for a sector conference. Many thanks to Robyn Williams!

Annual Fundraising Comparisons

	Amount Raised:	# of Donors:	% of Member Participation:	Chair's Circle Members:
February 2011	\$15,015	23	0.8%	13
February 2012	\$27,315	73	3%	19
February 2013	\$34,815	97	2.5%	26
February 2014	\$21,675	70	1.8%	10

**In 2012 numbers were slightly higher due to the generous contribution of \$30,000 from Feld Entertainment.*

Sector Conference & School Comparisons

	2011	2012	2013	2014
Performing Arts Managers Conference	\$15,000	\$13,515	\$14,200	\$15,880
Arena Management Conference	\$2,310	\$4,500	\$900	TBD
International Convention Center Conference	\$5,365	\$10,000	\$12,050	TBD
International Crowd Managers Conference	\$980	\$0	\$0	TBD
Senior Executive Symposium	\$0	\$0	\$0	TBD
Academy of Safety & Security	\$350	\$900	\$0	\$0
Venue Management School	\$5,200	\$6,000	\$9,550	TBD

Team Fundraising Goal Tracking

Team 1: Allen Johnson, Tim Hemphill, Doug Archibald, Randy Ziegler, Susette Hunter, Kim Bedier, Jan Addison

Total Raised To Date: \$36,351

- \$4,500 PAMC Annual Giving (Krister)
- \$5,000 Trustees Annual Giving (Allen, Krister, Randy, Susette, Kim)
- \$5,000 Major Gift – Turner Construction (Allen)
- \$5,000 VC Sponsorship (IAVM) – LMN Architects (New Money) (Tim)
- \$3,750 VC Sponsorship (IAVM) – Populous (New Money) (Kim)
- \$2,000 VC Exhibitor (IAVM) – Arthur J. Gallagher & Co. (New Money) (Tim)
- \$1,500 Golf Sponsorship – Arthur J. Gallagher & Co. (New Money) (Tim)
- \$300 AMC Annual Giving (Allen, Randy, Susette, Kim)
- \$4,301 Silent Auction Winning Bids based on donated items
- \$5,000 ISMC Hybrid Conference (IAVM) – Levy (Allen)

Team 2: Jason Rittenberry, Bob Hunter, Steve Gregosky, Stephanie Curran, Mark Gnatovic, Karen Totaro, Fred Peterson, Richard Andersen

Total Raised To Date: \$83,751

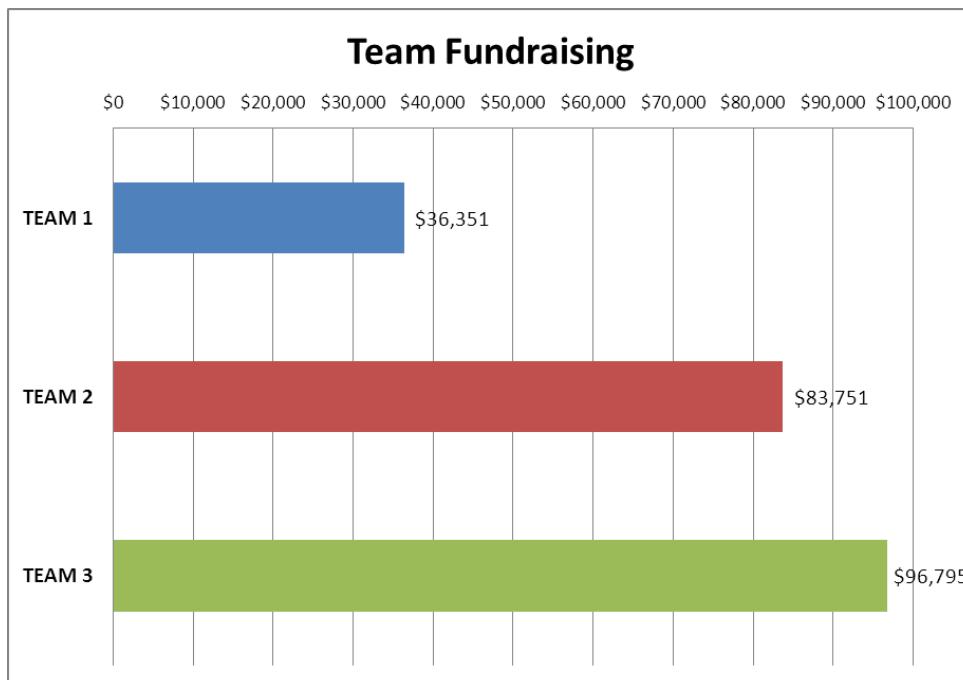
- \$9,185 PAMC Annual Giving (Steve)

- \$8,000 Trustees Annual Giving (Jason, Bob, Steve, Kelly, Richard, Stephanie, Karen)
- \$27,200 AMC Sponsorships (IAVM) – (New Money) (Bob)
- \$3,750 VC Sponsorship (IAVM) – Populous (New Money) (Richard)
- \$300 AMC Annual Giving (Bob)
- \$15,326 Silent Auction Winning Bids based on donated items
- \$12,050 ICCC Annual Giving (Stephanie)
- \$2,940 Region IV Annual Giving (Stephanie)
- \$5,000 Boston Convention Center Advocacy Support (Fred, Stephanie)

Team 3: Joe Floreano, Robyn Williams, Mark Duryea, John Bolton, Tom Tingle, Paul Cramer, Brad Mayne, Lee Zeidman, Bill Powell, Paul Turner

Total Raised To Date: \$96,795

- \$4,500 PAMC Annual Giving (2013)(Robyn)
- \$5,750 Trustees Annual Giving (2013)(Joe, Robyn, Mark, John, Bill, Paul)
- \$4,000 Cooking and Auction Sponsorships (2013)(Personal Gift) (Joe)
- \$9,550 VMS Annual Giving (2013)(Brad, Robyn)
- \$20,000 Feld – Silent Auction Title Sponsorship (2013)(Mark, Bill)
- \$3,500 VC Sponsorship (IAVM) – BOK Center (2013)(John)
- \$25,000 Partnership (IAVM) – Feld Entertainment (2013)(Mark, Bill)
- \$300 AMC Annual Giving (2013)(Mark, John, Bill)
- \$8,315 Silent Auction Winning Bids based on donated items (2013)
- \$15,880 PAMC Giving (2014)(Robyn)



Disclaimer: It is important to note that in the January 2013 handouts the following companies were deemed as exempt from receiving any credit due to already being underway: Ungerboeck, Sodexo, Freeman, Daktronics, Populous, and Ticketmaster. PSAV, Comcast-Spectacor, Feld Entertainment and Turner Construction were also included on this list but are now open to earn credit if your team is able to bring

them in. Also note that the ability to receive team credit was based upon new money or money above the previous spend with IAVM. February 2014, the decision was made to continue earning credit with the current team fundraising goals and in July, numbers for all teams will be reset to \$0.

VenueConnect Fundraising

Preparations for Foundation activities at VenueConnect, IAVM's Annual Conference & Trade Show are underway. In addition to the traditional golf tournament and silent auction, we have also added a Wine Tour to Foundation Friday as an alternative activity for those that do not golf. Pricing, sponsorships and event details are underway.

Chair's for this year's events:

- Jason Rittenberry, CFE and Bob Hunter, CFE – Silent Auction Co-Chairs
- Stephanie Curran – Golf Chair
- Robyn Williams, CFE and Susette Hunter – Wine Co-Chairs