



Dear Volunteer Leaders,

As the interim administrator, it is a real honor to work with such a talented group of passionate staff and industry leaders to advance our shared goals and the work of our industry. Below you will find a detailed and comprehensive summary of activities and results for the last quarter. The IAVM team and our volunteer partners have truly done an outstanding job over the last several months with our education, marketing, research and membership. Highlights include:

- Through March, the Association generated a net profit of \$166.5 thousand against a budgeted profit of \$80 thousand;
- Academy for Venue Safety and Security exceeded budgeted attendance and revenues as did the Performing Arts Managers Conference;
- VenueDataSource sales continue to grow year over year; and
- Membership grew by 510 or 10.31% which is the highest in the Association's history.

Staff and volunteers are hard at work on VenueConnect and I believe we will have an exemplary program and successful meeting.

Regards,

Carol Wallace  
Executive Administrator

## Operations

### **Financials**

Through February the Association has generated a net profit of \$197K on revenue of \$4.18M compared to a budgeted profit of \$112K on revenue of \$4.36M. The revenue shortage of \$181,000 has been offset by a \$292,000 reduction in expenses. Labor costs have been reduced by \$196,000 compared to budget and web related costs have been reduced by \$72,000 as a result of hiring an in-house web director.

In February the Association borrowed \$60,000 against our \$200,000 line of credit. The debt was paid in full in March.

Through March the Association has generated a net profit of \$166.5K on revenue of \$4.59M compared to a budgeted profit of \$80K on revenue of \$4.74M. The revenue shortage of \$138,300 is due to less revenue in rent, \$25K Foundation forgiveness, but offset by an overage in Membership, PAMC and AVSS. Overall, the Association exceeded budgeted Net Profit by \$86K.

### **Cash and Investment Balance**

As of March the cash & investment balance was \$1,266,000 and represented 99 days of operating expenses compared to a minimum target of 90 days. At this time last year the Association's cash and investment balance represented 86 days of operating expenses.

### **Operations/ IT/ Web Development**

The web department has focused on integration between the Ungerboeck AMS platform and the Drupal website CMS. Development was completed to pull new and updated members daily from USI and import them into Drupal. A new Membership Directory has been developed to compliment the Buyer's Guide that will allow a more personalized experience on the website. Staff has also been working on the conference websites that occur early in the year (PAMC, AVSS). In the coming quarter, we are focused on the VenueConnect website and Online Learning which will include the development of an online knowledge base.

## Education

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

Academy for Venue Safety & Security – Dallas, TX – February 21-26, 2016

Description	Actual	Budget	Last Year (Final)
Registration	\$256,802	\$175,210	\$190,661
Paid Attendees	94	60	72
Sponsorship	\$3,000	\$3,000	\$9,500

Total Revenue	\$259,802	\$178,210	\$200,161
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The Academy for Venue Safety & Security was held in Dallas, Texas on February 21-25, 2016. The training consisted of programming and initiatives that encouraged and equipped professionals in the discipline of life safety, security operations and emergency management.

Subject Matter Experts were also participated in the following areas:

- Crowd Management
- Incident Command Systems
- Event Planning & Implications
- Fire Protection & Life Safety Systems
- Public Information & Mass Communication & Exercise
- Evacuation for People with Disabilities
- Event Medical Planning

AVSS Survey Results:

Year 1 overall rating: 4.66

“I learned something at AVSS that I can apply at my job” **4.81** out of 5.

Year 2 overall rating: 4.07

*“I learned something at AVSS that I can apply at my job”* **4.78** out of 5.

Severe Weather Preparedness Training

The 2016 Severe Weather Preparedness Program was held in Dallas, Texas on February 26, 2016. This training is an advanced, 1-day program where participants learn information about all aspects of severe and threatening weather.

Severe weather experts, professional meteorologists, and venue managers in coordination with professional sports leagues equip attendees with proven practices on identification, messaging, media communication, and how the law imposes a duty of care and how it affects venues. Attendees also received training on media interaction and crisis plans.

Sessions included:

- Identifying and Understanding Venue and Event Weather Hazards and Resources to Mitigate Risks
- The Use of Weather Science to Manage Extreme Weather Risks to Venues
- Stimulate Thinking and Severe Weather Planning for Low Frequency/High Impact Events
- Weather and Warning Communications
- Media Crisis Plans
- Professional Leagues: Industry Roundtable
- Legal Considerations

The professional industry roundtable included the following who spoke on case studies and best practices regarding identification, messaging, and recovering from severe weather related incidents.

- MLB
- NFL
- NASCAR
- PGA Tour

SWPP Survey Results:

Overall rating for Severe Weather Training was **4.23** out of a 5 point scale.

GuestX – Dallas, TX – February 21-23, 2016

Description	Actual	Budget	Last Year (Final)
Registration	\$69,820	\$86,018	\$57,320
Paid Attendees	116	126	100
Sponsorship	\$15,000	\$15,000	\$18,500
Total Revenue	\$84,820	\$101,018	\$75,820

GuestX held in Dallas, Texas on February 21-23, 2016. The conference is built around best practices and emerging challenges that shape today’s guest experience.

GuestX 2016 includes:

- Ritz-Carlton Leadership Institute
- US Professional Sports Leagues: MLB, MLS / Atlanta Braves
- The Professional Development Center
- California Governor’s Office of Emergency Services
- Gensler
- Woodbine Entertainment Group

GuestX Survey Results:

Overall rating of GuestX on a 5 point scale was 4.42  
*“I learned something at GuestX that I can apply”*: 4.71

Performing Arts Managers Conference – San Antonio, TX – March 7-9, 2016

Description	Actual	Budget	Last Year (Final)
Registration	\$109,783	\$105,715	\$114,250
Paid Attendees	213	200	230
Sponsorship	\$150,000	\$93,000	\$124,450
Total Revenue	\$259,783	\$198,715	\$238,700

Over of 12 hours of educational content that included:

- 1 Hour Keynote given by John Quinones of ABC News

- 3 Hours of Boot Camp
- 1 Hour Active Shooter Exercise
- 1 Hour Town Hall
- 1.5 Hour Discussion group Interaction
- 9 Industry Topic Educational Sessions

#### Evaluation Scores

*“Overall rating of the Sessions” 4.07 out of a 5 point scale.*

*“I learned something at PAMC that I can apply at my job to be more successful.” 4.64 out of a 5 point scale.*

#### VenueConnect – Minneapolis, MN – July 23-25, 2016

Registration is currently open.

Over 14 hours of educational content that include:

- 1 Hour Keynote given by Daymond John
- 1 Hour Closing Keynote given by John Sweeney
- 2 Hour Workshop on New Gun Laws
- 2 Hour Workshop presented by Ritz Carlton on Service Excellence Culture
- 2 Hour Women in Leadership focused content
- 5 Town Halls: Arena, Convention Center, Festivals/Amphitheatre, Performing Arts, Stadiums & Universities
- 34 industry topic educational sessions

#### Arena Management Conference – Tampa, FL – September 18-20, 2016

Registration will open in late April.

Over 10 hours of educational content are being planned that include:

- 1 Hour Keynote
- 1 Hour Town Halls: University Arena, Large Arena, Small Arena
- 8 industry topic educational sessions

#### International Convention Center Conference – Pasadena, CA – October 27-29, 2016

Over 13 hours of educational content are being planned that include:

- 1 Hour Keynote
- 1.25 Hour Town Hall
- 1.75 Hour Discussion group Interaction
- 12 industry topic educational sessions

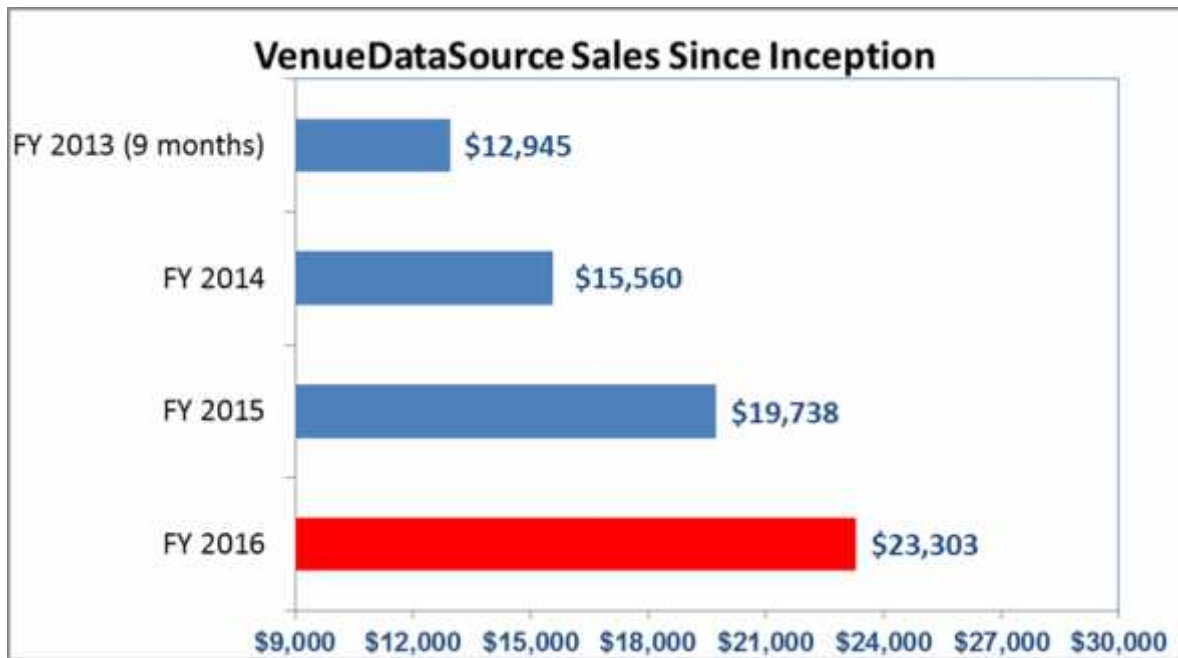
#### Webinars

- IAVM Conference Strategy Webinar  
Wed, Jan 6, 2016 4:00 PM - 5:00 PM EST
- The Venue Podcast: GI Dean Interview  
Fri, Jan 15, 2016 2:00 PM - 2:30 PM EST
- The Venue Podcast  
Fri, Jan 22, 2016 2:00 PM - 2:30 PM CST

- How Venues are Getting Smarter About Reducing Energy Costs  
Thu, Feb 4, 2016 1:00 PM - 1:30 PM EST
- The Venue Podcast  
Fri, Feb 26, 2016 2:00 PM - 2:30 PM CST
- IAVM Mentor Connector Program  
Wed, Mar 23, 2016 3:00 PM - 4:00 PM EDT
- GSA: Raising the Bar: Driving & Measuring Impacts of Community Relations Programs  
Wed, March 30, 2016 1:00 PM - 2:00 PM EDT

## Research

Since its inception, VenueDataSource has generated \$71,546 in revenue for the association. In addition, we provided reports worth \$6,100 as member benefits and inducements. The last fiscal year was our best to date, with revenue of \$23,303 generated.



Here are some of the major accomplishments this quarter.

- The results from the annual member survey were presented to the Board of Directors at the January 2016 meeting.
- The results from a short survey for Venue Excellence Awards were shared with the Director of Governance.
- An anonymous internal staff survey was completed.
- The 2016 salary survey was completed and 3 separate reports were prepared and distributed.
- A 2016 PAC specialty survey was conducted and the results presented at PAMC by Steve Schwartz, the Research Committee co-chair. IAVM is grateful for the generosity of the Walter E. Washington Convention Center for paying for the trip.
- Committee member Dr. Jim Riordan is engaging academics on behalf of the association. He registered and paid from his personal funds for a sponsorship to

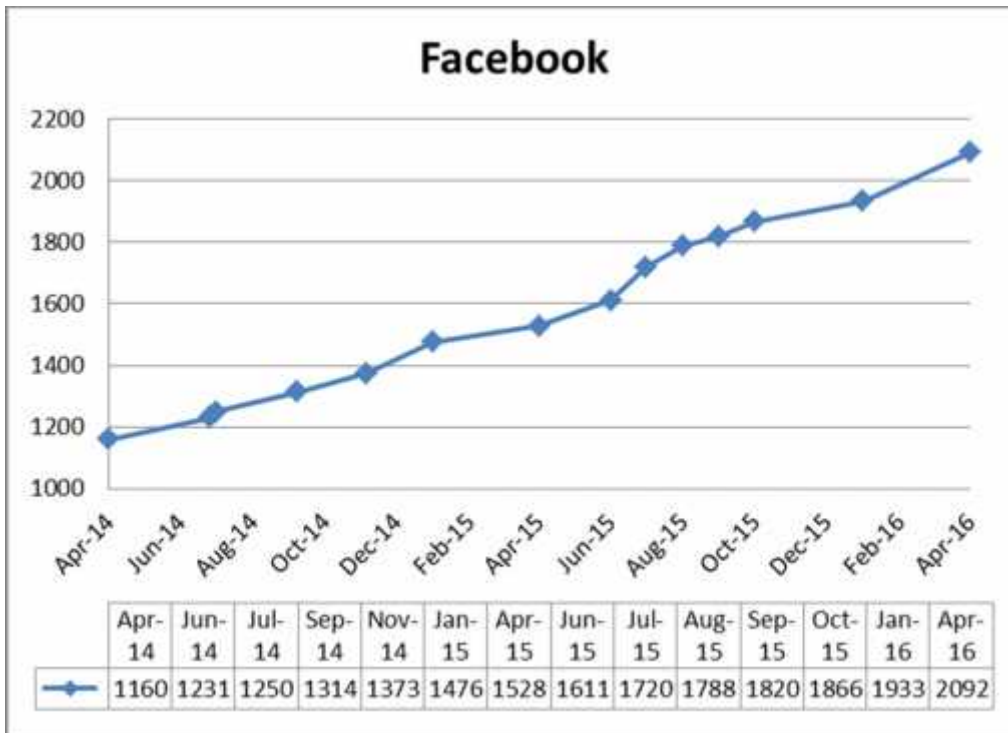
the COSMA Conference on February 11-12 for the express purpose of promoting IAVM and VenueDataSource to COSMA members. In addition, he executed an email blast to NASSM members for the same purpose.

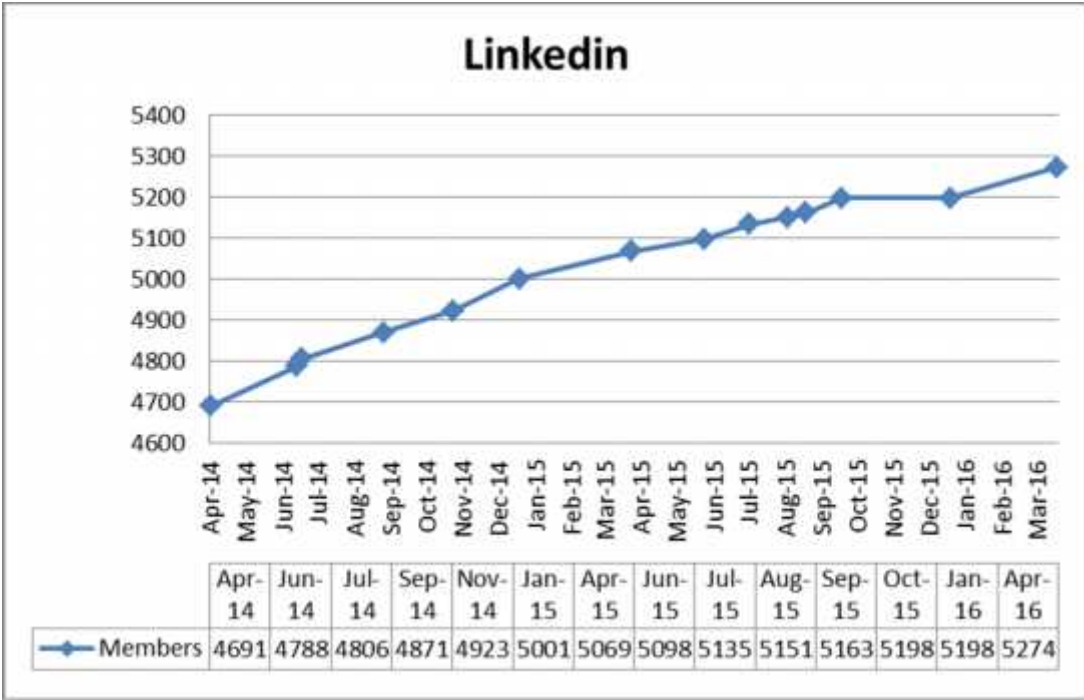
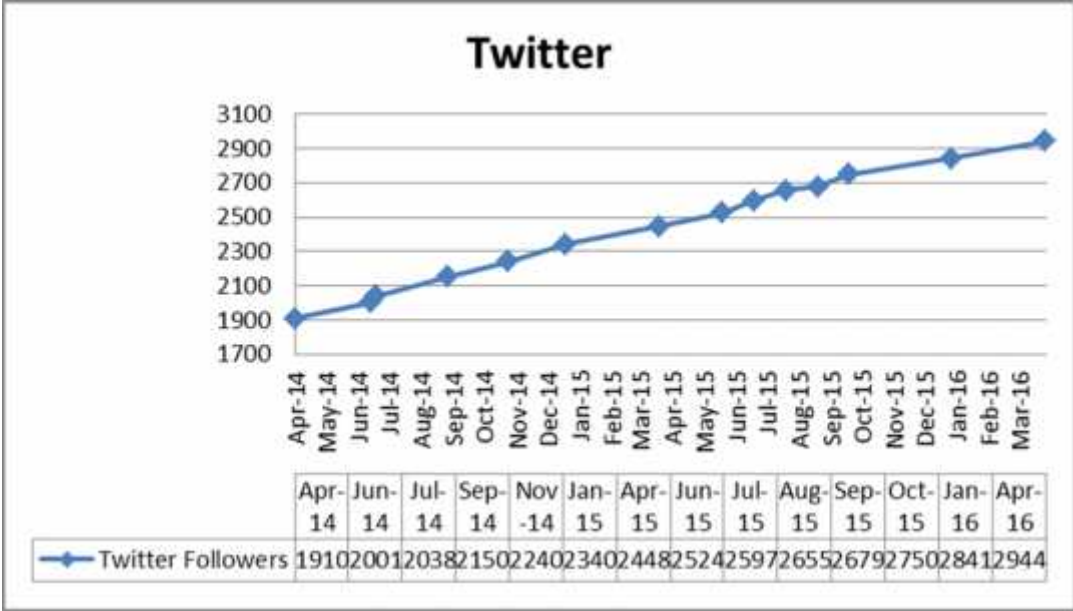
- The 2016 sustainability survey launched.
- The CFE test is programmed and awaiting candidates.
- The CVP test has been taken by 15 members.
- The AVSS Year 1 test was completed by 48 members, Year 2 by 30 members.
- The Allied specialty survey findings were shared with the Allied Committee and the Board of Directors.
- The committee has begun the process of designing and executing a survey about safety and security issues in venues, as suggested at the Board of Directors meeting.

## Marketing & Communications

Gensler presented findings to the Board of Directors in January following the discovery phase of the brand evaluation with our members.

### Social Media:





IAVM News (Weekly Newsletter):

Name	Subject	Delivery%	Open%	Click%	Recipients
IAVM News - 04/12/16	IAVM News: One Billion Dollars in Buying Power	94.79%	22.25%	14.97%	8106
IAVM News - 04/05/16	IAVM News: Announcing Ritz-Carlton Leadership at VenueConnect	94.88%	25.95%	15.72%	7856
IAVM News - 03/29/16	IAVM News: Championing Elite Venue Management	94.93%	25.85%	17.19%	7868



IAVM News - 03/22/16	IAVM News: Important Update From the Chair	95.03%	28.34%	21.64%	7790
IAVM News - 03/15/16	IAVM News: Meet Our Second Group of CVP Recipients of 2016	94.99%	25.18%	24.62%	7761
IAVM News - 03/08/16	IAVM News: Jimmy Earl, CFE, to Receive 2016 Charles A. McElravy Award	95.09%	25.92%	15.06%	8081
IAVM News - 03/01/16	IAVM News: Meet Our First CVP Recipients	95.20%	25.18%	32.13%	8088
IAVM News - 02/23/16	IAVM News: Three Ways to Improve Venue Safety and Security	95.23%	25.31%	24.90%	8098
IAVM News - 02/16/16	IAVM News: Managing the Growing Needs of Safety and Security	94.44%	27.14%	19.35%	7985
IAVM News - 02/09/16	IAVM News: Being Prepared for Severe Weather	95.33%	24.45%	15.43%	7980
IAVM News - 02/2/16	IAVM News: A Message From Steve Flamm, IAVM Interim President and CEO	95.40%	31.43%	26.01%	8015

## Blog and E-News Activity Report

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

- Page views: 19,067 (previous quarter: 20,265)
- Visits: 17,087 (previous quarter: 18,274)
- Avg. page duration: 1:56 (previous quarter: 2:00)
- Bounce rate: 75.94 percent (previous quarter: 78.98 percent)

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

1. Meet Our First CVP Recipients of 2016
2. Safety and Security On Stage
3. Managing the Growing Needs of Safety & Security for Stadium Events
4. A Message from Steve Flamm, Interim President and CEO
5. Meet Our Second Group of CVP Recipients of 2016

## Marketplace Sales

### Marketplace Sales Year to Date Snapshot

2015-16 Budget Goal	\$1,464,000.00
2015-16 Year-to-Date Sales	\$1,381,230.00
Variance from 2015-16 Budget	(\$ 82,700.00)

2014-15 Actual Sales	\$1,351,779.00
2015-16 Variance from 2014-15 YTD Sales	\$29,451.00 (2.1% increase)

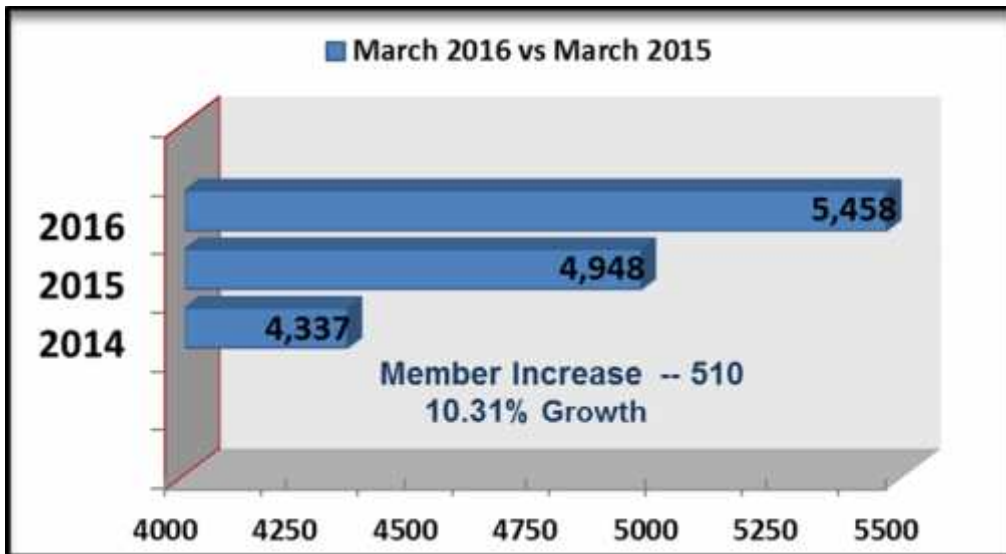
## Membership

Membership FYE Goals: 1) Reach 5,000 members 2) Achieve dues revenue of \$1,282,253#.

FY2016 Membership Growth – Final Numbers:

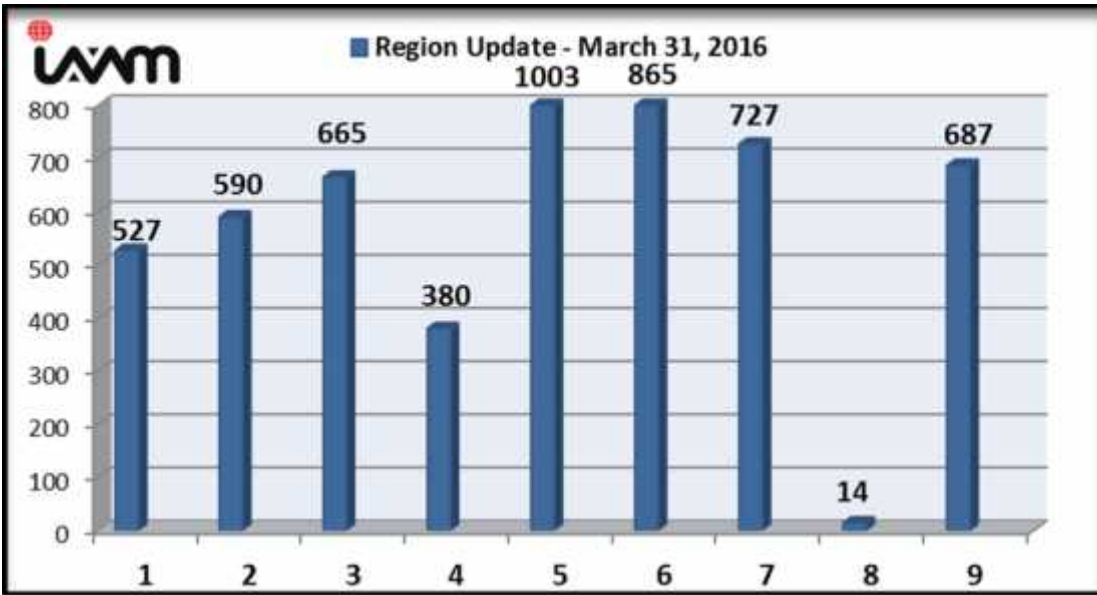
<b>2016 Goals</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
<b>5,000 Members</b>	<b>5,458*</b>	4,948	4,337
<b>Increase – Net</b>	510	611	220
<b>Percentage</b>	10.31%	14%	5.36%

\*Highest count in Association history. Note: CEFMA is included in our current counts.  
#As of February, membership deferred income was \$64,539 ahead of last year.



Group Membership Details:

To date, we have 96 active venues with 5 pending. A total of 1,511 members are part of the program.



Regions	2014	2015	2016	Growth
R1	446	501	527	5.19%
R2	482	506	590	17%
R3	470	601	665	11%
R4	318	373	380	2%
R5	784	922	1003	9%
R6	563	742	865	17%
R7	507	646	727	13%

R8	19	14	14	-
R9	734	643	687	7%

### Recruitment/Retention Efforts

Significant increases have occurred in Regions and in some membership categories.

- R5 surpassed 1,000 members
- R2 and R6 grew 17%
- Allied membership increased by 24 members this year
- Young Professional membership increased by 27 members (plus 129 in group YP)

Campaign Results – *JustOne*, our new volunteer leadership campaign, was our largest generator of new members this year – a total of 155 new members were referred by our board and committees.

New members that enrolled due to our events (and utilized our promo codes):

- VMS – 40 + 3
- VC 16 – 18
- PAMC – 12
- ICCC - 7
- AMC – 6
- GuestX - 6

## **IAVM Foundation**

### Board of Trustees

As an outcome of the Mid-Year meeting, the Foundation Board of Trustees monthly conference calls for the month of January and February were conducted as individual one-on-one calls with each Trustee to discuss fundraising strategies. The March monthly conference call needed to be rescheduled due to conflicts and is being scheduled in April. Upcoming discussion will include reviewing the year-end financials and approving the FY17 budget.

### Foundation Financials

The March financials are not yet available however, as of the end of February, the Foundation had a cash and investment balance of \$57,000. Through February, the Foundation has a net deficit of \$88,000 on revenue of \$380,000 compared to a budgeted deficit of \$31,000 on revenue of \$435,000. Total revenue is running \$54,000 below expectations as Annual Giving contributions are \$51,000 under budget. The net deficit of \$88,000 is \$57,000 higher than budget as a result of the revenue shortage.

In March, the Foundation will benefit from the estimated forgiveness of \$25,000 in Association overhead costs and a \$10,000 contribution related to the CVP program.

Annual Fundraising – Build an Amazing Future.

In closing FY16, we will be falling short by roughly \$54,000 with campaign giving; however, it is important to recognize our revenue continues to grow throughout this three-year campaign. In 2015, for the second year in a row, we hit record breaking annual giving numbers since 2003.

*Please note – The Build an Amazing Future reporting is based on our budgeted fiscal year starting April 1 thru March 31, however, for historical purposes and annual donor recognition we are also tracking based upon the calendar year starting January 1 thru December 31.*

*Build an Amazing Future Fundraising Campaign (numbers based on fiscal year budget April 1, 2015 – March 31, 2016); as of 03/31/16*

	Individual Giving:	*Corporate Giving:	Total Revenue: Budget	Total Revenue: Actual
<b>April 1, 2015 – March 31, 2016</b>	\$73,683	\$97,420	\$277,500	\$171,103

*\*Corporate giving includes sponsorship, major gifts and gifts made by companies or venues. Majority of corporate giving is paid on a quarterly basis therefore financial reporting may slightly vary from the formal monthly financial reporting provided by the CFO.*

*Annual Giving Comparisons as of 3/31/16 (numbers based on calendar year giving January 1, 2016 – December 31, 2016)*

	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</b>	\$169,960	475	11.9%	59
<b>*2015 Campaign unaudited</b>	\$171,443	338	9.4 %	58
<b>*2016 Campaign</b>	\$25,663	64	1.3%	15

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

## Joseph A. Floreano Scholarship + Internship Program



In January and February, we announced the Joseph A. Floreano Scholarship + Internship recipients for PAMC and AVSS.

### PAMC

- Gabriella Calicchio, Director of Cultural and Visitor Services at Marin County
- Katherine Garcia, House Manager at The University of Georgia Performing Arts Center
- Nikki Lekhy, Program Associate at Cultural Tourism DC
- Adam Call, Student at Oklahoma City University, majoring in design and production with emphasis in stage management
- Kevin Calhoun, Student at Stephen F. Austin State University, majoring in theatre with an emphasis in stage management

### AVSS

- Mike Santa, general manager at Indiana University Event Services
- Johnny Roe, Missouri State University – Entertainment Management

### 2016 Scholarship + Internship Opportunities Available

#### Application Deadlines:

- VenueConnect, IAVM's Annual Conference & Trade Show: April 4, 2016
- Arena Management Conference (AMC): July 1, 2016
- International Convention Center Conference (ICCC): July 1, 2016

To learn more about the program, please visit, <http://iavm.org/foundation/scholarship-and-internship-applications>

### 30|Under|30 Program



The 2016 nomination process ended on April 1 and we received 73 nominations (20 more

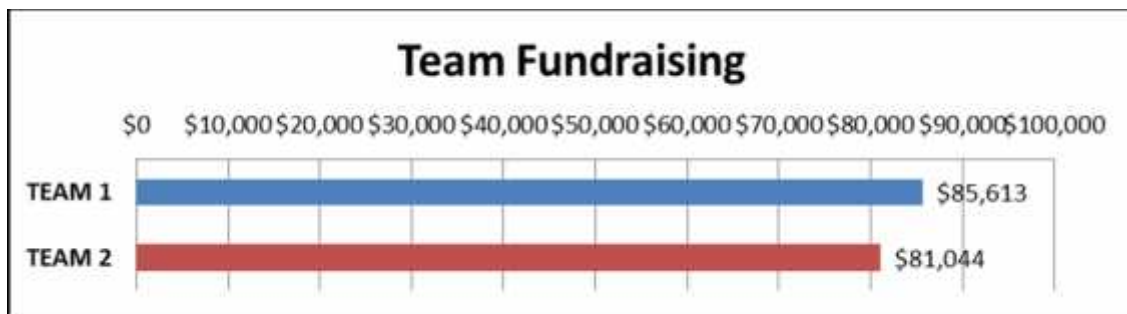
than 2015).

30|UNDER|30 Important Deadlines:

- Apply by: April 15, 2016
- Award by: May 15, 2016

To learn more about the program, please visit, <http://www.iavm.org/foundation/foundation-30-under-30>

### Team Fundraising Goal Tracking



Each team has been tasked with raising \$125,000 by March 31, 2017 (Year 1 –\$25,000, Year 2 + 3 – \$50,000) to support the Build an Amazing Future campaign.

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

Total raised since August 1, 2014 (as of 03/31/16): \$85,613

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

Total raised since August 1, 2014 (as of 03/31/16): \$81,044

Top fundraisers raising \$5,000+ (as of 03/31/16)

- Mark Duryea \$15,925
- Stephanie Curran \$13,950
- Mark Gnatovic \$12,259
- Jim Brown \$12,131
- Robyn Williams \$11,562
- Paul Cramer \$11,043
- Jason Rittenberry \$10,509
- Tom Tingle \$7,867
- Lee Zeidman \$6,466
- Susette Hunter \$5,413