



2014-2015  
ANNUAL REPORT

# A GROWING COMMUNITY

Our 2014-2015 fiscal year ended with more members than ever — **4,948**. This included 58 venues and 506 members participating in the new Group Membership program. With 5.8% of these new members engaging in our live events, we are beginning to experience the expanding reach of the resources and opportunities available within IAVM.

**1,797** professionals attended IAVM conferences and schools, including the revised and co-located Academy for Venue Safety & Security (AVSS) and GuestX: Guest Experience and Crowd Management Conference. These two programs experienced some of our highest attendee evaluations, and welcomed back active participation from our security colleagues at the NFL, MLB, MLS, and USTA.

Improvements to Facility Manager magazine and IAVM's weekly newsletter introduced more stories and more updates to members and peers than previously possible.

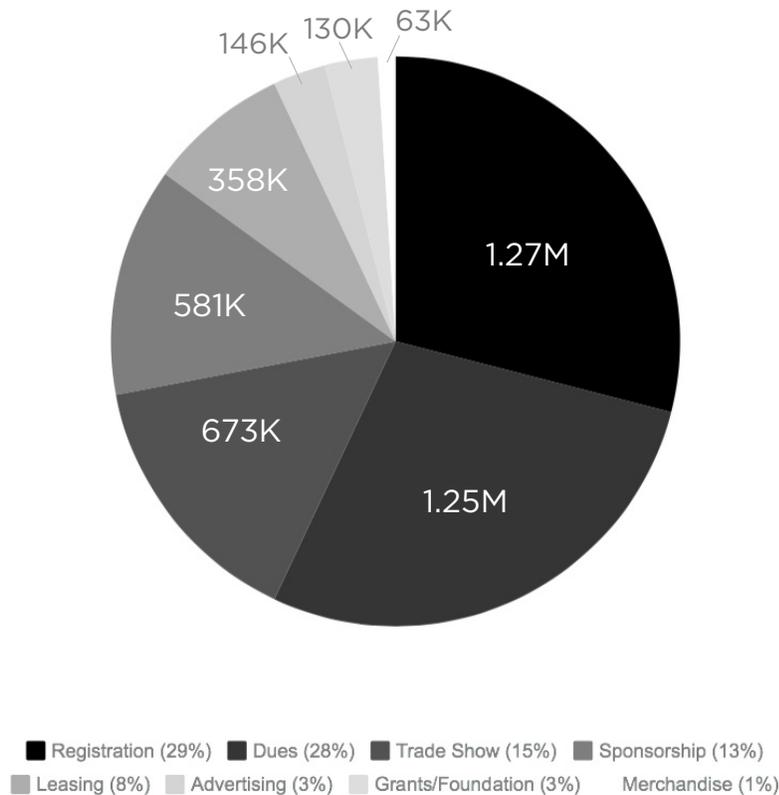
While we achieved a surplus to our budget, we did not achieve the \$85,000 goal. Several initiatives, including our new textbook, the Certified Venue Professional (CVP) designation, and the Trained Crowd Manager LIVE program, are well underway and will be significant areas of focus for the upcoming year.

We enter into our 90th year with an enduring focus on supporting venue managers and professionals with the education, resources, and connections needed to build inspiring careers and run exceptional venues.



# KEY FINANCIAL INDICATORS

Revenue by Type



# OVERVIEW

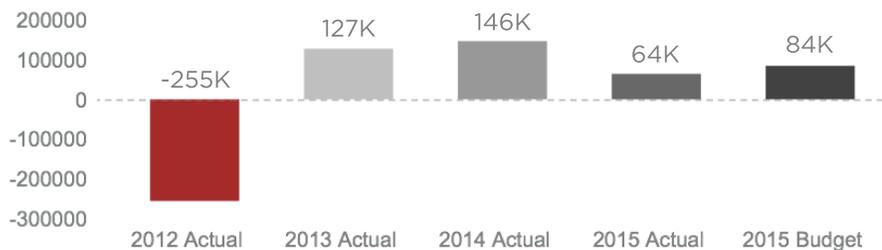
Net profit of \$59,000 compared to budgeted profit of \$84,000 and last year's profit of \$146,000

Total revenue was \$4,469,000 which was a 3% increase from last year

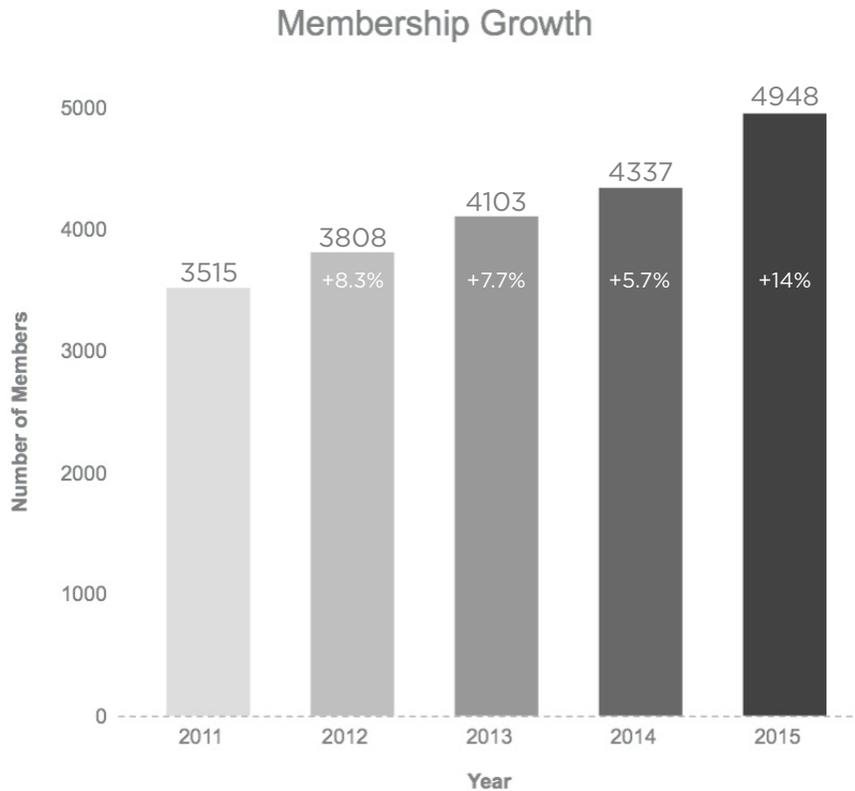
Sponsorship revenue totaled \$581,000 which was a \$112,000 or 24% increase from last year.

The building mortgage was reduced by \$193,000 to \$1,559,479

Net Profit



# MEMBERSHIP



**976**  
members added  
through group  
membership



**40**

mentor/mentee  
partnerships  
annually

**367**

volunteers  
for the  
2014-15 year

**14%**

membership  
growth from  
2014-15

# MEMBERSHIP

"We believe IAVM memberships provide extraordinary value for team members in their personal and work lives," said Russell Read, CFE, vice president of operations for the AT&T Performing Arts Center. "Ideally, we would like for all our team members to hold memberships, but budgets constraints always played a factor. This new program now allows us to bring more people into the fold and reap the benefits that IAVM offers."

Read said that nothing is more important than the relationships that are found and strengthened through IAVM.

"It is through our fellow venue managers we find education, mentorship, collaboration, and support," he said. "All employees, no matter what stage they are in within our company or industry, benefit from being plugged into a community of their peers. The more input you have the more output you get. That output, of course, translates to new opinions, increased participation in the association's development programs, and a robust pipeline of new venue managers who will inevitably be our next industry leaders."

The San Diego Convention Center also came onboard early as a member of the new program.

"At the San Diego Convention Center Corporation, we take great pride in our staff as they are our greatest asset," said Carol Wallace, president and CEO of the San Diego Convention Center. "Participation in the IAVM group membership program is a great way for us to afford our employees the opportunity to grow as professionals via training and insight with the industry's leading venue managers."

Wallace said the group membership program has allowed the corporation to not only bring more of its experienced professionals to the table, but also to identify and introduce its leaders of tomorrow to the industry conversation in the early stages of their professional development.

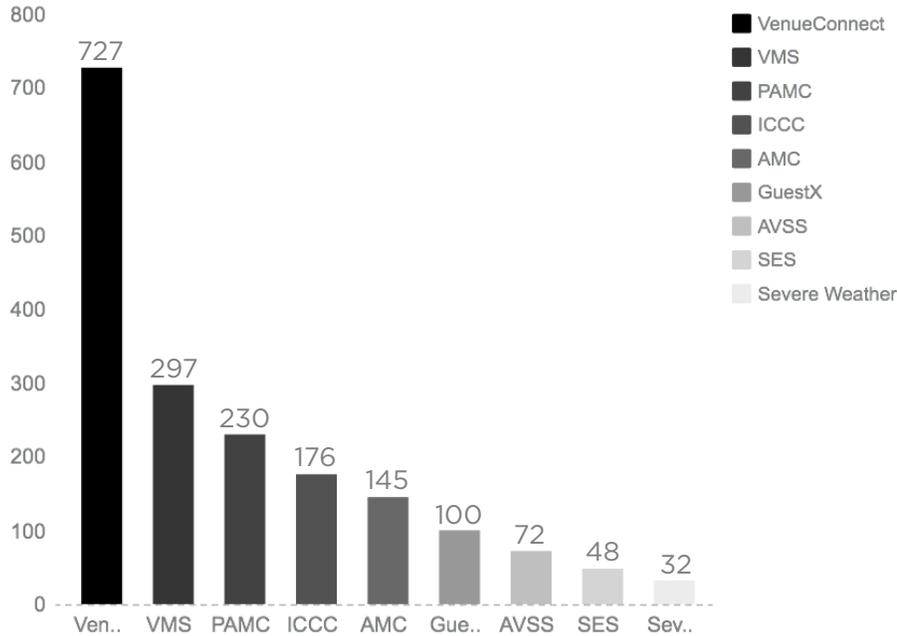
"IAVM is made strong by the knowledgeable and accomplished membership they maintain," Wallace said. "The insight each member brings to the association from their corner of the industry is of great value. The environment of mentorship and collaboration allows leaders to better understand and address issues relating to the public assembly venues management industry. By increasing the participation of our leading professionals, the IAVM group membership program can only benefit the industry as a whole."

Russell Read, CFE, and the team. The AT&T Performing Arts Center became IAVM group members in August of 2014.



# EDUCATION

### Event Attendees



# 1,797

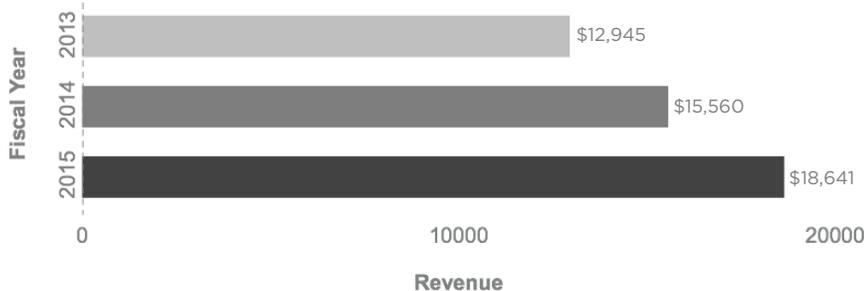
professionals  
attended IAVM  
programs

*Facility Manager*  
(FM) magazine has  
doubled full-length  
features to

# 12

per issue in  
conjunction with  
the launch of new  
quarterly issues.

### VenueDataSource Revenue



IAVM News  
(weekly newsletter)  
audience expanded  
from

# 4,500 to 16,000

# REFOCUSING SAFETY & SECURITY

In 2015, the revamped and rebranded GuestX: Guest Experience and Crowd Management Conference had the distinct pleasure of co-locating with IAVM's Academy for Venue Safety & Security. This provided attendees of both programs a unique environment to share ideas and develop relationships focused on the intersection between security and guest services. Post-event evaluations proved that the programs delivered upon and exceeded expectations, and programming covered a spectrum of topics, adding to the core curriculum guest touchpoints and customer service, hiring the right talent, and the current operational challenges drones present to venue managers.

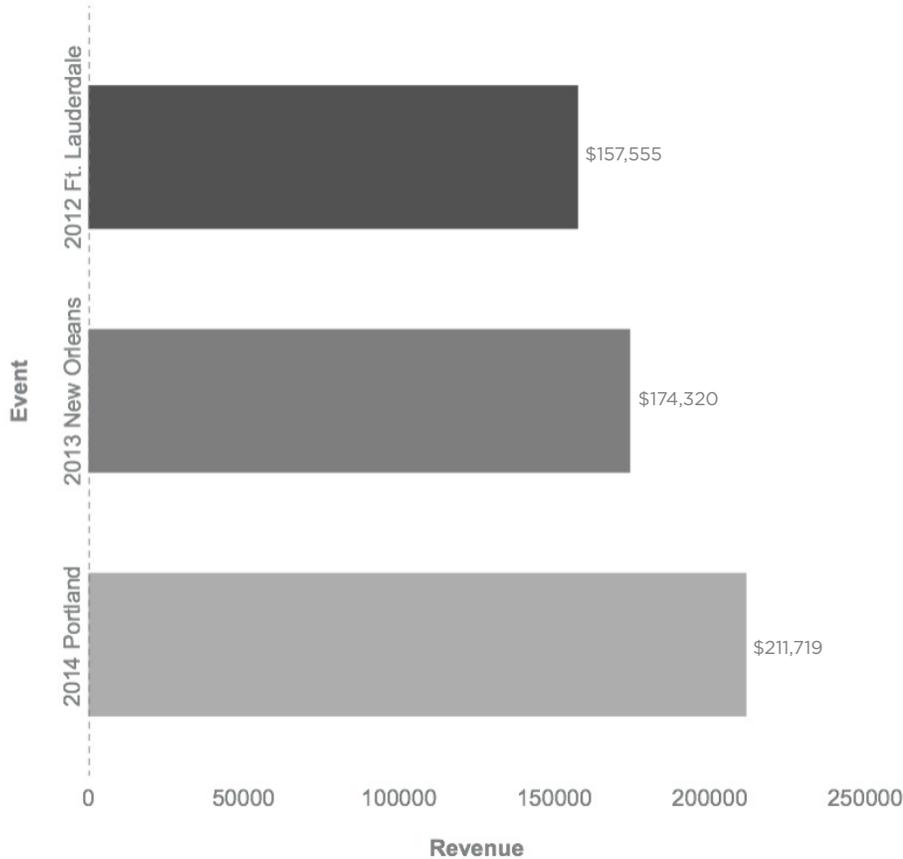
"One of the more impressive takeaways from this conference was the effort and inclusiveness of the GuestX Programming Committee. It was imperative for the GuestX Programming Committee to provide attendees with tangible, useful material that they would be able to share and implement upon leaving the conference. We believe this objective was met and will only continue to grow. As we look toward to the 2016 GuestX Conference, we believe that a continued focus on the melding of crowd management and guest services will create a new perspective on the relationship these two functions have for our guests."  
- Aaron Schmitt, GuestX Chair

"Overall the AVSS program presented in March 2015 was successful and I offer my sincere thanks and appreciation to the IAVM staff, the AVSS faculty and our guest presenters. The student reviews were positive and the course materials provided them with tremendous amounts of information and guidance to help them improve safety and security at their venues. I am very excited about AVSS 2016 as the faculty and staff continue their collaboration and build the strongest curriculum and learning experiences for our students."  
- Paul Turner, CFE

"AVSS 2015 attendees were engaged and I am confident that all returned to their respective facilities energized and eager to implement significant change. Looking ahead to the 2016 school, (insert date), I can promise the Academy will offer information and strategies that will enable attendees to 'raise the bar' as they return to their home venues."  
- John Siehl, AVSS Chair



## VenueConnect Fundraising Comparisons



**37**  
scholarships +  
internships  
awarded by the

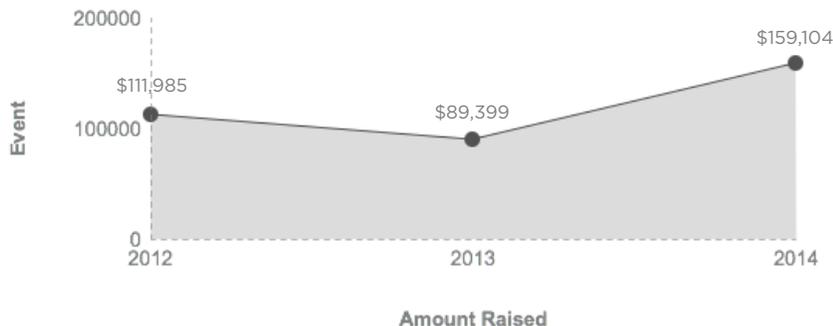
JOSEPH A. FLOREANO | SCHOLARSHIP  
+ INTERNSHIP  
PROGRAM

**30K**  
devoted to launch of  
30 | UNDER | 30

SearchWide  
Executive Recruitment Experts

USI Ungerboeck  
Software  
INTERNATIONAL

## Annual Giving Comparisons



**30K**  
invested in launching



# BUILD AN AMAZING FUTURE

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 continued in 2014 with the launch of three new programs focused on students, young professionals, and mid-level management in the venue management industry.

Along with funding the new Certified Venue Professional (CVP) designation, the Foundation named thirty, talented young professionals to the inaugural 2015 class of the 30|UNDER|30 program. This new program, presented by SearchWide and Ungerboeck Software International, provides unique leadership development and industry networking designed to support a tremendous career in venue management.

The third program, established in memory of Joseph Floreano, CFE, provided an unprecedented 37 scholarships and internships to IAVM conferences and schools. Floreano's contributions to IAVM and the Foundation were as immeasurable as his passion for mentoring and supporting the future of the industry, leading both to him receiving the 2014 IAVM Foundation Legacy Award, and the launch of the ongoing Build An Amazing Future campaign that is making these programs possible.

"Joe was a recognized leader, the ultimate professional, and a friend to all. He consistently encouraged us to support the IAVM Foundation as a way to give back to the industry, and he led by example. The Legacy Award could not have gone to a more deserving individual."

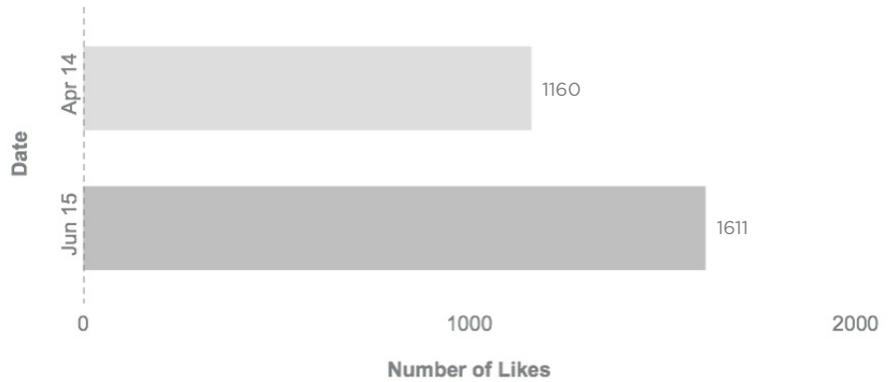
-Jason Rittenbery, CFE, chief executive officer for IRG Sports + Entertainment and chair of the IAVM Foundation



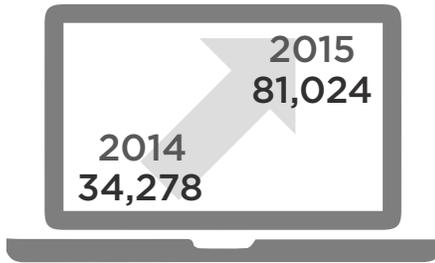
# SOCIAL MEDIA

In 2014-15 visits to VenueNet increased **18%** and participation in discussions increased **31%**

## Facebook Growth



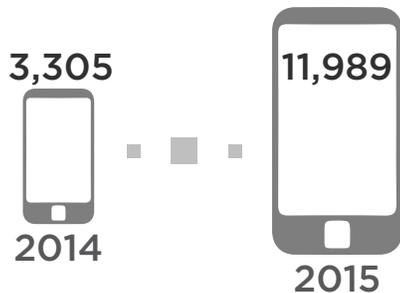
## IAVM Front Row News page views



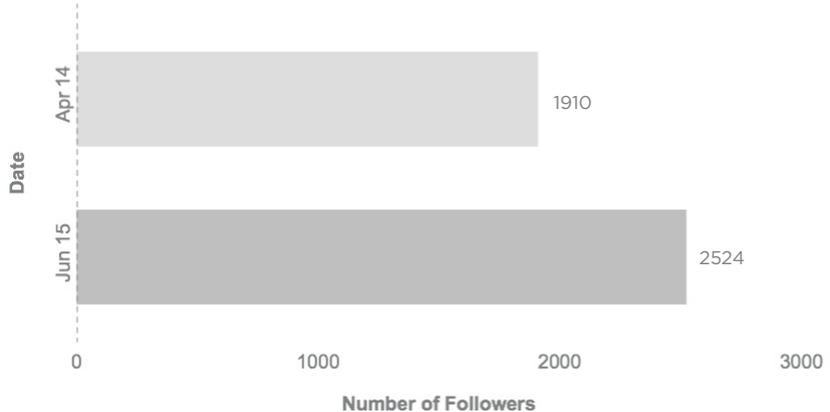
## LinkedIn Growth



## IAVM Front Row News mobile visitors



## Twitter Growth



# 2014-2015 Partners

## GLOBAL

F R E E M A N



## CORPORATE



*ticketmaster*<sup>®</sup>

## PREFERRED



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## 2014-2015 Association, Community and Media Partners



Trade Show Executive



# GOVERNANCE

The 2014-15 Board of Directors worked with consultants The Aspen Group to continue the transition to a Coherent Governance operating model. Time was spent crafting and reviewing a complete set of governing policies, which, through effective monitoring, will enable the Board to lead, direct, inspire and control the outcomes and operations of IAVM.

The policies are grouped into four categories:

**RESULTS:** These are our statements of outcomes for ALL members in the International Association of Venue Managers. The Results policies become the CEO's and the organization's performance targets and form the basis for judging organizational and CEO performance.

**OPERATIONAL EXPECTATIONS:** These policies define the nonnegotiable expectations and the clear boundaries within which the CEO and staff must operate. They articulate the actions and decisions the Board would find either absolutely necessary or totally unacceptable.

**GOVERNANCE PROCESS:** We defined the work of the Board and how it will be carried out. These policies clearly state the expectations the Board has for individual and collective behavior.

**BOARD-CEO DELEGATION:** We have defined in policy how authority is delegated by the Board to our one staff person – the CEO – and how the CEO's performance will be evaluated.

We are committed to using the Governance Policies well in order to:

1. Eliminate confusion between Board and CEO roles;
2. Focus on the Results for our members;
3. Free the CEO and staff to do their jobs without the Board's intrusion into day-to-day management decisions;
4. Maintain oversight over operational decisions in a manner that retains the Board's role at the governance level.

Kim Bedier, CFE  
2014-2015 Chair, IAVM  
Director, Public Assembly Facilities at City of Tacoma



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of Venue Managers

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