Call to Order
2015 IFMA House of Delegates
Annual Meeting

Michael D. Feldman, FMP, CM
Chair
Welcome and Opening Comments

Michael D. Feldman, FMP, CM
Chair
Minutes of the 2014 House of Delegates Annual Meeting

Linda Pate
Corporate Secretary
FY 2015 Financial Report

William M. O’Neill, CFM
Second Vice Chair
Results for Fiscal Year 2015

• Total revenues were $13,775,000; $445,000 increase over FY2014

• Total expenses were $13,699,000; flat year over year from FY2014

• Net income from operations was $76,000; $445,000 increase over FY2014

• Net loss was ($64,000); a $194,000 decrease from FY2014 primarily related to long term investments

Financial Overview FY2012 to FY2015

<table>
<thead>
<tr>
<th></th>
<th>FY2012</th>
<th>FY2013</th>
<th>FY2014</th>
<th>FY2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue in 000s</td>
<td>12,578</td>
<td>12,706</td>
<td>13,331</td>
<td>13,776</td>
</tr>
<tr>
<td>Expenses in 000s</td>
<td>12,466</td>
<td>13,377</td>
<td>13,700</td>
<td>13,700</td>
</tr>
</tbody>
</table>
Financial Results – Business Units

- Membership revenue totaled $4.05 million (29% of total revenue); a decrease of $360,000 from FY 2014 primarily to the timing of group invoicing associated with the data cleanup efforts.
- Events revenue totaled $3.99 million (29% of total revenue); an increase of $33,000 from FY2014.
- Professional Development revenue totaled $4.68 million (34% of total revenue); an increase of $722,000 from FY2014.
Financial Results – By Segment

Membership, Events, and PD = 92% of Total Revenue

- Membership: 29%
- Events: 29%
- Professional Development: 34%
- Publications: 5%
- Other: 3%

Membership, Events, and PD = 92% of Total Revenue
Cash and cash equivalents as of June 30, 2015 totaled of $913,000; an increase of $295k from prior fiscal year

Cash-flow from operations during FY15 were $782k

Investment portfolio value of $3,931,000
  • Took profits of $140,000 in May 2015 from portfolio to pay down credit line (currently at $660,000)
  • Includes short-term cash reserves of $12,000
  • Fiscal Year 15 net loss on investment portfolio was ($97,000), versus a gain in 2014 of $518,000
• **Audit Committee**
  1. Patti Childers, Committee Chair
  2. Bill O’Neill, IFMA Board Liaison/IFMA Second Vice Chair
  3. Melissa Van Hagan, Committee Member
  4. Sandra Oliver, Committee Member
  5. Peter Winters, Past Chair (non-voting committee member)

• **Audit firm – Briggs and Veselka**
  • Partner – Laura Freudenberger
  • Senior Manager – Kaki Purdue
Annual Audit Update

• Briggs and Veselka submitted initial letters on September 22, 2015

• Audit Committee met together, with Briggs and Veselka, and IFMA staff during Monday and Tuesday September 28\textsuperscript{th} and 29\textsuperscript{th}

• The final Audit statement was issued last week on October 1\textsuperscript{st}, 2015
Balanced Budget

- Total budgeted revenue of $14,886,000
- Total expenses $14,886,000
  - Direct expenses of $9,028,000
  - Indirect operational expenses $5,858,000
Thank You
IFMA Foundation Report

Kenton Miller, FMP
IFMA Foundation Second Vice Chair
Academic Awards Ceremony

- Thursday, October 8th
  5:30 – 6:30 p.m.

- Colorado Convention Center
  Hall D Foyer
Global Workforce Initiative: Making FM a Career of Choice

- FM Talent Gap
  - 50% of today's FMs retiring in the next decade

- Near 100% placement from FM Accredited Degree Programs

- $55k starting salaries for 4-year degrees in FM

- FM jobs can’t be offshored
GWI: Pilot Program Results

- 50 High Schools
- 1,000 High School Students
- Pilot program areas:
  - San Bernardino/Riverside, CA
  - San Francisco Bay Area, CA
  - New York City, NY
FM Accredited Degree Programs (ADP)

• New:
  - IUPUI (Masters Degree from Purdue University in Indianapolis)

• New:
  - FM Academic Registry on-line
  - www.FMAcademicRegistry.org
  - Global listing of all FM degrees worldwide
GWI: On-line Resources

- Student and Parent resources
- Volunteer resources
- “What is FM” video links
- Internship board
- GWI Prospectus
- Future training resources for volunteers and more
Chapter / Council Engagement

- 35 Chapters supported the Doug Underwood Memorial Golf Tournament Chapter Challenge
- Northern California chapters are all active in the Bay Area pilot
- Wine tasting fundraiser events working in many chapters
Foundation Trustee Awards

- Royal King & Soraya Oriol: Florida A&M University students - local initiative
- A & A Maintenance – corporate support
- New York City Chapter – large chapter engagement
- Sacramento Valley Chapter – small chapter engagement
- Utilities Council – Council involvement
- Mary Jane Olhasso – personal commitment
Join us this week

• Celebration, tonight
• Silent Auction (between 400 and 500 rooms)
• Foundation Booth: #100 in expo
• Academic Research Track – Hyatt Regency A&B
• Donor Lounge room 303
• Academic Awards, Thursday
Thank You

- www.ifmafoundation.org
- www.fmacademicregistry.org
- Kenton.Miller@ghd.com
- Jeff.Tafel@ifma.org
State of the Association Report

Michael D. Feldman, FMP, CM – Chair
Maureen Ehrenberg, FRICS, CRE – First Vice Chair
Tony Keane, CAE – President and CEO
Purpose

- Collaboration – Aligning Chapters Efforts
- Innovation – Sharing Best Practices
- Focus on Easy

Advisory Group

- Christy Lowell, Atlanta Chapter
- Peter Pickett, M.ED, CFM, Oklahoma City Chapter
- Robert Kleimenhagen, Jr., CFM, Central PA Chapter

Status Update

- Advisory Group Reviewing Metrics.

Next Steps

- Nov : Develop Data Collection Tools
- Dec : Develop Reporting Tools
- Spring 2016 : Share Collection/Reporting Tools
- Spring 2016 : Training
Chapter Investment Guidelines

• Previously Chapters could only invest 10% of their reserves into equities.
• New guidelines are developed that allow for a diversified portfolio of up to 70% equities.
<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Sub-Asset Class</th>
<th>Range</th>
<th>Strategic Target</th>
<th>Tactical Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity</td>
<td></td>
<td>30%-70%</td>
<td>62%</td>
<td>70%</td>
</tr>
<tr>
<td>U.S.</td>
<td>Large Value</td>
<td>15%-50%</td>
<td>46%</td>
<td>40%</td>
</tr>
<tr>
<td></td>
<td>Large Growth</td>
<td>5%-15%</td>
<td>15%</td>
<td>14%</td>
</tr>
<tr>
<td></td>
<td>Smid Cap Value</td>
<td>5%-15%</td>
<td>15%</td>
<td>14%</td>
</tr>
<tr>
<td></td>
<td>Smid Cap Growth</td>
<td>4%-10%</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4%-10%</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>Non-U.S.</td>
<td></td>
<td>10%-30%</td>
<td>16%</td>
<td>30%</td>
</tr>
<tr>
<td>Cash</td>
<td></td>
<td>30%-70%</td>
<td>38%</td>
<td>30%</td>
</tr>
</tbody>
</table>
• **Government Affairs Committee Structure:**
  – Full Committee (Bill O’Neill Chair)
    • EU Subcommittee – Ian Van Der Pool Chair
    • US State/Local Subcommittee Chair TBD
    • Emerging Markets Chair TBD

• **Provide Information On:**
  – Importance and Value of FM
  – Energy Efficiency
  – Education, Training
  – Water Use/Efficiency
  – Reducing Waste
  – Building Safety
  – Social Impacts
Regional Update: United States

- 2015 Advocacy Day - Strongest Ever!
- High Performance Congressional Buildings Coalition Leadership!
- Study on Implementation of the Federal Buildings Personnel Training Act!
- Energy Bill References!
- Section 179(d) Extended!
Regional Update: European Union

EU FM Coalition

• Introduce and Elevate FM to Decision Makers and Stakeholders

• Connect FM to Policy Goals
  – Energy
  – Workforce Training/Mobility
  – Public Procurement
  – Resource Efficiency
  – Social and Economic Impacts
How Can You Participate?

- Government Affairs Committee Meetings at WWP, Facility Fusion, EFMC
- Monthly Government Affairs Committee Calls
- Monthly EU FM Coalition Calls (First Friday)
- Quarterly Written Updates from DC and Brussels
- IFMA Advocacy Day – September 2016
- European Sustainable Energy Week – June 2016
- Chapter Advocacy Programs
- Media Mavens Program
- Volunteer to be Subject Matter Expert for:
  - Regular Visits to Washington, DC
  - Regular Visits to Brussels, BE
External Communications

• Voice of Customer Research
  – What do FM’s want to see in the press about their profession
  – Work to validate/elevate FM

• Social Media

• Media Mavens Program
  – Communications training
  – Connect Local Subject Matter Experts with media outlets
CRM / AMS

CRM - Customer Relationship Management
AMS - Association Management System

Purpose

• Replace existing CRM (“iMIS”) with a new AMS system (“Engage”) based on Microsoft CRM and custom tailored for Associations

• Better integration with Microsoft Office 365, with sales and marketing solution, and Web Portal

• Enhanced functionality and reporting for Chapters/Councils
CRM / AMS

Status Update

• Targeting go live November – December 2015
• Currently testing the system, working on data cleanup and conversion strategy, integrations with external systems, training material preparation, etc.

Next Steps

• Continue testing to identify issues and work them out before launch
• Create and deliver end user training
• Refine data conversion mapping
Single-Sign On ("SSO")

Purpose
- Implement SSO across all IFMA platforms to offer easier sign on, reduced customer care calls

Status Update
- Implemented Community website, LMS, and IFMA hosted Council websites
- Initiating SSO functionality for new AMS Web Portal including Joining/Renewing membership with IFMA

Next Steps
- Finalize work on SSO for new AMS system
Learning Management System (“LMS”)

Purpose

• Upgrade LMS to New Platform
• Rebranded as IFMA Education Center
  https://learn.ifma.org
• Benefits of the new LMS:
  – Licensing model enables IFMA to be more cost efficient.
  – Single Point for all continuing education offerings – online, classroom and virtual.
  – Single Point to track and report students progress and completion information.
  – Instructor processes and recertification.
  – Corporate\Group branding features allowing specific look and course content by group.
Learning Management System (“LMS”)

Status Update

• IFMA Education Center is live - https://learn.ifma.org

Next Steps

• Transition of the On Demand library to the LMS will be completed in October.
• Instructor Portal project will begin in November.
• Virtual Classroom will begin in January.
Redefining the Executive View of FM in Partnership with JLL

Purpose
- Exploring the fundamentals of the FM/C-Suite relationship
- Demonstrating FM Value in the C-Suite language
- Establishing operational excellence in FM

Status Update
- Report is posted on the Knowledge Library and is a free download

Next Steps
- Press Conference Thursday, Oct 8 at 2:00pm at IFMA Central
- Webinar for as a Member Benefit in December 2016
- Roundtable presentation at Facility Fusion
Purpose
• To examine the role, status and scope of FM in Asia.
• Examine market activity segmentation and trend analysis.
• Dissect current practice in performance measurement.
• View emerging trends and opportunities across the region.

Status Update
• Preliminary report drafted.
• Data collection closed on September 30, 2015.
• Final report published in November 2015.
• Report based on literature review and IFMA survey.
• Responses (close to final):
  – 497 surveys started/296 completed overall
    • English version – 320 surveys started/194 completed
    • Chinese version – 177 surveys started/102 completed

Next Steps
• Distribute free executive summary to IFMA members via “The Wire.”
• Share executive summary via “Member of the Month” benefit.
• Share executive summary and full report with IFMA China for translation.
Purpose

• The purpose of the Distributed Work report was to examine what progress has been made from previous effort in implementing various distributed work programs in different stages.
• Previous years’ report data was compared when possible with this update.
• Examine how Distributed Work programs are implemented within companies (8 case studies).

Status Update


Next Steps

• Distribute free executive summary link to IFMA members via “The Wire.”
• Share executive summary with “Member of the Month” benefit.
IFMA Research Products

Purpose

• To convey updated knowledge which advances the FM field for IFMA members
• Fill FM knowledge gaps
• Increase added value to new body of literature
• Validate/invalidate past FM studies
• Increase sponsorship/underwriting in providing a prolific resource pool for future comprehensive FM research studies

Status Update

• Operations and Maintenance Report update – currently in recruitment of survey design committee members
• Outsourcing Report update – received request for proposals, currently reviewing, then award contract for services
• Work on the Move #2 – with Foundation staff
• New IFMA reports – currently reviewing possible FM areas for consideration

Next Steps

• Complete project management phase of each project and produce product.
• Market products when completed (internal/external).
• Increase sponsorship for these proposed products to increase depth/expansion of past efforts
IFMA’s FMJ magazine

By workplace professionals, for workplace professionals.
IFMA’s FMJ magazine

• Rebrand from “Facility Management Journal” to IFMA’s FMJ magazine
  – Official magazine of IFMA
  – Written “by workplace professionals, for workplace professionals”
  – Published six times a year in print and online

• Full issues and archives available free online for members
  – Additional content within “FMJ Extended” online-only section is exclusively for members
  – Digital edition contains interactive extras, like videos, podcasts and white papers, that compliment feature articles
  – Articles published more than three years prior available on IFMA’s Knowledge Library

• Print copies are available to both members and nonmembers
  – Member discount pricing on annual subscriptions and individual issues
Ways to engage with IFMA’s FMJ magazine

• Subscribe
  – www.ifma.org/subscribe

• Submit an article
  – www.ifma.org/fmj/contribute

• Advertise
  – www.ifma.org/fmj/advertise
Ways to engage with IFMA’s FMJ magazine

- FMJ is active on social media
  - Twitter: @TheFMJ
  - Facebook: IFMAFMJ

- Blog FMJ
  - Blog posts are contributed by authors of full articles in the magazine and provide additional coverage
Ways to engage with IFMA’s FMJ magazine at World Workplace

- FMJ-hosted panel on knowledge sharing in FM
  - Wednesday, Oct. 7
  - 8:30-9:30 a.m.
  - Room 504

- FMJ area at IFMA Central booth on expo floor

- FMJ focus group
  - Wednesday, Oct. 7
  - 2:30-3:30 p.m.
  - Room 304
IFMA FACILITY FUSION 2016

October 1, 2015  April 1, 2016
Rules

• 1 Winner for Large-size Chapter
• 1 Winner for Medium-size Chapter
• 1 Winner for Small-size Chapter
• 1 Winner from Councils
Where to Start?

NEW MEMBER RECRUITING RESOURCES AND GUIDES

Get Started – Essential tools to get you started
Templates and resources for component leaders →

SCHEDULED PIT STOPS

- October – Marketing Webinar, October 29th, 2:00pm CST
- November – Public Relations/Media Mavens, November 4th, 11:00am CST
- December – Membership Useful Tips/How-To Guide
- January – Communications and Social Media How-To Guide
- February – Value of Credentials and How to Incorporate Credentials, February 2, 12:00pm CST
- March – Best Practices Sharing Webinar
- April – What’s Next? Retention!

SMALL CHAPTER LEADERBOARD

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<thead>
<tr>
<th>Place</th>
<th>Chapter</th>
<th>Total</th>
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Global Job Task Analysis
International Credentials Commission

James E. Loesch, IFMA Fellow, CFM, PE
Agenda

- Role of the International Credentials Commission (ICC)
- Importance of Global Job Task Analysis (GJTA)
- Current Status of Project
- Initial Volunteer Response
- What’s Ahead…
The ICC is responsible for:

- Guiding and overseeing activities related to IFMA’s credentials.
- Overseeing current credentials and developing new credentials, both certifications and assessment-based certificate programs.
- Overseeing the management *system* within IFMA ensuring compliance with policies, procedures and administrative processes for document control, records management, financial and statistical reporting.
- Ensuring compliance with third-party accreditation standards.
And, the subject of this update, one of our most important responsibilities:

- Determining the standards against which FM professionals are to be measured via overseeing the Global Job Task Analysis (GJTA) process and approving competency statements.
Meeting the ISO standard

INTERNATIONAL STANDARD

ISO/IEC 17024

Conformity assessment — General requirements for bodies operating certification of persons

Section 8.4 The certification body shall have documents to demonstrate that, in the development and review of the certification scheme, the following are included:

e) a job or practice analysis that is conducted and updated to:

- identify the tasks for successful performance;
- identify the required competence for each task;
- identify prerequisites (if applicable);
- confirm the assessment mechanisms and examination content;
- identify the recertification requirements and interval.
<table>
<thead>
<tr>
<th>Milestones/Event/Activity</th>
<th>Date</th>
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<tbody>
<tr>
<td>Project Kickoff</td>
<td>July – August 2015</td>
</tr>
<tr>
<td>Subject Matter Expert Recruitment</td>
<td>August – September 2015</td>
</tr>
<tr>
<td>Interviews and Focus Groups</td>
<td>September – October 2015</td>
</tr>
<tr>
<td>Survey Administration</td>
<td>January 2016</td>
</tr>
<tr>
<td>Data Analysis for both JTA and needs assessment), Test Specifications, and Reporting</td>
<td>February – April 2016</td>
</tr>
<tr>
<td>Final Reports</td>
<td>June 2016</td>
</tr>
</tbody>
</table>
- Project is anticipated to take approximately one year.
- Project plan meets requirements of ISO/IEC 17024 for establishing and validating the content which will be measured to determine competence.
- Project kick-off meeting was held at the end of July.
- Initial announcement and invitation to participate was sent to 100K+ interested parties.
- Response received from 724 volunteers willing to participate in activities such as interviews, focus groups, survey development and administration.
- Over 50% of volunteers are from outside the U.S.
It’s not too late!


  *Let your voice be heard!*

- Complete the actual survey when it is released early next year. As leaders, you can help by encouraging members and other peers to complete the survey when it is released in 2016. This will provide IFMA with the most up-to-date, comprehensive data about the practice of facility management.
We hope that you will be one of the global voices that defines this profession today and for future generations of facility managers.

For more information.....
- **ICC Public Meeting**
  Thursday, October 8 from 9:30 to 10:00 a.m.
  Room 301
  Denver Convention Center

- **GJTA Info Session**
  Thursday, October 8 from 12:15 to 12:45 p.m.
  Solutions Arena 3
  Expo Floor, Denver Convention Center

- **IFMA Website**
Knowledge Library

Tony Keane, CAE
What is IFMA’s Knowledge Strategy?
The Knowledge Strategy initiative defines IFMA’s approach to knowledge management and knowledge sharing for the benefit of the organization and its members.
Knowledge Library
All content in one location.
At your fingertips.
Eight content types available
More content than ever before
Welcome to Your New Knowledge Library

You requested easier access to facility management content and resources, and now IFMA is proud to introduce version 1.0 of its Knowledge Library to members. For the first time ever, IFMA has developed a digital library to store a massive collection of...

What's New in the Knowledge Library

IFMA has been listening carefully to its members and have developed the Knowledge Library in response to requests for an organized collection of all FM content in one place. So, what are some of the features we've developed? Well, you requested and we listened, which is why the new...

Never miss out on new content or features.
Filter content by competency, popularity, etc.
See content type, education level and summary at a glance.
Search by competency, industry or keywords.
Interact with FM content like never before.
IFMA Contributors
Why is this library different?

All content in IFMA’s Knowledge Library goes through a vetting process.
IFMA is as strong as its members.

Among the best helped develop the Knowledge Library.
Top 10 Content Reviewers

Jeffrey Budimulia, MBA, CFM  
32 pieces vetted
Christopher Giorgi, CFM, SFP, FMP  
26 pieces vetted
Buck Fisher, CFM, IFMA Fellow  
26 pieces vetted
Kim Davidson, CFM  
25 pieces vetted
Fred Behle, CFM  
25 pieces vetted
Christopher Laughman, CFM, SFP, LEED AP O  
25 pieces vetted
Casey Martin  
25 pieces vetted
Alice Hogueisson, CFM, SFP  
25 pieces vetted
Vijayprakash Uniyal, CFM  
24 pieces vetted
Jim Whittaker, P.E., CFM, CEFP, FRICS  
24 pieces vetted

Top 5 Content Organizers

Geoff Williams, FMP  
586 competency tags
Mary Gauer, CFM, IFMA Fellow  
351 competency tags
Bill Conley, CFM, SFP, FMP, IFMA Fellow  
217 competency tags
Isilay Civan, SFP, MSc, Phd2, LEED AP  
99 competency tags
Buck Fisher, CFM, IFMA Fellow  
61 competency tags
Get involved
Thank you

www.ifma.org/knowledgelibrary
Comments from the floor

Tony Keane, CAE
Adjournment
Councils Committee Town Hall
4:00-5:00pm today

Convention Center
Room 205