1. Welcome

IFMA Chairman Maureen Ehrenberg, FRICS, CRE called the meeting to order at 2:41 p.m. PDT.

2. Minutes of the 2015 House of Delegates Annual Meeting

Corporate Secretary Linda Pate presented the minutes of the 2015 House of Delegates Annual Meeting. A motion to waive the reading and approve the minutes was made by the Chicago Chapter of IFMA (IL1), seconded by the Greater Philadelphia Chapter of IFMA (PA2). Motion approved.

3. Financial Report

Second Vice Chair Graham Tier, CFM, FMP, MRICS presented financial results for Fiscal Year 2016. All funds listed are in US dollars.

Financial Trends 2012-2016

<table>
<thead>
<tr>
<th>$000s</th>
<th>FY 2012</th>
<th>FY 2013</th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>12,578</td>
<td>12,706</td>
<td>13,331</td>
<td>13,776</td>
<td>14,180</td>
</tr>
<tr>
<td>Expenses</td>
<td>12,466</td>
<td>13,377</td>
<td>13,700</td>
<td>13,700</td>
<td>14,738</td>
</tr>
</tbody>
</table>

Cash and Investments as of June 30, 2016

- Cash on hand was $228,000 (a decrease of $617k from prior fiscal year)
- Capital investment of $1,281,000 (for programs, systems, hardware in 2015/2016)
- Investment portfolio value of $3,925,000 (Fiscal Year 2015/2016 resulted in a net loss on investment portfolio of $74,000); Line of Credit as of 30 June 2016 was $913,000
Audit Committee Members
- Sandra Oliver - Committee Chair
- Graham Tier, CFM, FMP, MRICS - IFMA Board Liaison/IFMA Second Vice Chair
- Melissa Van Hagan, CFM, IFMA Fellow - Committee Member
- Barry G. Lynch, CFM, SFP, IFMA Fellow - Committee Member
- Patricia A. Childers - Past Chair (non-voting Committee Member)

Briggs and Veselka is the independent audit firm for the fifth year. Briggs and Veselka submitted letters on September 26th, 2016 and were appreciative of IFMA's preparation of all requested materials compared to prior years. The Audit Committee met together for a formal discussion, with Briggs and Veselka on September 27 and met with staff on September 26 and 27. The final Audit Statement is expected this month.

4. IFMA Foundation Report

Michael Schley, IFMA Fellow, IFMA Foundation Vice Chair presented the Foundation report. 2016 Officers:
- Jeffrey Tafel, CAE - Executive Director
- Kenton D. Miller, FMP - Chair
- Michael Schley, IFMA Fellow - Vice Chair
- Nancy J. Sanquist, IFMA Fellow - Vice Chair
- John M. Carrillo, CFM, IFMA Fellow - Immediate Past Chair

The IFMA Foundation is about making facility management (FM) a Career of Choice by expanding education opportunities. The Global Workforce Initiative:
- Supports and expands FM Accredited Degree Programs
- Builds awareness of FM as a career at the high school level
- Develops FM educational programs at the community college level

There are currently 30 Accredited Degree Programs in North America, Europe, Asia and Australia with five-six new programs expected in the next 12 months. This year the Foundation is awarding 36 students from 20 institutions with awards totaling US$160,000.

5. State of the Association Report

The state of the association report presented by Maureen Ehrenberg, FRICS, CRE – Chair; Bill O’Neill, CFM – First Vice Chair and Tony Keane, CAE – President and CEO.

IFMA-RICS Collaboration Update
The IFMA-RICS collaboration represents the most significant evolution in the history of facility management, driving excellence in the built environment. As the two global organizations dedicated to professionals who support the built environment, IFMA and RICS identified a unique opportunity to work together to strengthen the collective resources available to the industry.

we.def!ne.fm -- Together, IFMA and RICS are defining and standardizing our credentials, practice standards and professional development for the industry, uniting the global FM community to increase consistency and unification of strategy across the life cycle of the built environment. The collaboration is working to foster a more inclusive, robust global FM knowledge-sharing community. Its efforts serve to raise the profile of FM, giving a greater voice and increased status to the profession to shape the future of the built environment and enable business success.

IFMA credentials and RICS qualifications have been aligned globally to create a single suite of professional qualifications for entry into and advancement within the FM profession. People of all educational backgrounds, skills, work experiences and career goals will have access to a suite of qualifications which are recognized and respected globally. IFMA credential training, along with IFMA
continuing education units, CFM maintenance points and RICS continuing professional development, will be delivered on a new RICS hosted Online Academy platform, available to all professionals globally beginning in 2017. Together, IFMA and RICS are developing a common approach to FM standards globally. The collaboration is a means to reaching a deep understanding of the FM sector to ensure all practitioners and their clients benefit from consistent, world-leading professional standards and guidance.

Chapter Performance Matrix
In Fiscal Year 16, the council's committee took a strategic look at the component structure to clarify, define and align the components with the goal of:

- Better serving members and the FM profession
- Driving professional growth and engagement
- Alignment around IFMA’s Mission, Strategic Plan and BSC
- Building member-valued content
- Encouraging collaboration

Components have organically evolved into three types:

- Chapters - to connect members in geographical areas
- Councils - to connect members who practice FM in similar industry sectors or facility types
- Communities - to connect members who share an interest in a particular FM topic, regardless of location or industry

The new component structure includes the following Councils and Communities.

Councils
- Academic Facilities
- Airport Facilities
- Banking Institutions and Credit Union
- City and Country Clubs
- Corporate Facilities
- FM Consultants
- Food Service and Restaurant
- Health Care
- Legal Industry
- Manufacturing, Industrial and Logistics
- Museums/Cultural Institutions
- Public Sector
- Religious
- Research and Development
- Utilities

Communities
- Business Leadership, Finance and Communication (BUS)
- Environmental Stewardship, Utilities and Sustainability (ESUS)
- Operations and Maintenance, Health and Safety (OMHS)
- Real Estate Advisory and Leadership (REAL)
- Workplace Evolutionaries (WE)
- Technology (IT)

ISO/TC 267 Standard
26 countries participated and 15 countries observed the ISO/TC 267 Standard, Facility Management. ANSI (American National Standards Institute) is the official member of ISO. ANSI oversees thousands of standards and guidelines that directly impact businesses in a range of sectors. ISO 41011, 41012 and 41013 are in the final editing phases before publication. ISO 41001 is at the draft international stage (DIS) and is on target for 2018 publication.
Within the ISO framework, creates a series of standards that:
1. Introduces the general requirements for an FM organizational strategy.
2. Articulates the requirements for an effective and efficient management regime.
3. Provides guidance to achieving benefit from an FM MSS.

**FM Research & Benchmarking Institute (RBI)**
IFMA embarked on a new path to deliver essential research that members can use to forge their roles in the facility management industry. RBI will focus on high-impact research and the research will be based on grounded theory and applied techniques, yielding core industry data and analysis at economical prices. RBI benchmarking studies will provide invaluable data FMs can use to evaluate their projects or compare them with similar efforts. The studies will cover a variety of areas, with a primary focus on operations and maintenance, an essential resource for FMs who are driven to meet and exceed industry standards.

Founders Circle members become part of RBI at the ground level in strategizing future endeavors. JLL and IFMA are the first two Founders Circle sponsors and will partner with RBI on a strategic level in support of developing a self-sustaining entity. Founders Circle members provide initial institute funding of US$50,000 per year for a five-year commitment.

The first RBI board consists of:
- Chair – James P. Whittaker, PE, CFM, EFP, FRICS
- Vice Chair – Michael D. Feldman FMP, CM
- Erik Jaspers - IFMA Foundation Board of Trustees
- Tony Keane, CAE - President & CEO of IFMA
- Jeff Tafel, CAE - Executive Director of IFMA Foundation
- 4 Directors at large to be named

**Government Affairs**
The United States Government Affairs Program provides reliable information on the FM profession and its impacts to decision makers and stakeholder groups. Recent successes include:
- Largest Advocacy Day attendance to date
- Creation of Standard Occupational Code (SOC) for FM by the Bureau of Labor Statistics
- Leadership on Disposition of Excess Property, FM Training, Energy and Water Policy
- Expansion of High Performance Buildings Congressional Caucus (HPBCCC)
- Creation of Chapter Government Affairs Committees and State Advocacy Programs in Pennsylvania, Maryland, Delaware, North Carolina, Washington, Minnesota, and New York
The Europe Government Affairs Program provides reliable information on the FM profession and its social and economic impacts to European Union (EU) decision makers, relevant stakeholder groups and keeps member organizations throughout the Union informed about legislation with the potential to impact the built environment. Recent successes include:

- Secured recognition for FM in recently tabled EU Heating and Cooling Strategy
- Participation in EU Sustainable Energy Week (Brussels, June 2016)
- Participation on relevant EU consultations
  - Heating and Cooling Strategy
  - Energy Performance of Buildings
  - Smart Finance Buildings
  - Resource Efficiency in the Building Sector
- Provided industry perspective to decision makers attending United Nations Conference on Climate Change (COP 21 – Paris, December 2015)

Knowledge Library Update

The Knowledge Library brings FM content access to your fingertips. It features the latest video content, documents, articles, research and more written and reviewed by industry-leading professionals organized in a simple-to-use, single location. IFMA designed a digital library to bring refreshed content relevant to facility managers. All content is rigorously vetted by industry experts to provide FM’s with the highest quality, most relevant content. The library launched in October 2015 bringing free, registered user and premium (IFMA member) access levels. Knowledge Pass is a subscription service to higher quality content and IFMA exclusives. Content types include articles, benchmarking, case studies, how to, presentation, research, video/webinar, podcasts, blog posts, how-to videos, scopes of work and whitepapers. Content new functionalities include:

- Completely redesigned based on user feedback
- Refined submission and content review processes
- Added ability to feature content and important news according to Knowledge Strategy publishing strategy
- News & Updates now promotes featured content and content collections
- New ability to further refine content listings in Knowledge Library by content type and access level

Website Update

The Website project was launched in August 2016 to explore updating the primary website (www.ifma.org) and eventually other sites such as the site for Facility Fusion (facilityfusion.ifma.org). Internal stakeholders and external consultants were engaged in the process and we will begin engaging external stakeholders. A small team of IFMA staff is hosting the first focus group day 1 of World Workplace 2016 with approximately 10 members to get their perspective for longer term redesign.

Initial changes:
6. International Credentials Commission (ICC) Year-In-Review

International Credentials Commission (ICC) Chair Steve Jones, CFM provided an update. The Commission is responsible for:

- Guiding and overseeing activities related to IFMA’s credentials such as the Global Job Task Analysis (GJTA) and current and development of new credentials
- Determining the standards which FM professionals operate or are measured against
- Ensuring compliance with third-party accreditation standards

2016 ICC Commissioners:
- Steve Jones, CFM - ICC Chair
- Dean Hitchcock, CFM - CFM Scheme Committee Chair
- Mark R. Sekula, CFM, SFP, FMP, IFMA Fellow – FMP Scheme Committee Chair
- Chris Hodges, P.E., CFM, FMP, FRICS, IFMA Fellow - SFP Scheme Committee Chair
- Patrick H. Okamura, CFM, SFP, FMP, IFMA Fellow
- Paul A. Ratkovic, CFM, FMP
- Meredith Thatcher, CFM, FMP, IFMA Fellow
- David Wilson, CFM, IFMA Fellow
- Linda McBain Waters, CFM, SFP
- Vaughn Halliday, FMP, PMP
- Stephen Brown, CFM, FMP, SFP

Fiscal Year 2016 accomplishments include:
- Held first ICC Public Meeting at World Workplace 2015
- Established ICC Nominating Committee and filled opened seats
- ANSI first year review for the SFP and FMP accreditation
- Global Job Task Analysis
- Continue to work with Scheme Committees to develop integrated FM Career Path
7. Comments from the Floor

Open discussion included the need for advocacy information at the chapter level, Standard Occupational Code for FM’s in the United States, chapters struggling with membership, guidance in selling the importance of FM and earning CEU’s at the chapter level.

The meeting adjourned at 3:30 p.m. PDT.

Minutes submitted by Corporate Secretary Linda Pate.