

# Year in Review: IFMA FY 2016 Annual Report

*July 1, 2015 – June 30, 2016*



**Left to right – standing:** Jeffrey J. Budimulia, CFM, MBA; Wayne Harvey, CFM, SFP, LEED AP; James P. Whittaker, P.E., CFM, EFP, FRICS – past chair; Tony Keane, CAE – president and CEO; Michael D. Feldman, FMP, CM – chair; Maureen Ehrenberg, FRICS, CRE – first vice chair; William M. O’Neill, CFM – second vice chair; Stephen P. Ballesty, MBA, CFM, FRICS, FAIQS, ICECA; Geoff Williams, FMP

**Seated:** Lynn N. Baez, CFM, SFP, FMP; Diane Coles-Levine, MCR; Pat Turnbull, MA, LEED AP, IFMA Fellow; Larry Allen Morgan, CFM, SFP, FMP; **Not pictured:** Ian H. van der Pool, MFM

In the 2016 fiscal year, the International Facility Management Association (IFMA) continued to focus on initiatives to strengthen infrastructure through process and product refinement. These initiatives contribute to the enhancement of the member experience in alignment with our people-first credo — to enable, empower and equip facility management professionals.

In addition, IFMA’s landmark collaboration with the Royal Institution of Chartered Surveyors (RICS) is setting the groundwork to align the FM industry and provide global recognition for facility management professionals. These commitments to building IFMA stakeholder value, paired with the association’s dedication to fiduciary responsibility and accountability, have positioned the association for a truly global scope and influence.



## **FINANCIAL STANDING**

Total revenues for FY 2016 were US\$14.23 million, up US\$524,000 (3.8 percent) from the previous year. Total expenses for the fiscal year were US\$14.65 million, up US\$953,000 (7 percent). Direct expenses associated with the delivery of products and services were US\$9.7 million, and indirect operational expenses were US\$5 million. The net impact on income from operations was a negative US\$354,000, a decrease of US\$430,000 over fiscal year 2015.

At fiscal year-end, revenues from conferences and exhibitions stood at US\$4.36 million (33 percent of total revenue), up US\$435,000 from the prior year. Professional development revenues stood at US\$4.7 million (31 percent of total revenues), down US\$328,000 from the prior year. Rounding out the major revenue business units, membership revenue was at US\$4.5 million (29.3 percent of total revenue), up US\$145,000 from prior year.

Please refer to the Statement of Financial Activities (figure 1, p. 15) and the Statement of Financial Position (figure 2, p. 16) for additional details.

## **MEMBERSHIP**

A total of 6,500 new members joined IFMA during the 2016 fiscal year. IFMA members (27 percent of whom reside outside of the United States) are part of a network of 133 chapters throughout the world across 105 countries. As a result of improved data accuracy made possible through IFMA's new association management system, membership numbers corrected and declined 3 percent for 2015-16.

In 2015-16, the membership team continued its focus on defining the value proposition for members and nonmembers to understand how IFMA can best support member needs. Staff gained deeper insight into the value of IFMA membership and the global perspective through member-centric focus groups at the Facility Fusion 2016 Conference and Exposition in Indianapolis, Indiana, USA, and through a membership survey that ran from July 2015 through January 2016.

IFMA also launched a membership recruitment campaign aimed at leveraging the strength of the diverse, energetic and dedicated IFMA chapter and council leaders. The "Race to Indy" campaign kicked off in October 2015 with monthly "pit stops" to provide new and additional resources for IFMA's chapter and council leaders to grow and improve their communities. The chapters and councils recognized for the largest percentage of growth were: Beijing Chapter, Oklahoma City Chapter, Hong Kong Chapter and the Information Technology Council.

In FY 2016, IFMA's Environmental Stewardship, Utilities and Sustainability Strategic Advisory Group began updating pieces within the IFMA Foundation's Sustainability How-to Guide Series, first published in 2009. Guides that have been updated include: Getting Started, EPA ENERGY STAR: Portfolio Manager, Green Building Rating Systems and Lighting Solutions. Webinars on each of the newly updated guides were presented to members throughout the year.

During 2015-16, IFMA's chapter networks expanded. One new chapter in China, the Beijing Chapter, was formally chartered in December 2015. Seventeen councils and eight communities of practice continued to serve niche FM audiences along industry verticals and topic-specific horizontals.

Over the past fiscal year, the Councils Committee re-examined IFMA's councils and communities to clarify, define, align and strengthen these components with the ultimate goal of:

- Better serving IFMA's members and the FM profession
- Driving personal and professional growth and engagement
- Building alignment around IFMA's mission, strategic plan and balanced scorecard
- Building member-valued content

IFMA's Board of Directors unanimously approved the recommendation of the Councils Committee to adopt the following new structure to be implemented in FY 2017:

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

## **EDUCATION AND CREDENTIALS**

In FY 2016, the International Credentials Commission conducted a global job task analysis (GJTA) to identify the tasks and work activities conducted, the context in which

those tasks and activities are carried out, and the competencies (knowledge areas, skills and abilities) required to perform the FM job role competently.

Facility management professionals from around the world (figure 3, p. 17) participated in focus groups, interviews and a global survey to inform the study, an update of the GJTA from 2009. Additionally, individuals representing a wide variety of work-related characteristics such as years of experience, work setting, geographical location and areas of specialty served as subject matter experts to help develop a scope of practice that is reflective of the roles and responsibilities of the facility management job role and is relatively free from bias.

The GJTA results will provide the basis for the profession's body of knowledge which are used to make updates to the Sustainability Facility Professional® (SFP®) and Facility Management Professional™ (FMP®) certificate programs and to ensure that IFMA's Certified Facility Manager® (CFM®) certification measures all candidates against one global standard.

### **Additional 2015-16 developments in IFMA education and credentials**

- Released a new online course series entitled, "Performance Management in Facilities: Measuring What's Most Important." The new series consists of two modules covering the following content areas: Strategies for Facility Performance Management and Delivering a Performance Management System.

- Translated the first online workshop of the Essentials of Facility Management Program into Spanish – Introducción al Facility Management. The Essentials of Facility Management Program is a series of entry-level training workshops created to meet the educational needs of emerging FM professionals in global FM markets. The program focuses on basic concepts that describe the field of facility management and how it can be of value to an organization.
- Translated all of the Essentials of Facility Management Program workshops (classroom) into simplified Chinese. A Train-the-Trainer program was conducted in the spring of 2016 and 16 new registered instructors participated. The program is currently being debuted in China via the IFMA China Office and the local chapters.
- Conducted two Qualified Train-the-Trainer programs in FY 2016 for IFMA credentials, with a total of 16 participants. One program was delivered in the United States and one in Dubai, United Arab Emirates.
- Conducted a needs assessment to identify the top priority training needs for facility management professionals and determine the knowledge level for such training. The results will be used for future development projects.

At the close of the fiscal year, the number of IFMA credential holders stood as follows:

- CFM: 2,746
- RCFM: 386
- FMP: 6,604
- SFP: 673

Additionally, a total of 4,855 Essentials of Facility Management program modules were issued. (“Issued” means access to the program and does not equate to credits completed or earned.)

## RESEARCH

IFMA’s FY 2016 efforts in research focused on two distinct areas: internal research supportive processes and external programmatic efforts.

Internally, staff redesigned research tools that necessitated further development to improve data quality and efficiency. These newly designed research data points are to be included in the association management system in FY 2017. Among the processes examined were key methods for avoiding association survey burnout. One primary solution being researched is developing an application program interface to help with seamless acquisition of IFMA member responses within integrated AMS research data points. This solution would keep to a minimum the number of times a member answers repetitive questions on future IFMA surveys.

Additional internal research processes assessed include IFMA’s review of possible locations for developing a dedicated location for all IFMA request for proposals to be posted online; examining the current AMS for future inclusion of research data points; and a research collaboration with RICS. IFMA also continues to assess survey administration processes to find what methods work best for IFMA members, as IFMA survey response

rates (satisfaction-related, project-specific, etc.) fluctuate regularly.

The IFMA research study, IFMA Return on Investment (ROI) on Attaining Credentials/Certifications, will assist IFMA employees in measuring the ROI for past and current IFMA credential/certification students. This ROI study, instrumental in assessing credential/certification benefits from an individual and organizational level, will be crucial in supporting the added value focus IFMA staff can use to support advancing credentialing and certification attainment.

In addition to these internal efforts, the external focus included developing new research products for our membership and updating highly used past products. These products will be completed over a span of five months extending into FY 2017. The identified research products below are listed by title, release month/year:

- FM Outsourcing (October 2016)
- FM Outlook (October 2016)
- FM Asia Trends (November 2016)
- Operations and Maintenance Benchmarking Report (January 2017)
- IFMA Return on Investment on Attaining Credentials/Certifications from a student perspective and company/employer (September 2016 with update February 2017)
- Best Practices/Good Practices (August 2017)

IFMA staff continue regular planning meetings to ensure year-to-year strategic alignment, including meeting with RICS research staff to design a collaborative plan on joint products to meet the stakeholder needs of both organizations. The FM Research and Benchmarking Institute, projected

for FY 2017 formation, will help guide IFMA's approach to the diverse and evolving direction of industry research.

## **STANDARDS**

IFMA continues its goal of advancing the FM profession through its involvement in international standards activities.

IFMA plays an active leadership role in the development of FM standards. The current focus is on the FM management systems standard, the purpose of which is to provide specific requirements for individual organizations to establish and manage a management system standard for the practice of FM. The goal is "for an organization to be able to demonstrate that it has a robust process through which to design, manage and improve its integrated facility management system."

### **Overview of IFMA involvement**

- Since 2012 the International Organization for Standardization (ISO) technical committee, ISO/TC 267, IFMA has been the administrator on behalf of the American National Standards Institute (ANSI) for the U.S. Technical Advisory Group (TAG).
- The ISO technical committee was formed to develop international consensus standards for facility management and requires participation through a national standards body (ANSI for the U.S.). ISO/TC 267 is comprised of 26 participating countries and 15 observing countries.



- The U.S. holds the convenor position for “ISO 41001 Facility Management – Management system standard requirements with guidance for use” with IFMA’s past chair, James P. Whittaker, serving as convenor. ISO 41001 is currently in committee draft stage.
- Two standards will be published in early 2017: “ISO 41012 Facility Management Terms and Definitions” and “ISO 41013 Facility Management – Guidance on strategic sourcing and the development of agreements.”
- A technical report, “ISO TR 41013 Facility management – Scope, key concepts and benefits” will also be published in 2017.
- As of January 2016, IFMA’s FMJ magazine began to include a series of articles related to standards to showcase the benefits of FM standards in achieving business objectives.

## EVENTS

Overall IFMA’s events experienced a strong year in FY 2016 and are positioned to enhance the global reach of the association.

### **IFMA’s World Workplace 2015 Conference and Expo – Denver, Colorado, USA**

In 2015, IFMA’s flagship conference was held Oct. 7-9 at the Colorado Convention Center. Themed “Collaborate to Innovate,” the event drew more than 4,600 registrants from 57 countries.

In addition to preconference workshops, the event introduced a new Wellness Activity to kick-off the conference with a healthy start.

The highly popular “High Heels and Hard Hats Deeper Dive Workshop” was transformed from a one-hour session in the general program into a four-hour preconference workshop. Another attendee favorite “Workplace Evolutionaries Deeper Dive Preconference Workshop” almost doubled in size from 2014. This year’s full-day workshop was held offsite at Bandimere Speedway.

More than 100 learning opportunities across 13 concurrent educational sessions were organized into four learning labs to assist attendees in customizing their educational experience. The conference mobile app gained tremendous momentum; downloads doubled from 2014. Six facility tours, featuring locations such as IKEA Centennial, Colorado State Capital, National Renewable Energy Laboratory, etc., sold out in record time.

The expo component of the event was wildly successful and exceeded budgeted revenue by nearly US\$250,000. Attendees had the opportunity to visit with 295 exhibitors and attend 15 presentations in the Solutions Arenas. IFMA “FRED” talks on facilities, real estate and design (inspired by TED Talks), also premiered on the expo floor to overflowing crowds.

New for 2015 was the Twitter Scavenger Hunt game in which attendees had to post “selfies” to Twitter taken at selected exhibitor booths using the conference hashtag #IFMAWW15. This encouraged social media activity for World Workplace and increased expo floor traffic flow.



### **IFMA's World Workplace Asia 2015 Conference and Exhibition – Singapore**

World Workplace Asia was held Aug. 3-5, 2015, in Singapore with joint support from the IFMA Singapore Chapter and the Building and Construction Authority. The event was held at Marina Bay Sands, one of the most recognizable icons of Singapore's skyline. The conference included more than 25 educational sessions presented by speakers from throughout the region, as well as a host of industry-specific panels. There were 227 attendees and 20 exhibitors in attendance, along with numerous high-profile sponsors. Bringing forward-looking strategies and solutions to the Asia-Pacific region, World Workplace Asia continues to grow and elevate the IFMA brand in Asia.

### **India Workspace 2015 – Bangalore, Karnataka, India**

The final year of India Workspace was held Nov. 6-7 at the J.N. Tata Auditorium. It brought attendees from all over India and a variety of workplace-related industries – including technology, engineering, architecture, security, real estate and facility management – together. This event, previously the largest conference and expo for the South Asia facility management community, has been rebranded to World Workplace India for 2016.

### **SAME-IFMA Facilities Management Workshop 2016 – San Antonio, Texas, USA**

The 2016 SAME-IFMA Facilities Management Workshop was held Feb. 25-26 at the Grand Hyatt San Antonio. This educational workshop, cohosted by IFMA and the Society of American Military Engineers, attracted

leaders from the FM, architecture, engineering and construction fields to share their knowledge and expertise through three main tracks: energy, asset management and executive leadership.

### **IFMA's 2016 Facility Fusion U.S. Conference and Expo – Indianapolis, Indiana, USA**

Facility Fusion U.S. was held April 12-14 at the JW Marriott Indianapolis. Participation and programming from IFMA's councils and communities fostered high levels of engagement. The opening keynote featuring Derek Daly, international racing champion, best-selling author and TV's face of motor sports, energized attendees for the dynamic and engaging days to follow. Newly launched event tracks such as Cutting Edge Solutions were specifically designed for IFMA's Corporate Sustaining Partners, and IFMA volunteers enjoyed specific programming to assist them in their leadership roles, including an association expert on membership and leadership training.

The big hit on the expo floor was a racecar simulator in keeping with the Indy 500 theme, and the newest addition this year, The Hub, was the focal point for peer-to-peer networking, career resources, professional pointers from FM leaders and effective solutions for every facility challenge. Several scheduled meet-ups for chapter and council leaders were introduced, and the welcome reception was revamped to include a progressive menu that encouraged networking. The IFMA Foundation had a notable presence at the conference, and attendees were highly engaged and supportive of the foundation's mission.



### **IFMA's Facility Fusion Canada 2016 Conference and Expo – Montreal, Québec, Canada**

Facility Fusion Montreal was held May 4-5 at The Fairmont Queen Elizabeth. This event marked the third year for IFMA's Canadian Facility Fusion offering, and attendees enjoyed presentations on cutting-edge topics, as well as a robust expo floor with a variety of products and knowledgeable industry experts. IFMA's Workplace Evolutionaries preconference offering was a notable success with more than double the registrations from Facility Fusion Canada in 2015. IFMA incorporated French into all marketing materials to increase relevancy and more effectively promote the event. The conference opened with an interactive and hands-on technology session where participants worked with products from Microsoft (HoloLens Mixed Reality with holograms) and Google (Project Tango on a special Android device that can see through walls), as well as drones and other tech-savvy solutions.

During the conference, the importance of IFMA's credentials was evidenced by a young FM receiving a job offer onsite (due in part to his new FMP credential). IFMA's team enhanced the Canadian content offered, highlighting the French-Canadian culture with several French-Canadian exhibiting companies as well as local French Canadian speakers.

The lunch closing panel, "Where is the Next FM?" featured several faces from the FM sector in Canada, speaking to the future of FM and looking at research reports. IFMA received strong support from the Montreal Chapter as

the host city chapter and from the Toronto Chapter as next year's host city. Both chapters provided valuable input into the conference planning and 2017 is projected to be the strongest Facility Fusion Canada event yet.

### **European Facility Management Conference (EFMC) 2016 – Milan, Italy**

EFMC was held by EuroFM in conjunction with IFMA, June 7-9 at MiCo Milano Congressi. This year's theme was "Enhancing People and Business" and featured a unique blend of research and business tracks.

### **International Sustainable Asset Management (ISAM) Conference – Atlanta, Georgia, USA**

The second annual ISAM Conference was held June 22-24, 2016 at the Georgia International Convention Center. IFMA partnered with Hartsfield-Jackson Atlanta Airport, and the conference served as a platform to demonstrate the synergy that exists between asset management and sustainability, while shedding light on the challenges and successes of integrating sustainable management practices around the world. The IFMA Airport Facilities Council held its annual meeting during preconference, with some members participating in both events, and the newly implemented Women in Sustainability panel created a forum for the industry's sustainability thought leaders.

## **COMMUNICATIONS**

### **FMJ magazine**

In FY 2016, FMJ focused on addressing the challenge of declining readership by engaging in activities to increase awareness of the





magazine within and beyond IFMA membership. In addition, the FMJ team began exploring possible new delivery models (beyond the current print and online versions of the magazine), interaction with IFMA's Knowledge Library and opportunities for additional revenue generation.

To increase overall awareness of the magazine, FMJ was showcased at IFMA and related industry events via placement in publication bins, booths, attendee packets, etc. FMJ hosted its third annual FM Expert Panel and held a reader focus group at World Workplace 2015. In addition, the top features from FMJ in 2015 were highlighted as the January 2016 IFMA Member Benefit of the Month. FMJ continues to engage the IFMA community through stakeholder-focused content such as regular submissions from councils, committees, alliance partners and both U.S. and global perspectives.

In December 2015, the FMJ area of the IFMA website was greatly simplified to increase focus on the magazine's value proposition as the official magazine of IFMA, written by and for workplace professionals. As of the May/June 2016 issue, the digital magazine is presented in HTML 5 format instead of in Adobe Flash format, which ensures a consistent reading experience across all devices.

At Facility Fusion Indianapolis, IFMA's Board of Directors unanimously approved a motion to make the digital magazine an open-access resource beginning in FY 2017. The goal of this is twofold:

- To increase overall FMJ readership among both members and nonmembers by

making the digital magazine more visible and easier to access, and

- To leverage the magazine as a platform to showcase the value of IFMA and the thought leadership of the FM community.

Working toward the above will ultimately make a more compelling case for both existing and prospective FMJ advertisers, whose support helps make publication of the magazine possible.

FMJ continues to leverage social media to both engage with readers and expand the magazine's reach. At the close of FY 2016, FMJ's Twitter page had 5,035 followers, an increase of 30 percent over the prior year. The FMJ Facebook page ended the fiscal year with 1,492 likes, a year-over-year increase of 6.4 percent.

### **Knowledge Strategy**

In the past fiscal year, the IFMA Knowledge Strategy (KS) Task Force and internal staff focused on:

- Launching the first iteration of the Knowledge Library at World Workplace 2015;
- Refining the processes and strategy for collecting, organizing and reviewing content;
- Reviewing new content and refining submission standards;
- Expanding the content offerings in the Knowledge Library in accordance with the publishing strategy and schedule;
- Developing a Content Expert exclusive forum to increase participation and engagement and hosting a content review promotion;
- Overseeing new technical developments; and
- Devising a marketing strategy to ensure members and potential members are aware of the benefits of having a digital content library.



In May 2015, IFMA member Mary Gauer joined the KS Task Force as the newly appointed lead for the Content Experts focus area. Her primary responsibilities center on Content Expert recruitment and engagement efforts. She joined existing members, Knowledge Strategy Task Force Chair Geoff Williams, Strategy Lead Buck Fisher and Content Lead Isilay Civan. Toward the end of the fiscal year, the task force officially became a committee.

Additional Knowledge Library content submission channels have been developed to increase the amount of content available for review and potential publication. During the 2016 fiscal year, the team partnered with the IFMA Foundation to archive the International Journal of Facility Management. The team also coordinated with content authors to increase content offerings and collaborated with the Royal Institution of Chartered Surveyors to feature RICS content in the Knowledge Library by World Workplace 2016.

The content review process has been completely redesigned. Now hosted using a promotional format on a quarterly cycle, content can be reviewed and processed for publication more efficiently than before. This will continue to support the growth of available resources for our members and serves to increase the diligence of our review process.

The second phase of technical development expands upon the phase 1 development and initial launch and focuses on enhancing the user experience and increasing adoption and use of the Knowledge Library by:

- Offering higher-quality and more relevant content via the Knowledge Pass subscription service
- Enhancing the “featured content” functionality within the Knowledge Library
- Clarifying the end-user content access and permissions within the Online Community platform through user interface enhancements
- Generating usage and publishing reports to inform and direct publishing and promotion efforts and future content strategy
- Building clear paths for end-users to become IFMA members or Knowledge Pass subscribers

### **External communications**

Pursing the goal of helping FM professionals share their own stories and value within their organizations and the general public, IFMA hosted several educational webinars in FY 2016 to educate and train FM professionals on effective communication and basic media relations.

The landmark collaboration between IFMA and RICS provided an exciting opportunity to expand on and leverage existing public relations efforts to promote the FM profession to external markets. Specifically, the combined resources of the two organizations made it possible to retain a global public relations firm to help shape messages meant to elevate FM by developing narratives around the unification of the global FM industry and the integration of FM into the larger built environment industry.

### **Social media**

IFMA’s social media outlets are managed by a cross-departmental team of comprised of



marketing and communications staff to represent IFMA's voice online.

Participation in IFMA's social media outlets continued to increase during the fiscal year:

- **LinkedIn: 51,456 group members**  
(up 15 percent over FY 2015)
- **Twitter: 17,663 followers**  
(up 15 percent over FY 2015)
- **Facebook: 6,022 likes**  
(up 19 percent over FY 2015)
- **YouTube: 600 subscribers**  
(up 47 percent over FY 2015)

## **GOVERNMENT RELATIONS**

Throughout the 2016 fiscal year, IFMA continued to expand its External Affairs program with the aim of educating decision makers and stakeholders on the role and impact of effective FM. The program provides reliable information on legislation with the potential to impact the built environment and seeks to empower FMs to effectively share their knowledge and perspective with relevant decision makers.

In the United States, IFMA's Government Affairs Committee hosted the largest Advocacy Day and Public Policy Forum in IFMA's history. More than 60 chapter leaders from across the country came to Washington, D.C. for two days, participated firsthand in the legislative process, met with elected officials, discussed their chapters and learned about important advocacy tools that can be used in chapter programs. These efforts are key to IFMA's ongoing efforts to provide the FM perspective on legislation relating to workplace health and

safety, energy efficiency, workforce development, life cycle costs and many more.

IFMA's advocacy efforts continue to deliver results for the FM profession with an ever-increasing number of elected officials reaching out to IFMA, speaking to our chapters and engaging our subject matter experts on related legislative initiatives. Most recently, the U.S. Department of Labor, in its draft update to the 2018 Standard Occupational Classification has included a separate classification for facility management which for the first time will allow the department to gather information on the profession and help students and other job seekers to view FM as a career of choice.

In Europe, IFMA and its European chapters continued to support the EU FM Coalition, which is similarly dedicated to elevating the FM profession within the European Union. As part of those efforts, the coalition regularly met with European decision makers and stakeholders, participated in relevant consultations, created visibility during European Sustainable Energy Week and provided feedback on upcoming directives related to heating and cooling, energy performance of buildings and resource efficiency in the building sector.

## **TECHNOLOGY**

In early 2015, IFMA initiated a major project to replace the existing association management system (AMS). The first phase of the project went live in December 2015 and offers increased benefits and functionality to IFMA staff and external stakeholders. This project will support other IFMA projects such as the Knowledge Strategy, content management



system (CMS) and learning management system upgrades from a security/role standpoint, integration to databases, etc. While this project was delivered on time and under budget, it did require a few months to stabilize the new system, but the major issues have been resolved and will continue to be fine-tuned moving forward.

In addition, IFMA's web and IT teams launched a new website service for chapters, councils and communities with cloud-based hosting using a well-known open-source CMS called WordPress. This allows IFMA's technology team to rapidly create new websites for components that are easy for leaders to edit and find available resources to make additional improvements to their site. The standard features offered at launch of these sites include: rotating banner images, news feed, calendar, rotating sponsor images, customized branding and event management. IFMA's web team also helped communities convert their websites to sites that are hosted and partially supported by IFMA staff.

Currently, single sign on (SSO) is active as an additional feature to IFMA's websites. This SSO deployment began in early 2015 on the Online Community and was completed by December 2015 in conjunction with the new AMS conversion on IFMA's remaining websites. By adding this feature, visitors to chapter and council websites can easily navigate to the respective groups held within the Online Community where the components share resources with their members. The SSO also offers the ability for members to log in with a social media account, easily reset their

password and remain logged in to IFMA websites that share the same solution. IFMA's technology team has continued to refine the functionality for a better user experience, minimize member confusion with the right username/password combination to access the system, and clean up duplicate records in the AMS which can cause issues until they are merged or inactivated.

In the coming fiscal year, the team will improve website designs for IFMA's major events (such as Facility Fusions and World Workplaces) while continuing to refine SSO functionality, the online renewal process and many other discrete projects.

## **ORGANIZATIONAL CHANGE**

During the 2016 fiscal year, continued coaching on team building, trust and accountability took place with IFMA staff. Strengths assessments and training, as well as the kickoff of the IFMA Champions team in January 2016, were among the multiple efforts launched to assist with better understanding individual potential and strengthening communications.

Besides working on socialization projects, the IFMA Champions received individual empowerment sessions to assist in understanding what motivates them, leading to greater employee engagement and empowerment. Initial research and planning has also been underway to extend the IFMA Champions into IFMA membership, forming a framework that provides a learning pathway to those interested in pursuing IFMA leadership positions.

With the IFMA-RICS collaboration announcement in April 2016, extensive work on initial change management messaging and stakeholder participation took place, providing a starting point for enhanced engagement opportunities with IFMA membership, industry leaders and those interested in the FM profession.

### **SPECIAL INITIATIVE – COLLABORATION WITH RICS**

In the 2016 calendar year, IFMA and the Royal Institution of Chartered Surveyors (RICS) initiated an unprecedented collaboration to strengthen industry support and representation for the 25 million FM practitioners around the world.

RICS is a global body that offers accreditation for professionals in the land, real estate, construction and infrastructure disciplines. Incorporated in 1868 by a U.K. Royal Charter, RICS is required to develop the profession for public advantage and act in the interest of consumer protection, which means that all RICS qualified professionals are subject to ongoing quality assurance.

As FM has grown in recognition and prominence over the past several decades, the need for other stages of the built environment to include FM in their strategic conversations has increased dramatically. IFMA elected to work with RICS in the capacity of the collaboration, not only because of its nearly 150-year legacy of excellence on the global stage, but because it represents sectors across the entire spectrum of the built environment, from conception to disposition. Within RICS, a relatively recent FM community was growing, and rather than operate in isolation, RICS looked to IFMA as the

established representative of the facility management industry. Together, the collaboration bridges the gap between FM and other professions that impact the built environment, and increases the network, resources and opportunities available to facility management practitioners.

The collaboration was formally signed by IFMA CEO Tony Keane and RICS Chief Executive Sean Tompkins in front of attendees at IFMA's Facility Fusion conference in April 2016. Since that time, both the IFMA and RICS staff have met on a continual basis to begin to align several key work streams, such as credentials and professional development, training, standards, research, and events.

#### **Strategic goals**

- Unite the FM community through a globally consistent definition, protocols and professional standards
- Serve as the platform to connect FMs with practitioners in related disciplines in order to drive unification of strategy across the life cycle of the built environment
- Increase training and recognition opportunities for FMs of all educational backgrounds, skills, work experiences and career goals
- Strengthen the FM labor market by clearly articulating to hiring managers what skills and knowledge are needed to effectively execute the FM role
- Foster an inclusive, robust global FM knowledge-sharing and networking community

Continuing into FY 2017, the collaboration will seek input on how best to share existing (and



shape new) resources for the benefit of the FM community through member focus groups, leaders' forum gatherings of global service providers, involvement of the International

Credentials Commission, etc. In addition, the collaboration is developing an awareness campaign, which will have a significant presence at World Workplace San Diego.

## YEAR IN REVIEW

IFMA's mission to advance the professional discipline of facility management worldwide is enabled by our credo to enable, empower and equip practitioners. Through the shared knowledge, expertise and commitment of members and staff, the association continues to serve as the platform for defining the value of facility management and connecting the global FM community through industry-leading initiatives and resources.

On behalf of the board of directors and staff, thank you for your contributions to the world's leading organization for facility management and related industry professionals.

Sincerely,



Tony Keane, CAE  
President and Chief Executive Officer



Michael D. Feldman, FMP, CM  
Chair, 2015-16 Board of Directors

**FIGURE 1**

<b>CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES</b>		
	<b>FY 2016 June 30</b>	<b>FY 2015 June 30</b>
<b>REVENUES</b>		
Member dues and fees	\$4,576,822	\$4,054,345
Conferences and exhibitions	\$4,362,205	\$3,996,458
Professional development	\$4,368,447	\$4,676,296
Publications and information sales	\$612,596	\$676,484
Foundation administrative fees and other	\$379,236	\$372,000
<b>Total revenues</b>	<b>\$14,299,306</b>	<b>\$13,775,583</b>
<b>EXPENSES</b>		
Program services	\$9,817,551	\$9,178,941
Management and general	\$3,370,204	\$3,150,980
Membership maintenance and development	\$1,465,306	\$1,369,911
<b>Total expenses</b>	<b>\$14,653,061</b>	<b>\$13,699,912</b>
Change in unrestricted net assets from operations	(\$353,755)	\$75,671
<b>OTHER INCOME (loss)</b>		
Net investment loss	(\$175,209)	(\$96,887)
Interest expense	(\$24,965)	(\$25,649)
Income taxes	(\$9,969)	-
Gain on disposal of property	\$348	\$285
<b>Total other loss</b>	<b>(\$209,795)</b>	<b>(\$122,251)</b>
Change in unrestricted net assets including noncontrolling interest	(\$563,550)	(\$46,580)
Less: change in unrestricted net assets attributable to noncontrolling interest	(\$17,248)	(\$17,059)
Change in unrestricted net assets attributable to IFMA USA	(\$580,798)	(\$63,639)
<b>Unrestricted net assets, beginning of year</b>	<b>\$2,768,129</b>	<b>\$2,831,768</b>
<b>Unrestricted net assets, end of year</b>	<b>\$2,187,331</b>	<b>\$2,768,129</b>

*Amounts listed in USD.*

**FIGURE 2**

<b>CONSOLIDATED STATEMENT OF FINANCIAL POSITION</b>		
	<b>FY 2016 June 30</b>	<b>FY 2015 June 30</b>
<b>ASSETS</b>		
Cash and cash equivalents	\$227,772	\$844,583
Accounts receivable – trade, net	\$1,044,906	\$789,428
Accounts receivable – related party	\$422,802	\$239,001
Prepaid expenses and other assets	\$477,811	\$327,083
Investments	\$3,924,795	\$3,998,621
Intangibles, net	\$264,345	\$224,164
Program development costs, net	\$394,344	\$462,132
Property and equipment, net	\$1,954,819	\$1,621,991
<b>Total assets</b>	<b>\$8,711,594</b>	<b>\$8,507,003</b>
<b>LIABILITIES AND UNRESTRICTED NET ASSETS</b>		
Accounts payable and other accrued expenses	\$1,073,986	\$609,544
Accounts payable – related party	\$205,316	\$166,282
Deferred revenue	\$4,250,176	\$4,237,365
Portfolio loan	\$910,478	\$658,624
<b>Total liabilities</b>	<b>\$6,439,956</b>	<b>\$5,671,815</b>
Controlling interests	\$2,187,331	\$2,768,129
Noncontrolling interest	\$84,307	\$67,059
<b>Total unrestricted net assets</b>	<b>\$2,271,638</b>	<b>\$2,835,188</b>
<b>Total liabilities and unrestricted net assets</b>	<b>\$8,711,594</b>	<b>\$8,507,003</b>

*Amounts listed in USD.*



**FIGURE 3**

Geographical diversity of subject matter experts who contributed to the global job task analysis

