

FY18

Year in Review Annual Report

July 1, 2017 through June 30, 2018



IFMATM

International Facility Management Association

Empowering Facility Professionals Worldwide

An aerial photograph of a city skyline, likely New York City, viewed from the water. The image is overlaid with a white network of dots and lines, suggesting a digital or interconnected theme. The text 'FY18 Year in Review Annual Report' is prominently displayed in the upper left corner.

FY18

Year in Review Annual Report

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Message from **the chair**

The 2017-18 fiscal year (July 1, 2017 through June 30, 2018) was for IFMA – as for the facility management industry at large – a time of significant change.

Despite challenging market conditions, from the impacts of natural disasters to industry disruptions such as the collapse of UK-based FM service provider Carillion, IFMA is on the right path to represent and advance the profession.

We've done so this year by making possible the release of global industry standards via the International Organization for Standardization (ISO), which IFMA supports directly as administrator for the U.S. FM technical advisory group. In addition to ISO standards, IFMA has continued developing guidance for the profession through our collaboration with the Royal Institution of Chartered Surveyors (RICS), releasing documents such as the Strategic FM Framework.

Launched in 2016, the RICS collaboration allows us to maintain ownership of existing intellectual property – such as our FM credentials – but gives us shared means to develop new resources for the industry. It also allows IFMA members to tap into the RICS network of professionals from across the life cycle of the built environment to ensure FM has a seat at the table from design through disposition.

Last fiscal year we reported the launch of our FM Research and Benchmarking Institute (RBI), as well as a new organization

dedicated to smart building technology: the Built Environment Technology Association (BETA). RBI continues to produce in-depth FM research, such as a new report on operations and maintenance, while BETA is working to refine its go-to-market strategy as a think tank for companies on the leading edge of smart buildings. In addition, our regional advisory boards – Europe, Americas and Asia-Pacific – are now in their second year of providing location-specific insights to our global board.

To support these initiatives, in FY18 we undertook an extensive change management process called Appreciative Inquiry (AI), which engages input from all organization stakeholders to envision a desired future state and determine steps to achieve it. Through AI, we identified shared goals for IFMA's future: sharpening FM skills, providing an exceptional member experience, increasing visibility of FM and equipping the industry to lead innovation. These themes have informed our organizational strategy and will shape our activities over the next several years.

We also saw change in the executive leadership on staff, including the departure of CEO Tony Keane in May 2018. I will continue to work with the executive committee of the board (chair, vice chair and second vice chair) in FY19 to identify the right fit to fill this role and lead the association toward the goals of our strategic plan.



WILLIAM M. O'NEILL, CFM
Chair, 2017-18 Global Board of Directors



IFMA is on the right path to represent and advance the profession.



Key Relationships



Collaborates closely with IFMA
to build global visibility for FM.

rics.org



IFMATM
International Facility Management Association

Facility managers improve
business and our lives.

IFMA helps them make it possible.

ifma.org



Built Environment
Technology Association

New association launched in 2017
with support from IFMA for
professionals dealing with
built environment technology.

smartbeta.tech



**IFMA
FOUNDATION**
MAKING FM A CAREER OF CHOICE

Separate entity within IFMA
organizational umbrella dedicated
to making FM a career of choice.

foundation.ifma.org



**IFMA
FM Research
& Benchmarking
Institute**

Separate entity within IFMA
organizational umbrella charged
with producing FM academic
and applied research
and benchmarking studies.

research.ifma.org

Strategy Map

Long-term stakeholder value

VISION

To be the global standard and resource for facility management.

MISSION

To advance the professional discipline of facility management worldwide.

CREDO

We believe people come first. We are committed to enable, empower and equip facility management professionals. We provide training and knowledge sharing to support safe, sustainable and resilient workplaces focused on achieving organizational goals. We are committed to advancing the industry by conducting all our activities in accordance with our core values as stewards of the built environment.

Learn **Connect** **Advance**

IFMA FY18 Annual Report

STAKEHOLDER PERSPECTIVE

Provide exceptional value and credibility by leveraging credentials, knowledge sharing and experience by providing geographically relevant offerings.

INTERNAL PERSPECTIVE

Deliver exceptional value to stakeholders by optimizing governance, systems and alignment.

LEARNING AND GROWTH PERSPECTIVE

Magnify the importance of facility management worldwide by fostering a culture of innovation, passion and meaning among stakeholders.

FINANCIAL PERSPECTIVE

Exercise fiduciary responsibility and accountability through diversified revenue, distributed risk, case and investment management, and prudent decision making.

Global
Community



Membership



Sustainability



Knowledge/
Education



STRATEGIC THEMES

Milestones *by month*

JULY

ISO/TR 41013
FM – Scope, key
concepts and
benefits published

IFMA Engage
discussion
platform launched

Guangzhou
(China) Chapter
and Retail
Council
formed



AUGUST

IFMA begins
Appreciative
Inquiry process

Hurricane Harvey
hits IFMA
headquarters city
of Houston,
Texas, USA

SEPTEMBER

Advocacy Day
and Public
Policy Forum
Washington, D.C., USA

World Workplace
China Conference
and Expo
Shanghai, PRC

CFM Connect
and Knowledge
Library FM Pulse
blogs launched



OCTOBER

World Workplace
Conference
and Expo
Houston, Texas, USA

Release of O&M
Benchmarking
Report

NOVEMBER

FM recognized
as standalone
profession by U.S.
Department of Labor
Bureau of Labor
Statistics Standard
Occupational
Classification Code

FM training
language included
in U.S. H.R.
4243 VA Asset &
Infrastructure
Review Act

DECEMBER

FM credentials
included in
reauthorization of U.S.
Higher Education Act

FM training program
participation in
Canadian Building
Energy Innovators
Council

FM internship
program established
in Maryland by
Division of Workforce
Development

Milestones *by month*



2018



JANUARY

25th anniversary of CFM and 30th anniversary of FMJ

IFMA launches coordinated search engine marketing program



FEBRUARY

SAME-IFMA FM Workshop
San Antonio, Texas, USA

Chennai (India) & Chaffey College (U.S.) chapters formed

IFMA brings management of chapter insurance back in house

MARCH

World Workplace India Conference and Expo
Mumbai, Maharashtra, India

Facility Fusion U.S. Conference and Expo
Chicago, Illinois, USA

UK Chapter formed

FM/FBPTA language included in U.S. Omnibus Spending Package

Brand standards section published on IFMA website

APRIL

ISO 41001 FM – Management systems – Requirements with guidance for use published

Launch of Strategic FM Framework with RICS

World Workplace Forum Middle East Conference & Expo | *Dubai, UAE*

FM recognized in EU Energy Performance of Buildings Directive

IFMA Second Vice Chair Lynn Baez testifies before U.S. House Committee on Transportation and Infrastructure

MAY

Launch of Career Compass tool for IFMA-RICS suite of credentials & qualifications

World FM Day

World Workplace Europe Conference & Expo
Barcelona, Spain

JUNE

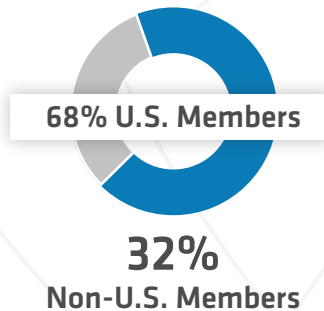
International Sustainable Asset Management Conference
Atlanta, Georgia, USA

Membership *by the numbers*

IFMA members are individuals from around the world with a professional interest in facility management. Whether they're students, practicing facility managers at any stage of their career or suppliers of products and services that support the industry, IFMA members represent a highly connected community dedicated to solving shared challenges and advancing the profession.

In 2017-18, IFMA added five new components, while net membership remained steady with the prior fiscal year.

KEY MEMBER STATS



COMPONENT GROUPS

IFMA has three types of networking groups, collectively known as components:

1. Location-based **chapters** to connect members within a given region;
2. Industry-specific **councils** to connect members who manage the same type of facility;
3. Topic-focused **communities** to connect members with an interest in a specific aspect or core competency of FM practice.



FIVE NEW COMPONENTS FORMED

Guangzhou (China) Chapter, *July 2017*

Retail Council, *July 2017*

Chennai (India) Chapter, *February 2018*

Chaffey College (U.S.) Student Chapter, *February 2018*

UK Chapter, *March 2018*

MEMBERSHIP SERVICES

Average response time to new email inquiries: **0.74 business day**

Number of thank-you cards mailed to members: **1,131**

Component leader tools and resources

Component leaders are members who volunteer their time to guide IFMA's networking groups. IFMA staff has a team dedicated to assisting these leaders with needs related to managing component operations.

In 2017-18, staff increased the focus on providing tools and training for volunteer leaders:

- ✓ Centralized management of U.S. chapter insurance to relieve administrative burden on each individually incorporated chapter entity
- ✓ Held monthly webinars, including virtual town halls and best practice sharing sessions on topics from fundraising to providing IFMA training courses
- ✓ Launched Race to Charlotte monthly activity contest for components leading up to World Workplace 2018 to increase engagement
- ✓ Updated digital toolkit, including templates, guides and examples of successes
- ✓ Conducted regional chapter leader orientation and training in Atlanta, Chicago and New York



New benefit for members:

Engage discussion platform

In July 2017, IFMA unveiled Engage, an online discussion forum and resource sharing platform exclusively for members. In addition to highly active posting and comment threads, the site regularly spotlights individual members to share their unique FM journeys and IFMA stories.

LAUNCHED JULY 2017

- ▶ 42,658 total logins
- ▶ 11,930 library downloads
- ▶ 3,793 total posts
- ▶ 829 new discussion threads

TOP DISCUSSIONS

- Add, Move and Change Policy
- Sit/Stand Desks for Everyone?
- Space Heaters, Fragrances and Candles – Poking the FM Bear!
- Sound Masking

Recognizing Excellence

IFMA's annual Awards of Excellence recognize the outstanding achievements of individual members, chapters, councils, communities and partners. Each year, awards are presented at World Workplace, honoring those who have made exceptional contributions to the advancement of the FM profession and the association.

2017 AWARDS OF EXCELLENCE WINNERS

CHAPTER EXCELLENCE IN PROFESSIONAL DEVELOPMENT

San Diego Chapter

CHAPTER EXCELLENCE IN WEB COMMUNICATION

LARGE CHAPTER
Capital Chapter

SMALL CHAPTER
Central
Pennsylvania Chapter

COMMUNITY EXCELLENCE IN COMMUNICATIONS

Workplace Evolutionaries

EMERGING PROFESSIONAL OF THE YEAR

Caitlin Schaapman

ASSOCIATE MEMBER OF THE YEAR

Christian Pellecchia

DISTINGUISHED MEMBER OF THE YEAR

Larry Morgan, CFM, SFP, FMP

COUNCIL OF THE YEAR

Legal Industry
Council

STUDENT CHAPTER OF THE YEAR

Greater Phoenix
Student Chapter

CHAPTER OF THE YEAR

San Diego Chapter

SHEILA SHERIDAN AWARD FOR SUSTAINABLE FACILITY OPERATIONS AND MANAGEMENT

Global Property Team, ARM

GEORGE GRAVES AWARD FOR FACILITY MANAGEMENT ACHIEVEMENT

YMUS Cypress Facility
Department, Yamaha Motor
Corporation

FACILITY MANAGEMENT INNOVATION OF THE YEAR

Madhav Karandikar,
Symantec Corp.

DISTINGUISHED AUTHORS OF THE YEAR

WEB | Stephen Monaco, AIA

ARTICLE | Bill Conley, CFM, SFP, FMP, IFMA Fellow

BOOK | Nancy Johnson Sanquist, IFMA Fellow,
Diane Coles Levine, MCR

SPECIAL HONORS

Each chair of IFMA's global board of directors may opt to award a discretionary citation to one or more individuals for outstanding contributions to the association, the profession and the board of directors.

■ 2017 CHAIR'S CITATION – Kate North



Jim Whittaker, Collins Osayamwen, Kate North, Rick Corea

Fellowship is the highest honor bestowed by the association. The Fellowship program was established in 1992 to recognize members who have distinguished themselves by achievement in and around IFMA and the field of facility management.

■ 2017 CLASS OF IFMA FELLOWS

RICK COREA, IFMA Fellow

COLLINS OSAYAMWEN, MSc., CFM, FMP, IFMA Fellow

JAMES P. WHITTAKER, P.E., CFM, CEFP, FRICS, IFMA Fellow

As leaders in their respective industries, IFMA Corporate Sustaining Partners (CSPs) are constantly innovating. These best-in-class organizations make a substantial investment in the facility management community, contributing more than half a million dollars annually to the association.

As advisers, topic experts and change leaders, they are committed to the success of the professionals they support. To help IFMA professional members make informed decisions about their facilities, CSPs:

- ▶ share survey and research results;
- ▶ share information on new methods and groundbreaking products;
- ▶ contribute industry white papers and case studies to IFMA's Knowledge Library;
- ▶ contribute articles to FMJ magazine;
- ▶ partner with IFMA to fund research, benchmarking and educational projects.



CSPS AS OF JUNE 30, 2018 (LISTED BY LENGTH OF PARTNERSHIP)



Professional Development *Programs*

CREDENTIALS



Certified Facility Manager® (CFM®)

2,613

430 retired CFMs



Facility Management Professional™ (FMP®)

8,874



Sustainability Facility Professional® (SFP®)

879

Total IFMA credential holders as of June 2018

12,796
(up 12% from FY17)

APPLICATIONS SUBMITTED

- ▶ 257 CFM (up 5%)
- ▶ 1,259 FMP (up 27%)
- ▶ 103 SFP

WHO OFFERS IFMA TRAINING?

- ▶ Corporate teams
- ▶ Global training affiliates
- ▶ Government agencies
- ▶ IFMA components
- ▶ Universities

QUALIFIED INSTRUCTORS

Many IFMA credential holders earn their designations in courses and workshops taught by IFMA Qualified Instructors. In FY18:

- ▶ Added 9 new IFMA Qualified Instructors
- ▶ IFMA Qualified Instructors taught more than 200 classroom courses

TRAINING MATERIALS

- ▶ Essentials of FM®
- ▶ FMP Credential Program®
- ▶ SFP Credential Program®
- ▶ FM Learning System®
for CFM Exam prep
- ▶ On-demand video courses

FY18 was a year of building momentum, particularly for the FMP, as IFMA continues to drive increased credential activity.

After last fiscal year's transition to house educational programs on a new platform shared by IFMA and RICS at www.fm.training, IFMA focused on increasing training website traffic, updating the CFM Exam and continuing to raise the profile of the IFMA-RICS suite of credentials and professional qualifications.

This was supported by findings indicating the lifetime value of IFMA credentials from the return on investment research study titled, "Evaluating the Value: IFMA Facility Management Credentials."

Professional Development Programs



FM.TRAINING
6 NEW ►
ON-DEMAND
VIDEO COURSES



HAPPY BIRTHDAY, CFM!

2018 IS THE CFM'S 25TH ANNIVERSARY.

IFMA is celebrating both the anniversary and the first class of CFMs® with special announcements, recognition in print and at IFMA events, limited-time offers to CFM candidates and more throughout the year.

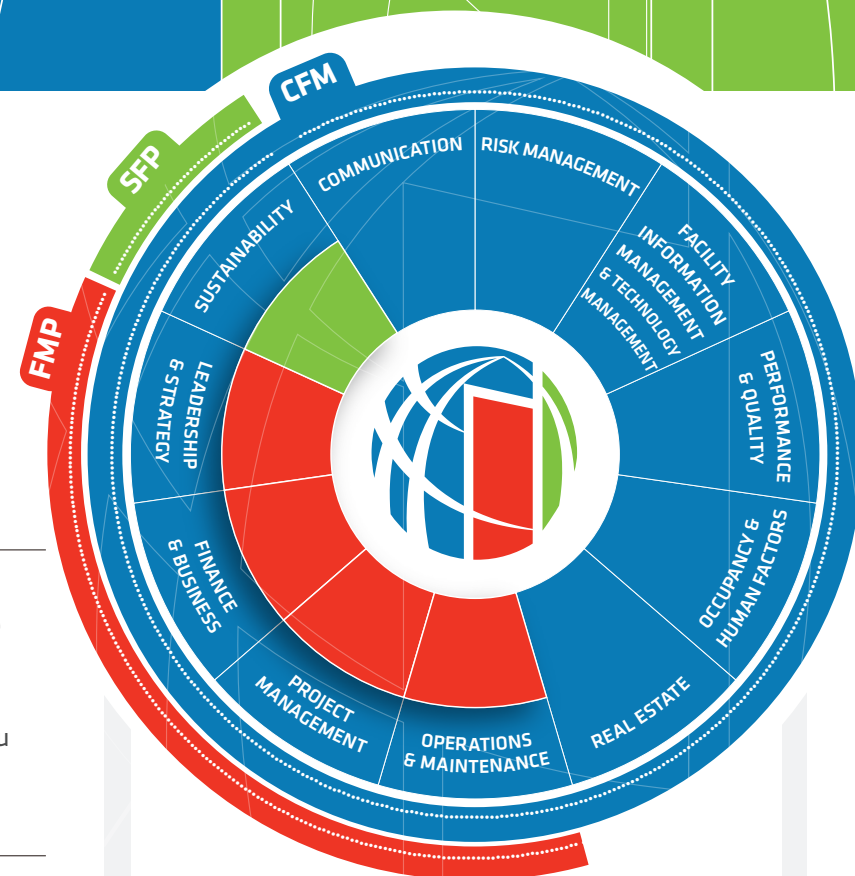
1. The Language of Metrics: How FMs Measure Success
2. A Total Life Cycle Approach Enabling Efficient, Effective and Economic Built Space Functionality
3. A Shark Tank Survival Guide for the FM
4. Capital and Annual Budgeting
5. The Power of a Coaching Culture in Facility Management
6. Bombs, Suspicious Packages and Active Shooters: How Do You Respond at Your Workplace

FM.TRAINING WEBSITE

- 190,398 total website users (up 349%*)
- 189,193 new website users (up 340%*)
- 386,880 website sessions (up 349%*)
- 76.9% of users were new to the site

*Over prior year. Data from FY17 begins Dec. 19, 2016

► **Brought 66,790 total (64,445 new) visitors to site**



11

CORE COMPETENCIES OF FACILITY MANAGEMENT

- Facility Management Professional
- Sustainability Facility Professional
- Certified Facility Manager

EDUCATIONAL CONTENT DEVELOPMENT

IFMA released an updated CFM Exam in summer 2018 to reflect revised core competencies identified by the most recent Global Job Task Analysis.

NEW SITE FEATURE: CAREER COMPASS ►►►►►

Launched May 2018, the Career Compass is a free tool to help users determine which training program best fits their needs and professional goals.

In the first 4 months, matched 1,500+ candidates with an IFMA credential



IFMA™

International Facility Management Association

Empowering Facility Professionals Worldwide

In FY18, IFMA held nine conferences across five countries in three continents and contributed to celebrations worldwide in conjunction with World FM Day.

Advocacy Day and Public Policy Forum

Sept. 12-13, 2017
Washington, D.C., USA

INAUGURAL World Workplace China Conference and Expo

Sept. 14-15, 2017
Shanghai, China



World Workplace Conference and Expo

Oct. 18-20, 2017 | Houston, Texas, USA

- ▶ Nearly 4,000 attendees, despite devastation of Hurricane Harvey to City of Houston just six weeks prior
- ▶ Themed “We are FM: A Universe of Possibilities”
- ▶ Keynote speakers: Economist Jeremy Rifkin and astronauts Mark & Scott Kelly
- ▶ Event tweets earned 107.3K impressions
- ▶ New features: Facility tour “field trip” for a behind-the-scenes look at NASA Johnson Space Center, community service project to help a nonprofit youth sports club rebuild damaged facilities, Credentials Lounge for those with designations to network with their global peers



SAME-IFMA FM Workshop

Feb. 7-9, 2018
San Antonio, Texas, USA

- ▶ Hosted in conjunction with the Society for American Military Engineers
- ▶ Highest number of attendees to date: 420+

World Workplace India Conference and Expo

March 16-17, 2018
Mumbai, Maharashtra, India



Facility Fusion U.S. Conference and Expo

March 20-22, 2018
Chicago, Illinois, USA

- ▶ Sold-out expo included first Emerging Technology Showcase section
- ▶ Approximately 1,000 attendees
- ▶ Workplace Evolutionaries and Environmental Stewardship, Utilities & Sustainability Communities collaborated to host a full-day pre-conference workshop

World Workplace Forum Middle East Conference and Expo

April 19, 2018 | Dubai, UAE

- ▶ Hosted in conjunction with RICS
- ▶ Served as launch event for Strategic FM Framework



World Workplace Europe Conference and Expo

May 15-17, 2018 | Barcelona, Spain

- ▶ Hosted in conjunction with RICS
- ▶ Unique venue: Casa de Llotja de Mar, a 14th century Catalan Gothic building

World FM Day

May 16, 2018 | Worldwide

- ▶ Press release was picked up by 183 outlets within first 24 hours (potential reach of 14.5M people) and IFMA's World FM Day tweets earned 52K impressions
- ▶ Staff co-hosted luncheon meeting with Houston Chapter (attended by 70+) and continued 5 Days of Gratitude FM content and resource sharing
- ▶ Facility Management Consultants Council held its annual "around the world" webinar series

International Sustainable Asset Management Conference

June 4-6, 2018

Atlanta, Georgia, USA

- ▶ Hosted in conjunction with the Hartsfield-Jackson Atlanta International Airport



For me, World Workplace is the highlight of the FM year. Fantastic networking with FMs from around the world, and inspiration gained from the many great presentations."

– Kati Barklund, Senior Solution Specialist – Modern Workplace, Microsoft, Stockholm, Sweden

Global Standards

IFMA is a key contributor to development of global standards for FM as administrator for the International Organization for Standardization (ISO) U.S. Advisory Group for Technical Committee 267 on behalf of the American National Standards Institute.

► Supported publication of two new international standards:

1. ISO/TR 41013 FM – Scope, key concepts and benefits (published July 2017)
2. ISO 41001 FM – Management systems – Requirements with guidance for use (published April 2018 with U.S. convenorship)

► Supported proposal of two additional FM standards, both of which are approved for development:

- ISO 41014 – Facility Management – Development of facility management strategy
- ISO 41015 – Facility Management – Influencing behaviors for improved facility outcomes and user experience

► Formed working group to draft new ISO 41015 standard: Working Group 5 – Human Experience

Government Relations

IFMA continues to effectively inform and shape FM-related public policy around the world with involvement from the Government Affairs Committee.

In FY18 IFMA assisted the U.S. government in better tracking and reducing the size of its real estate portfolio, worked with the European Union to identify FM as an effective tool in reducing energy use and focused on growing FM-related workforce development programs around the globe.

FY18 HIGHLIGHTS

► FM recognized as standalone profession by U.S. Department of Labor Bureau of Labor Statistics Standard Occupational Classification Code (November 2017)

- Result of seven-year effort by IFMA

► Inclusion of FM training language in House Resolution 4243 U.S. Department of Veterans Affairs Asset and Infrastructure Review Act (November 2017)

► Inclusion of FM credentials in reauthorization of U.S. Higher Education Act (December 2017)

► FM training program participation in Canadian Building Energy Innovators Council (2017)

► FM Internship Program established in Maryland through Division of Workforce Development (2017)

► Inclusion of FM/Federal Buildings Personnel Training Act language in U.S. Omnibus Spending Package (March 2018)

► FM recognition in EU Energy Performance of Buildings Directive (April 2018)

► IFMA Second Vice Chair Lynn Baez testimony before U.S. House Committee on Transportation and Infrastructure (April 2018)

► Worked with international chapters to increase recognition of FM profession from governments around the world

► Expanded use of IFMA state and local advocacy programs

► Continued leadership of the U.S. High Performance Buildings Congressional Caucus Coalition

► Continued collaboration with the Illuminating Engineering Society of North America, the U.S. General Services Administration and the U.S. Department of Energy on the Interior Lighting Campaign, an initiative to encourage FM's to implement high-efficiency interior lighting solutions

Digital Media

MEMBER COMMUNICATION CHANNELS

The WIRE

biweekly newsletter sharing latest association updates

- Revamped content and presentation to increase focus on exceptional member experience

CFM Connect

information hub on ifma.org for CFM news and updates

- Launched July 2017

IFMA Insider

weekly briefs aggregating FM industry news from around the web

- 1 global edition
- 4 regional editions: Canada, U.S. Northeast, U.S. West Coast, U.S. Southern

Component Leader Update

biweekly newsletter with tools and resources for component leaders

IFMA also works with vendors to offer:

- ▶ JobNet FM job board – jobnet.ifma.org
 - Added dynamic listing of latest job postings to home page of ifma.org
- ▶ FM Buyer's Guide – onlinefmguide.com

In addition to the main association website, ifma.org, IFMA manages individual websites for conferences, councils, communities, and the global and regional boards.

40+ total web properties

IFMA.ORG STATS:

- 942,970 sessions
- 473,820 users
- 3,244,738 page views
- 3.44 pages/session
- Avg. session duration: 2:55 (industry benchmark: 2:33)
- Bounce rate: 42.69% (industry benchmark: 56%)

SOCIAL CHANNELS

KEY MESSAGING THEMES

FM industry **unification** through standards and professional development • Strategic **integration** of FM into the broader built environment industry • Developing the **next generation** of FM talent



in

▲ 5.9%*

LinkedIn Group Members:

62,146



in

▲ 19.3%*

LinkedIn Company Page Followers:

17,372



▲ 6.8%*

Twitter Followers:

20,739



▲ 24.1%*

Facebook Page Likes:

8,448

*Year over year

16.1K photos posted on Flickr • 242.7K views on YouTube

PUBLIC RELATIONS

IFMA's global industry and trade coverage remains strong, particularly with robust gains in Europe with the relaunch of World Workplace Europe and the formation of an IFMA chapter in the United Kingdom.

- ▶ Earned media coverage potential reach: 250+ million views
- ▶ Estimated ad value: US\$2.4 million

Knowledge Library

community.ifma.org/knowledge_library



Initially launched in 2015, the Knowledge Library is the largest repository of FM-related content on the web. Pieces are sourced from numerous contributors and reviewed for quality and relevance by a team of FMs from among IFMA membership.

FY18 HIGHLIGHTS

- Hosted first contributor appreciation event at World Workplace
- Introduced monthly campaign to feature exceptional contributors
- Expanded FM Pulse blog to include Knowledge Library tutorial content
- Increased content promotion efforts through social media and IFMA communication channels
- Added one-click Knowledge Pass subscription ad to simplify Knowledge Pass sign-up process
- Created custom tagging to enhance how users find content from their favorite authors

USERS:

- ▶ 3,436 total
- ▶ 1,729 active
- ▶ 518 Knowledge Pass subscribers
- ▶ 88 average monthly new user signups

CONTENT:

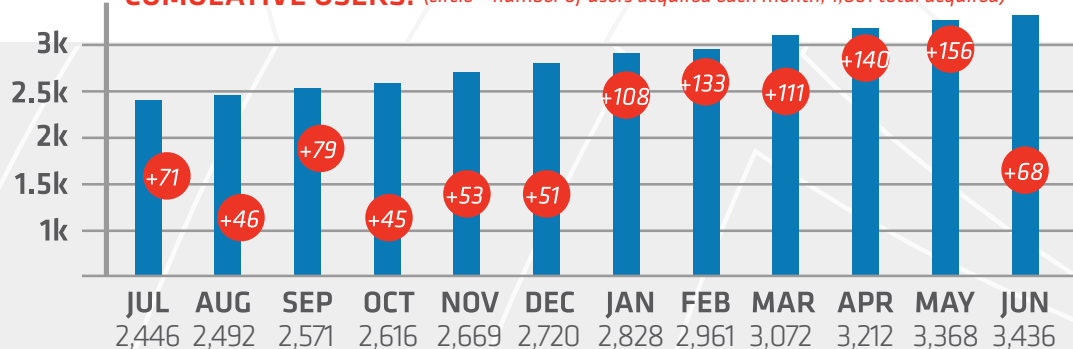
- ▶ 62,428 downloads
- ▶ 934 total published pieces
- ▶ 121 new published pieces
- ▶ 11 content types:

1. Articles	5. How-tos	9. Templates
2. Benchmarking	6. Podcasts	10. Videos
3. Blogs	7. Presentations	11. White papers
4. Case studies	8. Research	

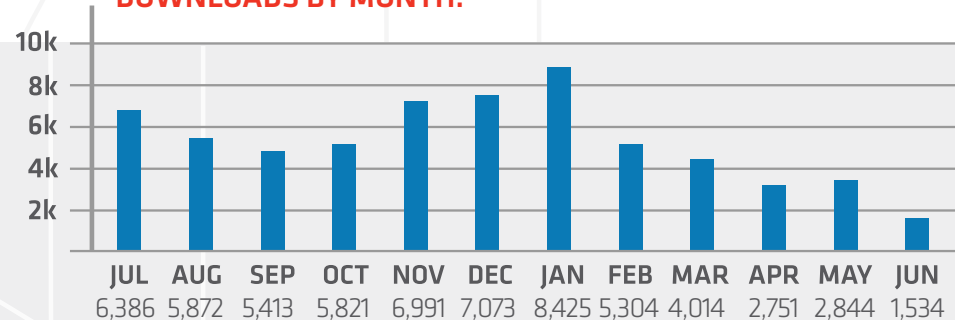
TOP 10 DOWNLOADS

1. Facility Management History and Evolution 1,463
2. Redefining the Executive View of FM 1,385
3. Is There a Standard in Rooftop Fall Protection? 735
4. An Inside Look at FM Outsourcing Research Report 27 498
5. Six Critical Factors for Facilities 449
6. Sustainability How-To Guide: Global Green Cleaning 431
7. Trends and Developments Within FM 323
8. A Comprehensive Safety Program Checklist 319
9. Change Management and the Facility Manager 308
10. A Survey Instrument for Evaluating Workplace Occupant Satisfaction 283

CUMULATIVE USERS: (circle = number of users acquired each month; 1,061 total acquired)



DOWNLOADS BY MONTH:



TOTAL DOWNLOADS: 62,428

- ✓ IFMA's official magazine, written by and for workplace professionals
- ✓ Articles offer practical takeaways and globally applicable best practices to help readers optimize their facilities
- ✓ Distributed six times a year in print and online (January, March, May, July, September and December)
- ✓ Digital version includes enhanced content like extra articles, videos, podcasts



FY18 ISSUES

► **JULY/AUGUST:**
Safety, Security and Risk

► **SEPTEMBER/OCTOBER:**
People, Process, Place

► **NOVEMBER/DECEMBER:**
Technology & Next-Generation FM

► **JANUARY/FEBRUARY:**
Form Meets Function

► **MARCH/APRIL:**
Financing FM

► **MAY/JUNE:**
Owning O&M

CELEBRATING 30 YEARS

1988: IFMA launches quarterly IFMA Journal

1989: IFMA Journal increases to bimonthly

1990: IFMA Journal renamed Facility Management Journal

2005: Publication transitions to perfect bound (flat spine)

2014: Magazine rebranded as IFMA's FMJ

2018: FMJ turns 30



READERSHIP INSIGHTS

In FY18, FMJ coordinated with the FM Research and Benchmarking Institute to complete its first reader survey since 2009.

- **Most common job titles:**
 - Facility Director (53.3 percent)
 - Operations (22.6 percent)
- **Top sectors represented:**
 1. Manufacturing/industrial
 2. Nonprofit
 3. Banking/finance
- **Top professional challenges:**
 1. Cost management
 2. Staffing/personnel
 3. Occupant relations/customer service
- **50% have been in the industry more than 20 years**
- **42% are exclusive decision makers for FM purchases**

61.8% of readers report budgets of US\$1M+

Subscriptions

PRINT SUBSCRIPTIONS BY ISSUE:

	FY18	FY17	% CHANGE
July/Aug	4,052	3,918	3.42 ▲
Sept/Oct	4,548	4,150	9.59 ▲
Nov/Dec	4,345	3,753	15.77 ▲
Jan/Feb	4,627	4,119	12.33 ▲
Mar/Apr	4,576	4,355	5.07 ▲
May/Jun	4,992	3,446	44.86 ▲

DIGITAL EDITION

- Transitioned to new online platform in June with enhanced features:
 - Improved archive interface
 - Embedded video
 - Ability to listen to audio of each article

UNIQUE PAGE VIEWS:

Aug 17	26,078	Feb 18	36,715
Sep 17	54,893	Mar 18	44,706
Oct 17	37,746	Apr 18	33,862
Nov 17	43,171	May 18	40,255
Dec 17	35,608	Jun 18	19,515*
Jan 18	43,958		

*New platform transition caused temporary dip in page views



@TheFMJ: 6.9K followers (21.8%▲)



@IFMAFMJ: 1.7K likes (9.9%▲)

Special Project: Appreciative Inquiry

WHAT IS APPRECIATIVE INQUIRY (AI)?

- ▶ Strengths-based organizational change approach
- ▶ Enacts change by identifying and leveraging an organization's positive core (rather than focusing on overcoming weakness)
- ▶ Seeks input from all stakeholders to collectively envision a desired future state

WHY AI?

Following several bold changes enacted by the global board and senior staff, other IFMA stakeholders – including members, Fellows, component leaders and staff – expressed the desire to be able to provide increased input on the association's direction.

▶ FOUR-STEP PROCESS:

1. Discovery
2. Dream
3. Design
4. Destiny



AI TIMELINE



JULY 2017
Global Board
Chair Bill O'Neill
takes office

AUG. 22-23
Staff and Fellows/Board Workshops
Houston, Texas, USA

- ▶ Attendees paired up to share high point stories
- ▶ Small groups use high points to identify common themes
- ▶ Attendees draft stakeholder interview questions for core topics identified
 - Fellows/Board prefer staff questions

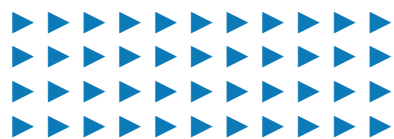
AUG. 24
9 Stakeholder Groups Identified:

1. Staff
2. Board of directors
3. Fellows
4. Chapter leaders
5. Council leaders
6. Community leaders
7. Professional members
8. Associate members
9. Instructors

**Stakeholder
Questions Finalized**

• 70% of questions
originated with staff





Appreciative Inquiry

Timeline continued

AUG. 25-28

Hurricane Harvey makes landfall over Texas as Category 4 storm

- Decision to relieve Houston-based staff of conducting stakeholder interviews

AUG. 28 - SEPT. 14

Stakeholder interviews to identify IFMA's positive core conducted by Fellows, board members and staff volunteers

SEPT. 14-19

Compiled summary reports of interviews, including data on stories, quotes and stakeholder dreams for future of IFMA



SEPT. 19-20

**Discovery and Dream Workshop
Chicago, Illinois, USA**

- ▶ Included 17 representatives from all stakeholder groups
- ▶ Outcome: Developed 4 Aspirational Statements for future of IFMA:
 1. Sharpening FM Skills
 2. Exceptional Member Experience
 3. Broadening and Globally Advancing the FM Profession
 4. Evolution of the Global FM Profession and its Member-Centric Association

OCT. 16-20

Appreciative Inquiry at World Workplace

- ▶ Progress update at global board meeting
- ▶ Presented Aspirational Statements at House of Delegates annual business meeting
- ▶ Gathered member feedback on aspirational statements via video, in-person interviews and written comments
- ▶ Presentation and panel discussion on IFMA's AI process

JAN. 11, 2018

Staff follow up workshop to identify where statements intersect with current initiatives and where changes may occur quickly if budget and resources allow

FEB. 2

Staff low-hanging fruit and long-term recommendations presented to board

APRIL

Staff develop progress chart of completed, ongoing and in-progress initiatives supporting aspirations



NEXT STEPS

Appreciative Inquiry process pilot for IFMA components with Chesapeake Chapter

Financial standing

Total revenues for fiscal year 2018 were US\$15.0 million, down US\$1.2 million (-7.2%) from the previous year. Total expenses for the fiscal year were US\$16.0 million, down US\$649K (-3.9%).

Direct expenses associated with the delivery of products and services were US\$9.3 million, and indirect operational expenses were US\$6.6 million. The net impact on income from operations was negative US\$945K, or US\$1.2 million unfavorable to budget.

At fiscal year-end, revenues from conferences and exhibitions stood at US\$4.6 million (30.8% of total revenue), down US\$775K from the prior year. Professional development revenues stood at US\$4.5 million (30.3% of total revenues), up US\$66K from the prior year. Rounding out the major revenue business units, membership revenue was at US\$4.5 million (29.7% of total revenue), down US\$252K from prior year. Total assets decreased -10.4% to US\$8.1 million.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	FY18 June 30	FY17 June 30
OPERATING REVENUES		
Membership	\$4,456,215	\$4,707,891
Professional development	\$4,539,864	\$4,473,500
Conferences and events	\$4,613,867	\$5,388,894
Publications	\$845,740	\$905,305
Research	\$0	\$2,185
Communities	\$50,135	\$38,216
Other revenue	\$0	\$384,283
Subsidiaries	\$491,683	\$259,366
Total operating revenues	\$14,997,504	\$16,159,639
OPERATING EXPENSES		
IFMA	\$8,893,906	\$9,707,319
Subsidiaries	\$415,177	\$226,059
Total operating expenses	\$9,309,083	\$9,933,378
Gross margin	\$5,688,421	\$6,226,261
MANAGEMENT, GENERAL AND ADMIN EXPENSES		
IFMA	\$5,911,549	\$6,348,572
Subsidiaries	\$721,857	\$309,929
Total management, general and admin expenses	\$6,633,406	\$6,658,501
Net operating gain (loss)	(\$944,985)	(\$432,240)
Non-operating	\$(275,020)	\$298,928
Net (Income)/Loss attributable to non-controlling interest	\$16,758	\$0
Net income (loss)	(\$1,203,247)	(\$133,312)

Amounts listed in USD. All FY18 figures are pre-audit.

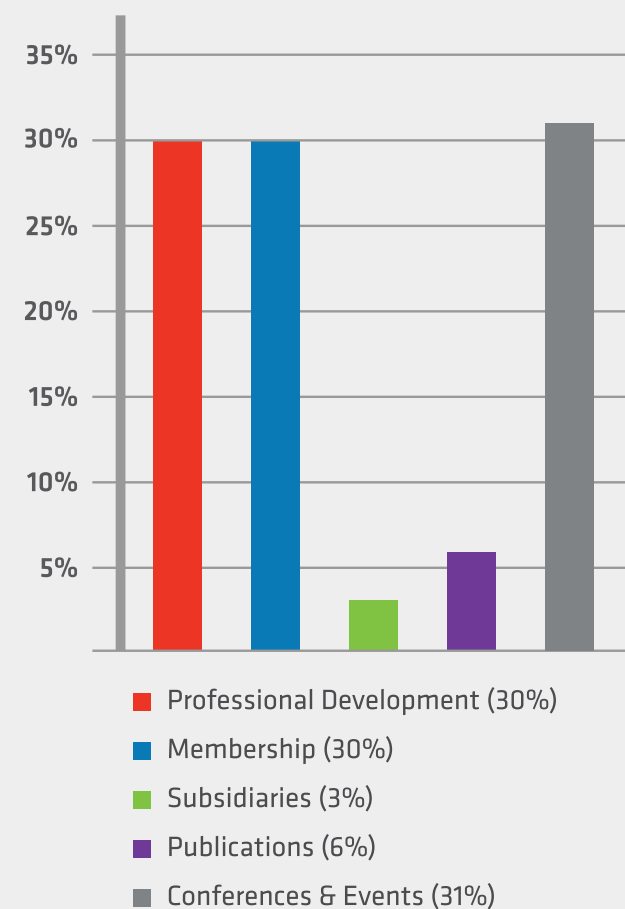
Financial standing cont.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	FY18 June 30	FY17 June 30
CURRENT ASSETS		
Cash	\$505,659	\$473,890
Accounts receivable, net	\$777,260	\$1,040,271
Foundation receivable, net	\$502,459	\$553,798
Inventory	\$26,417	\$29,888
Prepaid expenses and deferred program costs	\$374,094	\$473,467
Total current assets	\$2,185,889	\$2,571,313
Investments	\$3,860,886	\$3,972,599
Property and equipment, net	\$1,503,566	\$1,835,369
Other assets	\$581,081	\$693,600
Total assets	\$8,131,422	\$9,072,881
LIABILITIES		
Accounts payable trade	\$604,121	\$630,849
Accounts payable – chapters and councils	\$146,868	\$155,152
Accrued expenses	\$760,363	\$745,857
Deferred revenue	\$4,089,877	\$4,199,106
Portfolio loan	\$1,826,061	\$1,456,020
Total liabilities	\$7,427,289	\$7,186,984
NET ASSETS		
Beginning of year net assets	\$1,924,138	\$2,019,210
Non-Controlling Interest	(\$16,758)	\$0
Net income (loss)	(\$1,203,247)	(\$133,312)
Total net assets	\$704,133	\$1,885,897
Total liabilities and net assets	\$8,131,422	\$9,072,881

Amounts listed in USD. All FY18 figures are pre-audit.

Revenue Composition



Global Board of Directors

2017-2018

CHAIR

William M. O'Neill, CFM

FIRST VICE CHAIR

Graham John Tier, CFM, FMP, MRICS

SECOND VICE CHAIR

Lynn N. Baez, CFM, SFP, FMP, CBCP

PAST CHAIR

Maureen Ehrenberg, FRICS, CRE

EX OFFICIO

Tony Keane, CAE

DIRECTORS

Peter Ankerstjerne, MBA, COP, FRICS, IFMA Fellow
Diane Coles-Levine, MCR
Keith A. Dias, P.E., CFM
Laurie A. Gilmer, P.E., CFM, SFP, LEED AP, CxA
Wayne Harvey, CFM, SFP, LEED AP
Gordon Hicks, P.Eng., LEED AP
Louise Panneton
Darrell D. Smith



LEFT TO RIGHT – STANDING: Laurie Gilmer, Darrell Smith, Wayne Harvey, Peter Ankerstjerne, Louise Panneton, Gord Hicks, Keith Dias, Diane Coles-Levine SEATED: Maureen Ehrenberg, Tony Keane, Bill O'Neill, Graham Tier, Lynn Baez



IFMA is the world's largest and most widely recognized international association for facility management professionals, supporting 24,000 members in more than 100 countries. This diverse membership participates in focused component groups equipped to address their unique situations by region (136 chapters), industry (16 councils) and areas of interest (six communities). Together they manage more than 78 billion square feet of property and annually purchase more than US\$526 billion in products and services.

Formed in 1980, IFMA certifies professionals in facility management, conducts research, provides educational programs, content and resources, and produces World Workplace, the world's largest series of facility management conferences and expositions.

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