



The Facilitator

August 2005

Kansas City Chapter of International Facility Management Association

Coming . . . Educational Seminar

DELIVERING POWER PRESENTATIONS: HOW TO ADAPT PEOPLE TO IDEAS AND IDEAS TO PEOPLE

Presenter: Dr. Steven Beebe

September 20, 2005

8:30—11:30 a.m.

This seminar presents a unique audience-centered approach to designing and delivering presentations based on Dr. Beebe's best-selling book Public Speaking: An Audience-Centered Approach, co-authored with Susan Beebe. Dr. Beebe's books have been used at hundreds of universities throughout the world.

How do you manage your anxiety and nervousness when you speak publicly?

How do you capture and maintain audience member's attention?

How do you present a focused, well-organized presentation?

How do you adapt your message to different kinds of listeners?

These are just a few of the topics that will be addressed in this lively and informative presentation. In this interactive seminar, Dr. Beebe will help you develop memorable and powerful presentations that achieve results. Whether your goal is to share information or to persuade others to adopt your ideas, this presentation will give you classic and contemporary tips to make you a more powerful communicator.



And following the seminar, the September monthly program meeting will feature Dr. Beebe presenting "A Leader's Skill in Listening." More information on the lunch program may be found on page 3.

Make sure you take advantage of the FREE FM Audio Seminars provided monthly. It takes about two hours of your day once a month and is a great opportunity to network with your fellow IFMA members and share tips and tricks on the presentation topic.

Information on upcoming seminars is available on the IFMA web site. Just look on the calendar and don't forget to sign up online.

P.S. It's FREE!!

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August Program Preview

By Sandy Hicks

Archibus at Johnson County, Kansas – A Success Story

Johnson County Facilities management began Archibus implementation five years ago. In 2002, we reported on how implementation was accomplished with a limited staff. The department has since grown, and its use of Archibus has grown with it. In addition, other agencies within County Government have begun to use Archibus for their own operational needs.

All of the maintenance staff is now using the building Ops Module; the Information Technology Services networking group has been trained in the use of the Telecom Module; the Sheriff's office is using the F&E Module for tracking its computers and other fixed assets; the Airport Commission has purchased the RP&L Module to track its lease holdings; and departments are tracking their staff in the Space Module.

The County has included specifications in their contracts for new facility design requiring Archibus based deliverables, such as equipment data, room finishes and all space polylined in both a composite and all room inventories. The Emergency Management department has plans to use the Emergency Prep Module to assist in its Continuity of Government Plan, and the governing Board of County Commissioners recognizes that most of the decisions developed using SMP Module are thorough, complete and reliable. In short, Johnson County has taken Archibus and truly turned it into a Total Infrastructure Facilities Management Tool.

The presenter is Mike Chamberlin. Mike is the Information Systems Administrator for the Facilities Management Department of Johnson County, Kansas. In January of 2000, he left the County Appraiser's office, where he spent 5½ years as the applications manager, GIS administrator and web page developer, to manage the Archibus project. Prior to that, Mike worked for a neighboring county, starting as a COBOL programmer, moving up to systems administrator, and finally to GIS manager. In all, he has over 15 years in local government information systems.

Mike received his Bachelor of Science degree from the University of South Florida in Tampa in 1982, and also served in the U.S. Army, where he was introduced to database management.

Date:	Tuesday, August 16, 2005
Time:	11:30 a.m. – 1:00 p.m.
Location:	7311 W 130 th Street South Creek Building 7 Overland Park, Kansas
Cost:	Online payment - \$15 members; \$20 non-members At the door - \$20 members; \$25 non-members
Parking:	Free parking provided at the site
Directions:	From 435 & Metcalf, go south on Metcalf, making sure to stay on Metcalf when you approach 119th St. (stay to the left). Go south to 130th St. and turn right. Take the first left into the parking lot. It is the building on your left.
IFMA contacts:	Sandy Hicks (816) 395-2400 or Kelly Hayes (913) 715-1152

PLEASE RSVP BEFORE MIDNIGHT ON 8/13/05.

Welcome to our Newest Chapter Members:

Marie Galvas
Allsteel

Rick Kenton
Ferguson Enterprises

Shawn Fox
SE Fox

Rob Nichols
American Academy of Family Physicians

Herman Weist
The Contract Studio

... And, Coming In September

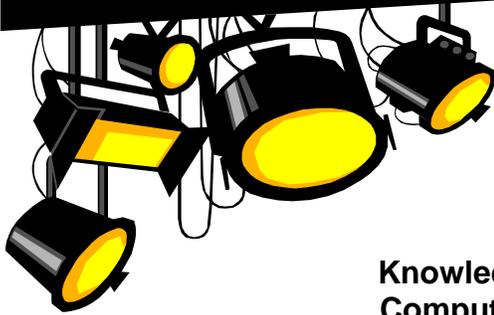
A Leader's Skill in Listening

Do you want to be a better manager, a better leader? Do you want to be more effective with people?

You spend more time listening than any other communication activity, yet few people have had formal training in listening skills. In this motivational presentation, Dr. Beebe will share practical ideas for enhancing the key leadership skill of listening. Learn how to both enhance your skill in remembering information and how to enhance the quality of relationships with others through the art of listening.

Dr. Steven Beebe presented to KCIFMA in April of 2003 on "Communication Etiquette" and "Holding Effective Meetings." He is a remarkable speaker, with so much information to share, we just had to have him back So, here he is again by popular demand. Please plan to join us for both these informative events.

The program location will be at the Kauffman Foundation, 4801 Rockhill Road. Watch for more information in the September newsletter regarding this event or check the website at www.kcifma.com.



FOCUS FEATURE

Knowledge Center - Return on Investment for Computerized Facility Management Systems

By Michael Schley
President, FM:Systems

Benefits from automating facility management systems are hard to quantify. Nevertheless, conservative estimates can be used as tests of reasonableness to justify the cost savings due to automated tools. The benefits derived from a good CAFM system fall into three categories.

1. Savings in Facility Management Staff Time. As with all white collar tasks, productivity benefits from CAFM systems are difficult to quantify. Nevertheless, where facility management tasks are done manually, a case for specific cost savings can be made. In particular, where tasks such as departmental area calculations, generating space chargeback reports, producing color-coded departmental occupancy drawings, or producing CAD drawings annotated with employee names are currently done manually or are done on CAD without a CAFM system, substantial savings of can be expected.

Example: Savings of 20-40 staff hours per month per million square feet can be expected. Assuming a labor rate of \$50/hour (with benefits and overhead burden), this will result in an offset savings of \$24,000 to \$48,000 per year.

2. Improvements in the Delivery of Facility Management Services. A significant benefit of a CAFM system is its ability to provide better information for making facility management decisions. With a CAFM system, it becomes much easier to identify under-utilized or vacant space, thus resulting in improved space efficiency.

Example: At a typical cost of \$20/square foot/year to lease (or own) and operate a facility, a 2% improvement in space efficiency will save \$800,000 per year.

3. Improvements in Organizational Efficiency. A good CAFM system will support better design of space and improved allocation of space. This translates into improved efficiency for the organization. These benefits are the most difficult to quantify, but result in the most substantial cost savings.

Example: If a CAFM system can allocate space to reduce average trip time by 5 minutes per day per employee, the savings to a company with 10,000 employees at an average wage rate of \$30/hour (with overhead and benefits) are more than \$5,000,000 per year.

Example: Similarly, if better forecasting and planning can reduce the number of moves per year and reduce the churn rate from 50% to 40%, significant down-time costs can be avoided. Finally, improved space functionality (better matching of job functions to offices provided) that results in a 1% productivity gain will save another \$5,000,000 per year. Of course, to realize any cost savings, the software must support efficient data entry and the system must be properly managed. None of these benefits can be proved precisely. However, the savings are large enough, that a credible, conservative case can usually be made that a well operated CAFM system will significantly reduce operating costs.

* Examples are based on a 2,000,000 square foot facility.

This is a white paper taken from the FM:Systems website (http://www.fmsystems.com/knowledge_white.html) and used with their permission.

Scholarship Committee Names KC IFMA Scholars

By Peter Wieczkowski

Peter Wieczkowski, the Chairman of the Scholarship Committee, is pleased to announce the KC IFMA Scholars for 2005-2006. Peter recognizes the hard work of the Scholarship Committee, comprised of Dick Cooper, Linda DeTienne, Paige Price, Shannan Berkbuegler, Julie Robinson, Michael Short and Randee Werts. The committee reviewed the extensive application packets received from applicants representing five universities in Kansas and Missouri. This year, the committee was especially challenged by the transition from fall scholarship awards to spring awards, resulting in the need to evaluate two sets of applicants in the single year. The committee noted exceptional quality in the applicants' academic background, commitment to facility management, and involvement in the community.

With the very strong quality of applicants, the committee elected to award the \$5000 scholarship among four recipients.

The Kansas City Chapter of IFMA is proud to honor the following students as KC IFMA Scholars:



Ms. Janet Alley is a second-year student at **Johnson County Community College**. She decided to return to school after a 25-year absence and became a non-traditional student pursuing a degree in Interior Design. She hopes to help enable retirees to equip their homes for aging in place and to educate clients in the use of universal design. Ms. Alley is married and has two children; her oldest child is attending Pitt State while also in the Kansas Air Guard, and her youngest child recently left for Marine Corps Recruit training in San Diego.

Ms. Jennifer Andalikiewicz is a senior in Architectural Engineering at the **University of Kansas**. She is active in the KU Architectural Engineering community, holding leadership positions in the Engineering Student Council and KU Constructors, and the Emerging Green Builders chapter which she helped to establish. In her spare time, Ms. Andalikiewicz is training for the Chicago Marathon and will be a TA for the Math Department in the Fall. Ms. Andalikiewicz is considering a career as a construction manager or design engineer.



Ms. Jennifer West has completed her fourth year in Interior Architecture and Product Design at **Kansas State University**. She has recently completed five weeks of study in Tanzania, Africa, completing the requirement to be recognized as a National Fulbright-Hays Scholar. Her university and peer awards cover a broad scope including awards in the Delineation Competition, home design, logo design and speech. Ms. West looks forward to pursuing her passion for people while designing, continually advancing and excelling in her career.

Ms. Ying-Ting Wu is currently a senior in the Department of Architectural Studies at the **University of Missouri–Columbia**. She has an associate degree in Japanese from JiangNan University, China. She interned at Tongji University of Shanghai, China Architectural Design Institution as a Residential Building & Landscaping designer. Ms. Wu has been a recipient of the following scholarships: 2004 University of Missouri Department of Architectural Studies Mary Dillingham Memorial Scholarship; 2004-2005 and 2005-2006 KCIFMA Scholarship; 2005 University of Missouri Carol Williams/K Rogers Scholarship; and 2005 University of Missouri Department of Architectural Stud-



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INTERNATIONAL NEWS

IFMA's 2005 Fall Symposium

Philadelphia Marriott
Philadelphia, PA
October 19-22, 2005

A collection of IFMA Competency Courses formerly known as Pre-Conference Education

Taking place prior to IFMA's World Workplace Conference and Expo 2005 from October 19-22 at the Philadelphia Marriot, the Fall Symposium is an ideal educational "appetizer" before heading to IFMA's largest educational and networking event of the year! Whether you're pursuing a credentialing program, seeking increased networking opportunities, or simply want to improve your knowledge and skills, IFMA's 2005 Fall Symposium is an informative, affordable and convenient answer to your professional development needs.

For more information on course offerings or to register now, visit:

www.ifma.org/profdev/symposium/fall2005.cfm

Most Popular Course is in Houston This August

The Business of FM will be hosted in Houston, Texas on August 23-26, 2005 at IFMA Headquarters. Spend four days immersed in the principles, characteristics, theories, and concepts that make up the business and operations of facility management. This comprehensive course will include an introduction to FM and explore the various avenues for managing, advancing, and evaluating the business of FM. Delivered by outstanding FM experts, "The Business of FM" will provide you with a better understanding of the profession and practice of facility management.

IFMA Members - \$995 (U.S.)
Non-Members - \$1,195 (U.S.)

Credits: 3.0 CEUs; 2 FMP Credits/Area 1

Call 1-713-623-4362 for more information and to register now.

Participate in the New Benchmarking Survey

As an active IFMA member, we welcome your participation in the *2005 Operations and Maintenance Benchmarks Survey*, our annual benchmarking study. Take this opportunity to connect with your fellow facility professionals and compare your organization's operations to others. There is no cost to participate, and you will receive a free copy of the report when it is completed.

Copies of the survey were mailed to all North American members in May. If you did not receive a copy and would like to participate, e-mail your request to research@ifma.org. You can also access an electronic version of the survey at:

www.ifma.org/learning/research/benchmarking.cfm

Surveys are due back by September 1. If you have any questions regarding the survey, please contact Shari Epstein at 713-623-4362 or research@ifma.org.

INTERNATIONAL NEWS, *cont'd.*

IFMA Newsreel

Following are more key days, noteworthy events, and contributions by pivotal players in the early years of IFMA.

1994 - William L. Gregory, PE, CFM, IFMA Fellow was president. The Board of Directors was expanded to include representatives from European and Pacific Rim Regions. IFMA partners with EuroFM to conduct EuroFM/IFMA conferences in Europe. IFMA Headquarters had 33 staff members. Membership surpassed 13,000. Four chapters were chartered.

1995 - Richard R. Cooper Jr., CFM, IFMA Fellow was chairman. World Workplace debuts in Miami Beach, Fla., U.S. IFMA Headquarters had 35 staff members. Membership surpassed 14,000.

1996 - C. Frederick Hess, CFM was chairman. World Workplace Europe, Barcelona, Spain. World Workplace, Salt Lake City, Utah, U.S. IFMA became a founding member of the Building Performance Consortium and a sponsor of the first National Building Summit. IFMAOnLine was introduced, as a forerunner of IFMANet. IFMA issued standards for FM professional degree programs. IFMA Headquarters had 37 staff members. Membership surpassed 14,500. Three chapters were chartered.

Industry and Interest Day

Added Value! Included in your conference registration fee for World Workplace is admission to the Industry & Interest Day sessions hosted by IFMA's industry-specific councils. Sessions are scheduled for October 23, 2005 at 9:30 a.m. until 10:45 a.m. at the Philadelphia Convention Center.

LEADERSHIP CORNER

Quotes from Life's Little Instruction Book:

- *Don't discuss business in elevators. You never know who may be listening.*
- *Praise in public; criticize in private.*
- *Never waste an opportunity to tell good employees how much they mean to the company.*
- *Learn to show enthusiasm even when you don't feel like it.*

CFMs Know—Do You?

Which of the following types of flooring would you recommend for installation in a commercial kitchen?

- A. Commercial grade carpet that is easy to walk on.
- B. Linoleum which has a luster and never needs to be waxed.
- C. Non-slip quarry tile with tile coverings on walls.
- D. Concrete which is easy to sweep and damp mop.

The answer can be found on page 13.

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ies Linda Wellons Richichi Award. Ms. Wu is also a member of Student Environmental Design Association and International Furnishing and Design Association. Ms. Wu is fluent in speaking and writing in English, Chinese and Japanese.

Two of our recipients had the opportunity to share their thoughts with the membership of the Kansas City Chapter. Ms. Wu writes, "Receiving of the KCIFMA Scholarship gives me great confidence in continuing studying as an architectural student." Ms. Alley indicates, "I will use my scholarship to help pay for books, gas, and transportation to and from the college as well as any incidentals in my studio classes this next year."

Congratulations to this excellent group of students on being recognized for their potential for excellence in Facility Management.

Website FAQs

- **What is my username and password?** For member log-in to the KC IFMA website, your username is the membership number assigned to you by IFMA National and the password is your last name.
 - **How do I update my personal information?** You can update your personal information and change your password by accessing your profile. After logging on, click on "Update Account Info" and make the changes.
 - **Where do I go to order a new name tag?** To order a name tag, log-in to the KC IFMA website, click on "Resources" and click on "Name Tag Order Form".
 - **I'm looking for employment. Does kcifma.com post any job openings?** To see a list of job postings sent to KC IFMA by employers, log-in to website and click on "Resources" and then "Job Postings".
 - **How do I contact a Board member?** To contact a Board member, log-in to the KC IFMA website, click on "Members" and then on "Executive Committee".
 - **I would like to join a committee and become more involved with the Chapter. Where do I find the list and description of the committees?** Log-in to the KC IFMA website, and at the home page, click on "Contact Us". Scroll down the page slightly to see a listing and description of the committees for the Chapter. You can even click on the link to the chairperson and send them an email with your questions!
 - **I am interested in becoming a Certified Facility Manager. Where can I find more information on the educational requirements?** Log-in to the KC IFMA website and click on "Benefits". Then click on "Professional Development". You can then click on "Certification".
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Program Review—Today's Realities and Tomorrow's Opportunities

By Teresa Reicherter

What is your biggest challenge as a Facility Management professional today? According to Dave Brady, President and CEO of IFMA, it is the fact that the scope of responsibilities for facility management are becoming less distinct and requiring a wider array of competencies. To do our jobs, we must be able to interact to a greater degree with finance, human resources, and information technology. Our future is leading us to collaborate with other professional organizations, to gain the skills that are going to be required of us.



Teena Shouse, First Vice Chairman, and Dave Brady, gave us an informative presentation as to what facility management will look like for us in the future; where we've been, and where we are going.



This was achieved through the Facility Management 2010 Forecasting Team, brought together by IFMA, to identify the critical issues that are facing FM today. The Team was comprised of ten persons with varying expertise: government security, corporate real estate, design, engineering, manufacturing, and technology.

Of the top ten issues recognized, three pertained directly to Facilities.

The Team identified six levels of competencies to expand to in 2010.

- Security
- Strategic Planning
- Energy Management
- Productivity Management
- Negotiation Strategies
- Sourced Services Management

Seven skills were identified that will need to be obtained or strengthened for the facility management professional.

- Project Team Building
- Innovation
- Motivational Training
- Cultural Diversity
- Entrepreneurial Value
- Adaptability
- Multi-Lingual Capabilities

Many of the issues found relate to our workplace and building structures. Our workplace is becoming less defined by physical attributes and more defined by our technology and virtual environments. A significant portion of our building stock is entering a cycle requiring large amounts of capital for improvement or replacement. Properties where maintenance has been deferred are entering stages of severe deterioration. This is where the skills of a professional CFM are needed to evaluate and offer their knowledge and expertise to remedy the situation.

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There has been an ongoing transition in facility management, and it will continue to change even more in the years to 2010. Global demographic changes are occurring due to age, workplace expectations, lifestyles, education, gender and work style. Our work force is slowly shifting, still comprised of the Traditionalists, those born prior to 1946; Baby Boomers, 1946 to 1964; Generation X, 1965 to 1985; and the Millennials, those born 1986 to today.

Those loyal, stable Traditionalists are still in the workplace, and many are finding themselves managed by the Gen Xers. The fairly stable Baby Boomers are still there. We have all heard about the Generation X, known as the slackers, the cynics, the 'latch key' kids; highly creative, ready to change status quo, but with unfavorable experience concerning corporate ethics. Then we have the up and coming, self-driven, action and technology oriented Millennials. They are comfortable with constant rapid change. This generation is the one that has led many organizations to change.

IFMA today offers the video conferencing programs, CFM, and competencies on line. Much of the reason can be pointed to this up and coming generation that is pushing the change towards technology. They know what they want, and if they don't get it, they will go elsewhere. The human factor is becoming the most critical element in the workplace requiring us to focus on an infrastructure based on productivity, security, health and environmental monitoring, human identification, customized work environments, and remote work.

Security

Facility managers and organizations are lacking the adequate preparedness for inevitable terrorist attacks. We are finding that we are ill prepared for targets such as water, food supplies, chemical plants, office complexes, energy grids, pipelines, bridges, tunnels and our ports. Dave recommended the book "America the Vulnerable" by Stephen Flynn. It describes how the security measures that the U.S. has thought through actually just serve to do nothing more than deter amateurs and vandals.

Security is looking like it will become our 10th competency. Human identification is becoming a major concern. The focus on contingency planning and business continuity must be enhanced. The challenge will be to design facilities that give the inhabitants the feeling of security, without a 'bunker' feel.

The FM Profession

We need to be developing long term corporate strategies rather than short term focus on tactics. We will be focusing on the facilitation of interaction and less on the distribution of physical space. Strategic facility planning and budgeting will become more complex through this shift.

Workplace of Tomorrow

A workplace that is distributed but yet connected, that facilitates work anytime and anyplace, face to face or virtual environment, will be the prerequisite of an organization's success and survival. The focus on a personalized, yet flexible workplace will be the norm. The shortening of lease cycles will be necessary as organizations demands ways to change as business changes, and the workday will be directed by responsibilities for 24/7 global business.

Human Resources

There will be an increased expectation for workplace amenities, we will find ourselves dealing more with independent, professional, workforce-free agents, and massive labor shortages will become a reality. Dave recommended the book 'Impending Crisis: Too Many Jobs, Too Few People' by Roger Herman. "By 2010, it is expected that there will be over 10 million more jobs to fill than there are workers in the civilian labor force." "Every type of enterprise will face a critical shortage of skilled workers."

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Quick Pix



July Meeting Registration



Teresa Reicherter, Program Chair



July Meeting Attendees



Members Networking After the July Program



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Technology

Escalating energy prices will mandate a greater change to intelligent buildings. With technology comes the 'blurring' of business, leisure and family life, the commonality of global standards, interoperability becomes reality, and knowledge management systems will be norm.

Sustainability

We will need to shift our thinking to the total cost of ownership over the life cycle versus just operating costs. This will become the expectation from the community and no longer just 'a nice thing to do'. Global environmental policies and regulations will force this shift.

Energy

Our energy sources are ever increasing to the exposure of sabotage and terrorism. Environmental considerations will take lead regarding energy. Regulation and deregulation will cause complexity and the management of changing costs due to deregulated environments.

Sourcing

Sourcing is evolving into a strategic process of an organization. However, the pool of 'qualified' personnel is more limited than originally 'insinuated'. The issue of concern here will be performance problems that will need to be remedied. From the Harvard Business Review 2005 "Only 6% of the companies that outsource are satisfied with the practice because they tend to focus on incremental cost improvements rather than taking a strategic view of the capability sourcing".

Teena ended the presentation with a look at her future as the Chairperson. She stressed the importance of an executive summary and the balance scorecard with regards to where we are headed, and the new and greater responsibilities that are inevitable. 'This keeps us on course.' Teena has always been an advocate for professional development and

The International Facility Management Association presents

THE FM EVENT YOU CAN'T AFFORD TO MISS

Join us in historic Philadelphia at the premier event for facility management professionals. Celebrate IFMA's silver anniversary with three days of exceptional education, networking and previews of products and services coming in 2006, all brought to you by the association serving the FM industry.

If you attend one FM event in the coming year, make it IFMA's World Workplace Conference and Expo this October!

Take advantage of early-bird rates. Register online today at www.worldworkplace.org or call 713-623-4362 to speak to an IFMA representative.

Don't miss the FM event in 2005!



she will continue to do so, especially with the 2010 Forecast.

What an honor it was for the Kansas City Chapter to have our President and CEO, Dave Brady and our very own, Teena Shouse, present to us. We would like to thank them for this opportunity. Kansas City is among the first to hear what the FM future is forecast to hold. The Program and Education committees will be focused on providing educational opportunities and information that support these competencies that were identified through the Forecast 2010. We thank all those that were able to attend.

Kansas City Chapter
INTERNATIONAL FACILITY MANAGEMENT ASSOCIATION CALENDAR

(All dates and times are subject to change)

DATE SPONSOR	PROGRAM	LOCATION	TIME
August 16 KC IFMA	Archibus at Johnson County, KS	7311 W. 130th Street South Creek Bldg. 7, Ste. 100 Overland Park, KS 66213	11:30 a.m.-1:00 p.m.
August 18 FM Audio Seminar	Business Process Improvement for FM	BNIM Architects 106 W. 14th Street, 29th Floor Kansas City, MO 64105	11:45 a.m.-1:30 p.m.
August 23 or 25 KC IFMA	Blueprints—Basics & Advanced	TBD	Two, one-half day sessions
August 23-26 IFMA	The Business of FM	Houston, TX	
September 15 FM Audio Seminar	The Cabling Controversy: An Overview of the 2002 NEC Regulations on Permitted and Abandoned Cabling	BNIM Architects 106 W. 14th Street, 29th Floor Kansas City, MO 64105	11:45 a.m.-1:30 p.m.
September 20 KC IFMA	Delivering Power Presentations: How to Adapt People to Ideas and Ideas to People by Dr. Steven Beebe	Kauffman Foundation 4801 Rockhill Road Kansas City, MO	8:30 a.m.-11:30 a.m.
September 20 KC IFMA	A Leader's Skill in Listening by Dr. Steven Beebe	Kauffman Foundation 4801 Rockhill Road Kansas City, MO	11:30 a.m.-1:00 p.m.
October 19-22 IFMA	2005 Fall Symposium	Philadelphia Marriot Philadelphia, PA	
October 23-25 IFMA	World Workplace 2005 Conference and Expo	Philadelphia, PA	

**Answer to CFMs Know—
Do You:**

C. Non-slip quarry tile with tile coverings on walls.

*Kansas City Chapter of International
Facility Management Association*

The International Facility Management Association is a growing, fast-paced organization whose purpose is to strengthen and advance the knowledge base essential to leading the integration and optimization of the built environment worldwide. The Kansas City Chapter of IFMA is dedicated to carrying out this goal through the work of its members and the leadership of its Board of Directors.