



To: BSA Board of Directors and BSA Foundation Board of Trustees  
From: Tamara Roy AIA, BSA Board President  
Re: Agenda & materials  
Date: Friday, October 7, 2016

---

The next meeting of the BSA board is on Friday, October 7 at 9:00 am at BSA Space.

#### **AGENDA**

- 9:00 am Call to Order
- Approval of the September minutes [VOTE]
- 9:05 am ABX Update
- 9:15 am Appointment of members to the two task forces
- Recommend guidelines for the use of money from the sale of ABX
  - Joint committee of BSA, BSA Foundation and staff to define the future of the organizations' business model including:
    - A review of BSA and Foundation services, programs and activities with the available BSA and Foundation resources.
    - Recommended new potential revenue streams and opportunities for long-term financial growth.
- 9:25 am Review of the 2017 BSA Budget
- Approved budget recommended for membership approval at annual meeting [VOTE]
- 11:00am Adjourn

#### **ENCLOSURES**

September Board Meeting Minutes	p. 2
BSA Task Force Descriptions	p. 4
Budget memo	p. 5
Budget (detailed)	p. 15



## September 9, 2016 Minutes of the BSA Board

Present: Jeffry Burchard AIA, Jean Carroon FAIA, Brandon Clifford, Jim Collins FAIA, Mike Davis FAIA, Rick Dimino, David Eisen FAIA, Natasha Espada AIA, Joe Geller, Stephen Gray, Assoc. AIA, Peter Kuttner FAIA, Tim Love AIA, Mark Pasnik AIA, Tamara Roy AIA, Patti Seitz AIA, Brad Walker AIA

*Staff: Billy Craig, Pamela de Oliveira-Smith, Mark Ruckman, Eric White*

Absent: Greg Bialecki, Carol Burns FAIA, David Fannon AIA, Kelly Hutzell AIA, Glen LeRoy FAIA, Elizabeth Minnis AIA, Elise Woodward AIA

---

Call to order: Noting the presence of a quorum, President Roy called the meeting to order at 8:05 am, welcomed the board, and announced that everything discussed in this meeting must remain confidential, not to be shared outside of the BSA Board.

Minutes of prior meeting: Upon a motion by Collins, seconded by Seitz, it was  
  
VOTED to accept the minutes of the July 15, 2016 Board meeting as submitted;  
  
Unanimous.

ABX Recommendation/Discussion President Roy kicked off the ABX discussion by acknowledging the hard work that the ABX Task Force (Craig, Davis, Fannon, Gray, Roy, Seitz, White) did over the summer and thanking all for their service. She, Davis, and Seitz reviewed the key points in the ABX Recommendation memo and recommendations to create two subcommittees to make recommendations on the use of sale money, and a subcommittee to make recommendations on future business operations of the BSA.

Treasurer Collins reviewed the financial scenario outlined in the ABX Recommendation memo.

Discussion on the opportunities and challenges regarding the sale ensued with emphasis on and confirmation that the BSA would retain input in workshop content, educational certification, and branding.

Upon a motion by Carroon, seconded by Gray, it was

VOTED to approve the sale of ABX to Diversified and authorized the Executive Committee to review and finalize terms of the sale in the best interest of the BSA.

Unanimous.

Peter Papesch AIA memo on new fossil fuel supply lines Carroon shared a request from BSA Sustainability Education Committee and Back Bay Green Initiative Co-chair, Peter Papesch AIA requesting a motion that the BSA is opposed to the introduction of any new fossil fuel supply lines into the Commonwealth of Massachusetts.

The Board determined that it is a state issue, not a Boston issue and determined not to move on it.

Adjourn

Upon a motion by Carroon, seconded by Davis, it was

VOTED to adjourn the meeting;

Unanimous.

Respectfully submitted

A handwritten signature in black ink, consisting of a series of sharp, vertical strokes followed by a circular flourish and a horizontal line extending to the right.

Mark Pasnik AIA  
Secretary



To: BSA Board of Directors and BSA Foundation Board of Trustees  
From: Tamara Roy AIA, BSA Board President  
Re: Task Forces for Business Development  
Date: Friday, October 7, 2016

---

The BSA has identified two task forces to plan our future and we are looking for volunteers.

1. ABX Task Force

Task: Recommend guidelines to the BSA Board for the use of money from the sale of ABX.

Timeframe: Beginning in October and wrap up by the November Board meeting.

Number of members: 5-7 people from BSA Board, advisors and staff

2. Business Development Task Force

Task: Create a business model for the BSA and BSA Foundation that includes:

- Recommended BSA and Foundation services, programs and activities built upon a sustainable funding model.
- Assesses current business efficiencies and recommends changes to management to improve operations.
- Recommends new potential revenue streams and opportunities for long-term financial growth.

Timeframe: Beginning in November after ABX (staff fully invested in managing ABX, member renewals, Fundraising breakfast, etc. until November). Anticipate 6-8 months (June/July 2017) for the task force to complete their work.

Number of members: 5 people from BSA Board, 5 from BSA Foundation Board, 5 staff and additional advisors if recommended by the boards.

To: BSA Executive Committee  
Fr: Eric White  
Re: 2017 Budget & 2016 Reforecast  
Dt: September 29, 2016

---

2017 is the BSA's 150<sup>th</sup> anniversary, 25<sup>th</sup> anniversary of KidsBuild!, 20<sup>th</sup> year of *ArchitectureBoston*, and 5<sup>th</sup> anniversary of BSA Space. We are planning a number of celebrations to recognize these important dates, especially the BSA's impressive sesquicentennial.

From a budget standpoint, 2017 is also an important year to set the stage for the future of the BSA and BSA Foundation. Attached is the BSA's reforecast for 2016 and proposed budget for 2017. While 2016 appears to be close to our original budget forecast and we anticipate a modest surplus, this is very much dependent upon the performance of ABX. Forecasting 2017 is difficult with the implications of lower operating revenue from ABX and advertising sales create as well as increases in some operating expenses are challenging.

Our proposed BSA 2017 budget requires some important conversations. Short of major changes the BSA operating budget will have a significant deficit. As the joint BSA and BSA Foundation Board Meeting noted, the future of these two organizations is intertwined and planning to address the financial future should involve representatives of both organizations. We will want to begin examining what are the critical services, programs and activities performed by the BSA and Foundation as well as the future opportunities we should invest in. BSA goals for increasing public awareness and civic and community impact are highly dependent upon a successful and thriving BSA Foundation. A thriving BSA is also critical to the growth of the Foundation.

The goal of this Board Meeting is twofold:

- Review the 2017 budget recognizing that this is an important bridge year transitioning from an organization that draws \$1M net annually from ABX to an organization that will be developing a different business model. This bridge should be a short-term as we look to improve efficiency and develop new revenue streams. For 2017 the Board will need to decide how much of a deficit you are willing to accept for the year recognizing that such a request is not sustainable and this is a bridge to getting us to a long-term strategy.
- Creating two task forces to address the use of ABX sales money and establishing the future business strategies for the BSA and BSA Foundation. These task forces are:
  - BSA Task Force 1 – responsible for making recommendations establishing guidelines for the use of the money from the sale of ABX. This task force will likely need to only meet 1-3 times to complete their recommendations.
  - Task Force 2 – is made up of BSA, BSA Foundation, key advisors and staff to recommend to the Boards a joint business development plan. This task force will likely need to meet regularly to assess both the current status and future opportunities of both the BSA and BSA Foundation. We look to this group to complete their work in six months with recommendations to both Boards for their consideration.

## **2016 Reforecast**

In 2015 we ended the year with an operating surplus of \$110K (after depreciation we had a deficit of \$140K). For 2016 we anticipate an operating *surplus* of approximately \$77K. As noted above, this forecast is entirely dependent upon the success of ABX which is very complicated this year – particularly with changes to our sales team. The following items notable items affecting 2016 reforecast:

**ABX revenue** from vendors is down from last year and about \$150K, though our expenses are also down some. Our focus now is on registration numbers.

**Membership** revenue is on target with budget and close to last year's numbers. Professional membership continues to grow, though firm and corporate affiliate revenue continues to lag. 2017 feature a number of new strategies to increase membership including new membership structures and benefits.

**Professional programming** net is roughly on target to budget.

**ArchitectureBoston** advertising revenue is down significantly (\$70 - \$100K) as TMS has found vendors have less interest in advertising. Expenses remain close to target.

**Advocacy/Civic** expenses are on target and we are getting a strong return on value for these expenses.

**Design Awards Gala** finished break even and **Design Awards** close to target.

**Homeowners Project Handbook** had another good year with a \$10K surplus.

**Committees** as a whole continue to be very frugal and will be significantly below their budgets.

**Room rentals** are forecasted down as we have not been able to devote as much staff attention to sales.

**Staff compensation** is below budget and significantly down from 2015 after staff restructuring and we have not filled two positions that left. One of the positions, web designer, we have contracted out the work while the other, ABX Director, has been picked up by the managing directors and staff.

**Investments** have increased significantly, though we are cautious not to forecast too significant an increase.

## **2017 Budget Analysis**

The 2017 budget is radically from 2016 and most important we forecast a significant deficit for the year as we move away from ownership of ABX and prepare a new financial model. In preparing this year's budget we did some analysis of not just the 2015 budget, 2009 budget (our last year before diving into 290 congress), a review of opportunities discussed and a brief look at a few other AIA Chapters as well as a few other similar business models.

Comparing our budget to 2015 actuals reveals that we were incredibly diversified while managing tremendous financial change. 70% of our revenue came from two revenue sources – ABX and Membership, while staffing and ABX account for nearly 60% of BSA expenses. For 2017 membership currently accounts for 58% of revenue and staffing is currently budgeted to account for 40% of the BSA budget. Our goal for membership should be closer to 30% and we need to ensure more staff is concentrating on generating revenue.

Comparing our budget to 2009 is also very interesting. It goes without saying that we are a completely different organization and the economic world is very different. There are, however, some interesting points:

- a. Our revenue from awards programs now generates significantly less than 2009, while expenses have increased. We are doing a better job promoting awards through the marketing partnership (which has increased our expenses), but we are not getting the financial return.
- b. We have significantly less expense and revenue from programs. The overall balance is positive, however, there are key categories – particularly professional programs – that produced a significant net in 2009 that no longer produce.
- c. As expected our cash outlay for the building is significantly higher today – up 270% - than at 52 Broad.
- d. We are spending about 40% more on AIA MA now than in 2009.
- e. Staffing is significantly higher today than in 2009. If you add in the Foundation our staffing expenses are up 47% from 2009. Much of this comes from *ArchitectureBoston*, civic, exhibition and public program/youth programming.
- f. Accounting expenses are significantly higher – up 102%. The majority of this is due to an annual audit and significantly higher credit card fees.
- g. AB expenses have increased 33% while revenue next year is predicted flat.
- h. Technology expenses have increased particularly in the networking category.

While we looked at several other chapters, only AIA New York is comparable to the BSA in economic value, program diversity and service. AIANY is also divided into two organizations and the AIA chapter has an annual budget of roughly \$4M. A direct comparison between 2015 Actuals for BSA and New York and 2017 BSA budget is below:

<b>Revenue</b>	<b>AIA NY 2015</b>	<b>BSA 2015</b>	<b>BSA 2017</b>
Total	\$4M	\$5.7 M	\$3.6M
Fundraising events	\$1.4M	\$0	\$0
Membership	\$1.3M	\$2M	\$2M
Professional programs	\$650K	\$2.6M	\$361K
Publications	\$254K	\$730K	\$600K
Committees	\$200K	\$ 7K	\$ 40K
Design Awards	\$105K	\$207K	\$212K
Investment	\$ 55K	\$178K	\$199K
<b>Expenses</b>			
Total	\$3.9M	\$5.6M	\$4.1M
Compensation/benefits	\$1.75M	\$1.74M	\$1.63M
Building	\$513K	\$450K	\$490K
Programs	\$586K	\$1.7M	\$118K
Committees	\$136K	\$ 18K	\$ 52K
Publications	\$107K	\$451K	\$460K
Design Awards	\$ 55K	\$177K	\$204K

AIANY's greatest revenue comes from their fundraising awards program and membership. BSA has been ABX (identified in programs) and membership. We will explore how AIANY is generating revenue from their committees which appear to be a good revenue stream. Interestingly we receive stronger advertising and

web support (listed under publications) – where our revenue primarily comes from AB (\$200 - \$300K), Jobs page (\$125K), and other publication/online ads (\$110K). AIANY is spending about \$60-\$70K producing their magazine Oculus (not including staff).

## **2017 Budget Proposal**

The sale of ABX radically changes the BSA's budget. We are beginning the conversation with a 2017 operating deficit of \$480K and requests for over \$200K in capital expenditures. We have not presented a budget with such an enormous deficit and cannot do so for more than one year. It is critical that we move forward on planning to reduce expenses and build new revenue streams. We also point out that there are several areas of question and requests for increases that result in a significant deficit budget. These include:

- Significant uncertainty in advertising sales as we shift from TMS to a new contractor (currently interviewing).
- Increase of \$25K in rent (increases every 5 years)
- Two BSA exhibitions focused on the 150<sup>th</sup> anniversary (\$13K) and BSA award recipients (\$17k).
- A request for \$25K for Design Biennial.

Below is an outline of the specific budget areas of attention. We have been conservative in our projections for revenue and expenditures, while recognizing that 2017 budgeting is entering an entirely different territory.

### **Knowledge/Practice**

**National Revenue Share** is now a consistent number to estimate as it is built upon member numbers and delivery of services.

**Website** revenues are tied mostly to the Jobs web page and advertising. Advertising is unpredictable as we switch away from TMS for these services. Expenses are increased as we look to use consultants rather than a staff position to manage web design and maintenance. While we are recommending a web upgrade we are also recommending growing our social media communications over web as it is stronger at reaching younger people.

**ABX** is radically different based upon the sale.

**Professional Programming** is one of the areas we look to invest greater resources and looking to grow revenue. We plan to increase both fee-based workshops/programs and fee-based committee programs (similar to the 2016 COTE symposium).

- We recommend no longer managing YDPDI which has taken more administrative time while we do not make any significant revenue.

### **Advocacy/Civic**

**ArchitectureBoston** revenue is a high risk as this year has declined significantly. We are lining up new advertising sales teams to replace TMS and uncertain of how successful they will be. Including staff AB now accounts for 18% (\$625k) of BSA expenses and roughly 7.5% of revenue (\$300k).

**Civic Programs** are shared with the Foundation which is beginning to have success drawing grants and fee for service programs. This is reflected on the Foundation budget (many of these groups look to set fee for service through grants which can only be supported through (c)3 operations.



We again reduced **Miscellaneous Contributions** which have often gone to support fellow non-profit start up opportunities and initiatives including the Black in Design symposium, and Green conference.

### **Membership/Collaboration**

**Currents** sponsorships are down in 2015 and we are working with the ad team to review this trend. We are conservatively budgeting next year's advertising, though we look to improve our performance.

**Membership dues** (AIA and Associate) are calculated on the new structure. We are also laying out new corporate member services aiming to increase numbers and include a CEU tracking program.

**Awards Gala** is also being changed and will be held at BSA Space. We plan to reduce the fee and no longer include a sit-down dinner but increased networking time. We also look to move the event to early winter. To do this we are planning two events in 2017 (February and December) and will also include an exhibition of award recipients.

**Awards** once was a revenue generator for the BSA, but more recently has become breakeven as we have increased marketing of recipients and also reduced the number of awards. We look to return to a biennial schedule and considering a few new categories beginning in 2017.

**Foundation** support is recommended at the current level though this may change depending upon what happens to the ABX sale.

We've worked to reduce expenses tied to **AIA New England** and anticipate a reduction in expenses and working to have their reserves redistributed among chapters (there is no need for AIA NE to hold reserves of nearly 4 years operating).

**Committees** continue to be highly frugal with their budgets (in 2015 we budgeted nearly \$50K and they spent less than \$20K).

### **Communication**

**Homeowners Project Handbook** continues doing well though we will be monitoring this as advertising shifts away from TMS.

The majority of **Exhibitions** expenses is part of the Foundation budget, but we have included three exhibits in the BSA budget. This includes money for exhibits in the conference rooms celebrating the BSA's 150<sup>th</sup> anniversary, money to exhibit 2017 BSA Award recipients, and \$25K for the Design Biennial.

**Room Rentals** are a question as we have not replaced the staff person who managed sales. We moved this responsibility to program staff and are looking to invest in some technology to help us manage room rentals and maintain a strong revenue stream.

### **General/Administrative**

**Salaries** total are decreased as we plan not to replace positions tied to ABX and web management. We are recommending a modest 2% increase for staff as all are assuming greater responsibilities as we have reduced staff by six people over the past year.

**Accounting** continues to be a significant expense though we have little control over these areas. We can discuss the need to have an audit every year which would reduce this expense.

**Technology** also remains a high expense as we rely on consultants to manage many of our systems. One question is the database expense and should we look to tie more closely to the national database. There are many complications in doing so given how much more detailed and extensive our database is, but we are beginning to question if this is worth nearly \$50K annually.

**Investment Revenue** remains unpredictable but we have increased the return based upon the sale of ABX.

**Building** expenses increase as rent will increase by \$25K (increased \$25K every 5 years).

**Other Needs not addressed in the budget**

**Capital Expenses**

- Website – our version of Drupal is no longer valid and we need to update the website.
- Technology – We look to replace 5-6 laptops in the BSA fleet each year.
- Conference Rooms require a significant investment to upgrade technology and maintenance.
- Street front – activate the street area in front of the BSA being planned as a competition. The Foundation has received a \$5K grant to help plan for 2017.

In preparing for this year’s budget I tried to look at several different things to get perspective on where we might consider focusing attention. This included some analysis of 2015 budget, 2009 budget (our last year before diving into 290 congress), a review of opportunities discussed and a brief look at a few other AIA Chapters and other similar business models. I also considered what important baselines we might consider as we work on the budget.

- I. Some important considerations:
  - a. Focus on our business and business model. As we’ve discussed, we aren’t a sales and tradeshow experts. So where should we be devoting our attention and resources? And if we aren’t an expert at something, do we need to become one? Who else is an expert? Can we partner, hire or otherwise engage them? Those areas we are/should be an expert, is there a business model for us to build on? A few other questions - Are we:
 

Accounting company?	Network/database experts?
Forum for building industry professionals?	Exhibition experts?
Professional program experts?	Policy experts?
Marketing PR experts?	Civic design experts?
Public programming experts?	Magazine experts?
Web experts?	Fundraising, grant, development experts?
Social media experts?	
  - b. One of the most critical areas for our future is the relationship between the BSA and BSA Foundation. How do we build a business plan that integrates and separates? Our current business model is somewhat unique, but fits in the “specialty” business category. There are typically three models:
    - i. “Tiffany’s” – high priced, low volume, generally elite and perceived high value
    - ii. “Walmart” – low priced, high volume, generally mass impact and lesser value
    - iii. Neighborhood Specialty – mixed price, mixed volume, often specialized service, Is this the right model for us?
  - c. Like “a.” what are new opportunities that we need to develop and either become experts in or partner to become experts?

Below are some of the key questions we explored in preparing for the budget:

- 1. Membership** – how do we increase retention in critical categories of professional, firm and affiliate?
  - a. Tracking membership is going to be critical and we need an internal system to regularly review retention and sales targets.
  - b. What is our membership marketing strategy that warrants an increase of \$22K?
  - c. We need an internal system to ensure that we are regularly (weekly/monthly) reviewing our progress toward reaching membership goals.

2. **Fundraising –**
  - a. Fundraising
  - b. Grants
3. **Retail & AIA -**
  - a. Store on first floor Time to invest in a store downstairs?
  - b. Invest in store upstairs too?
4. **Communications – Marketing, PR, Advertising, Web, Publications....**
  - a. **Advertising** – How do we minimize revenue loss for advertising (or better yet maximize revenue growth) with the changing sales team? What are we prepared to do if there is advertising losses? Are there opportunities to increase sponsorship opportunities with advertising?
  - b. **ArchitectureBoston** – expenses including staffing are about \$580,000 or about 15% of the proposed budget. Revenue is about 7% of the budget
  - c. **Marketing & PR –**
  - d. **Project Handbook –**
5. **Awards** – is increasing revenue from awards worthwhile? If yes:  
How do we generate more revenue from awards?
  - a. Offer more awards each year
  - b. Create new award categories
  - c. Create more award sponsorships

Below are some thoughts on each of these ideas.

- A. Should we return to a biannual cycle for the non-annual awards? If we do, can we start in 2017? To do this it would make sense to keep those scheduled for 2017, move the 2019 schedule up to 2018 and divide the 2018 awards between 2017 and 2018. The current schedule is:

<b>2017</b>	<b>2018</b>	<b>2019</b>
Healthcare	Campus & Urban Planning	Accessible
Housing	Interiors	Education Facilities
Small Firms/Small Projects		Sustainable

The new biannual structure would look like:

<b>2017</b>	<b>2018</b>
Healthcare	Accessible
Housing	Education Facilities
Small Firms/Small Projects	Sustainable
Campus & Urban Planning	Interiors

Another couple thoughts on these awards –

- Would we consider adding “Regional Planning” to the Campus & Urban Planning awards?
  - Should we add Clancy Socially Responsible to Housing?
  - Does it make sense to divide up small firms from small projects? (at the very least we could ask firms to select which category they are interested in.
- B. Should we consider any new award categories to offer more opportunities? Some suggestions might include:

- International Projects
- Building Technology
- Placemaking/Public Art
- Design for Aging
- Preservation
- Institution Design
- Commercial Design

C. We currently have a sponsor for the Honor Award. Can we consider adding sponsorship opportunities for other annual awards, especially:

- Harleston Parker
- People's Choice
- Unbuilt

6. **Professional Programs** – is increasing revenue from professional programs worthwhile? If yes: How do we generate more revenue from professional programs? If not, can we afford to spend and lose so much (over \$60K) on programs? To turn these into revenue generators means a shift in strategy away from just tying professional programs to committees. If that's true then we could consider:
- a. Expand August workshops to spring/summer
  - b. Create workshops on the road – in 2006 and 2007 the Building Science workshop series led by Mark Kalin, an architect and an engineer, travelled MA (Cape, North Shore, South Shore, Central and Western MA) was enormously popular and generated over \$40K in revenue. Do we have another similar program that is worth travelling?
  - c. Offer more high level/high price programs (Client Conversations)
  - d. Create programs that have sponsors (sponsorship for the Future of Practice?)
7. **Public Programs** – Our most successful revenue stream has come from sponsorship/grants for youth/family programs. There are a few opportunities to consider:
- a. Do we cut back on adult public programming and focus on youth/family programming?
  - b. Do we increase fees to participate in public programs?
  - c. Do we focus staff attention to youth/family programs and create a volunteer committee responsible for managing adult public programming?
8. **Civic** – this is likely the strongest initiative between the BSA and BSA Foundation and requires some significant investment in time and resources. Equally important we need to develop a revenue stream to support this. This can be:
- a. Our most important tie to fundraising along with youth programs. How do we best capitalize on civic in fundraising? Should we structure the fundraising activity similar to the 1% program?
  - b. Do we need to create a fee for service plan structure to support civic?
  - c. Are there other financial models to consider?
9. **Allied Organizations & External Support** – This is difficult as the categories sound like we are giving something away, but two of the largest expenses should be evaluated differently.
- a. AIA MA – while we may not always be satisfied, the reality is we need a state chapter and our member cost/chapter allocation is the lowest for any state. At this time it is likely best to accept this and focus attention elsewhere.

- b. BSA support to the Foundation is a net zero at this time. Regardless of what we do if BSA reduces, remains level, increases or changes the manner of support, organizationally we will still be facing the same financial challenges.
  - c. The one area we can explore is our support to other chapters and nonprofits which are relatively small.
- 10. **Committees** – Likely the most difficult question is what is the ROI from committees and more specifically is the management of the committees as currently constituted of value? Are there any revenue generating opportunities? Should this be tied to professional programs?
- 11. **Building** – We have very little control over building expenses, but we do have some control over building revenue – which is primarily from room rentals.
  - a. Room Rentals are a significant source to support what we are doing. This requires staff time and attention. What systems are necessary to help support staff and maximize revenue?
- 12. **Technology** – Technology is both a significant asset and expense. One of our greatest expenses is maintaining our own separate database – ACGI. In addition to the direct costs there is also Erika’s time maintaining this.
  - a. Should we explore using the AIA National database and a simpler database for our Foundation people? If so could Erika’s time be directed to other useful opportunities?
- 13. **Exhibitions** – Sponsorship of external exhibitions – are we in a position to continue this?
- 14. **BSA Room Rentals** – long term strategy
- 15. **Staff**
  - a. Should staff assessment include a financial assessment for key positions including: Sara Garber, Rachel Reid/Erika Shea, Polly Carpenter, Penny Mitchell/Caitlin Hart, Mary Fichtner, Gretchen Rabinkin/Elliya Cutler, Conor MacDonald, Billy Craig, and Pamela de Oliveira-Smith? How would we handle situations where financial goals aren’t met? Does the position make a difference?
  - b. The 47% increase in staffing is the result of three factors: higher pay, more staff for new initiatives, and more management/administration. How do we objectively assess staffing needs for 2017 and beyond?

Boston Society of Architects FY 2017 Budget		Expense			Income			Comments		
		2016		2017	2016		2017			
		actual	budget	reforecast	Budget	reforecast	Budget			
Acct #	Account Description									
<b>KNOWLEDGE/PRACTICE</b>										
4111/5110-01	AIA Paper Documents	8,067	6,500	5,300	4,000		12,511	13,000	8,000	Income includes allocated shipping and handling. National is reviewing contract docs
4112/5110-02	AIA National revenue share Marketing for documents						126,267	127,321	127,321	National AIA revenue share for chapters
	<b>Total AIA Documents</b>	<b>8,067</b>	<b>6,500</b>	<b>5,300</b>	<b>4,000</b>		<b>138,778</b>	<b>140,321</b>	<b>135,321</b>	
4270/5270-00	Web Classified Services						116,835	100,000	125,000	
5281-00	Web Connection & Registration	4,392	4,500	4,500	4,500					Uno
5283-00	Web Hosting Fees	0	4,000	500	4,000					Videos, stories etc
5284-00	Web Content	50	5,000	500	55,000					contract help for web site
5285-00	Web Design/Development Costs	9,100	4,760	6,384	5,600		32,500	17,000	20,000	Expense commission @ 28%
4286/5286-00	Web Sponsorship	15,287	10,000	15,000	10,000					Uno
5288-00	Website Maintenance									website development and consulting
5290-00	Website Promotion/Ad Sales & Marketing	0	0	0	0		1,390	1,500	2,500	Calendar listing sales;
4299/5299-00	Other Website Costs									
	<b>Total website</b>	<b>28,829</b>	<b>28,260</b>	<b>26,884</b>	<b>79,100</b>		<b>150,725</b>	<b>118,500</b>	<b>147,500</b>	
4405/5405-00	ABX	1,554,376	1,612,896	1,612,896	0		2,531,561	2,560,050	261,000	licensing fee
	<b>TOTAL ABX</b>	<b>1,554,376</b>	<b>1,612,896</b>	<b>1,612,896</b>	<b>0</b>		<b>2,531,561</b>	<b>2,560,050</b>	<b>261,000</b>	
4580/6580-00	Professional Programming (lectures)	6,659	1,000	1,500	1,000		2,545	1,800	50	CUA, Client Conversations, Committee Programs
4447/5440-00	Future of Architecture Initiative	0	0	0	20,000				20,000	professional program series
6535-00	Professional Development Seminars	7,946	2,700	4,481	10,000		28,330	22,000	30,000	Prot workshops
6651-00	Young Professionals									
6651-00	Continuing Education Service		100							ce record- keeping services and ce administration
4430-07/5430-00	Young Designers Prof. Dev. Institute (YDPDI)	31,564	17,000	31,000	9,000		16,500	20,000	34,000	AKL workshops, study materials, postcards, etc.
6535-01	AKL Services	181	5,000				0	300	1,110	Funds to underwrite young designer programs and quarterly YP reception
4535-03/6535-03	EPNet	2,532	1,500	3,220	1,500		1,450	1,720		Expense includes BSA Fellows award to volunteer teacher at BAC and BSA student competition prize
6675-00	Scholarships and Prizes	0	1,000	1,000	1,000					
6810-00	Ethics Committee	3	50	30	50					
6801-00	Allen Architects	0	0							
	Committee Output				0				0	
6802-00	Black Architects Forum BOSNUMA	0	500							duplicate see code 6836 BOSNUMA do not 6802 code
6533-00	Cape and Islands Network	0	1,000	0	1,000					
6840-00	Women in Design	922	1,500	1,500	1,500		1,097		1,949	
6536-00	Metro-West Network	50	500	150	500					
6537-00	Women Principals Network	31	250	250	250					
5480-00	Other Committee Meetings	0	500	500	30,000				40,000	for one off committee programs
6652-00	Architectural Education Committee/Sustainability	66								
6585-00	Edu Committee	154	500	500	500					dup entry do not use use code 6857
	Marketing and P/R Wizards									
	<b>Total Development/Education/Grass Roots</b>	<b>50,108</b>	<b>33,100</b>	<b>44,131</b>	<b>76,300</b>		<b>49,922</b>	<b>44,100</b>	<b>54,089</b>	
	<b>Total Knowledge/Practice</b>	<b>1,641,380</b>	<b>1,680,756</b>	<b>1,689,211</b>	<b>159,400</b>		<b>2,870,986</b>	<b>2,862,971</b>	<b>2,851,215</b>	<b>634,821</b>
<b>Advocacy/Civic</b>										
<b>ARCHITECTURE BOSTON</b>										
5301-00	Advertising Sales Commission/Ad Rev. income	84,443	84,000	64,400	84,000		301,762	300,000	230,000	300,000
5310-00	Design & Production									
5320-00	Editorial and Writing	24,410	35,000	25,000	25,000					art, web writing

Boston Society of Architects FY 2017 Budget		Expense				Income			Comments	
		2015		2016		2016		2017		
		actual	budget	budget	reforecast	Budget	reforecast	Budget		
5360-00	AB Photo Expense									
5380-00	Administrative Expense	21,358	10,000	10,000	10,000			4,000		see outsourced operations(Stoltz)
5385-00	Marketplace Ad Sales Commission									sponsorships for programs
5390-00	Marketing	1,179	1,500	3,200	1,500			2,000		for advertising
4330-01	Magazine Subscription Rev.									includes design, printing, postage, and mailing and outsourced management
5395-00	Outsourced Operations - printing,design	245,477	225,000	225,000	225,000					includes new blog (\$2.5K)
5396-00	AB website	328								revenue is for sponsorships for small parties
5398-00	Re-design									
5399-00	Miscellaneous Magazine	2,435	2,500		2,500					
5225-00	Publication Storage	1,689	1,680		1,680					
	<b>TOTAL ARCHITECTURE BOSTON</b>	<b>381,318</b>	<b>359,680</b>	<b>327,600</b>	<b>349,680</b>			<b>306,000</b>	<b>230,000</b>	<b>300,000</b>
6876-00	Community Design Resource Center (CDRC)	30,247	0	225	225			8,000		0
6649-00	Civic Programs	9,805	15,000	10,000	15,000					0
6649-03	Massachusetts Smart Growth Alliance	0	0							0
5081-00	Misc. Contributions	6,150	8,000	6,000	6,000					0
6880-00	LED Grants/Income/Program Fees	145	0							
6951-00	Urban Design Committee	79	1,000		1,000					0
	Professional Appointments	0								
6702-00	Access Committee	377	500	500	500					
6705-00	Codes and Regulations Cte.	209	500	225	500					
6710-00	Disaster Advisory Group									
6715-00	Legislative Affairs Cte	0								
6718-00	Public Policy Council									
6720-00	Public Policy Advisor									
6725-00	Public Sector Architects									
6731-00	New Policy Initiatives									
6732-00	Public Art Initiative Committee									
6860-00	Architecture for Humanity (Homelessness) Open architecture collaborative	469	500	450	500					
6870-00	Committee on Homelessness		500	100	500					
6625-00	Indoor Air Quality Cte. (IAQ)	0	0	0	0					
6851-00	Committee on the Environment (COTE)	319	500	19,000	500				23,815	
6856-00	Advanced Sustainability (CAS)	97	500	0	0					
	<b>TOTAL</b>	<b>47,897</b>	<b>27,000</b>	<b>36,500</b>	<b>24,725</b>			<b>8,000</b>	<b>0</b>	<b>23,815</b>
	<b>Total Advocacy/Civic</b>	<b>429,215</b>	<b>386,680</b>	<b>364,100</b>	<b>374,405</b>			<b>312,026</b>	<b>306,000</b>	<b>300,000</b>
<b>Membership /Collaboration</b>										
	<b>Membership Dues</b>									
4001-01	AIA Members	1,220,991	1,200,000	1,261,015	1,338,495					
4001-02	Associate Members	107,485	101,000	100,573	77,265					
4001-03	Architectural Fans Member	1,498		1,300	1,300					

ZU17 budget assumes 5% dues increase - members @ \$624 (4+ years AIA level) plus \$383 for under 4 years  
ZU17 budget new dues structure toward licensure members @ \$68



Boston Society of Architects FY 2017 Budget		Expense				Income			Comments	
		2016		2017		2016		2017		
		actual	budget	reforecast	Budget	Budget	reforecast	Budget		
4001-04	Corporate Affiliate Members					130,765	150,000	142,646	150,455	
4001-05	Firm Assessments - Members & Non-Members					469,672	457,152	402,547	415,000	\$2,095 for Corp. Affiliates - \$1,255 for medium, \$625 for small firms -
4001-07	Student Affiliate Members					848	0	460	0	\$350 - members; 2015 \$660 - non-members
4001-08	Professional Affiliates					24,024	22,500	23,055	24,969	Free for students
4001-11	BSA Space memberships					2,122	0	0	0	\$/ @\$\$\$/
4001-20	Donations to the BSA					130	0	0	0	to be moved to foundation
4155-00	Retund									Should be "zero" balance
5082-00	Financial Aid -volunteer time	7,947	12,000	10,000	10,000					Dues traded for service
5086-00	Financial Aid -Dues Forgiveness	10,830	11,000	11,000	11,000					Represents individuals who paid dues amounts less than the total billed
4033-02	Payment Plan Finance charge					1,861	100	216	200	
	<b>Total Membership Dues</b>	<b>18,777</b>	<b>23,000</b>	<b>21,000</b>	<b>21,000</b>	<b>1,959,396</b>	<b>1,930,752</b>	<b>1,931,812</b>	<b>2,007,684</b>	
6510-99	Membership Marketing - Other	1,716	1,000							membership cards
6510-01	Membership Marketing	0	2,000		15,000					firm and corp retention collateral
6511-00	Membership Renewal Services	268	3,500	1,000	500					Annual Dues invoicing, and postage
6512-00	Membership Services	7,657	3,000	5,000	5,000	0		0		Membership services includes \$500 subscription for LegalLine, postage, shipping, and copier costs for misc membership mailings, not renewals.
5205-00	Design Awards Gala	145,556	150,000	122,636	150,000	148,700	150,000	122,555	150,000	2 award galas in 2017
6751-00	Architecture Honor Awards (projects)	7,643	4,000	1,000	4,000	20,665	20,000	19,180	19,000	Entry fees and sponsorship; Porter/AL insurance contributes \$3,500 annually expenses to Boston Globe Media
6752-00	Award of Honor (individual)									Courier
6753-00	Commonwealth Award									Program runs biennially in odd-numbered years see Higher Ed awards
6754-00	K-12 (Edu. Facilities) Design Awards									Program runs every 3rd year
6755-00	Harleston Parker Award	4,306	5,500	5,000	5,500		1,000	1,010		Program runs biennially in even-numbered years
6756-00	Accessible Design Awards		500							Program runs biennially in odd-numbered years
6760-00	Healthcare Design Awards	168								Program runs biennially in odd-numbered years
6760-00	Education Design Awards (Higher Ed Facilities Design+ K-12)		500				4,000	11,830		Committee expenses
6763-00	Honors and Awards Committee	313	500		250					
6765-00	Planning Awards	80	500		500	3,850			4,000	
6770-00	Housing Design Awards	142	1,600		1,600				12,000	
6775-00	Interior Architecture Awards	311	500		500	8,615			3,200	
6781-00	Small Firms/Small Project Awards	72	500	88	500		3,500	3,050	6,000	
6785-00	Sustainable Design Awards	245	500	110	500	5,140	5,000	6,270	6,000	
6790-00	Unbuilt Architecture Awards	246		0	1,500			0	5,000	
6795-00	Urban Design Awards	18,000	36,000	35,262	36,000	3,500	9,000	3,500	0	
6666/4666	Marketing/Boston Magazine publication Lyceum Fellowship		2,000	30	0					
6665-00	Rotch Scholarships/Studio	779	4,000	4,000	4,000	9,726	13,000	13,000	13,000	Rotch committee annually reimburses BSA for direct expenses and staff time \$9K annual fee
	<b>Total Honors and Awards</b>	<b>177,901</b>	<b>205,600</b>	<b>168,126</b>	<b>204,350</b>	<b>200,196</b>	<b>205,500</b>	<b>180,395</b>	<b>212,200</b>	
5287-00	Currents Sponsorship	9,531	7,000	5,992	5,880	34,038	25,000	21,400	21,000	Expense commission @ 28% and includes development
6525-00	Nominating Committee Ballot	48	500	500	500					

Boston Society of Architects FY 2017 Budget							
Acct #	Account Description	Expense			Income		Comments
		2015 actual	2016 budget	2016 reforecast	2016 Budget	2017 Budget	
7810-00	BSA Foundation	448,274	427,935	427,935	8,600	8,600	Income includes \$8,600 management fee expense to cover Foundation deficit 2016 = \$52, income include mgt. fee \$44,250 Income includes annual management fee of \$4,000 and reimbursement of expenses. Income is reimbursement of expenses and management fee is \$3,500 BSA dues payable to AIA New England \$3 per AIA (2030 members and \$1.5 per Assoc AIA (521 members) Fiscal agent/postage allocation AIA conv. exp's for the Pres. & Exec. Dir. design award fees, sponsorship and registration; Reimbursements - AIANE meetings Annual conference for AIA component directors; includes Big Sibs expenses Annual conference for AIA component leaders Fiscal agent Fiscal agent student design showcase cut for 2014 student work being highlighted in gallery sunset sunset sunset now part of Global Practice
7820-00	AIA-MA	106,119	100,776	122,500	4,425	4,425	
7830-00	AIA Central MA	32	25	25	4,100	4,130	
7840-00	AIA Western MA	64	50	35	3,050	3,550	
7850-00	AIA New England (Dues) + meetings	7,780	7,650	8,300	600	600	
7855-00	AIA - Association for Community Design						
7860-00	AIA National Convention	6,187	7,000	6,030	0	0	
7865-00	AIA New England Conference		500	250			
7870-00	CACE/Big Sibs	5,323	6,000	7,500		1,000	
7875-00	"Grassroots" Convention	2,701	4,000	10,389			
7889-00	AC/MassLIC						
4981-00	National AIA Grants						
7898-00	SHIFT BOSTON						
	<b>Total AIA Allied Orgs</b>	<b>586,059</b>	<b>561,436</b>	<b>589,456</b>	<b>45,775</b>	<b>43,305</b>	
	<b>Board &amp; Miscellaneous</b>						
5460-00	BSA Past Presidents' Lunch	2,074	1,600				
6505-00	Fellows Committee/Dinner	7,760	7,500	8,978	7,500	9,000	
6501-01	Board/Committee Retreat	5,600	8,000	4,000			
6501-02	Board Meetings/ Mailings/ Etc.	6,471	8,000	6,500			
6501-03	Presidents/Board Members' Expenses	673	1,000	500			
6530-00	Planning Cte.			0			
	<b>Total Board &amp; Miscellaneous</b>	<b>22,579</b>	<b>26,100</b>	<b>19,978</b>	<b>7,500</b>	<b>9,000</b>	
6509-00	Membership Committee	523	500	400			
6603-00	BSA/SCUP Roundtable		500	750		500	
6605-00	K-12 Educational Facilities Cte		500	500		500	
6607-00	Placemaking	466	500	500		500	
6608-00	Performing Arts Design Cte.	579	0	142		0	
6609-00	Design for Aging Cte.	5,212	500	500		500	
6610-00	Healthcare Facilities Cte	548	500	600		500	
6615-00	Museum and Exhibit Design Cte.	370	500	0		0	
6620-00	Historic Resources Committee	192	500	450		500	
6626-00	Interior Architecture Committee		500	0		0	
6822-00	Global Practice Committee	15	500	0		500	
6730-00	Residential Design Cte	103	500	500		500	
6803-00	Construction Admin. Network	80	500	50		500	
6804-00	BSA/AGC Integrated Project Delivery	13	500	0		0	
6807-00	Architectural Photography Network	71	500	250		500	
6811-00	Finance Wizards/Business Mngmt & Finance	279	500	250		500	
6819-00	COMMUMU	554	500	300		500	
6820-00	International Committee	8	0	50		0	
6823-00	Information Resource Wizards	26	500	0		500	
6827-00	Admin Wizards/HK Wizard	456	500	500		500	
6833-00	3D Laser Scanning Committee	168	500	0		500	

Boston Society of Architects FY 2017 Budget		Expense				Income			Comments
		2015		2016		2016		2017	
		actual	budget	reforecast	budget	Actual	Budget	Budget	
Acct #	Account Description								
6834-00	Architecture & Real Estate Roundtable	390	500	0	0				sunset
6830-00	Office Information Task Force	0	0	0	0				sunset
6835-00	Small Practices Network (includes 663b)	130	500	250	500				
6836-00	BOS/OMA	247	500	400	500				
6837-00	Committee on Resilient Environment	144	500	500	500				
6865-00	Housing Committee	113	500	225	500				
6907-00	11 Wizards	180	500	400	500				
6909-00	Vectorworks User Group	361	500	500	500				
6915-00	DataCAD Users Group		500	0	500				
6926-00	SketchUp users Group	273	500	400	500				
6817-00	Revit Users Group	332	500	500	500				
6838-00	Make Lark		500		500				
6857-00	Sustainability Edu. Cte.	477	500	500	500				
6906-00	Building Systems Committee	134	500	200	500				
6910-00	Building Enclosure Council	1,000	1,500	1,500	1,500		2,000		sunset
<b>Total Professional Communities Committees</b>		<b>13,444</b>	<b>17,000</b>	<b>11,117</b>	<b>15,000</b>	<b>500</b>	<b>2,500</b>	<b>0</b>	<b>0</b>
<b>Total Membership/Collaboration</b>		<b>828,402</b>	<b>842,636</b>	<b>815,678</b>	<b>869,845</b>	<b>2,245,215</b>	<b>2,176,442</b>	<b>2,189,527</b>	<b>2,272,189</b>

**Communication/Public outreach**

5240-00	Project Handbook	39,409	40,000	45,477	45,000	54,448	55,000	55,000	55,000	2016 \$ from web content budget
5255-00	Annual Report			3,500	3,500					
5466-00	BSA Public Programs	7,750	0	25	0	1,410	0			design biennial and 150th anniversary and awards exhibition
5465-00	BSA Space Gallery/ Exhibits	38,598	10,000		55,000	0				Foundation expense
	First Floor Exhibit	0	0							
6855-00	College Fair	8,711	8,000	8,000	8,000	23,200	25,000	25,000	25,000	belongs to Foundation
6592-00	CommonBoston	307	0			0				belongs to Foundation
5410-00	Golf Tournament	2								belongs to Foundation
5470-15	Boat Tours	0								belongs to Foundation
5120-00	Books and Gifts					24		24		AIA Guide to Boston
5121-00	Reader's Services	0		0	0					
4510-01	BSA Space Sponsorship Income			0	0	504				
6510-06	Principal's Receptions									
6510-10	Marketing - General	464	0	0	0					
6510-11	Branding	1,267								
6555-00	Exhibits Committee	87	500	50	150					Public/lobby programming
8515/7915	BSA Room Rental	7,863	7,000	6,500	10,000	103,133	100,000	100,000	100,000	belongs to Foundation
4510-05/5087	Development Committee (Fundraising)	6,188	1,000							
7887-00	Boston By Foot									
5470-00	Other Programs					0				

Boston Society of Architects FY 2017 Budget		Expense			Income			Comments	
		2015	2016	2016 reforecast	2017 Budget	2015 Actual	2016 Budget		2016 reforecast
Acct #	Account Description								
<b>Total Communication/Public</b>									
	<b>Outreach</b>	<b>110,647</b>	<b>66,500</b>	<b>63,552</b>	<b>121,650</b>	<b>182,718</b>	<b>180,000</b>	<b>156,865</b>	<b>180,000</b>

Boston Society of Architects FY 2017 Budget		Expense			Income			Comments		
Acct #	Account Description	2015	2016	2016 reforecast	2017 Budget	2015 Actual	2016 Budget		2016 reforecast	2017 Budget
<b>Across all - General/Admin</b>										
5001-00	Salaries	1,431,521	1,377,745	1,329,550	1,278,598					some costs absorbed by Foundation
5002-01	Payroll Taxes	124,433	126,753	119,660	117,631					Assumes stable tax rates for 2015
5002-02	Annual Bonuses	23,400	30,000	30,000	30,000					ABX
5002-10	Pension Contribution									
5002-25	Profit-Sharing Contribution/401k	29,931	41,332	28,720	38,358					Includes employer match of 50 cents on the dollar up to 3% of salary
5002-31	Staff Health, Dental and LTD Insurance	165,877	187,352	193,451	210,573					Total cost of total staff health, dental, and disability insurance premiums.
5002-32	Staff Insurance Co-pay	(42,659)	(48,551)	(43,686)	(48,068)					Employees contribution at 25% to health, dental.
5002-80	Workers compensation insurance	1,396	1,450	1,325	1,300					
5002-99	Employee Benefit Miscellaneous	500	500	500	500					
	<b>Total Compensation &amp; Benefits</b>	<b>1,733,900</b>	<b>1,716,581</b>	<b>1,659,519</b>	<b>1,628,892</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>HR Expenses</b>										
5003-00	BFA Grant staff reimbursement									
5009-00	Temporary office help	11,492	5,000	30,000	5,000					
5010-01	Advertising for Personnel	80	500	750	750					
5010-02	Staff Training	213	4,000	4,000	4,000					See also data management training - 6520-05 Staff Training(Noah) and AIA Training
5010-03	Staff social events	3,515	3,000	3,000	3,000					Retreat and holiday party and other staff events/parties
5010-04	Staff Meetings/Reviews	1,854	2,500	2,200	2,200					Staff lunches and meetings
5010-05	Staff Contribution match	440	500	500	500					
5010-06	Education Reimbursement									
5010-10	Management Consulting fees									
5010-11	Recruiting Expenses		0							
5010-12	Search Committee	0	0							Search consultant for new Executive Director
5010-20	Benefit Consulting and Administration	4,812	4,750	4,750	4,750					401k plan and defined benefit plan recordkeeping and filing fees.
5010-99	Miscellaneous HR Costs	462	500	1,500	1,500					
6526-00	Transition planning cte.									
	<b>Total Human Resource</b>	<b>22,867</b>	<b>20,750</b>	<b>46,700</b>	<b>21,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Accounting &amp; Finance</b>										
5020-00	Director/Staff Expenses	9,603	9,000	9,300	9,500					
5032-01	Audit & Tax Services	17,500	20,000	17,500	20,000					Fee for audit and tax filing services
6531-00	Investment Committee	73	100	50	100					
6532-00	Audit Committee	37	25	14	25					
6506-00	Finance Committee	51								ABX Valuation
5031-11	Part-time Accounting/ Bookkeeping									
5032-02	Accounting - Consulting	3,500								
5033-01	Bank Charges	8,670	9,000	9,200	9,000					Expenses are credit-card processing charges
5033-02	Credit Card Fees	43,126	55,000	55,000	55,000					
5033-03	Payroll Service Charges	43,153	43,000	42,000	45,000					Loan with BFB for BB buyout
5033-04	Interest Expense	1,283								
5033-05	Annual Report Filing		15	60	15					

Boston Society of Architects FY 2017 Budget		Expense				Income			Comments	
		2015		2016		2016		2017		
		actual	budget	budget	reforecast	Budget	reforecast	Budget		
5033-00	Service Charges-Other									
5034-00	Accounting Office Expenses	735	1,300	1,100	1,100					
5035-00	Storage - Financial Records/Building Supplies	600	600	2,900	3,200					
	<b>Total Accounting and Finance</b>	<b>128,332</b>	<b>138,040</b>	<b>137,124</b>	<b>142,940</b>					
<b>NETWORK &amp; DATA MANAGEMENT</b>										
5040-01	Hardware	4,705	12,000	6,000	5,000					Hardware <\$1000. Major network acquisitions New work stations and installation (see 5040-90-Hardware Depreciation).
5040-02	Software	12,375	10,000	4,000	6,000					licenses and upgrade
5040-03	Technical Service	22,671	20,000	22,000	23,000					Outsourced network and workstation troubleshooting including monthly maintenance. Ohio, NCGIT, and Phone system.
5040-04	Network Consulting	35,597	40,000	37,200	38,000					web, accounting and other technology consulting See also line 83 for related database consulting ( dan and adam)
5040-10	Network Supplies		1,000	500	1,000					Includes costs of toner, cables
5040-20	Connection and Registration	19,608	20,000	20,000	20,000					I-I Connection, and internet bandwidth
5040-30	Online service/ tools	1,863	1,250	0	1,500					
5040-99	Network miscellaneous									
6520-02	Membership Technical Services (ACGI-database)		48,000	48,000	48,000					NOAH consultant 2010 for database conversion assistance
6520-05	Start Training (ACGI-database)	45,848								AA Training - see start training
6520-99	Membership Administrative Expenses									
	<b>Total Network and Membership Data</b>	<b>142,666</b>	<b>152,250</b>	<b>137,700</b>	<b>142,500</b>					
<b>Supplies &amp; Operations</b>										
5050-00	Professional Dues/Subscriptions	1,999	1,000	2,000	2,000					Globe, NY Times, Chamber of Commerce
5062-01	Furniture & Equipment-Small Items	890	1,000	2,500	2,000					furniture for 2nd floor
5063-00	Current Equipment Lease	2,810	2,810	2,810	2,810					postage machine and scale
5064-00	Office Cleaning Expense	272	1,000	1,200	1,000					Janitorial cleaning supplies, washing of tablecloths, extra cleaning
5065-00	Printing/Stationery	7,394	2,500	2,500	2,500					general printing and stationery not attributable to specific programs, letter head and biz cards
5066-00	Supplies - Office	8,483	8,000	8,000	8,000					General office supplies not attributable to specific programs
5067-00	Supplies - Kitchen	16,235	15,000	15,000	15,000					
5068-00	Repairs/Maintenance-Furn./Equip.	254	1,250	500	1,000					Freight Elevator labor - BF
5071-00	Delivery/Shipping	892	1,200	1,400	1,400					Unallocated delivery service charges & UPS charges
5072-01	Telephone & Fax	1,195	1,200	1,500	1,500					Copies allocated at \$0.05/each to specific programs as offset to actual costs.
5073-02	Copier costs (net all)	1,850	2,800	2,200	2,300					Policy premiums for prof. liability, equipment
5080-00	Bad debts expense	2,972	3,500	3,500	3,500					basecamp
5083-00	Insurance - Prof. Liab., Equip.	7,016	7,200	7,000	7,000					
5084-00	Legal Fees/General Counsel	668	2,500	500	2,500					
6565-00	Communications /PK	240	240	240	240					
6572-00	Public Relations Consulting									
5099-00	Miscellaneous	4,322	500	0	500					
	<b>Total Supplies and Operations</b>	<b>57,492</b>	<b>51,700</b>	<b>50,850</b>	<b>53,250</b>					
<b>INVESTMENTS</b>										
7991-00	Investment income: Unrestricted funds									
7991-10	Letter of Credit interest									
7994-00	BPB investment advisory fee	34,553	38,500	32,000	60,000					
		75,863	75,000	100,000	198,000					
		812	805							
		0	0	0	0					

Boston Society of Architects FY 2017 Budget		Expense			Income			Comments	
		2015	2016	2016 reforecast	2017 Budget	2015 Actual	2016 Budget		2016 reforecast
Acct #	Account Description								
	<b>TOTAL INVESTMENTS</b>	<b>34,553</b>	<b>38,500</b>	<b>32,000</b>	<b>60,000</b>	<b>76,675</b>	<b>75,805</b>	<b>100,000</b>	<b>198,000</b>
8501-01	Rental Income								
8510-00	Insurance	43,412	57,000	40,000	45,000				Building, contents and liability expenses related to Fiat Black lease renewal
8520-00	Legal/Financial Fees								rent is \$400K, the \$135 is the deferred tree rent
8525-00	Atlantic Wharf ( Rent Expense)	413,765	413,765	413,765	438,765				
8526-00	Landlord Allow/ & Incentives	(65,033)	(65,033)	(65,033)	(65,033)				
8527-00	Landlord Operating expenses	10,664	15,500	15,500	16,000				
8530-00	Building Maintenance/AV Overhead	8,365	10,000	8,000	10,000				
8531-00	Property Management								
8535-00	Building Renovation	2,350		0	0				new sign on building
8540-00	Building Security	194	150	150	150				key cards
8550-00	Property Taxes	16,210	22,416	26,000	26,000				Expense includes electricity & water, income is tenant portion reimbursed to BSA
8560-00	Building Supplies	120	150	150	150				Commission on sale of building
8570-00	Utilities	20,148	20,150	17,000	20,000				
8600-00	Misc. Building Expense	500	500	0	500				
	<b>TOTAL BUILDING MANAGEMENT</b>	<b>450,194</b>	<b>459,098</b>	<b>455,532</b>	<b>491,532</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>2,000</b>
	<b>ROYALTIES &amp; OTHER</b>								
5260	Mailing list revenue					0	0	0	0
7910-01	AIA Guide to Boston (Royalty-AIA)					23	0	0	0
7910-01	International Tours								
7910-10	Royalty - Liberty Mutual Ins.					2,272	2,000	2,000	2,000
7910-13	Financial Management Services								
5071-01	Board Exhibit Returns Service and Fee	0				425			
7918-00	Misc Income								
	<b>TOTAL ROYALTIES &amp; OTHER</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,720</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
	Total Across All- General /Admin	2,570,003.77	2,576,919.00	2,519,425.45	2,540,813.59	79,395.43	77,805.00	102,000.00	200,000.00
	Grand Total	5,579,647.91	5,553,491.00	5,451,965.92	4,066,113.59	5,690,340.97	5,616,303.00	5,540,337.00	3,587,010.00
	Operating Net surplus/deficit before depreciation					110,693.06	62,812.00	88,371.08	(479,103.59)
	<b>DEPRECIATIONS</b>								
8580-00	Depreciation - Building/LHI 52 Broad Street								
8590-00	Atlantic Wharf Depreciation	101,681	101,737	101,681	101,681				
8591-00	Depreciation - Landlord Incentive	65,033	65,033	65,033	65,033				
5040-90	Hardware Depreciation	6,040	1,000	9,911	13,700				
5040-91	Software Depreciation	66,421	46,800	22,900	30,900				
5062-20	Depreciation - Furniture & Fixtures	12,101	13,708	8,960	8,280				
	<b>TOTAL DEPRECIATIONS</b>	<b>251,276</b>	<b>228,278</b>	<b>208,485</b>	<b>219,594</b>				
	Formerly included in office equipment depreciation; user lives are two/three years.								
	<b>Capital Expenditures</b>								

Boston Society of Architects FY 2017 Budget		Expense				Income			Comments
Acct #	Account Description	2015 actual	2016 budget	2016 reforecast	2017 Budget	2015 Actual	2016 Budget	2017 Budget	
	Web Site				100,000				
	Exhibition Hanging System								
	5 new pc's for staff				8,000				
	pearl street projector								
	conference room updates & technology				100,000				