

To: BSA Foundation Trustees
From: Mike Davis FAIA, Chair
Re: Meeting agenda
Date: Wednesday, April 13, 2016

Our next meeting begins at noon on Wednesday, April 13, 2016 at BSA Space, 290 Congress Street, Boston. Lunch will be provided.

AGENDA

- | | |
|----------|--|
| 12:00 PM | Call to Order |
| 12:05 PM | Approval of February 17, 2016 meeting minutes [VOTE] |
| 12:10 PM | Treasurer's Report <ul style="list-style-type: none">• 2016 financial position• Development report |
| 12:20 PM | Committee Reports <ul style="list-style-type: none">• Finance Committee |
| 12:25 PM | Strategic Conversation on Fundraising & Financial Planning <ul style="list-style-type: none">• Review of the BSA fundraising training session in Orlando.• Creating a Foundation financial model<ul style="list-style-type: none">○ What does financial sustainability look like for the Foundation? (Reserve fund, endowment, balance, intergenerational equity, sources of income, etc.)○ What metrics do we use to measure success? |
| 1:00 PM | Strategic Conversation on Civic Plan <ul style="list-style-type: none">• Three levels: Personal, Community/neighborhood, Urban/policy• CDRC update |
| 1:45 PM | Other business |
| 1:50 PM | Follow up: Executive session – feedback for the review of the Executive Director |
| 2:00 PM | Adjournment |

ENCLOSURES:

2016 Trustees list	p. 2
2016 Meeting schedule	p. 3
2016 Foundation Committees roster	p. 4
Executive Director's Report	p. 5
Minutes of January 2016 meeting	p. 9
Minutes of February 2016 meeting	p. 11
2015 Financial results.....	p. 13
Q1 2016 Foundation budget.....	p. 14
Pledge receivables due.....	p. 15
Balance sheet.....	p. 16
Development report	p. 17
Finance Committee report	p. 19
Post-Benevon workshop summary	p. 20
Executive Director's review package.....	p. 26

Anthony Consigli ('15)
Consigli Construction Company
72 Sumner Street
Milford MA 01757
508-473-2580 / aconsigli@consigli.com

Mike Davis FAIA ('17), *Chair*
Bergmeyer Associates
51 Sleeper Street
Boston MA 02210
617-542-1025 / mdavis@bergmeyer.com

Steve Eustis ('17), *Secretary*
Skanska
253 Summer Street
Boston MA 02210
617-593-7286 /
steve.eustis@skanska.com

Nadine Gerdts
Rhode Island School of Design
Landscape Architecture Department
2 College Street
Providence RI 02903
617-233-4240 / gerdts.n@gmail.com

Rickie Golden
Corcoran Jennison Companies
150 Mount Vernon Street
Dorchester, MA 02125
617-822-7217 /
rgolden@corcoranjennison.com

Bennet Heart ('16)
Noble, Wickersham & Heart LLP
1280 Massachusetts Ave
Cambridge, MA 02138-3840
617-491-9800 /
bh@noblewickersham.com

Eric Krauss ('17)
New England Aquarium
Central Wharf
Boston, MA 02110
617-973-5200 / ekrauss@neaq.org

Peter Kuttner FAIA ('16)
Cambridge Seven Associates
1050 Massachusetts Avenue
Cambridge, MA 02138
617-492-7000 / pkuttner@c7a.com

Anne-Marie Lubenau AIA ('16)
Bruner Foundation
130 Prospect St
Cambridge, MA 02139
(617) 492-8404 /
alubenau@brunerfoundation.org

Peter Madsen FAIA ('16), *Treasurer*
Edo Essex Properties
44 Beacon Street
Boston MA 02108
617-848-9293 /
peter.madsen@edoessex.com

Kelly Sherman
71 Fulkerson Street
Cambridge, MA 02141
617-901-2435 / kelly@kellysherman.net

Theodore T. Touloukian, AIA
Touloukian Touloukian Inc.
151 Pearl Street
Boston, MA 02110
617-526-0884 / ttouloukian@ttarch.com

Laura Wernick FAIA ('17), *Vice-chair*
HMFH Architects, Inc.
130 Bishop Richard Allen Drive
Cambridge, MA 02139
(617) 844-2113 / lwernick@hmfh.com

Kenneth Willis
Federal Home Loan Bank
800 Boylston St Fl 9
Boston, MA 02199
617-292-9631 /
kenneth.willis@fhlbboston.com

Wednesday, January 13 – Board orientation	Noon
Thursday, January 14 – Joint reception for BSA & Foundation	6pm
Wednesday, February 17 – Board meeting	Noon
Wednesday, April 13 – Board meeting	Noon
Wednesday, July 13 – Board meeting	Noon
Friday, September 9 – Joint board meeting with BSA & Foundation	9 am
Wednesday, October 12 – Annual board meeting	Noon

Finance Committee

Eric Krauss
Anne-Marie Lubenau AIA
Peter Madsen FAIA
Ted Touloukian AIA
Kenneth Willis
Laura Wernick FAIA

Joint BSA/BSA Foundation Strategic Cte

Mike Davis FAIA (BSA Foundation)
Bennet Heart (BSA Foundation)
Peter Madsen FAIA (BSA Foundation)
Jim Collins FAIA (BSA)
Stephen Gray, Assoc. AIA (BSA)
Tamara Roy AIA (BSA)

Public Programs Committee

Nadine Gerdtz
Rickie Golden
Bennet Heart
Peter Kuttner FAIA
Anne-Marie Lubenau AIA
Kelly Sherman
Kenneth Willis

BSA/BSA Foundation Civic Task Force

Mike Davis FAIA
Nadine Gerdtz
Rickie Golden
Anne-Marie Lubenau AIA

BSA Space Exhibitions Committee

Peter Kuttner FAIA
Ted Touloukian AIA
Laura Wernick FAIA

Nominating Committee

Anthony Consigli
Steve Eustis

Institutional Advancement Committee

Mike Davis FAIA
Peter Kuttner FAIA
Kelly Sherman
Ted Touloukian AIA
Laura Wernick FAIA

To: BSA Foundation Board
From: Eric White
Re: Executive Director's Report
Date: April 13, 2016

Financials

The 2015 financials are complete and the auditors are completing their review. We will have a final auditors' report soon. Q1 is closed, though all the information is not yet complete. Financial report is enclosed and will be finalized by the next meeting. The high exhibition costs tied to the current exhibit as well as payments for the next two exhibitions in planning.

Development

See Development report, which also includes grant details, for more information.

Communications

Efforts are underway to provide better environmental branding during Foundation programs in the Fort Point Room. Strong communications (promoting strong content) drove hundreds to the opening reception for *Global Citizen: the Architecture of Moshe Safdie*. The exhibition itself continues to be reviewed, including venues new to us. Outreach to our Foundation volunteer pool resulted in multiple designers attending a placemaking workshop on a rainy Saturday morning in Mattapan and guided dozens of attendees to Northeastern University to attend an *ArchitectureBoston*-related workshop on public engagement, led by AB editor and Globe columnist, Renee Loth and Russell Preston.

Exhibitions & Programs

Global Citizen: The Architecture of Moshe Safdie opened on March 16 to hundreds including Yo Yo Ma, Neri Oxman and many others new to BSA Space. The exhibition runs through May 22. KidsBuild sold out in a week and expects nearly 900 people. Below is a list of our other programs including planning for:

- Common Boston: Plans for the re-imaging and reinvigorated "open house" style Common Boston weekend (June 3-4, 2016) are in full swing. Committed community partners include the City of Boston and the BRA, the Fenway Cultural District, ArtsBoston, and the National Park Service. Over 50 sites will be opening their doors to the public that weekend, including District Hall, The Innovation and Design Building and Mass General's Ether Dome.
- *Extraordinary Playscapes* a collaboration with Design Museum Boston, opens in the gallery on June 8.
- Next phase of the storefront gallery development will be rolled out this spring, including a large scale map and panels exploring Boston's neighborhoods.
- The Foundation's Exhibitions Committee will meet in April to make recommendations for the main gallery's 2018-2019 exhibitions cycle. Discussions are in place to create a flexible plan for

the Salt Gallery (adjacent to the BSA offices) that will activate the space while still maintaining flexibility needed for events, rentals, and programs.

Civic

The Suffolk Downs Urban Design Workshop was a great success beginning with the public panel on February 29, design charrette teams working on concept scenarios from March 1-3 and a public presentation of the scenarios on March 3. The project is tied climate resiliency as well as transit oriented and equitable development to the site and brought together leading officials from the surrounding communities.

Boston Designs for Good conversation was held featuring model ways to engage people in the public process. The pecha kucha style program drew about 35 people with an engaging conversation.

We are planning an upcoming IDeAS conference hosted by us and led by the BRA. Additionally we've been approached by the Boston Foundation to help translate their work on the Fairmount Indigo line into more understandable graphics. Both projects are allowing us to explore ways to monetize our civic work.

Civic work continues with projects tied to climate resiliency including the Living with Water summary book, city-wide meetings on neighborhood vulnerabilities, a panel discussion with design professionals and Paul Kirshen from the UMass Boston environmental science students and Ben Peterson's BAC gateway project students. This coordinated effort analyzes storm water hotspots in East Boston and proposes blue/green infrastructure solutions that also create good public spaces.

Foundation Programs Summary January – June 2016

Film Series:

2/12—Film Screening: How much does your building weigh Mr. Foster?
3/4—Film Screening: Brooklyn Farmer
4/1—Film Screening: Moshe Safdie-The Power of Architecture

Exploring Design:

2/25—LEGO Happy Hour
3/1—Boston's Narrative: Revealing a City through Maps*
4/2—Mattapan: Arts and Placemaking*
5/5—Building Blocks (Arch 101)
6/4 – 6/5 – Common Boston

Exhibition Programs:

3/16—Global Citizen: The Architecture of Moshe Safdie Opening

4/15—Design Museum Mornings with BSA: Extraordinary Playscapes*
6/7 - Extraordinary Playscapes Opening

Book Talks:

3/24—Rebuilding the American City: member book talk
5/16—Heroic Book Talk

Lectures:

4/6—Lecture: Inaki Abalos
5/5—Building Blocks (Arch 101)
3/23 - Peter Vanderwarker - Cataclysmic Boston*

Tours:

May - October: Architecture Boat Cruise

Family Programs:

1/23—Family Design Day: Star Wars
 2/13—Family Design Day: Design your Dream room at the Concord Museum*
 2/27—Family Design Day: Skyscrapers
 3/27—Family Design Day: Dream Dwellings
 4/10&11—KidsBuild
 4/22 – Cambridge Science Festival : LEGO City*
 4/30 – LEGO City in Roslindale
 5/07 – LEGO City in East Boston
 5/14—Family Design Day: Animal Habitats
 5/15 – LEGO City in Roxbury
 6/11 – LEGO City in Jamaica Plain
 6/18—Family Design Day: Playscapes*
 July & August - Family Design Day: Playscapes*
 6/18 – LEGO City in Mattapan

Student Programs:

2/10—Student Design Day: Homeschool
 2/13—Student Design Day: Homeschool
 3/3—Student Design Day: Homeschool
 3/6—Student Design Day: Homeschool
 3/22 – Water Summit Youth Activities*
 4/22 & 4/23— Teen Workshop

5/4 - Student Design Day: ISB
 5/5—Student Design Day: Homeschool
 5/8—Student Design Day: Homeschool
 6/9—Student Design Day: Homeschool
 6/12—Student Design Day: Homeschool

Civic/Professional Programs:

1/11 - Designing Boston: City Hall + Plaza
 2/29—Urban Design Workshop: Suffolk Downs
 3/3—Urban Design Workshop: Suffolk Downs Presentations
 3/7—Designing Boston: Northern Avenue Bridge
 3/23—AB Magazine Launch: Civic Engagement
 3/29—Mayor Series: Nashville Mayor, Karl Dean*
 3/31—ENGAGE: Boston Designs for Good
 5/2—Designing Boston: Cultural Plan

5/11 – What the Sketch?

*Indicates a Partnership program

BSA and BSA Foundation press since February, 2016

- BSA Exhibit Showcases Safdie's Naturalistic Style of Architecture (bcheights.com)
- How to Foster Civic Engagement in the Age of Twitter (archdaily.com)
- Art Exhibits To See Around Boston This Spring (artery.wbur.org)
- Boston City Hall: World's Ugliest Building? (wcvb.com)
- A Vision in Concrete (bostonreview.net)
- Third Annual Boston Design Week Will Have 80+ Events Citywide (artfixdaily.com)
- Northern Avenue Bridge Suspended Between Demolition And Restoration (radioboston.wbur.org)
- City Launches Competition, With Prize \$, for Northern Avenue Bridge Redesign (bostinno.streetwise.co)
- Boston seeks ideas to replace Northern Ave. bridge (bostonglobe.com)

- Boston Society of Architects to Exhibit Moshe Safdie Retrospective (interiordesign.net)
- Moshe Safdie Is Still Designing the Future of City Living (curbed.com)
- Looking Back at Moshe Safdie's Philosophy and Influential Works (architectmagazine.com)
- Boston Society of Architects 2015 Design Awards (e-architect.co.uk)
- AIA News: AIA nominates 9 Boston Society of Architects members to College of Fellows (architosh.com)
- Moshe Safdie exhibit to launch BSA series of Boston-rooted design next month (bustler.net)
- An annual celebration of the civil rights leader's life and honors for Boston building designs (bostonglobe.com)
- Boston Society of Architects celebrate the 2015 Design Awardees (bustler.net)
- Industry Connect: Architects Look Forward and Back at Boston City Hall and Plaza (allegro.com)
- Industry Connect: Boston Society of Architects Design Award Winners for 2015 (allegro.com)
- The 2015 Design Award Winners: Boston Society of Architects (designtrends.com)
- Moshe Safdie's Architecture in Mass. and the World: a Gallery (boston.curbed.com)
- Boston Society of Architects Announce 2015 BSA Design Award Winners (archdaily.com)
- Architects Look Forward and Back at Boston City Hall and Plaza (architectmagazine.com)
- Concord Museum events: Family Design Day: Design Your Dream Room with architects (concord.wickedlocal.com)
- Tozzer Anthropology Building receives BSA design honor (news.harvard.edu)
- Back To The Future: The Social-Activist Architecture of Moshe Safdie (momus.ca)
- International Architecture to Be Exhibited at Its Home Base (bostonmagazine.com)
- Schneider Center Wins Boston Society of Architects Architecture/Interior Design Award (wellesley.edu)
- Boston Society of Architects honors Gardner Museum with top prize, city's most beautiful building (artdaily.com)

Minutes from the January 13 meeting of the Board of Trustees

Present: Mike Davis FAIA, Eric Krauss, Peter Kuttner FAIA, Anne-Marie Lubenau FAIA, Peter Madsen FAIA, Laura Wernick FAIA, Ted Touloukian AIA, Kelly Sherman, Ken Willis, Rickie Golden

Staff: Ben Cohen, Polly Carpenter FAIA, Billy Craig, Penny Mitchell, Mark Ruckman, Gretchen Rabinkin AIA, Eric White

Absent: Anthony Consigli, Steve Eustis, Nadine Gerds, Bennet Heart

Call to Order: Davis called the meeting to order at noon, welcomed new and returning board members, and invited all in the room to make brief introductions.

Minutes: Upon a motion by Kuttner FAIA, seconded by Krauss, it was

VOTED to accept the minutes of the October 14 meeting as submitted; unanimous

Treasurer's Report: Eric White provided a very brief Treasurer's report noting that they year-end reporting was still be finalized and more information would be available at the February meeting (see February minutes and February development report)

Development: Mitchell reviewed the January development report presenting the 2015 goal to actual revenue, the success of the BSA Foundation Breakfast in December, and the scope and strategy for the Foundation grants program (35 grant opportunities identified with a 2016 revenue goal of \$125,000.

Civic / CDRC Update White introduced Gretchen Rabinkin and shared that the CDRC is now part of the BSA Foundation (MOU signed/one-year trial period). CDRC board will remain as an advisory board. Rabinkin shared some of the CDRC's highlights and accomplishments. Lubenau highlighted the work of the CDRC as pivotal to the success of the BSA Foundation.

**Engaging BSA
Foundation
Trustees**

Davis shared roles, expectations, and opportunities for engagement by Foundation trustees. He introduced the Foundation committee structure and requested volunteers for each committee (see committee list in this board package). Davis also invited trustees to articulate their goals for the Foundation. These included:

- Increase public profile
- Increase outreach
- New donors
- Determine how to evaluate capacity and measure impact
- Develop a five-year strategic roadmap (request grant)
- Leverage all learning, outcomes, and relationships to build a more scalable model
- Use audience segmentation to set priorities

Adjourn:

Upon a motion by Wernick, seconded by Madsen, it was

VOTED to adjourn the meeting at 1:50 pm; unanimous.

Respectfully submitted,

Steve Eustis
Secretary

Minutes from the February 17 meeting of the Board of Trustees

Present: Mike Davis FAIA, Steve Eustis, Nadine Gerdtz, Bennet Heart, Anne-Marie Lubenau AIA, Peter Madsen FAIA, Laura Wernick FAIA, Ted Touloukian AIA, Kelly Sherman, Ken Willis, Rickie Golden

Staff: Ben Cohen, Pamela de Oliveira Smith, Polly Carpenter FAIA, Billy Craig, Penny Mitchell, Gretchen Schneider AIA, Eric White

Absent: Anthony Consigli, Eric Krauss, Peter Kuttner FAIA

Call to Order: Davis called the meeting to order at noon, welcomed the board, and members reintroduced themselves to each other.

Minutes: January board minutes are still being processed and will be available at the next board meeting.

Treasurer's Report: Treasurer Madsen reviewed 2015 financial report, including expenses, revenue and investments. He noted this is the first full year of our new budget and we are preparing for the full audit with Nardella & Taylor. The year ended slightly worse than projected with lower revenue from investment income and higher expenses particularly in exhibitions, audit and salaries. Overall the year ended in the black from fundraising, while operating budget ended in the red. The endowment currently is about \$1.4M. Additional notes:

- Willis is interested in joining the Finance Committee.
- Some surprise at high exhibition costs and encourage reviewing plan to maximize impact against expense.
- The Board recognizes we are now in a new era for the Foundation and it is important to create a strategic plan.
- Board asks that in addition to the financial report we provide a one-page financial overview along with information on the endowment.

Development: Reviewed the development report including last year raising \$225 in pledges. Mitchell reminded everyone to call and thank donors (Mitchell sent list of those to thank to members of Institutional Advancement Committee and select Board). Development expenses for 2015 include cost of Benevon, travel, fundraising breakfast, and bi-monthly Meet the Foundation events.

Program Committee Carpenter reported the committee met last week and focused on refining audience, marketing/communications, and identifying potential partnerships. Committee focused on how we can collect data to help set future agenda. Willis mentioned his connection to nearly 5,000 non-profit housing developers.

Civic / CDRC Update Schneider updated the committee on all the upcoming activities, programs and projects (see ED report for list). She reported that we have a significant number of requests and that we are also engaged in a number of projects that are stretching our

resources and capacity. Davis suggested we look to engage the Board in helping us prioritize projects and asked how best engage the Board? Recommended creating a task force to set the Foundation's strategic direction. Group will meet a couple times to help establish direction, guidelines for project selection, and identify partners and potential revenue support streams.

Task Force: Gerdt, Willis, Sherman, Wernick, Heart, Lubenau, Davis and rep(s) from CDRC advisory board.

Board also discussed the need to create a consistent message and to examine identifying audiences.

**Strategic
Discussion:
Development**

White outlined the background of our fundraising plan and system, which is now just over two years old. We work with a consulting group Benevon which provides a structure and plan to guide our fundraising. The Institutional Advancement Committee (Davis, Wernick, Touloukian, Kuttner, Jeanne Lukenda, Patrick McCafferty, Leila Kamal AIA, and new members Sherman, David Silverman AIA, and Nedith Wikina) has been critical to the success of the fundraising efforts. The Board discussed:

- Can we use more of the Foundation programs to encourage people to come to the Meet the Foundation programs
- Can we tie Foundation programs to a Meet the Foundation introduction?
- Encourage more Friends of the BSA Space to attend the Meet the Foundation
- Provide upcoming Foundation event listings at Meet the Foundation
- Evaluate the metrics for Meet the Foundation and examine what are the key reasons people give
- Begin to think about what stories do we want to tell one-year, five-years and ten-years from now?
- Spend more time assessing what is a stable financial model for the Foundation.
- Encourage each Board member to host a Meet the Foundation program.

Other Business: Board reviewed a request to purchase/donate the Elsa Dorfman photographs of architects. The Board recognizes the importance of these pieces, though the purchase of these is outside the periphery of the Foundation's focus. The Board suggests seeing if there is interest among the College of Fellows to take on this project. White will follow up with the Fellows.

Board went in to executive session to provide the chair with feedback on the Executive Director's review.

Adjourn: Upon a motion by Wernick, seconded by Heart, it was VOTED to adjourn the meeting at 2pm; unanimous.

Respectfully submitted,

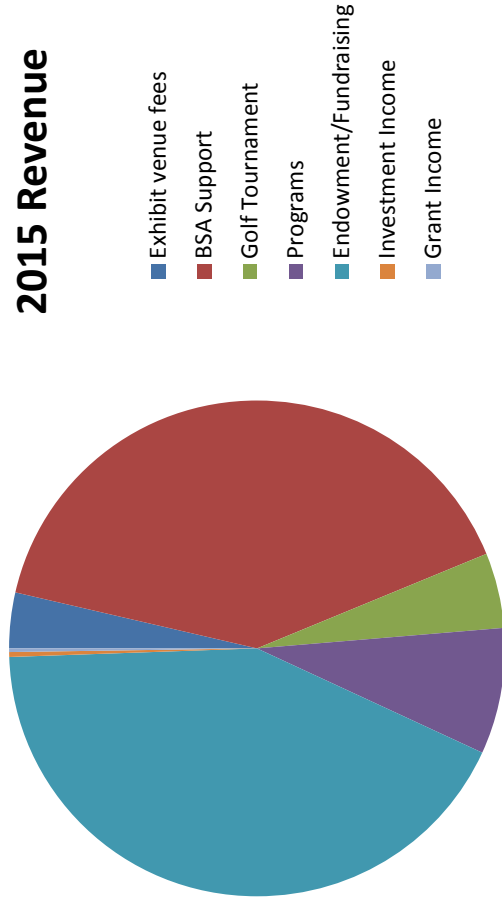
Steve Eustis, Secretary

BSA Foundation 2015 Financial Results (pre audit)

2015 Revenue

Exhibit venue fees	\$	38,557	% of revenue	3.62%
BSA Support	\$	427,935		40.16%
Golf Tournament	\$	52,150		4.89%
Programs	\$	87,680		8.23%
Endowment/Fundraising	\$	453,385		42.55%
Investment Income	\$	3,367		0.32%
Grant Income	\$	2,500		0.23%
Total revenue in 2015	\$	1,065,573		

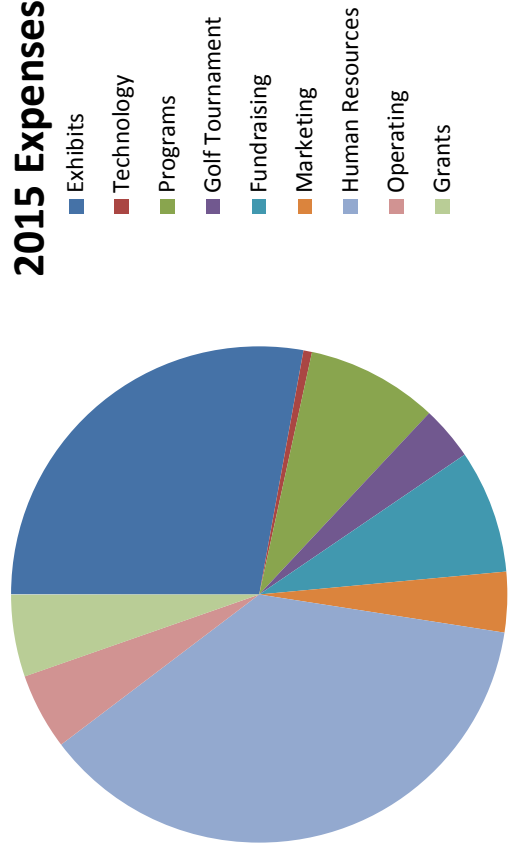
2015 Revenue



2015 Expenses

Exhibits	\$	208,074	% of expenses	27.86%
Technology	\$	4,170		0.56%
Programs	\$	63,939		8.56%
Golf Tournament	\$	26,264		3.52%
Fundraising	\$	60,033		8.04%
Marketing	\$	29,309		3.92%
Human Resources	\$	277,985		37.22%
Operating	\$	37,102		4.97%
Grants	\$	40,000		5.36%
Total Expenses in 2015	\$	746,878		

2015 Expenses



Account Description	Expenses		Revenue	
	2016 Actuals	Q1 Budget	2016 Actuals	Q1 Budget
<u>Investments & Fundraising</u>				
Total Fundraising Events	28,658	20,000	107,906	127,984
				508,935
<u>Marketing & Communications</u>				
Total Marketing	581	4,375		0
<u>Exhibitions</u>				
Total Exhibitions	77,168	42,500	1,553	5,000
				15,000
<u>Programs</u>				
Total Programs (including civic)	2,791	10,500	36,779	10,000
				41,500
<u>General & Administrative</u>				
Human Resources				
Total Human Resources	97,524	94,065		
				376,257
<u>Accounting & Finance</u>				
Total Accounting	2,731	3,425	-	-
<u>Governance</u>				
Total Governance	-	500	-	-
<u>Technology</u>				
Total Technology	-		-	-
<u>Supplies & Operations</u>				
Total Supplies	1,691	1,412		
				7,150
Total Operating expenses and revenue	211,144	176,777	146,239	142,984
				565,435
Net operating results before Grants Awarded			(64,905)	(33,793)
				(186,047)
<u>Investment Income</u>				
Annual Endowment Fundraising			(81,966)	56,250
Grants awarded to Foundation			23,075	225,000
Total Revenue/Expenses	211,144	175,775	87,348	10,000
			(123,796)	125,000
Total surplus/(deficit) included grants awarded & fundraising			32,457	236,353
Total Surplus/(deficit) included grants awarded			(123,796)	32,457
				11,353

BSA Foundation
Pledge Receivables Due
as of March 31 2016

Year	Amount
2016	93,950
2017	138,325
2018	136,700
2019	81,950
2020	6,600
Total	457,525

BSA Foundation
Endowment activity
as of March 31, 2016

Year	Amount deposited	Amount withdrawn	Net deposits
2014	39,150	85,000	(45,850)
2015	121,275	95,000	26,275
2016	40,225	0	40,225

12:18 PM
04/06/16
Accrual Basis

BSA Foundation Balance Sheet As of March 31, 2016

	Mar 31, 16
ASSETS	
Current Assets	
Checking/Savings	
1000 · Fidelity	
1000-06 · Sho-Ping Chin FAIA Fund	4,875.81
1000-04 · Joan Goody Scholarship Fund	12,094.89
1000-02 · Advisory Services	1,410,141.25
1000-03 · Ultra Service Account-Checking	12,092.75
Total 1000 · Fidelity	1,439,204.70
Total Checking/Savings	1,439,204.70
Accounts Receivable	
1200 · Accounts Receivable	469,827.56
Total Accounts Receivable	469,827.56
Other Current Assets	
1250 · Discount on Pledges Receivable	-13,778.00
1300 · Prepaids	83,000.00
1400 · Due from BSA	37,927.19
1499 · Undeposited Funds	3,000.00
Total Other Current Assets	110,149.19
Total Current Assets	2,019,181.45
TOTAL ASSETS	2,019,181.45
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 · Accounts Payable	15,467.91
Total Accounts Payable	15,467.91
Other Current Liabilities	
2252 · Due to Sho-Ping Chin FAIA Fund	4,875.81
2250 · Due to Joan Goody Scholarship F	12,094.89
2100 · Due to AFHB	4,348.72
2300 · Due to BSA	108,167.83
Total Other Current Liabilities	129,487.25
Total Current Liabilities	144,955.16
Total Liabilities	144,955.16
Equity	
3100 · Restricted Fund Balance	228,206.00
3000 · Fund Balance	1,080,444.49
3500 · Retain Earnings	688,018.10
Net Income	-122,442.30
Total Equity	1,874,226.29
TOTAL LIABILITIES & EQUITY	2,019,181.45

To: BSA Foundation Trustees

From: Penny Mitchell, Development Director

Re: April Development Report

Date: April 13, 2016

Sustainable Funding Program

Implemented by the BSA Foundation
Institutional Advancement Committee (IAC)

2016 Revenue Goal: \$225,000

2016 cash (\$50K) & 5-year pledges (\$225K)

****May 26, noon to 1pm, at BSA Space:** please plan to attend this board level conversation with fundraising consultant Terry Axelrod, Benevon Founder and CEO

Committee Goals:

1. Increasing community awareness:
 - a. Invitations to Meet the BSA Presentations
 - b. Seek Ambassadors for the Foundation (individuals who volunteer to bring 10 or more guests to a Meet the BSA Foundation either at BSA Space or hosted at their office/home)
2. Cultivation and major gifts:
 - a. Ensure all Foundation donors are thanked and receive updates on Foundation activities
 - b. Ensure at least two opportunities for two-way conversation with Legacy Circle members each year
 - c. Cultivate new Legacy Circle and major gifts

2016 Pipeline Metrics – Introducing people to BSA Foundation	to date	goal to date	yr
Number of Ambassadors (your help here!)	6	10	30
Number of Meet the Foundation Events	5	5	20
Number of Attendees	38	50	200

2016 Cultivation & Major Gift Metrics – Building loyalty	to date	goal to date	yr
Number of Foundation Updates (email)	2	2	4
Number of Personal Phone Calls (your help here!)	28	75	140
Number of Face to Face Visits	15	40	120
Number of Mission Related Cultivation Events/Attended	2/45	2/50	4/92
Number of Asks	0	0	24
New Pledges made (Advance of Breakfast)	0	0	6

Critical BSA Trustee participation:

Become an Ambassador: If you have not yet, plan to bring ten to fifteen guests to Meet the BSA Foundation within a three-month period. See how-to information attached

Cultivation of Legacy Circle: Assist in thank you calls to new Legacy Circle Members. *It's not too late to make the 6-7 thank you calls to Legacy Circle members you have been provided*

Host a table at BSA Foundation Breakfast: requested *one-time only*, more than once is optional

Grant Program

2016 Revenue Goal: \$125,000

The months of February and March have been very busy for the grants team. The following application forms were submitted:

- ARTWORKS/NEA for Common Boston
- CREATIVITY CONNECTS/NEA for BSA Space Storefront competition
- GRAHAN FOUNDATION for The Inflatables exhibition
- MCC (Massachusetts Council Grants: CIP Gate and Festival Programs) for our education programs
- 2016 Fort Point Channel Watersheet Activation Grant Program for BSA Space Storefront competition

On April 12, we will be talking to the Surdna Foundation about our civic initiatives and whether there is a fit. For the next few weeks, we will be focusing on grants from AIA Trust, Cambridge Community Foundation, and Barr Foundation.

On a separate note, the Foundation was granted \$500 by the Massachusetts Cultural Council via their Festival Program.

Sponsorship

2016 KidsBuild! Sponsors

\$2,500

Massachusetts Cultural Council (2nd year)
Atlantic Wharf (in kind)

\$1,000

Acentech
Margulies Perruzzi Architects
WB Engineers+Consultants

\$500

Boloco (in kind)
C.E. Floyd
Chapman Construction Design
Faneuil Hall Marketplace (in kind)
Kalin Associates, Inc.
Sierra Architects
Skanska
Studio G Architects
Tappe Architects
Payette (in kind)

We continue to seek sponsors for Foundation events including KidsBuild!, Golf Tournament, and the BSA Foundation Breakfast.

To: BSA Foundation Board of Directors
From: Eric White, Executive Director
Re: Finance Committee Report
Date: March 21, 2016

The first meeting of the Finance Committee convened on Monday, March 21 and was attended by the following committee members: Peter Madsen FAIA (chair), Eric Krauss, Ted Touloukian AIA, Laura Wernick FAIA; and staff members: Ben Cohen, Mark Ruckman, and Eric White.

The committee reviewed the 2015 P&L and discussed how to improve how we report financials to the Board. The following recommendations are made:

1. Simplify the P&L by reducing the number of details and concentrate on Account categories.
2. Move all investment income below the line.
 - a. Provide detailed notation of investment allocation to operating
3. Under Annual Endowment Fundraising, detail cash versus pledges
4. In addition to the P&L include the Balance Sheet.

The committee discussed the 2015 audit that is currently underway:

1. The committee recommends that the Finance Committee meet with the auditors and serve as this year's Audit Committee.
2. The committee further recommended that the Finance Committee serve this function for this year only, and that we move forward on the Audit Charter. Once the Charter is adopted, the Audit Committee can review potential auditors and fulfill the responsibilities outlined in the Charter.

Q1 is still weeks away from closing. The BSA has agreed to increase their financial support to the Foundation to cover the additional responsibilities the Foundation has assumed.

The committee reviewed drafts of the Audit Charter and Investment Policy. While thorough, the committee finds them too long and recommends abbreviating the documents. Eric Krauss will share samples of shorter Charters and Policies that can be used to serve as a template.

The committee reviewed the investment portfolio. The committee recommends they meet with our investment manager from Fidelity at the next meeting (either in person or by phone).

1. In particular, the committee questions the amount of investments in weighted mid- and small-caps as well as foreign stocks – all of which have underperformed.
2. The committee also recommends increasing the amount of cash available to more than 1%.

The committee supports the recommendation of the Foundation engaging a consultant to assist with strategic and business planning for the Foundation. We recognize the importance of developing a three – five year plan to anticipate the financial needs.

Benevon 301 – Rollover year – cultivation model is integrated throughout organization (and stop referring to Benevon) [further engage staff in cultivation model]

Sustainable funding: goal is to quantify our legacy of sustainable funding for short-term (5 years) and long-term (10-15 years), including metrics.

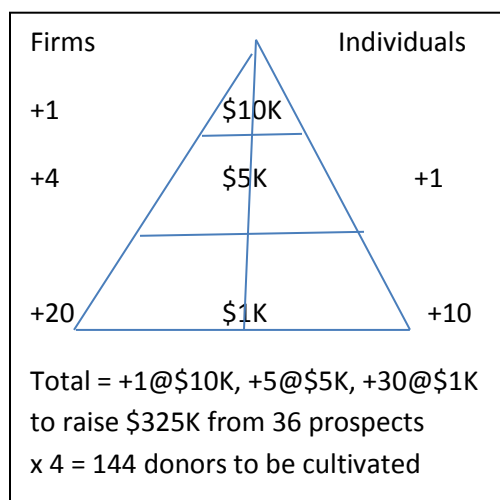
Short term: \$1m budget (up from \$700K), reduce BSA funding to 30%, add managing director/ COO position, implement estate and planned giving program

Long term: \$2.5m budget, reduce BSA funding to no more than 20%, cover all staff positions, including communications, grant writing, exhibitions director, endowment to \$30m.

Identify the impact on individuals, community and region if we were to meet our financial, programming goals.

Note: estate/planned giving is integrated at the ask event with mention by the pitch person, “If you’re interested in estate or planned giving options please check the box, I have thoughts to share.”

Major Gifts:



We are planning for most of the \$1K/year donors to come through Ask event. Major gift cultivation will primarily be current donors, many of whom we don’t know at all. Our major gifts will be used as leadership gift for next Ask Event. The ask is for LC to increase their pledge or join LC at \$5k/year. Also consider those who attended POE but haven’t come to an Ask.

- Need to ask 4 for every 1 donor who will give when cultivated (20 cultivations for the 5 we hope to move from \$1K/year to \$5K/year and 4 for the 1 we hope to bump from \$5K to \$10K)
- No one should attend more than 2 ask events in a lifetime (LC always invited as courtesy but should be more high touch (one-on-one) cultivation)

- The ask should not be your central, main event for fundraising (goal is to raise only 50% of donor revenue at ask event)
- All table hosts should come from Ambassadors. If not, consider smaller ask event.
- Board members only act as table host one time – unless they wish to host again.
- All invitations to POE should be personal, should have few attendees from word of mouth or web
- Host a special POE for volunteers, after they become volunteers
- When people want to volunteer—tell them the BEST way they can help is to be an Ambassador...it's the only *real* need for volunteers we have
- Language shift – we want to OFFER a POE at your firm – (encouraging individual givers at firms)
- Look to individuals highlighted in AB: Jay Wickersham, David Hacin
- Think about those who benefit from AB mag, BSA Space, exhibitions – Moshe Safdie ** use the FFGE

Host a Meet – once we make the Meet more attractive, more sizzling

- Renee Loth
- Mike Cantalupa
- Brian Swett
- Vineet Gupta
- Payette – special Meet at Payette for staff
- Sam Norod, John Martin - **Moshe Safdie FFGE
- POE for Mike Dukakis, Deval Patrick [Bialecki, Jay Ash, Stephanie Pollock, Gov Baker, City Councillors, State Reps, Chris Walsh, John Nunnari, Jim Stanislaski]
- Crowd-sourced giving: combined / competitive supporting groups
- Evergreen society – continue to add a year to pledge, every year (CBT)

Additional potential Ambassadors identified:

- IAC Team:
 - Nedith
 - David
 - Kelly
- New board members:
 - Rickie
 - Ken
- Individual LC members:
 - Susan Knack-Brown
 - Diane Georgopoulos
 - Steve Rosenthal
 - Jacob Albert
 - Len Cubellis

- Kevin Derrick and Jascha Franklin-Hodge
- Frank Mead
- Individuals associated with LC firms/companies:
 - Anthony Consigli (also board)
 - Ellen Watts (Architerra)
 - Jim and Clara Batchelor (Arrowstreet, CBA)
 - BuroHappold
 - Lynne Deninger (CannonDesign)
 - Marc Margulies and Dan Perruzzi (Margulies Perruzzi)
 - Ed Hodges and Randy Kreie (DiMella Shaffer)
 - Justin Crane (Cambridge Seven)
 - Jon Pate (Pate Landscape)
 - Joe Albanese (Commodore)
 - Mike Fish (Dellbrook/Scanlan)
 - DiCicco Gulman
 - Scott Bates (Erland Construction)
 - Jim Alexander (Finegold Alexander)
 - Cris Copley (Foley Buhl)
 - John Prokos (Gund)
 - Doug Dick (LDa)
 - Fred Kramer (Stantec)
 - Carol Burns (Taylor Burns)
 - Brian Potter (TG Gallagher)
 - Kim Kingston (Consulting Engineering Services)
- Other individuals associated with BSA, Committees, related Boards, etc.:
 - Marketing Wizards
 - Eileen Shakespeare (LBD Board)

Donor Cultivation: engaging donors in mission, existing events

Personal contact with each LC at least 2 times each year and 1 FFG

- Set up small-group meetings with Eric outside of BSA Space—2 per month—invite by phone, 5 invites/ 4 attend, prioritize those we targeted for ask to increase pledge. “Eric is hosting a special gathering at xxx...” “We haven’t heard from you in a while and want to check in...”
 - Invites: start with architect you know and ask you from LC you work with, know...
 - Bergmeyer: Poole professional, Donovan Hatem, Compass Proj Mgmt,
 - Arup: Perkins, Boston Prop, CBT or Sasaki
 - Share 3 wins in our 3 buckets
 - From your perspective, is there something we should be doing differently or better?
 - Offer 3 challenges facing the Foundation, ask for ideas, advice

- Always follow-up from each meeting by phone, ambassador ask in follow-up, set up follow-up before you leave
 - Include board member and development staff
- Eric to set aside one hour for pre-scheduled phone calls and/or identified calls to invite to upcoming event, “I thought you would want to know about xxx coming up xxx.”
- Personal invitations by phone to prospects for LC receptions
- Set up one-on-one meetings with Eric and ride along board/team member
 - How did you originally get involved in the BSA/Foundation, hear about us
 - What area of our work is most relevant; what do you most care about, favorite bucket
 - What’s your connection to our mission – your passion retread
- Create opportunity to have 30 min ahead of session – meet panelists, meet curator

Think about LC—they already care about the mission, want to be involved/associated with it, want to be connected to the work. Eric is an asset, trusted, sincere.

Sustaining the Model

Database, systems—Google docs, Neon CRM – Kelly and Caitlin to work together

TRACK all conversations – need to keep this information in database:

- Begin with Thank you
- Tell about a specific thing that touches me
- Remind them what we do
- Ask them which area of our work is most important to them
- Ask them for their advice...
- Invite to an upcoming event
- Ask if they would be an ambassador
- What other organizations do you support

Development staff meeting

- Know we may want to do 301 again, many groups do
- Watch for next year’s team now, start engaging now as it’s a lot to learn at one time
- Must put cultivation on Eric’s calendar
- Plan for downloading information from Eric on meetings without dev staff in attendance – voice memo to email
- Encourage Eric to call Coach – help with visionary message (POE) and update from 301
- Meet with those original LC and ask who they know, can help me arrange meetings, what do you know about them?

Integrating the model

Board: Goal is that all board members come through cultivation, are ambassadors, and donors

1. Sustainable funding as priority board agenda this year
 2. Set a board retreat for 2017 – with passion retreat
 3. Arrange a video meeting with coach for board & staff (as appropriate) - minimum 3 months out
 4. Contact Jay Vogt (recommended by Terry Axelrod) – re strategic planning
- Each meeting: share list of all new POE guests and who invited them, share one impact story
 - ED meets one-on-one with each board member—treat as a cherished major donor
 - 40% should be passionate about cultivation
 - Remind all board members to make thank you calls. Everyone appreciates a call, a voice message from a board member of the organization.
 - We are welcome to use coaching calls for smaller groups
 - 301 allows for more flexibility than earlier levels

Filling the Pipeline

- BSA Committee chairs are volunteers – 2 roundtables per year – arrange for pitch about the Foundation through Conor. Can we include a Meet the Foundation?
- Ask Gretchen what kind of event would you feel good about inviting people to attend?
- Ask Anne-Marie and Laura to be Ambassador Managers (can we ask them to call people who are interested in being an Ambassador. They would explain what's involved, help them think about who to invite, send template invitations. Arranging dates would be Foundation staff.
- Create a way to recognize Ambassadors for their effort...a special pin and recognition at LC receptions

Make POE that—more sizzling

Team leader to say something personal, short

Engaging communities

Myth and fact: many of you are probably familiar with the BSA as a professional association, but what you may not know is the BSA Foundation provides pre-design services to engage people in neighborhoods.

Include audio tape from Gretchen, we need to hear from someone who was there – what was it like when she first met with Mirlande, community...what was it like when Mirlande's mother saw the sketches and said, "yes, this is what I want to see from my porch"?

Story format is before, intervention, after

1. City knew it needed help, street perceived as dangerous, avoided – board to include photos of before, newspaper clippings of murders, sketches and photos of after, props of activities if possible
2. Foundation engaged community, pre-design work - include origin of Fit City work

3. Community garden, street-level activity – mount photos of garden from different seasons of activity

Need: we need staff to manage student and professional volunteers – to grow capacity: there are many forgotten spaces in the city like this one. HAVE A LIST with PHOTOS

Inspiring Vision

KidsBuild! definitely should be a FFGE during event (invite to Saturday or Sunday, 15 min update, followed by tour) – include time lapse of the event

More photos of KidsBuild! at POE, orient speaking so models and photos are central, refer to them often, talk about relationship to gallery exhibition if possible

Pat, Polly or Nedith to tell story

Myth and fact: you might think that our kids programs are just a play activity for kids to glue and paste recycled material together but really each program includes skilled instruction from architects and designers who teach design principals

Need: to have a ratio of trained staff to volunteer designers for each program. Right now we only have one trained staff to manage all programs

Provoking Change

Myth and fact: You might think that Foundation's programs are one-offs that are done when they're done... but in fact most of our programs are integrated and may continue over years, with broad impact goals which drive change at the policy level

Mike drafted provoking change story - resiliency

Process for evaluating the BSA and BSA Foundation Executive Director

1. The Executive Director review process will become a yearly process marked by the following milestones:
 - a. The January BSA and BSA Foundation Board packets will include the Executive Directors key areas of responsibility and the goals that have been agreed upon. The goals will be measurable and based upon the ED's primary areas of responsibility.
 - b. Throughout the year the BSA President and BSA Foundation Chair will provide feedback to share with the Executive Director.
 - c. The Executive Director will complete a self-evaluation to share with the two Boards for their October meeting.
 - d. At the October BSA and BSA Foundation Board meetings, the President and Chair will seek input from the Boards for the Executive Director's review.
 - e. In October/November the President and Chair will seek staff input for a 360 assessment.
 - f. The BSA President and President-elect, along with the BSA Foundation Chair and Vice-Chair will meet with the Executive Director to assess performance and set goals for the coming year.
2. Performance standards
 - a. Performance standards will be built upon two critical areas:
 - i. The goals set out from the previous year
 - ii. The six key areas of ED responsibility – delivery on mission, strategy and goals; administrative and HR oversight; Community relations; Financial/Legal management; Fundraising; and Governance.
3. Follow up
 - a. Copies of all written evaluations are given to the ED and to the Controller who maintains all personnel records.
 - b. Boards will discuss how/if salary increases/bonuses will be tied to the evaluation.
 - c. Process will be evaluated and improved upon through discussions between the Boards, Board leadership and ED.

Key areas for assessment of the Executive Director

Below are the key areas of responsibility for the BSA and BSA Foundation Executive Director. These responsibilities essentially cover strategy, external affairs, financial oversight, fundraising, staff and working with the Boards.

1. Development & Delivery (Mission, strategy, goals)

- a. Provide leadership in ensuring the delivery of the mission, strategy and goals.
- b. Meets or exceeds annual goals
- c. Provides analysis, evaluation and assessment of activities to achieve goals
- d. Maintains and utilizes a working knowledge of developments and trends in the field.
- e. Keeps the Boards informed of progress, concerns and needs related to mission, strategy and goals.

2. Administration and Human Resources management

- a. Establishes and uses an effective management team and system
- b. Ensures compliance with personnel policies and state/federal regulations.
- c. Provides clear work assignments, delegating appropriate levels of authority and encourages staff development.
- d. Attracts, keeps and motivates diverse and high quality staff.

3. Community relations

- a. Serves as an effective spokesperson for the organizations
- b. Establishes and builds good, cooperative working relationships with AEC and design community, civic and government leaders and related organizations.

4. Financial Management

- a. Assures adequate control and accounting of all financial systems
- b. Prepares a budget that is reasonable and realistic in coordination with staff and Boards
- c. Maintains, executes and ensures compliance with federal, state and local regulations and requirements including all necessary legal documents.

5. Fundraising

- a. Develops realistic, ambitious fundraising plans
- b. Meets or exceeds revenue goals ensuring that funds are available for the organization to carry out work.
- c. Establishes positive relationships with donors, funders, foundations and others involved in fundraising.

6. Governance

- a. Works well with the Boards providing appropriate, adequate and timely information.
- b. Provides support to Boards' committees
- c. Keeps the Boards informed on the condition of the organization.

2015 ED Goals

The 2015 goals were shared with the Executive Director in a meeting with the BSA's President, Past-President and President-Elect, along with the Chair of the BSA Foundation.

1. Collaborate with the board, staff and membership to further the organization's strategic framework.
 - a. Create a framework or a five year plan
 - b. Identify resources and metrics for success.
2. Grow BSA membership and enhance the value of that membership.
 - a. Collect data to have conversations and track success
 - b. Identify the member value proposition
3. Advance the interests of the profession through advocacy and civic engagement.
 - a. Become fluent with the issues we advocate for
 - b. Organize the BSA & Foundation to respond to opportunities
4. Build awareness of members' expertise with the public at large.
 - a. Continue developing ways to engage the public and deepen their appreciation for architecture.
5. Increase the impact of BSA Space as a center for architecture, design and the built environment.
6. Provide leadership that encourages creativity, inclusiveness, excellence and results both with staff and members.
 - a. Strengthen the relationship with the president and Foundation Chair while helping Board members understand their roles and the balance to productive/supportive leadership
7. Build the fundraising capacity and strengthen the revenue generating opportunities in support of the BSA and Foundation's missions.
 - a. Build the financial capacity of the BSA and Foundation and develop new economic models.

Key areas for assessment:

1. Development & Delivery (Mission, strategy, goals) –

See below

2. Administration and Human Resources management

With Ann's departure at the end of 2014, 2015 became a management transition year. One of the goals was to empower staff to take greater leadership over their areas of responsibility. This shift has continued (2016 further refining the staff structure) to clarify work responsibilities and streamline reporting structures. The result is a strong, directed staff focused on accomplishing organizational goals. (see attachment for staff structure)

3. Community relations

See below.

4. Financial Management

The BSA is in a strong financial and legal position. Over the last four years the total operation has grown from \$3.6M to \$6.3M and we are positioned to further grow. This growth has come from acquiring ABX, increased membership, and increased and diversified programs including space rentals, professional services and advertising/sponsorship. Our auditor gives us strong marks and we continue to stay aware and current with legal and HR regulations. The BSA Foundation is beginning to put in place the same level of controls – which did not exist in the past. 2015 was the first year that the Foundation had expanded its role and the operating budget increased more than 10 fold. We are creating the necessary structures – Finance Committee, full audit, IAC, etc - for the continued expansion and infrastructure to support the Foundation. We finished the year with an anticipated deficit and working toward a balanced budget over the next few years. Growing revenue support for the Foundation will continue to be one of the important areas of focus ahead.

5. Fundraising

See below

6. Governance

See below

2015 ED Goals

1. Strategic Framework. Collaborate with the board, staff and membership to further the organization's strategic framework.

The strategic weave continues to be the guiding force and our work concentrates on advancing the three strategic interests: Empowering the profession; increasing public appreciation for design; building better communities. Emily and I created a detailed strategic framework and work plan. The Joint Strategic Committee looked at it and shared it with the BSA Board. As a

document it is impressive in the level of detail and is useful to help give staff direction. However it is an overwhelming document that makes it difficult to use for the Boards and Membership as a strategic tool. One challenge is how do we engage both Boards to continue developing strategic planning? The Foundation Board is still in a start-up development phase that now is in better position to consider strategic planning and it will be important to create a business plan to help us aim toward long-range success. The BSA Board has been strongly motivated by the civic agenda, and directing energy to strategic planning is challenging. The new Future of the BSA committee may be helpful in advancing our planning efforts.

2. **Membership** - Grow BSA membership and enhance the value of that membership.

Last year professional membership grew 3%, including 6% growth in AIA and 6% growth in Associate AIAs (Emeritus and Student were both down slightly). From 2011 to 2015 professional individual membership has grown 14% including 20% in AIA and 52% in Associate AIA. In addition we've assessed the membership value and passed recommended changes to encourage licensure and young architects to join. These recommendations take place in 2017 and we will continue tracking and assessing to determine success. Next we are working on reviewing the value of firm and corporate memberships to assess how to improve the value.

3. **Advocacy** - Advance the interests of the profession through advocacy and civic engagement.

This area has seen tremendous growth over the last couple of years. Folding in LBD and CDRC as well as expanding our public and civic offerings has led to this growth. In the last year the BSA and Foundation have played important roles in Imagine Boston 2030, the Boston cultural plan, Go Boston planning (transportation), the region's work on resiliency, as well as a voice for design excellence through new programs like the Designing Boston series. Tim's creation of the Design Workshop program has also significantly advanced the advocacy and civic agendas. Adding Gretchen and CDRC to full-time staff, bringing back Billy, our communication/PR strategy, and work on civic and community outreach have been a major strength.

4. **Communication & Public Engagement** - Build awareness of members' expertise with the public at large.

In addition to our efforts to increase public awareness through public and civic/community programs, we have taken strategic opportunities to engage key public and press leaders in the BSA and BSA Foundation. Opportunities including inviting WGBH's Jared Bowen and Boston's Culture Director Julie Burros to serve on the Harleston Parker jury; inviting former city councilor Mike Ross and Boston Globe writer Dante Ramos to facilitate Designing Boston; and contracting with Design New England and Boston Magazine to publish BSA Design Awards. We recognize these are long-term investments to shape public awareness, but they have resulted in increased press as well as public participation in programming.

5. **Impact** - Increase the impact of BSA Space as a center for architecture, design and the built environment.

In addition our public programming efforts – programs like Family Design Days, Designing Boston, Architecture Film Series, and more - have drawn new audiences. Over the last year the quality of our exhibitions has also drawn people to BSA Space. The BSA is recognized as an important player in the community and our next steps are to solidify the structure to further expand our impact.

6. **Leadership** - Provide leadership that encourages creativity, inclusiveness, excellence and results both with staff and members. Strengthen the relationship with the president and Foundation Chair while helping Board members understand their roles and the balance to productive/supportive leadership

This is more difficult to quantify objectively, though my sense is we've done a number of things to stimulate greater connections between the BSA and Foundation as well as members and staff. Annual meetings between the BSA and Foundation Boards foster connectivity resulting in the expanded civic and public outreach identified above. Elected and Board committees as well as the membership committees continue to advance the work of the profession and encourage creativity at all levels.

7. **Business Development** - Build the fundraising capacity and strengthen the revenue generating opportunities in support of the BSA and Foundation's missions.

BSA and BSA Foundation revenue streams have been, and continue to evolve, change and grow. Today the BSA's revenue is about \$5.6M divided relatively equally between ABX at 40%, membership dues at 30% and a variety of earned revenue programs including fee-based activities, space rentals and investments at about 30%. Four years ago BSA revenues were about \$3.6M with membership dues accounting for over 50% of the BSA's revenue, with ABX 25% and earned revenue 25%.

Two years ago the Foundation revenue was about \$70K with nearly all coming from investment income. In 2015 the revenue was \$700K with 60% coming from the BSA, 10% investment income and 30% earned through programs and activities.

The Foundation began a fundraising program that in two years has raised over \$750K in pledges. At the end of 2015 we also began seeking grant support, which is too early to determine the value to the Foundation.

Creating long-term business plans will be needed and to coordinate these plans with the overall strategy. We will benefit from outside advice to help us develop clear business plans with goals, milestones and timeframes to measure success.

New Structure
2016

Executive Director
Eric White

Executive Manager
Mark Ruckman

Operations Managing Director
Billy Craig

Communications Managing Director
Pamela de Oliveira-Smith

Systems Managing Director
Ben Cohen

Conor MacDonald (*Committees*)

Penny Mitchell (*Development*)

Justice Severin (*Accounting*)

Jessi Kriley (*Events/ABX*)

Renee Loth (*AB*)

Erika Shea (*Database, Member*)

Gretchen Schneider AIA (*Civic*)

Fiona Luis (*AB*)

Susan Green (*Office Mgr*)

Mary Fichtner (*Gallery/Awards*)

Maria Salvatierra (*Grants, Press*)

Kali Larsson (*1st Floor, Data*)

Sara Garber (*Prof. Prog, EP*)

Ben Wallace (*Website*)

Polly Carpenter FAIA (*Public Program*)

Paige McWhorter (*ENews*)

Rachel Reid (*Member Services*)

Caitlin Hart (*Development, Social Media*)

New (*Civic, Volunteers*)