

To: BSA Foundation Trustees
From: Mike Davis FAIA, chair
Re: Meeting agenda
Date: Thursday, October 13, 2016

Our next meeting begins at 12:00 pm on Thursday, October 13 at BSA Space, 290 Congress Street, Boston. Lunch will be provided at 11:45am.

AGENDA

- 12:00 PM Call to Order
- Approval of July 13, 2016 meeting minutes [VOTE]
- 12:05 PM Development update
- 12:15 PM Budget
- 2016 Reforecast
 - 2017 Budget review [VOTE]
- 1:15 PM 2017 Nominations [VOTE]
- Officers
- 1:30 PM Strategic Planning update
- 1:40 PM Exhibitions & Public Engagement
- Exhibitions
 - Public programs
 - Grants
- 1:55 PM Other business
- 2:00 PM Adjourn

ENCLOSURES:

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Minutes from the July 13 meeting of the Board of Trustees

- Present:** Mike Davis FAIA, Nadine Gerdts, Peter Kuttner FAIA, Kelly Sherman, Anne-Marie Lubenau FAIA, Ted Touloukian AIA
- Staff: Ben Cohen, Polly Carpenter FAIA, Billy Craig, Pamela de Oliveira-Smith, Gretchen Schneider AIA, Eric White*
- Absent:** Anthony Consigli, Eric Krauss, Steve Eustis, Ted Touloukian AIA, Anne-Marie Lubenau AIA
- Call to Order:** Davis called the meeting to order at 12:10 pm. With the absence of a quorum this was an informal meeting with no votes taken.
- Minutes:** Vote on minutes will be postponed until the next BSA Foundation board meeting.
- Treasurer's Report:** Cohen/White provided a brief Treasurer's report. We are running slightly behind as exhibition expenses are higher than projected, and investment income, grants and fundraising slightly behind revenue projections. Two new civic projects are scheduled to bring in over \$50K which was not originally budgeted. Attached are the financial reports that were distributed at the meeting.
- Audit Report** Finance Committee met with the auditors and the Foundation is healthy and ended the year with a surplus of \$102K. The majority of the assets are cash. This is the first full audit done on the Foundation and there were several recommendations to improve our practice. This includes recognizing fundraising pledges before year end with a date stamp, and reporting practices to the board.
- Development:** White shared the development report noting that we are behind on a few metrics in particular ambassadors. We are looking for ambassadors who are willing to host conversations with people who might be interested in the Foundation's work.
- Civic Update:** Rabinkin/White updated the board on the progress with the civic task force matrix identifying the key areas of focus. A copy of the matrix was distributed at the meeting.
- Exhibition Committee** White reported the exhibition committee met with curators for the upcoming One Room Mansion. The committee also reviewed the 26 submissions for the next round of exhibitions and is setting up meetings with potential guest curators.
- Nominating Committee** White reported the nominating committee will be meeting. We have five openings on the Board – two architects and three non-architects. We are looking for candidates who are willing to commit to the work of the board, assist with spreading the word and help with fundraising, and also looking to make sure the board is diverse in thinking, communities, thinking, gender and ethnicity. If you have recommendations, please share with Eric.

**Strategic
Conversation**

Sherman led a conversation on the work of the strategic planning task force and the group engaged in a conversation on the mission, vision and plans for moving forward. The discussion focused on several points briefly outlined below:

- Who is the audience or to whom are we serving? Generally agreed it is serving the people (including future generations) of Greater Boston region. Also believe it is important to see Boston is part of a national/international circle that we should keep in mind.
- What do we want to Accomplish or What is our Responsibility? This included conversations around the importance of “design,” assisting those who are underserved/underrepresented, the issues of affecting change vs. influencing people’s understanding of how design impacts lives.
- What are points of “tension” or challenges? These included what we mean by “Civic” (how do we define it, own it, scope it, and our relationship with the BSA in the civic realm).
- Conversation over what do we mean by “Building a better Boston?” What does “better” mean? Are we “building” or “designing?” Does this even distinguish us from others who are essentially doing/saying the same thing? Does the lack of specificity help or hurt us? How do we focus our work if it lacks specificity – people agree with the broad but begin to disagree over the details of what it means?
- Where does this fit within the work already done? The mission has already been articulated as: “engaging the public in appreciating design excellence and helping solve our communities challenges through design.” Is that good enough and do we need to spend a lot of time changing that?
- Should we start with reviewing “what we do” vs what we want to be? If we start with who we are now will this tell us where we should be going?
- What is the role of market research and engaging our funders, partners and BSA members play in our planning?
- Should we look at engaging an outside facilitator to help us with the next steps?

- We also reviewed our homework assignments which imagined the BSA Foundation of the future through a newspaper article. Attached are copies of what people wrote.

The group agreed that a conference call between Davis, Sherman, Lubenau and White will be set up to discuss next steps.

Other Business: White reported that he attended a Benevon fundraising conference and will distribute his notes and thoughts from the conference which seem to tie directly to our strategic conversations.

Adjourn: As this was not a formal meeting there was no motion or vote to adjourn.

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

Financials

Budget memo, summary, and detail attached.

Development

Development report attached.

Communications

Implementing communications objectives for the BSA and the BSA Foundation--independently and jointly--continues to move forward. The power of design is regularly reported in the news media (see the recent press list below for summer stories related to housing, exhibitions, and work being done by the membership). Architects.org and the newly populated ABEXPO.com contain rich examples of thought leadership generated by our membership and professional community, as well as the public engagement programming executed by the BSA Foundation and its allies. Our social media networks are extraordinarily active platforms where ideas, events, and opportunities are regularly discussed among very broad and diverse public and professional audiences. Recent social media stats include: Facebook reach = nearly 6,000; Twitter followers = 10,000+; LinkedIn followers = nearly 2,000; Instagram followers = 1,000+. And in less than one year since its launch, our free "Friends of BSA Space" engagement program has attracted nearly 600 participants.

ArchitectureBoston's latest issue "Borders" dropped September 1. It is the third in a year-long series focused on Boston's "Year of the Plan." ABX communications are in full gear. Attracting press is the Urban Housing Unit (UHU), a prototype housing model designed by the BSA in collaboration with LiveLight, The Mayor's Housing Innovation Lab, and the BSA Foundation. Communications were sent to promote the 2016 BSA Foundation Grant Program, which this year may distribute up to \$20,000 to support public education programs in Massachusetts related to the built environment (application deadline is September 2). More than 50 industry partners (architects, developers, builders, engineers, photographers, students, and others) turned out over the summer to participate in photo shoots related to promoting ABX 2016. The show tag line--"One Industry. Many partners."--reinforces the collaborative nature of the AEC industry, and reflects where the organization and the industry may be headed.

Recent press

- The History of Boston, As Seen Through Haymarket
bcheights.com
- Tiny home model set for stop in Fields Corner
dotnews.com
- Boston taking 385-square-foot apartment for a spin
bostonglobe.com
- Walsh: Modular studios may lessen Hub housing crunch
bostonherald.com
- Thinking big with tiny homes
bostonherald.com
- Historic Bulfinch facade to be part of condo project
bostonglobe.com
- Three battle plans in the resilience war
aia.org
- 'Timber City' to Show Mass Timber's Potential for Construction, Job Creation
architectmagazine.com
- Timber City: Innovations in Wood
nbm.org
- GE's bold design brings HQ to life
bostonherald.com
- At least public architecture is thriving in Boston
bostonglobe.com
- Boston Teases 385 Square Feet of Help for Affordable Housing Crisis
<https://nextcity.org/daily/entry/boston-tiny-house-tour-affordable-housing-crisis>
- Soldier Built 'Spite House' For Greedy Brother (Video)
<http://www.opposingviews.com/i/society/soldier-gets-revenge-greedy-brother>

Civic Initiatives

Resiliency:

In the East Boston NOAH/Kresge work, GSD Community Service Fellow Kat Miller developed a presentation on resiliency to be used in a series of neighborhood meetings this fall. The presentation was very well received by community members and city officials. The City of Boston's draft Climate Ready Boston (CRB) phase I report was released late Aug; we provided comments with our NOAH/Kresge partners, especially on East Boston material. We are also carefully coordinating our upcoming neighborhood workshops with the CRB leadership at City Hall, and will be working with BAC & potentially UMass/Boston students again this semester.

Housing:

BSA President Tamara Roy AIA and Gretchen have been working with the Mayor's Housing Innovation Lab and DND through a series of neighborhood conversations in Garrison Trotter (Roxbury) to establish community aspirations for the upcoming Housing Innovation Competition. The competition RFP will be

released on October 17, 2016. Designer/developer teams will be invited to propose compact units for several DND-owned parcels.

The Urban Housing Unit (“UHU”) arrived in Boston in early August, and has already traveled from City Hall Plaza to Roslindale, Mattapan, Dorchester, and Roxbury. Community events at the UHU have been very successful, drawing crowds of hundreds of intrigued visitors.

Transportation/Placemaking:

BSA Foundation will be supporting the emerging Fairmount Indigo corridor by creating a series of illustrated 'visions', based on existing plans, at the request of the Boston Foundation. The upcoming Designing Boston panel, on October 17, will be co-sponsored by A Better City and will discuss strategies for placemaking around public transit. The panel will also mark the release of David Dixon’s “State of the Public Realm” planning study.

Sumner School:

In the aftermath of arson that burned Roslindale’s Sumner School elementary school playground, the BSA Foundation has started to assist parent and school leadership organize a larger long term schoolyard visioning/planning effort, and support the school community as they seek temporary short term solutions that build on the content and contacts from Extraordinary Playscapes. Plans are currently underway to install PlayCubes at the school as a temporary play structure, and to gather a design team to help the school community design the new playground.

Syrian Refugee Response:

The planning committee continues to meet regularly. A local partner in Lebanon has been chosen (SAWA), as well as a US-based partner in Chicago (Karam Foundation). It has been proposed that the Syrian initiative be adopted by the Open Architecture Collaborative. There will be a panel discussion to raise awareness for both the crisis and the initiative at ABX on Thursday, November 17, 2016.

Design for Equity:

The “local” charrette at ABX has developed into a two-day curriculum and charrette in partnership with 100 Resilient Cities, the Harvard Mellon Urban Initiative, Enterprise Community Partners, the Harvard Joint Center for Housing Studies, the Mel King Institute for Community Building, the Boston NAACP, the City of Boston and others. Day one will host a keynote speaker, a panel discussions unpacking the history of racism and inequity in design, and a PechaKucha session highlighting successful projects and tools designers have to combat these systemic problems. Day two will be a charrette where designers and planners apply their newfound knowledge a case study area – the Fairmount Corridor (as suggested by the BPDA, potential station area or areas not yet finalized).

Exhibitions & Programs

The Gallery has been active since the close of Playscapes in early September. *Haymarket: Soul of the City*, opened in the main gallery on September 29th. The exhibition presents images by photographer Justin H. Goodstein, as well as videos featuring the sights, sounds, and voices of Haymarket that reflect the stories of long-time vendors and more recent immigrants who have created a diverse cross-section of cultures at the site. Programming for Haymarket included an opening as well as a lecture by Ken Turino and Otto Gallato, president of the Haymarket Pushcart Association. This exhibition is a partnership with Historic New England.

In the Salt Gallery, a retrospective of the work of architect and illustrator Paul Stephenson [Steve] Oles FAIA called **Truth in Architecture** opened on September 10. Steve gave a lecture in conjunction with the American Society of Architectural Illustrators annual conference held in Boston this year. Future exhibitions include Construction opening this month, *One Room Mansion* in November and the *Gingerbread* Exhibition in December.

The BSA and the Foundation hosted three well-attended events for Hubweek this year. Zsuzanna Gaspar AIA of Goody Clancy showed off the United Universalist Headquarters in Fort Point and Phil Clancy AIA of CBT led us through Atlantic Wharf. Dan Ricardelli AIA of CBT led a tour of Housing the Hub (a research project developed by CBT) for emerging professional. The film series kicked off last week with *Concrete Love* and continues through the year on the first Friday of every month.

College Fair was held for the first time here at BSA Space. Over 200 prospective students visited with 48 representatives from national and international schools of architecture and design. The students and the reps loved being here at our space – comments ranged from how the space felt very ‘architectural’ and ‘professional’ to satisfaction that the event was on ‘neutral ground’. Student programs have resumed after the summer with three age groups represented in the home school series – age 4-7, age 8-11 and age 12-15. Family Design Days also resumed their regular schedule last month. In October, Foundation youth program go out into the community with four programs. Build Mass Ave, a Box City style drop in program will take place at the Mary Baker Eddy Library during the Fenway Open Doors festival on October 10th. On October 29th, the Concord Museum hosts Family Design Days in conjunction with their exhibition *The Art and Mystery of the Dollhouse*. Our partnership with the Boston Public Library continues this month with afterschool programs at the Main and Dudley branches.

Programs Summary June – December 2016

Film Series:

8/17 - Film screening, The Land: An adventure play documentary*
10/7 - Film screening: Concrete Love
11/4 - Film screening: The New Rijksmuseum
12/2 - Film screening: Art House

Exploring Design:

6/4 – 6/5 – Common Boston
6/15 - City Sketch: Faneuil Hall
6/29 - LEGO Happy Hour
7/13- City Sketch: Post Office Square
8/17- City Sketch: Copley Square
9/28 – City Sketch: Downtown Crossing
9/29 – Hubweek Building Tours of Atlantic Wharf and UUA*
10/1 – Housing the Hub Tour*

Exhibition Programs:

6/7 - Extraordinary Playscapes Opening
6/30 – A tale of two very different play solutions
6/30 – Unite: the Problem with Play
6/9 - A Play on Modular Design with Richard Dattner
8/17 - Film screening, The Land: An adventure play documentary*
9/22 – Haymarket: The Soul of the City reception
9/29 – Truth in Architecture Lecture
10/4 - Boston’s Market District and Haymarket
10/9 Construction opens
11/11 – One Room Mansion opens
12/8 – One Room Mansion reception

Lectures:

9/29 – Truth in Architecture Lecture

To: BSA Foundation Trustees
 From: Penny Mitchell, Development Director
 Re: October Development Report
 Date: October 5, 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)

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	7	24	30
Number of Meet the Foundation Events	13	17	20
Number of Attendees	100	170	200

2016 Cultivation & Major Gift Metrics – Building loyalty	to date	goal to date	yr
Number of Foundation Updates (email)	2	3	4
Number of Personal Phone Calls	40	110	140
Number of Face to Face Visits	33	100	120
Number of Mission Related Cultivation Events/Attended	3/75	4/75	4/92
Number of Asks	1	16	24
New Pledges made (Advance of Breakfast)	1	4	6

2016 BSA Foundation Breakfast, December 6, 8:30-9:30a	to date	goal to date	yr
Number of Table Hosts	12	20	35
Number of Table Hosts who attended a Meet or Ambassador	2	20	35
Number of guests who will be invited by the BSA Foundation	0	0	50
Number of guests confirmed	0	0	310

BSA Foundation Breakfast Sponsors	Actual	Goal
MIT SAP (Media Lab venue-in kind)	\$10,000	\$10,000
BG Events & Catering (in conversation for in-kind catering)	0	\$15,000

Critical BSA Trustee participation:

Become an Ambassador: If you have not yet, plan to bring 10-15 guests to Meet the BSA Foundation within a three-month period.

Cultivation of Legacy Circle: Assist in thank you calls to new Legacy Circle Members and/or host a small group breakfast or lunch to update Legacy Circle Members and get feedback

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

Grant Program

2016 Revenue Goal: \$125,000

Total YTD: \$12,500

Grant activity throughout September and October has included:

- SUBMISSION of revised Chleck Family Foundation proposal to support speaker series on City of Boston planning initiatives

The Boston Foundation has engaged the BSA Foundation to assist with visioning work related to its Fairmont Corridor Visioning project. Project scope and budget are being finalized.

Earlier submitted grants, awaiting notification, include:

- NEA Artworks
- NEA Creativity Connects
- Graham Foundation

Upcoming opportunities

- The Boston Foundation's Open Doors Grant (BSA Foundation strategic planning)
- Boston Cultural Council (2017 Common Boston)

Sponsorships

2016 Common Boston (Total sponsorship \$7,500)

\$5,000 Boston Cultural Council

\$2,000 (in kind) ABC Imaging

\$500 Massachusetts Cultural Council: Festivals

Golf (July 19) Sponsorships to date: \$34,500

Golf Ball level (\$3,500)

- StretchWall - A Division of M.L. McDonald

Gold level (\$2,000)

- WSP
- Commodore Builders

Silver level (\$1,800)

- Vanderweil Engineer
- JW Construction
- C.E. Floyd Company, Inc.
- Buro Happold
- Timberline Construction
- Poole Professional Ltd.
- Simpson Gumpertz & Heger
- Mangel Architects
- Dodge Data & Analytics
- Dodge Data & Analytics
- Thornton Tomasetti
- Gensler
- Horner Millwork
- Andersen Windows and Doors

Donated Raffle items

- Emerson Commercial & Residential Solutions--InSinkErator (\$400)
- VHB--\$100 Restaurant Gift Card

We continue to seek sponsors for Foundation events including 2016 Golf Tournament, the BSA Foundation Breakfast, and KidsBuild! 2017.

To: BSA Foundation Board of Trustees
From: Eric White / Caitlin Hart
Re: BSA Foundation Grants Committee Proposal Review
Date: October 13, 2016

Attendee: Nadine Gerdts, Anne-Marie Lubenau, Steve Eustis, Polly Carpenter, Caitlin Hart

In reviewing the 29 proposals received in application to the 2016 round of grants from the BSA Foundation, the Grants Committee engaged in a discussion covering questions connected to the strategic goals of the Foundation and opportunities we have for building on relationships we make with grant applicants and the organizations they represent. With \$20,000 budgeted for distribution this year, the applicant pool included more requests worthy of funding than we could support. In our focused discussion considering the merits of the proposals based on our primary funding criteria, we also worked to define and clarify the goals and impacts of our funding decisions. Below are notes outlining some of our considerations:

- Design/built environment/place-making – how broadly or narrowly do we define these terms?
- Catalyst role vs long-term operating - how do we respond to repeat applicants/past grantees?
- Community engagement/engagement tools – how do we or how does an applicant maximize these?
- Geographic diversity - who do we fund and where is the impact of their work felt?
- Need - how significant is our support? Is there access to other resources?
- Long-term impact/replicability
- Visibility/PR/Partnership Opportunities
- Circles of relationships – when is there a potential conflict of interest for BSA/BSA Foundation affiliates?
- Quality of submission – how do we equally evaluate highly polished and less sophisticated applications?
- Support for development of design or planning proposals vs hands-on implementation
- Opportunities for supporting unsuccessful applicants - directing them to other resources
- Opportunities for supporting successful applicants with different/expanded partnerships (in future years)
- Opportunities to build staff/ board member relationships with grantees – mentoring and/or ways of learning more about projects we support

Our proposed distribution of funds for 2016 supports 10 of the 29 applicants with grants ranging from \$1500 to \$2800. Projects include: programming for a neighborhood youth center; a design school design –build project working with city residents at a neighborhood park and schoolyard; a city sponsored affordable/green design competition; a neighborhood CDC public space improvement project; a professional organization working with youth on city building strategies; archiving and digitizing significant historical architectural drawings for public use; building public engagement around renewed use of the Charles River; support for youth arts and civic programming; and building of a city scale-model for framing community discussions around planning and design.

Proposed awards are:

Boston Public Library – \$2500	Hawthorne Youth and Community Center - \$1500
Boston Society of Civil Engineers - \$1500	M. Haggerty - \$1500
Charles River Conservancy - \$2800	Raw Art Works - \$1500
City of Northampton - \$2800	Salem Main Streets- \$2800
Codman Square Neighborhood Development Corporation - \$1500	Urbano Project - \$1500

At an upcoming board meeting, the Grants Committee suggests that we include a strategic planning conversation focused on the grants program to help clarify and strengthen the role of the grants program in relation to other Foundation initiatives. (Nadine, Anne-Marie and Steve regret that they are unable to attend the 13 Oct. meeting.) We see many opportunities for building partnerships and relationships tied to both fund-raising and programming and would like to develop these ideas further with others.



To: BSA Foundation Finance Committee
Fr: Eric White
Re: 2017 Budget & 2016 Reforecast
Dt: October 5, 2016

Attached is the update of the BSA Foundation's reforecast for 2016 and proposed budget for 2017. With the expansion of the Foundation's programs and activities and new financial plan we continue to learn more about areas of success and future growth as well as areas where we need to either build skill or consider cutbacks. The Foundation's financial commitments concentrate on four key areas: public programming (including youth and family), exhibitions, civic/community development, and fundraising/grants (see attached charts detailing the breakdowns which include staff costs for each category). 2016 expenses increased from 2017 mostly from taking on civic responsibilities tied to the CDRC.

This year's (2016) budget originally planned for a \$106K deficit which is being reforested at \$129K. We had aimed to offset this with grants and made a number of applications, though our success rate has been small. Twenty-two grants were submitted totaling nearly \$500K for 2016 and 2017 cycles. We have currently received two grants for 2016 totaling \$5000 for 2016 and a grant from the Chleck Foundation for over \$30K in 2017. Many requests are still outstanding including substantial proposals to NEA and the Boston Foundation for 2017. We recognize our need to strengthen our grant and fundraising expertise to achieve our financial goals.

Two budget categories that have performed better than expected are traveling exhibitions for 2016 and fee for service civic activities. In 2016 shows that originated here have been sent to New York, the National Building Museum in DC, Portland ME and generated over \$50K in income. At this time we have no shows slated to travel in 2017, though we continue to pitch traveling exhibitions to fellow sites around the US. The new revenue source of fee-for-service has grown quickly. For 2016 we are working on the Fairmont Indigo Line project, and 2017 for work with the National Parks Service Boston. Just this week we also made an agreement to work with the Boston Athletic Association managing a redesign of the Marathon finish line and a new memorial. Each of these projects are in the \$30-\$50K range and include staff and administrative fees offsetting our operational expenses by \$5-\$10K.

On the expense side we were on target for most categories except for exhibitions which will finish significantly over budget in 2016. This is primarily due to unforeseen cost overruns and the need to add additional exhibitions in the 2016 schedule. Exhibitions are an important element to how we present ourselves to the public, but we also realize how important it is to maintain budgetary oversight. For 2017 we are recommending we maintain the same high quality of exhibitions, but reduce the number of exhibitions to better control costs until we have time to generate revenue to support these activities through programming or sponsorship. Currently the pace of exhibition changes and balance of initiatives have not made it possible to seek sponsors or develop fee-based exhibition-related programs to better support this work. If we had better managed this line and finished on budget, we likely would end 2016 in the black. For this reason we recognize the importance of managing this and all categories, especially as we continue to develop an understanding of our potential revenue streams.

Looking to 2017 two significant planning projects are on deck to shape the Foundation's future. First is the strategic planning initiative to better define the mission, vision and goals for the Foundation. The second is a joint BSA and BSA Foundation Task Force comprised of members of both boards, advisors and staff with the

goal of creating a collaborative 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.

2017 is an important year of celebration featuring the BSA's 150th anniversary, the Foundation's KidsBuild! 25th anniversary, the 20th year of *ArchitectureBoston*, and the 5th anniversary of BSA Space. A number of events are being planned to celebrate these BSA and Foundation milestones.

2015 Reforecast

Investments & Fundraising

Investment Income – This is calculated at 5% of the portfolio with the aim to continue growing the endowment. Last year the Board determined to include this investment income line in the budget.

Fundraising – The most significant changes come from shifting the line “Ask Event” to 5135 fundraising. The remaining increase can be accounted for by increased cultivation efforts aimed to build stronger relationships with donors. We will hold our 3rd fundraising “ask event” on December at the MIT Media Lab with a goal of \$250K.

Events include fundraising programs such as the Gingerbread competition and What the Sketch. In 2015 Gingerbread was a CDRC fundraiser and raised nearly \$20K.

Support from BSA remains the largest source of revenue and ultimately our goal is to decrease this dependency over the next several years.

Marketing & Communications

Marketing – For 2016 we eliminated most advertising and underwriting. Our primary marketing strategy is word-of-mouth, social media and web. The majority of marketing materials we are developing support fundraising efforts.

Exhibitions

Exhibitions, as noted earlier, are significantly over budget and will require significant changes for 2017. Two exhibitions went significantly over budget and we were forced to include additional exhibitions. We plan to reduce the number and scale of exhibitions in 2017 to line expenses more reasonably with resources.

First Floor Exhibition is planned to be completed by the end of 2016.

Sidewalk Competition – We have received a \$5K grant for this project and have several other grants out to do this work which will only happen if we receive the funding. The competition is scheduled for late winter and to open in late spring 2017.

Revenue from exhibitions comes from renting out exhibitions to other centers and museums across the US.

Programs

Both revenue and expenses are generally on target. Youth and family programs consistently have demand that exceeds our programming. General public programs (films, tours, sketching/photography, etc.) also do well. The high level of programming, however, may make it difficult for us to concentrate on increasing our revenue generation from these activities. Seeking sponsorships and good analysis of programs is not happening as we are regularly in the program production and delivery phases. It is time for us to step back and analyze where our program attention is being directed and how to best generate revenue to support these activities through either increased fees and/or sponsorships.

Human Resources

Salaries are also close to budget. The slight decrease in expenses is due to some short-term absences by staff.

Supplies & Operations

Consulting is primarily support for our work to develop our grant strategy in 2016.

Professional dues are increased to join both Associated Grant Makers and the Association of Architecture Organizations.

2017 Budget

Below is an outline of the specific budget areas of attention.

Investments & Fundraising

Investment Income – Like last year this is calculated at 5% of the portfolio value over the last 12 months with the aim to support operations while continuing to grow the endowment.

Fundraising - remains a significant expense and includes \$24K to Benevon for consulting, \$10K for attending Benevon trainings, \$20K for the fundraising breakfast and the rest in cultivation expenses.

Events include fundraising programs such as the Gingerbread competition and What the Sketch.

Support from BSA remains the largest source of revenue. Our goal over the next 5-7 years should be to reduce the dependence upon the BSA from 58% to 20-25% of the budget.

Marketing & Communications

Marketing – For 2016 we eliminated most advertising and underwriting. The majority of marketing materials supported fundraising efforts. Marketing is principally through guerrilla, social media and word-of-mouth efforts.

Exhibitions

Exhibitions will require significant changes for 2017. We plan to reduce the number and scale of exhibitions in 2017 to line expenses more reasonably with resources. Next year will include: Jan-Feb *One Room Mansion*;

March – Sept *Inflatables*, October *Construction* and Nov-Dec BSA Awards (supported by BSA). In addition the committee rooms will feature exhibitions on the BSA's 150th (supported by BSA).

First Floor Exhibition is planned to be completed by the end of 2016 and we have included a small budget to keep the exhibition up-to-date.

Sidewalk Competition – We have received a \$5K grant for this project and have several other grants out to do this work which will only happen if we receive the funding. The competition is scheduled for late winter and to open in late spring 2017.

1st Floor long-term exhibition on Boston architecture including a model of downtown/waterfront is being installed with majority of the expenses happening in 2015. We look to continue to improve the exhibit and make regular updates through the year.

Program

Generally public programs continue growing and we are working to ensure that general expenses are being offset by revenue. We plan to review and likely increase our fees for many of these programs. To ensure continued diversity of participants from economically challenged communities, we will provide scholarships to those in need. We look to grow revenue to begin to also cover staff expenses.

The civic and public programs (particularly youth and family programs) are the key stories in fundraising. We look to continue growing our programs primarily by replicating programs with high demand (Family Design Days, KidsBuild!, Dining with Design, Film Series and more).

Public Program General includes the architecture film series, Building Blocks, Restaurant Design Tours, and more. These are fee based programs, many which sell out, that we are looking to grow and replicate over the next year.

Civic Programs – In 2016 the Community Design Resource Center (CDRC) merged with the Foundation. This is factored into the budget and includes programs that aim to build a better Greater Boston. We now look to finalize the agreement and solidify the Foundations civic/community work. We also look to grow the fee-for-service program to support our civic programming.

Common Boston is a program celebrating architecture around the city and last year drew over 11,000 people over the weekend event. The program is volunteer led and concentrates on selected neighborhoods each year. We are looking to coordinate the neighborhoods and build upon the public elements of the event. We have applied for grants to help grow the program and will be hearing on those later this winter and early spring.

Boat tours are a partnership between Boston by Foot, the Charles River Boat Company and us. Revenues are based upon a percentage of income for the architectural cruise.

Youth/Family Programs include Family Design Days, KidsBuild! and many other educational opportunities for youth k-12 age ranges and the demand is high. Program revenue comes from program fees and sponsorships. We look to increase the number of programs we offer each month. We also look to capitalize on KidsBuild!'s 25th anniversary.

Grants Awarded from Foundation – for the next few years we recommend budgeting a specific award amount capped at \$20K. We do not recommend increasing this amount until the Foundation operation is balanced.

General/Administrative

As mentioned above we have allocated six staff, two full-time (Polly and Penny) and four split-time with the BSA (Mary, Gretchen, Caitlin and Eric) to the Foundation budget.

Salaries – we have included a modest 2% increase for staff which is also proposed for BSA staff.

Technology - At this time all technology costs are covered by the BSA.

Consulting – we included a small amount of funds to support the strategic planning process and will look for additional support to better address defining our mission, vision and goals.

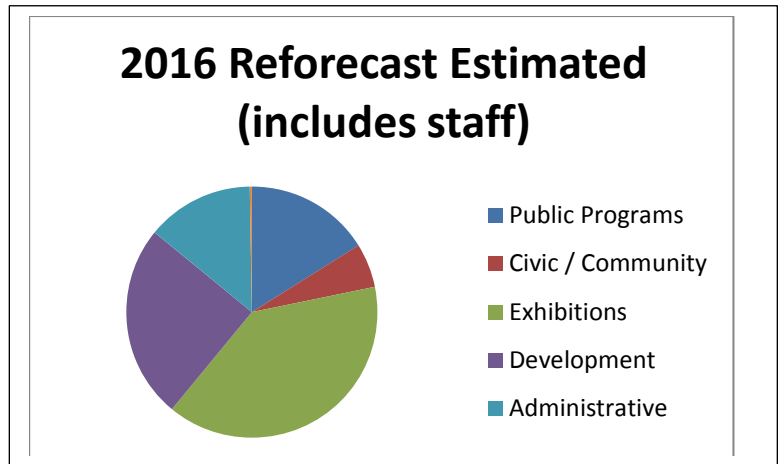
Below the Line

Annual Endowment Fundraising – To reduce confusion in reviewing the operating budget, we have removed the fundraising revenue line from the budget and provide this on a separate fundraising analysis page. Fundraising revenue is added to the endowment and is therefore recognized in the operating budget as investment income.

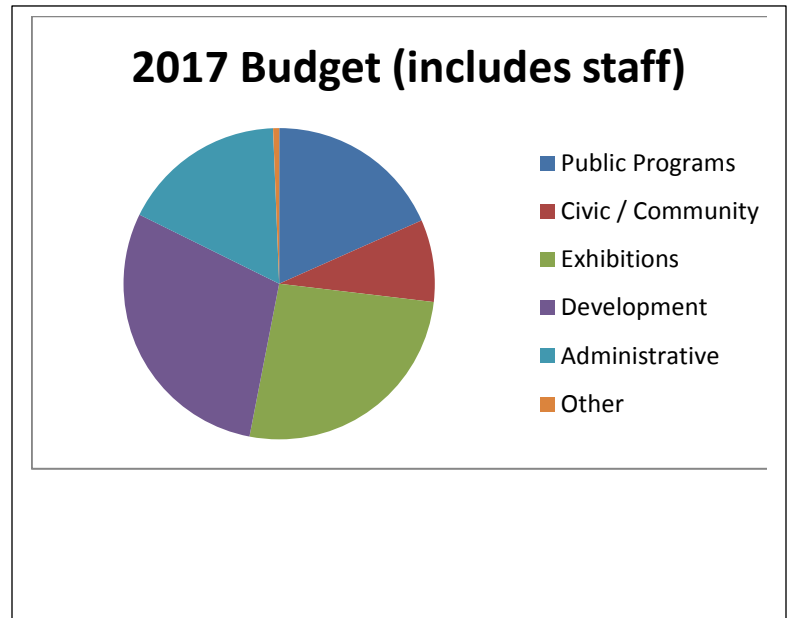
Grants received – We continue to work on developing our grant writing talent and look to grow our ability to apply and raise grant funds to support programs.

Breakdown of expenditures

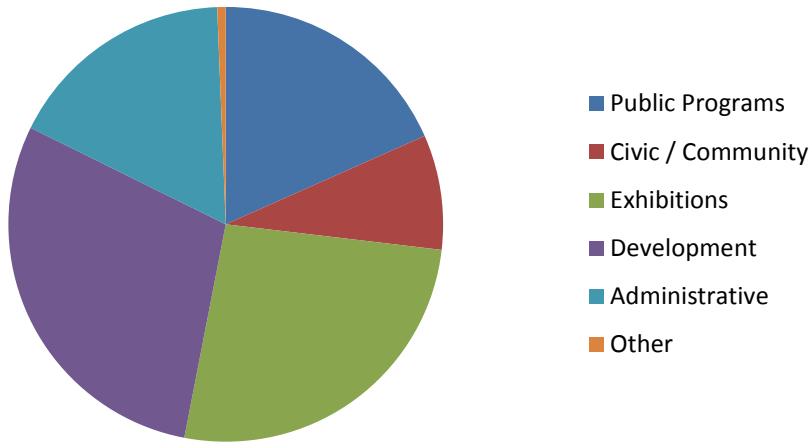
	2016 Reforecast Estimated (includes staff)	
Public Programs	\$ 138,470	16%
Civic / Community	\$ 48,583	6%
Exhibitions	\$ 337,016	39%
Development	\$ 214,674	25%
Administrative	\$ 118,683	14%
Other	\$ 2,283	0%
	\$ 859,709	100%



	2017 Budget (includes staff)	
Public Programs	\$144,200	18%
Civic / Community	\$66,925	9%
Exhibitions	\$205,800	26%
Development	\$229,800	29%
Administrative	\$134,100	17%
Other	\$4,910	1%
	\$785,735	100%



2017 Budget (includes staff)



BSA Foundation	2015 actual	2016 Budget	2016 Reforecast	2017 Budget
Income Statement				
Revenues				
Investment & Fundraising Events	\$ 482,429	\$ 588,935	\$ 601,545	\$ 602,935
Marketing & Communications	-	-	-	-
Exhibitions	\$ 31,637	\$ 15,000	\$ 50,867	\$ 27,500
Programs	\$ 82,030	\$ 41,500	\$ 76,594	\$ 75,500
Human Resources	-	-	-	-
Accounting & Finance	-	-	-	-
Governance	-	-	-	-
Technology	-	-	-	-
Supplies & Operations	-	-	-	-
Total Revenues	\$ 596,096	\$ 645,435	\$ 729,006	\$ 705,935
Expenses				
Investment & Fundraising	\$ 96,651	\$ 82,000	\$ 97,325	\$ 100,500
Marketing & Communications	\$ 30,642	\$ 25,500	\$ 11,500	\$ 12,000
Exhibitions	\$ 208,691	\$ 160,000	\$ 289,500	\$ 152,500
Programs	\$ 102,732	\$ 67,500	\$ 66,870	\$ 83,200
Human Resources	\$ 277,985	\$ 376,257	\$ 361,414	\$ 391,735
Accounting & Finance	\$ 17,896	\$ 31,775	\$ 24,150	\$ 26,150
Governance	\$ 1,172	\$ 1,300	\$ 1,200	\$ 1,300
Technology	\$ 1,483	-	-	-
Supplies & Operations	\$ 18,790	\$ 7,150	\$ 7,750	\$ 18,350
Total Expenses	\$ 756,041	\$ 751,482	\$ 859,709	\$ 785,735
Net Operating	\$ (159,946)	\$ (106,047)	\$ (130,703)	\$ (79,800)
Investment Expenses	\$ (7,449)	\$ (7,600)	\$ (7,800)	\$ (7,800)
Grants awarded to Foundation	\$ 2,500	\$ 125,000	\$ 5,000	\$ 30,000
Operating Surplus/Deficit Total	\$ (164,895)	\$ 11,353	\$ (133,503)	\$ (57,600)

includes BSA Support, Golf Tournament, Sketchit, Gingerbread

includes grants given out by Foundation

Management fee at Fidelity

BSA Foundation Budget 2017

Account #	Account Description	Expenses				Revenue				Notes	
		2015 actual	2016 budget	2016 Forecast	2017 Budget	2015 actual	2016 budget	2016 Forecast	2017 Budget		
4125	Investments & Fundraising										
4180	Contributions										
4180	Memorial Contribution										
4115	Friends of BSA Space	61,331	35,000	1,100	1,000						0
5135	Fundraising (Benavon)			70,000	70,000						0
4136	Discount on Endowment Contribution										
4150-6130	Investment Income					12,915	3,000	3,000	3,000		
	Events	7,335									
4320/5320	Golf Tournament	26,264	25,000	22,725	25,000	52,150	52,000	51,315	52,000		membership cards and collateral
4350-5350	Events	1,721	2,000	3,500	4,500	5,650	6,000	19,295	20,000		Meet the Foundation - Benevon training, travel, ASK event
4135/5135	Ask Event (see Fundraising expense)		20,000			427,935	20,000	427,935	427,935		5% of value of Fidelity account = 2015 Budget
4131	Support from BSA					427,935	427,935	427,935	427,935		What the Sketch, Gingerbread etc see Fundraising expense above
	Total Investment & Fundraising	96,651	82,000	97,325	100,500	482,429	588,935	601,545	602,935		
	Marketing & Communications										
6260	Website	2,687	5,000	2,500	2,500						
6215	General Marketing	10,223	6,500	6,500	6,500						
6216	Advertising	16,000	10,000	-	-						
6214	E-Newsletter										
6217	Collateral	1,285	4,000	2,500	3,000						
6218	Branding	447									
	Total Marketing	30,642	25,500	11,500	12,000						
5800	Exhibitions										
4805/5805	2nd floor	184,832	145,000	264,000	120,000	31,637	15,000	50,867	50,867		revenue equals exhibit traveling to other locations
5810	1st floor	21,765	10,000	25,000	5,000						
5815	Sidewalk Competition										
5820	Exhibition Programs	2,093	5,000		25,000				25,000		
	Total Exhibitions	208,691	160,000	289,500	152,500	31,637	15,000	50,867	27,500		
	Programs										
4355/5355	Public Program General	8,293	8,000	4,000	5,000	8,512	15,000	4,000	5,000		new pricing structure being implemented
	Fee for service			20,000	20,000			37,000	35,000		The Boston Foundation, National Park Services
4315/5315	Civic Programs	4,364	15,000	6,000	15,000	300	500	2,594	2,500		revenue from sponsors and d-party
4105/6105	Common Boston	267	10,000	6,870	7,000	500	500	7,000	7,000		sponsors
4340/5340	Boat Tours	78	500		100	7,040	6,000	26,000	26,000		
4330/5330	Youth Family Programs	6,819	10,000	10,000	16,100	24,179	20,000				
4312/5312	Design for Aging	20,353				21,500					
4346/5346	IDEAS Conference	20,057				20,000					
5357	Podcasts (CultureNOW)	2,500	4,000								
	Grants Awarded from Foundation	40,000	20,000	20,000	20,000						
5680-01	Total Programs	102,732	67,500	66,870	83,200	82,030	41,500	76,594	75,500		
	General & Administrative										
	Human Resources										
6010	Salaries	233,669	314,303	301,833	325,077						
6015	Payroll Tax	23,367	31,430	30,183	32,508						
6020	Bonuses		3,500	3,500	3,500						
6025	401K	5,247	7,065	6,670	9,752						
6030	Health, Dental LTD Insurance	18,833	24,875	24,661	26,487						
6035	Staff insurance co-pay	(4,468)	(5,916)	(5,833)	(6,339)						
6040	Workers comp										
6099	Misc										
6045	Staff Training	1,047	500	150	500						
6050	Staff meetings/reviews	292	500	250	250						
	Total Human Resources	277,985	376,257	361,414	391,735						
	Accounting & Finance										
6120	Audit and Tax services	4,183	18,000	10,000	12,000						
6310	Administrative Fee	8,600	8,600	8,600	8,600						
5671	Investment Committee		50	50	50						
6130	Bank Fees										
6125	Credit Card Fees	4,987	5,000	5,000	5,000						
6230	Fiscal Agency	125	125	500	500						
	Total Accounting	17,896	31,775	24,150	26,150						
	Governance										
											audit, tax return and supplies

BSA Foundation Budget 2017

Account #	Account Description	Expenses				Revenue			Notes	
		2015 actual	2016 budget	2016 Forecast	2017 Budget	2015 actual	2016 budget	2016 Forecast		2017 Budget
5670	Board meetings	928	800	1,200	1,200	-	-	-		
5672	New Trustees Committees	102	200	-	-	-	-	-		
5673	Board Retreat	127	200	-	-	-	-	-		
5674	Exhibit & Program Committee	15	100	-	100	-	-	-		
5675	Total Governance	1,172	1,300	1,200	1,300	-	-	-		
	Technology									
	Hardware	106								
	Software									
	Technical Services	1,377								
	Staff Training									
	Network Consulting									
	Total Technology	1,483	-	-	-	-	-	-		
	Supplies & Operations									
6206	Consulting	6,100	100	1,450	10,000					
6220	Stationary	1,012	100	800	850					
6210	Print/Mail/postage	760	1,000	800	850					
6160	Delivery/Shipping	50	50	50	50					
6110	Professional Dues	650	650	1,650	1,650				Associated Grant Makers & AAO	
6145	Supplies	376	400	250	400					
6240	Telephone	870	500	850	900					
6150	Copier	8,000								
6204	Bad Debt		2,500	1,000	2,500					
6205	Legal	1,672	1,850	1,700	1,800					
6190	Insurance		100	-	100					
	Miscellaneous		100	-	100					
	Total Supplies	18,790	7,150	7,750	18,350					
	Total Operating expenses and revenue	756,041	751,482	859,709	785,735	596,096	645,435	725,006	705,935	
	Net operating results before Grants Awarded to the Foundation					(159,946)	(106,047)	(130,703)	(79,800)	
4150/6130	Investment Income	7,449	7,600	7,800	7,800	2,500	125,000	5,000	30,000	Balance left after 5% of value of portfolio for grants Numerous grants are submitted and being written
4171/5171	Grants awarded to Foundation									
	Total Surplus/(deficit) included grants awarded					(164,895)	11,353	(133,503)	(57,600)	

BSA Foundation 2017 Nominations

The Nominating Committee met and puts forward the following recommendations for 2017 new board members and officers.

Further, the Committee wishes to acknowledge and thank those who are coming off the Board for their service, dedication and support: **Anthony Consigli and Peter Madsen FAIA.**

For 2017 Executive Committee the Nominating Committee recommends:

Chair: Laura Wernick FAIA
Vice Chair: Anne-Marie Lubenau FAIA
Secretary: Steve Eustis
Treasurer: Eric Krauss

The nominating committee recommends returning Bennet Heart and Peter Kuttner FAIA to serve another three-year term on the board. New recommended members:

Richard A. Dimino

Rick Dimino has served as the President and CEO of A Better City since 1995. Under his leadership, A Better City has achieved major organizational accomplishments and influenced hundreds of city infrastructure projects. He significantly impacted the planning, design and development of a twenty-seven acre corridor along Boston's waterfront, and through his advocacy of Massachusetts' Transportation Reform Legislation, the new Massachusetts Department of Transportation was formed.

Prior to leading A Better City, Rick served the City of Boston as Commissioner of Transportation from 1985-1993, where he oversaw a staff of 400, represented the City on MBTA advisory boards and committees, and developed all related infrastructure projects and policies.



David Silverman AIA

David Silverman is a registered architect and Principal at Silverman Trykowski Associates. Prior to joining STA, David directed map-lab, a creative studio committed to ideas that think beyond the discipline of architecture. He has over 25 years of experience working with higher education clients to create thoughtfully designed learning and research spaces.

David founded the Urban Neighborhood Design Alliance, a non-profit organization providing educational initiatives for youth. He serves as a board member of Design Museum Boston and Learning By Design and is also on the Advisory Board for the Chicago based Integrated School of Building.

**Cathy Wissink**

Cathy Wissink is Director of Technology Community Engagement, Microsoft New England. Cathy works directly with local tech leaders and policy influencers on issues critical to both Microsoft and the tech sector. She represents Microsoft with major tech associations, and develops programs on key issues in the tech policy space. She also plays a key role in overseeing the new Microsoft Innovation & Policy Center - New England, which was formally announced in October 2013. Cathy joined Microsoft in 2000 and spent her first 9 years working on Windows, focusing on software globalization. She moved to the Legal and Corporate Affairs team at Microsoft in 2009, focusing on global government affairs, then took her current role in Cambridge in October of last year.

Cathy is a Seattle native and is enjoying exploring her adopted city.



2017 BSA Foundation Board Meetings (proposed schedule / 10/13/2016)

Wednesday, January 11 – Board orientation	Noon
Joint reception for BSA & Foundation	TBD
Wednesday, February 15 – Board meeting	Noon
Wednesday, April 12 – Board meeting	Noon
Wednesday, July 12 – Board meeting	Noon
Joint board meeting with BSA & BSA Foundation	TBD
Wednesday, October 11 – Annual board meeting	Noon