

To: BSA Foundation Trustees
From: Mike Davis FAIA, chair
Re: Meeting agenda
Date: Wednesday, December 7, 2016

Our next meeting begins at 12:00 pm on Wednesday, December 7 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]
- 12:45 PM 2017 Nominations [VOTE]
- Officers
- 12:55 PM Strategic Planning update
- 1:05 PM Review of 2016 and Board self-assessment
- 1:20 PM Other business
- Thank you to outgoing Board Members
- 1:30 PM Executive session (Executive Director review)

ENCLOSURES:

July 2016 minutes	p. 2
2017 Budget memo	p. 4
2017 Budget summary	p. 11
2017 BSA Foundation Board Nominations	p. 12
2017 Proposed meeting schedule	p. 14
Board Assessment	p. 15
Executive Director review guidelines	p. 16

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.

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 reforecasted 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 *Canstruction* 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

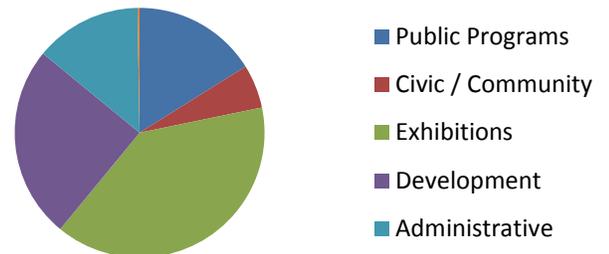
Annual Endowment Fundraising – To reduce confusion in reviewing the operating budget, we have removed the fundraising revenue line from the budget and provide this on a separate fundraising analysis page. Fundraising revenue is added to the endowment and is therefore recognized in the operating budget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

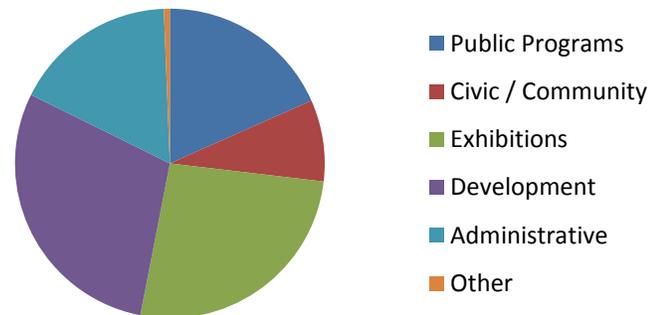
	2016 Reforecast Estimated (includes staff)	
Public Programs	\$ 138,470	16%
Civic / Community	\$ 48,583	6%
Exhibitions	\$ 337,016	39%
Development	\$ 214,674	25%
Administrative	\$ 118,683	14%
Other	\$ 2,283	0%
	\$ 859,709	100%

2016 Reforecast Estimated (includes staff)

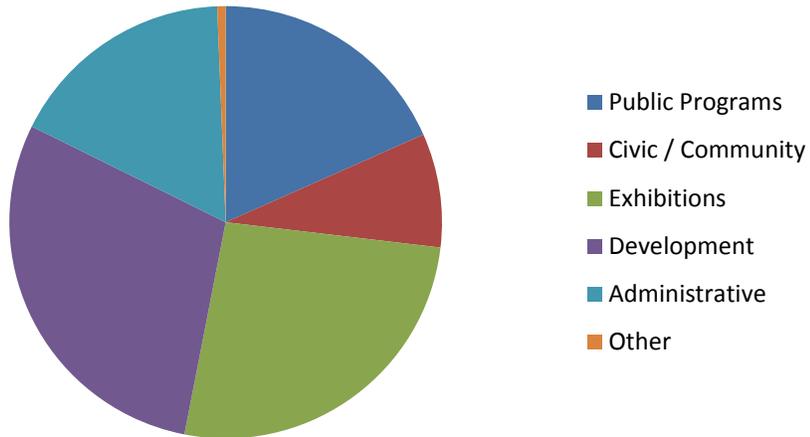


	2017 Budget (includes staff)	
Public Programs	\$144,200	18%
Civic / Community	\$66,925	9%
Exhibitions	\$205,800	26%
Development	\$229,800	29%
Administrative	\$134,100	17%
Other	\$4,910	1%
	\$785,735	100%

2017 Budget (includes staff)



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	includes BSA Support, Golf Tournament, Sketchit, Gingerbr
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	includes grants given out by Foundation
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)	Management fee at Fidelity
Grants awarded to Foundation	\$ 2,500	\$ 125,000	\$ 5,000	\$ 30,000	
Operating Surplus/Deficit Total	\$ (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 & meeting 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

TBD September - Joint board meeting with BSA & BSA Foundation TBD

Wednesday, October 11 – Annual board meeting Noon

Wednesday, December 13 – Board meeting Noon

2016 BSA Foundation Board Assessment

As this is the last meeting of the 2016 BSA Foundation Board and some members will be transitioning off the Board and new members will be joining, we thought it would be useful to get your feedback on a few items including your experience on the Board, and thoughts on the future work of the BSA Foundation. Please complete the following survey questions:

The BSA Foundaton Board, like most non-profit Boards, has four main responsibilities:

- Strategic – Set the organization direction
- Position & Policy – articulate the organization’s stance
- Fiduciary – Ensure the necessary resources
- Governance – Provide appropriate oversight

In assessing the BSA Foundation Board’s performance this year, consider the following questions:

1. Was my role as a Board member clearly defined so I could contribute effectively?
2. Were Board meetings productive to setting the future direction of the organization?
3. Was I sufficiently involved in the decision-making process?
4. Were the strategic priorities relevant to the organization?
5. Was the Board fully engaged in the development, planning and implementation of strategy?
6. Are financial matters being properly overseen and managed?
7. What recommendations do I have to improve the process?
8. What was the Foundation’s most significant accomplishment in 2016?
9. What is the most important area the Foundation should be attentive to for the future?
10. What recommendations do you have for 2017?

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.

3/21/16

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 tract 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.