

To: BSA Foundation Executive Committee
From: Laura Wernick
Re: September BSA Foundation Board Agenda
Date: September 5, 2018

Our next meeting of the BSA Foundation Board is on Wednesday, September 5 from 12:00 noon to 2:00 pm at BSA Space, 290 Congress Street, Boston. Lunch will be provided

AGENDA

- 12:00 PM Call to order
- Approval of the June meeting minutes [VOTE]
- 12:05 PM Development Report (Victoria McKay)
- 12:15 PM Update on the Governance Committee (Bennet Heart)
- 12:20 PM Update on work from the BSA (Rick Dimino & Eric White)
- Plans for the future of *ArchitectureBoston*
- 12:30 PM Strategic Conversation: Goal: Providing access to design resources for every community in Boston.
- Vaughn outlines his work to date and key questions
 - Conversation on key questions and advancing the goal
- 1:30 PM Q 2 financials and update on budgeting process and priorities
- 1:50 PM Other Business
- 2:00 PM Adjourn

ENCLOSURES

June 2018 Minutes	p. 2
2018 BSA Foundation Trustees List	p. 4
2018 BSA Foundation Board Meeting Dates	p. 5
Executive Directors Report	p. 6
Development Report	p. 10
Q2 Report	p. 13
Budget Process Outline	p. 14
Strategic Placemat (updated version)	p. 16

Minutes from the June 27 Meeting of the Board of Trustees

Present: *Trustees:* Meera Deean, Rick Dimino, Nadine Gerdts, Rickie Golden, Peter Kuttner FAIA, Anne-Marie Lubenau FAIA, Patrick McCafferty PE, Kelly Sherman, David Silverman AIA, Ted Touloukian AIA, Laura Wernick FAIA

Staff: Polly Carpenter FAIA, Ben Cohen, Billy Craig, Michela Davola, Jenny Effron, Vaughn Horn, Victoria McKay, Pamela de Oliveira-Smith, Eric White

Absent: Eric Krauss, Bennet Heart, Haril Pandya FAIA, Ken Willis

Call to order: Noting the presence of a quorum, President Wernick called the meeting to order at 12:10 pm and welcomed the Board.

Minutes of prior meeting: Upon a motion by President Wernick, it was:
VOTED to accept the minutes of the May 2018, Board meeting as submitted; Peter Kuttner FAIA motioned. Kelly Sherman seconded;

Unanimous.

Audit Report: White reported on behalf of Treasurer Krauss on the completed audit. It was a clean audit and the Foundation is good financially. The net assets have increased by \$700,000 and the program income is lower due to staffing. The only 'bad debt' is due to pledges that are made by donors who have pulled out of their payments. Cash flow is also good overall. The auditors sent an excellent report with high praise for Ben and Li. Their comments/suggestions:

- More regular meetings with the development and finance teams
- Recognize the change in the income tax law for 501(c)(3)

Upon a motion by Nadine Gerdts, it was:
VOTED to accept the Audit Report that was submitted; Peter Kuttner FAIA seconded;

Unanimous.

ED goals and review: President Wernick updated the Board on the Executive Director goals and review process. The BSA and BSAF packet includes the goals for the year as articulated by the BSAF Chair and the BSA President. The executive director provides a self-evaluation in October. From there, the executive committee meets at the end of the year to set further goals.

BSA Board report: Dimino reported to the board on behalf of the BSA. He stated that there is a comprehensive strategy around EDI and it is currently a high priority.

White also added the announcement that Renee Loth will be retiring as Editor of AB

Magazine in October. The BSA Board meeting was focused on the future of AB Magazine and exploring different options. The change in the future of AB Magazine provides the opportunity for more collaboration with the BSAF. Pat McCafferty and Meera Deean volunteered to be part of the AB Magazine discussion.

**Strategic
Conversation
Goal 3:**

Effron updated the Board on her work on policy. She asked the Board to answer 4 questions found in her handout on what the board feels the goals and measured outcomes for Goal 3 are.

**Budgeting
Process
Update:**

White reported staff is working on the 3 year budget. They will be working on the details over the next few months and will be finished in October.

Adjourn:

Wernick requested a motion to adjourn, motion by Silverman, seconded by Touloukian, it was VOTED to adjourn the meeting at 2:04 pm;

Unanimous.

Respectfully submitted,

Michela Davola
(on behalf of Ted Touloukian, Secretary)

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2018 BSA Foundation Board Meetings (proposed schedule 12/6/2017)

Tuesday, January 9 – BSA & BSA Boards Social Reception	6pm to 7:30 pm
Wednesday, January 10 – Board Orientation	Noon to 2pm
Thursday, March 1 – Joint BSA & BSA Foundation Board Meeting	Noon to 2pm
Wednesday, March 21 – Board Strategic Planning Workshop	Noon to 4pm
Wednesday, April 11 - Board Meeting	Noon to 2pm
Wednesday, May 23 – Board Meeting	Noon to 2pm
Wednesday, June 27 – Board Meeting	Noon to 2pm
Wednesday, September 5 – Board Meeting	Noon to 2pm
Wednesday, October 10 – Annual Board & Budget Meeting	Noon to 2pm
Wednesday, December 5 – Board Meeting	Noon to 2pm

To: BSA Foundation Board of Trustees
From: Eric White, Executive Director
Re: Executive Director's Report
Date: September 5, 2018

Administrative

Much of the administrative focus for the last two months has been on preparing the 2019 – 2021 budgets for both the Foundation and BSA. Work is focused on a plan that focuses on both groups' strategic agendas, identifying new revenue streams and developing a balanced budget over the next three years.

In addition, we are working on advancing our commitment to equity, diversity and inclusion, as well as steps to address harassment, misconduct and bullying. The BSA and Foundation are working together to review our internal organizational systems, as well as providing support and resources for communities, architects, firms and those in affiliated fields.

We are reviewing our policies and procedures around several areas including Equity, Diversity & Inclusion, meeting the new EU GDPR (General Data Protection) laws, records retention, development and investment guidelines, and more.

Exhibitions

This summer more than 5,000 people visited BSA Space to experience NatureStructure and Design for Diversity. Programming, including tours and discussions, has been brisk. NatureStructure and Design for Diversity close September 23. Next up in the main gallery is Canstruction 2018, with this year's theme of "Heroes and Villains." There were seven responses to the spring section of the 2020 Call for Exhibition Proposals. The spring CFP proposal called for exhibitions that exploring "measuring sustainability in ways that move beyond the abstract." The exhibitions committee met in August and selected two semi-finalists, who will be interviewed in September. The fall portion of the 2020 CFP seeks exhibitions that will explore "infrastructure's role in creating an equitable, resilient, and vibrant city." Proposals are due

Programs & Community

Foundation Youth Programs August 2018:

Summer STEAM programs (part of a grant from the AIA and funded by the Armstrong World Industries Foundation) kicked off this summer with over 150 grade 3-9) students visiting BSA Space for hands-on real world problem solving. The Foundation, along with HMFH, welcomed three BPS teachers for two design thinking sessions, in partnership with Boston Private Industry Council [PIC]. Nine BPS high school students

completed paid internships at six Legacy Circle firms – also a result of a Foundation and Boston PIC partnership.

Community:

The Call for Community Projects goes out on September 4, 2018.

The seven jurors are confirmed:

Daniela Coray – Landscape architect
Aisha Densmore-Bey - Entrepreneur
Darguin Fortuna – Principal, FLOW Design
Gerard Gorges – Shepley Bulfinch
Yoonjee Koh – Boston Architectural College
Emma Walters – Director, Allston Village Main Streets
Joel Wool – City of Boston

Policy:

Planning for Resiliency in the Fall:

Oct 5th, 8-10am, panel in collaboration with the Green Ribbon Commission: Designing for Resiliency: Best Practices for Strengthening our Neighborhoods. Presenters: Carly Foster (Arcadis) on the Climate Ready South Boston report; Chris Busch (BPDA) on resiliency design guidelines and flood zoning overlay districts; architecture firms on best practices for site plans that relate to district-wide plans.

November panel in collaboration with the Green Ribbon Commission: climate resilient measures and the public realm- how flood walls, floodable first floors and elevated streets impact and work with the public realm. Presenter: City on their resilient public realm design work; others tbd.

Designing Boston: Managed Retreat.

Urban Design Workshop: location TBD.

The Policy Committee met on August 10th to discuss the work that is being done and to start to think about the larger strategy behind the work. I am working on outreach to key committee/knowledge community chairs to find out how their work aligns with the Policy Principles.

Communications

The July editor of the Boston Architecture Diary was Jesse Brackenbury, executive director of the RKF Greenway and the August editor was Kate Miller, executive director of Now and There. Print copies of the Homeowners Project were delivered and distributed to listing architects and advertisers. In July, the website redevelopment initiative moved forward when a request for proposals was issued to multiple

vendors. Proposals were received August 24; interviews will be conducted over the first two weeks of September, meaning a vendor may be selected by mid-September. Finally, the BSA Board saw a presentation by BSA Staff for moving ArchitectureBoston to a wholly digital format. The presentation was in response to the Board's request for a detailed proposal articulating the vision of the 2017-2018 AB Task Force. Board feedback is being collected following the presentation, and work on the new format will begin immediately, in connection with the overall website overhaul. A communications plan regarding rollout of AB's transition is being drafted and will begin in September.

BSA Update

The BSA Strategic Plan is in review and will be finished by the end of the year. We are also working on AIA Chapter Accreditation which is taking place between September and December this year. Nationally AIA is becoming more engaged at the advocacy level with recent statements on School Design, Equity, Harassment and other positions.

Professional Programs—September 2018

Over the summer, BSA staff wrapped up the series of Now Practice Now workshops (the final one, TURF, was held June 14) and continued planning the half-day Now Practice Now conference, a working day focused on the current state and future of practice, taking place Friday, October 19. Application and registration, as well as information about the day's format and outcomes, will be published in early September. In August, the BSA hosted the annual summer CE workshops, providing opportunities for members to earn HSW CEUs before the August 31 state deadline. BSA staff continues to support the Emerging Professionals Network (EPNet) and their focus on professional development. Leadership Lunches, a program in which EPs visit firms for informal informational conversation, engaged with 15 firms and over 30 EPs participating. EPNet will begin to shape their 2019 programming at a fall planning meeting in September. Additional upcoming programs include Girl UNinterrupted: The Boston Project, taking place September 27 and addressing issues of equity and career development, and a panel on the history and application process of the Aga Khan Award for Architecture, in line with Designing for Diversity and taking place on Thursday, October 4. The 2018 BSA Design Awards season is beginning to wrap up, with most awards decided, and planning for the Gala will begin in earnest shortly. The date for the Gala will be Thursday, January 17 (snow date: Thursday, January 24). Planning for the AIA New England annual gathering will take place Friday, October 12 and Saturday, October 13. On October 12, Latrobe Prize recipients will present their work on Future-Use Architecture, before an awards ceremony and reception. Walking tours and an architecture cruise will take place the following day.

BSA Knowledge Communities (was Committees)—

Following a conversation with current BSA committee chairs around the nomenclature used to refer to our grassroots groups, the consensus was to follow the lead of AIA National and use the umbrella terminology of BSA Knowledge Communities. This change will be implemented in the coming weeks.

We will also be introducing a new format for meeting announcements - away from individual email blasts for each knowledge community event to a weekly newsletter/list format, similar to that of Currents. This is an effort to reduce the volume of email going out to our members announcing knowledge community meetings.

Recent press (May, 2018)

- 4 water tours for exploring Boston when it's too hot to walk around (boston.com)
- Five Activities for Boston Architecture Buffs (bostonmagazine.com)
- Coming Attractions: July 29 through August 14– What Will Light Your Fire (artsfuse.org)
- Naturstrukturen. Ausstellung in Boston (designreport.de)
- The 100 Best Buildings in Boston (bostonmagazine.com)
- BSA Space seeks curatorial proposals for its 2020 exhibition season (baunetz.de)
- BSA to Host its Summer CE Workshops August 13-17 (bostonrealestatetimes.com)
- Building community beware: Risks rising along with the tides - by Michael Duffy (nerej.com)
- The week ahead: music, theater, art, and more (bostonglobe.com)
- Our weekly wrap-up of new design competitions worth checking out (archinect.com)
- NatureStructure Exhibition Shows How Infrastructure and Nature Can Work Together (metropolismag.com)
- Hosmer students rethink Mt. Auburn Street in pilot program (watertown.wickedlocal.com)

To: BSA Foundation Trustees
From: Victoria McKay, Managing Director, Advancement
Re: Development Report
Date: September, 2018

IAC 2018 Members

Cultivation Team

Laura Wernick FAIA, Vice-Chair
Mike Davis FAIA, Trustee
Peter Kuttner FAIA, Trustee
Ted Touloukian AIA, Trustee

Pipeline Team

Jeanne Lukenda ASLA, LEED
Patrick McCafferty PE
David Silverman AIA, Trustee
Nedith Wikina
Jess Garnitz AIA
Milly Baker AIA
Vernon Woodworth FAIA
Jon Pate ASLA

Staff members

Eric White (executive director)
Victoria McKay (managing director of advancement)
Michela Davola (development manager)

Polly Carpenter FAIA (director of public prog.)
Pamela de Oliveira-Smith (managing dir. of comm.)
Vaugh Horn (community design director)

2018 Benchmarks:

1. Pipeline – BSA Foundation Conversations

Future FC ambassadors in active planning:

- Jon Buhl and Joanna Kripp, Foley Buhl and Glibane
- Lynne Deninger and Craig Mutter, Cannon Design
- Jason Forney and Jason Jewhurst, Bruner Cott
- Jess Garnitz, Stantec
- Bennet Heart, Noble, Wickersham & Heart LLP
- David Odeh, Odeh Engineers and ASCE
- Haril Pandya, CBT

2. Cultivation

58 Legacy Circle firms are up for renewal in 2019. A number will receive proposals for increased levels of support. Target is two new Provoking Change (\$10K/year) and five new Inspiring Vision (\$5K/year) firms starting in 2019.

3. Legacy Circle Members: 131 Total

- a. Target for new LC Members for 2018: 25.
- b. New LC members in 2018:
 - i. CBIZ Tofias: joined in March at the \$5,000 level.
- c. Confirmed LC renewals for 2019:

- i. Margulies Perruzzi: Increasing to \$50,000
- ii. Laura Wernick: Increasing to \$25,000
- iii. Poole Professional: Renewing at \$10,000
- iv. Touloukian Touloukian: Increasing to \$10,000
- v. Cambridge Seven: Renewing at \$5,000
- vi. Compass Project Management: Renewing at \$5,000
- vii. DGC: Renewing at \$5,000
- viii. Goody Clancy: Renewing at \$5,000
- ix. Shepley Bulfinch: Renewing at \$5,000
- x. Eric White: Renewing at \$5,000

PAST EVENTS

- Architecture Trivia Night: Thursday March 8, 2018. 7-9 pm. 73 attendees. Sponsors for beer, wine and pizza secured. Total net \$1,800.
- June 28: Summer Party – Friendraising and Awareness Raising; *not a fundraiser*. Moved inside. Approximately 200 attended.
- July 26: Architecture Trivia night. Sponsored by Acentech. Total net \$1,700.
- August 9: Legacy Circle Harbor Cruise. Free LC cultivation event; *not a fundraiser*; 20 attendees.

UPCOMING EVENTS

- December 12: Annual Fundraising Breakfast. New LC Member Goal: \$100,000.
 - **TALK TO VICTORIA ABOUT HOSTING/ CO-HOSTING A TABLE.**
- March 14, 2019: Inaugural Architecture Auction and Cocktail Party. Goal: \$40,000.

FOUNDATION CONVERSATIONS AND PRESENTATIONS SCHEDULED/ COMPLETED:

- HDR via Chad Reilly: May 2. 25 attendees.
- NADAAA via Gretchen Neely and Katie Faulkner: May 9. 25 attendees.
- DiMella Shaffer and MCLA via Ed Hodges and Michelle Crowley: May 24. 35 attendees
- Commodore via Joe Albanese and Lauren Larson: May 30. 150 attendees.
- DiCicco, Gulman & Co. via David Silverman/ Kappy Freund: June 28. 50 attendees.
- Local Loeb Alumni via Anne-Marie Lubenau; June 29; 8 attendees.
- Vernon Woodwork, AKF Group – invited neighboring firms: September 6; 30 attendees expected.
- Katy Tessamer, Columbia Construction: September 11. Senior staff – 8 people – expected.
- Amy Korte, Jim Batchelor and Kathie Chaney; Arrowstreet: September 12; 100 (full staff) expected.
- Mike Davis and Rachel Zsembery, Bergmeyer: September 25: 10-20; Bergmeyer’s social responsibility team and others.
- Carole Wedge and Jen Wells; Shepley Bulfinch: October 12; 50 (lunch and learn) expected.

GRANTS AND GIFTS

Grants applied for:

- MCC: Gateway Grant. Amount requested: \$3,000. *Peer review visit on June 4. Awaiting results – due August/ September.*
- MCC: Project Grant: \$2,500 for KidsBuild! *Awaiting decision summer 2018.*
- Cabot Family Charitable Trust: \$10,000 for “We Design Together”. *Awaiting Decision; rolling decision process following 9/1 deadline.*
- The Boston Foundation Open Doors Grant: Community Design Resources: Current Status, Landscape & Opportunities. Amount requested: \$14,000. *Declined; potential timeline of project longer than scope of grant; evaluation criteria unclear.*
- Amelia Peabody Charitable Trust: Digital Signage and content at BSA Space. Amount requested: \$38,313. *Declined: Need based social and youth organizations prioritized in this round. Suggestion to make stronger case for need in competitive market, when lots of professional support.*
- Orville Forte Foundation: \$4,200 for Architecture and Design Thinking Day. *Declined without explanation.*

Grants and gifts received:

- BCC: Operating Support. Amount received: \$2,000.
- AIA Trust: Now Practice Now: \$3,000.
- AIA Learning by design: \$5,000 for Summer STEAM.
- AIA Exhibition Grant: \$40,000 for *In the Balancing Act* (Spring, 2019).
- Comcast Foundation – IN KIND support – PSA on all cable channels; est. value: \$800,000.
- Acentech - IN KIND support – acoustic audit of BSA Space; est. value: \$4,000.
- Boston Properties – IN KIND support – waived fee for summer party; est. value: \$1,000.

ANNUAL APPEAL

Email campaign launched early in July. Hard copy letters to go out in September. Current total: \$6,000. Goal through 2018 is \$25,000.

BSA Foundation	2017 Actual	2018 Budget	2018 Budget QTRly	2018 Q1 Actual	2018 Q2 Actual	2018 YTD Actual	YTD Variance Actual vs Budget	
Income Statement								
Revenues								
Investment & Fundraising Events	\$ 758,471	\$ 620,935	\$ 155,234	\$ 120,256	\$ 110,429	\$ 230,685	(390,250)	includes BSA Support, Gingerbread, Annual Appeal
Marketing & Communications	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0	
Exhibitions	\$ 53,847	\$ -	\$ -	\$ 50	\$ 858	\$ 908	908	2017 revenue Autodesk sponsorship/exhibit for Salt Gallery
Programs	\$ 94,291	\$ 98,000	\$ 24,500	\$ 11,197	\$ 18,598	\$ 29,795	(68,205)	
Human Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0	
Accounting & Finance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0	
Governance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0	
Technology	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0	
Supplies & Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0	
Total Revenues	\$ 906,609	\$ 718,935	\$ 179,734	\$ 131,503	\$ 129,885	\$ 261,387	(457,548)	
Expenses								
Investment & Fundraising	\$ 62,866	\$ 105,000	\$ 26,250	\$ 31,610	\$ 2,451	\$ 34,061	(70,939)	
Marketing & Communications	\$ 6,684	\$ 12,000	\$ 3,000	\$ 750	\$ 1,086	\$ 1,836	(10,164)	
Exhibitions	\$ 109,972	\$ 125,000	\$ 31,250	\$ 1,851	\$ 78,298	\$ 80,149	(44,851)	includes grants given out by Foundation and in 2018 awarded to
Programs	\$ 67,151	\$ 62,600	\$ 15,650	\$ 1,395	\$ 2,747	\$ 4,142	(58,458)	Foundation
Human Resources	\$ 350,789	\$ 486,556	\$ 121,639	\$ 97,903	\$ 111,545	\$ 209,448	(277,108)	
Accounting & Finance	\$ 24,438	\$ 26,100	\$ 6,525	\$ 3,057	\$ 13,556	\$ 16,613	(9,487)	
Governance	\$ 7,747	\$ 2,000	\$ 500	\$ 3,032	\$ 1,379	\$ 4,411	2,411	
Technology	\$ 132	\$ -	\$ -	\$ -	\$ -	\$ -	0	
Supplies & Operations	\$ 38,207	\$ 16,750	\$ 4,188	\$ 1,516	\$ 7,989	\$ 9,504	(7,246)	
Total Expenses	\$ 667,986	\$ 836,006	\$ 209,002	\$ 141,113	\$ 219,051	\$ 360,164	(475,842)	
Net Operating	\$ 238,623	\$ (117,071)	\$ (29,268)	\$ (9,610)	\$ (89,167)	\$ (98,777)	18,294	
Investment Expenses	\$ 10,611	\$ 8,000	\$ 2,000	\$ 2,947	\$ 3,667	\$ 6,614	(1,386)	Management fee at Fidelity
Investment Income	\$ 20,500	\$ 75,000	\$ 18,750	\$ (10,364)	\$ 21,958	\$ 11,593	(63,407)	balance left after 5% value of portfolio
Endowment Donations	\$ 454,653	\$ 230,000	\$ 57,500	\$ -	\$ -	\$ -	(230,000)	
Grant to upgrade 1st floor space	\$ 5,000	\$ -	\$ 1	\$ -	\$ -	\$ -	0	
Grants awarded to Foundation Expense	\$ 23,421	\$ -	\$ -	\$ -	\$ -	\$ -	0	Numerous grants are submitted and being written, expenses- Check
Depreciation Expense	\$ -	\$ -	\$ -	\$ 81	\$ 244	\$ 325	325	
Operating Surplus/Deficit Total	\$ 684,744	\$ 179,929	\$ 44,983	\$ (23,003)	\$ (71,120)	\$ (94,123)	(274,052)	

BSA Foundation Budget Process

June

BSA/BSA Foundation E.D. and Managing Directors begin meeting, including two half day sessions, to prepare the budgets for the BSA Foundation and BSA. This year is significantly different as we are working to develop a three-year budget (2019-2021) and there are enormous changes to operations and finances. The process begins with an assessment of the past few years and where we stand currently, reviews of strategic goals, and an understanding that we are looking to address five key questions to prepare for the Boards in their review:

- What do expenses tell about our investment in the mission, vision and goals? Are they aligned? Anything we are doing that is not aligned?
- What do revenues tell us about our mission, vision and goals?
- Are revenues sustainable?
- Do we have intergenerational equity?
- Are there any red flags?

July

Managing Directors meet with their staff to identify plans and needs for each area of operations (Programs, Membership, Communications, Finance, Advancement, Operations), as well as identifying any potential changes to revenue or expenses. This includes identifying specifics over numbers and types of programs, development targets, website upgrades, technology needs, etc.

Managing Directors and E.D. meet for one full-day to discuss and review initial targets and expected metrics. Ben and Eric then begin drafting the budget.

August

The first draft of the budget is completed. The first year is more detailed with years two and three based on greater speculation and assumptions.

The Managing Directors review the first draft and have one more full day meeting with the ED. Specific recommendations including new revenue opportunities, areas to cut, or reallocation of resources are examined in detail. Edits are made to the budget and Eric and Ben revise the budget and prepare a budget narrative.

September

The first draft is presented to the BSA Foundation Finance Committee who meets in mid-September. The presentation includes the budget and narrative. This year we will be expanding the materials to include a draft work plan with targets and milestones as well as expanding to a three year budget. The Finance Committee reviews and makes their edits and recommendations. Eric and Ben revise the budget and narrative.

October

The budget, work plan, and narrative are presented to the BSA Foundation Board. If satisfactory the budget is voted upon. If there are edits and additional recommendations, the budget is revised before being finalized.

The BSA budget process

The BSA's process from June through August is exactly the same and staff are working on the budget, milestones/metrics, work plan and narrative for both the BSA Foundation and BSA. In mid-September the E.D. and Managing Director of Finance meet with the BSA Executive Committee to review the budget and make recommendations. In October the BSA Board reviews the budget and vote to make a recommendation. The official final vote on the budget occurs in December at the BSA Annual Meeting.

VISION:

By 2030, Boston is a model of a resilient, equitable and architecturally vibrant city and region.

MISSION:

To build a better Boston by:

1. Engaging the public in the importance and power of design.

2. Inspiring vibrant neighborhoods & a more resilient & equitable city through design explorations with community-based audiences.

3. Provoking change through strong collaborative efforts and strategic use of our resources, including BSA Space.

BACKGROUND:

About the BSA Foundation, the Boston Society of Architects/ AIA (BSA), and BSA Space.

The **BSA Foundation**, created by the BSA in 1971, is committed to engaging the public in appreciating design excellence and helping solve our community's challenges through design. In 2014, the Foundation expanded our focus to "build a better Boston by engaging communities, inspiring vision, and provoking positive change" through design. We deliver the mission through exhibitions at BSA Space, youth and family design education programs, cultural programming, community, and civic work.

The **BSA** is committed to professional development for our members, advocacy on behalf of great design, and sharing an appreciation for the built environment with the public at large. Established in 1867, the BSA today has nearly 4,000 members and produces a diverse array of programs and publications, including ABX, and ArchitectureBoston the design ideas magazine. A chapter of the American Institute of Architects, the BSA is a nonprofit, professional-service organization for the design and building industry profession.

BSA Space is Boston's center for architecture and design and is home to the BSA and BSA Foundation. We host exhibitions, public and professional. Visitors are invited to view their world differently, imagine new possibilities for improving their community, and learn achievable and remarkable ways to do it. The BSA Space opened in 2012 and is free and open to the public.

STRATEGIC GOAL 1:
Ensuring access for every child in Boston to design education.

1. Expand design education programs to more neighborhoods.
2. Offer family design programs on more weekends.
3. Engage potential partner design education groups, local universities, state and local education leaders in a roundtable to facilitate expansion of design education.
4. Develop design education coalition to meet with leading city and state education administrators to explore and develop design curriculum for schools.
5. Develop and regularly offer design education training programs for educators and architects.
6. Tie exhibitions (when appropriate) to youth design education goals.
7. Mobilize foundation and corporate support for education initiatives.
8. Align BSA Foundation grants to support design education.

STRATEGIC GOAL 2:
Providing access to design resources for every neighborhood in Boston.

1. Expand community design programs to more communities in need by developing a project selection process.
2. Engage public figures, community leaders, key institutions, architecture firms, and design schools to deepen our understanding of community needs and opportunities and explore how to build the infrastructure.
3. Engage related organizations to build a coalition focused on providing design, planning, and building resources in communities.
4. Tie appropriate exhibitions to addressing neighborhood design challenges.
5. Partner with local universities and others to develop assessment tools.
6. Mobilize foundation and corporate support for community initiatives.
7. Align BSA Foundation grants to support community resources projects.

STRATEGIC GOAL 3:
Using design to engage and empower the public to address regional challenges.

1. Build structure to organize and grow design workshop/charrette programming.
2. Deepen the impact of the Designing Boston (and related) programs.
3. Coordinate policy and growth agenda with the BSA advocacy agenda.
4. Build a coalition of like-minded organizations to advance policies and growth that support equity, resiliency and design excellence.
5. Develop and implement coordinated communication strategies around policy and growth.
6. Provide high quality public programs that increase awareness of excellent design policies and growth.
7. Mobilize foundation and corporate support for the design policy and growth agenda.

MEASURES OF SUCCESS:

- Annually**
- # Boston children who have access
 - Level of understanding
 - City and media recognition
- Long-term**
- Boston students entering architecture/design profession
 - Level of community engagement using design thinking
 - Quality of Boston design

MEASURES OF SUCCESS:

- Annually**
- # Boston neighbors using design resources to solve challenges
 - Quality of design projects
 - City and media recognition
- Long-term**
- Access of design resources for all neighborhoods
 - Quality and affordability of housing, resiliency, etc. for every neighborhood

MEASURES OF SUCCESS:

- Quality of design in Boston
- Impact of policies on the urban core
- Recognition of policies in media and other cities
- Level of city leadership support for policies

DELIVERY TOOLS:

YOUTH & FAMILY PROGRAMS:
Learning by Design
KidsBuild!
Family Design Days

COMMUNITY DESIGN:
CDRC
Workshops & charrettes
Designing Boston & forums

EXHIBITIONS:
6,500 square feet of gallery space

GRANTS:
Distributed more than \$1million supporting community based design education.

CULTURAL PROGRAMMING:
Common Boston
AIA Guide to Boston App
Tours, Films