

BSA & BSA Foundation Scorecard						
	Goal	Recent Activities	Inputs	Outputs	Outcomes	Notes
		Steps being taken to advance the goal	resources, financials, staff/volunteer time 1 Low, 10 high resources	# of programs, participants, demographics	impact on participants or community	
1 <u>Architectural Practice Excellence</u> - Advance design and professional excellence and equity through supporting a diverse range of models of architectural practice and design						
	<i>Overall:</i>					
	Emerging Professionals Program	FeedBack Mentorship program - wrap-up	low staff time; low volunteer time; low participant time; low cost (food and beverage for wrap-up reception)	5-month mentorship program with one 2-hour kickoff (April) and one 2-hour wrap-up (September); 30 participants (15 EP mentees, 15 mentors)	each participating mentee meets with 5 potential mentors; program provides the loose structure for initial meeting; up to participants to build relationship beyond this	wrap up took place September 24 (about 1/2 of participants are able to attend); write-up to be published on architects.org and in AIA College of Fellows e-newsletter
	Emerging Professionals Program	EPNet Fall Planning Meeting	low staff time; low volunteer time; low cost (food and beverage)	Tentative programs calendar for 2020	Greater engagement of several new EPs; greater focus on strategic partnerships with friendly organizations	Areas of focus/tracks will continue to be: Knowledge ("How We Practice"), Mentorship, Networking

	Emerging Professionals Event	EPNet + CSI present: [TBD]	low staff time; low volunteer time; low cost (food and beverage)	1.5 hour presentation/discussion with Q+A focusing on best practices for working w/ specifiers and/or for specifying	TBD - taking place December 5	
	Emerging Professionals Event	EPNet + BSLA present: [TBD]	low staff time; low volunteer time; low cost (food and beverage)	1.5 hour roundtable with Q+A focusing on best practices for interdisciplinary work (subject to change)	TBD - taking place spring 2020	
	Emerging Professionals Event	EPNet + IES present: A Case Study for Collaboration	low staff time; low volunteer time; low cost (food and beverage)	1.5 hour roundtable with Q+A focusing on best practices for interdisciplinary work (subject to change)	TBD - taking place October 22	
	Emerging Professionals Event	EPNet + ULI present: The Story of a Development	low staff time; low volunteer time; low cost (food and beverage)	1.5 hour panel discussion with Q+A tracing a single development from start to finish (subject to change)	TBD - taking place winter 2020	

	Emerging Professionals program (not an EPNet program, technically)	ARE program	AS IT STANDS, low staff time; RE-EVALUATING/RE-VAMPING: moderate staff time; low-moderate volunteer time; cost to be explored	TBD - development of a more structured year-round schedule including lectures on each exam division; frequent check-ins with success teams; increased recognition/celebration of passes, licensure, etc.	TBD - creation of greater support of licensure candidates--by BSA and by peers; increased sharing of study strategies; greater CELEBRATION/broader recognition of passes, etc.	
	Emerging Professionals (not an EPNet program or a BSA program, entirely)	Rotch Travelling Scholarship	low to low-moderate staff time; low-moderate volunteer time; high participant time	TBD - applications open; preliminary competition will take place February 2020; final competition will take place March 2020		
	Goal	Recent Activities	Inputs	Outputs	Impacts	Notes
2 Design & Building Excellence - Improve the quality of building construction through collaboration and thought leadership in the AEC industry						
	<i>Overall:</i>					
	Conferences/ Seminars	Boutique conference series planning	High staff time; moderate volunteer time (once specific conference planning begins)	Establishment of 4 umbrella topics, aligned with the 4 BSA strategic goals, and with a focus on thought leadership; will run 2 topics each year; will run each topic every other year; format to be finalized	TBD - next conferences taking place spring 2020 and fall 2020	Advisory group confirmed; first meeting planned for late November

	Conferences/ Seminars	Embodied Carbon in Buildings working groups (conference follow-up)	Low staff time (at present)	25-30 AEC professionals will convene every other month to brainstorm effective next steps and share resources for the Boston building industry to take in addressing embodied carbon in buildings; 2 small working groups of 5-7 people each formed to develop specific resources; 3 additional working groups to launch late 2019/early 2020	The larger group will meet every other month (next meeting December 13) to discuss progress and add'l next steps; two working groups formed: one to compile case studies for best practices, and one to develop a timeline/roadmap of when, during a project, to address embodied carbon; three to launch, with focus on: EPDs, Embodied Carbon 101/201; and How To Position Embodied Carbon To Clients	architects, structural engineers, and manufacturers were all engaged participants in the first and second meetings; working to grow manufacturer, and builder presence; strong support for establishing local Embodied Carbon Network (ECN) chapter that will function largely as a knowledge community does
	Knowledge Communities	Kno-Co chair meeting	moderate staff time ongoing; low cost	Have begun meeting with key Kno-Co chairs to assess needs and to discuss content sharing	To assist in recruitment of new leadership as needed, assess how we might improve the experience as well as attendance, and to brainstorm ways to share meeting content with a broader audience.	Ongoing. We have a number of candidates for the Urban Design Committee. Other roles have new leadership including Vectorworks and Revit.

	Knowledge Communities	Evaluate outreach effectiveness and impact on attendance	moderate staff time ongoing; low cost	Increased Knowledge Community exposure aimed at increasing interest and attendance.	TBD	Have begun to selectively add dedicated email blasts back in as needed and have increased social media presence. Attendance has seen an uptick.
	Goal	Recent Activities	Inputs	Outputs	Impacts	Notes
3 Policy 1 -Advocate for policies in planning and design that create a more beautiful, vibrant and just city and region						
Policy 2- Use design to engage and empower the public to address regional challenges						
	<i>Overall:</i>					
	Housing	Wandy Pascoal officially started a two-year housing fellowship on 10/28 co-hosted by BSA and Boston's iLab	9	deep partnership with iLab & DND, hired 1 more staff	Beginning projects on triple deckers and innovative materials and methods to help spur affordable housing	Please say hi to Wandy and welcome her to our community when you see her!
	Carbon Reduction	Living Building Makers Author Talk	5	2 member speakers on their work, Green Ribbon Commission partnership, 35 attendees	Educated about the process of creating Living Buildings on Hampshire College and promoted sustainable design and development	29-Oct
	Carbon Reduction	Carbon Neutral Neighborhoods competition meeting w/ COB	5	connecting with more COB departments on partnering and honing in on the who and where	TBD	
	Public Appointments	Hingham Historic, Plymouth Historic, NCARB rep, MA AEER Task Force, Cambridge Historic	7	Outreach to hundreds of members about opportunities to serve their communities	BSA has or will nominate members to serve on 5 more public commissions	Also forming a more formal Committee to make nominations

	ZBA	Appointment and Response Letter to Home Rule Petition to Reform		Letter to Councilor Edwards promoting architects role in civic work and on the ZBA		
	Goal	Recent Activities	Inputs	Outputs	Impacts	Notes
4 Design Education - Provide access to design education for every child in Boston						
	<i>Overall:</i>					
	Student Program	College Fair	8	130 Students 70 school reps	Students are motivated to pursue STEAM/Design careers	9/28/19
	School Education Program	Russell K-5 BPS presentation by GSD Student	3	14 1st grade students. 1 volunteer architects from GSD	Students gain awareness of the power of design and architecture to effect positive change	10/11/19
	Family Education Program	Build Mass Ave at the Mary Baker Eddy Library	7	150 students age 5-13	Students gain awareness of the power of design and architecture to effect positive change	10/14/19
	Family Education Program	Family Design Day - Construction	6	5 volunteer architects. 40 students & parents	Students gain awareness of the power of design and architecture to effect positive change	10/18/19
	School Education Program	Boston Teachers Union BPS presentation	3	25 6-8th grade underrepresented students. 2 volunteer architects from Cannon	Students gain awareness of the power of design and architecture to effect positive change	10/18/19

	Student Education Program	STEM Week Fieldtrip	6	27 students Grade 5 Underserved students	Deep design education programs enable students to develop quality design skills that can be applied to solving complex challenges. Partnerships lead to collaborations that improve our programs, and reach larger audiences to provide design education.	10/21/19
	Networking/Expansion	Design Education Coalition	4	10 Boston organizations that run K12 programs	Conversation about how to support each other moving forward. Partnerships lead to collaborations that improve our programs, and reach larger audiences to provide design education.	11/1/19
	Student Education Program	Apprentice Learning Apprenticeships	8	3 8th grade students Underrepresented students	Deep design education programs enable students to develop quality design skills that can be applied to solving	11/1 - 12/22/19
	Goal	Recent Activities	Inputs	Outputs	Impacts	Notes
5	Community Design - Provide access to design resources for every Boston neighborhood					
	<i>Overall:</i>					

		National Park Service	Ropewalk Charrette and community presentation	6	3 volunteer firms and 30 attendees from community, NPS, City & partners attended presentation	Firms created design visions for commercial space and outdoor patio for historic site to be used for an RFP for build out of space
		Patio Café Pilot	Volunteer teams met with business owners to develop designs for patio cafes in Hyde Square	6	3 groups of 2-4 professionals meeting w/ 3 business owners and partnering w/ Main Streets and Boston	business owners will have design schematics and cost estimates to create patio cafes and get permitting assistance and financial help; This is ongoing and the larger goal is to help transform the public realm permitting process in Boston
	Goal	Recent Activities	Inputs	Outputs	Impacts	Notes
6 Membership - Provide the highest level of service to our members, partners and guests						
	<i>Overall:</i>					
	Design awards	Accessible Design Awards submissions	Moderate staff time - CFP, broad and targeted marketing, customer service, coordination with MAAB + Access Committee	28 submissions for \$2700 in revenue (expected revenue \$1000)	broader awareness of accessible design; partnership with MAAB	Access Committee chairs did targeted personal outreach--much appreciated and effective support for BSA outreach/communications; jury held June 25
	Design awards	Education Facilities Design Awards submission deadline	Moderate staff time - CFP, broad and targeted marketing, customer service, coordination with K-12 Educational Design + BSA/SCUP Roundtable committees	102 submissions for \$13350 in revenue (expected revenue \$10000)	recognizing excellent work in educational design, for which the Boston market is well-known	61 higher ed submissions; 41 K-12 submissions; jury held July 31; in the future, these will be run as separate categories: K-12 and Higher Ed, alternating years

	Design awards	Small Firms Design Awards submission deadline	Moderate staff time - CFP, broad and targeted marketing, customer service, coordination with Small Practices Network	74 submissions for \$7000 in revenue (expected revenue \$4500)	recognizing excellent work done by small firms (10 employees or fewer)	jury held June 18
	Design awards	Honor Awards for Design Excellence	Moderate staff time - CFP, broad and targeted marketing, customer service, coordination with AIA LA	130 submissions for \$17400 in entry fees revenue; with Poole Professional sponsorship a total of \$20,900 in revenue (expected revenue \$19,000)	recognizing "the best of the best" for various project types	Jury took place June 27 at AIA LA; jurors commented on very high quality of work
	Design awards	Unbuilt Architecture and Design Awards	Moderate staff time - CFP, broad and targeted marketing, customer service, coordination with Unbuilt jury chair	43 submission for \$3950 in revenue (expected revenue \$6500)	recognizing forward-thinking unbuilt work	Jury took place September 13; numbers down from last year; will consider different/additional marketing strategies for following years (could also be that people are busy executing actual work, rather than doing theoretical/exploratory/unrealizable work)
	Design awards	Housing Design Awards	Moderate staff time - CFP, broad and targeted marketing, customer service, coordination with AIA NY staff and Housing Committee; BSA Housing Committee; BSA Residential Design Committee	85 submissions for \$11900 (expected revenue \$13000)	recognizing excellent work in the NYC and MA design communities; recognition of both multifamily and single-family work	Going forward, BSA and AIANY will partner on Housing Design Awards each year, alternating between Residential Design (single family) and Housing Design (multi-family); relevant BSA and AIANY committees will recommend jurors and support promotion; BSA staff will manage all admin; AIA NY staff will support promotion to their members

	Design awards	Harleston Parker Medal	Moderate staff time - CFP, broad and targeted marketing, customer service, coordination with jurors	6 finalists selected; finalist fieldtrip to take place November 12	TBD	
	Design awards	Gala	High staff time; low volunteer time	2-hour ceremony; 2 hour celebration; celebrating approx. 70 award-winning projects plus honors/awards-winning individuals	TBD	Taking place January 23, 2020 at Federal Reserve Bank Morris Auditorium (ceremony) and BSA Space (party); snow date = January 30
	Includes: renewals, recruitment, scholarships, allied,	2020 renewals are in progress. Continuing work on retention of existing members while collaborating with both BSA staff and national staff to recruit new members.	In addition to the ongoing day-to-day operation of the BSA membership department, non-paid groups and individuals are being lapsed to roll out 2020 renewals		10	<p>2019 Renewals Paid as of 10/31/2019: FAIA Members - 100 AIA Members - 2452 Assoc. AIA Members - 324 Professional Affiliate Members - 65 AIA_Other - 20 Architecture Firm Members - 126 Allied Firm Members - 79 Institutional Members - 3</p> <p>2019 Projected Revenue by member type: FAIA/AIA Membership - \$1,412,265 Assoc. AIA Membership - \$108,547 Professional Aff/AIA_Other Membership - \$19,063 Architecture Firm Membership - \$391,998 Allied Firm Membership - \$96,114 Institutional Membership - \$3,047</p>

		Grow Allied Membership	On-going outreach to prospective Allied members and continued retention efforts for current members	5	5 since last Board report.	
		Institutional Membership	Institutional Membership is still being rolled out and will be more actively pursued in 2020	2	0 new member	Potentially closer relationships with design/educational institutions
		BSA Future Architect Scholarship (F.A.S.)	Provide additional follow-up with Assoc. AIA members via 2020 renewal forms to encourage participation	3	38 Assoc. AIA have taken advantage of the FAS program	Promote licensure and encourage continuation of AIA membership following the free "new Graduate" membership year.
		Preparation for ABX	Working with Informa to ensure member-groups received benefits in addition to day-to-day general individual member assistance. Oversee Membership collateral for the showfloor	5	To-be-determined based on post-show feed back	
	Goal	Recent Activities	Inputs	Outputs	Impacts	Notes
7 <u>Communication</u> - Advance BSA and Foundation as thought-leaders and conveners in the industry and public appreciation for architecture						
	<i>Overall:</i>					

	<p>AB</p>	<p>ArchitectureBoston is a journal of ideas, culture, and design. The autumn theme SHARE is underway, with one-two stories publishing per week. AB2020 Insight, the first one-tie print edition of ArchitectureBoston has been printed and will be launched at ABX. Also, on November 4, the first AB post-theme e-Digest "In Case You Missed It" was distributed to readers. Clicks will be monitored to see if distributing the newsletter creates a spike in readership.</p>	<p>Costs to print and mail 10K copies of AB2020 Insight are \$28K. For revenue see integrated marketing 10</p>	<p>and October 31, 2019 ArchitectureBoston overview pages (TOCs) ranked between 4th and 5th most frequent visited pages on our site; there were 10,574, unique page views; the average time per table of contents page visit was around 1 minutes; the average time on story pages was 2; nearly 6,242 visitors entered the AB site by direct URL; nearly 84 percent of AB visitors left architects.org after reading an AB article. These are stronger numbers than those throughout 2018. AB2020 Insight, the printed issue, will reach 10,000 people. 4,000 pieces mailed to members, 2000 distributed at BSA Space, 1000 at ABX 2019 (November 6 –</p>	<p>Content reflects thought leadership; new format engages new audiences; new audiences share content with their networks; gets people talking about architecture; provides advertisers with livelier forums in which to invest.</p>	<p>Next digital themes will be explored at the next Editorial board meeting.</p>
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	Web	<p>The results of the leadership survey were shared with the BSA Messaging Committee. James McCown has been hired to write content for the identity and mission portions of the website. Early website enhancements include adding past events to the Knowledge Community pages; audience filtering on the BSA News page; adding past events to the programs pages; fixing backend errors on the Jobs Board; creating movable modules to the Homepage, allowing us to reorder the horizontal bands of content.</p>	<p>Clearfire studios has been engaged to assist us with ongoing development needs. Retainer costs are \$4000 for 25 hours per month. Additional work will be billed at \$160. 10</p>	<p>August 31, 2019 there were a total of 145,057 unique page views on architects.org; the average linger time per page was 1:16 minutes; 61,230 visitors came by direct URL. Most viewed pages were 1) Jobs with 43,204 unique page views; 10,861 viewers came by direct URL; average linger time was 1:13 minutes; 44.93 percent of these visitors left architects.org after viewing this page; 2) Events with 23,404 unique page views; average linger time 1:52 minutes; 11,146 visitors came by direct URL; 74.65 percent of these visitors left architects.org after viewing this page; 3) Homepage with</p>	<p>Visitor engagement and thought leadership</p>	<p>In November, website enhancements will include, by popular demand, a calendar view to accompany the events section of the website; aesthetic changes to the top ad on the homepage to reduce prominence on the page, especially on mobile devices. In December, web enhancements include rethinking the navigation and nomenclature related to Programs and Topics; initiating the Architizer/BSA directory partnership. Also, discussions have begun around reinvigorating FAME, primarily as a social media vehicle, accessible by web.</p>
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	Social Media	Social media calendars have been developed (and are regularly updated and reprioritized) for ArchitectureBoston content, fundraising, member news, exhibitions, programs and events, design awards, and for sharing partner news.	Except for staff time—which is not insignificant—social media is mostly free; because it has become our co-dominant distribution channel, the value it represents to us is priceless and we should consider that in all resourcing discussions. 4	Reach is increasing. Most numbers are up: Twitter followers 12.1K ; Facebook followers 8,562 (up from 8,527); Instagram followers 3130 (up from 3,007); LinkedIn 8,052 group members and 3,181 followers (up from 3,058)	Distribute content; Engagement	An intern has been dedicated to social media management and meets daily with staff to discuss message and priority; a second intern will be required to increase output
	Currents + other email br	Relying on our weekly newsletter Currents (alongside social media) to drive attendance at our programs and readership of our content has greatly reduced individual blasts to our membership without sacrificing engagement. The new Committee weekly newsletter has been well received and has eliminated as many as 15 separate weekly broadcasts. @BSASpace, our public-facing newsletter, is sent bimonthly and focuses on editorial about our impact in the community and programming of interest to the public. Also, on November 4, the first AB post-theme e-Digest "In Case You Missed It" was distributed to readers. Clicks will be monitored to see if distributing the newsletter creates a spike in readership.	2 There are no hard costs associated with Currents or other newsletters. Currents Q2 actual revenue was \$1,400 and Q2 budgets revenue was \$5,500 (See Integrated Marketing for revenue)	Currents has recently dropped to just under 10K recipients; Decline has not been sharp and may indicate simple life transitions for readers. We will monitor the distribution numbers. 25% open rate; @BSASpace has 6K+ recipients and a 23% open rate.	Distribute content; Market opportunities	We are learning that by using aggregated newsletters alongside social media we can eliminate much of the one-off email broadcast noise without sacrificing engagement. Knowledge Communities are the one instance in which aggregating blasts into digest format has not yet proved successful.

	Messaging	<p>The new umbrella name The Boston Society for Architecture is being "soft launched" throughout the fall. James McCown is developing identity and mission content primarily for the web but meant to guide future tone and POV. The new name and messaging will be fully announced at The BSA Fundraising Breakfast, The BSA Annual Meeting, and the Design Awards Gala. The BSA Messaging Task force, which has guided these messaging inquiries, will make its recommendations to the boards no later than January 2020. The task force next meets in early November.</p>	<p>Writer James McCown has conducted interviews with staff, leadership, and the BSA Messaging Task Force. First draft of identity and mission content will be available week of November 11.</p>	<p>The task force believes the ideas found in the About section of the existing content on architects.org express the right ideas but require wordsmithing</p>	<p>Should express who we are, why we exist, who we serve, what we offer them, and why they—and we—should care about it</p>	<p>Changes to the website are being made to help express the organizational identity, mission, and vision.</p>
	Exhibitions: PHOTO GALLERY	<p>First floor and conference rooms: New Visions of Designed Environments on view June 4 through January 3, 2020; IG Boston in Congress Room; Submissions are in for The Architecture of Time. We received more than 400 entries, a significant rise over submissions for "New Visions." The photo gallery program and related events has introduced new audiences to BSA Space, and the elevated number of submissions for the next show indicates that our gallery has also raised profile among photographers as well as visitor types</p>	<p>4 (5K 2019 budgeted expense for 1st floor; submission fees (for nonmembers) generated nearly \$2K in revenue 4</p>	<p>25K visitors annually; Between July 1 and September 30, Exhibitions was the 8th most visited section of architects.org.</p>	<p>Expose audiences to architectural photograph; bring in new audience types to Space</p>	<p>Shows change every six months; a new call for entries will be posted in June for a January show.</p>

	Exhibition Programs: PHO	The Democratization of Photography, August 20 was last program related to Photo Galleries	Programming costs are minimal; house refreshments are generally served (beer, wine, pretzels); charging for attendance at these programs has proved challenging in the recent past and most continue to be free, working to foster engagement. 4	Most of these programs have been well-attended, particularly panel discussions, which attract 50-75 attendees in the Salt Gallery.	Engages audiences for deeper interaction with the exhibition content; provides opportunity for greater diversity of viewpoints; brings in new audience types	More programming is in development for New Visions of Design Environments and IG Boston Snapshot
	Exhibitions: MAIN	JUST CLOSED: Canstruction	This is net neutral for us. Costs are absorbed by Canstruction. 3	25K visitors annually	A total of 80,166 cans of food were donated to the Merrimack Valley Food Bank this year – 19,000 more cans than last year. Weight and number of meals will be known by end of November.	2020 Canstruction theme: That’s Entertainment! Through the years, movies, television shows, theater productions, and other media have kept audiences enthralled. From pure escapism to works of art that reflect the human condition, we love it all...and we want to see what you can design and build that honors this love. Call for Entries in April 2020.
	Exhibitions	Fall 2019 main gallery and Salt: BSA Design Awards (November through January 2020) Has been scheduled	BSA Staff designs and produces this exhibition. 10	25K visitors annually	Professional celebration; elevation of design	Scheduled
	Exhibitions	Winter 2019 1st floor: Gingerbread (December) Has been scheduled	TBD	25K visitors annually	Some unrestricted funding for Foundations	Scheduled

Exhibitions	Spring 2020 has been booked: Durable (a look at materiality and sustainability) Curated by the 2018 Latrobe-winning team of David Fannon AIA, Michelle Laboy, and Peter Wiederspahn AIA; sponsorships are currently being sought and programs are in development	50K budget before fundraising; received \$10K sponsorship from Spaulding Brick	25K visitors annually	Deepen the exploration of what sustainability means and how it may be used to better our world	Scheduled
Exhibitions	Summer 2020 has been booked: Now What? A traveling exhibition about architects who have advocated for equity and justice in the profession over the last 50 years. Curated by architect, a woman-owned design firm in New York.	50K budget before fundraising	25K visitors annually	Explore equity in the profession: where we've come from and where we're going.	Scheduled
Exhibitions	Spring 2021 has been booked. Middleweights looks at how 2nd-tier cities (like Boston, Pittsburgh) punch higher than their weight class, particularly around infrastructure.	50K budget before fundraising	25K visitors annually	Engage the public and professionals in a discussion about infrastructure's role in creating vibrant cities	Scheduled
Exhibitions	Summer 2021 call for proposals has been posted. The theme is WATER.	50K budget before fundraising	25K visitors annually	Further the professional and public discussion about the role that water plays throughout our urban systems...not just sea level rise (but that, too).	CFP posted in June
Boston Architecture Diary	Due to a lack of resources to maintain this platform, we will retire BAD before year end.	1 (not budgeted)	<1,000 monthly hits / 1 potential additional investor	Potential to awareness among the public	Scheduled to expire; cannot divert resources to maintain upkeep; \$3000 cost per year, not shared after by other institutions following launch. Goal can be achieved through other tools including social media, programs and exhibitions at BSA Space and in the community; press and other media:

	AIA Guide to Boston	Recently receive coverage in bostonglobe.com. The article was called New ways to appreciate Boston's architecture, August 6, 2019. The App promotes Boston Architecture to residents and tourists. Available in Apple App Store; we continue to promote digitally through house ads online	1 (not budgeted)	Waiting to discover if the press created any meaningful conversion to downloads.	Potential for public engagement	Despite marketing via social media, display and print ads, presence at events including ABX, the product has not enjoyed success; waiting to determine outcome of recent bostonglobe.com coverage.
	Homeowner's Project Har	The online directory is live at homeownersprojecthandbook.com	4 Total number of 2019 listers was 71 (74 in 2019); Total 2019 revenue (to be confirmed) is \$18,800; Total revenue 2018 was \$36,903. (No print vehicle factors into lost revenue, even though production costs are reduced) 4	August 1, 2019- October 31, 2019 3,614 Unique page views; 1:06 linger time; 1,435 came by direct link	Supports small firms and sole practitioners ; provides a way to guide the public toward qualified architects	Recommend absorbing into architects.org/Architizer directory format
	Jobs Board	Redesigned with website; supports the profession by connecting employers with candidates	An \$80K investment was made in 2019. No daily expenses are associated with the Job Board. Q2 actual revenue was \$43,177; Q2 budgeted revenue was 35,000; 2019 reforecast is \$165K vs \$140K originally forecasted. 4	See web stats reflected above in the Web section. Note that Jobs is the #1 most visited page on the website, a position is has held since its inception on platforms of yore.	Builds a strong profession	Questions remain about expanding universe of listers by actively marketing to other chapters (advertise their jobs here). In an environment in which qualified employees are hard to find, does doing so create an undue burden for member firms.
	Goal	Recent Activities	Inputs	Outputs	Impacts	Notes
8 Operations/ Organization - Provide the operational and technical support to deliver excellent member service and staff efficacy						

	<i>Overall:</i>					
		Met with an alternative IT vendor - Usherwood.	low staff time	Audit of systems priced at \$3500. Estimate of service contract similar to our existing contract with North Light IT is comparable.	Important to understand this option and information but will not move forward with Audit as there doesn't seem to be an clear advantage to investing at this time.	Will not move forward with this at this time, but will stay in communication with my contact at Usherwood.
	Goal	Recent Activities	Inputs	Outputs	Impacts	Notes
9	Governance - Build a high performance nonprofit organization that advances both independently and together to achieve our goals					
	<i>Overall:</i>					
	Goal	Recent Activities	Inputs	Outputs	Impacts	Notes
10	Financial - Build a financial model that supports and advances the organizations' short and long term goals					
	<i>Overall:</i>					
	Closed Sept books	closed Sept and Q3 books for both entities		financial statements		
	Renewing Legacy Circle M	Currently \$135,000 in renewals; Meetings/conversations scheduled/in progress with all renewing members	8 Staff time, highly intensive	17 renewed members - 1 increased to \$25K; 2 to \$10K9	\$146,750	
	New Legacy Circle Memb	Currently \$11,000	2 Currently staff time light; volunteer involvement light	2 new members	\$11,000	Most new LC's secured closer to Breakfast Fundraiser (December)
	One Time Breakfast Donations: \$30,000					Will occur at Breakfast(December)
	Breakfast Sponsors: \$4,50	\$1,500	1 staff time; sponsors recurring	1 sponsor	\$1,500	

	Grants and sponsorship: \$	Currently \$68,500; \$409,750 applied for; \$341,250 declined	6 Staff time, highly intensive	3 grants from new funders; 2 new exhib sponsor	\$2,5000 in unrestricted support; \$60,500 in restricted support; \$6,500 towards Balancing Act from Existing Conditions and Pickard chitlon; Visibility to new funders (Eastern Bank, Kuehn Foundation, Babson Foundation, Hunt Foundation)	
	Annual Appeal: \$30,000	Currently \$17,973; 2 major donors; 9 midsize donors; 24 donors of \$100 and less	2 Continuing appeal from 2018	26 AA donors	\$17,423 in unrestricted support; new major donor - individual (philanthropist)	Targeted appeal sent in thank you to all KidsBuild! Attendees; email and hard copy sent early September; eblast sent 11/1
	Events: \$55,000	\$20,605 - Auction and Trivia on 5/9 and 9/25	5 Staff time and volunteer involvement moderately intensive.	AutoDesk Sponsor: \$5000; Silent \$6,059; Live \$2,600; Donations \$100; Misc \$180; Tickets \$5,141; (Staff spent \$3,245 - 54% - on auction items); 2 Trivia nights: \$1,525	\$20,605 in unrestricted support; new event; new ways to support the Foundation's work	Note: Event revenue unlikely to meet goal; will need to be made up in other areas. Auction and 2 trivia events complete; Other events for 2019: Gingerbread; Book Sale (tentative)

	Recruit new consultant	Richard Russel of Resilient Philanthropy led Board and volunteers on retreat focused around launching major gifts program March 21-22; Richard will continue to work with BSA to launch Major Gifts program; long term contract under negotiation	7 Staff and volunteer somewhat intensive (36 hour retreat); Richard's fee for retreat facilitation \$10,000; ongiong fee for longer range work: \$20,000/ month for first two months; \$12,000/ month thereafter	New learning and preparation to start major gifts program; formal engagement started with Richard in August	Major gifts work has launched; \$16,250 in individual major gifts \$ secured; 9 visits have taken place; currently planning for visits with 40+ prospects	
	Successfully launch Archit	Jury formed fall 2018; art selected January 2019; Ticket sales opened January 2019; event attracted approximalte 150 attendees	5 moderate staff and volunteer involvement	New event; selection of 50+ artworks and experiences	Engagement from committee and donors of artworks/ experiences; attendees and word of mouth for next year	Future events will need better marketing strategy to diversify audience and attract ticket buyers. Planning for next year's event - taking place on May 7- has begun.
	Launch Rising Philanthrop	Soft launch in December 2018; First official event in early June	3 Currently moderate staff and volunteer involvement	Currently 13 members at \$250 each (3 new since June event)	\$3,250; Younger generation of AEC community involved in philanthropy and the BSAF	RP Events planned for November and February