

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	planning/pairing taking place April 2; kickoff took place April 22; AIA Trust grant pursued but not awarded; loosely structured mentorship program model EPNet hopes to share with other AIA (AIA NE especially) chapters; wrap up scheduled for September 24 (about 2/3 of participants are able to attend)
	Emerging Professionals Program	Leadership Lunches Summer Social	low staff time; low volunteer time; low participant time; low participant cost (casual offsite meetup at brewery in Seaport)	about 20 participants-	informal meeting/networking time to solidify connections and solicit feedback from Leadership Lunches participants (firms and EPs); informal networking for all EP audiences	informal meeting structure worked well; desire for more informal offsite social meetups in future; anecdotal feedback about program received during event and via email; firms and EPs value this program equally overall

	Emerging Professionals Event	EPNet + SMPS present: Marketing & Business Development Skills for Emerging Professionals	low staff time; low volunteer time; low cost (beverage only; SMPS covered food)	50 attendees; 2 SMPS presenters; 1.5 hour presentation/discussion with Q+A focusing on marketing skills and integrating business development into firm culture for EPs and mid-career professionals	a solid introduction to marketing and business development in large firms (presenters from Stantec and Vanderweil); sharing of tools/tracking strategies for business development valuable	in the future, this program could benefit from greater depth--perhaps focusing on work beyond the intro level, diving into one particular facet of BD; perhaps tailoring a presentation for those working in small firms, who must do marketing/BD in addition to many other things (with fewer resources/less infrastructure)
	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 Success Team Kickoff	low staff time; low volunteer time; low cost	program for about 12 people incl. NCARB update/overview and brief commentary/Q+A with recently licensed architect; formation of study groups		
	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 will open mid/late fall; 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	

		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	The larger group will meet every other month (next meeting October 16) to discuss progress and add'l next steps; two working groups are being 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	architects, structural engineers, and manufacturers were all engaged participants in the first meeting; working to grow SE, manufacturer, and builder presence; exploring idea of establishing local Embodied Carbon Network (ECN) chapter that will function largely as a knowledge community does
Conferences/ Seminars						
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.	
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	We saw a drop off of attendance in September and are working to understand, and correct the factors contributing to this, including: impact of newsletter vs. dedicated email, impact of website redesign, engagement of chairs.

		WID Mid-Career Mentoring Program	low staff time; low cost	28 applications received. Kick-off lunch is planned for October 15.	This is the third year for this program consistently forming about 20 mentor/mentee pairs, with several mentors returning every year.	This is a very popular mentoring program with several return participants.
		Summer CE Workshops	3 - staff time	23 individuals in total for eight workshops offered.	Offers procrastinators the opportunity to attend HSW sessions at the BSA for one or two days to fill in state licensing requirements for Ces.	Attendance has been falling off consistently as participants have retired.
	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>					
		Living Buildings Author Talk (Sustainability)	Moderate staff-planning, marketing, organizing	3 speakers - a AIA members		program will be held 10/29
		Carbon Free Neighborhoods Competition	Moderate staff-planning	meeting w/ potential partners		meeting with COB 10/2 morning
		EDI work	Minimal staff-internal meeting to plan public program series beginning fall 2019	staff meeting and researching, budget for 2020		meeting with staff and task force 10/3 to set goals

		Housing Innovation Design Fellow	Heavy staff time-interviewing, planning projects, coordinating w/ the iLab	phone interviewed 12 candidates, in-person for 8, final round for 2	offer and acceptance for the fellow, going through COB personnel review	Fellow scheduled to start mid to late October
	Goal	Recent Activities	Inputs	Outputs	Impacts	Notes
4	<u>Design Education</u> - Provide access to design education for every child in Boston					
	<i>Overall:</i>					
	Student Education Program	TadPole10	6	350 Toddlers. Underrepresented	Students gain awareness of the power of design and architecture to effect positive change	8/8/2019
	Student Education Program	HS Interns Fieldtrips	6	4 High school students. Underrepresented	Partnerships lead to collaborations that improve our programs, and reach larger audiences to provide design education.	Visits to Autodesk and Steelcase
	Family Education Program	LEGO Challenge	2	20 children per weekend	Students gain awareness of the power of design and architecture to effect positive change	Saturdays 7/6-8/31
	Goal	Recent Activities	Inputs	Outputs	Impacts	Notes
5	<u>Community Design</u> - Provide access to design resources for every Boston neighborhood					
	<i>Overall:</i>					
		Patio Café Pilot	Moderate staff-coordinating w/ the City, Main Streets and Volunteers	Met with business owners and COB to set up the process	Selected 3 businesses to pilot	Meeting with volunteers on 10/2 to set up case study collection and set date to meet with businesses

		National Parks Service- Charlestown Navy Yard	Heavy staff time-coordinating volunteers, charrette agenda, materials and staff attendance	35 people at day long charrette- 3 member firms volunteered, working now on renderings	Spent day creating visions for community space with NPS, community members and COB	Volunteer teams working on renderings, public pin-up will be at the end of the month
	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 should be held as separate categories, separate juries
	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)	TBD	Deadline: August 16; jury will take place in September 27; in the future, these should take place as separate categories (residential and multi-family) and separate juries (to discuss with AIA NY)
	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 palce November 12	TBD	

	Design awards	Gala	High staff time; low volunteer time	2-hour ceremony; 3 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 (celebration). Sales to be handled internally and slated to begin first week in October. Registration to open late October/November.
	Includes: renewals, recruitment, scholarships, Allies,	Working on retention of existing members while collaborating with both BSA staff as well as national staff to recruit new members.	Outreach to un-renewed members is now pivoted to wrapping up 2019 renewal final figures in preparation for the 2020 cycle.		10	<p>2019 Renewals Paid as of 8/31/2019: FAIA Members - 100 AIA Members - 2429 Assoc. AIA Members - 313 Professional Affiliate Members - 64 AIA_Other - 19 Architecture Firm Members - 125 Allied Firm Members - 74 Institutional Members - 3</p> <p>2019 Projected Revenue by member type: FAIA/AIA Membership - \$1,390,562 Assoc. AIA Membership - \$103,619 Professional Aff/AIA_Other Membership - \$18,565 Architecture Firm Membership - \$391,648 Allied Firm Membership - \$89,206 Institutional Membership - \$1,047</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 being gradually rolled out		5	1 New Member Potentially closer relationships with design/educational institutions

		BSA Future Architect Scholarship (F.A.S.)	Provide follow-up with Assoc. AIA members encouraging participation		36 Assoc. AIA have taken advantage of the FAS program	Promote licensure and encourage continuation of AIA membership following the free "new Graduate" membership year.
	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 LOST is underway, with one-two stories publishing per week. AB2020 Insight, the first one-tie print edition of ArchitectureBoston is firmly in design review. Next digital theme will be SHARE, and stories are in development now.</p>	<p>Initial print quotes from Universal Wilde are in. Refinement on the estimates are still to come but print costs should be just over \$20K. The costs to mail are still being estimated. (See Integrated Marketing for revenue) 10</p>	<p>August 31, 2019 ArchitectureBoston overview pages (TOCs) ranked between 4th and 5th most frequent visited pages on our site; there were 48,533, unique page views; the average time per table of contents page visit was around 2 minutes; the average time on story pages was X; nearly 6,512 visitors entered the AB site by direct URL; nearly 70 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, 1000 distributed at BSA Space, 1000 each at ABX 2019 (November</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>An electronic AB digest is being created and will soon start following up each theme with links to all the stories associated with it, so readers can find all the links in one place in addition to receiving their weekly feed through Currents and social media.</p>
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	Web	<p>A survey on the website's efficacy has been distributed to the boards. Deadline for participation is October 4. Results will be reported in November and will help ensure that the website is supporting the organizational mission and goals. An external writer will soon be hired to redevelop the identity content in the About section. Also, the lion's share of content from the old Drupal site will be migrated to the new site by the end of October. We are also discussing with maintenance vendors some early improvements to the website related to content filtering, information display and organizing.</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; 65,056 visitors came by direct URL. Most viewed pages were 1) Jobs with 48,533 unique page views; average linger time was 1:16 minutes; 14,116 visitors came by direct URL; 50.90 percent of these visitors left architects.org after viewing this page; 2) Events with 19,357 unique page views; average linger time 1:33 minutes; 8,323 visitors came by direct URL; 73.64 percent of these visitors left architects.org after viewing this page; 3) Homepage with 16,009 unique views;</p>	<p>Visitor engagement and thought leadership</p>	<p>The data begins to show patterns that we can interpret and respond to. Biggest opportunity at a glance is to reduce the percentage of visitors who exit the site after visiting a page (redirecting to additional, deeper or aligned content). Also, how to reinvigorate the Kno-Co content to make it more valuable and functional for users. (Technical issues related to data filtering on the web are being addressed.)</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. All numbers are up: Twitter followers 12.1K ; Facebook likes 8,529 (up from) 7,296; Instagram followers 3,007 (up from 2,924); LinkedIn 7,000+ group members and 3,058 followers (up from 2,973)	Distribute content; Engagement	An intern has been dedicated to social media management and meets daily with staff to discuss message and priority
	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. An ArchitectureBoston newsletter, or digest, is being designed and will start following up each theme with links to all the stories associated with it, so readers can find all the links in one place in addition to receiving their weekly feed through Currents and social media.	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. We are investigating.

	<p>Both boards have expressed positive interest in introducing The Boston Society for Architecture as a new umbrella name for the two organizations, as a way to help clarify our message and help us speak from one POV. An external writer has been engaged to redevelop the identity content on the website's About section (as fodder for multiple other communications/collateral updates) and a plan to launch the re-naming is in development. The plan targets major fall/winter events for live announcements. These include The BSA Foundation Fundraising Breakfast, The BSA/AIA 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 October.</p>	<p>Writer James McCown has been selected to review and revise content. He will work with us at an hourly rate of \$75 to ensure flexibility with final deliverables and has been instructed to keep us apprised of his hours, especially as they reach milestones at 20 hour intervals. A few interviews with the Messaging Task Force, selected board leaders, and staff will be conducted. Delivery is mid November</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>Consultants have identified messaging and branding as weak; once the identity content has been moved forward, new standards will be developed.</p>
Messaging					

	Exhibitions: PHOTO GALL	<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</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	<p>The Democratization of Photography, August 20 was last program related to Photo Galleries</p>	<p>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.</p>	<p>Most of these programs have been well-attended, particularly panel discussions, which attract 50-75 attendees in the Salt Gallery.</p>	<p>Engages audiences for deeper interaction with the exhibition content; provides opportunity for greater diversity of viewpoints; brings in new audience types</p>	<p>More programming is in development for New Visions of Design Environments and IG Boston Snapshot</p>

	<p>Exhibitions: MAIN</p>	<p>Main gallery and Salt: Balancing Act: Urbanism and Emerging Technologies on view May 17 through September 27</p>	<p>7 (\$70K investment) Received \$40K from AIA national to travel the show; received \$5K from Existing conditions</p>	<p>experienced Balancing Act. Sponsors included Existing Conditions Surveys (exhibition sponsor); Pickard Chilton (exhibition sponsor); American Institute of Architects (exhibition travel grant); Urban Land Institute (program sponsor). Press included Metropolis Magazine; BostonInno; Boston Real Estate Times; Bustler; Boston Globe Media; Architecture Diary. NOTE that social medial engagement improved significantly throughout the duration of the show. Between July 1 and September 30, Exhibitions was the 8th most visited section of architects.org.</p>	<p>Deepen relationship to CBT; expose audiences to progressive thinking about sustainability</p>	<p>Exhibition enabled us to receive a \$40K AIA Traveling Grant; plans already in place for exhibition to travel to AIA Seattle</p>
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	Exhibition Programs: MAI	Data and/in Our Cities, September 26; Fast Forward>>Urban Air Mobility, August 29; Autonomous Future, August 14; Balancing Act, August 1; Three Cities, Three Imaginations, July 15; Curator Tour, June 27.	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.	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	Discussion is underway about archiving this exhibition on architects.org (Videos, reviews, etc.)
	Exhibitions: MAIN	Fall 2019 main gallery and Salt: Canstruction (October) will be on view October 6 through 25. This year's theme is Around the World! Canstruction is a charity event and exhibition where teams of architects, designers, engineers, and contractors compete in awe-inspiring feats of engineering to create sculptures made out of canned goods and other nonperishable food items—without the use of glue or other adhesives. In the past 24 years, Canstruction Boston has collected more than ONE MILLION pounds of food, providing more than 887,000 meals to people experiencing food insecurity in Massachusetts.	This is net neutral for us. Costs are absorbed by Canstruction.	25K visitors annually	Architects give back and have fun doing it; media buzz; more than 100 million pounds of donated food for those who need it in Greater Boston!	Teams will build their sculptures at BSA Space, in Waterfront Square, and in the lobby at 280 Congress the weekend of October 5.
	Exhibitions	Fall 2019 main gallery and Salt: BSA Design Awards (November through January 2020) Has been scheduled	TBD	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	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 will launch the first week of October 2019.	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)	March 1 through July 31 2019: Unique views: 3,975, Total views: 5,228 Since July 31, 2018: 9,022 unique views and 11,714 total views	Supports small firms and sole practitioners ; provides a way to guide the public toward qualified architects	Legacy publication went digital first in 2018. Will be digital only in 2019; project is being built out.
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8 Operations/ Organization - Provide the operational and technical support to deliver excellent member service and staff efficacy						
	<i>Overall:</i>					

	Event Rentals	Attended Boston Event Planners Expo on Sept 17 to specifically promote the holiday rental season. Building strong connections with suppliers, caterers and event planners in an effort to truly join their community and be a part of the mutual referral network.	5 - Billy oversight. Zara facilities. Susan a little tech. Otherwise work done by partner, popavent, esp sales and marketing.	Revenue.	Revenue. New audience in BSA Space who otherwise wouldn't know/come.	Just getting started. Initial plan was to focus on three areas = BCEC out-of-towners, Atlantic Wharf tenants, and popavents network of local event planners. Efforts just beginning to bear fruit. Constantly evaluating BSA Space for 'fit' in terms of price, service, etc.
	ABX Sales	Informa manages all Sales activities. BSA receives monthly reports.	1 - Brian Keefe full-time on ABX, but his salary is paid by Informa.	2% of gross sales revenue. As of Sept. 20, \$1.16M gross (incl. swaps which get deducted) collected by Informa.	Productive channel for engagement with the building product industry, including trends on how they're looking to engage architects and spend marketing \$.	Ongoing
	ABX Partnership	BSA Staff planning for 1,800sf of space on the ABX show floor with the design help of Shepley Bulfinch. Goal is marketing.	5 - Staff time to plan (will keep increasing closer to date)	New members/sponsors/partners and more engagement with existing	2/3 of ABX attendees are not BSA members. The BSA should use this platform to engage those attendees.	Conference program/registration is live, featuring BSA members and partners. BSA Members have the benefit of Group Registration (white glove service with locked in early bird rates).
	Integrated Sales and Marketing	FullFunnel, a full-service sales and marketing consultant, did an audit of BSA sales/marketing. Audit was delivered and presented to staff on 9.13. Conversations ongoing, including references, to determine if we want to engage in a 6 month pilot.	10 - Approx a dozen employees engaged in sales / marketing / billing.	Increased revenue. Increased awareness and inclusion from 'sponsorship' community(s).	BSA revenue partners will be paired with opportunities and programs that better suit their business needs, creating a more viable long-term financial future for all parties.	Next steps - Decide to move forward with FullFunnel or not. If not; a) engage another consultant, b) build a team internally, c) abandon as focused revenue source, subsume into program management, and shrink operational footprint.

		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.	
	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>					
		Assisting Fellowship candidates	1 - staff time	We have eleven nominees who indicated that they are pursuing Fellowship this year. The application deadline is October 1.	TBD	
	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 August Books	Closed August books for both entities		financial statements	able to reforecast for balance of year	
	Budget for 2020 +	Compiled the budget for 2020 and forecast for 2021-2024		provide a2020 budget for the board to vote on	helps to see the future financial condition of the organization	

	Renewing Legacy Circle Members: \$180,000	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 \$10K	\$135,000	
	New Legacy Circle Members: \$180,000	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: \$4,500	\$1,500	1 staff time; sponsors recurring	1 sponsor	\$ 1,500	
	Grants and sponsorship: \$110,000	Currently \$66,500; \$405,750 applied for; \$235,500 declined	6 Staff time, highly intensive	3 grants from new funders; 2 new exhib sponsor	\$2,5000 in unrestricted support; \$57,500 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 \$17,423; 2 major donors; 9 midsize donors; 15 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

	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 1 trivia event complete; Other events for 2019: Arch Trivia (1); Gingerbread; Book Sale;
	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 - currently planning for visits with 20+ prospects	
	Successfully launch Architecture Auction	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 has begun.
	Launch Rising Philanthropists (new group of emerging donors under 40)	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	