

Professional Association Business Plan
American Institute of Architects – Kansas City Chapter
5 May 2009

Professional Association Business Plan

American Institute of Architects – Kansas City Chapter

Statement of Purpose

The Kansas City Chapter of The American Institute of Architects (AIA Kansas City) must re-examine the traditional business model for professional associations to avoid stagnation and capitalize on opportunities for growth and success.

Executive Summary

AIA Kansas City is at a point of transition. After moving into its existing location twenty years ago, the chapter experienced consistent growth. In the last 8 years, the leadership has cultivated a chapter philosophy in which the normal expectations of a professional association have been significantly expanded. Multiple programs developed by AIA Kansas City, including WidKC and the Pillars Leadership Development Program, have achieved national recognition for their innovation and success, winning awards from AIA national four straight years.

At the time of this writing, the ambitions of the chapter are limited by the existing physical space. The leadership concluded AIA Kansas City has outgrown its current location and began the process of moving to a larger space. The ability to offer services will be enhanced and the chapter must have a clear vision in order to capitalize on the benefits of this new facility. By developing a comprehensive business plan, AIA Kansas City will establish the vision for the next twenty years of consistent growth and enhanced member services.

The greatest ambition of the chapter, cultivated over the last few years, is the evolution of AIA Kansas City into a leader of the design and arts communities. Other professional organizations look to AIA Kansas City for guidance in establishing sound business practices and procedures, and as an example of outstanding member value. By contracting for back office support services with AIA Kansas City, these organizations are realizing substantial savings over hiring their own staff to provide these services. Economies of scale are achieved by all organizations in sharing the costs of meeting space, office equipment, financial management and communications expertise, and collaborative event planning.

By expanding the expectations of a professional organization, AIA Kansas City has become a national example of innovation and achievement. The ambition to continue this trend demands taking a close look at the structure, services, competition, challenges and function of the Chapter. By understanding our organization as a business, the barriers to growth can be understood and overcome. By knowing our business, we can achieve our greatest ambition: providing the highest level of service and support to Kansas City's architectural community.

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WHO WE ARE

General Description

AIA Kansas City is a nonprofit professional association of architects, emerging professionals, and allied partners in the Kansas City metropolitan area. This area encompasses 28 counties in Missouri in addition to Johnson and Wyandotte counties in Kansas. Operating continuously in Kansas City since 1890, AIA Kansas City is a local component of The American Institute of Architects, with state-level affiliations in both Kansas and Missouri.

Loosely grouped into the categories of Knowledge, Advocacy, and Community, AIA Kansas City's core member services include continuing education, political advocacy, community outreach, fellowship and networking opportunities, design-related programs, and awards events.

History

When the chapter moved in 1989 to its current leased space of approximately 2,600 square feet, membership was around 500, there was one full-time paid staff, and the annual budget was \$269,000. In the 20 years since, membership has increased to 950, there are currently 4 full-time paid staff and the annual budget is now \$500,000.

In 2008, the AIA Kansas City staff participated in a Kauffman Foundation course entitled, *Listening To Your Business*, which revealed the chapter is currently in an innovation and expansion phase. Based on observation of practice and higher education, it became clear there are no longer traditional distinctions between the design disciplines. Over the years, several design and built environment related organizations have approached AIA Kansas City for assistance in establishing themselves as high-functioning organizations. In addition, these organizations compete for a shrinking pool of financial support.

AIA Kansas City, with its strong foundation and involved membership, is now in a unique position to serve this group of organizations. As a business, AIA Kansas City can continue as it is without decline, but innovation is necessary to capture momentum and capitalize on opportunities for phenomenal success.

Management Structure

The AIA Kansas City management team consists of a paid Executive Director and staff with an elected Board of Directors representing the general membership. In addition, individual members can pursue their interests by participating on various committees, coordinating events and serving on issue-specific task forces.

Staff

Executive Director Dawn Kirkwood creates member value through her expertise in association management, community and economic development, project management, and building collaborative partnerships. She is responsible for organizational management and governance, non-dues revenue, and community and industry outreach. She holds the vision for design professionals as leaders in creating walkable, livable, beautiful, and sustainable communities. Dawn has an MBA, an MA in Library Science, and has completed coursework toward a PhD in Education.

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Deputy Director Tiffany Shepherd, CAE, creates member value as financial manager for the chapter. In addition, she contributes her knowledge of adult learning to management of the chapter's continuing education program. She also serves as staff liaison for the Pillars Leadership Development Program. Tiffany is the chapter's first Certified Association Executive, and she holds a BS degree in Business.

Communications Manager Kristen Fisher contributes to member value as the chapter's communications expert. She is responsible for marketing initiatives, public relations, website management, awards programs, and event planning. Kristen has a BA in Mass Communications with an emphasis in Public Relations.

Chapter Services Manager Melissa Kopp contributes to member value as staff liaison for all membership matters, including individual members, member firms, and committees. She also provides staff support for the chapter's emerging professionals and licensure programs, and manages the chapter's retail contract documents operation. Melissa has a BA in International Studies and French, and has completed a year of law school.

Elected Leadership

President (Past, Current and Future)

The three president positions create member value as the Chief Elected Officers of the Chapter, representing entire membership and their best interests. They exercise leadership and motivate other officers, board members, committees, members and staff. They act as spokespersons and inspirational leaders. They monitor and evaluate chapter performance and effectiveness.

Past President Richard Wetzel, AIA is an Assistant Vice President – Marketing for JE Dunn Construction in Kansas City. He has served the AIA in various capacities, including committee member, committee chair, juror, presenter, director, and president, and has played a large role in many recent initiatives, including River-Crown-Plaza Forums, the Pillars Leadership Program, the "My Architect" branding campaign, new offices for the chapter, and the recent Central States Regional Conference, held in Kansas City in the fall of 2008.

Current President Neal Angrisano, AIA is the Deputy Director of Facilities for Johnson County, Kansas. He has spent about half his career in public capital planning, design and construction and the other half in private architectural practice. Neal is also a faculty member of the KU School of Architecture. He has been involved in AIA leadership on the local, state and national levels including the presidency of both AIA Kansas City and AIA Kansas. Key efforts being undertaken for 2009 include outreach and advocacy, leadership reestablishment, civic engagement and proactive support for the difficult economic times.

Future President Kevin Klinkenberg, AIA is a Principal of 180 Urban Design & Architecture. His current office of President-Elect was preceded by two years on the Board of Directors as Secretary, as well as volunteer opportunities on various committees in the years previous. Kevin's focus on the Board has primarily been in the areas of Livable Communities, but is also particularly interested in all things political (especially as it helps to raise the profile of the profession), as well as the concerns of small firms and sole proprietors.

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Treasurer

The Treasurer creates member value as the Chief Financial Officer of the chapter. This individual has charge of all funds and securities of the chapter, including review of financial documents with the Deputy Director and reporting status monthly to the Board of Directors.

Current Treasurer Kerry Newman, AIA, LEED A.P. is a Principal with SFS Architecture. He currently serves as Treasurer on the Board of Directors of the AIA Kansas City and has been involved on past AIA Design Awards Committees. A graduate of Iowa State University, Kerry has over 23 years of experience in architectural practice. Kerry's area of expertise is civic architecture and has overseen a wide range of projects for communities and organizations throughout Missouri & Kansas.

Secretary

The Secretary creates member value as the Chief Communications Officer for the chapter. This member assists chapter staff in developing communications infrastructure and ensures communications with membership, sponsors and the general public.

Current Secretary Sean Slattery, AIA, LEED AP is a project architect at el dorado inc. He began his AIA career by being the home base support for his wife, Amy Slattery, during her many AIA-KC activities and committees. Following her good example, Sean said "yes" when asked to co-chair the 2007 AIA-KC Design Awards and then "yes" again when asked to be a member of the 2008 Pillars Leadership Training Program. Currently he is serving on the Board of Directors as Secretary.

Directors

The three directors create member value through participation at chapter meetings. As representatives of the general membership, they review, revise and establish policies and strategic direction for the chapter. Not bound by operational issues like typical officer positions, they are free to explore unique interests of the chapter membership and alternate pursuits.

Third Year Director Laura Lesniewski, AIA, LEED AP is a Principal at BNIM Architects in Kansas City. She began her involvement with the AIA Kansas City Chapter as a member of the Editorial Board in 2007. Laura has spoken at local, regional and national AIA events on the issues of sustainable design, building information modeling and lean thinking. Laura has also been involved with Programs and Design priorities, and opened up her recently renovated house to the AIA Homes Tour in 2008.

Second Year Director Debra Smith, AIA, AICP, LEED AP, is the Principal Urban Designer with KCMO, Water Services Dept. Office of Sustainability. In her nearly 25 years of active service to AIA in 5 different communities and 3 different states, Debra has served at local, state, regional and national levels. She has served on a variety of committees and chaired the Regional and Urban Design Advisory Group to national AIA in 2003 and chaired the Committee on Communities by Design, also through national AIA, in 2006 and 2007. Locally, Debra has assisted AIA KANSAS CITY in planning several Public Forums, is involved in helping expand the Chapter's outreach for enhanced member services, and growing the Chapter's outreach to the larger Kansas City metro community to emphasize the value of good design and the necessity and opportunities for sustainable development.

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First Year Director Amy Eckhoff, AIA is a Principal at Gastinger Walker Harden Architects in Kansas City. She became involved in AIA primarily through the Pillars Leadership Development Program and by serving on the chapter's governance task force. She volunteers at numerous events and is serving as a chair for fundraising efforts at the Kansas City Art Institute. She focuses on BIM technology development within her office as well as issues of sustainability and alternate construction delivery methods.

Associate Directors

The two associate directors create member value through participation at chapter meetings as a representative of associate members to review, revise and establish policies for the mutual benefit of associate chapter members. Without the limitations of a typical office, they are able to focus on the specific needs and wishes of this significant segment of the membership.

Second Year Associate Director Jayne Higdon, Associate AIA, is a designer at GouldEvans in Westport. She is in her second year as Associate Director on the Board for AIA Kansas City, where her focus is the Emerging Professionals demographic. With several years of involvement in the local Young Architects Forum, and host of KC's Pecha Kucha Night, she continues to support good design, young architects, & local designers through free and open to the public events like the YAF lecture series, the annual Monsters of Design Awards & PK Nights.

First Year Associate Director Zane Muntz, AIA is an architect for HNTB Architecture in Kansas City. He is serving his first year as AIA Associate Director and has also served the AIA as a committee member for the Allied Arts & Craftsmanship Awards. In addition, he has been a member of the Young Architects Forum and led a series of architectural lectures in Kansas City, as well as the YAF's annual awards ceremony. In 2008, he also assisted the AIA Central States Regional Conference and is currently leading the AIA-KC Emerging Professional Committee.

Public Directors

The two public directors create member value through participation at chapter meetings as a representative of allied professions and the general public review, revise and establish policies for the mutual benefit of associate chapter members. Since these individuals are not directly in the architectural profession, they provide a valuable alternative viewpoint on issues that affect our related industries.

Current Public Director David Warm is the executive director for the Mid-America Regional Council (MARC), the association for local governments for the bistate Kansas City region. MARC serves as a forum for intergovernmental cooperation, conducts long-range planning for the region, and has program emphasis in the areas of sustainability, quality design, community development, leadership, and the environment as well as other services to the regional community.

Current Public Director Wendy Hageman, RCID, LEED AP, DBIA is a Senior Project Manager for Burns & McDonnell in Kansas City. She is serving as a Public Member for AIA-KC. Wendy's technical degree is in Interior Design and her experience includes facility planning, programming, space planning, design, documentation, feasibility studies, and project management. As the 2009

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President of the Design Build Institute of America – Mid America Region Wendy is able to provide insight, guidance, and resources to the AIA-KC Board on alternative delivery methods.

Recruitment and Succession Planning

Staffing at AIA Kansas City grows slowly in response to the quantity of services offered and chapter membership growth. The size of the staff is evaluated annually. The Executive Director and Board of Directors determine if additional staff is required. At anticipated growth rates, staff will increase by one individual approximately every five years.

New staff are recruited through personal contacts and online advertising on KC Philnet, a free job board for the nonprofit sector. The staff must be diverse and each individual must be self-directed and have the unique ability to perform a variety of duties. Therefore, traditional open advertising does not attract likely candidates. Recruitment is targeted and specific.

Should the Executive Director position become vacant, the Board will evaluate the chapter's current and future needs to determine what skills are required to fill this position. Given the dynamic nature of the market, technology, and architectural practice, the required capabilities and talents for this position will change over time. Existing staff will be considered first if they have developed the abilities appropriate to move into this senior position. If this position cannot be filled with existing staff, the Board will recruit through personal contacts and contacts with other chapters, conducting a national search for the appropriate individual.

New Board members are recruited through AIA programs such as the Pillars Leadership Development Program and via committees. A nomination committee is created independent of the existing Board to establish the slate of candidates. An effort is made to recruit from a variety of experience levels and professional positions to maintain a diverse and fully engaged Board. Ultimately, the existing Board has final approval over the slate of candidates presented to the general membership. The general membership then elects the Board member via open election.

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WHAT WE DO

Business Model

Foremost, AIA Kansas City exists to serve the needs of the architectural community in the greater Kansas City metropolitan area. In addition, AIA Kansas City supports the Kansas City Design Alliance. The Design Alliance operates as the central point of contact for all design related professional associations in the Kansas City metropolitan area. Through the Design Alliance, AIA Kansas City provides support, facilities, and staff to both established and emerging professional associations throughout the area.

AIA Kansas City concentrates on four primary lines of business: membership, continuing education, documents, and the design alliance.

Membership

The AIA is the premier professional organization for architects in the nation. AIA Kansas City has experienced consistent growth in membership for the last five years and has established a reputation locally for quality programming and professional support.

The focus of this business line is maintenance of existing memberships and generation of new memberships. The target market for new membership includes those who have completed their secondary education within the last ten years with an accredited architectural degree, those who have obtained an architectural license within the last ten years, and those who have been working in the industry less than twenty years.

AIA Kansas City maintains membership by regularly hosting programs that influence public policy, create public educational opportunities, and support our members' organizations. AIA Kansas City generates new membership by building interest in the organization through programs developed by committees such as the Young Architects Forum and offered at no cost to interested professionals.

Continuing Education

AIA Kansas City hosts consistently high-quality educational programs approved by the AIA for continuing education credits. These programs are held in a variety of venues and strive to cover all the varied components required, including the new focus on sustainability. Variety in offerings is important, with select programs offered for free and some at cost, some over the lunch hour and some taking a full day.

Programs that are AIA certified carry significant weight with all allied organizations that require continuing education for maintenance of certifications or licenses. Therefore, the market for these programs reaches far beyond the membership and to all allied professions including contractors, engineers and product vendors. The new requirements for continuing education to maintain LEED accreditation will also increase the market for continuing education programs.

AIA Kansas City has had great success in hosting half-day seminars and routinely fills its current venue past capacity. With growing demand for these programs, a larger venue space is required to meet the needs of the membership and to generate additional revenue from allied professionals.

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Documents

AIA Kansas City is the only local source for official AIA contract forms. These forms are required by many owners and are utilized by architects, contractors, subcontractors and attorneys.

While the AIA is recognized as the foremost provider of contract documents for the construction industry, accepted and tested by virtually every allied organization for 120 years, there is growing competition from contracts developed by contractor-focused organizations. AIA Kansas City meets this competition by making electronic documents more accessible to non-subscription users and by educating owners about the value of AIA documents' time-tested unbiased language.

Design Alliance

The Kansas City Design Alliance serves as the hub for all those in the greater metropolitan Kansas City area with an interest in the built environment. AIA Kansas City provides the venue and the staff to support the Design Alliance.

The Design Alliance fosters connections and communications within the design community, promotes exchange of ideas and experiences among the design disciplines and promotes public discourse on design and its impact on our built environment. AIA Kansas City supports this mission by serving as the central point of contact for these allied organizations. In addition, AIA Kansas City fosters growth in these groups by offering staff and administrative support.

Competition

AIA Kansas City's primary competition comes from organizations with intersecting ideals. The membership typically shares an interest in the arts as well as with associated industries. Often these are organizations AIA Kansas City prefers to promote as they share many common goals.

Instead of competing for our members' time and money, AIA Kansas City supports collaboration between these groups through the design alliance and supports the membership's shared interest by cooperating with these organizations to coordinate schedules, provide valuable programs and facilitate participation in all events.

The following matrix catalogs all associated organizations, both those that are direct competitors and those that are allied organizations of interest to the membership. This matrix outlines each line of business where these organizations directly compete, as well as where their interests and the interests of AIA Kansas City overlap.

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Competition Matrix

	Organization	Mmbrshp	Cont Ed	Docs	Mgmt
ABC	Associated Builders & Contractors				
ACEC	American Council of Engineering Companies				
AGC/Builders	Assoc General Contractors/Builders Assn		yes	yes	
AIGA	American Institute of Graphic Artists		yes		
APA	American Planning Association	yes	yes		
APWA	American Public Works Association				
ASCE	American Society of Civil Engineers				
ASHRAE	American Society of Heating, Refrigerating and				
ASID	American Society of Interior Designers		maybe		
ASME	American Society of Mechanical Engineers				
ASPE	American Society of Plumbing Engineers				
BEC	Built Environment Collaborative		maybe		yes
BOMA	Building Owners & Managers Association	maybe	yes		
CCIM	Certified Commercial Investment Member				
CSF	Charlotte Street Foundation		yes		
CSI	Construction Specifications Institute	yes	yes		
DBIA	Design Build Institute of America	yes	yes	yes	
	H&R Block Artspace		yes		
	Hallmark				
HKCF	Historic Kansas City Foundation	yes	yes		
IABSE	Intrntl Assn of Bridge and Structural Engineers				
IDSA	Industrial Design Society of America		yes		
IES	Illuminating Engineers Society				
IFMA	International Facility Management Association	yes	maybe		
IIDA	International Interior Design Association	yes	yes		
ILDA	International Laser Display Association		maybe		
JEC	Joint Engineering Council				
KCAF	Kansas City Architectural Foundation				
KCAI	Kansas City Art Institute		yes		
KCDC	Kansas City Design Center		yes		
MAC	Metropolitan Arts Council		yes		
	Mid-America Arts Alliance		maybe		
MARC	Mid-America Regional Council		yes		
MSPE	Missouri Society of Professional Engineers				
	Municipal Arts Commission				
PGASLA	Prairie Gateway-Am Society of Landscape		maybe		
	Review Magazine		yes		
SEAKM	Structural Engineers Assn of KS and MO				
SMPS	Society for Marketing Professional Services		maybe		
	Urban Society	yes	yes		
ULI	Urban Land Institute	yes	yes		
USGBC	US Green Building Council	yes	yes		

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HOW WE PAY FOR IT

Individual Membership Dues

The general membership consists of both individuals directly involved in the practice of architecture and those with a common interest in the field. There are four types of general member: AIA, Associate, Emeritus and Affiliate.

The highest numbers of members are those licensed to practice architecture. These individuals pay dues of \$226.00 for local, \$244.00 for national, and \$70.00 or \$126.00 to their state, Missouri or Kansas, on a yearly basis. AIA Kansas City directly receives these local dues. In 2008, AIA Kansas City had 634 AIA Members.

Individuals who hold a degree in architecture, are working in the industry under the supervision of a licensed architect, or teach in a university program of architecture are also qualified to join under the “Associate” designation. These individuals pay dues of \$89.00 for local, \$105.00 for national, and \$30.00 or \$40.00 to their state, Missouri or Kansas, on a yearly basis. AIA Kansas City directly receives these local dues. In 2008, AIA Kansas City had 250 Associate AIA Members.

Individuals who have held an AIA membership but have reached the age of retirement can remain as Emeritus members. These members do not pay dues, but retain all of the rights and privileges of AIA Members. In 2008, AIA Kansas City had 67 Emeritus AIA Members. As this generation of Architects continues to mature and retire, this category of membership will grow exponentially in the next fifteen years.

Individuals who are affiliated with the architecture industry as vendors or other related organizations may also join as professional affiliates. These individuals pay \$250.00 annually. In 2008, AIA Kansas City had 44 Professional Affiliate Members.

Corporate Membership Dues

There are two types of corporate memberships. Architectural firms may join as Member Firms and non-architectural corporations may join as Allied Firms or at a higher level as Cornerstone Partners.

Member Firms must have at least one principal who is a current AIA Member. These companies annually pay \$60.00 directly to AIA Kansas City for each of their technical employees, including all staff except human resources, marketing, and administrative. In 2008, AIA Kansas City had 93 Member Firms.

Allied Firms typically include contractors, furniture manufacturers, reprographics companies and other associated practices. These companies annually pay \$500.00 directly to AIA Kansas City. In 2008, AIA Kansas City had 7 Allied Firms.

Corporations may sponsor AIA Kansas City directly by becoming Cornerstone Partners. Cornerstone Partners can also include lifestyle sponsors, those with an interest in marketing to the architectural profession. These sponsorships are offered at the \$1,000; \$2,500; \$5,000; \$7,500 and \$10,000 level with tiered benefits and opportunities associated with each. In 2008, AIA Kansas City had 29 Cornerstone Partners with a total sponsorship value of \$72,750.00.

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Grants

AIA Kansas City actively seeks grants for the support of the Kansas City Design Alliance. The association management initiative results in cost efficiencies for unstaffed and understaffed nonprofit organizations. It also enables volunteer resources to be focused on mission-related activities and programs. Industry collaborations eliminate overlapping and competing programs between organizations and, through joint planning, results in stronger content, more strategically focused programming, and efficient use of funds. All of these components are very appealing to funders.

AIA Kansas City will identify potential funding sources including local and national foundations and businesses. Since many funders are required to support 501(c)3 organizations, submissions to those sources will need to be produced through the Kansas City Architectural Foundation.

Association Management Services

AIA Kansas City provides services for a fee to various design and built-environment organizations. Allied organizations can contract with AIA Kansas City in varied levels to obtain the support needed to improve or grow their respective organizations. Services range from offering a venue to maintain office space and hold meetings, to full administrative assistance and financial management.

A detailed list of the levels of engagement is included in the appendix. Fee structures for these services vary according to the organization and are individually negotiated.

Venue Rental

AIA Kansas City's event space is available for rent to any organization or individual, with preference given to Design Alliance and AIA Members. This venue seats 75 and is ideal for educational seminars, board meetings, corporate social gatherings, or fundraising events.

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Financial Projection

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	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
GROWTH																
Revenue Growth							0%	1%	2%	3%	4%	5%	5%	5%	5%	5%
Inflation							0%	1%	2%	3%	3%	3%	3%	3%	3%	3%
PEOPLE																
Members	763	790	801	882	951	951	951	951	951	951	961	980	999	1,019	1,040	1,060
Staff	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4
INCOME																
Advertising	4,839	5,867	9,557	10,937	4,800	4,700	4,700	4,747	4,842	4,987	5,187	5,446	5,718	6,004	6,304	6,620
Continuing Education	(805)	(399)	6,337	24,334	19,200	18,000	18,000	18,180	18,544	19,100	19,864	20,857	21,900	22,995	24,145	25,352
Documents	40,142	44,946	46,966	50,865	48,200	43,000	43,000	43,430	44,299	45,628	47,453	49,825	52,317	54,932	57,679	60,563
Dues	158,820	198,017	214,672	230,322	249,044	233,000	233,000	235,330	240,037	247,238	257,127	269,984	283,483	297,657	312,540	328,167
Event Space Rental	-	-	-	-	-	-	9,600	9,696	9,890	10,187	10,594	11,124	11,680	12,264	12,877	13,521
Grants	-	-	-	-	-	-	25,000	25,000	25,000	-	-	-	-	-	-	-
Professional Services	(487)	428	4,077	9,565	5,334	10,000	30,000	30,300	30,906	31,833	33,107	34,762	36,500	38,325	40,241	42,253
Programs	21,979	20,852	20,217	20,428	16,676	18,500	18,500	18,685	19,059	19,630	20,416	21,436	22,508	23,634	24,815	26,056
Publications	(802)	(10,153)	816	468	582	-	-	-	-	-	-	-	-	-	-	-
Sponsorships	36,722	37,382	38,000	49,000	56,215	70,000	70,000	73,500	77,175	81,034	85,085	89,340	93,807	98,497	103,422	108,593
TOTAL	260,408	296,940	340,642	395,920	400,050	397,200	451,800	458,868	469,750	459,636	478,832	502,774	527,912	554,308	582,023	611,125
EXPENSES																
Board Opportunity	2,500	-	6,226	6,767	9,625	3,500	3,500	3,535	3,606	3,714	3,825	3,940	4,058	4,180	4,305	4,435
Depreciation	-	15,750	3,972	3,724	-	-	-	-	-	-	-	-	-	-	-	-
Dues	1,045	2,641	1,689	2,768	2,500	2,800	2,800	2,828	2,885	2,971	3,060	3,152	3,247	3,344	3,444	3,548
Equipment	7,679	7,631	6,506	7,594	7,000	7,000	10,000	10,100	10,302	10,611	10,929	11,257	11,595	11,943	12,301	12,670
Insurance	1,767	1,328	1,790	1,580	1,900	2,000	3,500	3,535	3,606	3,714	3,825	3,940	4,058	4,180	4,305	4,435
Marketing	375	12,960	16,810	19,315	11,000	8,500	8,500	8,585	8,757	9,019	9,290	9,569	9,856	10,151	10,456	10,770
Occupancy	35,582	43,495	40,500	41,592	46,000	46,000	70,000	90,000	90,000	90,000	100,000	100,000	100,000	112,500	112,500	112,500
Printing	417	1,218	1,381	1,403	1,500	1,500	1,500	1,515	1,545	1,592	1,639	1,689	1,739	1,791	1,845	1,901
Professional Fees	13,772	9,599	9,615	7,687	11,252	9,700	9,700	9,797	9,993	10,293	10,602	10,920	11,247	11,585	11,932	12,290
Salaries & Benefits	149,898	149,704	149,718	149,738	228,028	251,000	251,000	253,510	258,580	266,338	276,991	290,841	305,383	320,652	336,684	353,519
Staff Development	45	449	3,598	2,094	4,300	4,000	4,000	4,040	4,121	4,244	4,372	4,503	4,638	4,777	4,920	5,068
Supplies	2,359	2,171	2,976	4,066	2,000	2,500	2,500	2,525	2,576	2,653	2,732	2,814	2,899	2,986	3,075	3,168
Taxes	16,570	23,572	17,897	13,462	36,754	28,500	31,857	32,176	32,819	33,804	35,156	36,914	38,759	40,697	42,732	44,869
Telephone	5,178	5,038	4,901	5,948	5,727	6,500	6,500	6,565	6,696	6,897	7,104	7,317	7,537	7,763	7,996	8,236
Travel	8,436	11,397	16,746	14,724	13,200	15,000	15,000	15,150	15,453	15,917	16,394	16,886	17,392	17,914	18,452	19,005
TOTAL	245,623	286,954	284,324	282,463	380,786	388,500	420,357	443,861	450,938	461,766	485,920	503,741	522,408	554,463	574,949	596,411
NET INCOME	14,785	9,986	56,318	113,456	19,264	8,700	31,443	15,007	18,813	(2,130)	(7,088)	(967)	5,504	(155)	7,074	14,714
TAXABLE INCOME	43,692	41,088	61,416	71,835	58,916	57,700	77,700	78,477	80,047	82,448	85,746	90,033	94,535	99,262	104,225	109,436
TAX RATE	38%	57%	29%	19%	62%	49%	41%	41%	41%	41%	41%	41%	41%	41%	41%	41%

Key Considerations

- Indicates actual lease terms
- Indicates assumption of 3-year grant to be pursued immediately and awarded in 2010
- Indicates assumption of increasing sponsorships

Professional Association Business Plan

American Institute of Architects – Kansas City Chapter

APPENDIX

Staff Job Descriptions

Executive Director

- Organizational Management and Governance
- Internal Relations, Member Services / Programs
- Liaison to Board of Directors and Committees
- Public Relations
- Financial Management and Budget
- Membership Relations
- Non-Dues Revenue
- Communications – Internal and External
- Community Outreach
- Programs and Services
- Education Liaison
- Allied Organization Recruitment
- Kansas City Architectural Foundation
- Miscellaneous Janitorial Duties

Deputy Director

- Continuing Education
- Accounting
- Board of Directors/Treasurer Liaison
- Event Planning
- Assn Mgmt (Financial)
- Pillars Leadership Program
- Sponsorship Support
- Human Resources
- Chapter/Office Support
- Outreach
- Miscellaneous Janitorial Duties

Communications Director

- Marketing / Public Relations
- Awards
- Communications – Assn Mgmt
- Board of Directors / Social Hours
- Public Forums
- Event Planning
- KCAF – Scholarships
- Association Management Support
- Sponsorship Support
- Continuing Education
- Outreach
- Miscellaneous Janitorial Duties

Member Services Manager

- Membership
 - Individual
 - Allied
 - Member Firm
 - Professional Affiliate
- Documents
- Committees
 - Tours
 - Historic Preservation
 - Fellows
 - COTE
 - **Emerging Professionals**
 - **YAF**
 - **WiD**
- Manage Rental Space
- General Office Support
- Event Planning Assistance
- Website Maintenance
 - Master Calendar
- Sponsorship Support
- Board of Directors
 - Schedule Locations
 - Meeting Minutes
 - Name tags
 - Snapshots
- Chapter Library
- Accounts Receivable Support
- Maintain office equipment: phones, fax, copier, postage meter, etc.
- Miscellaneous Janitorial Duties

Professional Association Business Plan

American Institute of Architects – Kansas City Chapter

APPENDIX CONTINUED

Committees/Task Forces

Emerging Professionals
 Young Architects Forum
 Pillars Leadership Program
 Awards Committee
 Fellows Committee
 Historic Preservation Committee
 Tours Committee
 Committee on the Environment
 Women In Design Kansas City

Events

Social Hours
 Lectures
 Continuing Education Seminars
 Awards Programs
 Community Workshops

Built Environment-related organizations in the Kansas City Area

	Organization	Local Staff?	Client?
ACEC	American Council of Engineering Companies	No	
AIGA	American Institute of Graphic Artists	No	Yes
APA	American Planning Association	No	
APWA	American Public Works Association	No	
ASCE	American Society of Civil Engineers	No	
ASHRAE	American Society of Heating, Refrigerating and Air-Conditioning Engineers	No	
ASID	American Society of Interior Designers	No	
ASPE	American Society of Plumbing Engineers	No	
BOMA	Building Owners & Managers Association	No	
CSI	Construction Specifications Institute	No	
DBIA	Design Build Institute of America	Yes	
IABSE	International Association of Bridge and Structural Engineers	No	
IDSA	Industrial Design Society of America	No	
IFMA	International Facility Management Association	No	
IIDA	International Interior Design Association	No	
ILDA	International Laser Display Association	No	
KCAF	Kansas City Architectural Foundation	PT	
MSPE	Missouri Society of Professional Engineers	No	
PGASLA	Prairie Gateway-American Society of Landscape Architects	No	Yes
SEAKM	Structural Engineers Association of Kansas and Missouri	No	
SMPS	Society for Marketing Professional Services	No	
USGBC	US Green Building Council	Yes	Yes
	Urban Society	No	

Professional Association Business Plan

American Institute of Architects – Kansas City Chapter

APPENDIX CONTINUED

Association Management Levels of Engagement

All Organizations:

- Maintain current contact list available to all participating organizations

- Manage a common website with

- Manage common events calendar

- Officers

- Staff

- Action alerts - calls for immediate action (email/letter/call to legislators)

- Policy development – long-term and/or proactive work on specific issues

- Sharing information as appropriate – programs, events

Collaborative Programming (all or any combination of organizations):

- Continuing education

- Exhibitions

- Lectures

- Social gatherings

- Public education / outreach

- QBS

- Legislative gatherings

Shared Resources (contractual basis):

- Infrastructure

- Financial management

- Database creation and maintenance

- Board support

- Communication - “state of the art”

- E-blasts

- Podcasting

- Webinars

- Multi-site broadcasting

- Phone service

- Program registration

- Shipping and mailing

- Facilities

- Meetings (Board, committees)

- Conference rooms

- Presentations /events (continuing education, lectures)

- Storage

- Office hoteling