



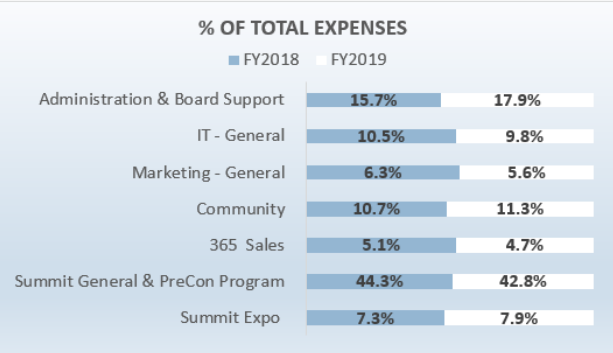
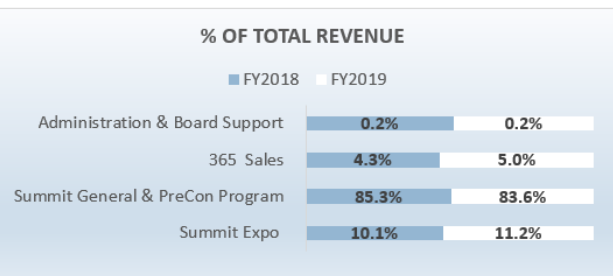
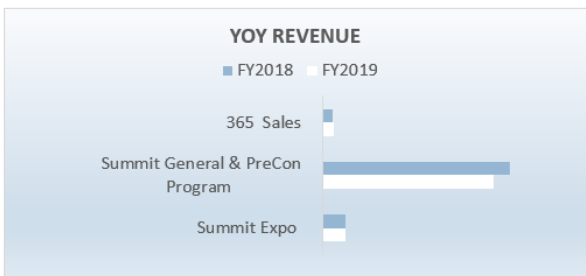
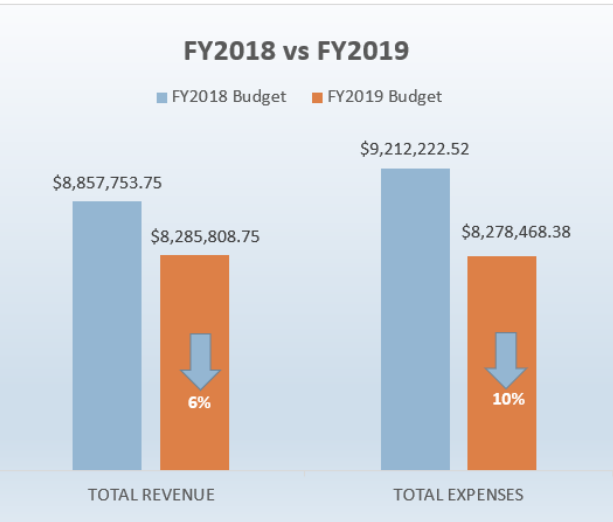
# FY2019 – APPROVED BUDGET (SUMMARY VERSION)

## SUMMARY OF REVENUE AND EXPENSES - FY2018 BUDGET vs FY2019 BUDGET

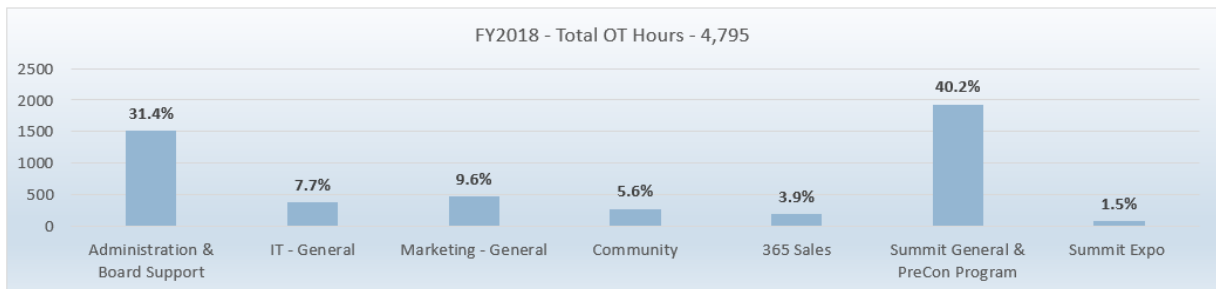
REVENUE SUMMARY		
Account Group	FY2018 Budget	FY2019 Budget
Miscellaneous Income	\$18,000.00	\$16,000.00
365 Sales	\$384,525.00	\$413,147.50
Summit General & PreCon Program	\$7,556,853.75	\$6,930,398.75
Summit Expo	\$898,375.00	\$926,262.50
<b>TOTAL REVENUE</b>	<b>\$8,857,753.75</b>	<b>\$8,285,808.75</b>

EXPENSE SUMMARY		
Account Group	FY2018 Budget	FY19 Budget
Administration & Board Support	\$1,445,882.71	\$1,482,053.33
IT - General	\$968,035.62	\$807,293.77
Marketing - General	\$584,933.78	\$462,327.11
Community	\$989,947.78	\$938,459.90
365 Sales	\$469,194.45	\$389,993.52
Summit General & PreCon Program	\$4,084,986.07	\$3,545,122.68
Summit Expo	\$669,242.12	\$653,218.08
<b>TOTAL EXPENSES</b>	<b>\$9,212,222.52</b>	<b>\$8,278,468.38</b>

<b>NET REVENUE/LOSS</b>	<b>-\$354,468.77</b>	<b>\$7,340.37</b>
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## SUMMARY OF UNBILLED SERVICES PROVIDED BY MANAGEMENT COMPANY





## Frequently Asked Questions (FAQs) Fiscal Year 2019 (FY2019) Budget

### How does this budget compare to previous years?

- For the past several years, the PASS Board made the strategic decision to approve an investment focused budget. For further details please refer to the [PASS Blog posted August 2017](#). This allowed a strong focus to shape the future of the organization through necessary investments. We have accomplished significant strides through these investments. [The FY 2019 PASS Priorities](#) are focused on positioning us to expand the value that we offer our members and help us close the financial gap by driving attendance to revenue-generating events. A significant factor in closing this gap was to ensure the Board approved a balanced budget for FY2019, and this was achieved.

### How was a balanced budget achieved?

- The Board focused on areas where PASS could increase revenues through membership engagement as well as expanding [investment opportunities for sponsors](#), while still maintaining realistic revenue projections. In addition, strategic decisions were made when deciding on what should be cut from the budget and what should remain. We needed to achieve a balanced budget without significantly impacting services, priorities, or overall support for the PASS community.

### What were the primary cuts that were made to support a balanced budget?

- The largest single cut was made to Food & Beverage (F&B) for Summit 2018 which amounted to approximately \$430,000.
- Other significant cuts include, but are not limited to:
  - Initiatives not directly aligned to FY2019 priorities - \$51,000
  - June in-person Board meeting and administrative costs associated with the Board - \$43,000
  - Reduced consulting, training, and travel across all portfolios - \$30,000

### Reducing Food & Beverage (F&B) costs by \$430,000 was significant, what is the onsite impact going to be for attendees?

- The breakfast will be reduced from a hot breakfast to coffee and pastries. This change aligns to what other technical conferences of a similar size offer and aligns to the attendee expectation and satisfaction level required. As a part of the Summit 2017 attendee survey we asked the importance of F&B to their overall experience – it was ranked least important.

**Did PASS not manage Summit revenue vs. expenses well for the past couple of years to a point that a “correction” is now required (ie cutting \$430,000) ?**

- The following outlines Revenue vs. Expenses for PASS Summit over the last three years:
  - **2015:** Gross Revenue under budget by 6.2%; Expenses under budget by 11.0%
  - **2016:** Gross Revenue under budget by 8.7%, Expenses under budget by 8.4%
  - **2017:** Gross Revenue under budget by 6.5%; Expenses under budget by 2.3%
- For PASS Summit 2017 attendee costs went up 15% year over year. This increase is due to a variety of factors (venue, F&B, production, market pricing). To mitigate this increase in 2018, we reduced F&B costs, as our attendee survey indicated this had the least importance in overall attendee experience.

**Why does the budget show an increase in PASS Summit USB costs?**

- The cost of shipping USBs has not increased. There were more USB sales budgeted this year with the increasing popularity of the PASS Summit registration bundle offering. Given the popularity of the bundle (which includes a physical USB as part of the pricing), we budgeted more USBs, and anticipate a decrease in download only sales. This resulted in a budgeted increase of the \$6,600 for USB shipping.

**What is 365 Sales?**

- Revenue generated outside of PASS Summit Expo Sales:
- Advertising - Web
- Sponsored Mailings
- Sponsored Newsletter
- Advertising – Remarketing
- Affiliate Program
- Insider Program
- Knowledge Partner Program
- Partner Dues
- Virtual Event Sponsorship
- Virtual Chapter Sponsorship

**What is the primary revenue generator for PASS?**

- PASS Summit - which generates 95% of the total annual revenue – 84% coming from registration and 11% coming from sponsorship.

**Some of the Management fee line items have increased Year-Over-Year (YOY) while others have decreased. What causes this fluctuation? What is the impact on the annual Management fees?**

- The fluctuation within the individual portfolios is due to the reallocation of staff resources across all portfolios. There are many reasons for reallocating hours from one portfolio to another, below are just a few examples:
  - Increased efficiencies within a portfolio – less resources required
  - New initiatives - additional resources required for a portfolio
  - Change in focus – resources no long required
  - Older portfolios slowly being retired or infused into another portfolio
  - The total annual Management fee for FY2019 remains flat YOY

**Management - IT (Summit) and Management – IT (Infrastructure) within the Information Technology Portfolio have increased YOY, what is the cause of this?**

- There is increased focus on the Summit website for FY2019 to support required demand generation.
- There is increased focus on infrastructure to support all PASS portals and upgrade certain infrastructure systems. In the past, not allowing sufficient time to support infrastructure has resulted in patch fixes and created chronic issues with out of date maintenance.
- There are other areas that have decreased due to increased efficiency, or shifts in priorities which have been communicated, such as Management - IT (SQLSaturday). Please refer to [Open Letter to SQLSaturday](#) and [PASS Priorities FY 2019](#) for additional details.
- Overall, the allocation of staff time in the IT Portfolio has decreased YOY.

**In the Community Summit - 210 Portfolio Management - General is showing an increase. What is the cause of this?**

- As with all Management line items, this is a shift in allocation, not an increase. Last year, we under budgeted the hours required for Summit. This year we are aligning with the actuals from last year, ensuring we have budgeted sufficiently.

**In the Community Summit - 210 Portfolio there is a decrease of 460,000 in revenue for FY2019 YOY. A key factor in PASS's priorities was driving revenue to paid events, why is there a budgeted decrease?**

- Each year, we undertake a detailed forecasting exercise where we evaluate historical performance, attendee trends, new competitors, and changes in the market. This year, we are seeing the continued trend requiring data professionals to expand their skill set, plus a proliferation of data conferences. Thus, the pool of attendees is being spread across more competitive events than ever before. As we expand the content offered at PASS Summit, we expect this to turn around. Additionally, while budgeted revenue is down, expenses have also been cut to offset this decrease in revenue. The budgeted net income for Summit is on par with last year.
- While budgeted revenue is down, expenses have also been cut to offset this decrease in revenue. The budgeted net income for Summit is on par with last year.

**There are several line items under Information Technology (IT) - 111 that no longer appear in the FY 2019 budget. What has changed?**

- To accurately account for miscellaneous tools used across the organization, we have moved them from the IT portfolio, and added their costs to the portfolio that is using the services. Line items affected by this shift in reporting:
  - IT – VG/VE Platform – moved to Virtual Groups and Virtual Events Portfolio
  - IT – Workfront – moved to Special Projects Portfolio
  - IT – Marketing Tool – moved to Marketing Portfolio
  - IT Guidebook – moved to SQLSaturday Portfolio
  - IT – Office 365 – allocated to IT Portfolio as well as Board Support Portfolio
  - IT – Governance – moved to Board Support Portfolio
  - IT Community Emails – moved to Local Groups Portfolio, SQLSaturday Portfolio, & Virtual Groups Portfolio
  - IT Salesforce – moved to the Sales Portfolio

### **What is the Special Projects - 140 portfolio and why does the Management - General line item appear to be so large?**

- We allocate budgeted time to this portfolio to work on new initiatives and projects throughout the year.
- We allocate a % of staff time to this portfolio as a placeholder for additional time required by other portfolios. This happens when the budgeted resources are not sufficient to carry out the task at hand. As the year progresses PASS's actual financials reflect the transfer of these dollars from the Special Projects portfolio to the portfolio actually using the resources.

### **Global Growth - 170 expenses have been reduced significantly from FY 2018, why?**

- Global Growth is an older portfolio and reflects the historic way PASS approached goals and Board seats - creating a new portfolio for each new area of focus and assigning a budget for a Board member to oversee. PASS has been moving away from this structure gradually, and this year the Board has transitioned away from [assigned portfolios](#). The intent is to leverage the diverse expertise and representation of the Board in all aspects of the community engagement. This portfolio is a good example of how by leveraging expertise and focus across all portfolios, it can prevent silos. Global Growth is infused to every portfolio now, rather than being kept separate with only a few resources assigned. Encouraging the growth and sustainability of PASS' global community is the concern of every Board member, and as such, the need to have a separate portfolio has become less relevant; instead assigning the resources across all other portfolios to ensure this spans the organization.

### **Why are the totals in the Summary Budget different than the totals in Portfolio Summary (detailed budget)?**

- There have been Account Groups created for the Summary Budget which consist of various costs from across all the Portfolios. By creating these groups, we have provided a quick visual of where the revenue comes from and where the dollars are being spent. The Portfolio Summary (detailed budget) is based on the individual portfolios and where the dollars have been budgeted.
  - For example – Marketing cost for Summit are budgeted in the Marketing Portfolio but are a cost for the annual Summit. These costs are included in Account Group "Summit General & PreCon Program" whereas they remain in the Marketing Portfolio in the Portfolio Summary (detailed budget).

### **What do the Summary of Unbilled Services graphs represent?**

- Each year the Management company (C&C) works additional overtime (OT) hours which are not billed to PASS. These charts outline the hours and where the organization benefited from these hours.
- The average annual hours for one person is 2,080
- Based on 4,795 additional OT hours provided from the management company, PASS is receiving an additional 2.3 full time positions at no additional charge to the association.
- It is important for the community to understand the amount of time required to run the PASS organization. The cost of the annual management contract does not increase due to these additional hours. If a time comes and additional resources are required, this can be justified by the number of actual hours spent.

## FY2019 - APPROVED BUDGET (DETAILED VERSION)

### Professional Association for SQL Server

#### FY2019 Budget

Department Summary	Budget 2018	Budget 2019 - Approved
<b>REVENUE</b>		
Corporate Administration - 110	\$ 14,000.00	\$ 12,000.00
Member Services - 114	\$ 4,000.00	\$ 4,000.00
Local Groups - 120	\$ -	\$ 5,400.00
SQL Saturday - 150	\$ 20,100.00	\$ 15,000.00
Virtual Events - 160	\$ 37,775.00	\$ 43,437.50
Sales - 200	\$ 297,850.00	\$ 314,910.00
Local Events - 205	\$ 249,025.00	\$ -
Virtual Groups - 240	\$ 28,800.00	\$ 34,400.00
Summit - 210	\$ 6,094,034.40	\$ 5,633,145.86
Summit Expo - 220	\$ 898,375.00	\$ 926,262.50
Summit Programs- 250	\$ 1,213,794.35	\$ 1,297,252.89
<b>TOTAL REVENUE</b>	<b>\$ 8,857,753.75</b>	<b>\$ 8,285,808.75</b>
Department Summary	Budget 2018	Budget 2019 - Approved
<b>EXPENSE</b>		
Corporate Administration - 110	\$ 1,939,911.51	\$ 2,052,946.35
Information Technology - 111	\$ 688,695.35	\$ 525,884.83
Board Support - 112	\$ 276,057.19	\$ 224,428.69
Marketing - 115	\$ 679,770.61	\$ 543,525.41
Local Groups - 120	\$ 60,809.93	\$ 60,248.97
Volunteer Support - 130	\$ 26,987.16	\$ 16,314.46
Special Projects - 140	\$ 676,566.74	\$ 668,610.34
SQL Saturday - 150	\$ 119,950.00	\$ 116,647.68
Virtual Events - 160	\$ 40,923.19	\$ 62,377.44
Global Growth - 170	\$ 18,402.00	\$ 3,120.31
Sales - 200	\$ 274,696.62	\$ 213,104.89
Local Events - 205	\$ 229,072.22	\$ -
Audience Development - 230	\$ 9,796.28	\$ 3,824.27
Educational Content - 235	\$ 52,030.83	\$ 77,632.17
Virtual Groups - 240	\$ 57,240.21	\$ 84,336.42
Summit - 210	\$ 2,537,512.24	\$ 2,134,188.83
Summit Expo - 220	\$ 629,526.23	\$ 613,320.63
Summit Programs- 250	\$ 894,274.21	\$ 877,956.69
<b>TOTAL EXPENSE</b>	<b>\$ 9,212,222.52</b>	<b>\$ 8,278,468.38</b>
<b>NET INCOME</b>	<b>\$ (354,468.77)</b>	<b>\$ 7,340.37</b>

Professional Association for SQL Server		
Departmental FY2019 Budget		
Corporate Administration - 110	Budget 2018	Budget 2019 - Approved
<b>REVENUE</b>		
Interest - Miscellaneous	\$ 14,000.00	\$ 12,000.00
<b>TOTAL REVENUE</b>	<b>\$ 14,000.00</b>	<b>\$ 12,000.00</b>
<b>EXPENSE</b>		
Accounting - General	\$ 5,000.00	\$ 5,000.00
Annual Report	\$ 37.00	\$ 50.00
Audit	\$ 25,000.00	\$ 25,000.00
Authorize.Net Fees	\$ 950.00	\$ 950.00
Bank Charges	\$ 10,000.00	\$ 10,000.00
Computer Software/Equipment	\$ -	\$ 2,500.00
Consultant - General	\$ -	\$ 4,500.00
Insurance	\$ 6,500.00	\$ 6,500.00
Legal	\$ 10,000.00	\$ 12,500.00
Management - Incentive	\$ 152,554.75	\$ 142,630.05
Management & Overhead	\$ 1,150,101.21	\$ 1,187,696.19
Office Supplies	\$ 250.00	\$ 250.00
Postage/Shipping	\$ 11,000.00	\$ 6,000.00
Printing	\$ 1,500.00	\$ 500.00
Site Inspection - Summit	\$ 8,845.00	\$ 11,935.00
Management - Administration	\$ 290,781.36	\$ 366,905.66
Management - Finance	\$ 92,116.55	\$ 101,360.02
Management - Governance	\$ 27,027.65	\$ 33,960.45
Management - Miscellaneous	\$ 3,174.91	\$ 3,354.05
Management - Registration	\$ 118,504.82	\$ 126,903.93
Teleconference	\$ 100.00	\$ 20.00
Training/Educational/Networking	\$ 3,000.00	\$ 2,100.00
Travel - Misc. (Air/Land/Hotel)	\$ 17,450.26	\$ 1,995.00
Travel - Misc. (Meals)	\$ 6,018.00	\$ 336.00
<b>TOTAL EXPENSE</b>	<b>\$ 1,939,911.51</b>	<b>\$ 2,052,946.35</b>
<b>NET INCOME</b>	<b>\$ (1,925,911.51)</b>	<b>\$ (2,040,946.35)</b>

Professional Association for SQL Server		
Departmental FY2019 Budget		
Information Technology - 111	Budget 2018	Budget 2019 - Approved
<b>REVENUE</b>		
	\$ -	\$ -
<b>TOTAL REVENUE</b>	\$ -	\$ -
<b>EXPENSE</b>		
Computer Software/Equipment	\$ 7,000.00	\$ 7,484.00
IT - VG/VE Platform	\$ 36,000.00	\$ -
IT - WorkFront	\$ 24,960.00	\$ -
IT - Domain Registration	\$ 3,000.00	\$ 3,000.00
IT - DNN Modules	\$ 1,000.00	\$ 4,000.00
IT - Marketing Tool	\$ 35,600.00	\$ -
IT - Guidebook	\$ 23,000.00	\$ 2,000.00
IT- Office 365	\$ 33,360.00	\$ 7,170.00
IT - Hosting	\$ 60,000.00	\$ 60,000.00
IT - Governance	\$ 5,000.00	\$ -
IT - Community Emails	\$ 2,400.00	\$ -
IT - Third Party Tools	\$ 6,000.00	\$ 4,300.00
IT - Salesforce	\$ 8,016.96	\$ -
Management - IT (General)	\$ 104,185.33	\$ 118,903.36
Management - IT (Help Desk)	\$ 73,879.45	\$ 69,014.84
Management - IT (Portfolio Projects)	\$ 134,275.48	\$ 123,440.11
Management - IT (SQLSaturday)	\$ 33,978.36	\$ 19,037.80
Management - IT (Summit)	\$ 10,120.09	\$ 32,669.92
Management - IT (Local Events)	\$ 7,126.50	\$ -
Management - IT (Infastructure)	\$ 39,908.51	\$ 48,534.94
Management - IT (Virtual Events)	\$ 7,759.67	\$ 6,754.87
IT - Consultants	\$ 25,000.00	\$ 16,000.00
Teleconference	\$ 125.00	\$ 75.00
Training/Educational/Networking	\$ 7,000.00	\$ 3,500.00
<b>TOTAL EXPENSE</b>	\$ 688,695.35	\$ 525,884.83
<b>NET INCOME</b>	\$ (688,695.35)	\$ (525,884.83)



Professional Association for SQL Server		
Departmental FY2019 Budget		
Board Support - 112	Budget 2018	Budget 2019 - Approved
<b>REVENUE</b>		
	\$ -	\$ -
<b>TOTAL REVENUE</b>	\$ -	\$ -
<b>EXPENSE</b>		
Audio/Visual	\$ 8,527.47	\$ 5,794.60
Awards/Prizes - Misc.	\$ 1,180.00	\$ -
Governance	\$ 2,000.00	\$ 1,872.84
IT - Governance	\$ -	\$ 6,500.00
IT- Office 365	\$ -	\$ 1,000.00
President Discretionary	\$ 1,000.00	\$ 1,000.00
Shirts - Board	\$ 1,466.96	\$ 630.00
Management - General	\$ 137,851.72	\$ 134,573.88
Telephone - PASS	\$ 250.00	\$ 250.00
Teleconference	\$ 250.00	\$ 250.00
Travel Summit - Leadership (Air/Land)	\$ 7,500.00	\$ 4,550.00
Travel Summit - Leadership Global (Air/Land)	\$ 2,700.00	\$ 4,800.00
Travel Summit - Leadership (Hotel)	\$ 14,662.90	\$ 12,830.03
Travel Summit - Leadership (Meals)	\$ 800.00	\$ 840.00
Travel Board Meetings - (Air/Land)	\$ 18,000.00	\$ 9,000.00
Travel Board Meetings - Global (Air/Land)	\$ 6,400.00	\$ 4,800.00
Travel Board Meeting - (Hotels)	\$ 32,582.15	\$ 13,249.08
Travel Board Meetings - (Meals)	\$ 23,998.67	\$ 10,081.11
Travel Misc. - Leadership (Air/Land)	\$ 5,344.00	\$ 4,800.00
Travel Misc. - Leadership (Hotel)	\$ 3,020.15	\$ 3,238.02
Travel Misc. - Leadership (Meals)	\$ 1,836.00	\$ 1,800.00
Travel - Misc. (Air/Land/Hotel)	\$ 5,182.67	\$ 1,989.12
Travel - Misc. (Meals)	\$ 1,504.50	\$ 580.00
<b>TOTAL EXPENSE</b>	\$ 276,057.19	\$ 224,428.69
<b>NET INCOME</b>	\$ (276,057.19)	\$ (224,428.69)

Professional Association for SQL Server

Departmental FY2019 Budget

<b>Member Services - 114</b>	<b>Budget 2018</b>	<b>Budget 2019 - Approved</b>
<b>REVENUE</b>		
Job Target	\$ 4,000.00	\$ 4,000.00
<b>TOTAL REVENUE</b>	<b>\$ 4,000.00</b>	<b>\$ 4,000.00</b>
<b>EXPENSE</b>		
Management - General	\$ -	\$ -
<b>TOTAL EXPENSE</b>	<b>\$ -</b>	<b>\$ -</b>
<b>NET INCOME</b>	<b>\$ 4,000.00</b>	<b>\$ 4,000.00</b>

Professional Association for SQL Server		
Departmental FY2019 Budget		
General Marketing - 115	Budget 2018	Budget 2019 - Approved
<b>REVENUE</b>		
	\$ -	\$ -
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENSE</b>		
Design/Graphic - Local Events	\$ 8,020.00	\$ -
Design/Graphic - General	\$ 11,000.00	\$ 13,000.00
Design/Graphic - Board	\$ 1,000.00	\$ 1,000.00
Design/Graphic - Sales Summit	\$ 3,240.00	\$ 5,600.00
Design/Graphic - Sales 365	\$ 2,200.00	\$ 3,600.00
Design/Graphic - SQLSaturday NA	\$ 3,200.00	\$ -
Design/Graphic - Summit	\$ 26,500.00	\$ 35,930.00
Design/Graphic - Virtual Groups	\$ -	\$ -
Design/Graphic - Virtual Events	\$ 3,120.00	\$ 2,000.00
Design/Graphic - Trade Outs & Spons	\$ 1,450.00	\$ -
Marketing - Advertising - Virtual Events	\$ 2,000.00	\$ -
Marketing - Advertising - Local Events	\$ 24,650.00	\$ -
Marketing - Advertising - General	\$ 20,000.00	\$ 20,000.00
Marketing - Advertising - Summit	\$ 45,734.03	\$ 43,000.00
Marketing - Advertising - Sales	\$ 6,000.00	\$ 6,200.00
Marketing - General	\$ 8,000.00	\$ 16,000.00
Marketing - Special Projects	\$ 6,250.00	\$ -
Legal	\$ -	\$ 5,000.00
Multi Media - Summit	\$ 17,052.50	\$ 24,532.86
Multi Media - General	\$ 9,517.50	\$ 5,000.00
IT - Marketing Tools	\$ -	\$ 50,513.00
Promotional Incentives - Local Events	\$ 7,500.00	\$ -
Promotional Incentives - Community	\$ 5,000.00	\$ 5,000.00
Promotional Incentives - Summit	\$ 10,986.08	\$ 14,435.29
Promotional Incentives - PASS	\$ 9,345.00	\$ 5,000.00
Sponsorship of Events	\$ 18,070.00	\$ -
Tradeouts	\$ 8,943.04	\$ 6,145.67
Management- Marketing (Administration)	\$ 54,069.43	\$ 25,642.06
Management- Marketing (Local Evt)	\$ 38,269.06	\$ -
Management - Marketing (General)	\$ 129,299.25	\$ 32,728.64
Management - Marketing (Global)	\$ 1,049.43	\$ 4,060.75
Management - Marketing (Sales)	\$ 54,719.53	\$ 36,471.35
Management - Marketing (Summit)	\$ 101,413.05	\$ 118,184.17
Management - Marketing (Virtual Events)	\$ 34,272.70	\$ -

Management - Marketing (Community)	\$ -	\$ 57,985.62
Training/Education/Networking	\$ 5,000.00	\$ 3,500.00
Travel - Misc. (Air/Land/Hotel)	\$ 2,000.00	\$ 2,100.00
Travel - Misc. (Meals)	\$ 900.00	\$ 896.00
<b>TOTAL EXPENSE</b>	<b>\$ 679,770.61</b>	<b>\$ 543,525.41</b>
<b>NET INCOME</b>	<b>\$ (679,770.61)</b>	<b>\$ (543,525.41)</b>

Professional Association for SQL Server		
Departmental FY2019 Budget		
Local Groups - 120	Budget 2018	Budget 2019 - Approved
<b>REVENUE</b>		
Sponsorship (MS)	\$ -	\$ 5,400.00
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$ 5,400.00</b>
<b>EXPENSE</b>		
Awards/Prizes/Gifts	\$ 300.00	\$ 250.00
Chapter leader Meeting - Summit	\$ 1,990.51	\$ 1,232.68
Community Evangelist - Contractor	\$ 3,100.00	\$ -
IT - Community Emails	\$ -	\$ 1,000.00
Incentives - Summit Registrations	\$ 19,250.00	\$ 16,872.84
IT - Third Party Tools	\$ -	\$ 1,000.00
Regional Mentor Meeting - Summit	\$ 313.14	\$ 344.83
Management - General	\$ 35,856.29	\$ 39,548.62
<b>TOTAL EXPENSE</b>	<b>\$ 60,809.93</b>	<b>\$ 60,248.97</b>
<b>NET INCOME</b>	<b>\$ (60,809.93)</b>	<b>\$ (54,848.97)</b>

Professional Association for SQL Server		
Departmental FY2019 Budget		
Volunteer Programs & Engagement - 130	Budget 2018	Budget 2019 - Approved
<b>REVENUE</b>		
	\$ -	\$ -
<b>TOTAL REVENUE</b>	\$ -	\$ -
<b>EXPENSE</b>		
Awards/Prizes - Misc.	\$ 300.00	\$ 300.00
Volunteer Incentives	\$ 1,527.49	\$ -
Management - General	\$ 16,005.60	\$ 5,879.60
Printing	\$ 250.00	\$ 150.00
Volunteer Evening Event	\$ 8,904.06	\$ 9,984.86
<b>TOTAL EXPENSE</b>	\$ 26,987.16	\$ 16,314.46
<b>NET INCOME</b>	\$ (26,987.16)	\$ (16,314.46)

Professional Association for SQL Server		
Departmental FY2019 Budget		
Special Projects - 140	Budget 2018	Budget 2019 - Approved
<b>REVENUE</b>		
	\$ -	\$ -
<b>TOTAL REVENUE</b>	\$ -	\$ -
<b>EXPENSE</b>		
Management - General	\$ 87,852.35	\$ 65,806.48
Management - General (Contingency)	\$ 583,464.39	\$ 564,416.36
IT - Workfront	\$ -	\$ 24,000.00
IT - VG/VE Platform	\$ -	\$ 11,587.50
Projects R&D	\$ 2,750.00	\$ -
Training/Education/Networking	\$ 2,500.00	\$ 2,800.00
<b>TOTAL EXPENSE</b>	\$ 676,566.74	\$ 668,610.34
<b>NET INCOME</b>	\$ (676,566.74)	\$ (668,610.34)

Professional Association for SQL Server		
Departmental FY2019 Budget		
SQLSaturday - 150	Budget 2018	Budget 2019 - Approved
<b>REVENUE</b>		
Advertising - Web General	\$ 12,000.00	\$ 5,000.00
Advertising - Web GAP	\$ 8,100.00	\$ 10,000.00
<b>TOTAL REVENUE</b>	<b>\$ 20,100.00</b>	<b>\$ 15,000.00</b>
<b>EXPENSE</b>		
Community Evangelist - Contractor	\$ 52,700.00	\$ -
Ad Serving Fees	\$ 6,030.00	\$ -
IT - Community Emails	\$ -	\$ 750.00
IT - Guidebook	\$ -	\$ 19,000.00
Sales Commission - General	\$ 1,200.00	\$ 625.00
Sales Commission - GAP	\$ 202.50	\$ 500.00
Regional Mentor -TE	\$ 3,500.00	\$ 3,000.00
SQLSaturday Sponsorship	\$ 12,500.00	\$ 11,250.00
SQLSaturday Sponsorship - International	\$ 12,500.00	\$ 12,500.00
SQLSaturday Round Table - Summit	\$ 1,549.95	\$ 1,133.59
Management - General	\$ 17,735.55	\$ 49,016.26
Travel - CE - USA/Canada	\$ 5,000.00	\$ 2,800.00
Travel - CE - Global	\$ 7,000.00	\$ 4,200.00
Raffle Giveaways	\$ 32.00	\$ -
Incentives - Summit Registrations	\$ -	\$ 11,872.84
<b>TOTAL EXPENSE</b>	<b>\$ 119,950.00</b>	<b>\$ 116,647.68</b>
<b>NET INCOME</b>	<b>\$ (99,850.00)</b>	<b>\$ (101,647.68)</b>



Professional Association for SQL Server

Departmental FY2019 Budget

<b>Virtual Events - 160</b>	<b>Budget 2018</b>	<b>Budget 2019 - Approved</b>
<b>REVENUE</b>		
Sponsorship - 24 Hours of PASS (MS)	\$ -	\$ 8,100.00
Sponsorship - 24 Hours of PASS	\$ 9,675.00	\$ 5,000.00
Sponsorship - 24 Hours of PASS (GAP)	\$ 17,550.00	\$ 6,937.50
Sponsorship - Marathon (MS)	\$ -	\$ 5,400.00
Sponsorship - Marathon	\$ 6,500.00	\$ 9,000.00
Sponsorship - Marathon (GAP)	\$ 4,050.00	\$ 9,000.00
<b>TOTAL REVENUE</b>	<b>\$ 37,775.00</b>	<b>\$ 43,437.50</b>
<b>EXPENSE</b>		
Sales Commission - General	\$ 1,617.50	\$ 1,750.00
Sales Commission - GAP	\$ 540.00	\$ 796.88
IT - VG/VE Platform	\$ -	\$ 6,489.00
Management - Virtual Events	\$ 37,616.26	\$ 53,341.56
Management - Virtual Events (Global)	\$ 1,049.43	\$ -
Sponsor/Exhibitor Expense	\$ 100.00	\$ -
<b>TOTAL EXPENSE</b>	<b>\$ 40,923.19</b>	<b>\$ 62,377.44</b>
<b>NET INCOME</b>	<b>\$ (3,148.19)</b>	<b>\$ (18,939.94)</b>

Professional Association for SQL Server

Departmental FY2019 Budget

<b>Global Growth - 170</b>	<b>Budget 2018</b>	<b>Budget 2019 - Approved</b>
<b>REVENUE</b>		
	\$ -	\$ -
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENSE</b>		
Legal Consultant	\$ 5,000.00	\$ -
Management - General	\$ 13,402.00	\$ 3,120.31
<b>TOTAL EXPENSE</b>	<b>\$ 18,402.00</b>	<b>\$ 3,120.31</b>
<b>NET INCOME</b>	<b>\$ (18,402.00)</b>	<b>\$ (3,120.31)</b>

Professional Association for SQL Server		
Departmental FY2019 Budget		
Sales - 200	Budget 2018	Budget 2019 - Approved
<b>REVENUE</b>		
Advertising - Web General	\$ 28,000.00	\$ 15,000.00
Advertising - Web GAP	\$ 18,900.00	\$ 30,000.00
Advertising - Sponsored Mailing General	\$ 33,750.00	\$ 33,750.00
Advertising - Sponsored Mailing GAP	\$ 48,600.00	\$ 60,000.00
Advertising - Sponsored Mailing Microsoft	\$ -	\$ 22,500.00
Advertising - Sponsored Mailing BA Insights General	\$ 15,000.00	\$ 15,000.00
Advertising - Sponsored Mailing BA Insights GAP	\$ 5,400.00	\$ 4,000.00
Advertising - Newsletter Sponsorship General	\$ 6,500.00	\$ 6,500.00
Advertising - Newsletter Sponsorship GAP	\$ 8,775.00	\$ 10,400.00
Advertising - Newsletter Sponsorship (MS)	\$ -	\$ 1,560.00
Advertising - INSIGHTS Newsletter Sponsorship General	\$ 2,250.00	\$ 4,000.00
Advertising - INSIGHTS Newsletter Sponsorship (GAP)	\$ 1,125.00	\$ 4,200.00
Advertising - Remarketing - General	\$ 21,000.00	\$ 5,000.00
Advertising - Remarketing - GAP	\$ 53,550.00	\$ 20,000.00
Affiliate Program	\$ -	\$ 10,000.00
Insider Program (MS)	\$ -	\$ 3,000.00
Knowledge Partner Program	\$ -	\$ 10,000.00
Membership Dues - GAP	\$ 55,000.00	\$ 60,000.00
<b>TOTAL REVENUE</b>	<b>\$ 297,850.00</b>	<b>\$ 314,910.00</b>
<b>EXPENSE</b>		
Ad Serving Fees	\$ 14,070.00	\$ -
Advertising - Remarketing Fees	\$ 26,092.50	\$ 16,250.00
Incentive - Director of Sales	\$ 30,000.00	\$ -
Promotional Incentives - Sales	\$ 2,036.66	\$ -
Sales Commission - General	\$ 10,650.00	\$ 12,406.25
Sales Commission - GAP	\$ 4,783.75	\$ 9,430.00
Sales Tools	\$ 2,520.00	\$ 8,220.00
Sponsor awards/F&B for meetings	\$ 2,000.00	\$ -
Management - General	\$ 125,400.20	\$ 115,165.82
Management - Global Alliance	\$ 49,800.18	\$ 46,342.83
Teleconference	\$ 375.00	\$ 375.00
Training/Educational/Networking	\$ 3,000.00	\$ 2,100.00
Partnership - Comps	\$ 1,018.33	\$ -
Partnership - Expenses	\$ -	\$ 250.00
Partnership - Travel	\$ -	\$ 500.00
Travel - Misc. (Air/Land/Hotel)	\$ 2,500.00	\$ 1,750.00
Travel - Misc. (Meals)	\$ 450.00	\$ 315.00
<b>TOTAL EXPENSE</b>	<b>\$ 274,696.62</b>	<b>\$ 213,104.89</b>
<b>NET INCOME</b>	<b>\$ 23,153.38</b>	<b>\$ 101,805.11</b>

Professional Association for SQL Server		
Departmental FY2019 Budget		
Community Summit - 210	Budget 2018	Budget 2019 - Approved
<b>REVENUE</b>		
Hotel Commission	\$ 141,253.00	\$ 139,182.00
Hotel Rebate	\$ 61,893.00	\$ 61,812.00
PASS Store Royalty	\$ 3,395.00	\$ -
Registration - MS	\$ -	\$ 116,920.00
Registration - Summit	\$ 5,200,036.40	\$ 3,777,653.06
Registration - Summit (Bundle)	\$ 602,847.00	\$ 1,498,921.80
Registration - One Day	\$ 78,760.00	\$ 38,657.00
Sponsorship WIT Lunch	\$ 5,850.00	\$ -
<b>TOTAL REVENUE</b>	<b>\$ 6,094,034.40</b>	<b>\$ 5,633,145.86</b>
<b>EXPENSE</b>		
ADA Requirements	\$ 7,500.00	\$ 5,915.25
Anti Harassment Policy	\$ 2,182.60	\$ 2,158.78
ASCAP License Fees	\$ 732.00	\$ 747.00
Audio/Visual	\$ 116,485.14	\$ 113,649.51
Bag Stuffing Labour & Supplies	\$ 4,178.45	\$ 3,486.88
Bundle Pack Promo Expense	\$ -	\$ 48,192.00
Computer Rental	\$ 5,038.04	\$ 10,733.92
Credit Card Processing	\$ 211,151.86	\$ 235,211.57
Community Zone and Info Desk	\$ 12,205.24	\$ 6,709.35
Conv.Center Space Rental Cr F&B	-\$ 79,964.54	\$ (84,234.52)
Conv. Centre Internet Access	\$ 31,721.59	\$ 34,453.86
Decorator - Show	\$ 54,541.95	\$ 48,986.18
Delegate Gift	\$ 44,263.96	\$ 28,818.00
Electrical Charges	\$ 13,515.60	\$ 10,943.98
Facility Rental	\$ 200,791.36	\$ 197,158.61
Facility Rental: Discounted Rent	-\$ 68,160.00	\$ (68,740.00)
CVB Cash Concession	-\$ 6,000.00	\$ (6,000.00)
F&B (Board)	\$ 3,314.78	\$ 3,488.63
F&B (Registration Staff)	\$ 2,039.31	\$ 2,144.31
F&B (PASS HQ)	\$ 17,508.04	\$ 18,383.67
F&B (Paid Delegates)	\$ 1,126,646.20	\$ 694,469.02
F&B (Drink Tickets)	\$ 19,125.33	\$ 17,036.48
F&B (Comps Credit)	-\$ 52,963.37	\$ (65,433.61)
F&B (Water Bubblers)	\$ 9,105.82	\$ 11,230.20
F&B (Bartender/Labour)	\$ 4,000.00	\$ 4,000.00
First Timers Event	\$ 1,104.35	\$ 310.48
Games Night	\$ 3,513.79	\$ 688.68
Insurance	\$ 20,000.00	\$ 20,000.00

Production - Keynote	\$ 192,606.06	\$ 187,043.27
Office Supplies	\$ 500.00	\$ 500.00
Onsite Labour	\$ 23,298.96	\$ 24,934.52
PASS Store	\$ 3,405.80	\$ -
PASStv	\$ 32,533.07	\$ 31,792.21
Postage/Shipping	\$ 3,900.00	\$ 3,420.00
Power Lounges	\$ 6,496.07	\$ 2,499.84
Printing - General	\$ 625.00	\$ 500.00
BOF Lunch	\$ 3,841.08	\$ 4,924.49
Printing - Program Guide	\$ 11,728.47	\$ 2,500.00
Production - PRP	\$ 69,600.00	\$ 69,615.00
Regonline Fees	\$ 8,167.50	\$ 10,116.75
Registration Staff - Onsite	\$ 50,635.00	\$ 49,214.75
Registration Staff - Badges	\$ 25,084.00	\$ 21,059.50
Registration Fees	\$ 56,190.00	\$ 44,119.00
Registration Staff - Set up fee	\$ 1,750.00	\$ 1,750.00
Registration Fees - Housing	\$ 21,098.00	\$ 21,098.00
Registration Staff - Travel (Air/Land/Hotel)	\$ 6,300.00	\$ 4,900.00
Registration Staff - Travel - Meals	\$ 3,124.00	\$ 3,108.00
Security	\$ 6,650.00	\$ 7,910.00
Staff Shirt - Events	\$ 10,742.40	\$ 5,065.00
Management - General	\$ 227,903.91	\$ 291,041.59
Teleconference	\$ 200.00	\$ 200.00
Telephone - PASS	\$ 980.00	\$ 875.00
Third Party Tools	\$ -	\$ 411.66
Travel - Misc. (Air/Land/Hotel)	\$ 47,098.59	\$ 33,822.44
Travel - Misc. (Meals)	\$ 9,940.00	\$ 10,475.00
Vests (Staff)	\$ 3,769.48	\$ 500.00
WIT Lunch	\$ 5,767.36	\$ 6,284.57
<b>TOTAL EXPENSE</b>	<b>\$ 2,537,512.24</b>	<b>\$ 2,134,188.83</b>
<b>NET INCOME</b>	<b>\$ 3,556,522.16</b>	<b>\$ 3,498,957.03</b>

Professional Association for SQL Server		
Departmental FY2019 Budget		
Community Summit Expo - 220	Budget 2018	Budget 2019 - Approved
<b>REVENUE</b>		
Sponsorship - AMO (Summit)	\$ 117,700.00	\$ 107,150.00
Sponsorship - AMO GAP (Summit)	\$ 52,425.00	\$ 33,025.00
Sponsorship - Exhibitor (Summit)	\$ 198,900.00	\$ 169,800.00
Sponsorship - MS Agreement Summit	\$ 70,000.00	\$ 180,000.00
Sponsorship - Package (Summit)	\$ 238,000.00	\$ 208,000.00
Sponsorship - Package GAP (Summit)	\$ 221,350.00	\$ 221,350.00
Sponsorship - WIT Lunch	\$ -	\$ 6,937.50
<b>TOTAL REVENUE</b>	<b>\$ 898,375.00</b>	<b>\$ 926,262.50</b>
<b>EXPENSE</b>		
AMO Expenses	\$ 44,888.12	\$ 40,281.62
AMO Expenses - GAP	\$ 24,692.19	\$ 13,266.63
Audio Visual	\$ 1,300.00	\$ 2,500.00
Decorator - Show	\$ 24,865.99	\$ 29,264.87
Electrical Charges	\$ 1,467.58	\$ 2,165.52
Onsite EXPO Hall Support	\$ -	\$ 3,500.00
Sales Commission - General	\$ 55,460.00	\$ 57,531.25
Sales Commission - GAP	\$ 6,990.63	\$ 14,300.63
F&B (Bartender/Labour)	\$ 7,940.52	\$ 4,000.00
F&B (Drink Tickets)	\$ 20,343.92	\$ 17,951.25
F&B (Expo Reception)	\$ 134,818.00	\$ 94,492.75
Lead Retrieval	\$ 3,306.28	\$ 2,923.80
MS Sponsorship Expenses	\$ 22,686.38	\$ 96,641.88
Partnership - Comps	\$ -	\$ 1,498.27
Promotional Incentives - Sales	\$ -	\$ 1,498.27
Registration Staff - Set up fee	\$ 1,750.00	\$ 1,750.00
Security	\$ 5,112.00	\$ 6,215.00
Sponsor/Exhibitor Expense	\$ 125,474.16	\$ 88,952.80
Sponsor/Exhibitor Expense - Global Alliance	\$ 80,410.54	\$ 66,128.74
Management - General	\$ 68,019.92	\$ 68,457.34
<b>TOTAL EXPENSE</b>	<b>\$ 629,526.23</b>	<b>\$ 613,320.63</b>
<b>NET INCOME</b>	<b>\$ 268,848.77</b>	<b>\$ 312,941.87</b>

Professional Association for SQL Server

Departmental FY2019 Budget

Audience Development - 230	Budget 2018	Budget 2019 - Approved
<b>REVENUE</b>		
	\$ -	\$ -
<b>TOTAL REVENUE</b>	\$ -	\$ -
<b>EXPENSE</b>		
Management - General	\$ 9,796.28	\$ 3,824.27
<b>TOTAL EXPENSE</b>	\$ 9,796.28	\$ 3,824.27
<b>NET INCOME</b>	\$ (9,796.28)	\$ (3,824.27)

Professional Association for SQL Server

Departmental FY2019 Budget

Educational Content - 235	Budget 2018	Budget 2019 - Approved
<b>REVENUE</b>		
	\$ -	\$ -
<b>TOTAL REVENUE</b>	\$ -	\$ -
<b>EXPENSE</b>		
Management - General	\$ 12,530.83	\$ 77,632.17
Consultant - General	\$ 39,500.00	\$ -
<b>TOTAL EXPENSE</b>	\$ 52,030.83	\$ 77,632.17
<b>NET INCOME</b>	\$ (52,030.83)	\$ (77,632.17)



Professional Association for SQL Server		
Departmental FY2019 Budget		
Virtual Groups - 240	Budget 2018	Budget 2019 - Approved
<b>REVENUE</b>		
Virtual Groups Sponsorship	\$ 18,000.00	\$ 20,000.00
Virtual Groups Sponsorship - Global Alliance	\$ 10,800.00	\$ 14,400.00
<b>TOTAL REVENUE</b>	<b>\$ 28,800.00</b>	<b>\$ 34,400.00</b>
<b>EXPENSE</b>		
Awards/Prizes/Gifts	\$ 500.00	\$ 800.00
IT - Community Emails	\$ -	\$ 750.00
IT - Office365	\$ -	\$ 1,500.00
VG Incentive Program	\$ 5,091.65	\$ 6,872.84
IT - VG/VE Platform	\$ -	\$ 16,686.00
Community Evangelist - Contractor	\$ 3,100.00	\$ -
Sales Commission - General	\$ 1,800.00	\$ 2,500.00
Sales Commission - GAP	\$ 270.00	\$ 720.00
Shirts (Summit)	\$ 800.00	\$ -
Sponsorship - VC Share	\$ 10,656.00	\$ 6,880.00
Management - General	\$ 30,716.03	\$ 45,949.23
Management - VC (Sponsorship Maintenance)	\$ 3,950.82	\$ 1,333.52
VC Meeting - Summit	\$ 355.72	\$ 344.83
<b>TOTAL EXPENSE</b>	<b>\$ 57,240.21</b>	<b>\$ 84,336.42</b>
<b>NET INCOME</b>	<b>\$ (28,440.21)</b>	<b>\$ (49,936.42)</b>

Professional Association for SQL Server		
Departmental FY2019 Budget		
Summit Programs - 250	Budget 2018	Budget 2019 - Approved
<b>REVENUE</b>		
Conference Proceedings (Summit)	\$ 185,856.48	\$ 94,084.60
Conference Proceedings (Summit - Bundles)	\$ -	\$ 109,185.00
Conference Proceedings (Post Summit)	\$ 88,019.50	\$ 36,200.00
Conference Proceedings (Shipping)	\$ 16,733.38	\$ 22,880.00
Registration - PreCon (Summit)	\$ 901,460.00	\$ 1,015,153.29
Registration - PreCon (Vendor)	\$ 21,725.00	\$ 19,750.00
<b>TOTAL REVENUE</b>	<b>\$ 1,213,794.35</b>	<b>\$ 1,297,252.89</b>
<b>EXPENSE</b>		
<b>EXPENSE - Summit Program</b>		
Speaker Ready Room	\$ 9,604.07	\$ 12,063.28
Awards/Prizes/Gifts	\$ 2,653.66	\$ 2,109.13
Consultant -General	\$ -	\$ 1,250.00
Conference Proceeding (Record Fee)	\$ 80,812.60	\$ 83,346.44
Misc Microsoft Teams	\$ 2,545.82	\$ 1,872.84
Speaker - Keynote	\$ 2,494.87	\$ 765.49
Program Committee Volunteer Gifts/Awards	\$ 3,000.00	\$ 12,483.32
Shirts - Speaker	\$ 5,114.17	\$ 5,904.00
Signage Production & Printing	\$ 9,184.61	\$ 6,619.21
Session Evaluations	\$ 5,420.42	\$ -
Speaker Gifts (Summit)	\$ 6,700.00	\$ 8,300.00
Speaker Requests	\$ 1,397.11	\$ 3,024.92
Speaker Expense - Community	\$ 48,370.64	\$ 39,329.58
Speaker Travel	\$ 7,000.00	\$ 6,100.00
Third Party Tools	\$ -	\$ 75.00
USB Fulfillment Fee	\$ 51,148.50	\$ 57,400.00
USB Shipping Fee	\$ 18,239.00	\$ 26,404.00
<b>TOTAL EXPENSE - Program</b>	<b>\$ 253,685.49</b>	<b>\$ 267,047.21</b>
<b>EXPENSE - PreCon Program</b>		
Audio/Visual (PreCon)	\$ 70,785.09	\$ 69,117.30
Computer Rental	\$ 1,266.16	\$ 2,869.02
Convention Center Internet Access	\$ 13,633.07	\$ 13,265.40
Signage Production & Printing	\$ 848.87	\$ 1,056.96
Electrical Charges	\$ 33,330.00	\$ 36,096.71
F&B (PreCon)	\$ 234,767.76	\$ 175,725.04
Printing (PreCon)	\$ 6,700.78	\$ 10,432.84
Security	\$ 6,100.00	\$ 6,900.00
PreCon Lab BYOD	\$ 12,639.22	\$ 7,139.22
Speaker Fees/Expense (PreCon)	\$ 157,868.65	\$ 169,020.21

Travel - Speaker (PreCon)	\$ 8,000.00	\$ 9,700.00
<b>TOTAL EXPENSE - PreCon Program</b>	<b>\$ 545,939.60</b>	<b>\$ 501,322.70</b>
Management - General (Program)	\$ 81,068.87	\$ 76,985.53
Management - General (PreCon Program)	\$ 13,580.26	\$ 32,601.26
<b>TOTAL EXPENSES</b>	<b>\$ 894,274.21</b>	<b>\$ 877,956.69</b>
<b>NET INCOME</b>	<b>\$ 319,520.14</b>	<b>\$ 419,296.20</b>