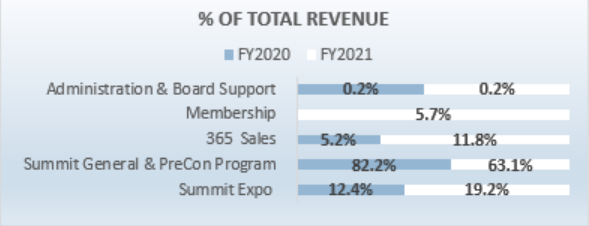
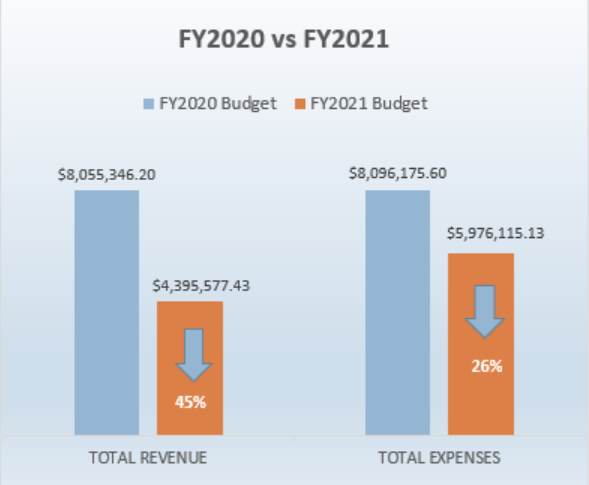


## SUMMARY OF REVENUE AND EXPENSES - FY2020 BUDGET vs FY2021 BUDGET

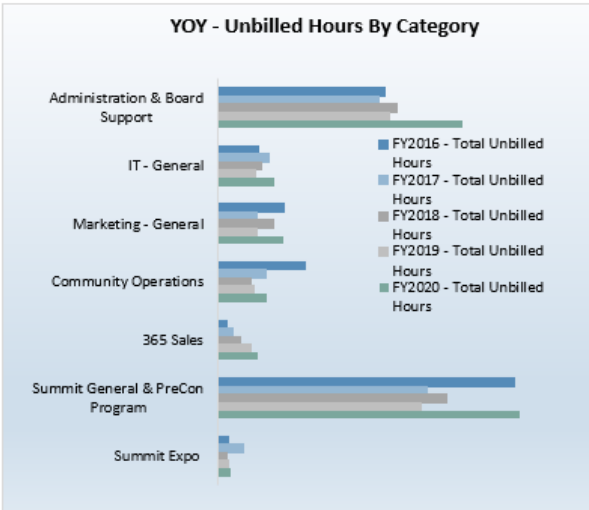
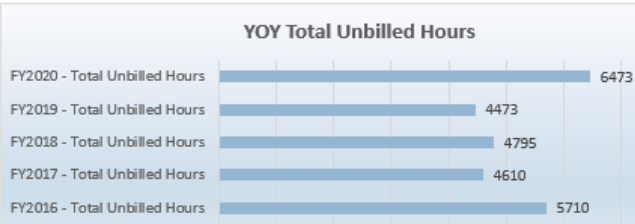
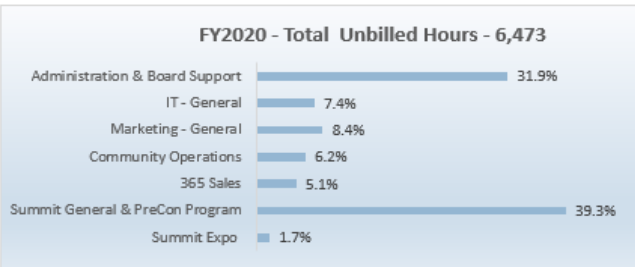
REVENUE SUMMARY		
Account Group	FY2020 Budget	FY2021 Budget
Administration & Board Support	\$17,000.00	\$10,500.00
365 Sales	\$416,750.00	\$519,650.00
Membership	\$0.00	\$250,000.00
Summit General & PreCon Program	\$6,620,511.12	\$2,771,666.43
Summit Expo	\$1,001,085.08	\$843,761.00
<b>TOTAL REVENUE</b>	<b>\$8,055,346.20</b>	<b>\$ 4,395,577.43</b>

EXPENSE SUMMARY		
Account Group	FY2020 Budget	FY2021 Budget
Administration & Board Support	\$1,519,479.99	\$1,455,974.96
IT - General	\$826,054.64	\$604,938.15
Marketing - General	\$469,116.73	\$419,336.34
Community Operations	\$974,655.32	\$1,238,512.44
365 Sales	\$345,263.89	\$358,284.08
Summit General & PreCon Program	\$3,344,897.23	\$1,724,643.21
Summit Expo	\$616,707.79	\$174,425.96
<b>TOTAL EXPENSES</b>	<b>\$8,096,175.60</b>	<b>\$ 5,976,115.13</b>

<b>NET REVENUE/LOSS</b>	<b>-\$40,829.40</b>	<b>-\$1,580,537.70</b>
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## SUMMARY OF UNBILLED SERVICES PROVIDED BY MANAGEMENT COMPANY



# Frequently Asked Questions (FAQs)

## Fiscal Year 2021 (FY2021) Budget

### When was this budget created?

- As Tim [wrote in his update in June](#), the budget process was delayed this year in order to take into account the impact to budgeted revenue a virtual conference would have compared to an in-person conference, once the impact of COVID-19 became clear
- This budget was drafted and voted on in the [July 16th board meeting](#)
- Like every year, the budget is set at the beginning of the fiscal year based on forecasts created with the best information at the time. That budget is then measured against going forward

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

- The FY2021 budget is difficult to compare to previous years because of the unprecedented situation of COVID-19. FY2021 sees a budgeted deficit of \$1.58M
- PASS has approved significant deficit budgets in the past. For FY2015 to FY2018 the PASS Board made the strategic decision to approve investment focused deficit budgets. It was a priority for FY2019 to achieve a net neutral budget, and for FY2020 to approve only a small deficit (\$40,829.39). Both years, exceeded expectations and concluded with net revenue

### With an approved deficit of \$1.58M, what steps are being taken to monitor the actuals against budget?

- Cash flow projections are monitored on a weekly basis
- Actuals are updated on a weekly basis to monitor against budget
- Monthly reports are provided to the entire board allowing them to monitor the budget vs actuals
- Quarterly reporting and projections allow for rolling updates to the budget, including cuts where needed, depending on actual revenues

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

- PASS Summit is the primary revenue generator and typically generates over 90% of the budgeted revenue. Revenue diversification is a priority for PASS. This year due to COVID-19, PASS Summit is budgeted to generate 82% of the total annual budgeted revenue – 63% coming from registration and 19% coming from sponsorship

### How did COVID-19 impact PASS revenue?

- COVID-19 directly impacted the ability to host an in-person PASS Summit. PASS has pivoted to a virtual conference, but the revenue is projected to be significantly less due to the reduced cost of registration for attendees
- Budgeted-gross revenues for Summit 2020 (FY2021) dropped by \$4.0M from Summit 2019 (FY2020) budgeted revenues

### Won't the costs of hosting a virtual Summit be significantly less than an in-person conference?

- Budgeted expenses are down for Summit 2020 (FY2021) by \$2.1M from Summit 2019 (FY2020) budgeted expenses
- While budgeted expenses dropped significantly, budgeted revenues also dropped resulting in a projected loss of \$1.9M in net revenue generated by PASS Summit for PASS' FY2021

- PASS Summit revenue not only covers the cost of the conference itself but provides significant fundraising to support everything PASS does year-round

#### **What were the primary non-Summit expenses that were reduced?**

- Technology cost - ~\$31,000
- Marketing costs - ~\$28,000
- SQLSaturday costs - ~\$15,000 (due to reduced events resulting from COVID-19)
- Corp Admin costs - ~\$11,000
- Board Support costs - ~\$33,000

#### **Has there been an increase in non-Summit revenue in order to reduce dependence on PASS Summit?**

- Added Paid Membership revenue: PASS Pro Membership - \$250,000
  - PASS Pro was rolled out in order to position the organization with an alternate non-cyclical revenue source. The focus was to launch this in an agile manner, with additional benefits to be added over time, and to grow this revenue through calendar year 2021 and beyond
- Increased 365 Sales Revenue - ~\$34,000
  - We continue to focus on opportunities to add value to our sponsor partners, while serving the community
  - Virtual Events – up \$13,000(36%)
  - Advertising & Fees – up 16,600 (6%)
  - Virtual Groups – up \$4,500 (13%)
  - Continued support from our Partner Microsoft beyond PASS Summit, across multiple portfolios - ~\$68,500
    - Special Projects
    - Advertising & Fees
    - Virtual Groups
    - Virtual Events

#### **What is 365 Sales?**

- This is all of our sponsorship revenue generated outside of PASS Summit (or PASS Virtual Summit this year):
  - Web advertising
  - Sponsored mailings
  - Sponsored newsletter
  - Digital remarketing
  - Dues or fees from various partner programs such as:
    - Affiliate Program
    - Insider Program
    - Knowledge Partner Program
    - Global Alliance Partner Program
    - Global Partnership and Sponsorship Dues
  - Virtual Event sponsorship
  - Virtual Group sponsorship

### **What has PASS done in recent years to diversify revenue and to remove significant dependence on a single in-person conference?**

- Revenue diversity has been on the PASS agenda for some time.
- In FY2020 PASS began to invest in building a path to paid membership. This work put PASS in a position to accelerate the launch of PASS Pro membership in early FY2021
- PASS has also focused on building new ways for sponsors to engage with PASS 365 days a year
- Here is how much of PASS' annual revenue PASS Summit has accounted for in the past 3 Fiscal Year
  - FY2019 – 94%
  - FY2020 – 88%
  - FY2021 – 82% Budgeted
- PASS Pro Membership will take time to grow, both in terms of value for members, and in terms of revenue for the organization. It was critical to get PASS Pro up and running so that it can be a key focus as PASS looks to provide a secure and perpetual revenue stream to continue supporting the things PASS provides to the community for free

### **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. These groups provide 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 unbilled hours. These charts outline the hours and where the organization benefited from those hours.
- The average annual hours for one person are 2,080
- Based on 6,473 unbilled hours provided from the management company, PASS is receiving an additional 3.1 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 the time comes and additional resources are required, these hours can help justify the need.

### **Why have “Community Operations” costs gone up this Year?**

- This is due to the reallocation of staff time to various portfolios in support of Community Operations

### **Why have Sales 365 expenses gone up this year?**

- Reallocation of Sales team hours from Summit Expo to Sales 365
- Due to the increased revenue potential of 365 sales, and the ongoing focus to diversify revenue, more hours have been allocated to Sales 365.

**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 longer required
  - Older portfolios slowly being retired or infused into another portfolio
- The total annual Management fee for FY2021 remains flat YOY, and, like FY2020, is expected to be down YOY due to concessions made by PASS' management company due to COVID-19

**Why is the Management Incentive higher than last year?**

- In the spirit of Christianson & Company's (C&C) long term partnership with PASS, C&C had off-set the additional budgeted costs for FY2020 by deducting their Management Incentive Bonus. This ensured that the increased costs (for FY2020) did not put the PASS budget into a further deficit
- These costs have not been removed for FY2021 at this point, however what is not shown in the FY2021 budget are all of the concessions made by C&C in actuals from July to October amounting to ~\$260,000

**Are all the budgeted items from FY2020, that no longer appear in FY2021, removed due to the shift from an in-person conference to a Virtual PASS Summit?**

- The majority are, but there are a few notable exceptions
  - Marketing Design/Graphic costs – moved from PASS budget to C&C budget to realize more efficiencies from this expense
  - SQLSaturday travel costs – travel cancelled due to COVID – 19

**Why have Marketing – General costs in Marketing – 115 been reduced by \$26,000?**

- Recognizing the impact of COVID-19, adjustments were made to ensure programs could be sustained but removed any investment budget for new initiatives.

**Virtual Events 160 – why have expenses increased by \$14,000?**

- This is mainly due to an increase in Partner Webinars, which provide revenue but have an added cost of promotions to drive registration.
- Increased commission costs (due to increased commissionable revenues).
- Reallocation of staff time to the Virtual Event portfolio

**What is the Special Projects - 140 portfolio and why is there an increase this year?**

- \$40,000 has been budgeted to this portfolio to pursue pilot projects to support further diversification of revenue, which is important in a landscape shifting away from onsite conference attendance

**Educational Content – 235 is showing an increase in Management – General, why is this?**

- This increase is due to the reallocation of staff time.
- More time was allocated to this portfolio to support the creation of content for PASS Pro Membership and educational content for the organization 365 days a year.

**Under Summit Programs – 250, why does the budget show a decrease in PASS Summit USB costs?**

- The cost of producing a USB for this year was prohibitive due to production and shipping costs
- PASS Pro Membership revenue and expenses are budgeted in this portfolio. In FY2022 this will shift from Special Projects to the Membership portfolio
- We allocate a percentage 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, when scope evolves, or when new initiatives come up across the year. As the year progresses PASS's actual financials reflect the transfer of these dollars from the Special Projects portfolio to the portfolio where the resources are applied.

**Under Summit Programs - 250 why has Speaker Fees/Expense (Precons) gone up this year?**

- 1,188 additional Precon registrations were budgeted due to anticipating Precon purchases with bundles, which increased the precon speaker fees by ~\$90,000.

**Professional Association for SQL Server**

**FY2021 Budget**

<b>Department Summary</b>	<b>Budget 2020</b>	<b>Budget 2021 - Approved</b>
<b>REVENUE</b>		
Corporate Administration - 110	\$ 14,500.00	\$ 7,500.00
Information Technology - 111	\$ -	\$ -
Board Support - 112	\$ -	\$ -
Member Services - 114	\$ 2,500.00	\$ 3,000.00
Marketing - 115	\$ -	\$ -
Local Groups - 120	\$ -	\$ -
Volunteer Support - 130	\$ -	\$ -
Special Projects - 140	\$ -	\$ 295,000.00
SQL Saturday - 150	\$ -	\$ -
Virtual Events - 160	\$ 52,250.00	\$ 50,500.00
Sales - 200	\$ 330,100.00	\$ 381,250.00
Audience Development - 230	\$ -	\$ -
Educational Content - 235	\$ -	\$ -
Virtual Groups - 240	\$ 34,400.00	\$ 42,900.00
Summit - 210	\$ 5,309,007.80	\$ 1,591,457.23
Summit Expo - 220	\$ 1,001,085.08	\$ 843,761.00
Summit Programs- 250	\$ 1,311,503.32	\$ 1,180,209.20
<b>TOTAL REVENUE</b>	<b>\$ 8,055,346.20</b>	<b>\$ 4,395,577.43</b>

<b>Department Summary</b>	<b>Budget 2020</b>	<b>Budget 2021 - Approved</b>
<b>EXPENSE</b>		
Corporate Administration - 110	\$ 1,925,519.99	\$ 1,903,113.96
Information Technology - 111	\$ 588,198.06	\$ 583,205.03
Board Support - 112	\$ 262,985.38	\$ 217,695.67
Member Services - 114	\$ -	\$ -
Marketing - 115	\$ 550,064.39	\$ 502,925.58
Local Groups - 120	\$ 43,370.60	\$ 40,539.67
Volunteer Support - 130	\$ 19,719.96	\$ 8,663.41
Special Projects - 140	\$ 838,152.15	\$ 949,434.69
SQL Saturday - 150	\$ 125,362.10	\$ 104,534.90
Virtual Events - 160	\$ 52,261.27	\$ 67,848.11
Sales - 200	\$ 186,021.58	\$ 188,838.13
Audience Development - 230	\$ 2,630.20	\$ 1,572.35
Educational Content - 235	\$ 29,807.34	\$ 68,585.11
Virtual Groups - 240	\$ 78,779.86	\$ 61,792.26
Summit - 210	\$ 2,015,961.82	\$ 759,194.30
Summit Expo - 220	\$ 577,654.31	\$ 139,742.13
Summit Programs- 250	\$ 799,686.59	\$ 378,429.83
<b>TOTAL EXPENSE</b>	<b>\$ 8,096,175.59</b>	<b>\$ 5,976,115.13</b>

<b>NET INCOME</b>	<b>\$ (40,829.39)</b>	<b>\$ (1,580,537.70)</b>
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**Professional Association for SQL Server**

**Departmental FY2021 Budget**

**Corporate Administration - 110**

**Budget 2020**

**Budget 2021 -  
Approved**

**REVENUE**

Interest - Miscellaneous	\$ 14,500.00	\$ 7,500.00
<b>TOTAL REVENUE</b>	<b>\$ 14,500.00</b>	<b>\$ 7,500.00</b>

**EXPENSE**

Accounting - General	\$ 5,500.00	\$ 5,500.00
Annual Report	\$ 50.00	\$ 50.00
Audit	\$ 25,000.00	\$ 25,000.00
Authorize.Net Fees	\$ 900.00	\$ 900.00
Bank Charges	\$ 8,750.00	\$ 7,500.00
Computer Software/Equipment	\$ 1,636.00	\$ 2,500.00
Insurance	\$ 5,758.00	\$ 5,758.00
Legal	\$ 10,000.00	\$ 10,000.00
Management - Incentive	\$ 9,985.66	\$ 75,694.34
Management & Overhead	\$ 1,199,395.80	\$ 1,188,027.08
Office Supplies	\$ 250.00	\$ -
Payeezy	\$ -	\$ 500.00
Postage/Shipping	\$ 4,500.00	\$ 4,000.00
Printing	\$ 500.00	\$ 250.00
Site Inspection - Summit	\$ 22,029.40	\$ 15,795.00
Management - Administration	\$ 296,399.75	\$ 268,052.72
Management - Finance	\$ 124,846.29	\$ 80,868.46
Management - Governance	\$ 34,258.25	\$ 52,640.36
Management - Miscellaneous	\$ 29,346.30	\$ -
Management - Reporting	\$ 138,182.34	\$ 156,675.74
Third Party Tools	\$ -	\$ 94.71
Teleconference	\$ 20.00	\$ 10.00
Telephone	\$ 138.00	\$ 138.00
Training/Educational/Networking	\$ 8,074.21	\$ 3,159.55
<b>TOTAL EXPENSE</b>	<b>\$ 1,925,519.99</b>	<b>\$ 1,903,113.96</b>

**NET INCOME**

\$ (1,911,019.99)	\$ (1,895,613.96)
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**Professional Association for SQL Server**

**Departmental FY2021 Budget**

**Information Technology - 111**

**Budget 2020**

**Budget 2021 -  
Approved**

**REVENUE**

	\$ -	\$ -
<b>TOTAL REVENUE</b>	\$ -	\$ -

**EXPENSE**

IT - Domain Registration	\$ 3,000.00	\$ 2,500.00
IT - DNN Modules	\$ 2,000.00	\$ 2,000.00
IT - Guidebook	\$ 2,000.00	\$ 2,000.00
IT- Office 365	\$ 10,792.50	\$ 13,406.40
IT - Hosting	\$ 54,000.00	\$ 54,000.00
IT - Third Party Tools	\$ 31,519.44	\$ 14,412.96
Management - IT (General)	\$ 219,142.67	\$ 173,184.98
Management - IT (Help Desk)	\$ 86,962.99	\$ 54,238.81
Management - IT (Portfolio Projects)	\$ 52,886.48	\$ 111,450.30
Management - IT (SQLSaturday)	\$ 19,459.73	\$ 38,617.23
Management - IT (Summit)	\$ 43,088.62	\$ 52,837.41
Management - IT (Infrastructure)	\$ 38,072.51	\$ 42,299.57
Management - IT (Virtual Events)	\$ 7,828.11	\$ 15,082.37
IT - Consultants	\$ 16,000.00	\$ 5,000.00
Teleconference	\$ 25.00	\$ -
Training/Educational/Networking	\$ 1,420.00	\$ 2,175.00
<b>TOTAL EXPENSE</b>	\$ <b>588,198.06</b>	\$ <b>583,205.03</b>

**NET INCOME**

\$ (588,198.06)	\$ (583,205.03)
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**Professional Association for SQL Server**

**Departmental FY2021 Budget**

**Board Support - 112**

**Budget 2020**

**Budget 2021 -  
Approved**

**REVENUE**

	\$ -	\$ -
<b>TOTAL REVENUE</b>	\$ -	\$ -

**EXPENSE**

Audio/Visual	\$ 3,277.70	\$ 2,867.00
Governance	\$ 1,702.78	\$ 1,054.00
IT - Governance	\$ 6,500.00	\$ 6,500.00
IT - Office 365	\$ 2,486.25	\$ 2,486.25
President Discretionary	\$ 1,000.00	\$ 1,000.00
Shirts - Board	\$ 1,257.00	\$ -
Management - General	\$ 168,247.38	\$ 156,625.57
Telephone - PASS	\$ 250.00	\$ 250.00
Teleconference	\$ 150.00	\$ 150.00
Travel Summit - Leadership (Air/Land)	\$ 3,800.00	\$ -
Travel Summit - Leadership Global (Air/Land)	\$ 4,700.00	\$ -
Travel Summit - Leadership (Hotel)	\$ 15,848.98	\$ -
Travel Summit - Leadership (Meals)	\$ 250.00	\$ -
Travel Board Meetings - (Air/Land)	\$ 6,740.00	\$ 5,490.00
Travel Board Meetings - Global (Air/Land)	\$ 5,100.00	\$ 3,550.00
Travel Board Meeting - (Hotels)	\$ 15,750.00	\$ 14,420.67
Travel Board Meetings - (Meals)	\$ 11,439.11	\$ 15,692.98
Travel Misc. - Leadership (Air/Land)	\$ 3,840.00	\$ 1,920.00
Travel Misc. - Leadership (Hotel)	\$ 3,959.28	\$ 1,979.64
Travel Misc. - Leadership (Meals)	\$ 1,800.00	\$ 900.00
Travel - Misc. (Air/Land/Hotel)	\$ 2,706.90	\$ 1,069.56
Travel - Misc. (Meals)	\$ 680.00	\$ 340.00
Travel - MS Meeting	\$ 1,500.00	\$ 1,400.00
<b>TOTAL EXPENSE</b>	\$ <b>262,985.38</b>	\$ <b>217,695.67</b>

**NET INCOME**

\$ **(262,985.38)** \$ **(217,695.67)**

Professional Association for SQL Server

Departmental FY2021 Budget

Member Services - 114

Budget 2020

Budget 2021 -  
Approved

**REVENUE**

Google Adsense Revenue	\$ -	\$ 1,000.00
Job Target	\$ 2,500.00	\$ 2,000.00
<b>TOTAL REVENUE</b>	<b>\$ 2,500.00</b>	<b>\$ 3,000.00</b>

**EXPENSE**

Management - General	\$ -	\$ -
<b>TOTAL EXPENSE</b>	<b>\$ -</b>	<b>\$ -</b>

<b>NET INCOME</b>	<b>\$ 2,500.00</b>	<b>\$ 3,000.00</b>
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**Professional Association for SQL Server**

**Departmental FY2021 Budget**

**General Marketing - 115**

**Budget 2020**

**Budget 2021 -  
Approved**

**REVENUE**

	\$ -	\$ -
<b>TOTAL REVENUE</b>	\$ -	\$ -

**EXPENSE**

Design/Graphic - General	\$ 15,000.00	\$ -
Design/Graphic - Board	\$ 600.00	\$ -
Design/Graphic - Sales Summit	\$ 3,110.00	\$ -
Design/Graphic - Sales 365	\$ 2,500.00	\$ -
Design/Graphic - Summit	\$ 25,830.00	\$ -
Marketing - Advertising - General	\$ 14,500.00	\$ 14,500.00
Marketing - Advertising - Summit	\$ 36,500.00	\$ 36,500.00
Marketing - Advertising - Sales	\$ 6,000.00	\$ 4,500.00
Marketing - Advertising - Virtual Events	\$ -	\$ 4,000.00
Marketing - General	\$ 46,000.00	\$ 20,000.00
Legal	\$ 5,000.00	\$ 1,000.00
Multi Media - Summit	\$ 25,619.66	\$ 18,400.00
Multi Media - General	\$ 5,000.00	\$ 5,000.00
IT - Marketing Tool	\$ 52,068.00	\$ 53,064.79
Promotional Incentives - Community	\$ 2,500.00	\$ 5,000.00
Promotional Incentives - Summit	\$ 6,761.12	\$ 3,240.50
Promotional Incentives - PASS	\$ 2,000.00	\$ 2,500.00
Tradeouts	\$ 340.56	\$ 27.00
Management- Marketing (Administration)	\$ 10,745.42	\$ 42,717.91
Management - Marketing (General)	\$ 110,863.57	\$ 94,628.15
Management - Marketing (Global)	\$ 6,169.52	\$ -
Management - Marketing (Sales)	\$ 32,115.92	\$ 30,070.54
Management - Marketing (Summit)	\$ 110,623.06	\$ 117,171.17
Management - Marketing (Community)	\$ 28,797.56	\$ 48,805.52
Training/Educational/Networking	\$ 1,420.00	\$ 1,800.00
<b>TOTAL EXPENSE</b>	\$ <b>550,064.39</b>	\$ <b>502,925.58</b>

**NET INCOME**

\$ (550,064.39)	\$ (502,925.58)
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**Professional Association for SQL Server**

**Departmental FY2021 Budget**

**Local Groups - 120**

**Budget 2020**

**Budget 2021 -  
Approved**

**REVENUE**

Sponsorship (MS)	\$ -	\$ -
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>

**EXPENSE**

Local Group Leader Meeting - Summit	\$ 1,301.38	\$ -
IT - Community Emails	\$ 1,000.00	\$ 1,800.00
Incentives - Summit Registrations	\$ 9,521.67	\$ 7,790.50
Management - General	\$ 31,547.55	\$ 30,949.17
<b>TOTAL EXPENSE</b>	<b>\$ 43,370.60</b>	<b>\$ 40,539.67</b>

<b>NET INCOME</b>	<b>\$ (43,370.60)</b>	<b>\$ (40,539.67)</b>
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Professional Association for SQL Server

Departmental FY2021 Budget

Volunteer Programs & Engagement - 130

Budget 2020

Budget 2021 -  
Approved

**REVENUE**

	\$ -	\$ -
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>

**EXPENSE**

Awards/Prizes - Misc.	\$ 250.00	\$ 350.00
Management - General	\$ 5,927.39	\$ 5,322.91
Printing	\$ 150.00	\$ -
Regional Mentor Support	\$ -	\$ 250.00
IT - VG/VE Platform	\$ -	\$ 2,320.50
Typeform Subscription	\$ -	\$ 420.00
Volunteer Evening Event	\$ 13,392.56	\$ -
<b>TOTAL EXPENSE</b>	<b>\$ 19,719.96</b>	<b>\$ 8,663.41</b>

<b>NET INCOME</b>	<b>\$ (19,719.96)</b>	<b>\$ (8,663.41)</b>
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**Professional Association for SQL Server**

**Departmental FY2021 Budget**

**Special Projects - 140**

**Budget 2020**

**Budget 2021 -  
Approved**

**REVENUE**

Sponsorship - Virtual Campaigns MS	\$ -	\$ 45,000.00
Membership	\$ -	\$ 250,000.00
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$ 295,000.00</b>

**EXPENSE**

Management - General	\$ 170,501.82	\$ 233,665.80
Management - General (Contingency)	\$ 602,098.32	\$ 616,664.73
Credit Card Processing	\$ -	\$ 8,750.00
IT - Workfront	\$ 25,200.00	\$ 29,750.00
IT - VG/VE Platform	\$ 17,867.00	\$ 15,924.00
IT - Third Party Tools	\$ -	\$ 1,080.16
Training/Educational/Networking	\$ 2,485.00	\$ 3,600.00
Special Projects - Strategic Initiatives	\$ 20,000.00	\$ 40,000.00
<b>TOTAL EXPENSE</b>	<b>\$ 838,152.15</b>	<b>\$ 949,434.69</b>

**NET INCOME**

<b>\$ (838,152.15)</b>	<b>\$ (654,434.69)</b>
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**Professional Association for SQL Server**

**Departmental FY2021 Budget**

**SQLSaturday - 150**

**Budget 2020**

**Budget 2021 -  
Approved**

**REVENUE**

<b>TOTAL REVENUE</b>	\$ -	\$ -

**EXPENSE**

IT - Community Emails	\$ 850.00	\$ 1,062.50
IT - Guidebook	\$ 19,000.00	\$ 19,000.00
SQLSaturday Sponsorship	\$ 11,250.00	\$ 8,750.00
SQLSaturday Sponsorship - International	\$ 15,750.00	\$ 12,500.00
SQLSaturday Round Table - Summit	\$ 1,195.69	\$ -
Management - General	\$ 60,794.74	\$ 55,431.90
Travel - CE - USA/Canada	\$ 2,800.00	\$ -
Travel - CE - Global	\$ 4,200.00	\$ -
Incentives - Summit Registrations	\$ 9,521.67	\$ 7,790.50
<b>TOTAL EXPENSE</b>	\$ 125,362.10	\$ 104,534.90

**NET INCOME**

\$ (125,362.10) \$ (104,534.90)



**Professional Association for SQL Server**

**Departmental FY2021 Budget**

**Virtual Events - 160**

**Budget 2020**

**Budget 2021 -  
Approved**

**REVENUE**

Sponsorship - 24 Hours of PASS (MS)	\$ 5,000.00	\$ -
Sponsorship - 24 Hours of PASS	\$ 5,000.00	\$ 3,500.00
Sponsorship - 24 Hours of PASS (GAP)	\$ 4,250.00	\$ 3,000.00
Sponsorship - Marathon (MS)	\$ 10,000.00	\$ -
Sponsorship - Marathon	\$ 10,000.00	\$ 6,000.00
Sponsorship - Marathon (GAP)	\$ 18,000.00	\$ 6,000.00
Sponsorship - Partner Webinar	\$ -	\$ 16,000.00
Sponsorship - Partner Webinar (GAP)	\$ -	\$ 16,000.00
<b>TOTAL REVENUE</b>	<b>\$ 52,250.00</b>	<b>\$ 50,500.00</b>

**EXPENSE**

Awards/Prizes - Misc.	\$ -	\$ 2,000.00
Sales Commission - General	\$ 1,875.00	\$ 2,550.00
Sales Commission - GAP	\$ 1,112.50	\$ 625.00
IT - VG/VE Platform	\$ 7,323.75	\$ 7,323.75
Management - Virtual Events	\$ 41,950.02	\$ 55,349.36
<b>TOTAL EXPENSE</b>	<b>\$ 52,261.27</b>	<b>\$ 67,848.11</b>

**NET INCOME**

\$ (11.27)	\$ (17,348.11)
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**Professional Association for SQL Server**

**Departmental FY2021 Budget**

<b>Sales - 200</b>	<b>Budget 2020</b>	<b>Budget 2021 - Approved</b>
<b>REVENUE</b>		
Advertising - Web General	\$ 16,000.00	\$ 12,500.00
Advertising - Web GAP	\$ 29,600.00	\$ 16,000.00
Advertising - Sponsored Mailing General	\$ 60,000.00	\$ 60,000.00
Advertising - Sponsored Mailing GAP	\$ 70,000.00	\$ 75,000.00
Advertising - Sponsored Mailing Microsoft	\$ 22,500.00	\$ 38,500.00
Advertising - Newsletter Sponsorship General	\$ 10,000.00	\$ 10,000.00
Advertising - Newsletter Sponsorship GAP	\$ 15,000.00	\$ 10,000.00
Advertising - Newsletter Sponsorship (MS)	\$ 2,000.00	\$ 11,500.00
Advertising - Remarketing - General	\$ 5,000.00	\$ 4,750.00
Advertising - Remarketing - GAP	\$ 10,000.00	\$ 10,000.00
Knowledge Partner Program	\$ 24,000.00	\$ 28,000.00
Membership Dues - MS	\$ 6,000.00	\$ 15,000.00
Membership Dues - GAP	\$ 60,000.00	\$ 60,000.00
Global Sponsorship Dues		\$ 20,000.00
Global Sponsorship Dues - GAP		\$ 10,000.00
<b>TOTAL REVENUE</b>	<b>\$ 330,100.00</b>	<b>\$ 381,250.00</b>

<b>EXPENSE</b>		
Advertising - Remarketing Fees	\$ 4,500.00	\$ 885.00
Sales Commission - General	\$ 14,375.00	\$ 13,525.00
Sales Commission - GAP	\$ 9,230.00	\$ 4,525.00
Sales Tools	\$ 8,343.00	\$ 10,499.26
Management - General	\$ 96,852.43	\$ 97,118.16
Management - Global Alliance	\$ 50,351.15	\$ 60,005.71
Teleconference	\$ 200.00	\$ 200.00
Training/Educational/Networking	\$ 1,420.00	\$ 1,080.00
Partnership - Expenses	\$ 250.00	\$ 500.00
Partnership - Travel	\$ 500.00	\$ 500.00
<b>TOTAL EXPENSE</b>	<b>\$ 186,021.58</b>	<b>\$ 188,838.13</b>

<b>NET INCOME</b>	<b>\$ 144,078.42</b>	<b>\$ 192,411.87</b>
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**Professional Association for SQL Server**

**Departmental FY2021 Budget**

**Community Summit - 210**

**Budget 2020**

**Budget 2021 -  
Approved**

**REVENUE**

Hotel Commission	\$ 155,616.20	\$ -
Hotel Rebate	\$ 64,935.00	\$ -
Registration - MS	\$ -	\$ -
Registration - Summit	\$ 3,421,188.60	\$ 1,055,280.61
Registration - Summit (Bundle)	\$ 1,620,520.00	\$ 536,176.62
Registration - One Day	\$ 46,748.00	\$ -
Registration - Cancellation Fees	\$ -	\$ -
<b>TOTAL REVENUE</b>	<b>\$ 5,309,007.80</b>	<b>\$ 1,591,457.23</b>

**EXPENSE**

ADA Requirements	\$ -	\$ -
Anti Harassment Policy	\$ 2,217.57	\$ -
ASCAP License Fees	\$ 766.00	\$ -
Audio/Visual	\$ 96,836.34	\$ -
Bag Stuffing Labour & Supplies	\$ 3,495.03	\$ -
Bundle Pack Promo Expense	\$ 42,937.50	\$ -
Computer Rental	\$ 6,393.40	\$ -
Credit Card Processing	\$ 212,001.16	\$ 71,615.58
Community Zone and Info Desk	\$ 6,432.41	\$ -
Conv.Center Space Rental Cr F&B	\$ (64,078.83)	\$ -
Conv. Centre Internet Access	\$ 43,979.95	\$ -
Decorator - Show	\$ 38,029.68	\$ -
Delegate Gift	\$ 26,316.00	\$ 10,000.00
Electrical Charges	\$ 13,052.29	\$ -
Facility Rental	\$ 182,912.24	\$ -
Facility Rental: Discounted Rent	\$ (68,740.00)	\$ -
CVB Cash Concession	\$ (9,000.00)	\$ -
F&B (Attendee Gift Cards)	\$ 71,430.00	\$ -
F&B (Board)	\$ 3,547.42	\$ -
F&B (Registration Staff)	\$ 2,129.77	\$ -
F&B (PASS HQ)	\$ 10,960.96	\$ -
F&B (Paid Delegates)	\$ 563,023.16	\$ -
F&B (Drink Tickets)	\$ 15,589.00	\$ -
F&B (Comps Credit)	\$ (57,868.47)	\$ -
F&B (Water Bubblers)	\$ 10,767.78	\$ -
F&B (Bartender/Labour)	\$ 5,945.40	\$ -
First Timers Event	\$ 247.73	\$ -
Games Night	\$ 804.68	\$ -

Insurance	\$ 19,000.00	\$ 3,730.00
Production - Keynote	\$ 186,182.99	\$ -
Office Supplies	\$ 500.00	\$ -
Onsite Labour	\$ 30,336.48	\$ -
PASS Store	\$ -	\$ -
PASStv	\$ 38,682.01	\$ -
Postage/Shipping	\$ 5,300.00	\$ -
Power Lounges	\$ 2,246.95	\$ -
Printing - General	\$ 500.00	\$ -
BOF Lunch	\$ 4,713.10	\$ -
Printing - Program Guide	\$ 2,950.00	\$ -
Production - PRP	\$ 72,275.00	\$ 34,125.00
Regonline Fees	\$ 10,210.00	\$ 11,205.00
Registration Staff - Onsite	\$ 49,566.63	\$ -
Registration Staff - Badges	\$ 34,408.00	\$ -
Registration Fees	\$ 33,224.00	\$ 46,652.00
Registration Staff - Set up fee	\$ 1,750.00	\$ 1,750.00
Registration Fees - Housing	\$ 21,784.00	\$ -
Registration Staff - Travel (Air/Land/Hotel)	\$ 5,928.66	\$ -
Registration Staff - Travel - Meals	\$ 3,075.00	\$ -
Security	\$ 8,100.00	\$ -
Staff Shirt - Events	\$ 5,081.40	\$ -
Management - General	\$ 263,517.51	\$ 273,957.19
Teleconference	\$ 200.00	\$ 150.00
Telephone - PASS	\$ 1,215.00	\$ -
Third Party Tools	\$ 377.95	\$ 868.04
Travel - Misc. (Air/Land/Hotel)	\$ 39,395.81	\$ -
Travel - Misc. (Meals)	\$ 9,450.00	\$ -
Vests (Staff)	\$ 300.00	\$ -
Virtual Conference Tool	\$ -	\$ 305,141.50
WIT Lunch	\$ 5,563.15	\$ -
<b>TOTAL EXPENSE</b>	<b>\$ 2,015,961.82</b>	<b>\$ 759,194.30</b>

<b>NET INCOME</b>	<b>\$ 3,293,045.98</b>	<b>\$ 832,262.93</b>
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**Professional Association for SQL Server**

**Departmental FY2021 Budget**

**Community Summit Expo - 220**

**Budget 2020**

**Budget 2021 -  
Approved**

**REVENUE**

Sponsorship - AMO (Summit)	\$ 74,196.00	\$ 12,000.00
Sponsorship - AMO GAP (Summit)	\$ 66,501.58	\$ 11,825.00
Sponsorship - AMO Microsoft (Summit)	\$ 50,000.00	\$ 150,000.00
Sponsorship - Exhibitor (Summit)	\$ 137,650.00	\$ 162,000.00
Sponsorship - MS Agreement Summit	\$ 200,000.00	\$ 200,000.00
Sponsorship - Package (Summit)	\$ 191,000.00	\$ 168,400.00
Sponsorship - Package GAP (Summit)	\$ 281,737.50	\$ 139,536.00
<b>TOTAL REVENUE</b>	<b>\$ 1,001,085.08</b>	<b>\$ 843,761.00</b>

**EXPENSE**

AMO Expenses	\$ 20,002.01	\$ -
AMO Expenses - GAP	\$ 30,969.21	\$ 580.00
AMO Expenses - Microsoft	\$ 1,000.00	\$ -
Audio Visual	\$ 640.78	\$ -
Decorator - Show	\$ 26,403.90	\$ -
Electrical Charges	\$ 708.11	\$ -
Onsite Expo Hall Support	\$ 3,100.00	\$ -
Sales Commission - General	\$ 50,355.75	\$ 52,044.80
Sales Commission - GAP	\$ 17,411.95	\$ 8,688.12
F&B (Bartender/Labour)	\$ 6,165.60	\$ -
F&B (Drink Tickets)	\$ 16,559.00	\$ -
F&B (Expo Reception)	\$ 90,580.60	\$ -
Lead Retrieval	\$ 1,347.84	\$ -
MS Sponsorship Expenses	\$ 90,299.28	\$ 2,430.00
Partnership - Comps	\$ -	\$ -
Promotional Incentives - Sales	\$ 2,724.45	\$ 67.50
Registration Staff - Set up fee	\$ 1,750.00	\$ 1,750.00
Security	\$ 6,015.00	\$ -
Sponsor/Exhibitor Expense	\$ 69,424.33	\$ 1,701.00
Sponsor/Exhibitor Expense - Global Alliance	\$ 77,726.71	\$ 5,668.00
Management - General	\$ 64,469.79	\$ 66,812.71
<b>TOTAL EXPENSE</b>	<b>\$ 577,654.31</b>	<b>\$ 139,742.13</b>

**NET INCOME**

**\$ 423,430.77 \$ 704,018.87**

**Professional Association for SQL Server**

**Departmental FY2021 Budget**

**Audience Development - 230**

**Budget 2020**

**Budget 2021 -  
Approved**

**REVENUE**

	\$ -	\$ -
<b>TOTAL REVENUE</b>	\$ -	\$ -

**EXPENSE**

Management - General	\$ 2,630.20	\$ 1,572.35
<b>TOTAL EXPENSE</b>	\$ 2,630.20	\$ 1,572.35

<b>NET INCOME</b>	\$ (2,630.20)	\$ (1,572.35)
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Professional Association for SQL Server

Departmental FY2021 Budget

Educational Content - 235

Budget 2020

Budget 2021 -  
Approved

REVENUE

	\$ -	\$ -
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>

EXPENSE

Management - General	\$ 29,807.34	\$ 68,585.11
<b>TOTAL EXPENSE</b>	<b>\$ 29,807.34</b>	<b>\$ 68,585.11</b>

<b>NET INCOME</b>	<b>\$ (29,807.34)</b>	<b>\$ (68,585.11)</b>
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**Professional Association for SQL Server**

**Departmental FY2021 Budget**

**Virtual Groups - 240**

**Budget 2020**

**Budget 2021 -  
Approved**

**REVENUE**

Virtual Groups Sponsorship	\$ 20,000.00	\$ 20,000.00
Virtual Groups Sponsorship - Global Alliance	\$ 14,400.00	\$ 18,900.00
Virtual Groups Sponsorship - MS	\$ -	\$ 4,000.00
<b>TOTAL REVENUE</b>	<b>\$ 34,400.00</b>	<b>\$ 42,900.00</b>

**EXPENSE**

IT - Community Emails	\$ 750.00	\$ 825.00
IT - Office365	\$ 1,500.00	\$ 1,411.20
VG Incentive Program	\$ 9,521.67	\$ 8,040.50
IT - VG/VE Platform	\$ 11,718.00	\$ 10,674.30
Sales Commission - General	\$ 2,500.00	\$ 2,000.00
Sales Commission - GAP	\$ 720.00	\$ 472.50
Sponsorship - VG Share	\$ 5,000.00	\$ 8,580.00
Management - General	\$ 46,706.86	\$ 29,788.76
VG Meeting - Summit	\$ 363.33	\$ -
<b>TOTAL EXPENSE</b>	<b>\$ 78,779.86</b>	<b>\$ 61,792.26</b>

**NET INCOME**

**\$ (44,379.86)**

**\$ (18,892.26)**



**Professional Association for SQL Server**  
**Departmental FY2021 Budget**

Summit Programs - 250	Budget 2020	Budget 2021 - Approved
<b>REVENUE</b>		
Conference Proceedings (Summit)	\$ 94,749.00	\$ 95,073.00
Conference Proceedings (Summit - Bundles)	\$ 115,922.00	\$ 65,144.40
Conference Proceedings (Post Summit)	\$ 35,428.00	\$ 34,900.00
Conference Proceedings (Shipping)	\$ 21,440.00	\$ -
Registration - PreCon (Summit)	\$ 1,029,265.32	\$ 985,091.80
Registration - PreCon (Vendor)	\$ 14,699.00	\$ -
<b>TOTAL REVENUE</b>	<b>\$ 1,311,503.32</b>	<b>\$ 1,180,209.20</b>

<b>EXPENSE</b>		
<b>EXPENSE - Summit Program</b>		
Speaker Ready Room	\$ 9,355.25	\$ -
Awards/Prizes/Gifts	\$ 1,731.11	\$ 3,863.50
Conference Proceeding (Record Fee)	\$ 93,290.99	\$ -
Credit Card Processing	\$ -	\$ 6,829.11
Misc Microsoft Teams	\$ 3,712.10	\$ -
Speaker - Keynote	\$ 10,000.00	\$ 10,040.50
Program Committee Volunteer Gifts/Awards	\$ 8,568.02	\$ 2,314.50
Shirts - Speaker	\$ 3,662.50	\$ 9,700.00
Signage Production & Printing	\$ 6,607.10	\$ -
Speaker Gifts (Summit)	\$ 9,475.00	\$ 4,500.00
Speaker Requests	\$ 2,617.80	\$ -
Speaker Expense - Community	\$ 45,975.08	\$ 1,755.00
Speaker Travel	\$ 4,320.00	\$ 5,000.00
Third Party Tools	\$ 180.00	\$ -
USB Fulfillment Fee	\$ 35,376.00	\$ -
USB Shipping Fee	\$ 12,864.00	\$ -
<b>TOTAL EXPENSE - Program</b>	<b>\$ 247,734.96</b>	<b>\$ 44,002.61</b>
<b>EXPENSE - PreCon Program</b>		
Audio/Visual (PreCon)	\$ 63,898.18	\$ -
Computer Rental	\$ 2,833.60	\$ -
Convention Center Internet Access	\$ 16,648.47	\$ -
Credit Card Processing	\$ -	\$ 44,329.13
Signage Production & Printing	\$ 1,268.35	\$ -
Electrical Charges	\$ 42,605.71	\$ -
F&B (PreCon)	\$ 149,627.04	\$ -
Printing (PreCon)	\$ 10,186.91	\$ -
Security	\$ 6,100.00	\$ -
PreCon Lab BYOD	\$ -	\$ -
Speaker Fees/Expense (PreCon)	\$ 157,506.49	\$ 247,141.50
Travel - Speaker (PreCon)	\$ 8,500.00	\$ -
<b>TOTAL EXPENSE - PreCon Program</b>	<b>\$ 459,174.75</b>	<b>\$ 291,470.63</b>
Management - General (Program)	\$ 67,130.63	\$ 34,062.24
Management - General (PreCon Program)	\$ 25,646.25	\$ 8,894.35
<b>TOTAL EXPENSES</b>	<b>\$ 799,686.59</b>	<b>\$ 378,429.83</b>

<b>NET INCOME</b>	<b>\$ 511,816.73</b>	<b>\$ 801,779.37</b>
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