



Lexington Arts and Crafts Society, Inc.
Minutes of Board Meeting
September 24, 2020
7:00 pm (Zoom)

Board Members Present:

Peter Bain
Jenn Bergantino
Joseph Brown
Todd Carey
Nancy Cornelius
Wayne Davis

Peter Demuth
Louise Hara
Lauri Hugentobler
Peter Kelley
Katina Leodas
Victoria Nessen

Molly Nye
Jenny Pyle
Rachel Rosenblum
Matthew Siegal
Susan St. Maurice

Board Members Absent: None

Guild Observers Present:

Steve Goldstein (Photographers)
Cassandra Goldwater (Metalworkers)
Alison Lauriat (Ceramics)

Susan Nordhausen (Painters)
Lynne Sole (Polymer & Beading)
Wilda Ward (Decorative Arts)

Guild Observers Absent:

Maria Meyers (Needle Arts)
TBD (Fiber Arts)

Invitees:

Deena Dubin (Co-chair, 2020 HMP/Fall Fair committee)
Carolyn Reckman (Chair, Building committee)

Acting President Katina Leodas called the meeting to order at 7:05pm. The meeting was recorded via Zoom.

1. APPOINTMENT OF CLERK

The Clerk of the Corporation position, which is responsible for preparing the minutes of Board meetings, has been vacant since Terumi Irizawa's resignation. Upon motion by Jenny Pyle, second by Matthew Siegal, it was:

VOTED: That Susan St Maurice be appointed as Clerk of the Corporation, effective immediately.

Passed unanimously.

2. APPROVAL OF MINUTES

The draft minutes from May 5 and July 28, 2020 were reviewed, including several changes highlighted in the revised minutes distributed in the Board package. Upon motion by Jenny Pyle, second by Joe Brown, it was:

VOTED: That the Board of Directors hereby approve as amended the minutes of the Board of Directors Meetings held May 5 and July 28, 2020, as shown in Attachment B to the pre-meeting reports.

Passed unanimously.

3. CONSTRUCTION BUDGET AND AUTHORIZATION

There was an extensive discussion of the Gallery Project, its costs and the timing of communication about these issues. Members of the Board expressed their concerns and disappointment about these issues. It was noted that a new approval process is now in place and that increases or changes in the project budget, or use of the reserve, would first be approved by the Chairs of the Building and Finance committees before moving forward with them.

The budget has been thoroughly reviewed in the past couple of weeks by the Building and Finance committees. They have studied the cost overruns closely and discussed LexArt's options for covering these unanticipated expenses. Items that were not part of the original budget but which added to the cost of the project include:

- Lift replacement and related structural work required to meet code changes
- HVAC replacement to meet COVID high-capacity filtration requirements
- Removal of a chimney that ran vertically through the building
- Cabinetry and a desk for the new permanent sales area

The total cost of the project today stands at \$506,379, including the cost of purchasing and installing the lift.

Given that the project is not yet completed, questions were raised about whether the Board should expect additional cost increases beyond this figure. Wayne stated that the likelihood of significant additional charges is low at this point and noted that the total project cost includes a \$34K reserve.

The increased cost of the Gallery Project Including the lift plus \$20K for additional capital expenditures are included in the revised Capital Budget voted upon below.

See "Gallery Project Cost Update" in the Board Package.

Upon motion by Wayne Davis, second by Rachel Rosenblum, it was:

VOTED: That a Capital Budget of \$526,397 for the renovation of the main gallery (previously designated to become the Molly Harding Nye Gallery) including installation of a new

handicapped lift, as well as other capital expenditures for the building, is hereby approved.

That the Primary Officers of the Corporation and the Executive Director are, and each acting alone, is hereby authorized to do and perform any and all such acts as such officers shall deem necessary or advisable, to carry out the purposes and intent of the foregoing resolutions, provided however that such acts are consistent with this Budget.

That any actions taken by the Primary Officers of the Corporation and the Executive Director prior to the date of the foregoing resolutions adopted hereby that are within the authority conferred thereby are hereby ratified, confirmed and approved as the acts and deeds of the Corporation.

Passed unanimously.

4. FISCAL YEAR 2020-21 OPERATING BUDGET APPROVAL AND AUTHORIZATION

Joe Brown reviewed 3 spreadsheets, “Profit and Loss by Month”, “Profit and Loss Compared to Prior Year”, and “Cash Available by Month” (see the Board Package). There is a projected operations loss of \$29K for 2020-21.

Options for paying for the Gallery Project include increasing operating revenue (sales and education), fundraising, using available cash and CDs, spending or borrowing from a \$250,000 fund we have at The Boston Foundation (in the past, we have only taken \$10,000/year in income generated by this fund; we have not touched the principal), and borrowing against the building.

There was an extensive discussion of these issues, the available alternatives, their costs and implications. It was also noted that \$46K of the Society’s funds that show as restricted are Board designated for capital improvements and that the materials presented contemplate using those funds as part of the Gallery Project. The Finance committee also reported that it had discussed these matters and recommended using available funds to pay for the project, while closely monitoring operating costs, focusing on development efforts to replenish assets and maintaining the remaining alternatives as backup if needed.

Upon motion by Peter Demuth, second by Katina Leodas, it was:

VOTED: That the Operating Budget as presented in the pre-meeting materials as Attachment B and attached hereto, including the redesignation of previously designated Board restricted funds as unrestricted to be used to fund part of the project is hereby approved.

That the Primary Officers of the Corporation and the Executive Director are, and each acting alone, is hereby authorized to do and perform any and all such acts as such officers shall deem necessary or advisable, to carry out the purposes and intent of the foregoing resolutions, provided however that such acts are consistent with this Budget.

That any actions taken by Primary Officers of the Corporation and the Executive Director prior to the date of the foregoing resolutions adopted hereby that are within the authority conferred thereby are hereby ratified, confirmed and approved as the acts and deeds of the Corporation.

Passed unanimously.

5. ACCEPTANCE OF TREASURER'S REPORT

Upon motion by Rachel Rosenblum, second by Matthew Siegal, it was:

VOTED: That the Treasurer's Report as presented in the pre-meeting materials as Attachment B and attached hereto is accepted.

Passed unanimously.

6. CONSULTING PROJECT

The Board discussed the 2 fundraising proposals from Diane Remin of MajorDonors.com, one a mini-campaign and the other a major capital campaign. (See "Development Report" and proposal in the Board Package.)

Jenny Pyle and Wayne Davis will meet to discuss and possibly develop alternative counter proposals to make to Diane, which will be considered and voted upon at the next Board meeting.

7. COMMITTEE APPOINTMENTS

See "Nominations and Governance Committee Report" in the Board Package.

Upon motion by Susan St Maurice, second by Rachel Rosenblum, it was:

VOTED: That the following Directors and individuals be appointed as Chairs and members of the Primary Board Committees and Standing Committees as shown below:

- **Executive:** Wayne Davis (Chair), Katina Leodas, Joseph Brown, Lauri Hugentobler, Matthew Siegal
- **Investments, Finance, and Audit:** Joseph Brown (Chair), Peter Demuth, Nancy Cornelius, Peter Bain, Matthew Siegal, Wayne Davis, Victoria Nessen
- **Nominating and Governance:** Katina Leodas (Chair), Peter Demuth, Wayne Davis, Molly Nye, plus Tom Whelan and Alison Lauriat as advisory members without vote.

- **Building:** Carolyn Reckman (Chair), Peter Kelly, Nancy Cornelius, Chin Lin, Louise Hara
- **Development:** Wayne Davis (Chair), Jenny Pyle, Todd Carey, Alison Lauriat, Molly Nye, Jasmine Lipman, Katina Leodas
- **Education:** Nicole Mordecai, Cathy Palo, Aimee Ratchelous
- **Galleries, Shows & Events:** Matthew Siegal (Chair), Molly Nye, Wilda Ward, Bruce Neumann, Mary McDonald, Susan St. Maurice, Steve Goldstein, Sarah Gerould
- **Membership, Marketing, & Outreach:** Jennifer Bergantino, Lauri Hugentobler, Victoria Nessen, Matthew Siegal.

Passed unanimously.

Upon motion by Peter Demuth, second by Molly Nye, it was:

VOTED: That the Executive Committee is authorized to make additional appointments to the Standing Committees.

Passed unanimously.

OTHER BUSINESS

- **HMP/FALL FUNDRAISER UPDATE (Deena Dubin, Co-chair, 2020 HMP/FF committee)**
Work is going well, with 40 members representing all 9 guilds. Lauri Hugentobler and Roberta Norin are working on website issues and improvements. There are currently 90+ jewelry items made by members of the Metalworkers and Polymer & Beading guilds listed online for sale, with one sale so far. Other guilds have been asking when they can submit items. The next inventory submission date is October 22, with up to 10 items per person. Nicole Mordecai has written an excellent guide on how to photograph your own work; she is planning to do a Zoom session with the Ceramics guild soon.

See “2020 HMP/FF Committee Report” in the Board Package for details.

- **COMMITTEE REPORTS**
Carolyn Reckman (Chair, Building committee) referred everyone to the “Building Committee Report” in the Board Package. She reiterated that going forward the Building committee will be rigorously monitoring and developing capital management and will provide clear documentation on all projects. The report contains examples of the project tracking document and file folders that will be used. The Board will have 24/7 access on Google to these files.

Due to the length of the meeting, the Marketing & Outreach and Education committee reports were not discussed. See the Board package for these reports.

- **DEFERRED TO NEXT BOARD MEETING**

- Transitions (Executive Director, Board Chair and Vice Chair)
- Schedule of future Board meetings

The next Board meeting is scheduled for Thursday, October 22 at 3pm.

The meeting was adjourned at 9:40 pm.

Minutes prepared by Susan St Maurice.

APPENDIX OF PRE-MEETING MATERIALS TO BE ATTACHED TO RECORD MINUTES



Board of Directors Meeting
Thursday, September 24, 2020, 7:00 – 9:00 pm
AGENDA

Join Zoom Meeting: <https://zoom.us/j/97815023280?pwd=eVdyc3l0MTJ5YVRpbFU2RkhmeEhDdz09>


Meeting ID: 978 1502 3280

Password: **Dovetail**

One tap mobile

+13017158592,,97815023280#,,1#,476233# US (Germantown)

+13126266799,,97815023280#,,1#,476233# US (Chicago)

1. Call to order
2. Election of Susan St. Maurice as Clerk
3. Approval of minutes of May 5th and July 28th meetings
4. Reports (see attachments). *Click on the Bookmarks icon  in Adobe Acrobat Reader in the left-hand navigation panel to jump to a particular report.*
 - A. Gallery Project (Wayne Davis)
 - B. Finance Committee (Joe Brown)
 - C. Building Committee (Carolyn Reckman)
 - D. Development Committee (Wayne Davis)
 - E. Marketing and Outreach Committee (Jenn Bergantino)
 - F. Holiday Marketplace and Fundraiser (Deena Dubin)
 - G. Education (Wayne Davis)
5. Board business
 - A. Committee memberships (Report H)
 - B. Transitions (Executive Director, Board Chair and Vice Chair)
 - C. Schedule of future meetings



Lexington Arts and Crafts Society, Inc.
Minutes of Board Meeting
May 5, 2020
1:00 pm (via teleconference)

Board Members Present via Videoconference

Todd Carey	Katina Leodas	Louise Hara
Susan St. Maurice	Lauri Hugentobler	Mireille Gart
Peter Bain	Peter Kelley	Jenny Pyle
Wayne Davis	Rachel Rosenblum	Nancy Cornelius
Bruce Neumann	Matthew Siegal	Joseph Brown

Prospective Board Members Present	Jenn Bergantino	Peter Demuth
--	-----------------	--------------

Board Members Absent	None
-----------------------------	------

Guild Observers Present

Susan McFarlane (Painters)	Cassandra Goldwater (Metals)	Steve Goldstein (Photographers)
Wilda Ward (Deco Arts)	Maria Meyers (Needle arts)	Alison Lauriat (Ceramics)
	Lynne Sole (Polymer Clay & Beading)	

Guild Observers Absent

Carolyn Reckman
(Woodworkers)

The Appendix to these Minutes contains materials distributed in advance to the Board, labelled in the Minutes as "Attachment A," "Attachment B," etc.

Acting President Katina Leodas called the Meeting to order at 1:05pm.

1. APPROVAL OF MINUTES

The draft minutes from March were reviewed and several changes noted. Upon motion by Rachel Rosenblum, second by Jenny Pyle, it was:

VOTED: That the Board of Directors hereby approve as amended the minutes of the Board of Directors Meeting held March 10, 2020, as shown in Attachment B to the pre-meeting Reports.

Passed unanimously.

2. EXECUTIVE DIRECTOR SEARCH COMMITTEE UPDATE

Katina reported that the job is not posted yet. The documents are prepared, but the committee decided to wait a few weeks for the initial shock and disruption from the COVID-19 situation to settle. She anticipates the universe of qualified applicants will be larger in 2 – 3 weeks. Committee members are networking and sourcing prospects. Katina has spoken with 30+ people, receiving positive responses such as, “That sounds like a great job, the right pay and you’ll probably find a very good person.” The time frame for the hire remains an offer extended at the end of this summer, with hire starting in September and one month overlap with Wayne.

3. INTERIM EXECUTIVE DIRECTOR’S AND EXECUTIVE COMMITTEE REPORT

Wayne directed everyone to the written report (Attachment A, p. 12). He noted that just a week after the last board meeting, COVID 19 forced the shutdown of LexArt’s building and many activities. He thanked Terumi Irizawa for helping to administer the shutdown as well as transitioning responsibilities and information to Wayne in the latter half of March. Terumi documented many procedures, which leaves us in a good position to move forward, especially as a new Executive Director takes over.

The first priority during this period was to keep the membership connected and engaged with each other and LexArt. Second was to move what activities we could online. Other top priorities included re-establishing relationships with donors and managing the administrative overload of dealing with the closure. Whenever possible, we tried to fix or streamline administrative tasks.

Priority is now shifting to talking with instructors to get classes online.

Moving classes and then sales online will be a major change for LexArt and not one that was high on anyone’s list just two months ago. “Crawl, walk, then run” is the philosophy as we cannot just do what we have always done, and must reinvent ourselves. Wayne noted that the Lexington Historical Society’s interview via Zoom with our own Wilda Ward about her WWII experiences growing up in Lexington is a great model of having an interactive experience with 2 people. <https://youtu.be/vrc9cLRo3tA>.

Treasurer’s Report (Attachment A, p. 16).

Joe Brown expressed gratitude to his predecessor Peter Bain for helping with the transition into the new role. Joe then reviewed the Profit & Loss statement through March. Predictably, COVID-19 has affected class and workshop revenues; we had been on track to meet the goal of \$60,000 in revenue before having to cancel classes. On the Balance Sheet, Joe noted that market fluctuations have affected the value of the Ferrara Gift, and that such fluctuations are likely to continue.

Joe stated that LexArt was eligible for a “Payroll Protection Plan” loan under the program established by Congress. Accordingly, **former Treasurer he and** Peter Bain applied for and received one of \$20K in April. The loan is forgivable with payroll records and utility bills to show that we have used the funds as required. We will need to see the final rules about loan forgiveness when it comes to end of the period.

Financial Scenario Planning Discussion (Attachment A, p. 19).

We are certain that the pandemic and subsequent closure of our facility will negatively affect our finances. What’s difficult is predicting how much. To create a set of guideposts during this time of uncertainty, the

Finance Committee met in April and asked Joe to develop the spreadsheet (and analysis) included in the packet for this meeting. It shows 3 scenarios (worst case, best case and “middle” case) and the likely impact of each one on LexArt, for the period June 1, 2020 Through May 31, 2021. The models do not include the \$20k forgivable loan just mentioned. In all 3 scenarios, the bottom line is sobering, with losses predicted to be \$60k (best case), \$119k (middle case) and \$194k (worst case).

A set of issues that will affect our future revenue was raised by board members, including:

- The need to keep an eye out for future loans and grants.
- Strategic positioning of our online presence.
- The enormous need for—and therefore an opportunity to create --- online arts education programs for youth during a time of social distancing.
- Ensuring the availability of inventory for sales when we eventually open.
- The likely cost to LexArt of reopening the studios when that is permitted, including the need to change our habits and behaviors; to adhere to new safety protocols; and, to install new fixtures and equipment.

Wayne stated that some kind of access will eventually be permitted. How much remains to be seen. He has asked each guild to begin planning safety protocols to make studio use possible and safe, although we will need guidance from the government. We cannot decide what is safe and what is not on our own.

Additional points discussed about our operations going forward included:

- Hosting Onsite Sales: Bruce suggested that we forego doing Fall Fair and focus our energies on running a successful HMP. Converting the first \$75 or \$100 of each member’s HMP sales to donations might offset the loss of Fall Fair.
- Ramping up online sales-
 - Wayne reported that we are already in the process of moving the painters show online. It had been installed in the gallery a few days before the state-mandated lockdown went into effect. Not only does this involve creating an effective way to show the work online, but it also necessitates our creating an online sales platform that we have not had before. Items sold will be available for curbside pick-up only.
 - Photographers (whose exhibit follows the painters’) are looking into Internet delivery options. Katina suggested asking other organizations for models of how to do this.
 - For Mother’s Day, gift certificates will be for sale.
 - Moving Fall Fair (if we do it) and HMP online will be a larger challenge. Amassing inventory and expanding our online sales capacity will both need to be carefully addressed. Wayne and others are already identifying volunteers to form a committee that will do this work. HMP Chair Deena Dubin. should be invited to this part of September meeting to report.
 - Effective marketing will determine the success of these initiatives. Wayne is looking at social media posting, recruiting tech-savvy college or grad students (possibly even high school volunteers) to help with online activity.
- On Reopening: Matthew reported that his wife, Melinda Lopez, who teaches at Northeastern, is following the ways that universities and colleges are planning for the resumption of classes and return of students in the fall. Likely approaches include cleaning out furniture and fixtures to create space for indoor social distancing among groups of students/faculty, and staggering student attendance so that

half as many people occupy each space at any one time. We may need to adopt similar practices in our building.

Katina asked if there was a decision to be made on the “3 Financial Scenarios” report. Wayne responded that it is more about having a shared frame of reference as we move forward and to guide the Executive Committee in making decisions, in effect, a “soft consensus.”

Jenn Bergantino and others thought that a survey is needed to see when and under what circumstances members will want to come back. She said that developing an online presence will require time and a commitment of resources, and that online sales will need significant lead times to carry out.

Wayne noted that the scenarios presented in the report are not predictions, but rather illustrations of what might occur. It is hard to know what the online classes will look like.

Matthew suggested that we look at reduced utility bills or other places where our expenses have diminished during the shut-down, to fund class development.

Katina requested that Jenn, Jenny, Alison and others work together to come up with strategies and decide some priority ways to proceed.

2:00 Break

2:10 2020-2021 Membership Dues (Attachment A, p. 24).

Wayne stated that at the last board meeting (pre-pandemic), the Board had discussed the need to raise dues. He observed that, as much as we need the revenue, with our building closed and our workshops off-limits to members, any discussion of raising dues at this time would be ill advised. There was broad agreement on this point, which matched the recommendation of the Executive Committee to keep dues at current levels for the foreseeable future.

Upon motion of Jenny Pyle, seconded by Rachel Rosenblum, it was:

VOTED: That Membership Dues for the 2020-21 fiscal year be maintained at existing levels.

Passed unanimously.

Interim Executive Director Priorities (Attachment A, p. 25)

The board reviewed the materials prepared by Jenny in the packet. All agreed on the priorities to be the right choices.

Rachel Rosenblum moved the motion to accept the report on Interim Executive Director Priorities and Mireille Gart seconded. Unanimous vote of all attending. None opposed.

Development Report and Discussion (Wayne Davis) was not given due to time constraints.

Gallery Renovation Project Update & Discussion (Louise Hara, Wayne Davis)

Wayne reported on events of the last 48 hours:

- Further meeting by Peter Kelly with JWC (the Contractor) confirms that the budget for the project still stands at \$350k as reported. We have not been able to find cost savings and reduce it.
- Louise and the architect met with a second HVAC company so that we would have several options on the design and costs of the heating and air conditioning system.
- Garaventa (the lift company) has not been able to locate a circuit board for our failing old lift and informed us that we would need to replace the lift. The cost was estimated to be an additional \$40k and \$80K (beyond the \$350K) depending on location and design that is chosen (dictated mostly what the state will require).

Katina said that during COVID-19, she has been able to get lower prices from trades people, because they have less work. She asked: Why not put it back out to bid?

Louise responded that the contractors we are working with are still busy. They have gone back to the various subs to negotiate reduced prices but feel that everyone involved has already shaved off as much as possible. It may be possible in the future to look for reductions in the prices of the floor and HVAC, even realizing reductions of \$20k to \$30K, if things go well.

Bruce: Even with the increased cost, not proceeding with the renovation project would be a big shame. And now is the time to do it, because we have “a golden window” while the building is empty. If we spread the additional cost over the members as a one-time surcharge, to be paid by those who could afford it, it might be doable.

Molly: Improvements being made to the water and heat as part of the project will add enormous utility to the ceramics workshop.

Alison: The project represents and communicates that we are moving forward.

Steve G: Could we spread the cost out over 3 years by drawing on and then repaying our savings? He acknowledged that this approach entails some risk.

Katina: There are members who are opposed to our proceeding with the project before we have all the money we need in hand. These people will demand to see the numbers. We need to be prepared to withstand that kind of scrutiny.

Jenny: If LexArt is shut down over the summer, it behooves us to stay in close touch with members about the progress of the gallery project over the summer. Replacing the lift feels like something separate. It makes sense for the members to take on responsibility for the expense of replacing the lift.

Wayne: With assistance from our consultant, Diane Remin, we have had some good and unexpected success fundraising from individuals over the past month. Diane has taught us how to engage with donors in a crisis. Some members have made calls to reestablish contact with past donors and report that donors appreciated the calls and were very positive. And also 2 weeks ago we got a random donation. We called the donor who said, “We live in Medford. We have come several times a year, enjoy it when we do and want LexArt us to be there when this is over.”

Wayne has made contact with some individuals who might make larger donations. He may call on members of the board to make thank you calls, just to build relationships. And possibly to write future checks into their estate plans. He has heard from estate lawyers that the pandemic is causing people to rewrite their wills in ways that they have not seen before. Everyone is reconsidering what is important.

Matthew: Of course, we should try to find savings. However, no contractor is going to build at a loss, regardless of the tough business environment. I don't think the project is worth doing if we don't end up with a spectacular outcome. I am against changing the design that we have. Identifying this architect was a fantastic move. There isn't a more opportune moment to do this project. At any other time, it would be an imposition to do it and that would cost us more money. I like the idea of the assessment, but we need to have a plan for the lift. Need to figure it out in tandem.

Rachel: If we have a good design and come out with a spectacular result I am confident we will find ways of supporting it. I want us to include the lift in the plan.

Peter Demuth: We have \$300k. \$180k and \$100k are needed for operations. We have limited available assets and may need a lot of it for operations in the current environment and shouldn't use it for the gallery renovation project.

~~We should not use it for the project. Do we need to ask for —~~

Susan: Could we go to the guilds first and ask them to contribute funds to cover the cost of the lift?

Steve: We still need to go to all the members. Would contributions from the Guilds be considered donations?

Rachel: I propose that we move ahead and look for ways to go to past donors for additional money. Donating should not be mandatory. We need to proceed.

Susan St. Maurice: We need to ask in one shot ... with a letter that explains the reason we have chosen to go forward.

Cassandra: Cassandra suggested asking the membership to contribute directly to the cost of replacing the lift. A significant portion of the membership is of an age that will benefit directly from a functional lift in lieu of an elevator. Simple division – if the lift costs \$70,000 and there are 250 members, that contribution would be around \$280 per member – not a huge amount of money. Not all members would contribute but inviting them to contribute to a specific component of the renovation will give them an opportunity to “own” a piece of LexArt's future at whatever level they donate.

Bruce: What I hear is that we want to move forward. We will need more money and that may come from big ticket donors or an assessment of our members. We approve the Building Committee moving forward and we want the Development Committee to work to make up for the shortfall. And come up with a plan to be presented to the Board at the next meeting.

Wayne: Agreed. We need to pursue all of the above. The Annual meeting is coming up in two weeks and we need to make a direct ask of the membership. We will proceed with the architects and close the cost gaps. We will make bigger asks of donors with capacity to give. And we need to convene the Development

DRAFT for review and approval at 9/24/20 meeting

Committee. The Next scheduled board meeting is June 23 and we should call a special meeting to go over this spending.

Committee assignments (Wayne Davis)

Wayne asked Board members to think about which what committee assignments they want. Wayne will follow up over the next few weeks.

Calendar Review

Annual Meeting: May 19 at 7:00 pm

We will be sending out notices through email asking for proxy votes and suggestions/nominations for recipients of our volunteer of the year awards. The meeting is expected to be brief.

Board Meeting: June 23, 1:00 pm.

The meeting was adjourned at 4:00 pm.

Minutes prepared by Katina Leodas and Wayne Davis from notes taken by Louise Hara.

APPENDIX OF PRE-MEETING MATERIALS TO BE ATTACHED TO RECORD MINUTES



Lexington Arts and Crafts Society, Inc.
Minutes of Board Meeting
July 28, 2020
10:00 am (via teleconference)

Present: Katina Leodas, Joseph Brown, Wayne Davis, Louise Hara, Susan St. Maurice, Rachel Rosenblum, Molly Nye, Nancy Cornelius, Jen Bergantino, Peter Demuth, Peter Kelley, Lauri Hugentobler, Jenny Pyle, Todd Carey.

Members of the Search Committee, Alison Lauriat and Cassandra Goldwater, were also present.

Acting President Katina Leodas convened the meeting in Executive Session at 10:00 am for the purpose of interviewing the two finalists for position of LexArt Executive Director. The finalists had been recommended by the *ad hoc* Executive Director Search Committee, consisting of Katina Leodas (Chair), Carolyn Reckman, Cassandra Goldwater, and Alison Lauriat.

Over the course of a full day, the board interviewed both individuals, then discussed the pluses and minuses of each one. They agreed that both were very strong candidates – that either one could and would do the job well, albeit in different ways.

At the end of the discussion, Katina asked for each board member to state her or his preferred candidate. Board members were unanimous in favor of hiring Matthew Siegal. In further discussion, the board also unanimously agreed to offer annual compensation of \$90,000 and the expressed wish that Matthew begin work as soon as possible. Benefits are limited to paid time off and do not include health insurance or contributions to retirement. Based on these discussions, several votes were taken.

Upon motion by Wayne Davis, second by Rachel Rosenblum, it was:

VOTED: That the Acting President be authorized to extend an offer to Matthew Siegal of full-time employment as Executive Director of LexArt at an annualized salary of \$90,000, with four weeks paid vacation and one week of sick leave, paid holidays per existing policy, and no other benefits. Voted unanimously (Todd not on call.)

Wayne Davis then reported that we had recently received the contract from Garaventa USA for the new handicapped lift. He explained that the contract covered the manufacture and direct installation of the lift itself, but did not cover the demolition, construction, and electrical work needed to prepare the space for the lift installation. That work was still being priced and was expected to be in the \$30-\$50,000 range. He apologized for the late notice to the board, and explained that it was necessary to sign the contract so that custom fabrication could begin and manufacture completed in time to meet the construction schedule for the Gallery Renovation. On motion by Wayne Davis, seconded by Louise Hara, it was:

VOTED: That the Acting President be authorized to execute a contract with Garaventa USA in the amount of \$30,800 for purchase and installation of a replacement lift. Voted unanimously.

DRAFT for approval at 9/24/20 Board Meeting

The meeting was ended at 3:50 pm.

Respectfully submitted,

Katina Leodas, Acting Clerk

Gallery Project Cost Update

To: LexArt Board

From: Wayne Davis

Date: September 20, 2020 (updates September 24, highlighted)

1. The Budget

The budget for the Gallery Renovation, Lift Replacement, and related expenditures project has recently been reset to \$506,397. The Finance Committee has reviewed the project budget and recommends that the Board accepts this budget for the "Gallery" project in addition to \$20,000 of routine capex anticipated for other purposes.

The Gallery project is shown below in two ways: by type of expenditure and by purpose.

Budget by Expenditure Category

A - Professional Fees	\$ 56,418
B – Construction (Contractor scope)	\$ 368,779
C - Furniture, Fixtures & Other Owner-Sourced	\$ 40,595
D - Technology	\$ 1,500
E - Misc & Owner's Contingency	\$ 39,105
Total	\$ 506,397

Budget by Purpose

Gallery	\$ 419,016
COVID enhancements	\$ 15,000
Gallery total	\$ 434,016
Lift Replacement	\$ 72,381
Total	\$ 506,397

The COVID enhancements include upgrades to the new HVAC system for the gallery and ceramics studio to improve ventilation and filtration to high standards, as well as changes to bathroom fixtures. The Lift Replacement moves and installs an upgraded handicapped access lift required by code. The current lift failed its recent inspections and replacement was necessary. The lift was moved to better accommodate the handicapped and integrate the gallery and the abutting space.

2. Reconciling perceptions

I recognize (and often found myself) defining the Gallery project by the generous Nye Gift of \$250,000. With our budget reset at \$419,000, I wish to reconcile the two.

The Nye Gift was and is an enabling contribution to the Society’s gallery renovation. However, the project has had its goals of space, design, access, fixture and other that were greater than the gift. In addition, as per usual in construction, particularly with an older building, there were construction costs and changes that were not originally anticipated and led to additional cost. Some of the more significant additional costs are:

- Provision for furniture, fixtures, appliances and contingency;
- Design and functional decisions not part of the original estimate, most prominently:
 - New HVAC system to replace current system serving both Gallery and Ceramics Studio;
 - Remove existing chimney to provide much better space utilization and storage;
 - COVID enhancements.

3. Going Forward

I expect this project to be completed within this budget and by mid-November.

Louise Hara and I, and, since the start of construction, Matthew Siegel (incoming Executive Director and member of the Gallery Design Committee since last December)) have been meeting weekly with the contractor and architects, after which the Building Committee receives weekly reports. The Finance Committee has asked that Carolyn Reckman, recently installed Chair of the Building Committee and Joe Brown, Treasurer closely monitor the costs and approve any changes that could increase the overall cost or draw down the contingency.

I am happy to note that during May-September, we received an additional \$78,000 in gifts from friends, family, and admirers of Molly, specifically for the gallery portion of the project.

	Funding	
Project Budget	\$	506,000
<i>Less</i> Amount of restricted funding	\$	328,000
<hr style="width: 50%; margin-left: 0;"/>		
<i>Society Project related 2020 Capex</i>	\$	178,000

The Finance Committee is very concerned about the costs in light of available resources, the limited reserves and the operating losses. Given where this all stands, the committee is recommending that the project be funded from current resources, and that we focus on development and other revenue opportunities to try to replenish reserves and get operations onto a stronger footing.

Lexington Arts and Crafts Society
Profit and Loss by Month
 June 2020 - May 2021
Budget - Net Loss \$28,802

	6/1/2020*	7/1/2020*	August-20	September-20	October-20	November-20	December-20	January-21	February-21	March-21	April-21	May-21	Total
Income													
Classes													
In house					1,000	1,000		1,000	1,000	1,000	1,000	1,000	7,000
On line	2,800	110	(500)	800	800	800	800	800	800	800	800	800	9,610
Total Class/Workshop Income	2,800	110	(500)	800	1,800	1,800	800	1,800	1,800	1,800	1,800	1,800	16,610
Contributions													
Unrestricted	102,312	4,050	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	178,362
Total Contributions	102,312	4,050	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	178,362
Gallery/Show Sales													
Commitment fee					3,750								3,750
On line	425		(300)		2,000	2,000	2,000						6,125
Show Sales													-
Total Gallery/Show Sales	425	-	(300)	-	5,750	2,000	2,000	-	-	-	-	-	9,875
Membership													
Society Dues	9,270	21,105	3,500			500	500	500	500	500	500	500	37,375
Total Membership	9,270	21,105	3,500	-	-	500	500	500	500	500	500	500	37,375
Total Income	114,807	25,265	9,900	8,000	14,750	11,500	10,500	9,500	9,500	9,500	9,500	9,500	242,222
Expenses													
Total Building & Grounds	1,805	2,589	2,100	2,100	2,100	2,600	2,100	7,400	6,600	2,000	2,000	2,600	35,994
Total General & Admin	757	1,970	2,100	2,600	2,100	2,600	2,100	2,600	2,100	2,600	2,100	2,600	26,227
Total Payroll	7,868	14,575	8,460	8,460	11,920	10,766	10,766	16,149	10,766	10,766	10,766	10,766	132,028
Total Professional Services	3,845	1,275	1,400	1,400	13,900	13,900	3,900	3,900	3,900	3,900	3,900	3,900	59,120
Total Utilities	567	588	750	750	1,000	1,500	2,000	2,500	2,500	2,500	1,500	1,500	17,655
Total Expenses	14,842	20,997	14,810	15,310	31,020	31,366	20,866	32,549	25,866	21,766	20,266	21,366	271,024
Net Operating Income	99,965	4,268	(4,910)	(7,310)	(16,270)	(19,866)	(10,366)	(23,049)	(16,366)	(12,266)	(10,766)	(11,866)	(28,802)

Lexington Arts and Crafts Society
Profit and Loss by Month
June 2020 - May 2021
Budget - Operating Loss \$29,552

Assumptions:

Revenues:

Classes: In-house classes resume in October 2020. Although, classes including Metalworking and Woodworking are on the drawing board, however, there is no set schedule of offerings; spring class schedule expected to develop more fully as building reopens and experience gained. On-line classes are based on the experience of June- August which included lectures for business for the artist and painting. Anticipated we will be able to replicate early fiscal year experience. Class revenue is net of instructor and other expenses.

Contributions: Consider unrestricted only for purposes of this operating budget (restricted assets not available for operations). June saw a single unrestricted donation of \$100,000. Reflecting the covid environment, contributions for August -May are budgeted at 50% of 2019 / 2020 contributions which @ \$86,000 were significantly higher than preceeding years (2018-2019 @\$37,000).

Sales: The Commitment fee reflects the members donations associated with the Fall Fair (\$75-100 / member); budget for 2020-2021 is 50% prior year due to the decreased renewals expereinced thus far. On-line sales for June / July are actual, however, the consignment fee is deducted in August. The Fall Fair and Holiday Marketplace are being restructured this year to an on-line format. Net sales are budgeted as \$2,000 / month for the three active sales months reflecting the untested nature of the event; net sales for 2019-2020 were \$42,000.

Membership Dues: Dues for June-August are based on actual and reflect a 40% decrease in membership. Traditionally, June-August reflect all renewing memberships with subsequent months reflecting new joiners. New joiners are decreased from prior year reflecting the covid environment.

Expenses: Expenses are consistent with the 2019/2020 run rate with adjustment for known / expected adjustments:

Building and Grounds: Contractors are paid approximately \$800 / payperiod; there are generally two pay periods / month with three in July and January. Trash and alarm are \$250 / month; building expense, including covid improvements are \$250 / month. Elevator inspections are \$500 each for Dec and May and snow plow is \$3,000/ month for Jan and Feb.

G&A: Based on the prior year run rate (\$2,800 / month)adjusted as follows:

- Fees operational paid for credit card and other processing fees reduced from \$1,400 to \$700 / month due to reduced revenue transactions for classes, sales and membership.
- Advertising increased for \$500 fee every other month for Google ad consultant.

Payroll: Payroll based on 26 pay periods, two / month with three periods in each of August and January. Note additional \$2,000 severance in August for terminated Admin.

Administrative help (admin, Bus Mgr, Marketing) budgeted at rate of \$50,000 per year for several PT employees. Interim ED paid through November 1; new hire ED 50% in October, 100% all other months.

Professional Services:Is comprised of three line items - Consulting, Financial Services and Insurance. Consulting is budgeted at \$2,500 / month starting October for a Development consultant who has consulted on an ad hoc basis to date. Financial Services is based on \$1,400 / month for bookkeeping and audit / tax \$10,000 fee (increase from \$5,000 prior year to accomodate audit vs review) budgeted for October. Insurance includes \$1,500 paid in June for WC and a November \$10,000 fee for General and D&O consistent with prior year.

Utilities: Utilities averaged \$1,650 / month in prior year. Actual for June / July reflect closed shop due to covid. Budget for phased increase reflecting opening of woodworkers and metal in August and continued ramp up for increased usage and winter heating.

Lexington Arts and Crafts Society Profit and Loss Comparison to Prior Year Actual (Exclusive of Guilds)

	2020-2021 Budget	Unaudited 2019-2020 Actual	Increase / (Decrease)
Income			
Classes			
In house	\$ 7,000.00	\$ 45,100.00	\$ (38,100.00)
On line	\$ 9,610.00		\$ 9,610.00
Total Class/Workshop Income	\$ 16,610.00	\$ 45,100.00	\$ (28,490.00)
Contributions			
Unrestricted	\$ 178,362.00	\$ 86,345.00	\$ 92,017.00
Total Contributions	\$ 178,362.00	\$ 86,345.00	\$ 92,017.00
Gallery/Show Sales			
Commitment fee	\$ 3,750.00	\$ 8,290.00	\$ (4,540.00)
On line	\$ 6,125.00	\$ -	\$ 6,125.00
Show Sales	\$ -	\$ 34,013.00	\$ (34,013.00)
Total Gallery/Show Sales	\$ 9,875.00	\$ 42,303.00	\$ (32,428.00)
Membership			
Society Dues	\$ 37,375.00	\$ 54,906.00	\$ (17,531.00)
Total Membership	\$ 37,375.00	\$ 54,906.00	\$ (17,531.00)
Total Income	\$ 242,222.00	\$ 228,654.00	\$ 13,568.00
Expenses			
Total Building & Grounds	\$ 35,994.00	\$ 27,667.00	\$ 8,327.00
Total General & Admin	\$ 26,227.00	\$ 33,540.00	\$ (7,313.00)
Total Payroll	\$ 132,028.00	\$ 99,127.00	\$ 32,901.00
Total Professional Services	\$ 59,120.00	\$ 34,424.00	\$ 24,696.00
Total Utilities	\$ 17,655.00	\$ 19,828.00	\$ (2,173.00)
Total Expenses	\$ 271,024.00	\$ 214,586.00	\$ 56,438.00
Net Operating Income	\$ (28,802.00)	\$ 14,068.00	\$ (42,870.00)

Lexington Arts and Crafts Society
Cash Available by Month
June 2020 - May 2021

	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Totals
Gallery Restricted													
Beg	231,604	272,704	231,964	216,364	15,664	-	-	-	-	-	-	-	231,604
Contributions	52,100	7,260											59,360
Capex	(11,000)	(48,000)	(15,600)	(200,700)	(15,664)								(290,964)
End	272,704	231,964	216,364	15,664	-	-	-	-	-	-	-	-	-
Unrestricted													
Cash													
Beg	166,620	266,585	270,853	338,943	331,633	130,327	105,461	95,095	67,046	50,680	33,414	22,648	166,620
Operations	99,965	4,268	(4,910)	(7,310)	(16,270)	(19,866)	(10,366)	(23,049)	(16,366)	(12,266)	(10,766)	(11,866)	(28,802)
Redeem CD			73,000										73,000
Capex					(185,036)	(5,000)		(5,000)		(5,000)		(5,000)	(205,036)
End	266,585	270,853	338,943	331,633	130,327	105,461	95,095	67,046	50,680	33,414	22,648	5,782	5,782
CDs													
Beg	184,999	184,999	184,999	111,999	111,999	111,999	111,999	111,999	111,999	111,999	111,999	111,999	184,999
Redemptions			(73,000)										(73,000)
End	184,999	184,999	111,999	111,999	111,999	111,999	111,999	111,999	111,999	111,999	111,999	111,999	111,999
Total Unrestricted	351,619	451,584	450,942	443,632	242,326	217,460	207,094	179,045	162,679	145,413	134,647	117,781	117,781

LexArt Building Committee

Report to the Board of Directors 9.24.2020

Committee Members:

Carolyn Reckman, Chair

Chin Lin, Secretary

Nancy Cornelius, Finance Committee Liaison

Louise Hara

Peter Kelley

The LexArt Building Committee will meet on the second Tuesday of every month, and oversee all facilities-related projects to maintain and upgrade the building and grounds at 130 Waltham Street. The Building Committee will work in close coordination with the Finance Committee to ensure fiscal accountability.

Committee Goals for FY2021

- 1. Complete the Gallery Renovation Project (including Lift Replacement)**
- 2. Continue to identify and implement (*in coordination with the Council of Guild Chairs*) COVID response upgrades and protocols:**
 - a) Air flow assessment and management
 - b) Sanitation practices
 - c) Behavior protocols
- 3. Implement and ‘publish’ a rolling and comprehensive Facilities Project Tracker spreadsheet; available on-line to ED and Board 24/7 [*Sample in Exhibit A*]**
- 4. Structure and ‘publish’ an on-line Facilities Electronic File Cabinet to make all reports, budgets and project tracking documents available to the ED and the Board 24/7 [*Sample in Exhibit B*]**
- 5. Reach out to the Guilds to clarify a process to share information and coordinate infrastructure projects within and among the individual Guilds and their members.**
- 6. Initiate the Development of a System Replacement Plan [immediate; 1-5 years; 5-10 yrs; 10+ yrs]**
 - a) Architectural; including building envelope
 - b) Mechanical systems (HVAC and plumbing)
 - c) Electrical systems
 - d) Life safety systems
 - e) Energy and Water Efficiency

Identifying for each system:

- i. Age/condition
- ii. Useful life expectancy
- iii. Replacement cost and schedule

- 7. Work with the ED and Board to start to build a reserve account for Facilities Management (budgeting in advance for systems replacement and repairs).**

Some potential funding sources might include:

Massachusetts Cultural Council (MCC) grants for SRP development, feasibility studies, and/or capital improvements (ALL require matching funds and rigorous documentation)

Amelia Peabody Charitable Fund makes grants available for capital investments to arts organizations.

Submitted by:
Carolyn Reckman
9.20.2020

Exhibit A

Sample Facilities Project Tracker

Updated: 9.19.2020

LexArt Building Project and Expense Tracking

Operating or Capital Expense	Priority	Category <small>Architectural/Mechanical/ Electrical/Plumbing/ Life Safety/Landscaping/ Furniture</small>	Status	Location	Space	Action Item	Notes	Source	Estimated Cost	Life	Units	Guild Charge Back?	Date Approved
Capital	1	Architectual	In Progress	Gallery		Gallery Renovation Project		JW Construction	\$ 365,000	10	Years		
Capital	1	Architectual	In Progress	Gallery		Lift replacement		JW Construction	\$ 80,000	10	Years		
		Plumbing	In Progress	1st Floor Rest Room		Hands-free fixtures	COVID	Bet Lee			Years		
		Plumbing	In Progress	2nd Floor Rest Room		Hands-free fixtures	COVID	Bet Lee					
		Electrical	Not Started	1st floor Rest Room		Exhaust fan	COVID; currently window box fan				Years		
		Electrical	Not Started	2nd Floor Rest Room		Exhaust fan	COVID; currently window box fan						
		Electrical	Not Started	Seminar Room		Upgrade electrical service					Years		
		Electrical	Not Started	Seminar Room		Lighting improvements					Years		
		Architectual	Not Started	Weavers Studio		Space reconfiguration					Years		
		Electrical	Not Started	Weavers Studio		Electrical upgrade					Years		
		Electrical	Not Started	Exterior		Telephone pole and electrical repairs					Years		
		Plumbing	Not Started	Exterior		Groundwater and drainage					Years		
		Plumbing	Not Started	Member's Room		Sink repair					Years		

Exhibit B

Proposed LexArt Building Committee File Structure				
File Folder Level:	1	2	3	4
	Board Reports			
		FY2021		
			2020.09.24	
	Building Committee Meetings			
		Agendas		
			2020.09.08	
		Minutes		
			2020.09.08	
	Master Planning			
		Documents		
			Master Plan 2015	
		Drawings		
			Floorplans	
	Projects FY2020 <i>(file under fiscal year started for multi-year projects; or by calendar year??)</i>			
		2020-01 Gallery Renovation		
			Scope Definition	
			Contracts	
				Architectural Construction
			Drawings	
				DD
				CD
			Timeline	
			Financials	
				Budget Tracker
				Invoices
			Project Meeting Agendas & Minutes <i>(only when large projects have dedicated, separate meetings)</i>	

Projects FY2021			
	2021-01 COVID Upgrades		
		Protocols	
		Timeline	
		Plans	
		Financials	
			Budget Tracker
			Invoices
	2021-02 Groundwater/Drainage		
		Scope	
		Timeline	
		Financials	
			Budget Tracker
			Invoices

Studios by Guild			
	Ceramics		
	Painters		
	Needle Arts		
	Metals		
	Weaver and Fiber Arts		
	Woodworkers		
Systems Replacement Plan			
	Assessment Contracts & Reports		
		Architectural	
		Mechanical	
		Electrical	
		Plumbing	
		Life Safety	
		Energy and Water Efficiency	
	Project Trackers		
		Replacement Schedule	
		Funding schedule	

Development Report

LexArt Board Meeting – September 24, 2020

Prepared by Wayne Davis

Recent Activity. The Development Committee has not met since the last Board meeting on May 5, but much has been accomplished since then.

At that meeting, a funding gap of \$75-\$100,000 for the Gallery Renovation Project was identified and the Board determined that development efforts should be focused on that first. Decisions were deferred on how best to raise funds to cover the costs for the Handicapped Lift replacement (an additional expense estimated at that time of \$40-\$80,000).

Subsequently, approximately \$78,000 has been raised from friends, family, and admirers of Molly Nye to support the Gallery Renovation, along with approximately \$106,000 in unrestricted donations from various donors. The Chinese American Association of Lexington generously provided a grant of \$1000 to assist with the purchase of COVID-related safety equipment.

While these numbers are gratifying, they provide little comfort. As outlined in the Gallery Project Update, the costs of the Gallery Project are now considerably higher. Revenues from classes, sales, and memberships are expected to remain depressed due to the pandemic, while we have committed to higher expenses by hiring an Executive Director. As outlined in the Proposed Budget, absent further significant development efforts, our Available Cash is projected to decrease from \$451,584 in June 2020 to \$117,781 at the end of our next fiscal year, May 31, 2021.

Moving Forward. In my view, we as a Board must commit to an ambitious development effort over the next year. I am personally committed to doing so by serving as chair of the Development Committee. The Committee will of course have primary responsibility, and we will expect all board members to support the effort by suggesting possible donors, making introductions, and contributing financially at levels personally comfortable and appropriate to their individual circumstances.

An effort of this type is unlike anything LexArt has attempted before. Professional assistance would, I believe, be a wise investment. Earlier this year, we engaged Diane Remin of MajorDonors.com on a small consulting contract (\$2500) to help us begin planning our development efforts. We gave an interim report on that work at the March meeting. Subsequently, Ms. Remin provided invaluable advice and counsel on how to approach the “blitz fundraising” efforts we undertook in May and June that produced such dramatic results. We would not have been nearly so successful without her.

I asked Diane to propose an extension of her services. She offered two options (see attached), the first of which for a “mini-campaign” is most attractive. Under this proposal, she would work with us to create a “mini-campaign” (“mini” in that it will be under \$1M) with a silent phase during which 70%-80% of the gifts are raised through major gifts and a public phase that invites participation from as broad a community as possible. (Increasingly, campaigns are driven by a very small number of donors. The top 10 donations are the key to success. Deliverables include:

- Develop, research, and assess our donor prospect list
- Prepare the “case” for support – helping us hone the message of what we’re asking for and why

- Coach the campaign committee on how to solicit effectively
- Develop the tracking and information systems to support the effort.

Diane’s normal fee for this work is \$37,500 for ten months’ of work; she has offered LexArt to perform the services for \$25,000.

I strongly recommend that the Board authorize engaging Ms. Remin. We need this sort of help and she has already proved herself.

That said, she is not a panacea. We have much work to do ourselves, and her delivery approach is specifically geared towards “teaching us how to fish” – not “fishing” for us.

Among the important pieces of work we must do is decide what our funding “ask” priorities will be. The first layer is perhaps obvious:

- Close the funding gap on the capital projects
- Cover the operating shortfall due COVID-related decreased revenues and increased expenses
- Cover the new Executive Director salary.

We can and should aim higher, both financially and programmatically. In the next few months, we should decide what additional funding goals we might wish to add, such as:

- Community Outreach Program Fund
 - Expand scholarship program from one (Lexington) to all nine high schools that participate in our regional HS show
 - Programming – shows, events, classes to showcase, invite, serve artists and general population groups traditionally underserved by LexArt (racial and ethnic minorities, immigrants, lower socio-economic status)
- Building Endowment

We will also need to pursue public grants. As noted, we have already received \$1000 from the Chinese American Association of Lexington for COVID-related expenses. The Community Endowment of Lexington, Metrowest Foundation, and Massachusetts Cultural Council have each announced grant opportunities in the past few weeks to which we will respond.

Is this the right time to try to raise money? It might seem like bad timing to ask people for money during the COVID pandemic. But, in fact, these past 6 months have been unusually fruitful for fundraising across the non-profit world. The explanation seems to be that many very wealthy people have fewer things than usual on which to spend their money, and many people have had the time and occasion to contemplate what they most value in life. For example, few people are taking lavish vacations anymore. Meanwhile, they’re spending much more time in their homes and in their communities and investing more in both. And philanthropy can be deeply satisfying for the donor, at a moment in time when other types of personal satisfaction are harder to come by.

Leadership and Key Participants. I will chair the Development Committee. Our new Executive Director Matthew Siegal will also provide major leadership, especially in helping us formulate the compelling

programmatic “asks.” Members of the Development Committee (Jenny Pyle, Todd Carey, Alison Lauriat, Molly Nye, Jasmine Lipman and Katina Leodas) will participate in research, strategy, writing, solicitations, and all manner of follow-up with prospects and donors. Anyone else from the board and from among our members who has experience or an interest in learning how to raise money will, of course, be welcome to join us.

Requested Action this Board Meeting: Approve engagement of Diane Remin of MajorDonors.com to provide “mini-campaign” consulting services at a cost of \$25,000 (\$2500 monthly for 10 months.)



Fundraising Counsel Proposal
for



May 29, 2020

Submitted by:

Diane G. Remin, President

diane@majordonors.com

617.596.6086 (direct)

MajorDonors.com | PO Box 390105 | Cambridge, MA 02139 | 888 820.0620 |

Our Philosophy

MajorDonors.com believes that the point of fundraising consultation and training is to get our clients out the door talking with donors. Our services and reflect this goal.

Founded expressly to help smaller nonprofits learn how to build donor relationships and ask for gifts, we know what resource-limited organizations need to be successful.

The Situation at LexArt

Coronavirus continues to preclude safe in-person working or gathering and it is unclear what the “new normal” will look like or when it will happen. LexArt is pivoting to online, where possible. Board member Wayne Davis is serving as the Interim Executive Director.

Projects on the docket:

- 1) Capital: Completing the exhibition gallery renovation project. A \$250,000 gift secured gallery naming rights. Additional costs are estimated at \$75,000 (?) and include a handicap accessibility component in the form of an accessible bathroom.
- 2) Capital: Replacing the elevator, which will cost approximately \$100,000.
- 3) Programmatic/equipment: Transitioning to online: technical support, instructional design, 3-D printer w materials, space & program design

Options

- 1) **Create a “mini-campaign”** (“mini” in that it will be under \$1M) with a silent phase during which 70%-80% of the gifts are raised through major gifts (this creates momentum) and a public phase that invites participation from as broad a community as possible. Note: Increasingly, campaigns are driven by a very small number of donors. The top 10 donations are the key to success. This will be good practice for a larger campaign. Fee: \$2,500/month for 10 months.
- 2) **Launch a major gift program** Fee: \$10,000 deposit; balance of \$10,000 if you raise at least \$60,000 of incremental funds.

Difference: Two-thirds of the current priorities are “capital” in nature. Once they are funded, they last for a while. A “mini-campaign” will use the silent phase/public phase approach. Donors often make “stretch” gifts for capital campaigns and use assets, such as stocks, as the source of funds. That said, with a campaign this size, the line between asset-based gifts and gifts made from ordinary income will be blurry. A major gift program more typically funds programmatic initiatives, which are likely to be on-going. Clearly, major donors can fund a blend of capital and operating initiatives. But with a major donors program, the goal is a group of larger donors who support operating initiatives. With a major gift program, potential major donors are the sole focus. There is no “public phase.”

Option 1: Create a “mini-campaign”

Standard Elements of a Successful Capital Campaign

1. Leadership/Campaign Committee (essential for a larger campaign; we can discuss its role here)
2. Donors (who has financial capacity, is philanthropic and is engaged with the organization)
3. Case for support (your story). MajorDonors.com uses a visual tool called the Donor Engagement Tool for donor conversations. (Credit to forimpact.org for the Donor Engagement Tool). For a campaign, the Tool will be supplemented with project renderings and other appropriate materials.
4. Adequate structure: staffing and systems (we can keep this at a minimum for a campaign this size)
5. Trained solicitors

Working closely with the designated team, MajorDonors.com will take you through the entire campaign process, doing as much of the actual work as possible—with the exception of the solicitations themselves.

The consultation covers researching donors, drafting the Donor Engagement Tool and an additional support document, training the solicitors, and providing on-going coaching. The place we will need your help the most is around identifying the Leadership and potential campaign donors—prospect research is a tool that only tells us so much. And similarly, you will be instrumental in determining who should solicit whom. We can offer guidance, but you know the relationships.

Silent Phase/Public Phase Strategy

It is recommended that even this mini-campaign use the proven strategy of starting the process with potential major donors. As there is no public announcement of the campaign at this point, it is referred to as the “silent phase” or “quiet phase”. Once 70-80% of the goal has been reached, the campaign is publicly launched. During the “public phase,” the donors might receive direct mail and e-appeals. There is often an affordable “naming opportunity” associated with the “public phase,” e.g., bricks or tiles.

The silent phase/public phase approach is successful because it capitalizes on momentum. Donors want to jump onboard when a campaign is well down the road to success.

Note: These days, **90% - 95% of the goal typically comes from 10% of the donors.** Campaign results depend on the number of donors you have who have financial capacity, are philanthropically inclined, and view your organization as one of their philanthropic priorities. There is a direct correlation between the number of donor conversations and the amount of money raised.

Campaign Services

MajorDonors.com takes responsibility for overall campaign strategy and implementation, with the exception of the donor visits, design, printing, and internal administration related to the receipt, recording, and acknowledgement of gifts (staffing can be provided for larger campaigns). Here are the deliverables:

Campaign Silent Phase

- Donors
 - Donor research: Wealth screen the donor base (fee includes up to 1,000 records). Screening is done by DonorSearch. Name & address required.
 - A gift chart: How many gifts of what size are we looking at?
 - Work with you to identify 25 prospective donors for whom MajorDonors.com will create donor profiles
 - A solicitation plan (who will be soliciting whom and for how much—which will be determined using MajorDonors.com’s expertise working with donor research combined with your knowledge of the donors)
- Campaign committee, including co-chairs: MajorDonors.com works with campaign team to build a strong campaign committee—we can discuss what make sense for a campaign this size
- Campaign name
- Donor Engagement Tool Design not included. Note: The Tool is for one-on-one conversations. It is not the same as the brochure that will be developed for the public phase.
- Additional supporting brochure that includes renderings
- Naming opportunities and other donor recognition
- Solicitor training (until you say “got it”)
- Pledge form
- Tracking system review
- Acknowledgement thank you letter draft
- On-going solicitation coaching
- Monthly check-in meetings with Campaign Committee (or Campaign Contact)

Campaign Public Phase

- Public phase launch: Work with team to develop a launch plan which is triggered 70-80% of the goal has been reached
- Marketing Materials (design not included)
 - A brochure that includes the donor recognition tile or brick
 - A direct mail letter
 - Two e-solicitations

Campaign Counsel Fee (Mini-campaign/Covid-19 discount):

\$25,000 payable as \$2,500/month for 10 months, which includes donor identification, trainings, monthly campaign meetings and 24/7 availability via email and phone. A \$2,500 deposit is required to begin work. The campaign counsel fee does not include design or printing fees or administrative functions.

Note: MajorDonors.com standard campaign counsel fee is \$37,500 payable as \$3,750/month for 10 months.

Prices are guaranteed through June 30, 2020.

Option 2: Launch a Major Gift Fundraising Program (proposal from January 23, 2020)

MajorDonors.com will provide everything you need to launch a major gift program (except for the donors)!

- ✓ Who has the capacity to give and how much to ask for: We use prospect research tools, which we equate to “super Google,” combined with organizational knowledge to help identify possible major donors and learn more about their giving capacity, philanthropy, and interests. We will have up to 1,000 potential donor records wealth-screened by DonorSearch (name and address required) and work with you to identify 25 qualified donors—those with financial capacity, who are philanthropic, and most invested in the work of LexArt—for whom we will prepare more in-depth donor profiles.
- ✓ What to say: Your story with funding opportunities. We create a document called the Donor Engagement Tool to facilitate the conversation with donors. (Credit to forimpact.org for inventing the DET).
- ✓ How to ask for a gift using the best practices in the field: Training sessions that emphasize a donor-centered approach to fundraising and key techniques. The approach and techniques are delivered in one training; practice incorporating them into your story in another. Trainings are supported with written training materials. The two trainings will be delivered in-person at a location in the Greater Boston area—or online if in-person gatherings are not safe. Your offices are fine (the first session will require a projector and screen). We will train you until you say, “I’ve got it”—typically 2-4 two-hour sessions. Any additional trainings will be done online via Zoom videoconferencing. We recommend inviting the entire board to the trainings—with the stipulation that attendance at the trainings does not mean that the board member is obligating themselves to visit donors and ask for gifts.
- ✓ Drafts of the forms you will need: pledge forms and gift forms.
- ✓ On-going coaching for 9 months post-training: We’ll answer any questions you have before you visit with a donor—or following the donor visit. We also recommend monthly check-in calls for the solicitation team.

Investment: \$20,000 payable as a \$10,000 non-refundable deposit, and, per the Performance Guarantee below, the balance of \$10,000 paid only if LexArt raises at least 3x the \$20,000 cost, i.e., \$60,000, as a result of the major gift program. With the exception of the two in-person trainings, all other services will be provided by videoconference and phone. The fee does not include design or printing services. And, although the majority of donor visits will take place in a home or office, once permissible, a solicitor may find themselves out for coffee or a meal.

Performance Guarantee: Raise gifts of at least \$60,000* within 9 months post-training or the deposit is payment in full. Note: Some of our clients have received single gifts of \$200,000+. Results depend on your donors. For the guarantee to be in force, **LexArt agrees to make at least 10 solicitations over the 9-month post-training period. Otherwise, the \$10,000 balance is due and payable at the conclusion of the 9-month post-training period.**

Payment Schedule:

- Program start: \$10,000 non-refundable deposit and signed agreement
- \$7,500 if and only if \$60,000* is raised during the 9-months post-training period
- \$2,500 balance at the conclusion of the 9-months post-training period if and only if \$60,000* has been raised

*To be included in the \$60,000 calculation, gifts must be:

- Incremental: If a donor is already giving \$500, then we count the difference between the donor's average gift over a three-year period and the gift received based on the solicitation. So a \$2,500 gift from a donor whose three-year average is \$500 is net \$2,000 toward the \$60,000 minimum.
- Incremental gifts from board members do count.
- Pledges do count. It is likely that, at times, it will make sense to ask for the gift in the form of a three-year pledge. So, a pledge of \$5,000/year for three years from a donor currently giving \$500 annually counts as \$13,500 toward the \$60,000 minimum.
- A result of the major gift program. Gifts from other sources, e.g., annual fund gift or events, do not count toward the \$60,000 unless secured in-person as part of the major gift program.

Provision of services: Diane Remin, MBA, will be the primary consultant. Wealth screening will be provided by DonorSearch.

Why MajorDonors.com?

- 1) Strategic business thinking: Business background combined with extensive experience in the nonprofit sector.
- 2) Focus on major gifts.

- 3) Thorough understanding of small-to-mid-sized nonprofit space. We excel at providing smaller nonprofits with limited resources what they need to move the needle. In addition to teaching the best practices in the field, our trainings motivate participants to take action.

Primary Consultant



Diane G. Remin, President

MajorDonors.com combines Diane Remin's nonprofit consulting and fundraising expertise with her business background.

Prior to founding MajorDonors.com, Diane was traveling across the country as a Senior Associate for [Biondolillo Associates, Inc.](#), a marketing and development company that creates innovative branded fundraising programs for nonprofit organizations. The company is nationally acclaimed as the “walk-a-thon” experts. The Biondolillo Associates programs have raised over \$1 billion for nonprofits nationwide.

Diane holds a BA from Carnegie-Mellon University; MA Ed from George Washington University; and an MBA from Boston University. In addition to being a top-rated workshop presenter, Diane Remin named among America's Top 25 Fundraising Experts in 2016 by *Philanthropy Media*. She is a member of the Association of Fundraising Professionals.

A nonprofit board member herself, Diane continues to make “asks” for capital campaigns and operating support. She likes to point out that giving is good for your health!

Agreed to by:

Signature	Date	Signature	Date
Wayne Davis, Executive Director Lexington Society of Arts & Crafts 130 Waltham Street Lexington, MA 10001		Diane G. Remin, President MajorDonors.com PO Box 390105 Cambridge, MA 02139	

Thank you for this opportunity to help LexArt fund its capital needs and/or build a major gift revenue stream. It would be our pleasure.

LexArt Board Meeting, Sept. 24, 2020
Marketing and Outreach Committee Report

Prepared by Jennifer Bergantino, Committee Member

SUMMARY

- We benefited greatly from the work of intern, Michelle Beaudette. She will continue her work into the fall (part-time) as she attends Northeastern University. Michelle's status report is attached (next page).
- We made tremendous investment in our website. During Covid it was the center of everything. Specifically we developed an "online store," online gallery shows & sales, online classes/events/workshops, and an online sense of community.
- Social medial was also an area focus. Specifically, Instagram "followers" grew from 62 to 502; Facebook "account interactions" reached an all time high of 1200 (trailing 7 day average); we created a YouTube channel.
- Email remains our primary communication tool with a list of 2,000, including members. Expanding this list is an area of focus. The three **LexArt Inspires!** online events we've held have already resulted in over 100 additions to the list, our biggest jump in years.
- Looking forward: We are sponsors of CraftBoston, which we hope will garner significant exposure, will publicly announce Mathew's appointment and promote the opening of the gallery along with promotion of all ongoing and planned events and activities.

Status Report from Marketing Intern: Michelle Beaudette July - September 2020

- **Social Media Management:** Increased engagement significantly across all currently active platforms (Facebook, Instagram, Youtube)
 - Fully responsible for Instagram and Youtube; share Facebook posting responsibility
 - Created professional looking posts using graphic design skills in Canva
 - Developed a regular posting schedule (M-W-F) in addition to ad hoc and event driven posts
 - Developed a “boilerplate” to go with all Instagram posts to define and brand
 - Redefined Instagram Bio link with Linktree to increase clicks and get viewers directly to areas of interest
 - **Instagram results:**
 - Followers gained: 62 (total is 502)
 - Engagements: 174 (all time high)
 - Profile Actions: 68 (224%)
 - Impressions: 5,322 (+24%)
 - **Facebook results:**
 - Accounts reached at all time high of 1200 (trailing 7 day average)
 - 813 followers (6 new, growth of .07%)
 - The one post post that I created received 479 impressions, which is substantially higher than any other post created over the past few months. The second highest received 222 impressions (it has had the highest reactions 20 compared to the second highest post with 12).
 - **Youtube results:**
 - Newly created YouTube channel
 - Current postings - LexArt Inspires post session recordings, Misc. Videos
 - Total views: 127
 - Average views per video: 21
 - Total number of videos: 6
 - Subscribers: 7 (2 more people subscribed after last night because I advertised the channel in the event slideshow)
- **Email marketing:**
 - Supported ongoing email marketing campaigns with drafting, editing, graphic design, execution and post analysis of open rates
 - Working to increase the number of new email contacts
- **Client Relationship Management (CRM)**
 - Worked in Flipcause team and website team to: record new memberships, record membership payments, create reusable custom reports, conducted bulk data imports, performed data filtering and analysis in Excel, and quality assurance of membership data in various databases
 - Designed the membership cards, printed, and mailed them to members.

- **Market Research and Market Analysis:**
 - Conducted “Educational Survey.” 84 responses from 500 survey recipients.
 - Created “Course Evaluation Surveys” for online classes as well as Workshops and LexArt Inspires.
 - Conducted ad hoc interviews of high school students to understand demand and how LexArt might appeal to the interests of this demographic.
 - Presented Survey Findings and Analysis of each survey to Marketing/Communications Committee. Available upon request.

- **Developing Offering for High School Student Demographic:**
 - Working with college student, Christine Wang and LexArt Instructor, Roan Callahan to develop a Portfolio Development class for high school students.
 - Working with Tomasina Lucchese to expand the LexArt Scholarship program to the nine schools in our high school art show.
 - High school art show: interviewed local teachers to help formulate a course of action for the Regional High School Art Show.

- **Inventory Management:**
 - Created a detailed spreadsheet with all of the inventory in our Back Door Gallery
 - Worked with Lauri Hugentobler and Jerik Tornheim to manage inventory distribution through SimpleConsign

- **Miscellaneous Projects:**
 - Created Zoom instructional sheets for LexArt Inspires and online classes.
 - Designed the membership cards, printed, and mailed to members.

LexArt Board Meeting, Sept. 24, 2020
2020 Holiday Marketplace (HMP) and Fall Fundraiser Committee Report
Deena Dubin, Committee Co-Chair

In past years, the Holiday Marketplace has been a physical sale set up within LexArt that lasts for several weeks in December and allows our member artists to sell their products to the public. It is preceded in October by the Fall Fundraiser, a 3-day sale in which members contribute some of their artwork for sale in support of LexArt.

Given the conditions that we face this year because of the pandemic, and with input from all nine guilds, we arrived at the conclusion in the spring that we needed to direct our major efforts toward getting our artwork for sale online. We also concluded that it made sense to combine two events, the Fundraiser and the HMP, into a single 6 to 8-week online sale, starting in November 2020 and continuing through the holiday season. We also agreed that our members would be able to make charitable donations to LexArt from their sales over the entire online period by specifying their desired contribution amount, which would include a mandatory guild-specific \$75-\$100.

As we considered other ideas that came out of brainstorming by 22 guild representatives, and with the understanding that we had to limit what we could do physically, we decided to go ahead with one additional concept: a limited display in the gallery during the month of December, after reconstruction is complete. This will give our customers an opportunity by reservation to shop in person, but with strict safety protocols in place, and under the supervision of LexArt member volunteers. At any time, if we have to slip back to a more restricted phase of operation, we are prepared to do that.

As of this date, we have a trial sale of over 90 pieces of handcrafted jewelry from two guilds available for sale on the LexArt website. Lauri Hugentobler and Roberta Norin are using this trial to test and improve the built-in store capability of the app we are using for online sales. One of their next improvements will be the ability to sort products by category.

In total, we have 40 volunteers from all nine guilds working on different aspects of our plans. Since good photography is a very important part of online sales, Nicole Mordecai of the Photography Guild created guidelines to help artists in photographing their items with a camera or a phone. Others in the Photography Guild will do quality assurance on all photographs before they go online. Other tasks in which volunteers are involved include plans for the physical storage at LexArt of all products that are on sale; and the process of order fulfillment after an item has been purchased. Both shipping and curbside pickup will take place from LexArt.

The HMP Steering Committee, consisting of the leaders of the volunteer groups, met very recently and came up with a proposed timeline for the next few months. Our first call for inventory from all guilds will be October 22. We expect approximately 60 artists to participate with 10 items per person, adding 600 items to our website. We will allow two weeks for processing and loading that volume of inventory and images and making sure that the website is working well before opening to the public.

Our target date for opening is Saturday November 7. We will celebrate with a special event, the "Preview Party", replacing a favorite physical event of previous years with an online event for our members and their guests. They will have the first opportunity to buy online, to watch live interviews with some of our artists who will be talking about their work, and to ask questions. The interviews will be recorded and available online when we open to the public on Friday November 13 with another live online event geared towards the public.

The Events Committee is also working on several ideas for fundraising events. The most promising of these is a series of online cooking demonstrations by popular local chefs. We are also considering selling tickets to the public for the opportunity to shop the online store prior to the public opening. Another fundraising idea, which will not be pursued until after the HMP, is a creative challenge for members and potentially also for the public. We would ask people to create and donate an item such as a decorated birdhouse or decorated block of wood. These items would then be auctioned off in an online charity auction.

We anticipate that the physical show in the new Nye Gallery will open the week after Thanksgiving and run to just before Christmas, with the exact schedule to be settled in the next few weeks.

LexArt Board Meeting, Sept. 24, 2020 Education Report

Prepared by Wayne Davis

The Education Committee met once, in early June, with few members in attendance. As noted in the report from the Nominations and Governance Committee, we will need to reinvigorate this committee, potentially with new members.

The education program was, of course, severely affected by the pandemic, forcing the cancellation of all in-person classes from mid-June. Students who had already enrolled and paid for spring courses were given the option of holding on to their registrations for possible rescheduling of classes or requesting an immediate refund. A majority left their registrations with LexArt. It may be hard to recall, but when we first shut down in mid-March, there were hopes of reopening by summer.

In June, we began offering some online classes – a mix of new programming for existing and new teachers, plus conversion of previously-scheduled classes to online. We approached things experimentally – not quite sure what students wanted, what price points would be attractive, how online learning would work, and what marketing would be effective.

Some classes attracted good enrollment; others had to be cancelled for lack of enrollment. From the restart in June through today, our gross class revenues (not counting credits applied from cancelled spring classes) have been:

Gross (new) revenues		
In-person	\$	6,046
Online	\$	11,094
Total	\$	17,140

Over the summer we applied for and received a Google Ads Grant, which affords us \$10,000 (value, not cash) annually in free Google Ad Words spend. We began working with a digital marketing consultant (at *pro bono* reduced rates) to help us. This will be an important tool for us to market classes, though we are still at early stages of interpreting the data and learning how to adjust the program to improve results.

We have or are now offering classes in painting, woodworking, ceramics, metalworking, weaving & fiber arts, and photography. We're also about to announce a special class in Portfolio Preparation for high school students planning to apply to college arts programs.

After the early rush to schedule classes for June and July, we paused during August to regroup, assess what we'd learned, and apply those lessons to a larger and wider array of fall offerings.

What we've learned so far from experience, combined with feedback from our students, and a survey conducted by our intern Michelle Beaudette (over 80 responses) indicated:

- People are still eager to take classes.
- Many are comfortable with online learning, though some have their doubts.

- There was a lot of early hesitation about in-person classes; this has seemed to diminish somewhat in the past two months, but many people remain either reluctant or have simply ruled it out because of health conditions.
- Marketing matters A LOT:
 - Almost all registrations occur within 24-48 hours of emails
 - Emphasis on limited class size is critical – both for online and in-person
 - With our regular instructors with followings, we can launch classes quickly. With newer instructors, we need to give more lead time.
 - The LexArt Inspires! series has added over 100 new names to our mailing list. Over time, this should help with class enrollments. Last week’s program with Jodi Colella and Merrill Comeau gave a potential boost to our Weaving & Fiber Arts audience. Both of them will be offering classes, as well as some other instructors whom Terumi Irizawa had brought on in the last 2 years.
 - We
- Pricing is challenging. Many people think that online classes ought to cost less, when in fact the amount of preparation time required of the instructors is more, and class sizes must sometimes be reduced to be able to effectively give individualized feedback.

A Look Ahead

The crystal ball on revenue is very hazy, and so the Operating Budget makes very conservative expectations for the coming year.

Looking beyond the short-term, we have some important structural issues to address, including:

- **Who will manage the education program?** Historically, this is the one area that has been administered by a paid employee. Should Matthew direct the overall program and just utilize administrative support or should we hire someone to lead and administer the program?
- **Education Committee.** We need to see which current members are committed to continuing, recruit new members, and clarify the mission for the committee.
- **Pricing.** Historically, class prices have been set by starting with instructor pay, and then adding various fixed and variable costs—not from a starting point of “what’s an appropriate price based on the market?” The current system is overly complicated and long overdue for an overhaul. This work needs to proceed in coordination with a review of Membership, since classes and member pricing for classes are a critical element of the membership benefit package.
- **Revenue split.** The revenues essentially get split between the instructor, the Society, and the guilds ... again, using a variety of complex (and not always consistent) formulas tied to pricing. This too has long needed a simplifying overhaul.
- **Mix of instructors and offerings relative to LexArt reputation.** Nationally recognized instructors attract more people and more who are likely to consider membership.

LexArt Board Meeting, Sept. 24, 2020
Nominations and Governance Committee Report
Katina Leodas, Chair

We are a small organization with limited resources, enormous potential and grand ambitions. For 85 years, volunteers serving on committees have enabled us to survive and thrive. This will continue to be the case into the foreseeable future. It is in that spirit that the following recommendations for committee membership are made.

Executive: **Wayne Davis (C)**, Katina Leodas, Joe Brown, Lauri Hugentobler, Matthew Siegal

Finance: **Joseph Brown(C)**, Peter Demuth, Nancy Cornelius, Peter Bain, Matthew Siegal, Wayne Davis, Victoria Nessen

Nominations &

Governance: **Katina Leodas (C)**, Peter DeMuth, Molly Nye, Wayne Davis, plus Tom Whelan, Alison Lauriat. *Note:* The Bylaws establish this as a Board-only Committee. In practice, we have found it is especially useful to have additional non-Board members to assist in recruiting candidates for board seats.

Development: **Wayne Davis (C)**, Jenny Pyle, Todd Carey, Alison Lauriat, Molly Nye, Jasmine Lipman, Katina Leodas

Building: **Carolyn Reckman (C)**, Peter Kelly, Nancy Cornelius, Chin Lin, Louise Hara

Gallery & Events: **Matthew Siegal (C)**, Molly Nye, Wilda Ward, Bruce Neumann, Mary McDonald, Susan St. Maurice, Steve Goldstein, Sarah Gerould

To be fully constituted, the following 2 committees are still hunting for members:

**Membership,
Marketing &**

Outreach: Note that this committee will likely be divided into at least 2 and possibly 3 sub-committees as it grows with the addition of more volunteers from the board and the guilds. Present members include Jennifer Bergantino, Lauri Hugentobler, Victoria Nessen, Matthew Siegal.

Education: Deena Dubin, Cathy Palo, Aimee Ratchelous