



Lexington Arts and Crafts Society, Inc.
Minutes of Board Meeting
December 15, 2020
3:00 pm (Zoom)

Board Members Present

Peter Bain	Peter Demuth	Molly Nye
Jenn Bergantino	Louise Hara	Jenny Pyle
Joseph Brown	Lauri Hugentobler	Rachel Rosenblum
Todd Carey	Peter Kelley	Matthew Siegal
Nancy Cornelius	Katina Leodas	Susan St. Maurice
Wayne Davis	Victoria Nessen	

Guild Observers Present

Steve Goldstein (Photographers)	Susan Nordhausen (Painters)
Cassandra Goldwater (Metalworkers)	Carolyn Reckman (Woodworkers)
Alison Lauriat (Ceramics)	Lynne Sole (Polymer & Beading)
Wilda Ward (Decorative Arts)	

Documents referenced in pre-meeting materials ("PMM") will be included in record minutes.

The meeting was convened at 3:02 pm. The meeting was conducted via video-conference and chaired by Wayne Davis, Chair of the Board of LexArt.

1. APPROVAL OF MINUTES (PMM, p. 5)

Upon motion by Molly Nye, seconded by Peter Bain, it was:

VOTED: That the Board of Directors hereby approve as submitted the minutes of the Board of Directors Meeting of Members held October 22, 2020. *Adopted unanimously.*

2. MOLLY HARDING NYE GALLERY TOUR

Wayne Davis showed photographs of the just-completed Molly Harding Nye Gallery, highlighting the handsome features, the things yet to be completed, the elevator, heating/cooling systems, the variety of lights, and technical details, including the fact that the acoustics of the setting are fine.

3. EXECUTIVE DIRECTOR'S REPORT (PMM, p. 10)

Executive Director, Matthew Siegal began his report by asking that the Board formally recognize Wayne for his grand service to the Society during his tenure as Acting Executive Director. So moved by Molly Nye, seconded by Jenny Nye, and accepted unanimously.

Matthew shared a draft of a letter he proposed to send to our entire mailing list (approximately 1600 members, supporters, and other interested people) and asked the Board for comment and feedback. The first issue raised was that of staffing referred to in the letter. It was clarified that there was some funding for staffing (\$50,000) in the budget and that securing that funding remains a priority for the Board. Matthew anticipates interim solutions until we get into the strategic planning process, which

will be guided by strong mission-driven language, drafted especially for the fund-raising process. In this discussion, Katina also noted the great importance of reaching out to all people expressing an interest in LexArt offering membership and engagement, making the organization as visible in the community and as far beyond as is possible, and energetically raising money both for the Society and for the Gallery. The Board encouraged Matthew to proceed with the letter.

4. EXECUTIVE COMMITTEE REPORT (PMM, p. 17)

Wayne reported that the Committee has focused on supporting Matthew as he formulates how best to work and sets his goals.

The committee is looking to expand the hours for the High School show to add in evening hours and extended daytime hours.

The committee applauded the work of many volunteers on the HMP (now in process), led by Deena Dubin, Nicole Mordecai, Cassandra Goldwater, Lauri Hugentobler as well as Louise Hara and Jenn Bergantino providing marketing and communications support. In the process, a great deal has been learned for the future.

Wayne reported the hope to become increasingly outwardly focused as a socially worthy organization which people will want to support. The intent is to engage members in some way -- perhaps focus groups, perhaps meetings as a whole, to discuss the next steps in our development since last we had such a forum in the spring. He noted that the budget has been extremely low because of the large and engaged volunteer force, all of which, however, underlines the need for each Board member to engage in fundraising in one or more of several ways.

Molly suggested we use focus groups of members to address the issues now facing the Society. Susan Nordhausen suggested we applaud the work of two members who have taken the challenge of reaching out to the Special Needs community and of developing programs to include them. She also noted that grants are available for this purpose.

The issue of dues was raised. Basically, it is the responsibility of the Board, and the Board only, as established by the Bylaws, to set dues levels. The membership has no formal role here the membership may speak to this by joining or not, thus speaking with their pocketbooks.

Finally, Wayne again raised the issue of strategic planning and announced that the Board was moving forward. To initiate this, he asks for members to volunteer to work with Victoria to articulate a strategic planning process and to identify the support necessary to move forward.

5. BUILDING COMMITTEE REPORT (PMM, p. 13)

Louise Hara reported that the gallery project was nearing completion. It looks like the final total cost will be approximately \$480,000, plus or minus \$6000. The completion of the remaining details will be reported in January. Louise also noted that the inspections provided but not without comment that the rest of the building needed attention

6. DEVELOPMENT COMMITTEE REPORT (PMM, p. 16)

Wayne reported that in recent weeks the Development Committee had focused on raising additional funds to cover the full costs of the gallery. Thus far, \$410,000 has been raised and another \$21,000 -

45,000 is expected. Since December 2019, the Society has raised approximately \$600,000 overall.

The committee is developing the Annual Appeal for a greatly expanded list. In advance, the Board members have responded to this appeal.

Peter Demuth recommended following his example of writing thank-you notes to all major donors.

7. OTHER ITEMS

LexArt INSPIRES -- to date, an excellent developing program, will feature two seasoned jazz performers this Thursday. Rochelle Seltzer & board member Victoria Nessen, will be featured in January, speaking about creativity in their work. Through the development of LexArt INSPIRES our mailing list has expanded significantly and our geographic reach has increased.

The meeting was concluded at 4:24 pm. The LexArt Board meets next on 15 February 2021.

Respectfully submitted,

Rachel Rosenblum
Acting Clerk



Lexington Arts and Crafts Society, Inc.
Board Meeting
December 15

Who: Board of Directors; Guild Board Observers
When: Tuesday, December 15, 2020
3:00 – 4:30 pm
Location: Via [Zoom](#). Or dial 929.205.6099; ID: 931 9514 3884; Code: 2708577254
Contact: Wayne Davis 978.505.2710
Meeting Purposes: Hear reports from Executive Director and on several projects and operational issues. Provide advice and direction.

Agenda:

- [2:45] Arrival; informal and social.
- 3:00 Welcome and Meeting Overview
- 3:05 Approval of Minutes from October 22, 2020 Meeting ([p. 5](#))
- 3:10 Molly Harding Nye Gallery Virtual Tour
- 3:20 Executive Director’s Report; Discussion ([p. 10](#))
- 3:45 Building Committee Report and Discussion ([p. 13](#))
- 3:50 Development Committee Report and Discussion ([p. 16](#))
- 4:10 Executive Committee Report and Operational Updates ([p. 20](#))
- 4:20 Summary and Review
- 4:30 **End**



Board of Directors Meeting

December 15, 2020

Reports and Documents

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Proposed Motions

1. APPROVAL OF MINUTES

VOTED: That the Board of Directors hereby approve as submitted the minutes of the Board of Directors Meeting of Members held October 22, 2020.

2. GENERAL AUTHORIZATION

VOTED: That, the Primary Officers be, and each of them acting singly hereby is, authorized and directed, in the name and on behalf of the Corporation, to execute and deliver any and all certificates, agreements and other documents, take any and all steps and do any and all things which any such officer may deem necessary or advisable in order to effectuate the purposes of each and all of the foregoing votes.

Approval of Minutes



**Lexington Arts and Crafts Society, Inc.
Minutes of Board Meeting
October 22, 2020
3:00 pm (Zoom)**

Board Members Present:

Peter Bain
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: Jenn Bergantino

Guild Observers Present:

Steve Goldstein (Photographers)
Cassandra Goldwater (Metalworkers)
Shirley King (Needle Arts)
Alison Lauriat (Ceramics)

Susan Nordhausen (Painters)
Carolyn Reckman (Woodworkers)
Lynne Sole (Polymer & Beading)

Guild Observers Absent:

TBD (Fiber Arts)
Wilda Ward (Decorative Arts)

Invitees: None

Acting President Katina Leodas called the meeting to order at 3:05 pm. The meeting was recorded via Zoom.

1. APPROVAL OF MINUTES

The draft minutes from September 24, 2020 were reviewed, including one change (in item #7 Committee Appointments, Deena Dubin was replaced on the Education committee by Nicole Mordecai) as reflected 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 September 24, 2020, as shown in Attachment A to the pre-meeting reports.

Passed unanimously.

2. REPORTS

EXECUTIVE COMMITTEE

Katina Leodas

See “Executive Committee Report” and “Strategic Planning for LexArt” in the Board Package (Attachment B).

- Katina is trying to get funding for a facilitator for strategic planning. Victoria will see if she knows any who are willing to donate or prorate their services.

DEVELOPMENT COMMITTEE

Todd Carey

See “Development Committee Report” and proposal in the Board Package (Attachment C). Todd stressed that all members of the Board and Executive Committee must be on board for a successful major fundraising campaign. If you are not comfortable asking yourself, you can help with making connections to possible donors, helping to screen donors, and validating information.

Upon motion by Matthew Siegal, second by Wayne Davis, it was:

VOTED: That engagement of Diane Remin of MajorDonors.com to provide development and fundraising consulting services at a cost of \$25,000 (\$2500 monthly for 10 months) is approved.

Passed unanimously.

GALLERY PROJECT

See “Construction Progress Report” in the Board Package (Attachment D). Katina asked if there are any uncertainties that have not yet been nailed down and if there will be any impact to the budget. Louise said she is in the process of getting back the final billing on various contracts and she is hopeful that we will not need to dip into the contingency funds. The only item that remains to be scheduled is the final complete cleaning.

TREASURER’S REPORT

Joseph Brown

See “Treasurer’s Report” and proposal in the Board Package (Attachment E). Joe reported that the 6-month operating expenses are running only 1K over budget. He asked for a vote to accept the 2019-2020 financial statements and tax returns. Wayne restated the text of the vote that was provided in the Board package to the new text below.

Proposed vote #3:

Upon motion by Wayne Davis, second by Katina Leodas, it was:

VOTED: That the fiscal year 2019-2020 financial statements and tax returns are accepted.
Passed unanimously.

AD HOC COMMITTEE

Susan St Maurice

The committee has met 3 times, with lots of interest and participation from across the guilds.

The committee was formed to respond to the controversy generated by the Black Lives Matter sculpture in front of the building, but quickly realized that the front of the building is a very underutilized resource. We've agreed that LexArt should use this space as a way to extend LexArt's mission and engage the community. The working name is the Front Door Gallery.

The committee is proposing a schedule of four 3-month-long exhibits per year: Spring, Summer, Fall, and HMP. Each piece selected for display should speak of LexArt, who we are and what we do.

Issues under discussion:

- Define submission steps, selection criteria, evaluation/review/approval process.
- Provide for site prep and installation, as well as ongoing maintenance and improvement of the space---great volunteer opportunities!
- Publicity.
- Find ways to encourage and respond to community comment.
- Liability/security.
- Scale: Find ways to engage artists in guilds that traditionally don't work big.
- Connect with the larger artist community and other organizations, for example guest artists, collaborations, commissions.

Carolyn suggested that the Ad Hoc committee appoint a liaison to the Building committee.

Rachel asked if there was any resolution to the Black Lives Matter sculpture controversy. Matthew explained that the committee decided to leave the sculpture in place until we had a replacement piece.

Carolyn suggested that we ask Adam Ritchie (Woodworkers) to recreate the large lantern that he displayed in front of the building last winter.

3. BOARD BUSINESS

TRANSITIONS: EXECUTIVE DIRECTOR, PRESIDENT, BOARD CHAIR

See "LexArt President and Executive Director Proposed Roles and Responsibilities" and "LexArt Board Chair Proposed Roles and Responsibilities" (Attachment F).

Upon motion by Rachel Rosenblum, second by Molly Nye, it was:

VOTED: That Matthew Siegal be elected as President of the Corporation.

Passed unanimously. (Matthew Siegal recused himself.)

Upon motion by Katina Leodas, second by Rachel Rosenblum, it was:

VOTED: That pursuant to Article VIII, Section 1 of the Bylaws, the Board of Directors determines that the Officers of the Corporation shall also include a Chair of the Board of Directors; and

That the responsibilities of the Chair of the LexArt Board of Directors are to (a) preside at all meetings of the Board and of the Executive Committee; (b) act as a liaison between the Board and the President and Executive Director to help ensure that the Board's directives and resolutions are carried out; and (c) exercise and perform such other powers and duties as may from time to time be prescribed by the Board.

Passed unanimously.

Upon motion by Todd Carey, second by Rachel Rosenblum, it was:

VOTED: That, Wayne Davis be appointed Chair of the Board of Directors, to hold office until the next Board of Directors meeting following the next Annual Meeting and until his successor is duly elected and qualified, or until he sooner dies, resigns, is removed or becomes disqualified.

Passed unanimously. (Wayne Davis recused himself.)

Upon motion by Peter Demuth, second by Rachel Rosenblum, it was:

VOTED: That Katina Leodas be reaffirmed as Vice President of the Corporation as of November 2, 2020.

Passed unanimously.

GENERAL AUTHORIZATION

Proposed vote #6:

Upon motion by Wayne Davis, second by Peter Demuth, it was:

VOTED: That, the Primary Officers be, and each of them acting singly hereby is, authorized and directed, in the name and on behalf of the Corporation, to execute and deliver any and all certificates, agreements and other documents, take any and all steps and do any and all things which any such officer may deem necessary or advisable in order to effectuate the purposes of each and all of the foregoing votes.

Passed unanimously.

SCHEDULE OF FUTURE MEETINGS

Board meetings will be held on the 3rd Tuesday of the month from 3-4:30:

- December 15
- February 16
- April 20
- May – General meeting details TBD

The next Board meeting is scheduled for Tuesday, December 15, 3-4:30 pm.
The meeting was adjourned at 4:40 pm.

Respectfully submitted

Susan St Maurice.
Acting Clerk

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

Executive Director's Report

December 10, 2020

Dear LexArt Guild members. Society members and Board members:

I would like to report to you some of what I have been working on in my first few full weeks as Executive Director of LexArt, some developments, some changes to practice, and some near-term goals. I'm not yet sure the best means of communication to Society membership, so please accept this letter.

Following a good deal of feedback (both positive and negative) regarding the Black Lives Matter artwork that we displayed at the front of the building throughout the summer and the first half of fall, we realized we needed to develop a policy regarding use of the front lawn and long-term display of artwork outdoors. An ad-hoc group with good Society-wide representation met several times and agreed on the following principles and framework for display of works outdoors which we dubbed the Front Door Gallery.

- We will aspire to seasonal rotations of artwork with something markedly festive for holiday season and Holiday Marketplace.
- The program will include calls to artists outside of the Society.
- We will aim for works of scale to help activate the front lawn and help define us as an art-space, as well as works that speak to who we are.
- We will put out calls for submissions. Submissions must be accompanied by artwork details, photos, install requirements, and artist's statement with information such as:
 - Why did you create this piece?
 - What do you want to express or communicate?
 - Does the piece encourage interaction?
 - Why is this piece appropriate for display in the Front Door Gallery?
- The Ad-hoc group will be the basis of a body that will make selections of artwork drawn from submissions. Members of this group should be willing to help with overall maintenance of the exterior of the building and grounds as well.
- We will provide the public mechanisms for feedback, including a possible signboard and landing place on the website.
- We will not shy away from works that may be provocative, but our primary criteria for selection of works will be artistic merit.
- We will also seek to identify additional work or works for long-term display

Although a few outstanding items remain, the newly renovated Molly Harding Nye Gallery opens to the public Friday, December 11. The creative revisions and upgrades to what was an extremely modest and limited space by architect Paul Lukez are truly transformational. The gallery is beautiful. The addition of a large, handsome, full-time retail space replacing our Back Door Gallery, will hopefully enhance sales, as well as help give us the opportunity to reexamine and revise our exhibit schedule and gallery public hours.

I have been astounded at the amount of volunteer hours that a fairly limited number of members commit to the functioning of LexArt on an ongoing basis. I realize that both gallery changeover and gallery sitting have been burdensome to the membership, and would like to find a balance to the exhibit schedule that lessens that burden. A fully appointed work desk is being added to the gallery space, with the goal of allowing staff and interns to assist with gallery sitting, while also carrying out administrative work. I hope that this enables longer exhibit runs, as well as more expansive public hours. I am suggesting that we extend our typical two-week exhibit runs to three to four weeks, depending on exhibit complexity. This will hopefully alleviate volunteer hours as well as provide budget relief. We spend upwards of one thousand dollars per exhibit on promotion and marketing.

As we look forward to post-pandemic operations, I would also like to look at expanding public hours for the gallery, including being open at least one night a week, using the gallery for events such as readings, lectures and performances, offering the gallery space to arts and other organizations that don't have exhibit or meeting spaces, and generally opening up the gallery to more invitational type exhibits and public engagement and cultivation activities. Further to trying to improve schedule and ease volunteer frenzy, exhibits will close on Sundays, with the opening reception for the next exhibit the following Sunday. Exhibits can open to the public whenever completed. The gallery can remain open during exhibit changeover so retail will always be available, provided the front desk is staffed.

The Gallery Committee has begun meeting again to plan an exhibit schedule for 2021 and beyond. The following is in place for exhibits thus far in 2021.

Holiday Marketplace – December 8 – December 24, 2020
Chemistry of FiberLab – January 17 – February 7, 2021
Annual High School show – February 14 – March 7
Open slot – March 14 – April 4
Best of LexArt, Juried Society-wide show, soft opening of Nye Gallery – April 11 – May 9
State of Clay – May 16 – June 13, 2021

I urge everyone to participate in the juried exhibit to open the Nye Gallery. I hope the Society can make the strongest possible presentation to show off the new gallery and celebrate Molly. No theme for the *Best of LexArt* exhibit other than the height of craftsmanship and craftswomanship. Submissions can be anything made in the past three years and it is strongly encouraged that all entries be for sale.

I have also been assessing the LexArt education program. I can't speak to its history, development or its organization, but I know that it needs to be more robust, make greater use of the space and our overall resources, serve a broader audience, generate more revenue, serve as a greater cultivation tool for new members, public interest and engagement, and excite, stimulate, challenge and inspire members. I've concluded that in order for the program to approach these goals, it will need to be centrally conceived, organized and managed. Use of guild shops will of course be coordinated and resulting revenues shared. The guilds may determine their level of involvement in the program based on their contribution to planning and coordination. We will make every effort to use our entire building and grounds to its full advantage, including upgrading some of our existing spaces and planning outdoor classes in the parking lot summer 2021. We will continue traditional guild related instruction, but will also be pursuing new programs, exploring many possibilities and gauging interest from both instructors and students. I have asked Katina Leodas to lead this effort and she has embraced it with her usual combination of thoughtfulness and ferocity. Katina has been, and will be reaching out to each of the guilds, to share ideas and garner input.

I can imagine that some of you question or be surprised by what I have outlined above. It is understandable. Absence of change is not an option for us. We were already looking at a failing financial model prior to the pandemic. Our revenues have been in decline. Although some gains were made in the several years prior to COVID, membership has long been in decline. Even if our current financial model were to maintain revenues, our expenses will continue to rise. Any financial model we develop and employ must include significant fundraising. Fundraising success, whether individual, corporate or foundation-based, is tied to the numbers of people served. We must turn our focus outward to the community at large and determine how best to provide service, a service that is unique to us, and position ourselves as a community resource. This is the only way that we can hope to keep membership costs reasonable, maintain our building and the Society.

The Board and I will be engaging in a process of strategic planning in the coming months, trying to determine the best paths forward. We will be examining and evaluating all aspects of our make-up and operations, including our overall financial structure, the guild structure, membership costs and privileges, the education program, the gallery program, building use and apportionment. We will be working to define our identity, our mission, with an eye on both our history and our future. We need your help and support. The process will only be successful if it is representative of membership. We will be reaching out to you for your involvement and input.

Building Committee Report

Prepared by Louise Hara and Nancy Cornelius

Committee members: Chin Lin, Peter Kelley, Terri McEleney, Nancy Cornelius and Louise Hara

As Matthew wrote in his Executive Director's Report, "The creative revisions and upgrades to what was an extremely modest and limited space by architect Paul Lukez are truly transformational." We now have a clean, modern, spacious-feeling and flexible space that welcomes the community while showcasing the work of LexArt's members and attracting high quality outside artists and craftspeople. Custom display shelves and cabinetry on the north wall enable us to have an attractive, full-time retail space. A welcoming cashier's desk will double as a work desk, enabling us to keep the retail space open longer hours and partially relieve the need for volunteers to gallery sit during shows.

The new space is accessible, including a new bathroom, an enclosed lift to the painter's studio, a small kitchen area, and storage space. The gallery and ceramics studio each have new, separate heating and air conditioning systems that include HRV (heat recovery ventilation) allowing for the exchange of fresh air while minimizing the loss of heat and HEPA level filtration for the air in both spaces.

As of December 10, we are ready to open to the public. Several punch list items remain but do not interfere with operation of the Holiday Market Place. These include delivery and installation of kitchenette cabinetry and the welcome desk, some lighting fixtures and other electrical parts, and door hardware. The lift installation is complete, but the lift cannot be used until it passes state inspection (December 16).

At its September 9, 2020 meeting, the Board approved a budget of \$506,000. We are pleased to report that the final cost is expected to come in at \$480K plus or minus \$6K.

These estimates will be finalized after completion of the punch list and confirmation of EnergyStar rebates for the HVAC. The table on the next page compares the budget approved on September 9 to the current projection.

While conducting final building and fire inspections on the *new* construction, the inspectors identified several unrelated deficiencies in the rest of our aging building. The Lexington Fire and Building Departments are willing to work with us over a period of time to address these issues, which include replacing our aging exit lights, emergency lighting system and any outdated smoke detectors. We addressed the urgent requirements in the last week and so were allowed to open the gallery. However, we will need to show progress toward complete compliance within our grandfathered status.

To meet those needs, the Building Committee expects to use funds already approved in the annual budget for building repair and maintenance, subject to approval of either the Executive Director or the Executive Committee. Priority will be directed to the fire protection deficiencies as well as repairing some electrical items which occurred in the last few months, broken wiring in our entry hall, metals

studio, and outdoor lighting housing, By our next board meeting we will work toward a better prioritized list of work to be done beyond these immediate emergencies.

This committee currently does not have a chair.

Nye Gallery Budget Projection
As of December 9, 2020

Cost Categories	Board Approved Budget 9/9/2020	Final Expected	Change from 9/9 to Final Expected	Notes
A - Professional Fees	56,418	60,636	4,218	2.3k structural engineering for lift & kitchen; 1k for respecification of lighting, saving 14k in lighting construction costs;
B - Construction	346,698	346,384	(314)	
C - Furniture, Fixtures & Other Owner-Sourced	70,476	73,409	2,933	2.7k increase in fire alarm cost
D - Technology	1,500	500	(1,000)	1k for cabinet lighting shifted to Construction costs above
E - Misc	4,805	2,645	(2,160)	(3k) est. rebate from EnergyStar for HVAC purchases; .8k for 6mo. add'l storage rental at 140/mo.
Costs included in Construction, but not part of gallery renovation	(3,500)	(3,500)	-	Repair & Maintenance: 3.5k telephone pole damage to siding & ext door
Total Cost	476,397	480,074	3,677	Best estimate: variation could be as much as +/- 6k
Contingency	30,000	26,323	(3,677)	
Total including contingency	506,397	506,397		

Gallery set-up pictures next page.



Development Committee Report

Members: Todd Carey, Wayne Davis (chair), Alison Lauriat, Katina Leodas, Jasmine Lipman, Molly Nye, Matthew Siegal.

The Development Committee has been charged with leading efforts to raise funds to close the funding gap for the gallery project as well as raise general operating funds for the Society.

The Committee focused first on the gallery project. We reviewed the suggestions of possible significant donors offered by various board members and identified a list of approximately twenty to approach with personalized requests. Our fundraising consultant, Diane Remin, helped us to hone the strategy and details of the asks, prepare supporting materials, and then provided training for how to do zoom-call solicitations. We are in the midst of these meetings now and will have an updated progress report of commitments and checks received to share with the Board at Tuesday's meeting.

The Committee also launched the Annual Appeal. While in prior years we had either relied exclusively on email or on limited mailings (either just members, or a somewhat broader list of 600-700), this year we opted for mailing to every person (1564 total) on one of several mailing lists we had. Donations are starting to roll in; we will report details Tuesday. We will be sending follow-up emails as well.

While the Committee takes leadership responsibility for development, it also strongly believes each board member can and should contribute to the development effort. We ask for your assistance in two ways:

- We expect that each board member will contribute to the Annual Appeal if that have not already contributed significantly for some other purpose earlier in the year.
- We ask any board members (and board observers!) who are willing to do so, to make "thank you" phone calls to donors.

The thank you calls can have tremendous impact. Research has found that donors who receive thank you calls are far more likely (~40%) to give again, and to increase their later donations by upwards of 50%. Please consider whether you can carve out some time to make calls over the holidays and/or in early January. Please know that the calls can be brief. The main purpose is simply to say thank you; you need not – and should not—ask for further donations on these calls.

The Committee will now be turning its attention to the general fundraising campaign, working with our consultant. We are also looking at grants, with plans to submit a proposal to the Massachusetts Cultural Council on January 15 for a Feasibility and Technical Assistance Grant to fund an assessment of our capital maintenance needs. Also on the agenda will be reinvigoration of our legacy giving program.

There is much on our plate. The Committee would certainly welcome the assistance of any interested LexArt members.

Executive Committee Report & Operational Updates

The Executive Committee met November 5 and 19 and December 3. The Committee's discussions covered the transition of responsibilities to Matthew Siegal and realignment of responsibilities carried out by other members of the Executive Committee, staff and volunteers; current operational matters; and planning for future programs and initiatives.

Significant decisions taken included:

- Katina Leodas assume primary responsibility for developing the educational program.
- Determination to send the Annual Appeal letter via First Class mail to everyone on our various contacts list (1564 recipients).
- Support for the initial gallery exhibition schedule developed by Matthew and the Gallery Committee both as to proposed January-June shows and general intention for three-week duration.

Operations

COVID continues to have a significant impact on operations. On the positive side, those members who have used the facilities have been careful to follow the protocols established over the summer. As the weather cooled and open-window ventilation became less practical, portable air filters were purchased for use in the Painters, Woodworkers, and Metalworkers studios, with additional units available for use in the Seminar Room, and Fiber Arts studio. The new HVAC system provides continuous air filtration in the ceramics studio and Nye Gallery. We are not aware of any confirmed or suspected instances of members or visitors becoming infected.

However, overall usage of the building is down, with a significant portion of the membership choosing to stay away. Class and sales revenues are of course lower. Membership is down from 300 to 200.

Gov. Baker announced a rollback of the state Reopening Guidelines from Phase III, Step 2 to Phase III, Step 1 effective December 13.

While vaccines will soon begin to become available, many experts caution that mask-wearing, social distancing, and other measures will need to remain in place for much of 2021. We will need to continue to adapt. (See next paragraph for one adaptation.)

Ceramics Trunk Show, Holiday Market Place, Online Store, and Special Events

On November 7, the Ceramics Guild experimented with a "Trunk Show" Ceramics Sale in the parking lot, with 10 artists selling \$5,880 in just three hours. Beyond those impressive sales, this event was a welcome human reconnection with many loyal LexArt patrons and an important demonstration of the potential for use of our parking lot. We have begun exploring ideas for sales, educational and other events that can be held there as soon as this spring.

We opened online sales for the Holiday Market Place on November 7. Eighty participating artists submitted 850 items. Through December 9, 196 items from 62 artists have been sold, with net sales of \$11,299. We are now adding to the original HMP inventory. An additional 10 items of jewelry were sold for \$468 in September and October from a small online storefront we opened to prototype and test our processes.

A reasonable question is: “How do we measure the success of our efforts?” Starting as a new venture, the HMP team is pleased with the progress to-date. Sales have been increasing each week as we approach the holidays. By comparison, sales in 2019 were a bit over \$80,000, with 17 sales days and use of both the Parsons Gallery and Plummer Studio but no online sales. This year, we will have online sales for 47 days, plus 14 days of COVID-limited sales in the Nye Gallery alone.

While revenue is of course important, it is not the only measure of success. The effort to re-envision what HMP could be and then execute that vision pulled in more than 30 member volunteers, who had to invent a whole new set of processes and then share them with other member/artists. That effort has re-engaged and re-energized a large portion of the membership. We have now built a digital infrastructure and a cadre of members who know how to manage it. That foundation will help us in the future, not just for sales but in support of other in-person and on-line events and classes. For example, with this infrastructure in place, we now have the option of mirroring our gallery exhibits online, with sales through both channels.

We also learned about hosting Special Events online, with two this year. The first, Create-a-Gift Day, was a series of eight different online demonstrations by six LexArt members of do-it-yourself craft gift projects. Free and open to the public, this event was conceived as a vehicle for LexArt to share craft skills with a broader audience and build an awareness and appreciation of LexArt. Eighty people registered for the event overall, with every session having at least 20 viewers and some as many as 35. We are editing these videos to make them available online. The second, *One Dough, Many Cookies* was a cooking demonstration/fundraiser, featuring a local celebrity chef, Alina Eisenhour. This event netted \$767 after expenses, and the video will be offered as a downloadable digital class.

The combined online platform/HMP effort has been sustained through enormous contribution of volunteer hours. Lauri Hugentobler has been the heart and soul of building the online store, with much technical assistance by Roberta Norin and a team of volunteers she recruited and is leading. Deena Dubin and Nicole Mordecai, HMP Co-chairs, have been indefatigable for months. They have had strong support from their Steering Committee which, in addition to Lauri and Roberta, includes Cassandra Goldwater, Jerik Tornheim, and Terumi Irizawa. The Communications Group – Lauri (again!), with Jenn Bergantino, Louise Hara, Janice Toth and Dianne Wright—has provided marketing and publicity support. Thanks to all of them and the other volunteers on the various working groups and in the guilds.

Fall Classes

We held 16 classes and workshops this fall, split evenly among online and in-person. There were a total of 134 enrollees. Gross revenues were \$15,559. At the next board meeting, we will have a more complete report of classes for the June 1-December 31 period, including profitability and comparison to prior years.

Some general observations:

- Both the number of offerings and number of enrollees are down, as expected.

- The most successful classes from an enrollment perspective were those offered by instructors known to the LexArt community (members and mailing list).
- Six classes that we had hoped to offer were cancelled due to low enrollment.
- The pandemic market has been constantly and rapidly shifting and difficult to predict. While we must and will continue to offer a reduced set of classes into 2021, we will also use this time period to develop new approaches to the education program, as discussed in the Executive Director's report.

Financial Update

To be provided at board meeting or circulated in advance via email.

A more complete report will be presented and discussed at the February meeting.

Development Committee Report Supplement

Gallery Campaign

As of December 14, 2020:

Raised prior to 11/1/20	\$372,600
Received or pledged 11/1-12/14	\$33,000
Subtotal received or pledged	\$405,600
Anticipated (current conversations)	\$21 - \$45,000

Conversations continue with eight potential donors. Of those, several have already indicated their contemplated giving range, totalling between \$21,000 and \$45,000. So, at a minimum, we anticipate this campaign raising between \$426,600 and \$450,400. Several other donors have indicated a desire to give but have not indicated a range yet. These totals include amounts from several donors who have indicated an intention to spread out contributions of between \$10 and \$25,000 over two or three years.

Annual Appeal

As of December 14, 2020:

35 donations received Annual Appeal	\$12,105
Prior unrestricted donations received since 6/1/20	\$6,115
Cooking Demo Fundraiser (net)	\$767
TOTAL	\$18,987

All members of the Board have already made substantial donations this year to the Nye Gallery Project or have given or pledged to give to the Annual Fund.

Lexington Arts and Crafts Society
Budget / Actual Analysis
 October and November 2020 / November YTD

Operations	October	<p>October revenues are \$16k worse than budget. All revenue sources are behind budget. Class income is negative as unpaid accumulated instructor payments were settled. Other revenue sources did not materialize.</p> <p>Expenses were better than budget helping to mitigate the revenue losses. However, the more significant savings (\$10k) is due to unbilled / unpaid audit fees which are owed and will be settled in coming months. Also, payroll is better than budget due primarily to the new executive director foregoing on-boarding salary (\$3.5k) during October.</p>
	November	<p>Overall November appears to be \$17 better than budget, however, there are Professional Services costs that have been budgeted and incurred but not yet paid - insurance (\$10k) and consulting contract (\$2.5k) which will bring overall costs in line with expectations.</p> <p>Overall revenues are better than budget with the HMP / FallFair contributing \$6k better than budget and more than offsetting negative class revenues caused by costs from prior classes continuing to settle. Unrestricted contributions were positive with development efforts providing \$6.4k.</p>
	November YTD	<p>The YTD operating results appear to be \$12.4k better than budget with revenues (\$20.4k) worse than budget and expenses \$32.8k less than budget. However, with \$22.5k Professional Services budgeted and incurred but not yet paid, adjusted overall results would be \$10k worse than budget.</p> <p>Revenues are \$20k worse than budget with unrestricted contributions \$21k behind budget. Please note that development programs including the annual appeal are expected to generate revenues in December and later. After adjusting as above, expenses are only \$10k better than budget. Bottom line shows that the Covid induced shortfall in revenues is more significant than the corresponding lowered costs of operations.</p>
Available Cash	Cash	<p>Current projections provide \$100k in operating cash at May 31, 2021 with an additional \$112k in CDs to provide projected operating resources of \$212k- down from \$351k to start the year. \$212k is an increase over the \$182k reported at the end of September. While this amount will be lowered for the Professional Services when paid, this position was improved with the Gallery project costs now anticipated to come in at \$480k, \$26k better than the \$506k budget approved by the board. Also, please note that a cash adjustment line has been added. The adjustments reflect funds received in the prior year (deferred revenues) that should reduce available cash as refunds are paid out.</p>

Lexington Arts and Crafts Society
Budget / Actual Analysis
October and November 2020 / November YTD

	October-20			November-20			June-November 20 YTD		
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance
Income									
Classes									
In-house	1,000		(1,000)	1,000	(624)	(1,624)	2,000	1,000	(1,000)
On line	800	(2,238)	(3,038)	800	(624)	(1,424)	4,810	1,068	(3,742)
Total Class/Workshop Income	1,800	(2,238)	(4,038)	1,800	(1,248)	(3,048)	6,810	2,068	(4,742)
Contributions									
Unrestricted	7,200	185	(7,015)	7,200	6,397	(803)	135,162	114,243	(20,919)
Total Contributions	7,200	185	(7,015)	7,200	6,397	(803)	135,162	114,243	(20,919)
Gallery/Show Sales									
Commitment fee	3,750	100	(3,650)		-	-	3,750	100	(3,650)
Sales	2,000	245	(1,755)	2,000	7,954	5,954	4,225	8,802	4,577
Total Gallery/Show Sales	5,750	345	(5,405)	2,000	7,954	5,954	7,975	8,902	927
Membership									
Society Dues		408	408	500	775	275	34,675	38,967	4,292
Total Membership	-	408	408	500	775	275	34,675	38,967	4,292
Other Income									
Misc			-		571	571			
Unrestrict Int / Div			-			-		60	60
			-		571	571		60	60
Total Income	14,750	(1,300)	(16,050)	11,500	14,449	2,949	184,622	164,240	(20,382)
Expenses									
Total Building & Grounds	2,100	1,000	1,100	2,600	1,812	788	13,294	11,562	1,732
Total General & Admin	2,100	1,211	889	2,600	3,024	(424)	12,127	11,167	960
Total Payroll	11,920	6,526	5,394	10,766	10,231	535	62,049	55,375	6,674
Total Professional Services	13,900	3,700	10,200	13,900	1,440	12,460	35,720	13,393	22,327
Total Utilities	1,000	1,597	(597)	1,500	1,022	478	5,155	4,066	1,089
Total Expenses	31,020	14,034	16,986	31,366	17,529	13,837	128,345	95,563	32,782
Net Operating Income	(16,270)	(15,334)	936	(19,866)	(3,080)	16,786	56,277	68,677	12,400

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**Lexington Arts and Crafts Society
Projected 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	273,210	231,925	233,980	246,146	179,547	135,530	-	-	-	-	-	231,604
Contributions	52,100	7,260	2,200	55,000	240								116,800
Capex	(10,494)	(48,545)	(145)	(42,834)	(66,839)	(44,017)	(135,530)						(348,404)
End	273,210	231,925	233,980	246,146	179,547	135,530	-	-	-	-	-	-	-
Unrestricted													
Cash													
Beg	166,620	263,491	268,059	334,756	326,124	309,412	306,332	189,370	161,321	144,955	127,689	116,923	166,620
Operations	100,065	4,568	(6,303)	(6,046)	(15,334)	(3,080)	(10,366)	(23,049)	(16,366)	(12,266)	(10,766)	(11,866)	(10,809)
- cash adjustments	(3,194)			(2,586)	(1,378)								(7,158)
Redeem CD			73,000										73,000
Capex							(106,596)	(5,000)		(5,000)		(5,000)	(121,596)
End	263,491	268,059	334,756	326,124	309,412	306,332	189,370	161,321	144,955	127,689	116,923	100,057	100,057
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	448,490	453,058	438,123	421,411	418,331	301,369	273,320	256,954	239,688	228,922	212,056	212,056