



**Minutes of the Lexington Arts and Crafts Society, Inc.  
Board of Directors Meeting  
130 Waltham St.  
Lexington, MA 02421  
December 10th, 2024**

*Unless otherwise defined in the text of any Vote, all capitalized terms have the meanings as defined in the Bylaws of the Corporation, as adopted March 23, 2019 and subsequently amended.*

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

The December 10th, 2024 Board of Directors Meeting of the Lexington Arts and Crafts Society (LexArt) was called to order at 6:00 pm, conducted via videoconference, chaired by Diane Gordon, Chair of the Board.

The following Board members were in attendance: Diane Gordon (Chair), Matthew Siegal (President and Executive Director), Cassandra Goldwater (Co-Chair), Nicole Mordecai, Crystal Ribich, Nancy Cornelius, Alison Lauriat, Rachel Rosenblum, Jane Pioli, Williams Dixon, and Hannah Wolfe (Clerk).

**1. Reflections on Molly Nye**

Diane Gordon opened the meeting by offering her condolences on the passing of Board member Molly Nye, and everyone on the Board shared their memories of Molly. Molly had been an active member and supporter of LexArt for over half a century, and had several governance roles at LexArt over the years.

**2. Approval of Minutes (PPM. p.2 )**

Matthew Siegal moved that the minutes of the October 9th, 2024 Board meeting minutes be approved. Seconded by Nancy Cornelius. Thereafter it was:

**VOTED:** That the Board of Directors hereby approve the minutes of the Board meeting held October 9th, 2024.

The motion was adopted unanimously. Wayne Davis abstained from voting as he was not present for the October 9th Board meeting.

### **3. Director's Report (PPM. p.7 )**

Before discussing the Director's Report, Diane Gordon and Matthew Siegal followed up on a discussion from the previous Board meeting about the purpose of the Executive Committee. Wayne Davis added that the Executive Committee should regularly report on decisions they make on behalf of the Board.

Matthew then summarized some highlights of the Director's report. He mentioned that LexArt is serving around 10,000 people per year, which is remarkable for an organization of its size. Also, while the gallery used to receive around 500 visitors per year five years ago, now there are that many visitors per exhibit. Another area of progress that Matthew referenced is that other charitable organizations reached out to LexArt this calendar year for collaborations. He then opened the meeting up for questions on part of the Director's Report, and Nicole Mordecai asked about the upcoming promotional campaign for the makers spaces of LexArt. Matthew explained that since opening the equipped studios to the public, LexArt has not yet developed a designated marketed campaign for the makers spaces to let the public know about this change. Alison Lauriat noted that it seems like an appropriate time to start to market the studio spaces to new users.

### **4. Development Discussion and Added Grant Application Resolution**

The discussion on development began with Matthew Siegal announcing that LexArt is applying for a specific Mass Cultural Council grant that was previously awarded in 2021, which allowed LexArt to make needed upgrades to the gallery and ceramics studio and to purchase the lift. The program, titled the Cultural Facilities Fund, requires a one to one match from LexArt for the amount of money awarded. In 2021 LexArt was given \$67,000 , which was matched. The organization has since undergone an engineering survey, also funded by the Mass Cultural Council, to assess its highest priorities for capital improvements. The survey indicates that some of the doors need to be replaced to make them accessible, and 98 windows from the 1970s also need replacing. Matthew mentioned he doesn't have the exact amount needed for all these improvements, but based on the engineering survey he estimated LexArt needs to ask for, and match, \$130,000.

Diane Gordon inquired about when LexArt needs to know that this match can be met by, and Matthew said the application will be submitted on December 19th. Alison Lauriat asked if a Board endorsement to match the funds would be helpful and Matthew said yes. Wayne Davis noted that there should be a special campaign to raise the funds, and the reserve can make up the difference. Diane asked if it would be helpful for the Board to make a resolution to formally commit to covering with reserves any matching funds deficit that remains after the campaign. Alison added that the Board should make the commitment with the understanding that the exact wording is subject to change. The Board added a new motion to that effect. Rachel Rosenblum then moved to formally commit to matching the full amount that may be awarded by Mass Cultural Council, and Cassandra Goldwater seconded it. Thereafter it was:

**VOTED:** That if LexArt receives funds from Mass Cultural Council's Cultural Facilities Fund, the Board of Directors commits to match the amount awarded by the fund one to one.

The motion was adopted unanimously.

After voting on the added resolution, Wayne Davis discussed his report on recent development updates with the Board. Wayne mentioned that many donations have come in in honor of Molly Nye, and he anticipates more donations in the coming weeks.

Alison Lauriat asked Wayne about whether the Board had all donated to LexArt. Wayne said not all Board members have donated yet, but the Board has made some significant contributions. He added that while there is no specific amount requested for donations from Board members, LexArt asks Board members to have LexArt as a top priority when it comes to the charitable organizations that Board members support. He added that when applying for grants it is important that potential funders know that the Board participates financially. Wayne also said that he would appreciate feedback from the Board members who have donated recently on the current thank you emails that LexArt sends.

Diane brought up the mention of Corporate Sponsorships in Wayne's report and asked if this was an area in which assistance was needed. Wayne responded that he would like assistance with identifying potential corporate sponsors and going out and talking to businesses and business owners. Will Dixon offered to help Wayne with this, and added that he could talk to some people at his firm. Wayne said that even a Board member making an introduction would be very helpful, and he could continue the conversation with the businesses from that point forward.

Wayne also noted that he would like to look into long term strategic planning with a consultant that he has previously worked with on LexArt's fundraising and development during his time as Chairman, and he would also like a thought partner who he hasn't worked with before when brainstorming long term development planning ideas. Regarding the consultant, Diane requested that Wayne provide a monetary analysis demonstrating what the consultant previously did and the amount of money raised as a result. Wayne said he will provide this. For the new development thought partner role, Rachel Rosenblum expressed an interest in partnering with Wayne to brainstorm development ideas. She said she can begin mid-January and Wayne agreed.

In terms of additional assistance needed, Wayne mentioned that the previous two seasonal campaigns, for an artist in residence program and studio use have had middling success, and he could use a thought partner for strategic planning for these types of campaigns going forward. Jane Pioli offered to help Wayne with strategic planning for special and seasonal campaigns.

Lastly, Wayne said that although it's not urgent since we already have something in place, if anyone was interested in helping him brainstorm what we are doing and could do in the future with Planned Giving, he would be interested in assistance there as well.

Matthew Siegal agreed with Wayne that there should be multiple asks per year, and then raised the question to the Board if 3 asks a year seemed reasonable. Several Board members expressed that 3 fundraising campaigns annually seemed reasonable. Crystal Ribich mentioned that at least one campaign should be very specific where people know the exact purpose of the fundraising. Wayne said that there could be one special campaign that was specific, the annual appeal, and a third campaign that was more general which had an annual report feel to it. Cassandra Goldwater expressed that she would like the campaigns to include multiple stories like the recent one on artist Sara Sue Pennel.

## **5. Reviewing The Treasurer's Report (PPM. p.7 )**

The Board agreed to delay voting on accepting the Treasurer's Report, as the Report was brief since the numbers were sent in late by the accountants, and since Treasurer Mike Lawson was unable to attend the meeting. The motion to delay voting on accepting the Treasurer's Report was moved by Rachel Rosenblum and seconded by Wayne Davis. Thereafter it was:

**VOTED:** That the resolution to accept the Treasurer's Report finalized on December 10th be delayed until the January 2025 Board Meeting.

The motion was accepted unanimously.

For planning future Board meetings, Wayne Davis recommended that they be held after the 15th of month, to ensure that Mike receives the numbers in time and has a couple days before the meeting to review them.

## **6. Objectives and Key Results (OKR) Updates**

Diane Gordon stated that in the absence of Carolyn Pampino, the Board will postpone their discussion on studio groups and instead follow up on the key response initiatives from the June, 2024 Board meeting. During that meeting the Board broke into groups and brainstormed on high level objectives, then Diane then created a spreadsheet after the meeting and individual Board members put an "X" by the initiatives they wanted to work on.

Will Dixon said that he and Carolyn have reached out to the marketing staff to get started on the marketing print AD initiative. Cassandra Goldwater has plans to start working on the gallery sales initiative in January with the marketing staff, Operations Manager, and the two regular volunteers who run the gallery retail space.

Rachel Rosenblum mentioned that she put her name next to the initiative she would be interested in working on, but hadn't realized she was officially assigned to any of them. Diane clarified that there was no expectation that Board members would have already started working on all the initiatives they marked on the spreadsheet. Diane also mentioned that it was good that the Board was already making progress with some of these initiatives without any proactive pushing, and she would like feedback on how to proceed.

Cassandra pointed out that there are both short and long term tasks associated with these initiatives, and some of the tasks, like the idea of a Mother's Day sale, need more concrete planning. Diane said she would follow up with the Board members on all of these OKR tasks.

The meeting was adjourned at 8pm.

Respectfully submitted,  
Hannah Wolfe