

**RICHMOND ART CENTER  
MINUTES OF BOARD OF DIRECTORS ~ March 28, 2013**

Location: RAC, Resource Room      Time called to order: 5:45 p.m.      Time adjourned: 7:37 pm

Members present:      Andrea Biren, Susan Brand, Donna Brorby, Jan Brown, Peter Dodge (arrived just after financial report), Jerarde Gutierrez, Sue Hartman, Yolanda Holley, Bernadette Jones (left at 7, during facilities report), Terry Kotsatos, Connie Tritt,  
Members Absent:      Anna Blackman, Bob Connolly, Edric Kwan, Janie Nutt, Susan Wittenberg  
Staff present:      Richard Ambrose, Executive Director  
Others Present:      none

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Handouts Distributed or emailed prior to meeting:

- 1) Board Meeting Agenda for March 28, 2013
- 2) Minutes of Board of Director’s Meeting, February 28, 2013
- 3) Treasurer’s report – February 2013 financial statements (balance sheet and profit and loss) and cash flow report
- 4) Executive Director’s Report – March 2013
- 5) Proposed Three Year Strategic Plan
- 6) Proposed Revised ED Performance Objectives for First Year
- 7) Proposed Resolution on Salary Ranges
- 8) Proposed Joint Venture Policy

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**1. Introductions/Announcements/Agenda Review.** The board president again encouraged board members to keep track of their volunteer hours monthly and submit the time tracking form to Dianne Wightman, Finance Director. She reviewed the agenda and added two sub-items.

**2. Approval of Minutes of February Board Meeting.** Two mistakes were identified in the draft minutes for February. The draft reflects a discussion of the proposed revision to the 2012-2013 budget and the passage of a motion to establish a \$100,000 reserve fund. In fact, the motion was to approve the budget revision and the moving of \$100,000 to a reserve fund. Also, Terry Kotsatos was absent from the February meeting, but the minutes show him as present.

***Motion: That the Secretary is instructed to correct the minutes to reflect that the motion that was passed concerning the 2012-13 budget revisions was to approve the revisions including the \$100,000 reserve item and that Terry Kotsatos was absent. The minutes are approved with those corrections.***

The motion was made by Donna Brorby and seconded by Bernadette Jones. It passed unanimously.

**3. Treasurer’s Report.** The treasurer reviewed the February 28, 2013 financial statements (balance sheet, profit and loss statement, and cash flow), which are attached. The RAC is three-quarters through the fiscal year and the financials show performance this year compared with last year and percentage of the annual budget. The treasurer explained that we are on track to meet the budget. She explained what looked like discrepancies, which have to do with when some items of income and expense are recorded (e.g., the finance director does not report grant income until authorized expenses are incurred and paid, until then the monies are in a restricted account and are not counted as income to the RAC).

The treasurer reported that Ken Sun, the accountant who audited the RAC's 2011-2012 financial statement, has completed his work on the RAC's 990 form that is due to be filed by May 15. The treasurer will review the draft 990, which will then be reviewed by the Finance Committee and the Board. It will not be filed until it is approved by the Board.

**4. Executive Director's Report.** Ric Ambrose, Executive Director, reviewed the written report he had prepared for the board, in detail. It is attached. Board members are requested to attend as many of the upcoming events as they can, to be ambassadors for the RAC and to become as familiar as possible with the RAC's program. The RAC will need board members to volunteer to help with the UpCycle Event on April 20; Kristin will solicit volunteers by email, board members are requested to volunteer if they can.

**Three-year strategic plan.** The board president and executive director explained that the board packet this month included a revised three year strategic plan. Board members may suggest changes to the executive director in the immediate aftermath of this meeting, and the executive director will review the suggestions and incorporate them into a final version for the board to approve next meeting. The strategic plan will guide the executive director's preparation of a proposed budget for next year. The proposed strategic plan is attached.

**E.D. Performance Goals Timeline Revision.** The board president and the executive director agreed to revisions of the board-approved timeline with goals for evaluation of the performance of the executive director. The revisions were provided with this month's board packet.

***Motion: That the board approve the revisions to the executive director's performance goals and timeline, as reflected on the attached document.***

The motion was made by Bernadette Jones and seconded by Jan Brown.

It was noted in the discussion that, though it is not reflected in the goals and timeline document, the executive director is expected to solicit donations from individuals.

The motion passed unanimously.

**Solicitation of ideas (major needs/goals for which RAC needs funding).** The executive director has been asked to articulate one or more major needs or goals of the RAC, for consideration by the Savin Foundation. Any board member is invited to send their ideas to Ric.

## **5. Committee Reports.**

**Facilities Committee.** Peter Dodge reported on his and the committee's progress towards developing a proposal for renovation and remodeling at the RAC. The more work the committee does, the more clear it becomes that the issues are complicated and will take more time to analyze. For example, the committee was hoping to create simple housing for kilns in a small part of the courtyard, but the actual kiln space need is too big to fit into the courtyard without compromising other uses the RAC might want to make of it (for art and events). It is possible that the KCRT space should be renovated so that the kilns can be housed inside the current footprint of the RAC. The Facilities Committee must take account of all of RAC's needs and constituencies, so that a master plan can be developed, as well as cost estimates. Peter hopes that the committee will be in a position to make recommendations to the board within a few months.

**Curatorial Committee.** The RAC has planned its exhibits through spring 2014. The RAC wanted to schedule exhibits further out, in part so that it would have time to seek funding for them, and it has been successful. Jerarde Gutierrez, chair of the Curatorial Committee, announced that the Judy Baca SPARC mural will be going up on the Richmond Senior Center beginning April 1. The mural has been created, it is digital. All that is left is to put it up.

## 6. New Business.

**a. Compensation.** *The board went into executive session at 7:16, primarily to discuss the Human Resources committee's recommendation regarding a compensation structure for RAC employees. The Human Resources Committee of the Board of Directors of the Richmond Art Center recommended that the Board approve a salary structure and pay ranges (based on full-time employment) for employees. The process for arriving at the recommendation was as follows:*

The Human Resources Committee arranged for compensation professionals at Towers Watson, Inc., a human resources consultancy, to conduct a study of comparable organizations to determine the market rates for similar jobs at similar organizations. This analysis was done on a pro bono basis. RAC provided Tower Watson with up-to-date descriptions of the duties, scope of responsibility and performance objectives of employees of the Richmond Art Center. The jobs analyzed were: Executive Director; Finance Director; Education Director; Exhibitions Director; Administrative Director; Teacher/Instructor; AIS Program Coordinator; Ceramics Manager; Marketing Coordinator; Development Coordinator; Education Assistant; Exhibitions Assistant; Customer Service Coordinator; Facilities Coordinator. These materials were analyzed to identify comparable jobs (number of people supervised, type of work) in comparable Bay Area organizations (in terms of size, budget and mission).

Towers Watson gathered data from both comparable size (e.g., NIAD, Davis Art Center, Palo Alto Art League) and larger organizations. Form 990s were reviewed, and information was checked in some cases through telephone contact. Additionally, compensation professionals at Towers Watson, Inc. reviewed the 2012 Compensation & Benefits Survey of No. Cal. Non-Profit Organizations published by the Center for Non-Profit Management, and data from the 2011-2012 Wage and Benefit Report from Opportunity Knocks.

The Board adopted the compensation structure and pay ranges, tabling the adoption of a range for art instructors/faculty positions (contract and staff) until the next meeting. The adopted structure and range is a confidential document that is part of the minutes of the Executive session.

**b. Suggestion that board have a faculty liaison.** While it was in executive session, the board discussed a proposal by a faculty member to be a faculty liaison to the board. Board members noted the importance of input from all segments of RAC's community including the faculty. The consensus was that it was not necessary to add a faculty or other "liaison" position to RAC's board and committee structure. Board meetings are open to the public, with the exception of executive sessions, and interested members of the RAC community can seek committee and board positions. The Nominations Committee will contact the faculty member so see if she would like to be considered for a board position, and inform her of the other opportunities for input and communication. *The executive session was completed at 7:27 and the board returned to its regular meeting, to complete the items of business that follow.*

**c. Joint Venture Policy.** Donna Brorby reviewed the attached proposal for a joint venture policy for the RAC. It is important for the RAC to recognize what joint ventures are, so that it only

participates in joint ventures deliberately, in a manner consistent with its joint venture policy. The proposed policy permits joint ventures with not-for-profit entities if and only if the board specifically approves the joint venture. It defines joint venture for the guidance of the board and staff.

**Motion:** **Connie Tritt** moved *that the board adopt the attached joint venture policy*. Susan Brand seconded the motion. It passed unanimously.

**7. Adjournment.** The meeting was adjourned, on a motion by Donna Brorby that was seconded by Connie Tritt, at 7:37 p.m.

Refreshments: Terry Kotsatos will bring refreshments to the April 25 meeting.

Upcoming Dates:

April 11 – 5 to 7 pm Chamber of Commerce Mixer  
April 13 – 2 to 4 pm Reception for WCCUSD Art Exhibition  
April 19 5:30-7:30 WCCUSD exhibit reception  
April 20 – 1 to 4 pm RAC event, Upcycle! Richmond Earth Day/Make-It-Faire  
April 25 – 5:30 – 7:30 April Board Meeting  
May 23 – 5:30 to 7:30 p.m. May Board Meeting  
June 15 – 4-5 p.m. Annual Membership Meeting, **very important for board members to attend if at all possible**  
June 15 – 5 p.m. to 7:00 p.m. Opening Reception Members/ACGA Exhibition  
June 27 – 5:30 to 7:30 p.m. June Board meeting

Board meetings are 5:30 to 7:30 the fourth Thursday of the month, except in November and December when the meetings will be on the third Thursday due to holidays. Executive Committee meetings are open to any board member and take place the Thursday before the board meeting, usually beginning at 5:30.

Agenda for March 28, 2013 5:30 pm  
 Richmond Art Center Board of Directors Meeting  
 Resource Room, Richmond Art Center

AGENDA

- |  |            |            |
|--|------------|------------|
| 1. Introductions/Announcements/Agenda Review/<br>Water and snacks next time<br>Volunteer Hours   | 5 minutes  | Andi       |
| 2. Approval of Minutes of February Board Meeting   | 5 minutes  | Donna      |
| 3. Treasurer's Report  | 30 minutes | Connie/Ric |
| February Financials<br>990   |            |            |
| 4. E.D. Report   | 40 minutes | Ric        |
| Strategic Plan Revisions for discussion<br>Request for your written articulation of major need or goal<br>Performance Goal Timeline Revisions -FYI |            |            |
| 5. Committee Reports   | 10 minutes |            |
| Update from Facilities Committee   |            | Peter      |
| Nominations Committee  |            | Andi       |
| Curatorial Committee   |            | Ric        |
| 6. Executive Session re Salary Ranges  | 20 minutes | Andi       |
| 7. New Business  | 10 minutes |            |
| Tabled Joint Venture Policy Discussion (attachment)  |            | Donna      |
| 8. Adjourn – Motion Needed   |            |            |

Upcoming Dates:

- April 11 5-7 Chamber Mixer at the RAC - Honoring Cal Oils (\$10)
- April 19 5:30-7:30 WCCUSD exhibit reception
- April 20 -1-4 Upcycle! Richmond
- April 25 BOARD MEETING
- May 23 BOARD MEETING
- June 15 - 4 pm Membership meeting and Opening of Summer Exhibits

**RICHMOND ART CENTER**  
**Balance Sheet**  
As of February 28, 2013

	Feb 28, 13	Feb 29, 12	\$ Change	% Change
<b>ASSETS</b>				
<b>Current Assets</b>				
<b>Checking/Savings</b>				
<b>Mechanics Endowment Fund Accts</b>				
10-1010 · Mechanics Endowment Equities	34.35	0.00	34.35	100.0%
50-1010 · Mechanics Endowment Mny Mkt	31,080.80	31,989.65	-908.85	-2.84%
<b>Total Mechanics Endowment Fund Accts</b>	<b>31,115.15</b>	<b>31,989.65</b>	<b>-874.50</b>	<b>-2.73%</b>
10-1004 · Mech Bank, checking, COR Match	38,986.00	0.00	38,986.00	100.0%
10-1005 · Mechanics Bank Checking - 9901	152,540.61	27,460.71	125,079.90	455.49%
10-1006 · Mechanics Bank Savings - 7335	115,531.82	144,949.54	-29,417.72	-20.3%
10-1008 · Mech Savings, COR Loan	161,253.44	0.00	161,253.44	100.0%
1049 · Petty Cash/Change Drawers	365.00	235.00	130.00	55.32%
<b>Total Checking/Savings</b>	<b>499,792.02</b>	<b>204,634.90</b>	<b>295,157.12</b>	<b>144.24%</b>
<b>Accounts Receivable</b>				
1200 · Accounts Receivable	3,045.00	650.00	2,395.00	368.46%
<b>Total Accounts Receivable</b>	<b>3,045.00</b>	<b>650.00</b>	<b>2,395.00</b>	<b>368.46%</b>
<b>Other Current Assets</b>				
1105 · Scholarship Transfers	165.00	0.00	165.00	100.0%
1122 · Active Network Online A/R	-113.98	-113.98	0.00	0.0%
1107 · Prepaid Expense	666.00	0.00	666.00	100.0%
1125 · Suspense Account	0.00	0.00	0.00	0.0%
<b>1126 · Prepaid Insurance</b>				
1127 · Prepaid Liability Insurance	1,860.40	926.86	933.54	100.72%
1128 · Prepaid W/C Insurance	921.00	593.70	327.30	55.13%
1129 · Prepaid Medical Insurance	1,725.15	-560.73	2,285.88	-407.66%
1130 · Prepaid Fine Arts Insurance	1,664.00	1,320.88	343.12	25.98%
<b>Total 1126 · Prepaid Insurance</b>	<b>6,170.55</b>	<b>2,280.71</b>	<b>3,889.84</b>	<b>170.55%</b>
<b>Total Other Current Assets</b>	<b>6,887.57</b>	<b>2,166.73</b>	<b>4,720.84</b>	<b>217.88%</b>
<b>Total Current Assets</b>	<b>509,724.59</b>	<b>207,451.63</b>	<b>302,272.96</b>	<b>145.71%</b>
<b>Fixed Assets</b>				
1115 · Furniture and Equipment	84,288.58	83,439.58	849.00	1.02%
1116 · Accumulated Depreciation	-66,691.00	-61,714.00	-4,977.00	8.07%
<b>Total Fixed Assets</b>	<b>17,597.58</b>	<b>21,725.58</b>	<b>-4,128.00</b>	<b>-19.0%</b>
<b>Other Assets</b>				

**RICHMOND ART CENTER**  
**Balance Sheet**  
As of February 28, 2013

	Feb 28, 13	Feb 29, 12	\$ Change	% Change
1140 - Inventory	745.00	745.00	0.00	0.0%
<b>Total Other Assets</b>	<b>745.00</b>	<b>745.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>TOTAL ASSETS</b>	<b>528,067.17</b>	<b>229,922.21</b>	<b>298,144.96</b>	<b>129.67%</b>
<b>LIABILITIES &amp; EQUITY</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
<b>Accounts Payable</b>				
2000 - Accounts Payable	-852.99	-1,532.26	679.27	-44.33%
2008 - Pitney Bowes Purchase Power	1,052.99	1,052.99	0.00	0.0%
<b>Total Accounts Payable</b>	<b>200.00</b>	<b>-479.27</b>	<b>679.27</b>	<b>-141.73%</b>
<b>Credit Cards</b>				
2002 - Mechanics Bank VISA Bus Card	0.00	14,043.27	-14,043.27	-100.0%
<b>Total Credit Cards</b>	<b>0.00</b>	<b>14,043.27</b>	<b>-14,043.27</b>	<b>-100.0%</b>
<b>Other Current Liabilities</b>				
2210 - Reserve Fund	100,000.00	0.00	100,000.00	100.0%
2001A - Accrued Vacation	8,001.14	10,717.99	-2,716.85	-25.35%
2003 - ActiveNet Credit on Account	1,083.06	0.00	1,083.06	100.0%
2013 - City of Richmond Loan 2012	161,200.00	0.00	161,200.00	100.0%
2150 - Payroll Clearing	1,175.86	0.00	1,175.86	100.0%
2200 - Sales Tax Payable	450.00	28.48	421.52	1,480.06%
2203 - Misc Temp Restricted Funds	4,489.50	0.00	4,489.50	100.0%
<b>Total Other Current Liabilities</b>	<b>276,399.56</b>	<b>10,746.47</b>	<b>265,653.09</b>	<b>2,472.0%</b>
<b>Total Current Liabilities</b>	<b>276,599.56</b>	<b>24,310.47</b>	<b>252,289.09</b>	<b>1,037.78%</b>
<b>Total Liabilities</b>	<b>276,599.56</b>	<b>24,310.47</b>	<b>252,289.09</b>	<b>1,037.78%</b>
<b>Equity</b>				
<b>3001 - Permanently Restricted Funds</b>				
3002 - Restricted Endowment Funds	31,080.80	33,688.85	-2,608.05	-7.74%
<b>Total 3001 - Permanently Restricted Funds</b>	<b>31,080.80</b>	<b>33,688.85</b>	<b>-2,608.05</b>	<b>-7.74%</b>
<b>Total 3003 - Temporarily Restricted Funds</b>	<b>179,811.63</b>	<b>295,413.61</b>	<b>-115,601.98</b>	<b>-39.13%</b>
3105 - PY Unrestricted Fund Balance	-7,450.99	-67,472.14	60,021.15	-88.96%
<b>Net Income</b>	<b>48,026.17</b>	<b>-56,018.58</b>	<b>104,044.75</b>	<b>-185.73%</b>
<b>Total Equity</b>	<b>251,467.61</b>	<b>205,611.74</b>	<b>45,855.87</b>	<b>22.3%</b>

**RICHMOND ART CENTER**

**Balance Sheet**

As of February 28, 2013

	<b>Feb 28, 13</b>	<b>Feb 29, 12</b>	<b>\$ Change</b>	<b>% Change</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>528,067.17</b>	<b>229,922.21</b>	<b>298,144.96</b>	<b>129.67%</b>



**RICHMOND ART CENTER**  
**Profit & Loss**  
July 2012 through February 2013

		Jul '12 - Feb 13		Annual Budget	Actual as % of Budget
<b>Ordinary Income/Expense</b>					
<b>Income</b>					
4000 · Memberships					
<b>Total 4000 · Memberships</b>		\$ 16,617.06		\$ 24,000	69%
<b>4010 · Education Income</b>					
<b>Total 50-4001 · On-Site Registration Fees</b>		\$ 155,649.01		\$ 180,000	86%
50-4011 · Gift Certificate for Class		\$ 205.00		\$ 100	
50-4012 · Art Tour Fees		\$ 1,110.00		\$ 1,200	
Subtotal-Workshops and Open Studios		\$ 5,180.10		\$ 3,500	
50-4045 · Class Schedule Advertising		\$ 850.00		\$ 340	
50-4025 · Locker Rentals		\$ 1,084.00		\$ 800	
51-4010 · Sales - Items/Materials					
<b>Total 51-4010 · Sales - Items/Materials</b>		\$ 3,057.37		\$ 5,500	
Cost of sales		\$ (2,464.00)		\$ (4,200)	
80-4010 · Education - Scholarships		\$ 3,500.00		\$ 8,500	
<b>Total 4010 · Education Income</b>		\$ 168,171.48		\$ 195,740.00	86%
<b>4012 · Community Project Income</b>					
20-4012 · School Program Fees/BBK		\$ 3,955.00	*1*	\$ 10,000	
4012 · Community Project Income - Other		\$ 1,635.00	*2*	\$ -	
<b>Total 4012 · Community Project Income</b>		\$ 5,590.00		\$ 10,000.00	56%
<b>4015 · Exhibition Income</b>					
60-4012 · Community Exhibitions		\$ 175.70		\$ -	
61-4015 · Exhibition Fees		\$ 204.31	*3*	\$ 3,500	
62-4015 · Artwork Sales		\$ 10,834.42		\$ 11,000	
Commissions on Sales of Art		\$ (6,768.00)		\$ (6,768)	
63-4015 · Catalogs/Other Sales		\$ 832.87		\$ -	
Main Gallery Entrance Fees		\$ -		\$ 1,500	
64-4015 · Exhibition Donations		\$ 767.60		\$ 1,000	
64-4016 · Exhibition Inc AN trans fees		\$ (3.00)		\$ -	
<b>Total 4015 · Exhibition Income</b>		\$ 6,043.90		\$ 10,232	59%
<b>4050 · Rental Income (Equip/Space)</b>					
10-4050 · Facility/Equipment Rental		\$ 2,839.00		\$ 2,800	
<b>Total 4050 · Rental Income (Equip/Space)</b>		\$ 2,839.00		\$ 2,800	101%
<b>4060 · Income - Miscellaneous</b>					
10-4060 · Admin/General Ops		\$ 911.90	*4*	\$ -	
60-4060 · Exhibition Misc'l		\$ 1,000.00	*5*	\$ -	
<b>Total 4060 · Income - Miscellaneous</b>		\$ 1,911.90		\$ -	0%

**RICHMOND ART CENTER**  
**Profit & Loss**  
July 2012 through February 2013

			Jul '12 - Feb 13	Annual Budget	Actual as % of Budget
<b>4110 · Fundraising - HAF</b>					
	12-4110 · Fundraising - HAF		\$ 17,052.07	\$ 17,000	
	<b>Total 4110 · Fundraising - HAF</b>		\$ 17,052.07	\$ 17,000	100%
<b>4100 · Fundraising - Annual Drive</b>					
	10-4102 · Spring Campaign		\$ 1,711.68		
	10-4135 · Art Partnership		\$ 5,484.65		
	<b>Total 4100 · Fundraising - Annual Drive</b>		\$ 7,196.33		
<b>4120 · Fundraising - Misc/Other</b>			\$ 2,250.00		*6*
<b>4130 · Donations - Individual/Board</b>					
	10-4131 · Hardison Memorial		\$ 5,900.00		
	10-4130 · Admin/General Ops		\$ 45,551.68		
	50-4130 · Education/On-Site		\$ 111.00		
	60-4130 · Exhibition		\$ 108.82		
	4130 · Donations - Individual/Board - Other		\$ 2,445.00		
	<b>Total 4130 · Donations - Individual/Board</b>		\$ 54,116.50		
<b>4140 · Donations - Business</b>					
	10-4140 · Admin/General Ops		\$ 3,250.00		*7*
	<b>Total 4140 · Donations - Business</b>		\$ 3,250.00		
<b>4150 · Donations - Community Groups</b>					
	10-4150 · Admin/General Ops		\$ 95.75		*8*
	60-4150 · Exhibition		\$ 100.00		*9*
	<b>Total 4150 · Donations - Community Groups</b>		\$ 195.75		
<b>4170 · Donations, AN transaction fees</b>			\$ (48.00)		
	Partnership Campaign		\$ 66,960.58	\$ 80,000	84%
	School District Grant and Donation		\$ -	\$ 3,350	0%
	Sponsors		\$ -	\$ 4,000	0%
<b>4200 · Grants - Foundations</b>					
	10-4200 · Admin/General Ops		\$ 10,000.00	\$ 16,710	*10*
	50-4200 · Education - On-Site		\$ 6,500.00	\$ 29,650	*11*
	60-4200 · Exhibition		\$ 36,708.64	\$ 65,000	*12*
	<b>Total 4200 · Grants - Foundations</b>		\$ 53,208.64	\$ 111,360.00	48%
	50-4210 * Education On-Site		\$ 14,000.00	\$ 14,000	*13*
	<b>Total Grants - Business</b>		\$ 14,000.00	\$ 14,000.00	100%
<b>4240 · Grants - City</b>					
	10-4240 · Admin/General Ops		\$ 100,982.39	\$ 253,590	*14*
	60-4240 · Exhibition		\$ 6,945.83	\$ 8,000	*15*

**RICHMOND ART CENTER**  
**Profit & Loss**  
July 2012 through February 2013

		Jul '12 - Feb 13	Annual Budget	Actual as % of Budget
	<b>Total 4240 · Grants - City</b>	\$ 107,928.22	\$ 261,590	41%
	<b>Total Income</b>	\$ 460,322.85	\$ 734,072	63%
	<b>Expense</b>			
	<b>10-0000 · Admin/Genl Ops</b>			
	10-6001 · Allocated Support Salaries	\$ 51,468.93	\$ 77,176	67%
	10-6010 · Payroll Taxes	\$ 5,139.18	\$ 7,290	70%
	10-6015 · Payroll Processing Fees	\$ 1,529.29	\$ 2,250	68%
	10-6030 · Medical Dental	\$ 9,086.61	\$ 12,636	72%
	10-6040 · Staff Development/Recruitment	\$ 1,780.64	\$ 2,000	89%
	10-6045 · Board Development/Recruitment	\$ 65.00	\$ 3,000	2%
	10-6050 · Insurance, Liability	\$ 2,790.60	\$ 6,000	47%
	10-6060 · Website Management	\$ 2,242.87	\$ 2,000	112%
	10-6061 · Membership Maintenance	\$ 911.25	\$ -	0%
	10-6070 · Telephone/Internet Expense	\$ 497.53	\$ 900	55%
	10-6090 · Hardware/Software	\$ 5,209.95	\$ 6,000	87%
	10-6100 · Equipment/Fixture Purchases	\$ 974.33	\$ -	0%
	10-6101 · Equipment Lease	\$ 1,147.91	\$ 4,600	25%
	10-6110 · Maintenance/Repairs	\$ 266.32	\$ -	0%
	10-6120 · Supplies - Office/Gen Operating	\$ 2,909.70	\$ 5,000	58%
	10-6130 · Advertising/Pub Relat	\$ 2,212.87	\$ -	0%
	10-6131 · Meeting/Reception Supplies	\$ 718.69	\$ -	0%
	10-6150 · Dues & Publications	\$ 501.00	\$ -	0%
	10-6160 · Postage & Delivery	\$ 1,844.61	\$ 3,500	53%
	10-6170 · Printing & Copies	\$ 2,347.99	\$ 2,500	94%
	10-6270 · Bank & CC Merchant Charges	\$ 847.09	\$ -	0%
	10-6350 · Recruiting	\$ 643.00	\$ -	0%
	Taxes, Licenses and Fees		\$ 1,100	0%
	Travel/Mileage		\$ 250	0%
	Video & Software (RCF)		\$ 500	0%
	10-6600 · Audit	\$ 2,400.00	\$ 5,400	44%
	10-0000 · Admin/Genl Ops - Other	\$ (50.00)	\$ -	0%
	<b>Total 10-0000 · Admin/Genl Ops</b>	\$ 97,485.36	\$ 142,102	69%
	<b>11-0000 · Facilities</b>			
	11-6001 · Facilities Allocated Personnel	\$ 4,903.82	\$ 9,809	50%
	11-6000 · Facilities Direct Personnel	\$ 6,035.00	\$ 7,725	78%
	11-6010 · Facilities Payroll Taxes	\$ 1,135.52	\$ 1,656	69%
	Equipment & Furniture	\$ -	\$ 12,000	0%
	Maintenance & Repair	\$ -	\$ 4,000	0%
	Facilities Evaluation & Planning	\$ -	\$ 1,000	0%
	<b>Total 11-0000 · Facilities</b>	\$ 12,074.34	\$ 36,190	33%
	<b>12-0000 · Fundraising</b>			
	12-6000 · Salaries-Fundraising	\$ 2,500.00	\$ -	0%

**RICHMOND ART CENTER**  
**Profit & Loss**  
July 2012 through February 2013

		Jul '12 - Feb 13	Annual Budget	Actual as % of Budget
	12-6001 · Allocated Support Salaries	\$ 21,188.04	\$ 40,994	52%
	12-6010 · Payroll Taxes	\$ 2,398.58	\$ 3,872	62%
	12-6040 · Staff Recruiting	\$ 75.00	\$ -	0%
	12-6120 · Supplies - Office/General	\$ 200.22	\$ 1,000	20%
	12-6175 · Networking Expense	\$ 250.00	\$ -	0%
	12-6200 · Conf/Mtgs/Receptions	\$ 72.78	\$ 1,000	7%
	12-6210 · HAF Art Sales Commission	\$ 2,723.60	\$ -	0%
	12-6250 · Fundraising-HAF	\$ 1,756.55	\$ -	0%
	12-6261 · Fundraising Event Supplies	\$ 157.93	\$ -	0%
	12-6280 · Merchant Charges Fundraising	\$ 43.59	\$ 3,788	1%
	12-6300 · Contract Services	\$ 3,037.50	\$ 4,000	76%
	12-6400 · Volunteer Program	\$ 200.00	\$ 1,000	20%
	12-6500 · ActiveNetwork Processing Fees	\$ 106.78	\$ 466	23%
	Postage & Shipping		\$ 1,000	0%
	Printing		\$ 500	0%
	<b>Total 12-0000 · Fundraising</b>	<b>\$ 34,710.57</b>	<b>\$ 57,620</b>	<b>60%</b>
	<b>13-0000 · Membership Maintenance</b>			
	13-6001 · Allocated Salaries	\$ 6,299.27	\$ 10,627	59%
	13-6010 · Membership Maint P/R tax exp	\$ 631.46	\$ 1,004	63%
	13-6400 · Mbr Maint, AN processing fees	\$ 438.98	\$ 1,300	34%
	Postage/Shipping	\$ -	\$ 250	0%
	Office Supplies	\$ -	\$ 250	0%
	<b>Total 13-0000 · Membership Maintenance</b>	<b>\$ 7,369.71</b>	<b>\$ 13,431</b>	<b>55%</b>
	<b>14-000 · Marketing</b>			
	14-6001 · Marketing Allocated Personnel	\$ 12,433.89	\$ 25,174	49%
	14-6010 · Marketing Payroll Taxes	\$ 1,250.58	\$ 2,378	53%
	Institutional Marketing	\$ -	\$ 8,000	0%
	Dues & Publications	\$ -	\$ 1,000	0%
	<b>Total 14-000 · Marketing</b>	<b>\$ 13,684.47</b>	<b>\$ 36,552</b>	<b>37%</b>
	<b>15-0000 · Neighborhood Public Art</b>			
	15-6120 · Supplies - Program	\$ 350.00	\$ -	0%
	15-6300 · Contract Services	\$ 590.00	\$ -	0%
	<b>Total 15-0000 · Neighborhood Public Art</b>	<b>\$ 940.00</b>	<b>\$ -</b>	<b>0%</b>
	<b>50-0000 · Education</b>			
	50-6000 · Salaries	\$ 60,683.69	\$ 111,760	54%
	50-6001 · Allocated Support Salaries	\$ 23,937.58	\$ 37,618	64%
	50-6010 · Payroll Taxes	\$ 8,454.48	\$ 15,390	55%
	50-6030 · Medical/Dental Insurance	\$ 4,971.26	\$ 6,000	83%
	50-6040 · Staff/Board/Development/Recruit	\$ 150.00	\$ -	0%
	50-6110 · Maintenance/Repairs	\$ 29.37	\$ -	0%
	50-6120 · Supplies - Office/General	\$ 301.64	\$ -	0%
	50-6122 · Supplies - Program/Materials	\$ 2,834.44	\$ 6,000	47%
	50-6130 · Advertising/P/R	\$ 1,543.67	\$ 6,000	26%
	50-6160 · Postage & Delivery	\$ 443.87	\$ 2,000	22%
	Catalog Delivery	\$ 400.00	\$ 800	50%

**RICHMOND ART CENTER**  
**Profit & Loss**  
July 2012 through February 2013

					Actual as % of Budget	
			Jul '12 - Feb 13	Annual Budget		
	50-6170 · Printing & Copies	\$	1,400.00	\$	6,000	23%
	50-6205 · Active Network Equip + Fees	\$	151.72	\$	-	0%
	50-6210 · Art Sales Commission	\$	533.38	\$	-	0%
	50-6220 · Refunds -On Site	\$	704.00	\$	-	0%
	50-6270 · Merchant Charges	\$	2,447.57	\$	4,000	61%
	50-6271 · Education AN transaction fees	\$	1,438.48	\$	3,000	48%
	50-6300 · Contract Services/Faculty	\$	59,892.86	\$	100,000	60%
	50-6301 · Training	\$	500.00	\$	-	0%
	50-6310 · Graphic Design Svcs	\$	2,200.00	\$	5,000	44%
	50-6340 · Modeling Services	\$	1,960.00	\$	3,200	61%
	50-7000 · Art in Schools/Lib/Comm	\$	5,947.92	\$	13,584	44%
	50-7001 · AIS Supplies	\$	2,732.22	\$	5,504	50%
	50-7002 · AIS - Tours	\$	956.96	\$	3,000	32%
	Art In Community Centers	\$	-	\$	8,500	0%
	Art In Library	\$	-	\$	2,000	0%
	Public Events (Skeleton Fest &	\$	-	\$	2,422	0%
	Website Maintenance	\$	-	\$	3,000	0%
	50-0000 · Education - Other	\$	150.00	\$	-	0%
	<b>Total 50-0000 · Education</b>	<b>\$</b>	<b>184,765.11</b>	<b>\$</b>	<b>344,778</b>	<b>54%</b>
	<b>60-0000 · Exhibition</b>					
	60-6000 · Salaries-Exhibition	\$	26,337.90	\$	46,240	57%
	60-6001 · Allocated Support Salaries	\$	15,153.26	\$	24,987	61%
	60-6010 · Payroll Taxes	\$	4,139.79	\$	7,228	57%
	60-6040 · Staff/Board/Recruitment/Develop	\$	75.00	\$	-	0%
	60-6120 · Supplies - Office/General	\$	27.29	\$	-	0%
	60-6122 · Supplies - Exhibitions/Gallery	\$	4,219.39	\$	1,000	422%
	60-6160 · Postage & Delivery	\$	51.88	\$	1,250	4%
	60-6170 · Printing & Copies	\$	265.30	\$	600	44%
	60-6192 · Fine Art Insurance	\$	792.56	\$	1,644	48%
	60-6271 · Exhibition - AN trans fees	\$	6.00	\$	-	0%
	60-6180 · Reception/Event Costs	\$	1,225.89	\$	800	153%
	60-6185 · Exhibit Rental Fees	\$	5,407.94	\$	5,000	108%
	60-6191 · Art Damage	\$	150.00	\$	300	50%
	60-6270 · Merchant Charges	\$	7.03	\$	-	0%
	60-6300 · Contract Services	\$	1,188.12	\$	1,000	119%
	Advertising/Marketing	\$	-	\$	1,000	0%
	Art on the Greenway expense	\$	-	\$	8,000	0%
	WCCUSD Show expense	\$	-	\$	3,350	0%
	Craft Show Awards	\$	-	\$	1,000	0%
	<b>Total 60-0000 · Exhibition</b>	<b>\$</b>	<b>59,047.35</b>	<b>\$</b>	<b>103,399</b>	<b>57%</b>
	9999 · Conversion Dummy Exp Acct	\$	(2.00)	\$	-	0%
	4001 · Interest Income	\$	141.52	\$	-	0%
	4005 · Investment Income	\$	313.06	\$	-	0%
		<b>\$</b>	<b>454.58</b>	<b>\$</b>	<b>-</b>	<b>0%</b>

**RICHMOND ART CENTER**  
**Profit & Loss**  
 July 2012 through February 2013

		Jul '12 - Feb 13	Annual Budget	Actual as % of Budget
<b>ActiveNet Expenses</b>				
	ActiveNet Merchant Fees	\$ 1,223.47	\$ -	0%
	ActiveNet Transaction Fee	\$ 1,176.91	\$ -	0%
	ActiveNet Expenses - Other	\$ 275.97	\$ -	0%
	<b>Total ActiveNet Expenses</b>	<b>\$ 2,676.35</b>	<b>\$ -</b>	<b>0%</b>
	<b>Total Expense</b>	<b>\$ 412,296.68</b>	<b>\$ 734,072.00</b>	<b>56%</b>
		<b>\$ 48,026.17</b>	<b>\$ -</b>	

**RICHMOND ART CENTER**  
**Profit & Loss**  
July 2012 through February 2013

			Dollar Variance
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
	4000 · Memberships		
	<b>Total 4000 · Memberships</b>		\$ 7,382.94
	4010 · Education Income		
	<b>Total 50-4001 · On-Site Registration Fees</b>		\$ 24,350.99
	50-4011 · Gift Certificate for Class		
	50-4012 · Art Tour Fees		
	Subtotal-Workshops and Open Studios		
	50-4045 · Class Schedule Advertising		
	50-4025 · Locker Rentals		
	51-4010 · Sales - Items/Materials		
	<b>Total 51-4010 · Sales - Items/Materials</b>		
	Cost of sales		
	80-4010 · Education - Scholarships		
	<b>Total 4010 · Education Income</b>		\$ 27,568.52
	4012 · Community Project Income		
	20-4012 · School Program Fees/BBK		
	4012 · Community Project Income - Other		
	<b>Total 4012 · Community Project Income</b>		\$ 4,410.00
	4015 · Exhibition Income		
	60-4012 · Community Exhibitions		
	61-4015 · Exhibition Fees		
	62-4015 · Artwork Sales		
	Commissions on Sales of Art		
	63-4015 · Catalogs/Other Sales		
	Main Gallery Entrance Fees		
	64-4015 · Exhibition Donations		
	64-4016 · Exhibition Inc AN trans fees		
	<b>Total 4015 · Exhibition Income</b>		\$ 4,188.10
	4050 · Rental Income (Equip/Space)		
	10-4050 · Facility/Equipment Rental		
	<b>Total 4050 · Rental Income (Equip/Space)</b>		\$ (39.00)
	4060 · Income - Miscellaneous		
	10-4060 · Admin/General Ops		
	60-4060 · Exhibition Misc'l		
	<b>Total 4060 · Income - Miscellaneous</b>		\$ (1,911.90)

**RICHMOND ART CENTER**  
**Profit & Loss**  
July 2012 through February 2013

			Dollar Variance
	<b>4110 · Fundraising - HAF</b>		
	12-4110	· Fundraising - HAF	
	<b>Total 4110 · Fundraising - HAF</b>		\$ (52.07)
	<b>4100 · Fundraising - Annual Drive</b>		
	10-4102	· Spring Campaign	
	10-4135	· Art Partnership	
	<b>Total 4100 · Fundraising - Annual Drive</b>		
	<b>4120 · Fundraising - Misc/Other</b>		
	<b>4130 · Donations - Individual/Board</b>		
	10-4131	· Hardison Memorial	
	10-4130	· Admin/General Ops	
	50-4130	· Education/On-Site	
	60-4130	· Exhibition	
	4130 · Donations - Individual/Board - Other		
	<b>Total 4130 · Donations - Individual/Board</b>		
	<b>4140 · Donations - Business</b>		
	10-4140	· Admin/General Ops	
	<b>Total 4140 · Donations - Business</b>		
	<b>4150 · Donations - Community Groups</b>		
	10-4150	· Admin/General Ops	
	60-4150	· Exhibition	
	<b>Total 4150 · Donations - Community Groups</b>		
	<b>4170 · Donations, AN transaction fees</b>		
		Partnership Campaign	\$ 13,039.42
		School District Grant and Donation	\$ 3,350.00
		Sponsors	\$ 4,000.00
	<b>4200 · Grants - Foundations</b>		
	10-4200	· Admin/General Ops	
	50-4200	· Education - On-Site	
	60-4200	· Exhibition	
	<b>Total 4200 · Grants - Foundations</b>		\$ 58,151.36
	50-4210	* Education On-Site	
	<b>Total Grants - Business</b>		\$ -
	<b>4240 · Grants - City</b>		
	10-4240	· Admin/General Ops	
	60-4240	· Exhibition	



**RICHMOND ART CENTER**  
**Profit & Loss**  
July 2012 through February 2013

		Dollar Variance
<b>Total 4240 · Grants - City</b>		\$ 153,661.78
<b>Total Income</b>		\$ 273,749.15
<b>Expense</b>		
<b>10-0000 · Admin/Genl Ops</b>		
	10-6001 · Allocated Support Salaries	\$ 25,707.07
	10-6010 · Payroll Taxes	\$ 2,150.82
	10-6015 · Payroll Processing Fees	\$ 720.71
	10-6030 · Medical Dental	\$ 3,549.39
	10-6040 · Staff Development/Recruitment	\$ 219.36
	10-6045 · Board Development/Recruitment	\$ 2,935.00
	10-6050 · Insurance, Liability	\$ 3,209.40
	10-6060 · Website Management	\$ (242.87)
	10-6061 · Membership Maintenance	\$ (911.25)
	10-6070 · Telephone/Internet Expense	\$ 402.47
	10-6090 · Hardware/Software	\$ 790.05
	10-6100 · Equipment/Fixture Purchases	\$ (974.33)
	10-6101 · Equipment Lease	\$ 3,452.09
	10-6110 · Maintenance/Repairs	\$ (266.32)
	10-6120 · Supplies - Office/Gen Operating	\$ 2,090.30
	10-6130 · Advertising/Pub Relat	\$ (2,212.87)
	10-6131 · Meeting/Reception Supplies	\$ (718.69)
	10-6150 · Dues & Publications	\$ (501.00)
	10-6160 · Postage & Delivery	\$ 1,655.39
	10-6170 · Printing & Copies	\$ 152.01
	10-6270 · Bank & CC Merchant Charges	\$ (847.09)
	10-6350 · Recruiting	\$ (643.00)
	Taxes, Licenses and Fees	\$ 1,100.00
	Travel/Mileage	\$ 250.00
	Video & Software (RCF)	\$ 500.00
	10-6600 · Audit	\$ 3,000.00
	10-0000 · Admin/Genl Ops - Other	\$ 50.00
<b>Total 10-0000 · Admin/Genl Ops</b>		\$ 44,616.64
<b>11-0000 · Facilities</b>		
	11-6001 · Facilities Allocated Personnel	\$ 4,905.18
	11-6000 · Facilities Direct Personnel	\$ 1,690.00
	11-6010 · Facilities Payroll Taxes	\$ 520.48
	Equipment & Furniture	\$ 12,000.00
	Maintenance & Repair	\$ 4,000.00
	Facilities Evaluation & Planning	\$ 1,000.00
<b>Total 11-0000 · Facilities</b>		\$ 24,115.66
<b>12-0000 · Fundraising</b>		
	12-6000 · Salaries-Fundraising	\$ (2,500.00)

**RICHMOND ART CENTER**  
**Profit & Loss**  
July 2012 through February 2013

		Dollar Variance
	12-6001 · Allocated Support Salaries	\$ 19,805.96
	12-6010 · Payroll Taxes	\$ 1,473.42
	12-6040 · Staff Recruiting	\$ (75.00)
	12-6120 · Supplies - Office/General	\$ 799.78
	12-6175 · Networking Expense	\$ (250.00)
	12-6200 · Conf/Mtgs/Receptions	\$ 927.22
	12-6210 · HAF Art Sales Commission	\$ (2,723.60)
	12-6250 · Fundraising-HAF	\$ (1,756.55)
	12-6261 · Fundraising Event Supplies	\$ (157.93)
	12-6280 · Merchant Charges Fundraising	\$ 3,744.41
	12-6300 · Contract Services	\$ 962.50
	12-6400 · Volunteer Program	\$ 800.00
	12-6500 · ActiveNetwork Processing Fees	\$ 359.22
	Postage & Shipping	\$ 1,000.00
	Printing	\$ 500.00
	<b>Total 12-0000 · Fundraising</b>	<b>\$ 22,909.43</b>
	<b>13-0000 · Membership Maintenance</b>	
	13-6001 · Allocated Salaries	\$ 4,327.73
	13-6010 · Membership Maint P/R tax exp	\$ 372.54
	13-6400 · Mbr Maint, AN processing fees	\$ 861.02
	Postage/Shipping	\$ 250.00
	Office Supplies	\$ 250.00
	<b>Total 13-0000 · Membership Maintenance</b>	<b>\$ 6,061.29</b>
	<b>14-000 · Marketing</b>	
	14-6001 · Marketing Allocated Personnel	\$ 12,740.11
	14-6010 · Marketing Payroll Taxes	\$ 1,127.42
	Institutional Marketing	\$ 8,000.00
	Dues & Publications	\$ 1,000.00
	<b>Total 14-000 · Marketing</b>	<b>\$ 22,867.53</b>
	<b>15-0000 · Neighborhood Public Art</b>	
	15-6120 · Supplies - Program	\$ (350.00)
	15-6300 · Contract Services	\$ (590.00)
	<b>Total 15-0000 · Neighborhood Public Art</b>	<b>\$ (940.00)</b>
	<b>50-0000 · Education</b>	
	50-6000 · Salaries	\$ 51,076.31
	50-6001 · Allocated Support Salaries	\$ 13,680.42
	50-6010 · Payroll Taxes	\$ 6,935.52
	50-6030 · Medical/Dental Insurance	\$ 1,028.74
	50-6040 · Staff/Board/Development/Recruit	\$ (150.00)
	50-6110 · Maintenance/Repairs	\$ (29.37)
	50-6120 · Supplies - Office/General	\$ (301.64)
	50-6122 · Supplies - Program/Materials	\$ 3,165.56
	50-6130 · Advertising/P/R	\$ 4,456.33
	50-6160 · Postage & Delivery	\$ 1,556.13
	Catalog Delivery	\$ 400.00

**RICHMOND ART CENTER**  
**Profit & Loss**  
July 2012 through February 2013

		Dollar Variance
	50-6170 · Printing & Copies	\$ 4,600.00
	50-6205 · Active Network Equip + Fees	\$ (151.72)
	50-6210 · Art Sales Commission	\$ (533.38)
	50-6220 · Refunds -On Site	\$ (704.00)
	50-6270 · Merchant Charges	\$ 1,552.43
	50-6271 · Education AN transaction fees	\$ 1,561.52
	50-6300 · Contract Services/Faculty	\$ 40,107.14
	50-6301 · Training	\$ (500.00)
	50-6310 · Graphic Design Svcs	\$ 2,800.00
	50-6340 · Modeling Services	\$ 1,240.00
	50-7000 · Art in Schools/Lib/Comm	\$ 7,636.08
	50-7001 · AIS Supplies	\$ 2,771.78
	50-7002 · AIS - Tours	\$ 2,043.04
	Art In Community Centers	\$ 8,500.00
	Art In Library	\$ 2,000.00
	Public Events (Skeleton Fest &	\$ 2,422.00
	Website Maintenance	\$ 3,000.00
	50-0000 · Education - Other	\$ (150.00)
	<b>Total 50-0000 · Education</b>	<b>\$ 160,012.89</b>
	<b>60-0000 · Exhibition</b>	
	60-6000 · Salaries-Exhibition	\$ 19,902.10
	60-6001 · Allocated Support Salaries	\$ 9,833.74
	60-6010 · Payroll Taxes	\$ 3,088.21
	60-6040 · Staff/Board/Recruitment/Develop	\$ (75.00)
	60-6120 · Supplies - Office/General	\$ (27.29)
	60-6122 · Supplies - Exhibitions/Gallery	\$ (3,219.39)
	60-6160 · Postage & Delivery	\$ 1,198.12
	60-6170 · Printing & Copies	\$ 334.70
	60-6192 · Fine Art Insurance	\$ 851.44
	60-6271 · Exhibition - AN trans fees	\$ (6.00)
	60-6180 · Reception/Event Costs	\$ (425.89)
	60-6185 · Exhibit Rental Fees	\$ (407.94)
	60-6191 · Art Damage	\$ 150.00
	60-6270 · Merchant Charges	\$ (7.03)
	60-6300 · Contract Services	\$ (188.12)
	Advertising/Marketing	\$ 1,000.00
	Art on the Greenway expense	\$ 8,000.00
	WCCUSD Show expense	\$ 3,350.00
	Craft Show Awards	\$ 1,000.00
	<b>Total 60-0000 · Exhibition</b>	<b>\$ 44,351.65</b>
	9999 · Conversion Dummy Exp Acct	\$ 2.00
	4001 · Interest Income	\$ (141.52)
	4005 · Investment Income	\$ (313.06)
		\$ (454.58)

**RICHMOND ART CENTER**  
**Profit & Loss**  
 July 2012 through February 2013

				Dollar Variance
<b>ActiveNet Expenses</b>				
	<b>ActiveNet Merchant Fees</b>	\$	(1,223.47)	
	<b>ActiveNet Transaction Fee</b>	\$	(1,176.91)	
	<b>ActiveNet Expenses - Other</b>	\$	(275.97)	
<b>Total ActiveNet Expenses</b>				\$ (2,676.35)
<b>Total Expense</b>				\$ 321,775.32

## Notes for Actual to Budget Reports

- \*1\* Helms Middle School @ \$2500, part of Artists in Schools  
Lincoln Elementary School @ \$1250, part of Artists in Schools  
Salesian High School @ \$205
- \*2\* Shields-Reid Community Center, Summer 2012
- \*3\* Juried Craft Show
- \*4\* Creative Capacity grant @ \$900
- \*5\* Oakland Museum payment for Emily serving as juror
- \*6\* Oliver Ranch Tour
- \*7\* Levin Richmond Terminal donation @ \$1000  
Mechanics Bank 2 donations @ \$2250
- \*8\* TALOB 2012 donation
- \*9\* ACGA donation toward reception expenses
- \*10\* Open Circle grant @ \$10,000
- \*11\* Eastman grant @ \$4000; Art4Moore grant @ \$2000;  
Levin Richmond Terminal donation @ \$2500; Red Oak  
grant @ \$750; San Pablo Foundation @ \$3400
- \*12\* Savin Foundation @ \$4350; White/Scalapino grant @ \$5000;  
Leshar Foundation grant @ \$27359
- \*13\* California Oil grant @ \$14,000
- \*14\* City of Richmond matching grant @ \$63,482; City of  
Richmond M.O.U. @ \$137,500 less \$100,000 set aside  
as Reserve Fund
- \*15\* NPA Art on the Greenway grant @ \$8,000

Cashflow Schedule for the Richmond Art Center												
as of February 28, 2013												
								to date				
Reflects cash in general checking o	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13
Beginning Balance	\$188,242.80	\$ 158,946	\$ 159,221	\$ 155,500	\$ 118,200	\$ 49,700	\$ 58,827	\$ 85,152	\$ 152,540	\$ 157,200	\$ 251,900	\$ 186,600
deposits for the month	\$ 46,034.14	\$ 52,284	\$ 31,866	\$ 175,400	\$ 7,400	\$ 54,304	\$ 76,980	\$ 131,626	\$ 67,000	\$ 145,700	\$ 15,600	\$ 78,100
payroll and checks for the month	\$ (75,331.11)	\$ (52,009)	\$ (35,618)	\$ (212,700)	\$ (75,900)	\$ (45,176)	\$ (50,655)	\$ (64,238)	\$ (62,389)	\$ (51,000)	\$ (81,000)	\$ (86,000)
Ending Balance	\$158,945.83	\$ 159,221	\$ 155,470	\$ 118,200	\$ 49,700	\$ 58,827	\$ 85,152	\$ 152,540	\$ 157,178	\$ 251,900	\$ 186,600	\$ 178,700
Checking, COR Match					\$ 10,950	\$ 26,960	\$ 9,618	\$ 38,986	\$ 41,986	\$ -	\$ -	\$ -
Savings, Regello	\$ 115,459	\$ 115,473	\$ 115,483	\$ 115,483	\$ 115,483	\$ 115,483	\$ 115,523	\$ 115,532	\$ 88,457	\$ 88,457	\$ 88,457	\$ 88,457
Savings, Loan Proceeds				\$ 161,200	\$ 161,200	\$ 161,200	\$ 161,227	\$ 161,253	\$ 161,227	\$ 161,227	\$ 161,227	\$ 107,467
Endowment Fund balance	\$ 60,736	\$ 60,736	\$ 60,736	\$ 31,081	\$ 31,081	\$ 31,081	\$ 31,081	\$ 31,081	\$ 31,081	\$ 31,081	\$ 31,081	\$ 31,081
Actual and Anticipated Deposit Detail												
General Operations				\$ 21,353	\$ 7,385	\$ 7,740	\$ 11,460	\$ 11,128	\$ 15,000	\$ 10,000	\$ 15,000	\$ 15,000
Events						\$ 18,087						
Class Registration						\$ 28,477	\$ 27,618	\$ 13,769	\$ 24,960	\$ -		\$ 43,750
City of Richmond				\$ 94,254		\$ -	\$ -	\$ 106,729		\$ 93,750	\$ -	\$ -
Transfer of funds internally				\$ 29,816			\$ 37,902	\$ -	\$ 27,075	\$ 41,986		
Other Grants				\$ 30,000	\$ -	\$ -			\$ -		\$ 625	\$ 19,375
Total anticipated deposits				\$ 175,423	\$ 7,385	\$ 54,304	\$ 76,980	\$ 131,626	\$ 67,035	\$ 145,736	\$ 15,625	\$ 78,125
Actual and Estimated Payroll and Check detail												
Payroll				\$ 28,134	\$ 45,933	\$ 31,474	\$ 34,895	\$ 35,389	\$ 35,389	\$ 36,000	\$ 54,000	\$ 36,000
Faculty Pay				\$ 10,741	\$ 13,229	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ 12,000	\$ -
Other Payments				\$ 12,576	\$ 16,748	\$ 13,702	\$ 15,760	\$ 28,849	\$ 15,000	\$ 15,000	\$ 15,000	\$ 50,000
Total Disbursements				\$ 51,451	\$ 75,910	\$ 45,176	\$ 50,655	\$ 64,238	\$ 62,389	\$ 51,000	\$ 81,000	\$ 86,000

## **Executive Director Report For March 2013**

### **Staffing**

We have completed our search for the Marketing and Communications Manager and have offered the position to Teri Gardiner. She is excited to be part our team and looks forward to helping to articulate, advance and enhance our Marketing program. A graphic designer, she was the Communications Director at the San Francisco Bicycle Coalition and more recently the Marketing Design Specialist for Skidmore, Owings & Merrill. She will start on Tuesday, April 8th. In the coming months, she will coordinate the Taproot Foundation grant, the redesign of our website and collateral materials, and the improvement our external communication efforts.

### **Grants Report**

We have submitted grants to the Morris Stulsaft Foundation, (Outreach programs); Richmond Community Foundation (to replace and expand our network server); and the Zellerbach Family Foundation (for the 2013 fall exhibition *Bella Feldman: 50 Year Survey*).

### **Spring Exhibitions and Donor Recognition Event**

I would like to extend my appreciation to the staff and Board of Directors, and in particular Donna Brorby, for organizing the Donor Recognition event, "A Toast," at our pre-opening Spring Exhibition reception. We had 24 donors plus staff who enjoyed the delicious brunch and the guided tour of the exhibitions. The event also generated \$7,800 in art sales (RAC net \$3,100). We also had a strong attendance including many artists, supporters and collectors at the exhibit reception which followed the event. We anticipate even stronger attendance at our 48th Annual WCCUSD Student Art exhibition reception on April 19th from 5:30-7:30 pm.

Many thanks to Liz Padilla and her staff for coordinating the opening reception; Emily Anderson and her new exhibit assistant, Tanya Gayer, for the preparation of the spring exhibits; and to our volunteers, Gene Erickson and Roger Smith for installing the artwork for the *Innovations in Contemporary Craft Juried Exhibition* in the West and Main Galleries.

### **Summer Programs**

The Rosie's Girls will be participating in a two-week workshop on metals/jewelry and screen-printing at the RAC this summer. We are also moving forward in developing and presenting a two-week pilot STEAM program (Science, Technology Engineering, Art and Math) in partnership with the Richmond Library and the Lawrence Hall of Science. This program will develop into an off- and on-site afterschool program as part of our new education program initiative in 2014.

## **Public Events**

### **UpCycle Richmond**

We are full steam ahead with the development of our family weekend program celebrating Earth Day, scheduled for April 20<sup>th</sup> from 1 – 4pm. We have seven partner organizations ( NIAD, LBNL, California 4-H, Richmond City Rides, Scrapper Bikes, Bridge Arts Space & Urban Tilth,) from throughout Richmond and East Bay area involved in providing a range of art and engineering activities using recyclable materials and focusing on healthy choices. The event will consume the entire facility plus the Barrett Street parking area and entrance to the RAC. We hope Mother Nature extends her pleasant greetings on April 20<sup>th</sup>! To date we have four sponsors (Kaiser Permanente, East Bay Municipal Utility District, RecycleMore, and Bay City Mechanical). I would like to thank Susan Brand for designing a very enticing and eye-catching poster and flyer for the event.

### **Richmond Chamber Mixer at the RAC**

RAC will be hosting the Chambers' next Mixer on Thursday, April 11th from 5 to 7 pm. Please plan to attend and take this opportunity to meet with community and business leaders. We will also honor CAL Oils Corporation (RAC's largest Corporate Donor) for their sustained support of our Youth Art Summer Camp program

### **New Partnerships:**

In addition to the aforementioned partners involved in our programming, we will also partner with YES (Youth Education Strategies) in providing art activities at their spring and fall camp programs, engaging 80-100 students and parents per weekend camp from the Iron Triangle and North Richmond area.



# **THE RICHMOND ART CENTER**

## **Three Year Strategic Plan, FY14-16**

### **Mission**

The **Richmond Art Center** (RAC) is a dynamic arts organization that empowers and transforms individuals and the community through creative exploration, experience and education.

### **Vision**

We believe that access to the visual arts and creative process awakens and nurtures the individual aesthetic spirit, especially in our young people, and thus builds a community that sustains art for all.

### **Business Model Statement**

The **RAC** provides on-site and off-site art classes for diverse people of all ages; mounts exhibitions of works by professional and amateur artists; organizes special art events and neighborhood art projects; and collaborates with other community programs. These activities are possible with financial support from the City of Richmond, local businesses and community organizations, the West Contra Costa Unified School District, individual members and donors, class and admission fees, foundation grants and through the additional support of dedicated volunteers.

### **Strategies**

RAC's strategic plan focuses on six areas of programming that support RAC's mission:

- Education
- Exhibitions
- Community Projects
- Fund Development
- Marketing
- Staff, Board and Volunteer Development
- Facility Infrastructure

### **Objectives**

- To provide creative outlets for Richmond's diverse community of all ages.
- To make the arts integral to and essential aspects of good education and productive communities.
- To provide exhibition space for diverse professional and amateur artists.
- To implement effective fund development and infrastructure to ensure RAC's sustainability and efficient operation.
-

## Goals for Each Program

### Education

#### Overarching Goals:

To expand and deepen RAC’s educational impact and community recognition by providing art classes for youngsters at public school sites, community centers, Library, and RAC; designing youth art classes that comply with VAPA standards and enhance core curricula; and incorporating field trips to RAC in all off-site programs.

- Make the on-site studio programs a self-sustaining program by FY16
- Develop and expand the outreach program to engage the diverse audiences of the Richmond area communities.

Program	Education Objectives (s)	Expected Completion
Art Tours	<ul style="list-style-type: none"> <li>• Continue and increase the number of Art Tours for students in grades K-12. Ensure program remains affordable.</li> </ul>	FY13 -15
Outreach Programs - Arts in the Schools	<ul style="list-style-type: none"> <li>• Expand the after school program from two school-based art programs that are part of the established after school programs at one Iron Triangle Elementary School (Lincoln) and Middle School (Helms); and one additional school per year.</li> </ul>	FY13-16
Art in the Community	<ul style="list-style-type: none"> <li>• Establish art activities in the Community Centers (Shields Reid and Nevin), the Richmond Library and or other locations. Increase number of locations by one per year.</li> <li>• Partner with Lawrence Hall of Science &amp; Richmond Library to develop a pilot STEAM (Science, Technology, Engineering, ART and Math) program at RAC and the Richmond Library.</li> <li>• Launch the STEAM program as an after school program at two schools and increase the number by 1-2 schools each year.</li> </ul>	FY13-16 Summer 2013 FY14-15 2015+
Studio Art Program at RAC	<ul style="list-style-type: none"> <li>• Maintain core base of successful classes and introduce new classes that attract new students, for beginning through advanced students.</li> <li>• Increase studio income revenue by 8% per annum.</li> <li>• Expand Textile Studio program to include textile related activities including fashion design and new art forms.</li> <li>• Conduct an in-depth analysis of revenue/expenses for each studio space, coupled with a survey of past, current and potential students to assess type and quality of classes/workshops. Develop plan to increase revenue and class offerings to make Studio Program self-sustaining by FY16.</li> </ul>	Fall 2013 2014 - ongoing FY13-16

	<ul style="list-style-type: none"> <li>• Conduct Faculty pay rate analysis and increase appropriately to sustain current and recruit new faculty</li> <li>• Develop/implement an afterschool program plan on-site at RAC to attract Middle and High School students.</li> <li>• Present Master Classes inviting noted artists to conduct intensive two-three day workshops for Bay Area artists.</li> <li>• Reduce costs of quarterly catalogs by printing two annually and by increasing on-line marketing and registrations.</li> </ul>	<p>2013-ongoing FY14-16</p> <p>2014</p> <p>2014</p>
<b>Partnerships Alliances</b>	<ul style="list-style-type: none"> <li>• Study use of open studio time to see if better alternative in developing a rental program of studio space.</li> <li>• Seek partnership to create and sustain a teen studio program (after school or weekend) at the RAC.</li> </ul>	<p>FY 2014 -16</p> <p>FY14-16</p>

## Exhibition

### Overarching Goals:

To increase programming and revenue from RAC’s four gallery spaces by expanding partnerships and attracting sponsors for diverse exhibitions relevant to Richmond and the region’s rich, dynamic artistic culture.

Program	Exhibit Objective(s)	Expected Completion
<b>Partnership Alliances</b>	<ul style="list-style-type: none"> <li>• Seek alliances with arts organizations/art groups via rental agreements to mount juried show(s) or invitational group exhibits.</li> </ul>	Ongoing
<b>Emerging Artists</b>	<ul style="list-style-type: none"> <li>• Develop plan for the selection and exhibition of emerging artists series (1-2 a year) partnering with other arts organizations and universities.</li> </ul>	2014-ongoing
<b>Re-focus use of Galleries</b>	<ul style="list-style-type: none"> <li>• Seek annual exhibition sponsorship(s) support (\$10,000 - \$20,000)</li> </ul> <p><u>West Gallery &amp; Foyer:</u></p> <ul style="list-style-type: none"> <li>• Maintain the entrance as a welcoming public entrance to the RAC and place to enjoy art and garden/courtyard.</li> <li>• Provide quality curated shows of large-scale artwork including installations and multi-media work that will combine the Gallery with outdoor Courtyard.</li> <li>• Explore use of Gallery for cart/café, gift store and/or administration area.</li> <li>• Seek funding to implement proposed changes.</li> </ul> <p><u>Main &amp; South Gallery:</u></p> <ul style="list-style-type: none"> <li>• Showcase emerging and mid-career contemporary</li> </ul>	<p>FY14-16</p> <p>FY13-14</p> <p>FY14-16</p> <p>FY14-15</p> <p>FY14/16</p> <p>FY13-16</p>

	<p>Bay Area artists in juried, group, and occasional solo exhibitions augmented with interpreted catalogs or brochures –one to two times annually.</p> <p><u>Community Gallery:</u></p> <ul style="list-style-type: none"> <li>Evaluate and develop the space as a hybrid of student/faculty shows; solo exhibits of local artists; and the annual Middle/High School Art Exhibition.</li> </ul>	2014- ongoing
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## Community Programs

### Overarching goal:

To increase RAC’s diversity, visibility and financial security by increasing opportunities to take RAC into the community and bring more of the community to RAC.

Program	Community Programs Objective(s)	Expected Completion
<b>RAC League of Volunteers (LOV)</b>	<ul style="list-style-type: none"> <li>Continue and expand the community volunteer program so that it can support RAC programs and daily operations and provide RAC with professional assistance.</li> <li>Provide ongoing professional training and experiences for volunteers to improve their job opportunities.</li> <li>Develop a docent corps to guide visitors through exhibits on weekly basis.</li> </ul>	<p>Immediate &amp; ongoing</p> <p>2014-16</p> <p>FY13/14</p>
<b>Special Public Events</b>	<ul style="list-style-type: none"> <li>Create a monthly “Artists Night Out” evening program to attract diverse artists and interests and to share the resources and knowledge of various arts constituents and practitioners.</li> <li>Present a series of 4-5 weekend family activities to encourage multi-generational learning.</li> </ul>	<p>Winter 2014 – FY16</p> <p>Annually</p>
<b>Internship Program</b>	<ul style="list-style-type: none"> <li>Create student internships (curatorial, exhibition, education, and marketing) through partnerships with CCA, SFAI and/OR JFK.</li> </ul>	FY13-16
<b>Corporate Team Building at RAC</b>	<ul style="list-style-type: none"> <li>Focus on activities attractive and relevant to specific corporations.</li> <li>Market activities as vehicles for employee team building, community building, and increased community recognition for the corporations and RAC.</li> </ul>	FY14-16

## Fund Development

### Overarching goals:

- Sustain and ensure RAC's future financial stability by implementing fund development activities that increase memberships and donations, earned income and better use RAC's facilities.
- Lay the groundwork for a multimillion dollar Endowment Campaign; planned giving and ongoing donor stewardship.

Program	Fund Development Objective(s)	Expected Completion
<b>Board and Staff</b>	<ul style="list-style-type: none"> <li>• Recruit staff and expand Board to support the Fund Development Program.</li> </ul>	FY13 -ongoing
<b>Membership Retention and growth.</b>	<ul style="list-style-type: none"> <li>• Evaluate and enhance membership benefits to support member retention and growth.</li> <li>• Increase membership 8% each year. Reach 1,000 members by 2018</li> <li>• Create online art sales and web based benefits to RAC members/artists.</li> </ul>	Ongoing FY2017-18 FY14-15
<b>Rental</b>	<ul style="list-style-type: none"> <li>• Develop facility rental plan and market to outside event organizers and groups/businesses.</li> <li>• Double revenue by FY15</li> </ul>	2013 2015
<b>Partnership Campaign &amp; Annual Giving</b>	<ul style="list-style-type: none"> <li>• Enhance the value to major donors by offering special events such as artist receptions, studios visits, or private tours of art collections.</li> <li>• Cultivate corporate partners. Double corporate giving three-fold by 2015.</li> <li>• Create fundraising strategies to increase annual giving goal by 8% per year.</li> <li>• Increase sponsorship of exhibits and special events totaling from \$15,000 to 25,000 in 2015.</li> <li>• Develop and implement Legacy Gifts/Planned Giving.</li> <li>• Establish donor cultivation events (two to three times a year) at desirable locations.</li> </ul>	Annually FY 14-15 FY14-16 2015 2015 FY13-16
<b>Holiday Arts Festival HAF) &amp; Special Events</b>	<ul style="list-style-type: none"> <li>• Seek sponsorship of HAF event (\$3K -\$5K).</li> <li>• Double vendor sales through aggressive marketing to attract a larger audience and recruitment of known vendors.</li> <li>• Double Silent Auction sales by 2015</li> <li>• Increase HAF next revenue to \$30K by 2015</li> </ul>	2013 - ongoing 2014 2015 2015
<b>Foundation Grants</b>	<ul style="list-style-type: none"> <li>• Develop grant schedule to support the strategic plan to sustain and grow RAC programs and increase operating support.</li> </ul>	2013 ongoing

	<ul style="list-style-type: none"> <li>Seek multi-year grants to replace current Savin &amp; Leshner Foundation grants and to sustain current youth programs and new initiatives (e.g. emerging artist series, STEAM and youth programs).</li> <li>Increase number of grant proposals to private and public foundations. Generate \$120,000 K+ per year</li> </ul>	<p>FY13-16</p> <p>2014-ongoing</p>
<b>Gift Store</b>	<ul style="list-style-type: none"> <li>Develop plan to locate a sales gallery to represent RAC artists and other artists.</li> <li>Establish Gift Shop. Generate \$8K in net revenue increasing by \$2K per year.</li> </ul>	<p>FY13-14</p> <p>FY14-16</p>
<b>Endowment Campaign</b>	<ul style="list-style-type: none"> <li>Develop plans for Endowment Campaign. Conduct a feasibility study.</li> <li>Launch 2 to 3 year \$3+ million dollar Endowment Campaign</li> </ul>	<p>FY14-15</p> <p>FY15-17</p>

**Marketing**

**Overarching Goals:**

Centralize marketing program and create procedures and standards for marketing and messaging to general audiences and designated constituents; and create and implement a marketing plan to enhance public awareness about the RAC mission, vision and programs.

<b>Program</b>	<b>Marketing Objectives(s)</b>	<b>Expected Completion</b>
<b>Marketing</b>	<ul style="list-style-type: none"> <li>Develop key messages and brand strategies with Taproot Foundation Service Grant.</li> </ul>	FY 13
	<ul style="list-style-type: none"> <li>Plan and launch a multi-faceted effort using traditional and social media channels to raise public awareness of RAC, support and increase gallery attendance, class/workshop registration and annual giving by 8% annually.</li> </ul>	FY13-14-ongoing
	<ul style="list-style-type: none"> <li>Create a marketing plan that updates branding, messaging, and a redesign of collateral material. Review and update annually.</li> </ul>	FY13/14
	<ul style="list-style-type: none"> <li>Create an annual marketing calendar.</li> </ul>	FY13-16
	<ul style="list-style-type: none"> <li>Centralize marketing efforts and establish procedures to implement the marketing plan.</li> </ul>	FY13/14
	<ul style="list-style-type: none"> <li>Develop identity standards and style guide for marketing materials.</li> </ul>	FY13-14 ongoing
	<ul style="list-style-type: none"> <li>Redesign RAC website incorporating key messages and brand strategy. Double internet traffic after one year of launch.</li> </ul>	FY13-14
	<ul style="list-style-type: none"> <li>Develop procedure to gather and update</li> </ul>	FY13 – ongoing

	<ul style="list-style-type: none"> <li>content/visuals for website.</li> <li>Track and assess analytics for website, eNews, and social media to improve effective and efficient communication to visitors, donors, students and supporters.</li> </ul>	FY13/14
	<ul style="list-style-type: none"> <li>Develop a Way finding/signage plan for the RAC facility.</li> </ul>	FY13/14
	<ul style="list-style-type: none"> <li>Implement Way finding signage plan</li> </ul>	FY13-14

## Personnel, Board and Governance

### Overarching goal:

To create a stable team-like, productive atmosphere for staff and board through successful recruitment, training and encouragement.

Program	Personnel, Board and Governance Objective(s)	Expected Completion
Staff Training and Development	<ul style="list-style-type: none"> <li>Provide staff with appropriate training to ensure they have the skills for present success and future growth.</li> </ul>	2013 - ongoing
	<ul style="list-style-type: none"> <li>Required Anti-Harassment Training for supervisory Staff every two years and new employees as they are hired.</li> </ul>	2013–every two years
RAC Operations and HR	<ul style="list-style-type: none"> <li>Provide every employee with an annual performance evaluation.</li> </ul>	2013 - ongoing
	<ul style="list-style-type: none"> <li>Provide facilitation/training for board/staff/faculty to improve communication and interaction.</li> </ul>	FY 2013-ongiong
	<ul style="list-style-type: none"> <li>Provide a forum, committee or other method for ongoing communication among board/staff/faculty/members</li> </ul>	FY2013- ongoing
	<ul style="list-style-type: none"> <li>Compile complete Policies and Procedures Handbook and keep updated</li> </ul>	2013 – ongoing
	<ul style="list-style-type: none"> <li>Update Salary Ranges &amp; Job Descriptions</li> </ul>	2013
	<ul style="list-style-type: none"> <li>Update Employee Handbook (updated Jan 1, 2013)</li> </ul>	Every two years
Board Development and Governance	<ul style="list-style-type: none"> <li>Update the by-laws and provide members with an opportunity to vote on changes.</li> </ul>	June 2013
	<ul style="list-style-type: none"> <li>Compile Index of Resolutions and Resolution Notebook.</li> </ul>	2013
	<ul style="list-style-type: none"> <li>Study board operations to ensure timely action</li> </ul>	FY13-14

	<p>and appropriate board roles and responsibility.</p> <ul style="list-style-type: none"> <li>• Expand board to 20 members reflecting the cultural diversity of the community and acumen for fiduciary and fundraising capabilities.</li> <li>• Revise Board Handbook &amp; Board Orientation procedure</li> <li>• Provide continued Board training in fundraising and responsibilities and ongoing organizational changes.</li> </ul>	<p>FY13-14 - ongoing</p> <p>2013 – ongoing</p> <p>2013 -ongoing</p>
<b>Partnering Opportunities with nonprofit educational organizations.</b>	<ul style="list-style-type: none"> <li>• Explore partnerships or alliances with other arts organizations, universities and arts groups to collaborate on program development/delivery and space usage, e.g., California College of the Arts, the SF Art Institute, the Academy of the Arts, UC Berkeley, and Contra Costa College.</li> </ul>	FY13 - ongoing

## Facility

### Overarching Goals:

Facility Infrastructure: Evaluate use of spaces and implement infrastructure improvements/changes, to efficiently facilitate the visions and programmatic goals and the board and staff organization.

Program	Facility Objective(s)	Expected Completion
Facility	<ul style="list-style-type: none"> <li>• Coordinate with the City of Richmond on upgrading the electrical and facility improvements.</li> </ul>	FY13 ongoing
	<ul style="list-style-type: none"> <li>• House and connect the outside kiln and improve courtyard</li> </ul>	2013-ongoing
	<ul style="list-style-type: none"> <li>• Upgrade technology including the secure network, computer upgrades and software. Replace and expand capacity of network server.</li> </ul>	2013 FY13-14-ongoing
	<ul style="list-style-type: none"> <li>• Propose plan for KCRT facility usage for RAC operations and programs. Seek City funding and if necessary private funding for improvements.</li> </ul>	FY13/14
	<ul style="list-style-type: none"> <li>• Propose overall plan to serve administrative needs (office, storage and meeting space).</li> </ul>	FY13/14
	<ul style="list-style-type: none"> <li>• Propose business and capital improvement to establish a Gift Shop and Coffee Café.</li> </ul>	FY'13/14
	<ul style="list-style-type: none"> <li>• Propose plan to generate additional income through the physical expansion of Jewelry Metal Studio, relocate and expand Printing Studio and review and re-define usage of the Weaving Studio.</li> </ul>	



<b>IT</b>	<ul style="list-style-type: none"><li>• Coordinate with the City of Richmond to upgrade the electrical system and facility improvements.</li><li>• Purchase a new server</li><li>• Upgrade technology including the secure network, computer upgrades and software, server and backup storage.</li></ul>	FY 13 ongoing FY13/14
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**THE END**

Revised -Performance Objectives and Benchmarks for ED Ric Ambrose's 1st year

DRAFT approved by Executive Director Ric Ambrose and Board Chair Andrea Biren

The Board expects you to undertake all the activities and responsibilities set forth in the job description. The following are Deliverables we expect will be generated from those activities, and otherwise. Some of these will require the assistance of staff and outside contractors.

#### STRATEGIC

Create 3 year Strategic Plan based on the Sustainable Business Plan by 4/13 in place of:

Completion of the Final Stage of the Sust. Business Plan - Priority Setting (Board & Staff) 12/12

Long term Program "Maps" for Community, Education and Exhibitions (5 3 year plan) 8/13

Plan for Marketing (Board needs to approve significant branding changes) (involve Faculty) 3/13 8/13

Calendars for Fundraising and Exhibitions and Classes for 2013-2014 year 1/13 BEGUN, NOT DONE

Exploration of New Business Models for On-site Education, Space Rental, other new ideas 3/13 6/13

Exploration of Community College connection and LBNL connection 9/13 also Lawrence Hall

#### FINANCIAL

Completion of 2011-2012 Form 990 12/12 3/13

Preparation for on-time completion of 2012-2013 Form 990 -8/13 9/13

Completion of an Audit 1/13 DONE by 2/13

System for Restricted Fund Tracking and Timely Reconciliation 10/12 not complete yet

System for issuing check to the City of Richmond quarterly to pay back loan 10/12 (Annually in June)

Budget Revision based on Strategic Priority-Setting AND reality 1/13 DONE by 2/13

Budget Adjustments as necessary based on monthly review of the financial accounts ongoing

Completion of the CDP and update of Dunn and Bradstreet information 12/12 3/13

2013-2014 Budget (for Board Approval)(start process in January) final 6/13

Produce an Annual Report for 2012-2013 9/13

Tracking system for In-kind Donations, volunteer hour value, In-kind service value 12/12 9/13

Risk Assessment - Insurance Coverage Review (e.g., fine art amount, volunteer liability waiver ) 4/13  
rebid package

## DEVELOPMENT

Grant Applications Calendar production and grant applications (at least 10) by 9/13

Perfected Donor Tracking (incl. stock, in-kind & bequests); Thank You system for all types of income 1/13  
6/13

Revised Membership Schema (including incentives and discounts) 10/12 completed

Revised Major Donor Levels and Perks 10/12 completed

Business/Large Donor Development Plan & Execution ongoing (written plan 11/12) 7/13

Attendance at 25 or more community events on behalf of the RAC by Sept. 2013

Monthly reports to Board with list of new large donors, events attended, grants applied for (attached) and grants received - ongoing

## INTERNAL

Policies & Procedures Handbook accessible to all staff and Board (Board policies must be followed) 2/13  
8/13

IT upgrade plan, including new website architecture 1/13 to 6/13 website 1/14

In-house operation of Website with up-to-date calendar on it at all times 2/13 lower cost contractor hired until 1/14

System for keeping website up-to-date and accurate 2/13 new procedure to begin 3/13

Weekly meetings with Board President ongoing

Performance Evaluations of every employee in association with new Job Descriptions & Objectives 4/13

New Personnel Handbook (for Board approval) 12/12 DONE

Meeting with Instructors at least twice a year one done - next about new Business model?

Training program in Board - Staff Communication 12/12 8/13

Cultural sensitivity training for faculty, Board and Staff 2/13 DONE

Staff Training on Safety, Anti-Sexual Harassment, and other as required by law (in conjunction with new Personnel Policies? - 12/12 or 2/13) Faculty needed for part DONE

Complete Volunteer Training Video & Volunteer Skill Database Accessible to Board and Staff 3/13

Pursuit of various facility upgrade promises and completion of some 5/13

OTHER

Arrange for a CCA or other Museum Studies student to set up a real archive for RAC 9/13

## **JOINT VENTURE POLICY RICHMOND ART CENTER**

As used in this policy, the term “joint venture” or “joint venture arrangement” means any joint ownership or contractual arrangement through which there is an agreement to jointly undertake a specific business enterprise, investment, or exempt-purpose activity.

It is the policy of the Richmond Art Center (“RAC” or “Art Center”) not to enter into any joint venture arrangements with for-profit organizations. Rather, the RAC seeks and accepts cash, service and in-kind contributions from for-profit organizations, including sponsorships, and it publicly acknowledges its donors. This is the RAC’s policy because it has not yet encountered a situation where a joint venture with a profit-making entity would assist it in serving its mission. If such a situation arises, this policy may be reconsidered.

It is the policy of the Art Center to collaborate with other nonprofit organizations in the service of its mission and goals. These collaborations generally involve the RAC’s maintaining its autonomy and decision-making authority over its own operations in all respects, including with respect to a joint project and thus it would not be considered a joint venture arrangement as that term is used in this policy. Nonetheless, joint ventures with other §501(c)(3) nonprofit corporations and nonprofit organizations in furtherance of the mission of the Art Center are permitted by this policy. Any such joint ventures must be approved by the Board of Directors.

The RAC does business with profit-making entities in the service of its mission and goals, without entering into joint ventures. For example, the RAC purchases goods and services such as office supplies and financial audits, in the course of conducting its operations. It also contracts with individuals to do work for it, notably arts instructors to teach some of its arts classes. Contracts under which individuals provide services for the Art Center are not joint venture arrangements and are permitted by this policy.

All contract forms used by the RAC shall be approved by the Board.

Approved: March 28, 2013