

**RICHMOND ART CENTER  
MINUTES OF BOARD OF DIRECTORS ~ January 23, 2014**

Location: RAC, Resource Room      Time called to order: 5:35 p.m.      Time adjourned: 7:10 p.m.

Members present:      Andrea Biren, Susan Brand, Inez Brooks-Myers, Donna Brorby, Bob Connolly, Peter Dodge, Yolanda Holley, Matt Jacobson, Bernadette Jones, Terry Kotsatos, Edric Kwan, Connie Tritt, Susan Wittenberg,

Members Absent:      Anna Blackman, Sue Hartman, Ellengale Toki Oakley,

Staff present:      Richard Ambrose, Executive Director

Others Present:      Megan Bradfield and Juhi Tamboli, Haas Business School Board Fellows

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Handouts Distributed or emailed prior to meeting:

- 1) Board Meeting Agenda for January 23, 2014 (attached)
- 2) Minutes of Board of Director’s Meeting, December 19, 2014
- 3) Treasurer’s report -- Balance Sheet, Profit and Loss Statement, and Cash Flow Schedule as of November 31, 2012
- 4) Richmond Art Center Positioning and Key Messaging, Final Revisions
- 5) Executive Director’s Report – November 2013 (attached)

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**1. Introduction of and Presentation by On-Site Education Director Kato Jaworski.** The board president introduced On-Site Education Director Kato Jaworski. Kato started her career at the Art Center in 2005. She has worked under 5 Art Center executive directors, including at least one interim executive director. She has been through ups and downs. The Art Center has had a community-based program like the current Arts In Community program (in after school programs at schools and community centers and at the Art Center) when it has had sufficient funding from the City of Richmond. It started a “tour” program in 2006 when it did not have sufficient funding for community-based programs. This year, 500 youth have been at the Art Center for a tour that includes hands-on art. The Art Center is paid for complete tours; non-guided tours are free.

On-site education includes programs for youth and families such as SkeltonFest, RakuFest, JazzFest, Up-Cycle.

Studio classes are getting close to self-supporting, which is the Art Center’s goal. New classes include a stop motion animation class in the afternoons for teens and adults, a fiber sculpture class and a RYSE (teen center near 41<sup>st</sup> and MacDonald, where there is an art teacher who comes with the youth to teach them at RAC with RAC providing materials) class. It is possible to add classes; studio space is not being fully utilized yet.

The strength of the education program is in the faculty. The faculty do more than they are paid to do. There has been consistency in the faculty.

**2. Signing of Affirmation of Values.** All board members present signed the affirmation of values that was approved last board meeting.

**3. Approval of minutes of the December Board meeting.** The board president referred the board to the draft minutes of the December board meeting that the secretary circulated by email in advance of the meeting. There was one correction: where the minutes refer to a budget of \$3,000 for the redesign of the Art Center's logo, they should refer to a budget of \$3,000 - \$5,000. Inez made the following

**MOTION:** *"I move that the Board approve the draft minutes of the meeting of December 19, 2013 as circulated by the board secretary, with the amendment that "\$3,000- \$5,000" replace "\$3,000" in reference to the budget for the redesign of the Art Center's logo."*

The motion was seconded by Susan Wittenberg. It passed unanimously.

**4. Treasurer's Report.** Connie Tritt, Treasurer, reviewed the balance sheet, profit and loss statement and cash flow report for December 31, 2013. These documents are attached.

The Art Center has received sufficient donations and grants of \$1,000 or more to have earned the \$100,000 in matching funds from the City of Richmond for this fiscal year July 2013 – June 2014.

As noted last month, the studio art classes (or on-site education) is getting close to self-sustaining; they may become self-sustaining this year. Enrollment is up. We have enough "slots" to continue to increase enrollment.

The Art Center has received \$167,000 in grant funding for its Arts in the Community program. It budgeted \$125,000 for fiscal year 2013-14. Some of the funds that have been received most recently will be expended in the 2014-2015 fiscal year. The funds were given to be expended in a year, but within a year of the grant, not within the Art Center's fiscal year.

The treasurer and Matt Jacobson explained that the motion passed last board meeting concerning investments of Art Center funds needed to be supplemented by a motion to authorize Matt Jacobson to act as the Art Center's agent in implementing its policy. The treasurer made the following

**Motion:** *I move that we authorize Matt Jacobson to act as the Art Center's agent with respect to its Charles Schwab accounts in implementing the Art Center's investment program that was approved at the Art Center's December 19, 2013 board of directors meeting.*

Bob Connolly seconded the motion. The motion passed unanimously.

The treasurer explained that she still did not have a draft 990 for last year to share with the board.

**5. Executive Director's Report.** Ric Ambrose, Executive Director, referred the board to his written monthly report. It is attached. He reviewed the income and expenses for on-site education, in explaining how close it is to self-sustaining status. He noted the source of funds to support The Language of Realism exhibition and the upcoming "Breakfast Group: Java & Jive!" exhibition and workshops and how the space for the Language of Realism exhibition was redesigned and painted. He noted the Chronicle cover story on the Art of Living Black exhibition and other publicity of the RAC's winter exhibitions, an example of the effectiveness of RAC's marketing efforts. The Diebenkorn drawings exhibition is more expensive than other Art Center exhibitions have been; a solicitation brochure has been prepared. Josh Oliver of Oliver & Co. has completed one walk through of the RAC and KCRT spaces. Next, he will do another walk through with electrical, plumbing and mechanical subcontractors, in order to prepare an estimate of the cost of rehabilitation/renovation of the RAC facility to include the adjacent premises that KCRT is vacating.

## 5. Committee Reports.

**a. Development Committee.** Donna Brorby, chair of committee, reported that RAC has raised \$75,000 of the \$89,000 goal in unrestricted donations by individuals as of December 31, 2014. That is a \$14,000 shortfall. The shortfall is primarily in major giving.

Donna reported the substance of the committees deliberations on issues referred out of the board retreat in August to the committee. One issue was the need to increase programs and activities (panels, talks, tours, etc.) at the Art Center in order to bring more people to the Art Center so that more donors and potential donors actually see the Art Center and become more connected to it. The committee noted that, since Ric Ambrose became executive director (Sept. 2012), RAC has been steadily increasing the number and type of programs and events. Lectures or panel discussions are scheduled with most exhibitions. There are events every weekend in February, including openings and exhibition related presentations. The "breakfast group" program will take place over 9 weekends; the first is the reception, March 29<sup>th</sup> 11-1. There will be 6 workshops after that, one by each of the 6 artists, free by artist. Oliver & Co. gave \$2,500 to sponsor this. (The artists are doing the workshops without compensation.)

RAC will be considering adding a capital/endowment campaign, and or including a planned giving campaign, after completion of the study of the potential for RAC's taking over the KCRT space that is adjacent to RAC's current space, and the study of needed upgrades to RAC's current space. The committee recommends that asset replacement be added as a consideration in connection with this kind of fundraising.

Another issue was whether the Richmond Community Foundation could provide information or assistance or resources that RAC might be able to use for development. Ric Ambrose did check personally with Joan Davis, the E.D. of the RCF who also is a RAC donor. There was nothing that RCF could provide that RAC should go after. RCF uses software that is more than RAC could afford and more powerful than RAC needs (so we should not try to copy RCF in the donor software we use, see next issue).

Another issue was whether RAC should replace ActivNet with better software. Ric explained to the committee that for now, ActivNet is the best alternative for RAC. It is priced within our budget. It is quite good for membership and education class registration. Ric and his staff are considering whether to add a \$1500 ActivNet module for donor tracking/management.

The committee discussed whether RAC should provide free memberships to some set of students (all graduates? All current secondary students?) Ric explained that this would not be beneficial. We have processes for keeping track of members and people taking studio classes that would not work as well if we had a lot of members who were not really members, just names added to the database. Ric and the committee favor maximizing discounts for youth who want to participate in classes or activities at the Art Center.

**b. Finance Committee.** Connie's report for the finance committee was included in her Treasurer's report (see above).

**c. Exhibition Committee.** Inez Brooks-Myers, chair of the committee, reported that the exhibitions committee had a very productive meeting. The committee identified and discussed the issues it needs to focus on this year and set up two follow-up meetings to continue the discussion and

begin to reach conclusions and plan appropriate actions based on the conclusions. The committee will focus on the strategic plan as it relates to exhibitions in their follow-up meetings. The committee is considering whether/how the community gallery space could be improved as an exhibition space. It is considering whether exhibitions should be planned and booked further out than they are now.

**d. Marketing Committee.** Susan Brand , committee chair, reported that marketing has blossomed since Teri Gardiner has been on staff. Teri is very effective. Kim Kellogg of the committee is working on proposals for the marketing portion of the strategic plan. Our Haas Business School fellows Juhie and Megan have begun the feasibility study for the ideas of have a café at the RAC and/or renting parts of the RAC facility. The team that was selected to work on a new logo for the Art Center will meet with the marketing committee before the next board meeting.

**e. Human Resources Committee.** Bernadette Jones, chair of the committee, reported on the staff retreat and the work environment survey that was accomplished before the retreat. These activities were directed at team-building for RAC staff, increasing collaboration to achieve shared goals and increasing staff satisfaction with their working environment. A professional team builder led team-building exercises at the retreat. The activities were well received by staff. With the executive director, the committee is identifying training programs that might be offered to staff to increase opportunities for professional development and build skills in leadership/management and working together as a team. The working environment at RAC is very much improved since the difficult times of 2011-2012. The executive director plans to build on this progress and the committee will be supporting him in any way it can.

**6. New Business.** The date for the staff/board retreat is April 5, 2 – 5 p.m. Staff will be taking the lead in proposing updates for the strategic plan. Board committees are responsible to have reviewed their portions of the strategic plan before April 5 for purposes of the discussion on April 5. The purpose of the retreat is to update the strategic plan and build collaborative working relationships.

Sue Hartman encouraged board members to sign up for the Richmond PAL luncheon on February 27, 11:30 a.m. – 1 p.m. It would be a chance to see effective fundraising in action. Building a relationship with PAL would be good for the Art Center.

**7. Old Business.** Board members have not been submitting their volunteer time records. It would be helpful to RAC fundraising if we could make meaningful representations about how hard the board works.

**7. Adjournment.** The meeting was adjourned at 7:10 p.m. The motion to adjourn was made by Inez.

**Refreshments:** Susan Wittenberg volunteered to bring refreshments for the February 27 meeting.

**Upcoming Dates:**

- Jan. 25** *Language of Realism* – Panel 1-2 Reception 2-4
- Feb. 1** *Unlock the Talk* – Reception 12-2 Panel & Workshop – 2-5
- Feb. 8** *The Art of Living Black* – Panel 12-2 Reception 2-5
- Feb. 14** **THANKATHON** by board members
- Feb. 15** *The Art of Living Black* – Panel 12-2
- Feb. 22** **Jazz Art** – 1-3
- Feb. 24** **Spring class registration opens**
- Feb. 27** **Board Meeting – 5:30 – 7:30**
- Mar 8** **Art of Living Black Open Studios (incl. at RAC) 11 - 5**

**Mar 15 Art of Living Black Open Studios (incl. at RAC) 11 - 5**  
**Mar 22 Spring exhibitions open**  
**Apr. 5 Board and Staff retreat, 2-5 p.m.**

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.

Agenda for January 23, 2014 Richmond Art Center Board of Directors Meeting  
Resource Room, Richmond Art Center

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|---|------------|--------|
| 1. Introductions – Kato Jaworski, <i>On-Site Education Director</i> | 10 minutes |        |
| 2. Signing of Affirmation of Richmond Art Center Board Values       | 5 minutes  |        |
| 3. Approval of Minutes of December Bd. Meetings (MOTION)            | 5 minutes  | Donna  |
| 4. Treasurer's Report – December's Financials                       | 20 minutes | Connie |
| - 990   |            |        |
| - Update on Investment Motion                                       |            | Matt   |
| 5. E.D. Report  | 10 minutes | Ric    |
| - Facilities – Josh Oliver  |            |        |
| 6. Committee Reports  | 30 minutes |        |
| Development   |            | Donna  |
| Finance   |            | Connie |
| Exhibitions   |            | Inez   |
| Marketing   |            | Susan  |
| 7. New Business   |            |        |
| April 5, 2-5pm date for ½ day Board-Staff retreat                   | 10 minutes | Ric    |
| 8. Old Business   | 5 minutes  | Andi   |
| Volunteer hours – HAF & Hereafter                                   |            |        |
| 9. Adjourn – (MOTION)   |            |        |
| Snacks next time  |            |        |

- Upcoming Dates:**
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|----------------|--|-----------------------------------|
| <b>Jan. 25</b> | <b><i>Language of Realism</i> – Panel 1-2</b>      | <b>Reception 2-4</b>              |
| <b>Feb. 1</b>  | <b><i>Unlock the Talk</i> – Reception 12-2</b>     | <b>Panel &amp; Workshop – 2-5</b> |
| <b>Feb. 8</b>  | <b><i>The Art of Living Black</i> – Panel 12-2</b> | <b>Reception 2-5</b>              |
| <b>Feb. 14</b> | <b>THANKATHON</b>                                  |                                   |
| <b>Feb. 15</b> | <b><i>The Art of Living Black</i> – Panel 12-2</b> |                                   |
| <b>Feb. 22</b> | <b>Jazz Art – 1-3</b>                              |                                   |
| <b>Feb. 27</b> | <b>Board Meeting – 5:30</b>                        |                                   |

## **Executive Director Report for January 2014**

**Education;** The AIC program will extend their outreach to 9 sites, an increase of four from last year. New locations this year are Grant Elementary School, Portola and De Jean Middle Schools and Y.E.S. We are perusing two new initiatives for the AIC program: a series of teacher training for Elementary School teachers to integrate Art and into their classes and to infuse STEM elements into all of our afterschool program curricula.

Enrollment for winter quarter is nearly 400 students, an increase of 40 from last year's winter quarter. We are partnering with RYSE to have one of their faculty members teach painting to teens from RYSE in our painting studio. We are projected to exceed our income goal by \$25K while keeping the expenses ( i. e. faculty pay and supplies) at the original budget.

**Exhibition:** Oliver and Company will sponsor the "Breakfast Group: Java and Jive!" exhibition. We have an artist talk and reception for the Imagining Realism Exhibition this Saturday from 1 to 4 pm. The Thomas White and Leslie Scalapino Fund sponsored the exhibition. John Wehrle curated the "Imagining Realism" exhibition and Kaoru Kitagawa, former exhibition designer at the Oakland Museum, designed the gallery look and layout of the artwork. We are developing a solicitation brochure for the fall 2014 Diebenkorn Exhibition with expectations to raise \$15K to 20K in sponsorships.

The winter exhibits generated numerous articles and reviews in several magazines and newspapers including the cover of Chronicle 98 Hours section. Teri and Anthony also were interviewed on the KTVU, promoting the "Unlock the Talk: The Richmond Teenager Project" exhibition. The project is collaboration with the RYSE and project manager Julia Hollinger

**Upcycle;** The second annual Upcycle event will take place on Saturday, April 12 from 1 -4 pm. We will be seeking sponsorships (\$5,000) for this family day event.

**Grants:** The Chamberlin Family Foundation notified us that they would be supporting our AIC program for \$20K. We are also submit an application to Irene Scully Foundation for \$10K, and an LOI to the Clarence Heller Foundation to fund certain components of the AIC program. On a down note,

our application to the Andy Warhol Foundation to support a series of exhibitions for the next 2 years was denied. All total we have exceeded our foundations grant goal by \$42,750. (\$125K to \$167,750K. We will be earmarking portion of the funds to next fiscal year's AIC program.

**Staff:** We held our first Staff Retreat at the Richmond Community Foundation last Saturday. The focus was on teambuilding exercises and reviewing and updating our strategic plan. It was a productive and informative Retreat. I would like to thank D'Monique Brown for facilitating the team building exercises. Also I would like to extend my gratitude to Bernadette Jones for conducting the staff interviews on work environment. We will be have monthly all staff meetings to continue focusing on teambuilding, communications and updating staff on current and new programs.

And finally I would like to express my sincere appreciation to Susan and Harry Wittenberg for hosting the Holiday party for staff, faculty and board members at their delightful home with an incredible view.