

CONFIDENTIAL



## Marin Society of Artists

Art Centre + Galleries + Studios + Community + Education + Enrichment

### Business Plan

*The arts in all forms enrich the human spirit*

View & Download the plan: <https://www.marinsocietyofartists.org/art-centre-purchase>

Meg Reilly

**Marin Society of Artists**

1515 Third Street

San Rafael, CA 94901

415-516-3218

Email: [CapitalCampaign@msartists.org](mailto:CapitalCampaign@msartists.org)

Website: <http://www.marinsocietyofartists.org>



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Learn more at [www.arts.ca.gov](http://www.arts.ca.gov)

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## Executive Summary



*The arts in all forms enrich the human spirit*

*Art Centre + Galleries + Studios + Community + Education + Enrichment*

## Summary



*“CROSSROADS” A critical point or a moment of change, when decisions and choices with far-reaching impacts are made. A junction of roads leading in multiple directions. Paths that come together and that also lead in new and different directions.*

Marin Society of Artists, a 501(c)(3) non-profit formed in 1927, is the longest operating arts organization in Marin County. In 2017 Marin Society of Artists (MSA), a 92 year young arts organization, returned to its roots in San Rafael, California. Leaving the building it built in the 1940s at the Marin Art and Garden Center in Ross, California, MSA leased property at **1515 Third Street** and opened a new Art Centre in the nascent “*Downtown San Rafael Arts District.*” The Art Centre is a 6,500+ sq.ft. two-story former retail space housing 17 artist studios, and 3 galleries (Main Gallery, Flex Gallery and Ground Floor Gallery), each with different purpose and focus. The Flex Gallery and Main Gallery double as flexible classroom and useable space for arts, enrichment, meetings and other community activities.

The new Art Centre can accommodate an array of arts and community activities that MSA’s former location could not. MSA’s business plan offers the public significantly expanded and new programs and uses, with a goal that the Art Centre becomes a “**Crossroads**” for smaller scale multi-disciplinary arts and community enrichment in the North Bay and greater San Francisco Bay area. To realize this goal, MSA will launch the **Crossroads Program** which is described in more detail in this business plan. The Art Centre will establish itself as a comfortable environment for people to explore their creative interests; as a place of renewal, wellness and

opportunity to meet and share inspiration with others. The Art Centre's brand will be that of an open-door community arts and life-enrichment resource.

***Leasehold-to-Ownership Project:*** As rents skyrocket, so does the value of the Art Centre building. The economic sense of owning the building is undeniable. (See Appendix -Building Valuation & Floor Plan) The purpose of this business plan is to raise **\$3,000,000** to acquire ownership of the Art Centre property (\$2,750,000), make necessary building improvements, and to provide capacity-building working capital for 2 years of operation during which the ***CrossRoads Program*** will be staffed and launched. **Debt-free acquisition of the Art Centre secures the building for the future as a keystone location in the Downtown San Rafael Arts District, and also insures MSA's sustainability as Art Centre operator.**

***Acquiring the Art Center without debt brings immediate rent and property tax relief of \$108,000 - \$130,000 annually, freeing those funds to take MSA's programs and activities to scale.*** MSA has until **December 14, 2020** to raise the funds to acquire the property or forfeit the opportunity. Rent relief through debt-free acquisition is the necessary catalyst for the funds and capacity needed to launch and sustain the ***CrossRoads Program***.

## Plan Implementation

There are four components to business plan implementation:

- **PLACE** – MSA's modified triple net lease expires in November 30, 2026. As Marin Society of Artists and the 1515 Third Street Art Centre are participants in the CA State designated *Downtown San Rafael Arts District*, **permanently** securing the Art Centre as a cultural asset is essential. ***MSA signed a contract to purchase the Art Centre at 1515 Third Street for \$2,750,000.*** The funding contingency and the funds to close must be in hand by **December 14, 2020**. Fully funded acquisition brings immediate rent and property tax relief of approximately \$130,000 annually, freeing those funds to take MSA's programs and activities to scale. Monthly rent of \$8,900, grows 3% annually to \$10,945 in year 10 (\$131,340 annualized). MSA also pays real property taxes in excess of 2016 levels. In MSA ownership, property tax exemption would be sought.
- **PEOPLE** – MSA employs a part-time bookkeeper and otherwise operates entirely with volunteer staff. Paid staff and program providers are needed to scale and fully implement the plan.
- **PROGRAMS** – The ***Crossroads Program*** will significantly expand existing visual arts and education programs by adding an array of multi-disciplinary arts and enrichment activities at the Art Centre and beyond, reaching the diverse community in Marin and the greater Bay Area.

- **PARTNERSHIPS & PATRONS** – MSA currently partners with artists, the arts community, non profits, business & government in a variety of ways to provide arts funding and programs. Existing relationships will be deepened, and new ones forged, in order to realize the planned conversion from leasehold-to-ownership and to take the Crossroads Program to scale.

## Programs and Services

**The New Art Centre** – Built in the 1960s, the two-story 1515 Third St. Art Centre is 6,500+ square feet of galleries, art studios, classroom and flexible use space.

**What's Happening Now** – The Art Centre houses 20+ studio artists. In the Art Centre, MSA volunteers conduct art workshops for blind & vision impaired in partnership with *Blind and Vision Impaired of Marin*, while *Art Maker Studio* provides youth art programs in the Art Centre and in five local schools. Ongoing classes and workshops offer painting, drawing, mixed media, pastel, figure drawing and more. *Blue Light at the Gallery* series expands the arts menu with written & spoken word, performance, and small ensemble music events. *Marin Improv* utilizes space for rehearsals. In collaboration with the *Canal Alliance*, MSA hosts multi-ethnic arts projects and artists. Admission-free main gallery exhibits change monthly. Popup performance arts and exhibitions also utilize the main gallery. The Flex and Main Galleries double as workshop & meeting space for a range of arts and community uses. The remainder of the Art Centre walls hold rotating displays of artists' work for the public to enjoy free of charge.

**The Future: Crossroads Program** – Through the *Crossroads Program*, MSA will create a one-of-a-kind Art Centre that serves as a community hub for arts and enrichment attracting participants and audiences reflecting the wide-ranging age, cultural, ethnic and socio-economic population of the area. Centrally located in Marin County's diverse and most populous city, and in the heart of the State of California newly designated Downtown San Rafael Arts District, the Art Centre is ideally positioned to promote community engagement through a broad array of arts and enrichment activities. The Art Centre will seek to establish itself as a comfortable environment for people to explore their creative interests; as a place of renewal, wellness and opportunity to meet and share inspiration with others. Details of the *Crossroads Program* are provided below.

## Required Funds - Capital Campaign Budget

MSA seeks to raise **\$3,000,000** to acquire ownership of the Art Centre property, to make necessary building improvements, and to provide capacity building working capital for 2 years of operation during which the *Crossroads Program* will be staffed and launched. MSA signed an agreement to purchase the Art Centre property and has until **December 14, 2020** to raise the funds to close or forfeit the opportunity.

### CAPITAL CAMPAIGN BUDGET - LEASEHOLD-TO-OWNERSHIP PROJECT

Building Purchase Price	\$2,750,000
Operating Reserve	\$250,000
<b>TOTAL SUPPORT REQUEST</b>	<b>\$3,000,000</b>

See Appendix -Building Valuation for purchase price data.

### Capital Campaign Structure and Timeframe

SPONSOR	Gift Amount	# Needed	Cumulative Total	Pledge Deadline
Bedrock	\$2,500,000	1	\$2,500,000	February, 2020
Granite	\$200,000	1	\$2,700,000	March, 2020
Cornerstone	\$100,000	1	\$2,800,000	April, 2020
Keystone	\$50,000	1	\$2,850,000	May, 2020
Pillar	\$25,000	3	\$2,925,000	June, 2020
Architect	\$10,000	5	\$2,975,000	July, 2020
Builder	\$1,000	10	\$2,985,000	August, 2020
Designer	\$10-\$200	200	<b>\$3,000,000</b>	September, 2020
In Kind				Ongoing

The former retail building at 1515 Third Street, is now transformed and operating as a community Art Centre with studios, galleries and flexible use space. The Art Centre is a uniquely valuable asset of the Downtown San Rafael Arts District.

**A single lead donor commitment of all, or nearly all, of the \$2,750,000 purchase price is essential to capital campaign success** and to permanently secure the Art Centre building for community arts and enrichment uses. Additional funding is sought to fund organizational and program growth. Ideally, the lead donor will help craft a matching funds opportunity to create incentives for the additional donor pool. A variety of tiered donor acknowledgement incentives are offered to provide donor visibility, hospitality and access.

The structure and timeframe for donor support is dictated by the **December 14, 2020 acquisition deadline**, and the fact that MSA has no professional fundraising staff or existing donor base for capital acquisition.

## Financial Forecast -3 Year Snapshot

Projections below assume success of the [Leasehold-to-Ownership Project](#) and that MSA's Art Centre purchase is fully funded by a **\$3,000,000** capital campaign. A snapshot of financial projections for the post-closing three fiscal years October 2020 - September 2023 is shown below.

Text shown in **green** highlights new/increased revenue sources or significant reduction in expenses. Rent & real property tax relief are the primary sources of G&A reductions. Text shown in **red** highlights significant expense increases over historic levels. See **Financial Plan- 3 Year Projections & Historical Financial Statements** (page 29 et. Seq.) for details.

<b>MARIN SOCIETY OF ARTISTS</b>			
<b>3 Year Snapshot- Revenue &amp; Expense</b>			
<b>October 2020 through September 2023</b>	<b>10/20-9/21</b>	<b>10/21-9/22</b>	<b>10/22-9/23</b>
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
Total 4080 - Tenant Studio Rent	76,800.00	76,800.00	76,800.00
4010 - Member Dues	24,000.00	25,000.00	26,000.00
Total 4020 - Gallery Use	21,500.00	29,500.00	34,500.00
4030 - Class-Workshop Fees	500.00	500.00	500.00
Total 4050 - Donations	3,100.00	3,100.00	3,100.00
4070 - Art Sales	16,000.00	17,000.00	17,000.00
Total 4100 - Monthly Shows	24,000.00	24,000.00	24,000.00
4400 - Interest	1,000.00	1,000.00	1,000.00
<b>Total Income</b>	<b>167,000.00</b>	<b>177,000.00</b>	<b>183,000.00</b>
Total 5000 - Cost of Sales	10,000.00	10,000.00	10,000.00
<b>Gross Profit</b>	<b>157,000.00</b>	<b>167,000.00</b>	<b>173,000.00</b>
<b>Expense</b>			
Total 5020 - CrossRoads Direct Expenses	12,600.00	10,600.00	10,600.00
Total 5100 - Monthly Show Expenses	8,300.00	8,300.00	8,300.00
Total 6100 - General & Administrative	25,950.00	26,830.00	26,830.00
Total 6300 - Utilities	7,000.00	7,000.00	7,000.00
Total 6400 - Technology	2,990.00	190.00	190.00
Total 6700 - Fundraising Expenses	1,000.00	1,200.00	1,200.00
Total 7000 - Payroll (1 Full, 2 Part-Time)	98,160.00	108,800.00	108,800.00
<b>Total Expense</b>	<b>156,000.00</b>	<b>162,920.00</b>	<b>162,812.70</b>
<b>Net Ordinary Income</b>	<b>1,000.00</b>	<b>4,080.00</b>	<b>10,187.30</b>
<b>Other Income -Released From Restriction</b>			
8000 - D Fdn Restricted Funds	0.00	0.00	0.00
9000 - Capital Campaign Art Centre Purchase	2,750,000.00		
9002 - Capital Campaign Operating Reserve	250,000.00		
<b>Total Other Income</b>	<b>3,000,000.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Other Expense -Released From Restriction</b>			
9100 - Art Centre Purchase	2,750,000.00		
9300 - Building & Crossroads Expense	60,000.00	40,000.00	0.00
<b>Total Other Expense</b>	<b>2,810,000.00</b>	<b>40,000.00</b>	<b>0.00</b>

Acquiring the Art Center without debt brings immediate rent and property tax relief of approximately \$130,000 annually, freeing those funds to take MSA's programs and activities to scale. Net ordinary income in year 1 is projected at nearly breakeven due to extraordinary one-time expenditures attendant to adding personnel and implementing new programs. Years 2 and three become profitable. Revenue from studio rents, art sales and existing programs will remain stable. Income from new programs and space usage will grow when paid personnel are in place to market and manage increasing sales and a growing customer base. When up to \$130,000 in annual building rent is eliminated, General and Administrative expenses reduce dramatically. Payroll expense, and some program driven costs will increase commensurate with program growth.

## Marin Society of Artists-Organization & Operations

### MSA Overview



Marin Society of Artists, a 501(c)(3) non-profit formed in 1927, is the longest operating arts organization in Marin County. For 92 years Marin Society of Artists (MSA) has provided a continuous venue for artists and the public to mingle; a place to learn, create and appreciate the arts. Co-founder of the Marin Art and Garden Center in Ross, CA, with like-minded non-profits, MSA built and managed the art centre in that location until 2016. In 2017 MSA returned to its roots in San Rafael, California to open a new Art Centre at **1515 Third Street** in the nascent "*Downtown San Rafael Arts District*." MSA's historic programs will continue and, with ownership of the Art Centre, can expand to new programs and uses, with the aim of the Art Centre becoming a "*Crossroads*" for smaller scale multi-disciplined arts and community enrichment in the North Bay and greater San Francisco Bay area. **Learn more about the *Crossroads Program* under Programs and Services below.**

## Mission Statement

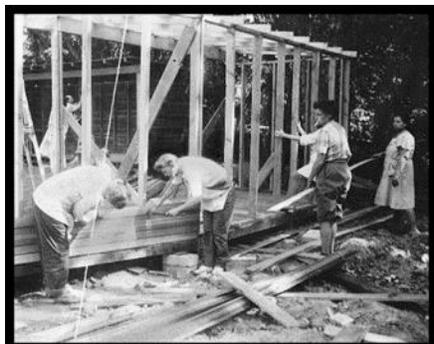
**MISSION:** Foster an environment where all people grow & thrive through the arts.

**VALUES:** All humans are blessed with creativity that thrives when nurtured.  
The arts in all forms enrich the human spirit.

## MSA History -A Story of Survival

**Birth in San Rafael-** MSA has a long history of survival. In 1927, then called Marin Art Association, a group of prominent artists coalesced to open a gallery above a garage at Fourth and D Street in San Rafael. That became the artists' headquarters with public art exhibitions there and throughout Marin County. Re-locations to 2 Bank Street in San Anselmo and an "old mansion" in Gerstle Park, San Rafael followed between 1930-33. From 1934 to 1943, locations were variable and the challenges of the Great Depression and World War II many, yet with a name change to Marin Society of Artists in 1935, MSA persisted.

**A Home at Last** -In the early 1940s, prominent Marin citizens Caroline Livermore and Gladys Smith teamed up with 8 autonomous groups, including Marin Society of Artists, to acquire 11 acres of the former Kittle Estate in Ross. In 1945, the groups incorporated the Marin Arts and Garden Center (MAGC) to hold title to the property, with its primary mission to foster appreciation and education in the arts, horticulture and environmental conservation.



In 1945 MSA built a concrete foundation, using up its entire treasury of \$5000. The following year an open-air art show was installed on the foundation. A loan obtained to construct a gallery building was only enough to build the shell – walls and a roof. Francis Young of Ross contributed enough to pay off the loan, and more. To raise money to complete the building, an outdoor log pavilion was set up, and two paintings a day were raffled off. MSA member volunteers provided what labor they could, some contractors worked for free – and, with the guidance and efforts of Paul and Katy Steinmetz among others, the new Marin Society of Artists art center and gallery opened on November 6, 1948. This was the first new building on the MAGC grounds, and it was named the "Frances Young Gallery". Marin Society of Artists filed articles of incorporation in 1949 and is a 501 (c) (3) California non-profit.

From 1946-1970 the annual Marin Art and Garden Fair was held on MAGC grounds with MSA responsible for the “Art” component of the fair, offering art and craft demonstrations, and managing art on display and for sale in temporary fair pavilions. When crowds outgrew the property, the fair moved to the Marin Civic Center and became what is now the Marin County Fair.

Until 2016, in the Frances Young Gallery, MSA managed 10 or more month-long exhibitions annually, art classes for adults and children, lecture series and art demonstrations, special events featuring weaving and other crafts, and many other activities including an annual Marin High School show featuring student work, exhibits for benefit of Zero Breast Cancer and Brain Injury Network (now Schurig Center), partnering with Marin County to offer ongoing workshops for the blind and vision impaired. MSA also started and maintained the County’s first art rental gallery.

**Rising Rents & Displacement-** With loss of County Fair revenues in 1970, MAGC’s financial condition deteriorated. The founding non-profit program providers that had enjoyed affordable space at MAGC, were asked to increase rent payments to commercial rates. In MSA’s case, the increase was five-fold existing rent. In addition, MAGC shifted its business model away from historic uses and gave preference to its own revenue activities, such as renting the campus for outdoor weddings and third-party events that filled the parking lots and conflicted with its non-profit partners’ operations. By 2014, it became clear that Marin Society of Artists could not survive at MAGC. MSA leadership began the search for a new location, with the knowledge that dissolution would be the only alternative to relocation.

**Back to San Rafael-** In August 2015, MSA signed a lease, and in January 2017 the MSA Art Centre obtained full occupancy of the building at 1515 Third Street that has been transformed into an Art Centre containing basic tenant improvements consisting of galleries, flexible class, meeting & performance space and artist studios. Fittingly, the Art Centre is just a couple of blocks from the Fourth & D Street location of MSA’s first home.

**Leasehold-to-Ownership Project-** The new Art Centre building and location are ideal for MSA’s current and expanded activities and plans. This business plan demonstrates why ownership of the building is the only way to secure the future of the Art Centre, MSA and its arts programs for the next 92 years.

## Location and Facilities



MSA's lease of two story retail space in downtown San Rafael, CA located at 1515 Third Street **expires November 30, 2026**. Built in 1969, the Art Centre is 6,500+ square feet of galleries, art studios, classroom and flexible space located in the Second/Third Mixed Use West Zoning District. Permitted primary uses include gallery/exhibit space and artist studios with allowed accessory uses including classes and community meetings, rehearsals etc. Improvements include the following:

- 3 galleries (main, flex, ground floor- new in 2016)
- 17 studios (15 new in 2016)
- Flexible floor space in main and flex galleries
- Green gallery/studio lighting and ample electrical outlets (2016)
- 1 accessible bathroom (2016)
- Kitchenette (new in 2016)
- Utility sink for artists (2016)
- Garage door loading zone with 3 parking spaces
- Ramped ground floor entry (2016)
- Parking lot with 9 spaces (1 handicap space and ADA upgrades in 2016)
- New main floor HVAC package (2017)
- Internal & external ADA upgrades, ground floor heating system, painted walls (2016)

The Art Centre is part of the in the nascent "*Downtown San Rafael Arts District*" newly designated by the California Arts Council because of the cluster of multi-disciplinary arts venues within walking distance of each other. MSA's Art Centre provides more versatile use than any of the other venues. Further discussion of MSA's competitive advantage is below.

## Structure & Management Team

MSA is a 501 (c) 3 non-profit, governed by a working board of directors elected by the voting membership. Membership in MSA, and Art Centre memberships, are open to artists as well as the general public for a modest annual contribution. Teams of volunteer members carry out programs and day-to-day operations with board oversight. Board members and volunteers bring varied experience and talent to the task, and include professional artists, architects, graphic designers, marketing and fundraising talent, accounting and legal skills, business and government leaders, medical professionals etc. See the [Appendix](#) for additional board information.

MSA retains contract professionals as needed for accounting, payroll, building maintenance, marketing and other specialized services. MSA board members will be actively engaged in fundraising efforts to purchase the Art Center and launch this business plan. Fundraising and other professionals may be retained to coach and assist in that effort.

This business plan calls for significant expansion of MSA's existing part-time bookkeeping staff, adding personnel leadership to manage day-to-day operations of the [Crossroads Program](#). [Crossroads Program](#) services will be delivered by an array of local providers and, once the program is established, funded largely by program revenues.

## Programs & Services Overview

**What's Happening Now:** The Art Centre houses 20+ studio artists. In the Art Centre, MSA volunteers conduct art workshops for blind & vision impaired in partnership with [Blind and Vision Impaired of Marin](#), while [Art Maker Studio](#) provides youth arts programs at the Art Centre and in five local schools. Ongoing classes and workshops offer painting, drawing, mixed media, pastel, figure drawing and more. [Blue Light at the Gallery](#) programs expand the arts menu with written & spoken word, performance, and small ensemble music events. [Marin Improv](#) utilizes space for rehearsals. In collaboration with the [Canal Alliance](#), MSA hosts multi-ethnic arts projects and artists. Popup performance arts and exhibitions also utilize the main gallery. Admission-free main gallery exhibits change monthly. The Flex and Main Galleries double as workshop & meeting space for a range of arts and community uses. The remainder of the Art Centre walls hold rotating artwork displays free of charge to the public.

**CrossRoads Program – Vision for the Future:** Through the [Crossroads Program](#), MSA will create a one-of-a-kind Art Centre serving as a community hub for multi-disciplinary arts and enrichment and that attracts participants and audiences reflecting the wide-ranging age, cultural, ethnic and socio-economic population of the area.

*A PICTURE IS WORTH A THOUSAND WORDS*

## Programs and Services



**ART EXHIBITS**



**PERFORMANCE- WORDS & MUSIC**

Art Centre programs include visual and performing arts appropriate for people of all ages. Education and life enriching activities are at the heart of programming choices. Affordability, accessibility & responsiveness to community interests is a key element of successful engagement.



**PUBLIC EDUCATION**



**YOUTH ARTS**

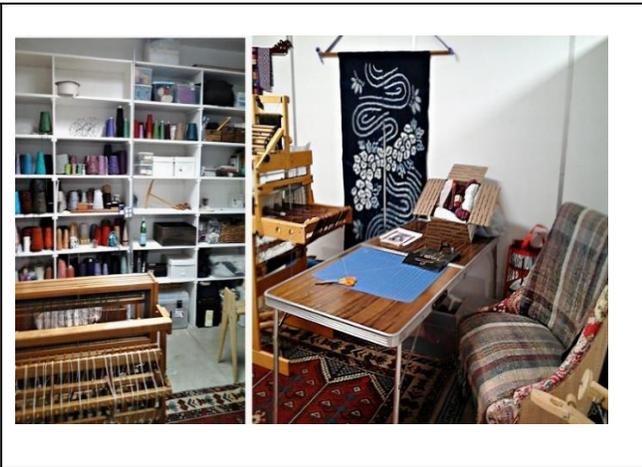


**BLIND & VISION IMPAIRED**

Art Centre programs include the young, the old and everyone in between, as well as those living with challenges.



**CLASSES & WORKSHOPS**



**AFFORDABLE STUDIO SPACE**

The Art Centre provides affordable space. Here art is practiced & appreciated. A place to learn.



**ALCHEMIA ARTISTS & THEIR WORK**

Alchemia.org programs for artists with developmental and physical disabilities.



**DIVERSE COMMUNITY & PARTNER USES**

The Art Centre is a pleasant environment for community meetings, social gatherings, etc.

## Crossroads Program - Vision for the Future

Through the *Crossroads Program*, MSA will create a one-of-a-kind Art Centre that serves as a community hub for multi-disciplinary arts and enrichment attracting participants and audiences reflecting the wide-ranging age, cultural, ethnic and socio-economic population of the area. Centrally located in Marin County’s diverse and most populous city, and in the heart of the State of California newly designated *Downtown San Rafael Arts District*, the Art Centre is ideally positioned to promote community engagement through a broad array of arts and enrichment activities. The Art Centre will seek to establish itself as a comfortable environment for people to explore their creative interests; as a place of renewal, wellness and opportunity to meet and share inspiration with others.

Opportunities to engage with a diverse community are streaming through our doors at the new Art Centre location. Below are examples of new engagements with those opportunities. The leasehold-to-ownership conversion is essential to funding and capacity to react to community needs.

### *A PICTURE IS WORTH A THOUSAND WORDS*



**Art Maker Studio Artists in MSA Gallery**



**Blue Light at the Gallery Poets & Musicians**



**Canal Alliance Mural Artists at Work**



**High School Poetry Slam**

The *Crossroads Program* will build on and expand MSA's historic outreach activities to include significantly more robust and diverse partners, programs, uses and activities. In addition to typical gallery wall use for ongoing art exhibits, the Art Centre flexible space is ideal for a wide range of other compatible uses. MSA's business plan calls for full utilization of floor space for arts, cultural and community benefit & enrichment as well as for social and business uses. Throughout this discussion, floor space uses of all types are referred to as the "*Crossroads Program*."



### CROSSROADS BUSINESS PLAN

The CROSSROADS PROGRAM business plan is as follows:

**Arts, Cultural and Community Benefit & Enrichment Uses ("ACE" uses):** Make floor space available for ACE uses for free or at affordable cost to partners and participants.

**Social, Business & Other General Community Uses ("General Community" uses):** Make floor space available for General Community uses at or near competitive market rates in order to subsidize ACE uses, with a goal of keeping ACE uses free or affordable.

Once fully established, General Community use revenues will help offset reduced revenues from Ace uses and also contribute toward expenses of program management and MSA's general and administrative expenses including, staff, overhead, PR and outreach. ***BUT, launching the Crossroads Program is only possible if building rent expenses are redirected to needed staff, program and operating expenses.***

Plan implementation details are below with financial projections & actuals at Page 28 et. Seq.).

## Target Market: Customers & Providers

We believe that anyone who engages in creative expression is an artist. Likewise, anyone who appreciates creative expression is an audience. **Customers** for *Crossroads Program* and other Art Centre services are artists of varied disciplines, members of MSA and of the Art Centre, and the general public who frequent the Art Centre for various purposes. **Providers** are those with skills to provide the range of arts and enrichment programs, services, activities or work products that draw and engage Customers. In some cases, Customers are also Providers and visa-versa. The relationship between Customers and Providers is mutually symbiotic. As a result, MSA will market to both with messaging that recognizes the fluidity of the Customer/Provider roles and interests.

MSA will use on site promotions, internet marketing, social media, partnerships, word of mouth, etc. to draw Customers and attract Providers.

See below for details of the target participants, audiences, partners and providers.

## Competitors

We consider other nearby arts venues as marketing assets rather than competitors. Both customers and providers are drawn by the California Arts Council “Downtown San Rafael Arts District” designation and the cooperative and joint marketing by the City of San Rafael, Marin Convention and Business Bureau, San Rafael Chamber of Commerce, Downtown Business Improvement District, downtown businesses, and the numerous arts organizations located in the District.

More remote arts and enrichment venues are the primary competitors. San Francisco’s booming arts scene draws audiences to the city and keeps potential city audiences from visiting Marin County arts venues. Likewise, West Marin has the advantage of beautiful coastal settings that draw audiences and visitors away from downtown San Rafael.

**There is no direct nearby competitor with a business plan that includes small venue multi-disciplinary arts as well as community enrichment and life enhancing uses.** MSA’s presence is additive to the District, with both our program efforts and planned purchase of the Art Centre building widely embraced by local partners.

## Sourcing and Fulfillment -Crossroads Program

Historically, MSA relied on artists as Providers of arts related programs, with an emphasis on visual arts. The new Art Centre begs to be used for broader arts and enrichment activities. Experience over the last two years proves this out. Without significant marketing effort on MSA’s part, new and more diverse arts and enrichment partners embrace the Art Centre to provide new multi-disciplinary programs. (e.g. See below-Alchemia, Blue Light at the Gallery, Art Maker Studio, Improv Marin, Tamalpais High School, San Rafael schools, Canal Alliance). The **Crossroads Program** will build those expanded relationships and programs. Below is a sampling of projected program activities and partners.

## POTENTIAL CROSSROADS PROGRAM ACTIVITIES & PARTNERS

*Key: E= Existing or historic; P= Potential, new or expansion of existing*

### Types of Crossroads Program Activities

Arts activities for adults with developmental & physical challenges	E & P
Art workshops for blind and vision impaired	E
Art classes, workshops & small group activities, including under resourced populations	E & P
Activities for the aging- arts, enrichment, wellness	P
Craft & creativity workshops -e.g. acrylic pours, coloring, cartooning, knitting, etc.	E & P
Youth art parties, camps & classes	P
Youth dance and enrichment activities	P
Youth words & music (poetry, fiction, story-telling, voice/instruments)	E & P
Performance art & workshops small ensemble music, improv, theatre, dance	E & P
Poetry & literature performance and workshops. E.g. poetry reading, story-telling	E & P
Wellness - e.g. yoga, Qi Gong, meditation	P
Enrichment -chess, book clubs, play-reading	P
Community Partner Space Rental -e.g. discussion groups, education, fundraisers	E & P
Social – Small group gatherings, memorials, special occasion receptions	P
Business & other community purposes- e.g. seminars, training	E & P

### Crossroads Partnerships -Existing (or Historic) & Potential

<b>Downtown San Rafael Arts District</b>	<a href="https://www.caculturaldistricts.org/san-rafael">https://www.caculturaldistricts.org/san-rafael</a>	E
<b>Alchemia</b> -Developmentally challenge artists	<a href="http://www.alchemia.org/artists">www.alchemia.org/artists</a>	E
<b>Canal Alliance</b> - immigrant populations	<a href="http://www.canalalliance.org">www.canalalliance.org</a>	E & P
<b>Art Maker Studio</b> - Youth arts	<a href="http://www.artmakerstudio.net">www.artmakerstudio.net</a>	E
<b>Blind and Vision Impaired of Marin</b> (E) –	<a href="http://www.bvim.org/art-classes/">www.bvim.org/art-classes/</a>	E
<b>Blue Light at the Gallery</b> -Poetry, music, comedy & more	<a href="https://www.marinarts.org/organization/blue-light-at-the-gallery/">https://www.marinarts.org/organization/blue-light-at-the-gallery/</a> <a href="https://www.marinarts.org/event/violin-voice-a-romance/">https://www.marinarts.org/event/violin-voice-a-romance/</a> <a href="https://www.improvmarin.com/">https://www.improvmarin.com/</a>	E & P
<b>Improv Marin</b> - Performance	<a href="http://www.marinventures.org">www.marinventures.org</a>	E & P
<b>Marin Ventures</b> Arts for adults with developmental and intellectual disabilities.	<a href="https://www.camarin.org/">https://www.camarin.org/</a>	P
<b>Community Action Marin</b> -Community Action Through Art	<a href="http://multiculturalmarin.org/">http://multiculturalmarin.org/</a>	P
<b>Multicultural Center of Marin</b> - Arts & Culture	<a href="https://www.tamdistrict.org/tamalpais">https://www.tamdistrict.org/tamalpais</a>	E & P
<b>Tamalpais High School</b> - Poetry Slams	<a href="https://vmbassing.wixsite.com/africaat65">https://vmbassing.wixsite.com/africaat65</a>	P
<b>Bassing Movement</b> –Dance & Movement for underserved populations	<a href="https://schurigcenter.org/">https://schurigcenter.org/</a>	E & P
<b>Schurig Center for Brain Injury Recovery</b>		

<p>formerly <b>Brain Injury Network of the Bay Area</b>  <b>AgeSong Marin</b> -Aging well  <b>Master Gardeners</b> -Enrichment/education  <b>National League of American Pen Women</b>                  (Golden Gate-Marin)  <b>Zero Breast Cancer</b> – Wellness  <b>Marin Villages</b> -Aging well  <b>Tamalpais Textile Arts Guild</b>- Crafts  <b>Marin County Watercolor Society</b>-Education  <b>California Watercolor Association</b>-Exhibits  <b>Marin County Dept of Cultural Services</b>  <b>Marin County Convention and Visitors Bureau</b>  <b>Marin County Dept of Health &amp; Human Services</b>  <b>Educational Institutions</b>- K-12 &amp; above (E,P)</p>	<p><a href="http://agesongmarin.org/">http://agesongmarin.org/</a>  <a href="http://marinmg.ucanr.edu/">http://marinmg.ucanr.edu/</a>  <a href="https://www.nlapw.org/">https://www.nlapw.org/</a>    <a href="https://www.zerobreastcancer.org/">https://www.zerobreastcancer.org/</a>  <a href="https://www.marinvillages.org/">https://www.marinvillages.org/</a>  <a href="https://tamalpaistextileartsguild.org/">https://tamalpaistextileartsguild.org/</a>  <a href="http://marincountywatercolorsociety.com/">http://marincountywatercolorsociety.com/</a>  <a href="https://www.californiawatercolor.org/">https://www.californiawatercolor.org/</a>  <a href="https://www.marincounty.org/depts/cu">https://www.marincounty.org/depts/cu</a>  <a href="https://www.visitmarin.org/">https://www.visitmarin.org/</a>    <a href="https://www.marinhhs.org/">https://www.marinhhs.org/</a>  <a href="https://www.srcs.org/">https://www.srcs.org/</a>  <a href="https://www.marin.edu/">https://www.marin.edu/</a></p>	<p>P                  P                  E &amp; P                    E &amp; P                  P                  E                  E                  E                  P                  E &amp; P                    P                  E &amp; P                  P</p>
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Other Compatible Uses (partial list):

Main Gallery exhibits (E), Flex Gallery exhibits (EP),Ground Floor Gallery exhibits (EP)

## Technology

MSA uses technology to maintain business records and for communications with members and the greater Bay Area community through social media, direct marketing & person-to-person outreach. With staffing in place, communications & marketing will be expanded & improved.

## Future Products and Services – Crossroads Program Launch

Funds made available by a debt-free building acquisition will fund needed staffing. When staffed, MSA will pro-actively cultivate Customers, Providers and program expansion opportunities. Without staffing, volunteer management of new opportunities is re-active, not pro-active.

Two-pronged strategy includes:

### **New partners for tried-and-true programs**

Historically successful visual arts programs will continue. Outreach to new and existing Customers and Providers to participate in historic programs will expand when staffing is in place.

### **New Programs of multi-disciplinary arts and enrichment**

There are a variety of new arts and enrichment programs in multiple non-visual arts disciplines that MSA will pursue as detailed under the *Crossroads Program* discussion.

## Customers

### Market Overview

MSA's business lines consist of providing venues and programs that connect artists and their work with the general public, and that deepen public engagement with the arts in ways that improves quality of life in the communities served. The total market for some of MSA's goods and services is nationwide, and potentially global. For these, MSA uses online platforms, viewable by artists everywhere, to invite artist participation in art exhibitions at the Art Centre. Current response is robust. In this way, breadth and quality of art exhibited in the Art Centre remains high.

Post-acquisition, the addressable and relatively underserved local markets that MSA will target are Customers and Providers for non-visual arts programs suitable for small and affordable venues. This includes the array of arts and community programs and uses of the scope described under the *Crossroads Program* discussion.

Space for the arts and enrichment is at a premium in Marin County. The demand for affordable space is high, while supply shrinks. Realistically, with proper marketing and outreach, MSA can expect a steady stream of Providers that can bring diverse arts and enrichment programming to the Art Centre. The Customer market for this programming is discussed below.

### Market Needs

MSA's *Crossroads Program* will deliver diverse arts and enrichment experiences not found in any other single local venue. Other venues provide focused interest experiences (Marin Shakespeare theatre, ArtWorks Downtown gallery, Youth-in-Arts, etc.) The *Crossroads Program* presents Customers and Providers with multi-disciplinary arts and enrichment opportunities reflective of community interest and demands.

#### **Trend towards activities and experiences**

National trends, particularly among the younger demographic, is toward participatory activities and experiences. The *Crossroads Program* will engage the audience as active participants whenever possible. Providing accessible public opportunities to experience an array of arts and enrichment activities is the primary focus of the program.

#### **Trend towards community engagement**

Local communities are looking for ways to embrace their changing identities and insure a quality of life for all. The Art Centre *Crossroads Program* will reach into the community to define and bring forward programming that supports local quality of life efforts.

## Market Growth

Marin County is home to more artists than any place in continental US other than Los Angeles. The supply of Provider artists is not expected to dwindle significantly. The challenge is to attract the artist Providers to the Art Centre and to connect them and their work with their target Customer audience. Excellent marketing and communications will supply both artist Providers and the Customer audience.

## Industry Analysis

MSA's business and services are diversified, straddling several industry sectors: Art sales, artist support services, arts education & engagement, cultural/community enrichment, space rental.

**Contemporary Visual Arts:** In 2018, contemporary art represented 14% of the total number of fine art auction transactions around the world. MSA's visual arts market for contemporary art is local, and high-end art sales belong primarily to the San Francisco market. Art sales from the MSA gallery benefit primarily the artist Producer (70% of sale proceeds go to artists) and individual art lovers. The relationship between MSA as a gallery venue and the artists is mutually symbiotic. The Art Centre provides an affordable venue and favorable percentage of sales split to the artist. The artists provide quality artwork for admission free public enjoyment.

**Visual Artist Support Services:** MSA artist membership provides free and low cost access to a variety of support services: website page to showcase artwork and CV info; monthly critiques; discounted classes and event fees; weekly newsletter; online forum among artist members; Art Centre and off site exhibit opportunities; a variety of other artist community and marketing opportunities. Artist membership pricing is very competitive and benefits offered are unparalleled.

**Arts Education and Engagement:** Education and engagement is an area of expansion for MSA. A new Supplier, Art Maker Studio, provides youth arts education in the Art Centre and local public schools. Adult art education in the Art Centre includes monthly critiques, weekly painting and drawing groups and a variety of other classes. As the scope of non-visual arts programming broadens, so too will education and engagement programs in a variety of arts disciplines.

**Cultural/Arts Enrichment Programming - the Non-Visual Arts:** The significant area for growth, made possible by the new Art Centre facilities, lies in the non-visual arts arena. Without significant marketing and outreach, Providers of non-visual arts are finding the Art Centre and bringing new arts programming and audiences to the venue. Affordability is the key driver. Most venues in Marin County are priced out of reach for the small audience and intimate arts

experiences that the Crossroads Program will offer. The Art Centre's flexible space lends itself to multiple concurrent uses. Staffing to market and manage robust facilities use is the only element currently lacking, and will be remedied with funds freed up by debt-free building acquisition.

**Threat of new entrants:** New entrants are unlikely given upfront costs of creating a new business and developing a customer base. Real estate locations for a competing operation are limited.

**Bargaining power of Suppliers:** Adequate Suppliers for MSA's needs exist now, and new relationships will be developed over time. Once well established, the Crossroads Program will create competition among Suppliers for Art Centre services and Customers.

**Bargaining power of Customers:** An adequate customer base exists (artists, MSA members, Providers, those needing space, participants in classes and other enrichment activities, etc.). No downward pricing pressure is expected.

**Availability of alternative space/services:** Other spaces and arts related organizations exist in San Rafael and Marin County. None currently offer the mix of space, programming and support services that MSA will offer. Rising cost of space in Marin County will further limit the supply of space dedicated for these purposes.

**Competitive rivalry:** Theoretical competitors are actually marketing partner assets. None can mimic the breadth of Art Centre offerings. Collectively, the *Downtown San Rafael Arts District* partners will increase Customer and Supplier participation at the Art Centre.

## Key Customers

Customer segments vary with the services offered.

**Families:** Families, in particular young parents and grandparents bring their children to youth-oriented activities, as well as to multi-age events. For this segment, the average revenue is and likely to be recurring (e.g. a 6 week sessions, summer camp, etc.). In addition, satisfied parents and their children are likely to recruit other families.

**Youth:** Conveniently located in downtown and in easy reach of bus and train lines, with a high school within a 5-minute walk, the Art Centre is reachable by mobile youth. Arts and enrichment programming would need to target this market segment specifically. A recent youth poetry slam at the Art Centre presented in partnership with a local high school drew an audience ranging widely in age. This is a potential growth sector.

**Working professionals:** The Art Centre location is easily accessible to working professionals looking for activities on their lunch break or after work. The Art Centre is also a potential venue for business gatherings or events. This is a potential growth sector.

**Over 55:** Retirement brings available time to pursue the arts. Experience shows that the over 55 market for all Art Centre offerings is robust. Marin County has the oldest and fastest-aging population in the region. One in four Marin residents (64,000) are 60 or older. Within 15 years an estimated one in three will be 60 or older. As Art Centre programming gains breadth and depth, it will draw a larger segment of this age group. Partnering with existing aging organizations will grow this customer segment. <https://suburbanstats.org/population/california/how-many-people-live-in-marin-county>

**Working Artists & Crafts People:** Those actively practicing their arts and crafts are both Customers and potential Providers, and they are a dependable and dominant user of Art Centre resources and programs. This nucleus of engaged artists draws a far-reaching network of friends, family, patrons and followers who will participate in Art Centre programs. Studio space rental by working artists is a major revenue source for the Art Centre, as is artist member dues, artist exhibition entry fees and use of gallery wall space.

**San Rafaelites and Neighbors:** MSA is a newcomer to San Rafael, and the presence of the new Art Centre is noticed and appreciated by city government and community members. During the county-wide Open Studios event in May 2019, informal polling found that more than 75% of people in attendance were first time visitors to the Art Centre. Post-acquisition staffing and marketing, coupled with launch of the *Crossroads Program*, will make the Art Centre a well-known resource that San Rafaelites and other nearby communities enjoy.

**Underserved and Challenged:** Building on its history of service, MSA will continue to host arts opportunities for the underserved and challenged. In the new location, new partnerships are already developing. Once staffing is in place, MSA will seek additional funding to support this service as an important element of the *Crossroads Program*.

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## Marketing and Sales

### Overview

MSA will market the Art Centre and its offerings through traditional and online communications, social media, word of mouth and through the existing and expanding network of arts partners in and out of the area. To maintain robust programs as well as profitability, pricing for services will be comparable to or less than like-kind services offered by others in the area. As a valuable asset of the Downtown San Rafael Arts District, the Art Centre receives the benefits of district marketing efforts. Arts partner Providers are a valuable source of additional marketing and as program focus broadens, so too will the audience that is attracted.

### Positioning

The Art Centre will have a differentiated product offering, promoting itself as a venue for multi-faceted arts and enrichment programs, as well as a community space resource. By producing a spectrum of arts and enrichment programs, and making the Art Centre available for compatible community uses, we aim to engage a broader range of Customers and Providers.

The Art Centre will establish itself as a comfortable environment for people to explore their creative interests; as a place of renewal, wellness and opportunity to meet and share inspiration with others. The Art Centre's brand will be that of an open-door community arts and life-enrichment resource.

### Pricing

Both Customers and Providers are price sensitive. Therefore, pricing strategy is to offer services in a unique and intimate gallery environment at a competitive price-point.

Compared to other venues, the company's price for services and space use will be competitive or below commercial market rates. There will be at least three pricing variations:

- **Arts, Cultural and Community Benefit & Enrichment Uses** ("ACE" uses): Pricing will range from free to affordable cost to partners and participants.

- **Social, Business & Other General Community Uses** (“General Community” uses): Pricing for General Community uses will be at or near competitive market rates in order to subsidize ACE uses, with a goal of keeping ACE uses free or affordable.
- **Discounts** From time to time discounts and incentives will be offered to boost participation, visibility or in trade for goods and services.

## Promotion

**Internet marketing:** The objective is to obtain enough new Customers and Providers and to generate positive word of mouth through social media, with emphasis on Facebook, Twitter, Pinterest, Youtube, etc. Social media will be important to the customer acquisition strategy which, in turn will increase overall profitability. Development of a company website will complement the overall Internet marketing strategy. Paid Internet marketing channels, such as Google Adwords, Groupon and LivingSocial can be very expensive, and are not currently contemplated.

**Traditional media:** We will continue to utilize free marketing and calendaring opportunities through local print and online media such as Marin Independent Journal, the Marin Convention and Visitors Bureau publications and a number of other marketing venues. Print advertising such as flyers will be distributed to the local homes and establishments to promote the Art Centre, its programs and special events.

Walk-in business will be encouraged through the strategic placement of “Open” signs, monthly Art Walk participation, and free public admission 5 days a week.

**Partners and Patrons:** MSA currently partners with artists, the arts community, non profits, business & government in a variety of ways to promote arts funding and programs. When the future of the Art Centre is secured, existing relationships will be deepened, and new ones forged as the Crossroads Program is brought to scale.

## Strategy and Implementation

### Milestones – Place, People, Programs, Partnerships & Patrons

#### Obtain ownership of the Art Centre

*Completion Date: December 14, 2020*

Securing permanent debt-free ownership of the Art Centre building is the first milestone for MSA.

#### Redirecting cash flow, Building Capacity & Crossroads Program

*Completion Date: Fiscal Year End 2020-2021*

In Fiscal year 2020-2021, MSA plans \$1,000 net profit and will redirect the \$100,000+ in rent and real property tax relief to fund program and operating capacity, to install needed flooring, and to a monthly building maintenance fund. This assumes a fully successful capital campaign.

Hiring staff to implement the [Crossroads Program](#) will be a highest priority. However, timing for that is driven by whether MSA successfully raises the \$250,000 operating reserve. Without front end funding, finding and retaining quality staff will be significantly more difficult. Assuming funded staff is retained, Crossroad Program revenues will increase existing program revenues by \$4,000 (to \$8,000) (GL #4023 and 4040). Membership and other historical revenues remain steady.

#### Achieving break even

*Completion Date: Fiscal Year end 2021-2022*

In the second post-acquisition fiscal year, a positive net profit is expected. Crossroads Program revenues remain steady at \$8,000. New Provider and Customer relationships are developed. Membership and other historical revenues grow slightly.

#### Crossroads Program Scales

*Completion Date: Fiscal Year end 2022-2023*

In the third post-acquisition fiscal year, a larger positive net profit is expected, and Crossroads Programs scale to \$10,000. Art Centre programs extend into evenings and weekends. A nucleus of stable Crossroads Program Suppliers and Customers are in place. Membership and other historical revenues grow slightly.

See **Financial Plan- 3 Year Projections & Historical Financial Statements** below for details.

## Financial Plan – 3 Year Projections

Financial projections for three fiscal years October 2020 - September 2023 are shown below. Text shown in green represents new/increased revenue sources or significant reduction in expenses. Text shown in red represents significant expense increases over historic levels. Projections assume success of the [Leasehold-to-Ownership Project](#) and that the Art Centre purchase is fully funded by a **\$3,000,000** capital campaign. No debt is contemplated.

Text in **green** below represents (a) new program revenues; (b) reduction of G&A by \$104,000 when rent to the Art Centre owner is eliminated as an ongoing expense; (c) portions of **\$3,000,000** capital campaign funds “released from restriction” (an accounting convention unique to non-profits); and (d) interest on operating reserves raised through the capital campaign. Text in **red** below represent (i) new ongoing expenses associated with building ownership and expanded programs and operations; and (ii) one-time expenditures to purchase the Art Centre, install flooring and launch the Crossroads Program.

### 3 Year Financial Projection- Revenue & Expense

Ordinary Income/Expense	10/20-9/21	10/21-9/22	10/22-9/23
<b>Income</b>			
4080 · Tenant Studio Rent			
4081 · Studio rent (FY 18-19 levels)	76,800.00	76,800.00	76,800.00
<b>Total 4080 · Tenant Studio Rent</b>	<b>76,800.00</b>	<b>76,800.00</b>	<b>76,800.00</b>
49900 · Uncategorized Income	100.00	100.00	100.00
4010 · Member Dues	24,000.00	25,000.00	26,000.00
4020 · Gallery Use			
4027 · Wall/3-D Use Income	6,500.00	6,500.00	6,500.00
4025 · Third Party Exhibit Rental	1,000.00	1,000.00	2,000.00
4022 · Marin Open Studios	6,000.00	6,000.00	6,000.00
4023 · ACE Space Use	4,000.00	8,000.00	10,000.00
4040 · General Community Use	4,000.00	8,000.00	10,000.00
<b>Total 4020 · Gallery Use</b>	<b>21,500.00</b>	<b>29,500.00</b>	<b>34,500.00</b>
4030 · Class-Workshop Fees	500.00	500.00	500.00
4050 · Donations			
4051 · CapCamgn-See Other Income Below	0.00	0.00	0.00
4058 · Member Donations	2,000.00	2,000.00	2,000.00
4059 · Outside Donations	1,000.00	1,000.00	1,000.00
4050 · Donations - Other	100.00	100.00	100.00
<b>Total 4050 · Donations</b>	<b>3,100.00</b>	<b>3,100.00</b>	<b>3,100.00</b>
4070 · Art Sales	16,000.00	17,000.00	17,000.00
<b>Total 4070 · Sales</b>	<b>16,000.00</b>	<b>17,000.00</b>	<b>17,000.00</b>
4100 · Monthly Shows	24,000.00	24,000.00	24,000.00
<b>Total 4100 · Monthly Shows</b>	<b>24,000.00</b>	<b>24,000.00</b>	<b>24,000.00</b>
4400 · Interest	1,000.00	1,000.00	1,000.00
<b>Total Income</b>	<b>167,000.00</b>	<b>177,000.00</b>	<b>183,000.00</b>
<b>Cost of Goods Sold</b>			
<b>Total 5000 · Cost of Sales</b>	<b>10,000.00</b>	<b>10,000.00</b>	<b>10,000.00</b>
<b>Gross Profit</b>	<b>157,000.00</b>	<b>167,000.00</b>	<b>173,000.00</b>

## Expense

<b>5020 · CrossRoads Program Direct Expenses</b>			
5021 · Fees to Teacher/Presenters	10,000.00	8,000.00	8,000.00
5022 · Outreach & Marketing	2,000.00	2,000.00	2,000.00
5023 · Other CrossRoads Expenses	600.00	600.00	600.00
<b>Total 5020 · CrossRoads Direct Expenses</b>	<b>12,600.00</b>	<b>10,600.00</b>	<b>10,600.00</b>
66900 · Reconciliation Discrepancies	0.00	0.00	-107.30
5050 · Sale & Rental Expenses	0.00	0.00	0.00
5100 · Monthly Show Expenses			
<b>Total 5100 · Monthly Show Expenses</b>	<b>8,300.00</b>	<b>8,300.00</b>	<b>8,300.00</b>
6100 · General & Administrative			
6155.2 · Excess Tax Assessment	0.00	0.00	0.00
6119 · Common Area Expenses	0.00	0.00	0.00
6158 · HVAC Maintenance Contract	1,200.00	1,200.00	1,200.00
6105 · Accounting Services	2,500.00	2,500.00	2,500.00
6108 · Advertising & PR	2,000.00	2,400.00	2,400.00
6112 · Bank Charges (PP & ET)	2,400.00	2,400.00	2,400.00
6118 · Cleaning/Maintenance	2,400.00	2,880.00	2,880.00
6124 · Hospitality- 2nd Friday/Rec	1,000.00	1,000.00	1,000.00
6128 · Insurance	8,300.00	8,300.00	8,300.00
6134 · Licenses & Fees (Gov't)	550.00	550.00	550.00
6136 · Miscellaneous Exp	200.00	200.00	200.00
6138 · Office Supplies	800.00	800.00	800.00
6149 · Postage	100.00	100.00	100.00
6150 · Printing	500.00	500.00	500.00
6155 · Rent	0.00	0.00	0.00
6155.1 · Repairs/Maint., Bldg.	2,500.00	2,500.00	2,500.00
6156 · Rental-Equipment	500.00	500.00	500.00
6160 · Repairs	1,000.00	1,000.00	1,000.00
6100 · General & Administrative - Other	0.00	0.00	0.00
<b>Total 6100 · General &amp; Administrative</b>	<b>25,950.00</b>	<b>26,830.00</b>	<b>26,830.00</b>
6300 · Utilities			
6302 · MMWD (bi-monthly)	378.00	378.00	378.00
6304 · PG&E (gas & electric)	4,200.00	4,200.00	4,200.00
6306 · Telephone	0.00	0.00	0.00
6308 · Comcast Int TV Tel	1,200.00	1,200.00	1,200.00
6310 · MSS (Trash Disposal)	1,222.00	1,222.00	1,222.00
<b>Total 6300 · Utilities</b>	<b>7,000.00</b>	<b>7,000.00</b>	<b>7,000.00</b>
6400 · Technology			
6401 Hardware	2,000.00		
6402 Software	800.00		
6403 · Domain Names	170.00	170.00	170.00
6406 · Web Host	20.00	20.00	20.00
<b>Total 6400 · Technology</b>	<b>2,990.00</b>	<b>190.00</b>	<b>190.00</b>
6700 · Fundraising Expenses			
6701 · Membership Expenses	500.00	500.00	500.00
6703 · Donor Appeal	500.00	500.00	500.00
6705 · Fundraiser	1,000.00	200.00	200.00
<b>Total 6700 · Fundraising Expenses</b>	<b>1,000.00</b>	<b>1,200.00</b>	<b>1,200.00</b>
7000 · Payroll			
7004 · Employer Taxes	7,200.00	7,800.00	7,800.00
7005 · Workers Comp	960.00	1,000.00	1,000.00
7000 · Payroll - Other	90,000.00	100,000.00	100,000.00
<b>Total 7000 · Payroll (1 Full, 2 Part-Time)</b>	<b>98,160.00</b>	<b>108,800.00</b>	<b>108,800.00</b>

Total Expense	156,000.00	162,920.00	162,812.70
Net Ordinary Income	1,000.00	4,080.00	10,187.30
Other Income/Expense			
Other Income -Released From Restriction			
8000 - D Fdn Restricted Funds	0.00	0.00	0.00
9000 - Capital Campaign Art Centre Purchase	2,750,000.00		
9002 - Capital Campaign Operating Reserve	250,000.00		
Total Other Income	3,000,000.00	0.00	0.00
Other Expense -Released From Restriction			
9100 - Art Centre Purchase	2,750,000.00		
9300 - Building & Crossroads Expense	60,000.00	40,000.00	0.00
Total 9100 - Total Other Expenses	2,810,000.00	40,000.00	0.00
8100 - D Foundation Expenditures			
8110 - Outreach	0.00	0.00	
8117 - Prof Services-Web/Database			
Total 8100 - D Foundation Expenditures	0.00	0.00	0.00
Total Other Expense	2,810,000.00	40,000.00	0.00

## Financial Plan -Discussion

Staffing, excellent marketing and building relationships with new Suppliers, Customers, partners and patrons will drive financial and business plan success.

### Personnel Plan

Skills needed to structure and manage the Crossroads Program are different than those needed to support on the ground implementation. For this reason, one full time and up to 2 part-time staff persons are contemplated. Paid staff will be augmented by volunteers who now perform a number of operational functions.

### Cash Flow Assumptions

100% of capital campaign funds are in hand. Historic programs and related revenues and expenses remain static. No unforeseen extraordinary expenses occur.

## Key Metrics for Success

Excellent staff, revenue increases, space use increases, new Customers, Suppliers, partners and patrons.

## Exit Strategy

In the worst-case scenario, in the event of insolvency, all MSA assets are required by law to be distributed to another non-profit organization. If MSA owns the Art Centre, the property or proceeds of sale of the Art Centre would transfer to a suitable non-profit and no private gain would result.

If MSA does not acquire the Art Centre, the Art Centre would revert to its owners at the end of the lease (November 30, 2026). In that event, MSA will likely dissolve since the likelihood of securing alternative affordable space is very low.

# Historical Financial Statements

## Profit and Loss Statement

	<u>Oct '18 - Sep 19</u>	<u>Oct '17 - Sep 18</u>
<b>Ordinary Income/Expense</b>		
<b>Income</b>		
<b>4080 · Tenant Studio Rent</b>		
4081 · Studio rent	76,822.99	72,201.99
<b>Total 4080 · Tenant Studio Rent</b>	76,822.99	72,201.99
49900 · Uncategorized Income	119.44	54.60
4010 · Member Dues	25,475.00	22,198.00
<b>4020 · Gallery Use</b>		
4027 · Wall/Jewelry Case Use Income	9,488.76	6,387.00
4025 · Third Party Exhibit Rental	200.00	0.00
4021 · High School Show	0.00	0.00
4022 · Marin Open Studios	6,035.00	5,970.00
4023 · Recurring Gallery Rent Space Us	3,424.82	1,882.50
4040 · Misc. Event Rental	575.00	3,250.00
<b>Total 4020 · Gallery Use</b>	19,723.58	17,489.50
4030 · Class-Workshop Fees	0.00	1,817.00
<b>4050 · Donations</b>		
4053 · Show Sponsor	2,175.00	0.00
4051 · Donations other	16.03	342.00
4058 · Member Donations	2,517.27	2,077.01
4059 · Outside Donations	435.42	925.63
4050 · Donations - Other	0.00	0.01
<b>Total 4050 · Donations</b>	5,143.72	3,344.65
<b>4070 · Sales</b>		
4079 · Sales- other	0.00	166.79
4078 · Jewelry Sale	496.00	585.00
4124 · Hospitality-Wine sales	0.00	358.00
4077 · Photography Sale	40.00	967.00
4076 · Misc. Sales Income	678.10	700.00
4075 · Card Sales Income	84.00	10.00
4074 · Crafts & Sculpture Sales Inc	971.00	691.00
4073 · Painting Sales Income	3,654.50	13,036.00
<b>Total 4070 · Sales</b>	5,923.60	16,513.79

<b>4100 - Monthly Shows</b>		
4101 - January Show Open Elements	4,462.54	30.00
4102 - February Show Member Unjuried	1,095.00	690.00
4103 - March Show Member Juried	1,310.00	5,045.00
4104 - April Show Open National Photo	8,098.00	660.00
4105 - May Show (see 4022 MOS)	570.00	415.00
4106 - June Show Open National	7,080.00	2,945.00
4107 - July Show Member Jury	850.00	1,760.00
4108 - August Show Member Unjuried	965.00	485.00
4109 - Sept Open national fine art	3,680.00	4,945.00
4110 - 92nd Member Fine Arts	0.00	3,075.00
4111 - November Open Fresh Art 2019	1,860.00	2,086.00
4112 - December Show	1,015.00	960.00
4122 - Available 8/5 - 8/11/19	300.00	0.00
4125 - Other Shows	0.00	820.00
<b>Total 4100 - Monthly Shows</b>	<b>31,285.54</b>	<b>23,916.00</b>
<b>4400 - Interest</b>	<b>150.21</b>	<b>195.72</b>
<b>Total Income</b>	<b>164,644.08</b>	<b>157,731.25</b>
<b>Cost of Goods Sold</b>		
<b>5000 - Cost of Sales Other</b>		
5078 - Jewelry sale	396.20	182.00
5003 - Open painting 60% to artist	1,425.00	780.00
5005 - Open Craft/Scupture 60% to arti	180.00	10.50
5008 - Open photo 60% to artist	0.00	225.00
5004 - Photo - 70% to Artist	28.00	430.50
5006 - Cards - 70% to Artist	65.10	7.00
5002 - Craft & Sculpture 70% to Artist	92.40	471.10
5001 - Paintings - 70% to Artist	1,629.40	7,466.20
5000 - Cost of Sales Other - Other	255.74	462.00
<b>Total 5000 - Cost of Sales Other</b>	<b>4,071.84</b>	<b>10,034.30</b>
<b>Total COGS</b>	<b>4,071.84</b>	<b>10,034.30</b>
<b>Gross Profit</b>	<b>160,572.24</b>	<b>147,696.95</b>
<b>Expense</b>		
69800 - Uncategorized Expenses	0.00	0.00
5061 - MOS Gallery Rental	0.00	26.78
5020 - Class & Workshop Expenses		
5021 - Fees to Teacher/Presenters	0.00	1,032.50

<b>Total 5020 · Class &amp; Workshop Expenses</b>	0.00	1,032.50
<b>66900 · Reconciliation Discrepancies</b>	1.00	0.00
<b>5100 · Monthly Show Expenses Other</b>		
5121 · Available 5/11 - 517/18	175.00	0.00
5101 · January Open National 2 jurors	1,792.52	300.00
5103 · March Member unjuried	0.00	835.97
5104 · April Open Nat'l Photo juried	2,152.40	0.00
5106 · June Open National	2,041.95	1,300.00
5107 · July Show Member (member jurors)	0.00	400.00
5108 · August Member unjuried	30.00	0.00
5109 · September Show-Open Fine Art	2,285.01	1,481.48
5110 · October Show 92nd Mmbr Fine Art	1,492.45	168.04
5111 · November Open Fresh Art 2019	648.43	100.00
5130 · Other Outside Shows	0.00	175.00
5100 · Monthly Show Expenses Other - Other	0.00	107.10
<b>Total 5100 · Monthly Show Expenses Other</b>	<b>10,617.76</b>	<b>4,867.59</b>
<b>6100 · General &amp; Administrative</b>		
6155.2 · Excess Tax Assessment	0.00	556.62
6113 · Online payment fees	0.00	84.85
6119 · Common Area Expenses	436.97	361.32
6158 · HVAC Maintenance Contract	500.00	763.00
6105 · Accounting Services	1,290.00	1,433.15
6108 · Advertising	0.00	258.01
6112 · Bank Charges (PP & ET)	758.21	2,246.03
6118 · Cleaning/Maintenance	1,340.00	1,560.00
6122 · Depreciation & Amortiz		
6123 · Depreciation Expense	1,799.00	0.00
<b>Total 6122 · Depreciation &amp; Amortiz</b>	<b>1,799.00</b>	<b>0.00</b>
6124 · Hospitality- 2nd Friday/Rec	78.26	200.00
6128 · Insurance	7,660.81	6,435.00
6134 · Licenses & Fees (Gov't)	132.95	312.95
6136 · Miscellaneous Exp	130.62	166.48
6138 · Office Supplies	374.71	446.71
6149 · Postage (Not Palette)	19.05	107.80
6150 · Printing	221.74	0.00
6155 · Rent	106,276.06	103,069.30
6155.1 · Repairs/Maint., Bldg.	0.00	1,800.00
6160 · Repairs	0.00	14.09
6170 · Sales Tax	1.23	-11.23
6175 · Security	0.00	15.99

<b>Total 6100 · General &amp; Administrative</b>	121,019.61	119,820.07
<b>6300 · Utilities</b>		
6302 · MMWD (bi-monthly)	377.03	363.00
6304 · PG&E (gas & electric)	3,401.74	4,168.45
6308 · Comcast Int TV Tel	1,566.95	1,198.83
6310 · MSS (Trash Disposal)	<u>1,012.60</u>	<u>1,222.00</u>
<b>Total 6300 · Utilities</b>	6,358.32	6,952.28
<b>6400 · Technology</b>		
6403 · Domain Names	80.14	0.00
6406 · Web Host	<u>204.00</u>	<u>14.95</u>
<b>Total 6400 · Technology</b>	284.14	14.95
<b>6700 · Fundraising Expenses</b>		
6703 · Donor Appeal	<u>105.12</u>	<u>0.00</u>
<b>Total 6700 · Fundraising Expenses</b>	105.12	0.00
<b>7000 · Payroll</b>		
7004 · Employer Taxes	708.99	656.36
7005 · Workers Comp	42.32	946.10
7000 · Payroll - Other	<u>7,664.50</u>	<u>7,107.00</u>
<b>Total 7000 · Payroll</b>	<u>8,415.81</u>	<u>8,709.46</u>
<b>Total Expense</b>	<u>146,801.76</u>	<u>141,423.63</u>
<b>Net Ordinary Income</b>	13,770.48	6,273.32

## Balance Sheet

	Sep 30, 19	Sep 30, 18
<b>ASSETS</b>		
<b>Current Assets</b>		
<b>Checking/Savings</b>		
1015 · BofA 3184 checking	46,294.57	0.00
1012 · First American Title Co	5,000.00	0.00
1010 · PayPal new	1,308.23	433.32
1009 · Sterling Bank & Trust	0.00	46,917.06
1011 · WF 3453 DONNER	5,632.32	7,366.85
1001 · WF Checking #0437	6,485.32	36,039.75
1004 · WF Savings 3957	75,519.89	28,452.62
1007 · EntryThingy Token Acct	142.00	98.00
<b>Total Checking/Savings</b>	140,382.33	119,307.60
<b>Accounts Receivable</b>		
11000 · Accounts Receivable	5,769.00	5,770.00
<b>Total Accounts Receivable</b>	5,769.00	5,770.00
<b>Other Current Assets</b>		
12210 · Deposits Held by Vendors	925.00	925.00
12000 · Undeposited Funds	355.34	355.34
<b>Total Other Current Assets</b>	1,280.34	1,280.34
<b>Total Current Assets</b>	147,431.67	126,357.94
<b>Fixed Assets</b>		
1705 · Accum Depre Tenant Improvemnts	-9,367.31	-7,568.31
1700 · Tenant Improvements	17,986.37	17,986.37
1500 · Furniture & Fixtures	7,000.00	7,000.00
<b>Total Fixed Assets</b>	15,619.06	17,418.06
<b>TOTAL ASSETS</b>	<b>163,050.73</b>	<b>143,776.00</b>
<b>LIABILITIES &amp; EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
20500 · BofAcc7504 Credit Card	37.98	0.00
<b>Other Current Liabilities</b>		
2095 · Prepaid studio rent (new)	3,254.00	642.00
2096 · Refundable Rent Deposits		
2096.3 · SPACE Use Deposits	175.00	175.00
2096.1 · Tenant Studio Rent Deposits	5,994.40	6,266.60
2096 · Refundable Rent Deposits-otr	46.54	46.54
<b>Total 2096 · Refundable Rent Deposits</b>	6,215.94	6,488.14
2098 · Prepaid Gallery Rental	300.00	0.00
25500 · *Sales Tax Payable	119.00	442.00
2100 · Payroll Tax Liability		
2101 · FIT - Federal Income Tax	141.00	141.00
2103 · Medicare	23.09	23.09
2102 · FICA - (Social Security)	98.76	98.76
2106 · SDI (State Disability)	15.93	15.93
2100 · Payroll Tax Liability - Other	-332.51	-305.91
<b>Total 2100 · Payroll Tax Liability</b>	-53.73	-27.13
<b>Total Other Current Liabilities</b>	9,835.21	7,545.01
<b>Total Current Liabilities</b>	9,873.19	7,545.01
<b>Total Liabilities</b>	9,873.19	7,545.01
<b>Equity</b>		
31200 · CAC Org Dev Grant Restricted	5,000.00	0.00
30000 · Opening Balance Equity	-73.26	-73.26
31995 · Restricted Fnds Lighting Hang	26.60	0.00
31985 · Restricted Funds-D Grant	5,632.32	7,366.85
31990 · Restricted Funds-Relocation	13,842.00	13,842.00
32000 · Unrestricted Net Assets	115,398.17	109,124.85
32500 · Prior Period Adjustment	-302.77	-302.77
<b>Net Income</b>	13,654.48	6,273.32
<b>Total Equity</b>	153,177.54	136,230.99

## Cash Flow Statement

<b>Statement of Cash Flows</b>		
<b>October 2018 through September 2019</b>		
	<b>OPERATING ACTIVITIES</b>	
	Net Income	13,770.48
	Adjustments to reconcile Net Income to net cash provided by operations:	
	11000 · Accounts Receivable	-115.00
	20500 · BofAcc7504	37.98
	2095 · Prepaid studio rent (new)	2,612.00
	2096 · Refundable Rent Deposits:2096.1 · Tenant Studio Rental Deposits	-272.20
	2098 · Prepaid Gallery Rental	300.00
	25500 · *Sales Tax Payable	-323.00
	2100 · Payroll Tax Liability	-26.60
	<b>Net cash provided by Operating Activities</b>	<b>15,983.66</b>
	<b>INVESTING ACTIVITIES</b>	
	1705 · Accum Depre Tenant Improvemnts	1,799.00
	<b>Net cash provided by Investing Activities</b>	<b>1,799.00</b>
	<b>FINANCING ACTIVITIES</b>	
	31200 · CAC Org Dev Grant Restricted	5,000.00
	31995 · Restricted Fnds Lighting Hang	26.60
	31985 · Restricted Funds-D Grant	-1,734.53
	<b>Net cash provided by Financing Activities</b>	<b>3,292.07</b>
	<b>Net cash increase for period</b>	<b>21,074.73</b>
	<b>Cash at beginning of period</b>	<b>119,662.94</b>
	<b>Cash at end of period</b>	<b>140,737.67</b>

## Budget Snapshot FY 19-20

	Oct '19 - Sep 20
<b>Income</b>	
Total 4080 · Tenant Studio Rent	76,821.99
4010 · Member Dues	25,360.00
Total 4020 · Gallery Use	19,723.58
Total 4050 · Donations	5,143.72
Total 4070 · Sales	5,923.60
Total 4100 · Monthly Shows	37,767.00
4400 · Interest	150.21
<b>Total Income</b>	<b>171,009.54</b>
Total 5000 · Cost of Sales Other	4,071.84
<b>Gross Profit</b>	<b>166,937.70</b>
<b>Expense</b>	
Total 5100 · Monthly Show Expenses Other	10,640.88
6100 · General & Administrative	
6119 · Common Area Expenses	436.97
6158 · HVAC Maintenance Contract	500.00
6105 · Accounting Services	1,800.00
6112 · Bank Charges (PP & ET)	758.21
6118 · Cleaning/Maintenance	1,340.00
Total 6122 · Depreciation & Amortiz	1,799.00
6124 · Hospitality- 2nd Friday/Rec	78.26
6128 · Insurance	7,660.81
6134 · Licenses & Fees (Gov't)	132.95
6136 · Miscellaneous Exp	130.62
6138 · Office Supplies	374.71
6150 · Printing	221.74
6155 · Rent	108,945.96
Total 6100 · General & Administrative	124,199.51
Total 6300 · Utilities	6,358.32
Total 6400 · Technology	284.14
Total 6700 · Fundraising Expenses	11,000.00
Total 7000 · Payroll	8,415.81
<b>Total Expense</b>	<b>160,899.66</b>
<b>Net Ordinary Income</b>	<b>6,038.04</b>
Restricted Funds	9,014.53
Released From Restriction	9,014.53
<b>Net Income</b>	<b>6,038.04</b>

**Budget Notes:** Extraordinary fundraising expense (6700) of \$11,000 is predicted as a cost of raising the \$3,000,000 needed to acquire the Art Centre and create an operating reserve.

## Appendix

### Building Valuation & Floor Plan

#### Art Centre Valuation

Address	Sq Ft	Lot Size	Sale/Offer Price	Price/SqFt	Cap Rate	Details
<b>1515 3<sup>rd</sup> St MSA Art Centre</b>	6,835	7,982	<b>\$2,645.000 PV*</b>	<b>\$387</b>	3.96%	2 floors retail flexible space. 11 parking spaces. Built 1969

\* Present value of \$2,750,000 contract purchase price (over 24 months @ 3.96% cap rate). Does not account for property appreciation over 2 year period 12/2018 contract date though 12/14/2020 closing date.

#### Comparable Sales/Offer Data: (as of 10/2019)

Address	Sq Ft	Lot Size	Sale/Offer Price	Price/SqFt	Cap Rate	Details
<b>1707 4<sup>th</sup> St@ G</b>	1,595	1,742	\$699,000	\$435		Storefront. On street parking only. 28 ft frontage. Built 1912. Needs foundation work
<b>1818 2<sup>nd</sup> St west of H</b>	1,518		\$2,250,000 sold together with 1821 4 <sup>th</sup> St	\$425.73	4.63%	1 story free standing retail store front, warehouse behind. Street parking only. Built 1955
<b>1821 4<sup>th</sup> St west of H</b>	3,767		See above			1 story store front & 2 story Victorian behind. Built 1891.
<b>1099 E Street @ 5<sup>th</sup>.</b>	3,836		\$2,975,00	\$775.55		3 story Victorian beautifully converted to offices. 7 parking spaces. Single tenant. Built 1895.
<b>828 Mission Ave @ Nye</b>	5,758	11,326	\$2,850,000	\$495	4.86%	2+ story Victorian converted to offices in 1971. 20 parking spaces. Built 1889

\*Pending listings various sources 10/2019 Valuation

#### Aged Comparable Sales Data: \*

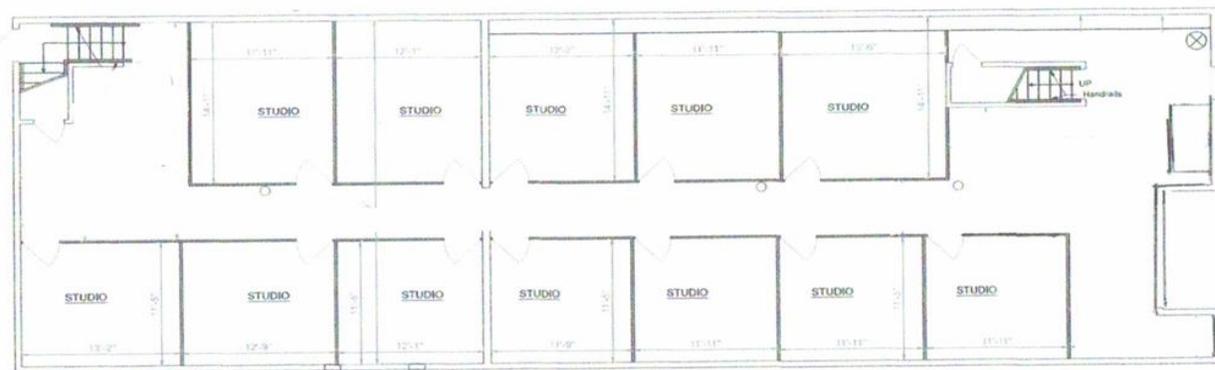
Address	Sq Ft	Lot Size	Sale/Offer Price	Price/SqFt	Cap Rate	Details
<b>850 4th Street @ Lootens</b>	7,794	12,172	\$2,335,125 Sale Date	\$299.61	4.62%	In-line 1 story retail store front. Street Parking. Built

			6/2016			1927, renovated 2013
<b>403 4<sup>th</sup> St East of Hwy 101</b>	6,520	12,651	\$2,125,000 Sale date: 3/2017	\$326	6%	2 story office bldg.. 23 parking spaces. Built 1960s?
<b>2042 4<sup>th</sup> St Miracle Mile</b>	8,000	8,400	\$1,752,500 Sale date: 2/2016	\$219	5.33%	6 storefront units. Built 1952. West of downtown.
<b>1848 4<sup>th</sup> Street Past H St</b>	8,375	11,000	\$1,800,000	\$215		90 ft frontage. On street parking only. West of downtown. Built 1947
<b>1400-06 4<sup>th</sup> St @ D</b>	4,570	5,000	\$1,555,000 Sale date: 2/2016	\$340.26	6.02%	2 floors. 2 retail down, 3 offices up. Built 1958. 8 parking spaces.

\*Source: Pacific Union 11/2017 property valuation & Loopnet. There were few comparable properties on the market in or near downtown, and few have become available since.

### ART CENTRE FLOOR PLAN

1st Floor 3,450 sq.ft.; Ground Floor 3,235 sq. ft.  
6,685 sq.ft. approximate total



## Board & Management Team

View Board & Management Team information here:

<https://www.marinsocietyofartists.org/board-of-directors>



### **Meg Reilly - President & Board Chair**

Meg Reilly works in a variety of mediums: acrylic, pastel, watercolor, oil, clay. She maintains a studio at Marin Society of Artists Art Centre in San Rafael, CA. Meg exhibits widely, and her work is in U.S. and E.U. collections.

Meg has held multi-year volunteer leadership and board positions with several non-profit organizations including Marin Society of Artists, Dolphin Swimming and Boating Club (past-president) and Marin Arts Council (board member).

In her post-law firm professional life, Meg was Assistant Corporate Counsel for First Nationwide Savings, Assistant General Counsel and Vice President of Hibernia Bank, Western Regional Attorney for The Nature Conservancy and General Counsel for Save the Redwoods League. Meg earned a BFA in design from Syracuse University, a Masters in Teaching (art & math) from College of Notre Dame and a JD from Albany Law School. Meg's website is [www.megreillyart.com](http://www.megreillyart.com)



### **Joe Grenn, DDS - Vice President & Board Member**

Dr. Joe Grenn is a native of New Bedford, Massachusetts, received his education in Boston and concluded his post-doctoral fellowship in endodontics at Harvard in 1972. Joe maintained a private practice in endodontics in San Francisco, lectured internationally and was a clinical professor at the University of California School of Dentistry from 1972 until his retirement in 2015. He has since dedicated his time to his long time love of oil painting. Joe maintains a studio at 39 Liberty Ship Way on the Liberty Ship Dock in Sausalito in addition to his board position with Marin Society of Artists. Joe's website is [joegrenn.com](http://joegrenn.com)



### **John Henry - Treasurer & Board Member**

John Henry is a fine art photographer specializing in travel and street photography. He is past President and has held a wide variety of positions at the Marin Society of Artists, including four years on the Board of Directors. He is also on the Board of the Oakland Art Association, and is the exhibition coordinator for that organization. Before devoting himself to photography and to art organizations, John spent several decades in a variety of management and technical positions with the federal government.

**Carol Ponzio - Recording Secretary & Board Member**

Carol Ponzio is a native of San Francisco who studied art with her father, Charles Berry, and at San Jose State University. After teaching for 40 years she returned to studying and practicing her favorite mediums: printmaking, paper making, pastels and occasionally watercolor and sculpture.

After being part of an art collective in San Francisco for 5 years she moved her studio to Marin Society of Artists and became a member. She has served on the Marin Society of Artists board of directors for the past two years and provides program support in many ways including 3-D visual arts.

**Kathy Beckerley - Board Member**

Kathy Beckerley is a multimedia artist working primarily in watercolor, acrylic and pastels. Her subject matter includes landscape, flowers and abstract art. She documents her extensive travel in photographs. A registered nurse for 30 years in oncology and geriatric nursing, Kathy used art work throughout her career as a nurse to help keep her life balanced. When she retired from nursing Kathy started her own travel business, specializing in tours, cruises, and FIT travel. She leads groups to many exciting destinations and also helps clients arrange their own special experience to areas throughout the world. In addition to her board position with Marin Society of Artists, Kathy is a member of her parish council group, and participates in many community functions. [Beckerleytravel.com](http://Beckerleytravel.com)

**Renee Kelly - Board Member**

Renee Kelly is a visual artist using various media to explore the hidden realities and untold stories of human experience that are often missed or ignored. Her art has been shown and awarded in various exhibitions in Northern California. She was born and raised in the Bay Area and has spent most of her life living in Marin County. Renee has a BA in Media Communication Arts from San Francisco State, a Certificate in Drawing from Berkeley Ext., and a Post-Bac Certificate in Visual Arts from Berkeley Ext. She continues her education today by taking courses at SFAI, Berkeley Ext., COM, and from local professional artists.

In addition to board membership at MSA, she is a founding member of the 7+1 Collective, and owner of Art Maker Studio. Through Art Maker Studio she provides art education by teaching after school art to kids throughout the county in both schools and at MSA. Prior to starting her business, Renee worked in broadcast, print, and online media with K101, KDFC, KFOG, KTCT/KNBR, Cnet Networks, and San Francisco Magazine.

**Sheri Langer – Board Member**

Sheri Langer is an artist, photographer and psychotherapist. She received a Bachelors of Applied Science from USC, a Masters in Psychology, Psychotherapy from Phillips Graduate Institute (Thesis: *“The Power of Art in Therapy”*) and Psy.D in Clinical Psychology from Ryokan College. Sheri’s private practice of 36 years includes family therapy, general psychotherapy and work with addiction, addicts and their families. She is both a practicing artist and a mental health professional who incorporates art in her therapeutic techniques. Sheri exhibits her work broadly, and her work is known for its humanism in both subject matter and treatment.

**Charles Mize, Board Member**

A native of Marin, Charles Mize is an artist with an illustrator’s eye who captures his surroundings in various mediums. Oil painting and photography are two of his favorites.

For over 30 years, his commercial art studio in San Francisco, Charles Mize Studio, collaborated with advertising agencies, design firms, photographers and large retailers and corporations. His staff of talented artists produced original content, enhanced images and wowed clients with photo retouching by airbrushing that, until Adobe was developed, was a master skill that involved pushing around pigment instead of pixels. His studio and staff received many awards along the way.

With changing technology, Charles moved from commercial art to custom elegant high-end jewelry design producing heirloom works of art that could be enjoyed for generations. His favorite projects involved designing engagement rings -- a sacred symbol of the love and commitment by two people to one another.

As a Marin Society of Artists board member, Charles helped create the visual foundation, look and feel of the organization's branding and new home in San Rafael. In addition to his lifelong work as an artist, Charles considers his service to community as an extension of his values. He works full time with Whistlestop, as a paratransit bus driver, which was voted the best nonprofit in Marin.

**Judith Stern – Board Member**

Judith Stern’s art is influenced by the spectacular southern Cape of Africa where she was born and later by the Johannesburg high veld where she was raised.

Relocating to London, she worked under the tutelage of Charles Hardaker, of the Royal Academy, concentrating on the techniques of the Old Masters and the Impressionists.

In London, Judith established the “The Phoenix Group” under the patronage of the

Royal Academician. Her landscapes, portraits and still lives soon made their mark on local exhibitions and her own regular exhibitions at Lauderdale House, Kenwood House and ultimately at the famous Leighton House gallery in Kensington, London. Judith is an active member of the American Society of Interior Designers, the Society of British International Designers and a member of the Marin Society of Artists Board of Directors.

Judith's oil paintings reflect her annual painting sojourns in Southern France, Italy and Spain together with twenty years of the British experience combined with a vibrancy and attention to detail which is at once deliciously whimsical yet anchored strongly in the traditional. Judith maintains a studio at the Marin Society of Artists at 1515 Third St, San Rafael, CA. Her website is <http://judithsternart.wpengine.com/>

## Accounting

Mark Mumm Certified Public Accountant