

**ATTACHMENT 6
2015-2016 OPERATING BUDGET AND
2015 FINANCIALS**

6/3/2015	FY 2016 NAC Proposed Budget	2015 Actual + Projected	FY15 Budget	FY16 Budget	Variance to 2015 Actual + Projected
Budget Summary					Key:
					= Favorable
					= Unfavorable
Income					
	Total 4100 · Education/Classes	519,220	528,000	572,000	10.2%
	Total 4200 · Education/Vacation	315,774	289,000	325,000	2.9%
	Total 4400 · Exhibition	16,040	10,100	8,000	-50.1%
	4600 · Rental	5,951	6,000	6,000	0.8%
	4700 · Interest	650	0		-100.0%
	Total 4000 · Earned Income	857,635	833,100	911,000	6.2%
	Total 5100 · Unrestricted Gifts-Donor Income	192,003	224,500	215,000	12.0%
	Total 5300 · Fundraising	48,063	42,000	50,000	4.0%
	Total 5400 · Restricted (Grant Income)	32,971	7,000	15,000	-54.5%
	Total 5000 · Contributed Income	273,037	273,500	280,000	2.6%
	Total Income	1,130,671	1,106,600	1,191,000	5.3%
Expense					
	Total 6000 · Administration (Personnel Exp)	434,134	464,744	507,200	16.8%
	Total 6100 · Faculty(Education Faculty Exp.)	324,220	346,140	351,000	8.3%
	Total 6200 · Education Expense	39,138	83,200	43,100	10.1%
	Total 6300 · Facilities Expense	58,886	61,730	58,800	-0.1%
	Total 6400 · Utilities Expense	23,064	22,100	23,900	3.6%
	Total 6500 · Exhibition Expense	29,729	35,450	31,500	6.0%
	Total 6600 · Fundraising Expense	1,849	18,000	4,000	116.3%
	Total 6700 · Office Expense	41,449	34,050	45,000	8.6%
	Total 6800 · Professional Services	31,752	26,500	56,750	78.7%
	Total 7000 · Equipment/Technology Expense	7,408	10,900	11,000	48.5%
	Total 7150 · Marketing Expense	53,140	0	56,200	5.8%
	Total 7200 · Board Expense	338	200	1,050	211.0%
	Total 7300 · Rental Expense	150	300	150	0.0%
	Total Expense	1,045,257	1,103,314	1,189,650	13.8%
	Net Income	85,414	3,286	1,350	-98.4%

**NEW ART CENTER
IN NEWTON, INC.
(A NOT-FOR-PROFIT ORGANIZATION)**

Financial Statements

June 30, 2015 and 2014

**NEW ART CENTER IN NEWTON, INC.
(A NOT-FOR-PROFIT ORGANIZATION)**

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Farmer & First, P.C.

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INDEPENDENT AUDITORS' REPORT

To the Board of Trustees of
New Art Center In Newton, Inc.:

Report on the Financial Statements

We have audited the accompanying financial statements of New Art Center in Newton, Inc., which comprise the statements of financial position as of June 30, 2015 and 2014, and the related statements of activities, changes in net assets, and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of New Art Center in Newton, Inc. as of June 30, 2015 and 2014, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matter

Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The schedules of functional expenses are presented for purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Farmer & First, PC

Farmer & First, P.C., CPA's
Warren, Rhode Island

August 20, 2015

NEW ART CENTER IN NEWTON, INC.
STATEMENTS OF FINANCIAL POSITION
As of June 30, 2015 and 2014

ASSETS		<u>2015</u>	<u>2014</u>
CURRENT ASSETS:			
Cash and cash equivalents	\$	60,053	\$ 116,044
Grants receivable		6,529	3,550
Prepaid expenses		9,575	8,857
TOTAL CURRENT ASSETS		76,157	128,451
 PROPERTY AND EQUIPMENT:			
Land		350,000	350,000
Building *		700,000	700,000
Building improvements *		531,011	500,114
Furniture and fixtures		51,328	44,275
Equipment		71,664	66,761
		1,704,003	1,661,150
Accumulated depreciation		(1,063,878)	(1,008,128)
NET PROPERTY AND EQUIPMENT		640,125	653,022
 TOTAL ASSETS	 \$	 716,282	 \$ 781,473
 LIABILITIES AND NET ASSETS			
CURRENT LIABILITIES:			
Accounts payable and accrued expenses	\$	64,709	\$ 49,898
Deferred tuition income		213,812	247,208
TOTAL LIABILITIES		278,521	297,106
Unrestricted		433,603	480,209
Temporarily restricted		4,158	4,158
TOTAL NET ASSETS		437,761	484,367
TOTAL LIABILITIES AND NET ASSETS	\$	716,282	\$ 781,473

* "Building" refers to the value of the building NAC inherited. "Building Improvements" represents the cost of the improvements and capital investments we have made over the years. DE, 9/28/2015

NEW ART CENTER IN NEWTON, INC.
STATEMENTS OF ACTIVITIES
For the Years Ended June 30, 2015 and 2014

	<u>2015</u>	<u>2014</u>
OPERATING SUPPORT		
Tuition, net of discounts and scholarships	\$ 835,339	\$ 783,117
Contributions	254,621	281,136
Facility-rental income	6,021	6,050
Donated goods and services	52,866	75,925
Art gallery sales	17,474	19,465
Investment income	766	120
Special events income	30,618	28,010
TOTAL	<u>1,197,705</u>	<u>1,193,823</u>
Net assets released from restrictions	6,000	9,041
TOTAL UNRESTRICTED REVENUES	<u>1,203,705</u>	<u>1,202,864</u>
 OPERATING EXPENSES		
Program services	728,215	757,785
Support services	400,982	325,180
Fund raising	121,115	119,056
TOTAL	<u>1,250,311</u>	<u>1,202,021</u>
 CHANGE IN UNRESTRICTED NET ASSETS	<u>(46,606)</u>	<u>843</u>
 TEMPORARILY RESTRICTED NET ASSETS :		
Contributions restricted for programs and scholarships	6,000	7,437
Release from restrictions	<u>(6,000)</u>	<u>(9,041)</u>
 CHANGE IN TEMPORARILY RESTRICTED NET ASSETS	<u>-</u>	<u>(1,604)</u>
 TOTAL DECREASE IN NET ASSETS	<u>\$ (46,606)</u>	<u>\$ (761)</u>

See independent auditors' report and notes to financial statements.

NEW ART CENTER IN NEWTON, INC.
STATEMENTS OF CHANGES IN NET ASSETS
For the Years Ended June 30, 2015 and 2014

	<u>2015</u>	<u>2014</u>
UNRESTRICTED NET ASSETS, BEGINNING OF YEAR	\$ 480,209	\$ 479,366
Change in Unrestricted Net Assets	<u>(46,606)</u>	<u>843</u>
UNRESTRICTED NET ASSETS, END OF YEAR	<u>\$ 433,603</u>	<u>\$ 480,209</u>
TEMPORARILY RESTRICTED NET ASSETS, BEGINNING OF YEAR	\$ 4,158	\$ 5,762
Change in Temporarily Restricted Net Assets	<u>-</u>	<u>(1,604)</u>
TEMPORARILY RESTRICTED NET ASSETS, END OF YEAR	<u>\$ 4,158</u>	<u>\$ 4,158</u>

NEW ART CENTER IN NEWTON, INC.
STATEMENTS OF CASH FLOWS
For the Years Ended June 30, 2015 and 2014

	<u>2015</u>	<u>2014</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ (46,606)	\$ (761)
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	55,750	53,806
Monies restricted for programs and capital improvements	-	(1,604)
Decrease/(increase) in operating assets:		
Grants and accounts receivable	(2,980)	921
Prepaid expenses	(718)	204
Increase/(decrease) in operating liabilities:		
Accounts payable and accrued expenses	14,812	(5,739)
Deferred tuition	<u>(33,396)</u>	<u>16,262</u>
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	<u>(13,138)</u>	<u>63,089</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property and equipment	<u>(42,853)</u>	<u>(31,308)</u>
NET CASH USED IN INVESTING ACTIVITIES	<u>(42,853)</u>	<u>(31,308)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Contributions restricted for programs and scholarships	(6,000)	(7,437)
Release from restrictions	<u>6,000</u>	<u>9,041</u>
NET CASH PROVIDED (USED) BY FINANCING ACTIVITIES	<u>-</u>	<u>1,604</u>
NET CHANGE IN CASH	(55,991)	33,385
CASH AT BEGINNING OF YEAR	<u>116,044</u>	<u>82,659</u>
CASH AT END OF YEAR	<u>\$ 60,053</u>	<u>\$ 116,044</u>
SUPPLEMENTAL DISCLOSURES		
Interest paid	<u>\$ 1,253</u>	<u>\$ 635</u>

See independent auditors' report and notes to financial statements.

NEW ART CENTER IN NEWTON, INC.
NOTES TO FINANCIAL STATEMENTS
June 30, 2015 and 2014

NOTE 1 – NATURE OF BUSINESS AND SIGNIFICANT ACCOUNTING POLICIES

Nature of Activities

New Art Center In Newton, Inc. (formerly The Newton Arts Center, Inc.) is a not-for-profit organization established in 1975, located in Newtonville, Massachusetts. Its stated purpose is to organize and sponsor instructional classes and activities in the fine arts for the City of Newton and its surrounding communities. In addition to the various classes in the arts, the Center maintains an art gallery featuring the work of local artists, as well as special events.

Basis of Accounting

The Organization prepares its financial statements based on the accrual method of accounting and, accordingly, reflects all significant receivables, payables, and other liabilities.

Basis of Presentation

The financial statement presentation follows the recommendations of the Financial Accounting Standards Board in its Statement of Financial Accounting Standards FASB ASC 958, *Financial Statements of Not-for-Profit Organizations*. Under FASB ASC 958, the Organization is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted, temporarily restricted and permanently restricted. There are presently no permanently restricted net assets.

Cash and Cash Equivalents

For purposes of the Statements of Cash Flows, the Organization considered all highly liquid investments with an initial maturity of three months or less to be cash equivalents. The Organization places its temporary cash investments with high quality financial institutions. At times, such investments may be in excess of the Federal Deposit Insurance Corporation ("FDIC") insurance limit.

NEW ART CENTER IN NEWTON, INC.
NOTES TO FINANCIAL STATEMENTS
June 30, 2015 and 2014

NOTE 1 – NATURE OF BUSINESS AND SIGNIFICANT ACCOUNTING POLICIES (Continued)

Investments

The Organization follows the provisions of FASB ASC 958-320-35 which requires that investments in all equity securities with readily determinable fair values and all investments in debt securities be measured at fair value in the balance sheet. Investment income or loss (including realized and unrealized gains and losses on investments, interest and dividends) is included in the change in unrestricted net assets unless the income or loss is restricted by donor or law. As of June 30, 2015 and 2014, the Organization did not have any investment accounts.

Fair Value of Financial Instruments

Cash, marketable securities, accounts receivable, accounts payable, accrued liabilities and debt are reflected in the financial statements at carrying amounts which approximate fair value.

Property and Equipment and Depreciation

Acquisitions are recorded at cost or fair market value if contributed. In lieu of a market appraisal, the building was recorded at its insured value of \$700,000 on May 2, 1991. The land was recorded at an estimated value based on the value of the building. Depreciation is provided using straight-line method over the estimated useful lives of the respective assets. Expenditures for repairs and maintenance are expensed as incurred. Depreciation expense for the years ended June 30, 2015 and 2014 amounted to \$55,750 and \$56,537 respectively.

Restriction on the Use of the Land and Building

The fixed assets include land and a building owned by the Organization located at 61 Washington Park, Newtonville, MA. On May 2, 1991, the Deed to the land and building was transferred to Newton Arts Center, Inc. for the sum of \$1.00. The deed contains a restriction stating that "... if the property and buildings thereon cease to be used as a Newton Arts Center title shall revert to the City of Newton." (FASB ASC 958-360-50-3 and 50-4).

Deferred Tuition

Tuition revenue is recognized as earned. Funds received for classes to be held after the end of the fiscal year have been deferred and will be recognized as income when the classes are held and the related costs are incurred.

NEW ART CENTER IN NEWTON, INC.
NOTES TO FINANCIAL STATEMENTS
June 30, 2015 and 2014

NOTE 1 – NATURE OF BUSINESS AND SIGNIFICANT ACCOUNTING POLICIES (Continued)

Contributions

The Organization has adopted FASB ASC 958-605-25 for Contributions Received and Contributions Made. Contributions are recognized when amounts are received by the donor. Contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted net assets depending on the existence or nature of any donor restrictions.

Donated Materials and Services

Services and materials were donated to the Organization by various individuals and organizations. Donated materials and services were \$52,866 in 2015 and \$75,925 in 2014, recorded at fair market at the date of donation, and have been included in revenue and expenses, and capitalized when appropriate. During the years ended June 30, 2015 and 2014, donated services of 14% and 15% related to exhibition and educational program assistance, and 6% and 5% related to office help, and 80% and 80% related to professional consulting, respectively. In addition, the Organization receives various other amounts of donated services related to its operations. The value of this contributed time is not reflected in the statements since it is not susceptible to objective measurement or valuation.

Functional Allocation of Expenses

The costs of providing the various programs and other activities summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

Advertising

The Organization uses advertising to promote its programs among the audiences it serves. The production costs of advertising are charged as expenses against the revenue earned. The Organization's advertising expenses totaled \$16,893 and \$25,691 for the years ended June 30, 2015 and 2014, respectively.

Income Taxes

The Organization is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code and classified by the Internal Revenue Service as other than a private foundation. Income that is not related to exempt purposes, less applicable deductions, is subject to federal and state corporate income taxes. The Organization did not have any unrelated business income for the years ended June 30, 2015 and 2014.

NEW ART CENTER IN NEWTON, INC.
NOTES TO FINANCIAL STATEMENTS
June 30, 2015 and 2014

NOTE 1 – NATURE OF BUSINESS AND SIGNIFICANT ACCOUNTING POLICIES (Continued)

Forms 990, *Return of Organization Exempt from Income Tax*, for the years ending June 30, 2013, 2014, and 2015 are subject to examination by the IRS, generally for three years after filed.

Use of Estimates

Management uses estimates and assumptions in preparing financial statements in accordance with generally accepted accounting principles. Those estimates and assumptions affect the reported amounts of assets, liabilities, revenues and expenses. Accordingly, actual results could differ from those estimates.

Significant Donors

The Organization does not have any individually significant donors for the years ended June 30, 2015 and 2014.

Subsequent Events

Subsequent events have been evaluated through August 20, 2015, which is the date the financial statements were available to be issued.

NOTE 2 – COMMITMENTS

The Organization leased office equipment under an operating lease that expires December 20, 2017. Rent paid under this lease for the years ended June 30, 2015 and 2014, amounted to \$1,510 and \$1,510, respectively.

The future minimum payments under this operating lease are as follows:

2016	1,510
2017	<u>629</u>
Total	<u><u>\$ 2,139</u></u>

NEW ART CENTER IN NEWTON, INC.
NOTES TO FINANCIAL STATEMENTS
June 30, 2015 and 2014

NOTE 3 - BANK LINE OF CREDIT

The Organization has a line of credit agreement dated October 20, 2005 with Village Bank. Under this agreement, the Organization can borrow up to \$25,000. The line is secured by substantially all the assets (not including real estate) of the Organization. At June 30, 2015 and 2014, there was no outstanding balance on this line.

NOTE 4 - RESTRICTIONS / LIMITATIONS ON NET ASSETS

Temporarily Restricted Net Assets

Temporarily restricted net assets are available for the following purposes:

	<u>2015</u>	<u>2014</u>
Tuition based on need, as determined		
by certain Board members	<u>4,158</u>	<u>4,158</u>
TOTAL	<u>\$ 4,158</u>	<u>\$4,158</u>

NOTE 5 – CONCENTRATIONS OF CREDIT RISK

The Organization maintains its cash balances at two financial institutions located in Massachusetts. Interest bearing accounts at each institution are secured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000. Non-interest bearing accounts were fully insured from January, 2011 through December, 2012. Beginning January 1, 2013, non-interest bearing accounts are included with interest bearing accounts in the aggregate, up to \$250,000. Uninsured balances are \$-0- at both June 30, 2015 and 2014.

NOTE 6 – CONTRIBUTIONS AND GRANTS RECEIVABLE

Amounts included in grants receivable are collectible within one year (FASB ASC 958-310-50-1). At June 30, 2015 and 2014, there were no other accounts receivable requiring an allowance for uncollectible promises to give.

NOTE 7 - RECLASSIFICATIONS

Certain reclassifications of amounts in the financial statements and related notes for 2014 have been made to conform to the 2015 presentation.

NEW ART CENTER IN NEWTON, INC.
SUPPLEMENTARY SCHEDULES OF FUNCTIONAL EXPENSES
For the Year Ended June 30, 2015

	<u>Program</u>	<u>Support</u>	<u>Fund Raising</u>	<u>Total</u>
PROGRAM SERVICES				
Staff Payroll	\$ 448,100	\$ 149,367	\$ 81,473	\$ 678,939
Payroll Taxes	47,081	12,599	6,631	66,312
Employee Benefits	15,670	15,670	8,839	40,179
Total Personnel Costs	<u>510,851</u>	<u>177,635</u>	<u>96,943</u>	<u>785,429</u>
Professional fees	3,419	94,476	1,810	99,705
School Expense	41,193			41,193
Gallery Expense	47,960			47,960
Building Repairs and Maintenance	34,415	4,302	4,302	43,019
Depreciation - Building and Improvements	43,741	5,468	5,468	54,676
Office Expense		40,744		40,744
Utilities	19,821	2,478	2,478	24,777
Insurance	13,652	1,707	1,707	17,065
Postage, Dues, and Subscriptions		7,165		7,165
Technology Rental and Maintenance		9,721		9,721
Other Fund Raising Expenses			1,925	1,925
Production and Printing		54,525	6,483	61,008
Contract Labor	12,982			12,982
Recruiting		435		435
Interest Expense		1,253		1,253
Depreciation	-	1,074		1,074
Event Series	181			181
Bequest Expense				-
TOTAL	<u>\$ 728,215</u>	<u>\$ 400,982</u>	<u>\$ 121,115</u>	<u>\$ 1,250,311</u>

See independent auditors' report.

NEW ART CENTER IN NEWTON, INC.
 SUPPLEMENTARY SCHEDULES OF FUNCTIONAL EXPENSES
 For the Year Ended June 30, 2014

	<u>Program</u>	<u>Support</u>	<u>Fund</u> <u>Raising</u>	<u>Total</u>
PROGRAM SERVICES				
Staff Payroll	\$ 429,428	\$ 143,143	\$ 78,078	\$ 650,648
Payroll Taxes	52,688	14,100	7,421	74,209
Employee Benefits	13,464	13,464	7,595	34,523
Total Personnel Costs	<u>495,580</u>	<u>170,706</u>	<u>93,093</u>	<u>759,380</u>
Professional fees	3,065	88,906	9	91,979
School Expense	77,395			77,395
Building Repairs and Maintenance	56,301			56,301
Depreciation - Building and Improvements	42,967	5,371	5,371	53,709
Gallery Expense	42,589	5,324	5,324	53,236
Technology Rental and Maintenance		33,471		33,471
Office Expense	17,949	2,244	2,244	22,436
Utilities	13,274	1,659	1,659	16,592
Insurance	5,774	5,260	3,041	14,075
Other Fund Raising Expenses		9,196		9,196
Postage, Dues, and Subscriptions			4,791	4,791
Production and Printing		695	3,524	4,219
Depreciation	2,828			2,828
Contract Labor		1,044		1,044
Recruiting		635		635
Event Series	-	570		570
Interest Expense	64			64
Event license and permit		100		100
TOTAL	<u>\$ 757,785</u>	<u>\$ 325,180</u>	<u>\$ 119,056</u>	<u>\$ 1,202,021</u>

See independent auditors' report.

ATTACHMENT 12
CURRENT STRATEGIC PLANNING PROCESS STATUS

New Art Center
Supplemental Materials to the CPC
October 1, 2015

Summary of Current State of Strategic Planning Process

Attached is a Power Point presentation prepared for the New Art Center by our strategic planning consulting company, Technical Development Corporation.

The first slide, "Review of the Planning Process", details the overall process used to accomplish the strategic plan. The groundwork has been laid, the current state assessment has been completed and at this point, the NAC and TDC is at the point of refining a hypothesis for the future. The next two steps will be to articulate implications for the NAC and then write the plan. Our goal is to have the plan written in December 2015, and approved by the NAC board of directors soon afterwards.

Slides 3-4 articulate the planning steps from now to the completion of the process. These include holding a strategy committee meeting to refine decision-making criteria, review innovative program models and craft potential scenarios for the NAC's future. The scenarios will then be tested with key stakeholders through mid-November. By the end of November, TDC and the committee will review the feedback and identify a path forward. After the plan has been written, the committee will recommend the full and complete strategic plan (deliverables listed in slide 5) to the board in December. We expect a vote of approval at the January 2016 board meeting.

Slides 6-9 outline the discussions and conclusions to-date, which affirms our mission of developing visual artists and cultivating a community that appreciates art. This is done in several ways, outlined in slide 7. The vision and how to accomplish the vision are outlined in slides 8-9. A discussion about our facility at Washington Park is articulated in slide 10. There is a clear consensus to stay at our current site and to undertake a larger-scale planning project, such as the one we are asking the CPC to fund, to understand the feasibility of fixing and upgrading the facility.

Slides 12-13 include some brainstormed ideas and investigation into examples of innovative approaches being used by other arts and cultural organizations to include in our future planning.

**NEW ART CENTER
STRATEGIC PLANNING UPDATE**

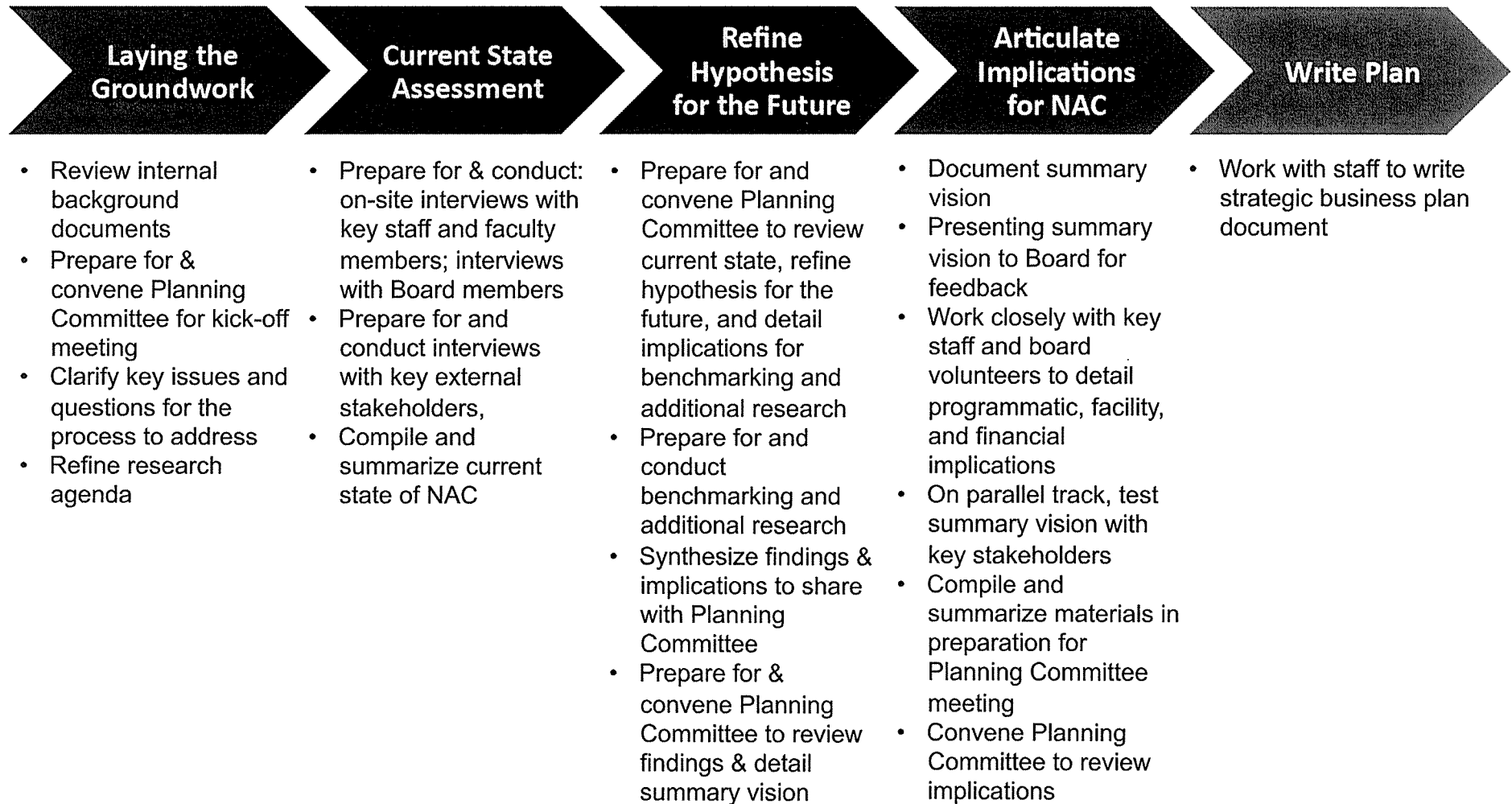
SEPTEMBER 16, 2015

Prepared by TDC



Review of the Planning Process

2



Planning process from today

- Working session of the strategy committee in early October to:
 - Refine decision-making criteria
 - Review innovative program models deployed by peers and by leaders in other sub-sectors
 - Craft potential scenarios for NAC's future
- Then we will model those scenarios and test them with key stakeholders (late October – mid-November)
 - Meetings with board and staff
 - Survey of NAC participants
 - Interviews with peers and field leaders

Planning process from today (cont.)

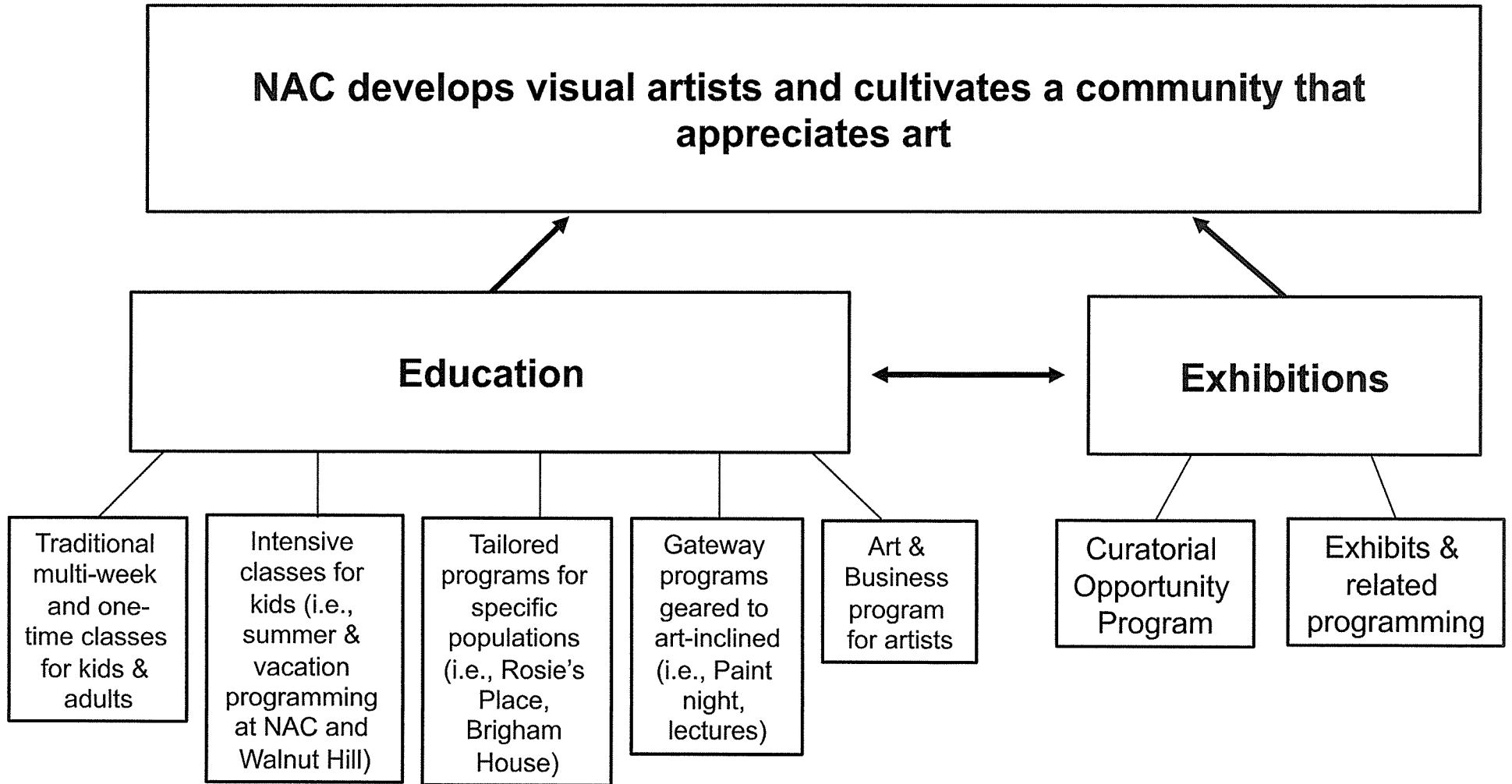
- Committee would then review feedback and identify path forward (late November)
- TDC writes plan in conjunction with NAC staff (late November – December)
- Committee recommends plan to the Board for ratification at December board meeting

Strategic Plan Key Deliverables

- The final strategic plan will include:
 - NAC's mission and vision
 - Programmatic model
 - Core audiences
 - Intended impacts
 - Operating implications (including staffing and governance)
 - Business model
 - Capitalization needs
 - Facility plans
 - Fundraising messages
 - Financial projections

Discussions to Date

NAC's Approach Today



NAC's Vision (Draft)

- NAC will be a hub for engagement with art and creativity which:
 - Builds community through and around art
 - Blurs boundaries between artistic disciplines
 - Explores the union of making and looking at art
 - Lowers barriers and increases accessibility to participating in and experiencing arts

How NAC will accomplish this vision (Draft)

- NAC will focus its programmatic work in three broad areas:
 - Educational opportunities for art students and artists
 - Professional development opportunities for curators and artists
 - Opportunities for the creative and curious public to experience and explore art and creativity and their roles in society

Facility Discussions

- There is a clear consensus among the committee not to make NAC virtual—the committee agreed the facility is a significant contributor to the sense of community at NAC
- There is a clear inclination toward staying in the current facility, and the committee remains open to having satellites and pop-ups, in addition to the central location at Washington Park
- The facility discussions will likely be further influenced as NAC understands the feasibility of undertaking a capital campaign to fix and upgrade the facility

Identifying New Approaches

Identification of Innovative Approaches

- TDC has been working with Dan to identify some examples of innovative approaches being used by other arts and cultural organizations as well as examples of approaches from outside the art/cultural world
 - The goal of this work is to provide examples that can inspire NAC to both develop new approaches and adapt its existing programs
 - Example arts organizations include: Hyde Park Art Center (Chicago), The Mural Project (Philadelphia), ArtPace (San Antonio)
 - Example from non-arts organizations include: Harriet Beecher Stowe Center's salons & Oregon Museum of Science & Industry's Science Pubs

Brainstorm: Organizations with Innovative Approaches

- What are organizations (arts/cultural or not) you're familiar with that use innovative approaches to engage people?
 - E.g., Programs such as Paint Night, science pubs at science museums, salon-style discussions, etc.
- Do any of NAC's peer organizations have innovative approaches to art education and/or exhibitions?