

# SYMPOSIUM FOR NEW BOARD MEMBERS

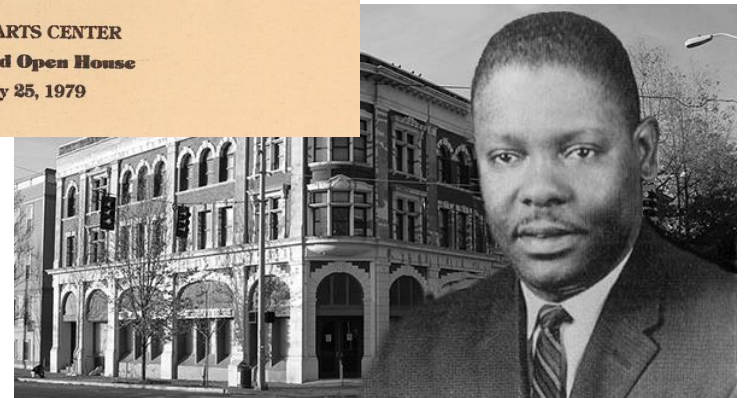
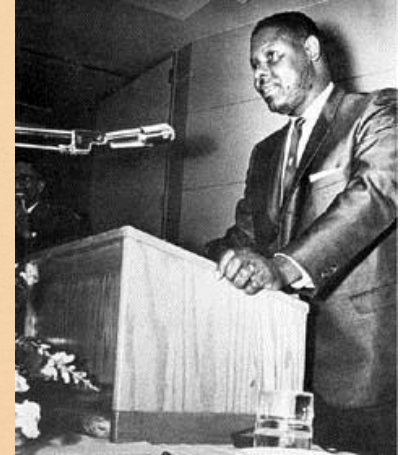
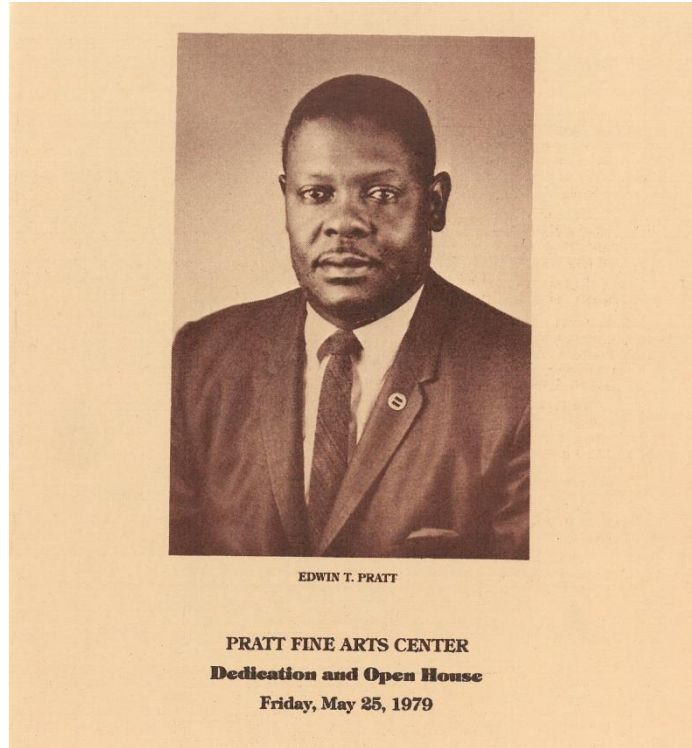


Edwin T Pratt

Civil Rights Leader; Director  
of Urban League; founding  
member of CACRC

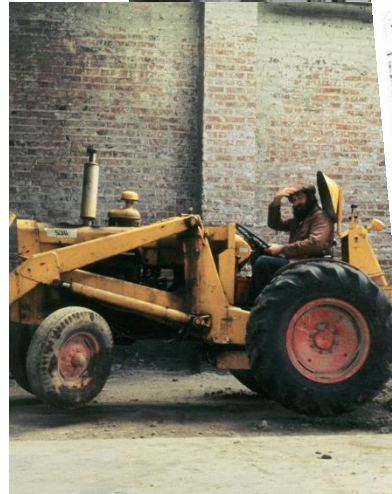
Fought against housing  
discrimination, school  
segregation, employment  
bias, and police brutality

Assassinated in 1969





- Parks Program
- City Art Works (1976)
- “Fire” Arts Center
- Pratt Fine Arts Center (1979)
- Various Ups and Downs
- Expansion Effort (2001)
- Property Purchase
- Expansion Effort (2008)
- Mini Expansion (2011)
- Financial Crisis (2012)





VISUAL ART

## Pratt Fine Arts Center Struggles and Needs a Change

by [Jen Graves](#) · Mar 16, 2012 at 2:15 pm

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**Pratt Fine Arts Center** is in the middle of "a perfect storm," says its interim director, Ann Suter.

Fundraising is down at the community school. The holiday sale netted half of what was budgeted. And a few years ago, Pratt ran out of capital campaign funds, so **absorbed the capital debt of the land** into its operating budget, which is now \$130,000 a year. The year that happened, so did the economic downturn.

Nothing drastic is changing at Pratt—yet. **"We're running a regular program right at the moment,"** Suter says. Only one change comes in spring: five-dollar Fridays, where enrolled students could use any studio for only \$5, won't be

# MISSION

## **Mission**

Pratt Fine Arts Center makes art accessible to everyone, offering a place for spirited exchange, self-expression and personal transformation through creativity. Pratt is dedicated to fostering artistic development and engagement locally, nationally and internationally. A unique multidisciplinary visual arts resource, Pratt provides education and instruction, community programs and professionally equipped art making facilities.

# VISION

Pratt Fine Arts Center will significantly elevate its ability to serve its mission by undergoing a six-year physical and perceptual transformation. Anchored by existing strengths and excellence in artistic programs, Pratt will grow to become the well-established, sustainable community leader that its impressive history suggests it ought to be. Pratt will change how it looks, but more importantly, change how it is seen. Pratt will:

- Be the leading center for hands-on creativity in our region, well-known and celebrated for accessibility, inclusiveness, and excellence in programming
- Be widely recognized as a premier destination for artists to make new work, develop new skills, and become more well-rounded artists
- Foster a synergetic, creative community of people within a unique and dynamic urban campus environment
- Employ a sustainable business model worthy of academic study and serving as a model of idealism for arts organizations nationwide

# WHO WE SERVE



# EVERYONE

**YOUTH  
TEENS  
ADULTS  
SENIORS**

**BEGINNERS  
DABBLERS  
EXPERIENCE-SEEKERS**

**ARTISTS  
HOBBYISTS  
MAKERS**

**NEIGHBORHOOD  
SEATTLE  
KING COUNTY  
PNW**

# STUDIOS



## GLASS

Hot Shop  
Cold Shop  
Fusing  
Flameworking



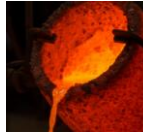
## JEWELRY

Metalsmithing



## WOOD

Woodworking  
Woodturning



## METAL & STONE

Fabrication  
Forging  
Stone Yard  
Mold Room  
Sandblaster



## 2D

Drawing  
Painting  
Printmaking  
Letterpress



## YOUTH & TEEN

Youth



# PROGRAMS

## **ARTIST SERVICES**

Studio Access  
Exhibitions  
Scholarships

## **ART EDUCATION**

Classes & Workshops  
Custom Classes  
Master Artists  
Study Abroad  
Free Public Lectures

## **COMMUNITY ACTIVITIES**

Open House  
Partnerships  
Festivals

# CLASS PROGRAMMING MODEL

## **Intentionally Non-Academic**

- No applications
- No quarter or semester system
- No deadlines
- Seamless, year-round programming, with new classes starting all the time
- Variable starts, durations, price points

## **Internal Programming**

- Seven blocks per year
- Nimble & responsive to seasonal and other trends
- Flexibility to add new content and instructors
- Website integration; mobile responsive

# STRUCTURE

DEVELOPMENT	MARKETING	PROGRAMS	OPERATIONS	BUSINESS
Contributed Income	Earned Income	Mission	Systems	Accounting
Annual Fund	Registration & Sales	Classes & Workshops	Registration/Booking	Banking/Investments
Major Gifts	Corporate Events & Art Parties	Studio Access	Income Processing	Tracking & Reporting
Planned Giving	Public Relations	Residencies	Benefits	Payroll
Auction	Advertising	Master Artists	Data Analysis	Financial Analysis
Grants	Website	Lectures	Policy	Compliance
Sponsorship	Social Media	Membership	Customer Service	Insurance
	Community Outreach	Instructor Support	Front Desk	Audit
	Promotional Events	Facilities	Human Resources	
		Scholarships & Assistance		

# Board of Directors

**Executive Director**  
Steve Galatro

**Development Director**  
Laura Hammarlund

**Marketing Director**  
Karina San Juan

**Program Director**  
TBD

**Business/Operations Director**  
Ryan Davis

**Development Manager**  
Julie Custer

**Access Fund & Events Mgr**  
Natalie Miller

**Marketing Manager**  
Heather Olson

**Events Coordinator**  
(H/T)  
Jonathan Gooden-Demoz

**2D Studio Mgr**  
Kamla Kakaria

**Jewelry Studio Mgr**  
Julia Harrison

**Customer Service Mgr**  
Katie Twiss

**Accountant**  
(contractor)  
501Commons

**Youth & Teen Mgr**  
Myra Kaha

**Wood Studio Mgr**  
Kim McIntyre

**Admin Assistants**  
(P/T)  
various

**Bookkeeper**  
(contractor)  
501Commons

**Glass Technician**  
Chuck Lopez

**Glass Studio Mgr**  
Scott Darlington

**Metal & Stone Studio Mgr**  
Lisa Geertsen

**Sculpture Technician**  
Brian Haddix

# ORG CHART

Instructors, TAs, Monitors, Coordinators, Master Artists, Artists-in-Residence, Closers, Chargers, and Pratt Points Volunteers (P/T)

# TEACHING ARTISTS

## **The Cornerstone of the Pratt Experience**

- Practicing artists with a passion for sharing knowledge
- Recruited by Studio Managers
- Many develop and bring their own following
- Students likely to repeat classes with favorite instructors
- Embodiments of our brand and values



# FINANCES

## Assets

- Property & Equipment \$5M\*
- Invested Reserves \$1.45M
  - Klorfine Fund (2/3)
  - Unrestricted (1/3)
- Cash \$500k

*\*does not reflect appreciated value of our property*

## Liabilities

- Long-Term Debt \$1.22M

# FINANCES

## Earned Revenue

- Tuition & Access Fees
- Supplementary Revenue Streams
  - Supply Fees
  - Group Events
  - Membership
- Supply/Equipment Sales
- Target = 60%

## Contributed Revenue

- Auction-Reliance
- Individual Giving
  - Access Fund
  - Restricted Gifts
- Grants
- Target = 40%

# FINANCES

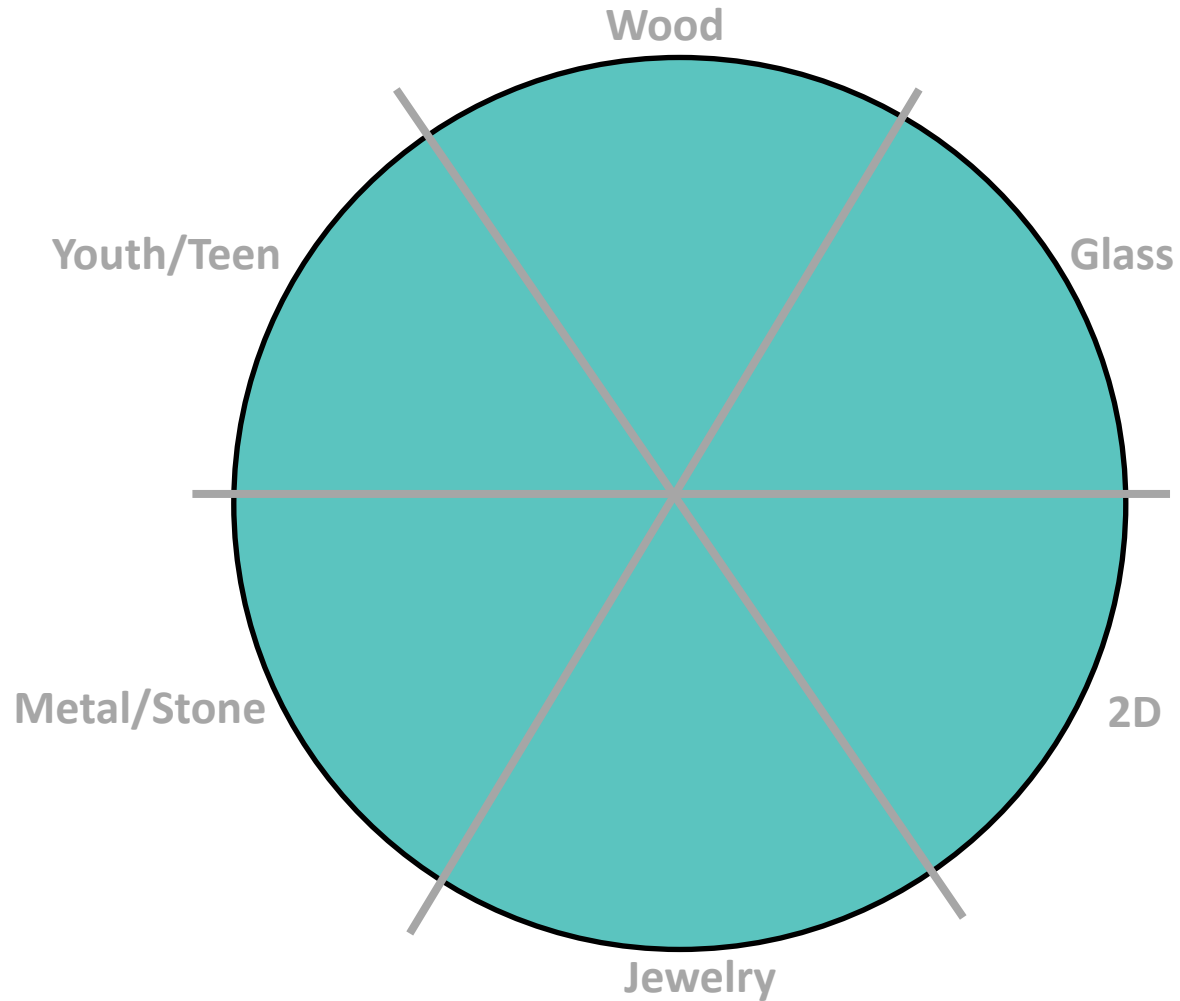
## Expenses

- People Power
- Education
- Occupancy
- Marketing & Development
- Debt Service

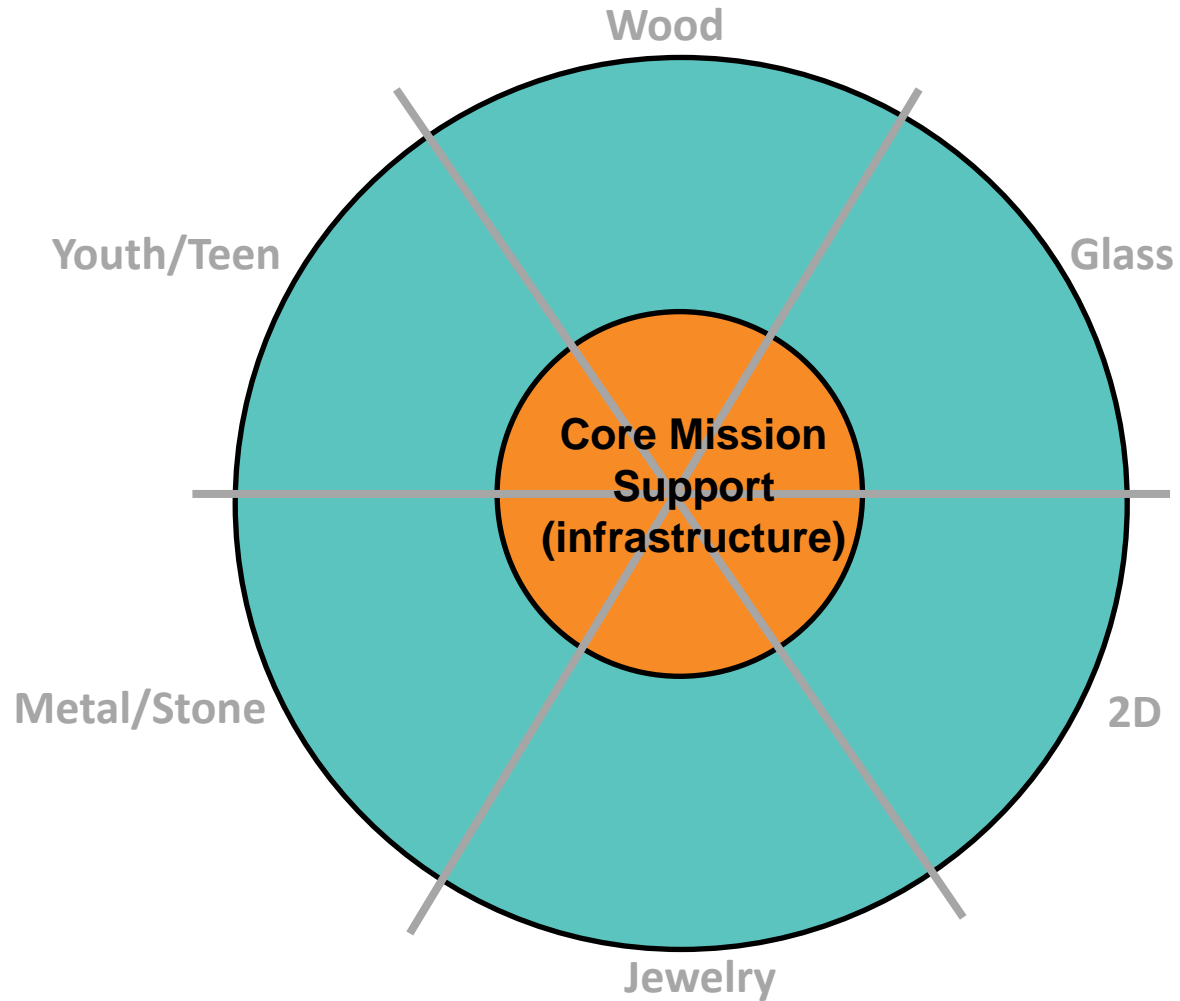
## Surpluses & Deficits

- Multi-Year Strategies
- Planned Deficits

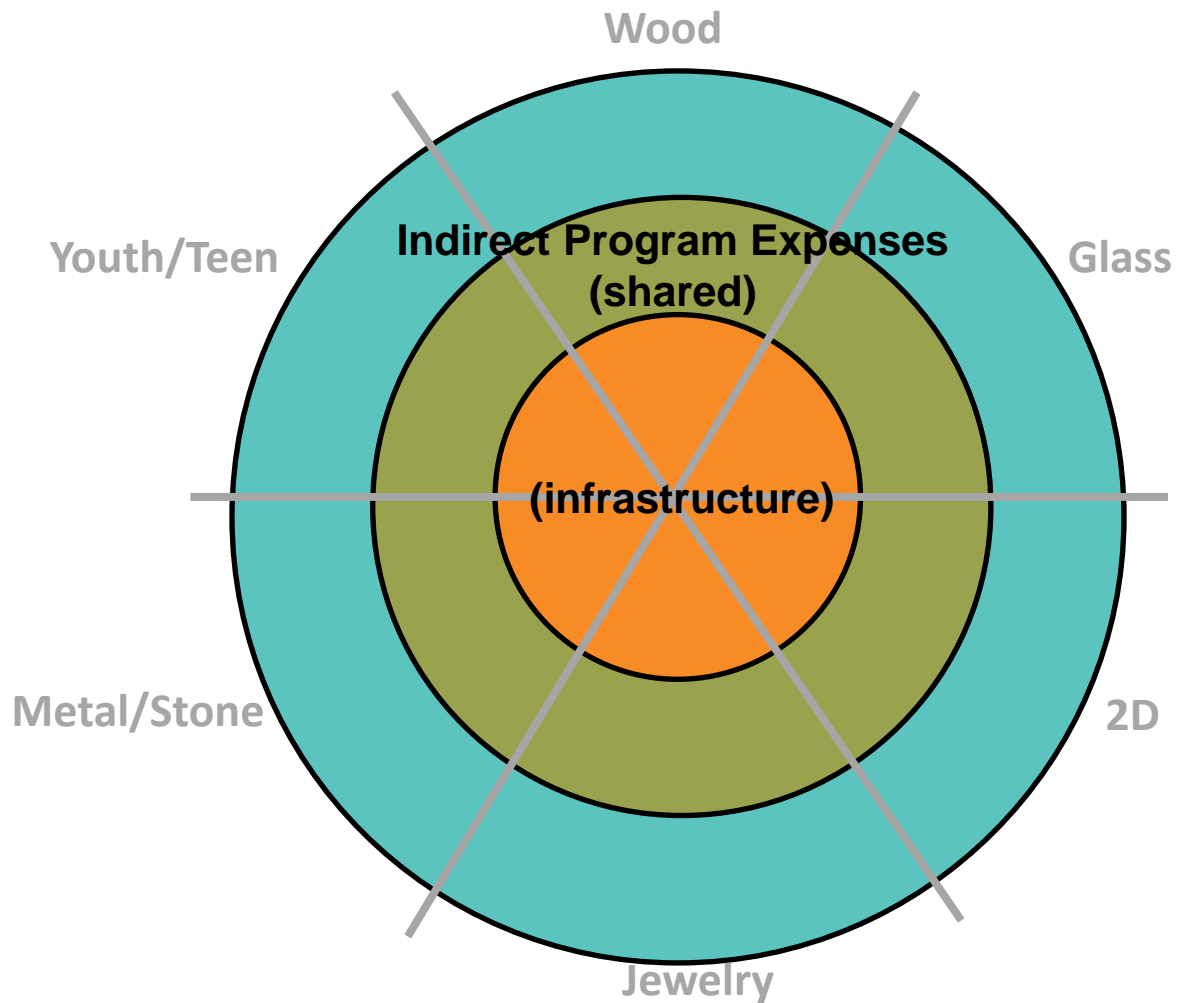
**Functional  
Expense  
Model**



**Functional  
Expense  
Model**

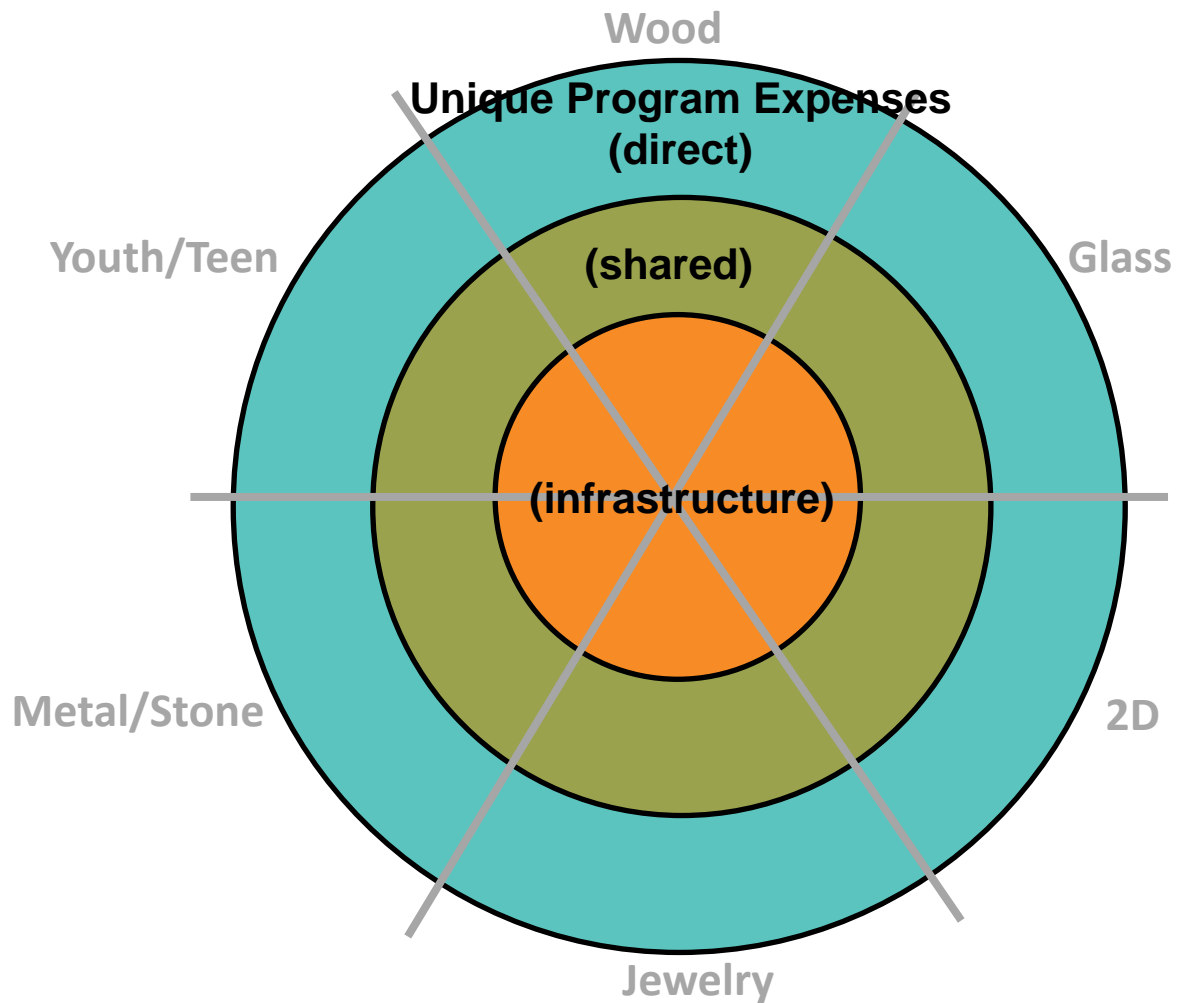


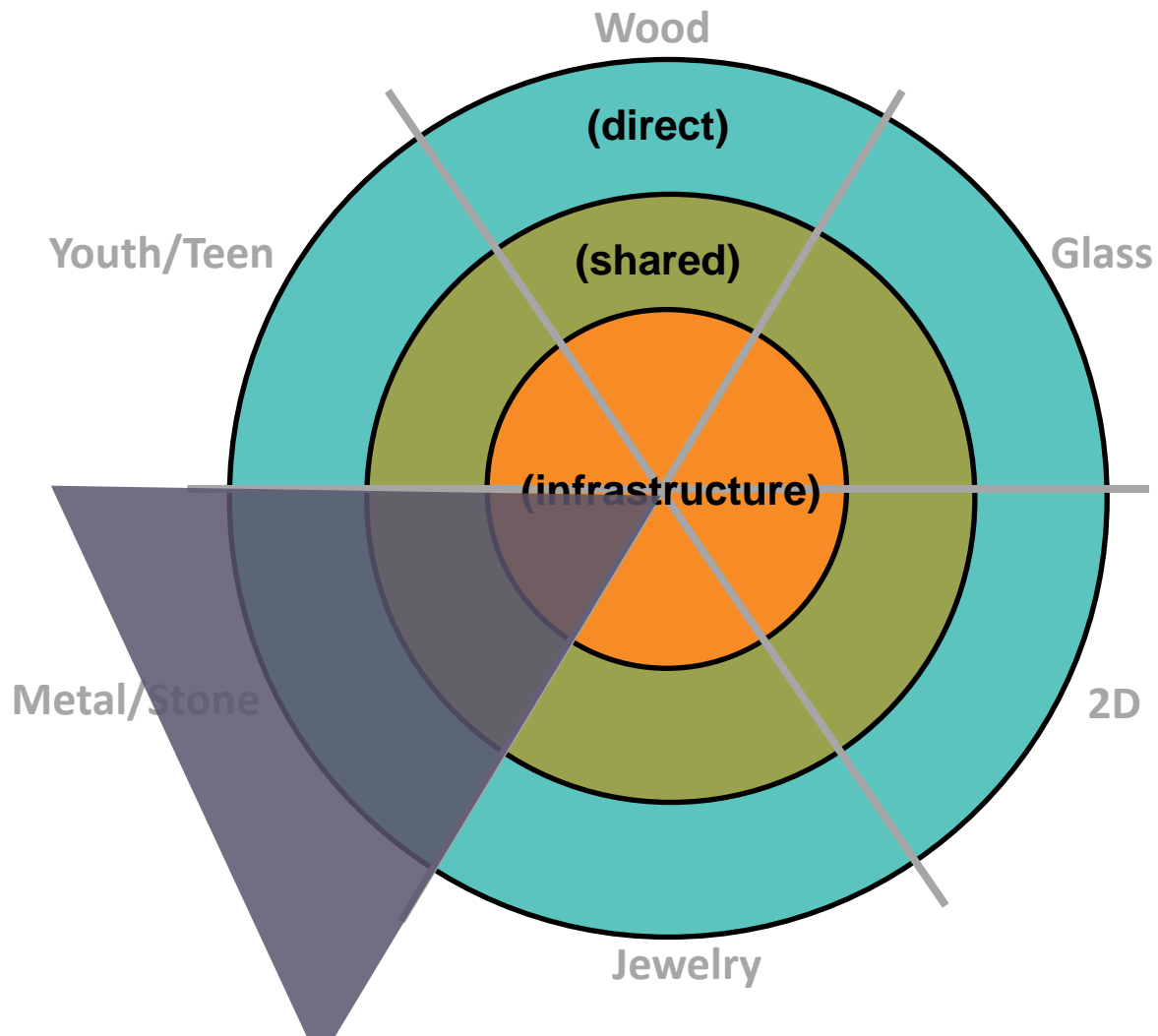


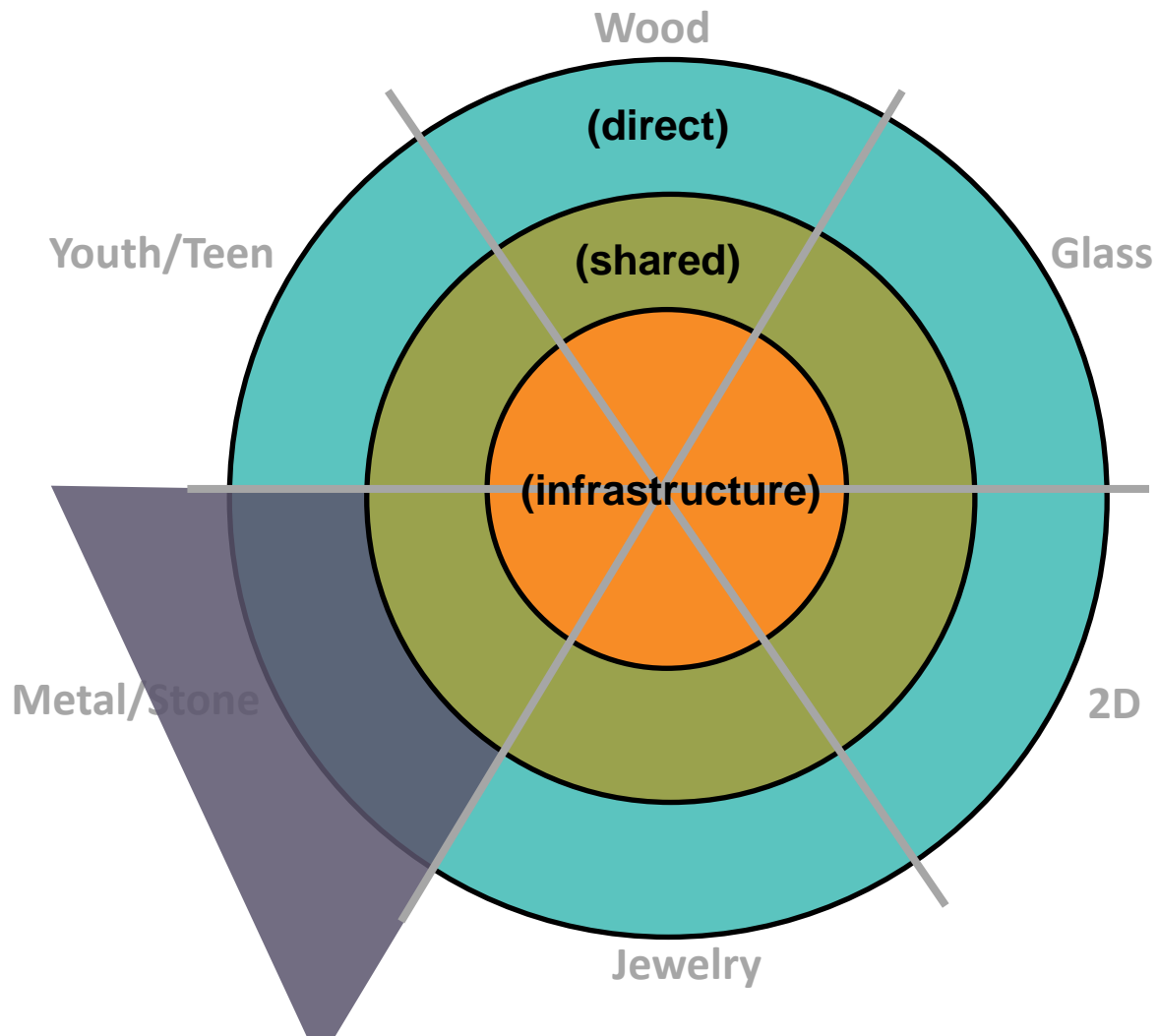


**Functional  
Expense  
Model**

**Functional  
Expense  
Model**







**Current  
Pricing  
Model**

# MIN/MAX ENROLLMENT

**MIN = # paying students to break even on direct expenses**

**MAX = maximum # of students in class**

**< MIN → cancelled**

**= MIN → break even**

**> MIN → contribution to overhead**



# ENROLLMENT & CAPACITY

## **ENROLLMENT**      **FY18**

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	<b>Reg</b>	<b>Max</b>	<b>Cap</b>	<b>X'd</b>	<b>WL</b>
Custom	31	31	N/A	N/A	N/A
Draw/Paint/Print	1045	1487	70%	42	70
Glass	438	567	77%	44	38
Jewelry	550	782	70%	19	59
Metal/Stone	587	688	85%	21	157
Wood	351	458	77%	51	71
Youth/Teen	976	1195	82%	20	126
<b>TOTAL</b>	<b>3978</b>	<b>5208</b>	<b>76%</b>	<b>197</b>	<b>521</b>

# MARKETING

## Tactics

- @Pratt Magazine
- Website & Email
- Social Media
- Digital Advertising

## Challenges

- Limited System Features
- Data

# BRAND IDENTITY

Brand Insight	Art Is Transformative
Brand Role	Space to Explore
Brand Pillars	Learn from the Best – Opportunity Creative Community – Immersive Experience
Brand Personality	Encouraging – Bohemian – Non-judgmental – Joyful
Brand Positioning	Pratt Fine Arts Center offers everyone—from the beginner to the world-class artist—the encouragement, equipment, space and skilled instruction they need to explore the transformative power of art. Pratt’s creative community provides people with the ideal environment for experiencing the joy and satisfaction of making art.

# DEVELOPMENT

## Initiatives

- Access Fund
- Auction
- Grants
- Mini-Campaigns

## Challenges

- Pace of Growth
- Auction Reliance
- Lack of New Grant Opportunities

# BOARD GOVERNANCE

*foresight, oversight & insight*

## **Duty of Care**

- Ensure prudent use of assets, people, and good will
- Contribute to securing the necessary resources to support the mission

## **Duty of Loyalty**

- Ensure that the nonprofit's activities and transactions are advancing its mission
- Make decisions that are in the best interest of the nonprofit

## **Duty of Obedience**

- Ensure compliance with applicable laws and regulations
- Ensure adherence to mission