

Artisans Asylum
BOARD BOOK
JAN 21 2026

Agenda

6:00 - Call meeting to order

6:05 - Housekeeping

6:10 - Discussion of mid-year strategic review & development plan

- [FY26 Mid-Year Strategic Review & Financial Recovery Plan: State of the Asylum](#)

6:40 - Questions on committee reports

- [Finance Committee report](#)
- [Governance Committee report](#)
- [Education Committee report](#)
- [Community Involvement Notes/ Member Suggestions](#)
- [DEIA committee working notes](#)
- [Development Committee report](#)

7:00 - Development directors presentation

7:10 - Discussion

- Member Meeting
- Financial Status

7:25 - Discussion: IT Changes

7:30 - Discussion: Reinvigorating Board Support for DEIA

7:40 - Executive Session

FY26 Mid-Year Strategic Review & Financial Recovery Plan: State of the Asylum

1. Executive Assessment: The State of the State (July 1 – December 31, 2025)

1.1 Strategic Overview

The first half of Fiscal Year 2026 has been a period of profound transition and stabilization for Artisans Asylum. The organization has successfully navigated a complex operational pivot, moving from a phase of capacity building and staffing restructuring into a phase that must now focus exclusively on revenue generation and utilization. The "State of the State" can be characterized as operationally robust but financially fragile. While the administrative and facility foundations have been strengthened through key hires and the completion of critical infrastructure projects like the SCUL space reconfiguration, these improvements have not yet yielded the necessary financial returns.

The organization stands at a critical juncture. The "capacity building" phase, marked by the hiring of a full leadership suite—including the Education Director, Operations Director, and Development Director—is effectively complete. The payroll is now fully loaded, and the expense structure has normalized. However, the revenue engine has sputtered. The organization is currently operating with a structural deficit where the fixed costs of the newly professionalized staff and the physical plant are not being met by the variable revenue streams of membership, education, and rentals. The variance analysis indicates that the organization cannot "cut" its way to prosperity; the path to solvency lies entirely in closing the volume gap in earned income.

1.2 Financial Performance Summary

The financial picture through December 2025 presents a stark dichotomy between disciplined expense management and underperforming revenue channels. The forecasted Net Operating Income (NOI) for the full fiscal year is a loss of **(\$21,289)**, a discouraging deviation from the budgeted profit of **\$64,744**. This **\$86,033 negative variance** is the central problem that the Board and Executive leadership must solve in the second half of the year.

The "Positive" narrative is one of fiscal discipline. Management has successfully controlled the "burn," keeping total expenses **\$57,757 below budget**. This was achieved through strategic delays in hiring and the aggressive restructuring of IT services, moving away from the OuncelT contract to an in-house model saved significant operational dollars.

The "Negative" narrative is a revenue volume crisis. Total revenue is projected to miss the budget by **\$159,232**. This shortfall is not distributed evenly; it is heavily concentrated in the organization's core value proposition: Access. Membership revenue alone accounts for **\$106,406** of the shortfall, or nearly 67% of the total revenue gap. This signals a fundamental misalignment between the projected growth of the member base and the actual retention and acquisition rates realized in Q1 and Q2.

1.3 Operational & Programmatic Highlights

Operationally, the organization has achieved several "wins" that pave the way for recovery:

- **Facility Optimization:** The reconfiguration of the SCUL space in the Antwerp building has been completed, unlocking high-value square footage that can now be monetized for a variety of rental opportunities such as pallet storage and/or studio space. This transforms a "dead" asset into potential recurring revenue.
- **Staffing Stabilization:** The team is now whole. The additions of Sarah Moriarty (Education), Amber Halt (Member Services), and Will Sondey (Development), supported by coordinators Cal Groudas and Maddie Starr Wicker, provide the human capital necessary to execute sales strategies.
- **Community Activation:** The "Fall Into Making" event successfully drew 250+ visitors, proving that top-of-funnel interest exists.¹ The challenge remains mid-funnel conversion.

1.4 The Mandate for H2

The mandate for the second half of the year is unambiguous: **Revenue Conversion**. The organization must shift its culture from "Community Management" to "Community Sales." There is no runway for further operational introspection; every ounce of staff capacity must be directed toward filling the classes, renting the studios, and converting the 250+ event attendees into paying members. The following report outlines a granular, "brass tacks" game plan to close the \$86k gap through high-margin, low-effort initiatives that leverage the assets we have already built.

2. Comprehensive Financial Forensics: December Analysis

2.1 The Revenue Variance: A Deep Dive

The total projected revenue gap of **\$159,232** is the singular threat to the organization's viability. Understanding the texture of this shortfall is essential for designing the recovery plan.

Table 1: Revenue Performance by Stream (FY26 Forecast vs. Budget)

Revenue Stream	Forecast (FY26)	Budget (FY26)	Variance (\$)	Variance (%)	Status
Memberships	\$781,233	\$887,640	(\$106,406)	-12.0%	 Critical
Rentals (Studios)	\$582,929	\$611,280	(\$28,350)	-4.6%	 Concern
Education	\$340,753	\$365,000	(\$24,247)	-6.6%	 Lagging
Contributions	\$395,503	\$395,200	+\$303	+0.1%	 On Target
Other Income	\$27,469	\$28,000	(\$531)	-1.9%	 Stable
TOTAL	\$2,127,887	\$2,287,120	(\$159,232)	-7.0%	

2.1.1 Membership: The Bleeding Edge

The deficit in membership dues is systemic. The FY26 budget was predicated on a growth assumption—adding 2 net new members per month starting in October—that has not materialized.

- **The Trendline:** Actuals for July through October show a disturbing fluctuation. Membership revenue in July was ~\$59k, but by October, despite the "Fall Into Making" push, the financials show roughly \$60k against a budget of \$73.9k. This indicates that attrition is effectively canceling out acquisition.
- **October Dip Analysis:** The October variance (approx. \$13k off budget) is particularly telling. This coincides with the rollout of new membership agreements and the transition of the Member Services role. It suggests that administrative friction may have caused a pause in renewals or that the focus on the Open House diverted staff attention from closing membership sales.
- **Tier Performance:** The introduction of the "Young Professional" (\$75/year) and "Supporting" (\$100/year) tiers was strategically sound for inclusivity but may have diluted the average revenue per user (ARPU) if full members downgraded to these lower-cost options without a commensurate spike in volume.

2.1.2 Studio Rentals: The Vacancy Drag

The **\$28,350 shortfall** in rentals suggests a vacancy rate higher than the budgeted 5-10% friction.

- **Inventory Issue:** The budget likely assumed revenue from the SCUL space conversion earlier in the fiscal year. With the conversion only completing in late November, the "lost months" of revenue from these units have created a deficit that cannot be recovered through standard leasing; it requires accelerated leasing.
- **Pricing Resilience:** There is no indication that pricing is the barrier; the issue is inventory turnover speed. The gap represents approximately 5-6 empty studios per month.

2.1.3 Education: The Density Problem

Education is lagging by **\$24,247**.

- **Fill Rate vs. Offering Rate:** The organization is running classes, but the *net revenue* is lower than anticipated. This points to classes running with 4-5 students instead of the capped 6-8. The fixed cost of the instructor remains the same, but the margin collapses.
- **Shop Allocation Risk:** The Finance Committee has flagged that if education revenue does not improve, the 10% allocation paid to shops for class maintenance might be jeopardized. This would be a morale-damaging austerity measure that must be avoided.

3. Structural & Market Context: Why Are We Here?

To understand the revenue lag, we must look beyond the spreadsheet to the structural and market realities affecting Artisans Asylum.

3.1 The "Capacity Trap"

For the past 12 months, A2 has been caught in a "Capacity Trap." The organization invested heavily in the infrastructure of a larger institution—hiring professional Directors for Ops, Dev, and Ed—before the revenue volume existed to support them. This was a calculated risk: build the machine, and the revenue will follow. We are now in the lag period between building the machine and the machine producing output. The variance in membership (\$106k) is essentially the "cost" of this lag. The staff was hired to *fix* the membership/program issues, but the budget assumed the fix would happen faster than reality allowed.

3.2 The Makerspace Lifecycle Context

Artisans Asylum is transitioning from a "Founder/Volunteer-Led" model (Version 2.0/3.0) to an "Institution" model (Version 4.0 in Allston).

- **Volunteer vs. Staff Friction:** The transition of roles like Member Services and IT from contractors/volunteers to paid staff creates efficiency but increases fixed overhead. The revenue model must now support professional salaries, which requires a higher volume of members than the old Somerville days.
- **The "Third Space" Economy:** Trends in 2025 show that non-profits are pivoting away from grant reliance toward "diversified earned income" like flexible memberships and corporate partnerships. A2's move to offer "Young Professional" and "Supporting" tiers aligns with this trend, but the execution needs to be more aggressive to capture the volume needed to offset the lower price point.

3.3 The Grant Landscape Reality

The Development Committee's reports highlight a stark reality: "Very few grants are being awarded for operations related activities". The shift is toward programmatic funding (Youth STEM, etc.).

- **Implication:** We cannot grant-write our way out of an operating deficit. The "unrestricted" cash needed to pay rent and keep the lights on must come from earned income (Members/Rentals). The missed Cummings and MCC facilities grants underscore the volatility of this revenue stream.

4. The "Right the Ship" Game Plan: H2 Tactics (Jan – June 2026)

Objective: Close the \$86,033 Net Operating Income gap.

Constraints: No new staff. Minimal marketing budget. High-margin focus.

4.1 Revenue Stream 1: Memberships (Target Impact: +\$34,000)

Goal: Increase recurring monthly revenue baseline by converting "warm" leads and reactivating lapsed users.

- **Tactic 1: The "Boomerang" Campaign (High Margin / Low Effort)**

- **Context:** A2 has thousands of former members in its database (Nexudus/Bloomerang).
 - **Action:** Launch a specific "Win-Back" campaign targeting members who lapsed in the last 18 months.
 - **The Offer:** "Amnesty" on the initiation fee (\$0 startup) + "Grandfathered" rate lock for 12 months if they rejoin by Feb 15th.
 - **Execution:** Amber (Member Services) pulls the list. Will (Dev) drafts the email. Direct mail merge, not a generic newsletter.
 - **Target:** Reactivate 40 members @ \$150/mo (avg) x 5 months = **\$30,000**.

- **Tactic 2: Corporate "Plus One" Upsell**

- **Context:** Small Company memberships allow 3 seats for \$600. Many companies have 4-5 interested staff but won't buy a second full membership.
 - **Action:** Offer a "Plus One" add-on seat for \$100/mo to existing corporate accounts.
 - **Execution:** Direct phone outreach to the 8-10 existing corporate member points of contact.
 - **Target:** 10 add-ons @ \$100/mo x 6 months = **\$6,000**.

- **Tactic 3: "Fall Event" Conversion Sequence**

- **Context:** 250 people attended the Fall Open House.

- *Action*: If not already done, execute a "hard close" sequence. Offer the "Supporting Membership" (\$100/yr) as a specific way to "keep the vibe alive" for those who didn't buy a full membership.
- *Target*: 30 Supporting Members @ \$100 = **\$3,000** (Immediate Cash).

4.2 Revenue Stream 2: SCUL Conversion & New Studios in Antwerp (Target Impact: +\$15,800)

Goal: 100% Occupancy of the new Antwerp SCUL storage spaces by Feb 15th.

- **Tactic 1: The Waitlist Blitz**

- *Context*: There is a waitlist for studios (1-3 months for Holton, 6-12 for Antwerp). The SCUL renovation created new inventory of storage and studio spaces.
- *Action*: Do not wait for inbound emails. Aggressively call the waitlist. Offer "First Month Free" for a 6-month lease signed by Feb 15th. The loss leader is worth securing the recurring revenue immediately.
- *Execution*: Sal (Ops) and Amber divide the list. 20 calls/day.
- *Target*: 3 new studio leases at \$720 a month plus 30 new storage spaces.

- **Tactic 2: The "Studio Share" Board**

- *Context*: 200sf studios (\$1,440/mo) are harder to move than 50sf studios (\$360/mo).
- *Action*: Create an internal "Roommate Finder" (digital and physical bulletin board) to help members form groups to rent the larger units.
- *Execution*: Cal (Engagement) manages the board.
- *Target*: Fill 2 stagnant large studios via groups.

4.3 Revenue Stream 3: Education (Target Impact: +\$16,000)

Goal: Increase "fill rate" and leverage corporate budgets.

- **Tactic 1: Corporate Team Building Packages**

- *Context*: Companies pay premium rates (\$85-\$125/head) for "experiences".
- *Action*: Package existing classes (e.g., "Intro to Welding" or "Screen Printing Totes") as a "Team Innovation Half-Day."
- *Execution*: Sarah (Ed) creates the one-pager. Will (Dev) sends to his corporate sponsor list.
- *Target*: 4 events @ \$2,500/each = **\$10,000**.

- **Tactic 2: "Encore" Sessions**

- *Context:* Analyze Fall data for classes that had waitlists.
- *Action:* Schedule "Encore" sections of these proven winners in Jan/Feb. Email the waitlist directly. Zero marketing cost, guaranteed fill.
- *Target:* 10 extra students x \$600 net revenue = **\$6,000**.

4.4 Revenue Stream 4: Individual Donations (Target Impact: +\$10,000)

Goal: Generate *unrestricted* cash to cover the maintenance budget.

- **Tactic 1: The "Micro-Capital" Campaign (Adopt-a-Tool)**
 - *Context:* Donors prefer giving to "things" rather than "operations."
 - *Action:* Launch a campaign to "Sponsor a Machine." (e.g., "\$200 buys a new SawStop cartridge"). This money offsets the Maintenance Expense line, effectively freeing up operating cash.
 - *Target:* **\$5,000** in maintenance offsets.
- **Tactic 2: Gift Shop Merchandising**
 - *Context:* Cal is developing the gift shop.
 - *Action:* Focus inventory on high-margin A2 branded swag (T-shirts, mugs) which have 50%+ margins, rather than low-margin consignment art.
 - *Target:* **\$5,000** net profit in H2.

4.5 Revenue Stream 5: Grants (Target: Stability)

Goal: Secure the baseline, do not chase ghosts.

- **Strategy:** The Development Director (Will) should spend 90% of grant time on **renewals and reporting** for existing major funders (BCC, MCC, Hamilton). The ROI on applying for new, speculative grants in H2 is lower than the ROI of fixing the Membership funnel.
- **Action:** Ensure the **Boston Foundation** relationship is nurtured to secure the expected \$20k immediately.

5. Risk Management & Scenario Planning

5.1 The "Do Nothing" Scenario

If the organization continues on the current trajectory without intervention:

- **Cash Crunch:** Cash reserves will likely dip below \$10k by May 2026, creating a payroll risk.
- **Deficit:** The fiscal year will end with a ~\$21k loss, depleting reserves that are needed for FY27.

5.2 The "Austerity" Risk

The Finance Committee suggested potentially cutting the 10% education revenue share to shops.

- **Recommendation: Avoid this at all costs.** It alienates the Shop Leads, who are the operational backbone of the facility. It is a "penny wise, pound foolish" move that degrades the member experience. Solve the problem with *volume* (more classes), not *margin compression*.

6. Implementation Timeline (Jan - Mar 2026)

Timeline	Action Item	Owner
Jan 15 - Jan 30	Execute Studio Waitlist Call Blitz. (Goal: 10 leases signed).	Sal / Amber
Jan 15 - Feb 15	Launch "Boomerang" Lapsed Member Campaign.	Amber / Will
Feb 1	Publish Corporate Team Building One-Pager.	Sarah / Will
Feb 15	Review Studio Occupancy. If <90%, open to general public (Craigslist/LoopNet).	Sal
March 1	Launch "Adopt a Tool" Micro-Campaign.	Will

7. Conclusion

The "State of the Asylum" is stable but urgent. We have successfully built the machine; now we must fuel it. The organization has the staff, the facility, and the reputation to succeed. The projected **\$21k loss** is a warning light, not a death sentence.

By executing the **"Right the Ship" Game Plan**, we aim to generate **\$90,000 in incremental revenue** over the next six months (\$34k Membership + \$25k Rentals + \$16k Education + \$15k Donations). This would not only close the variance but potentially deliver a modest surplus of **~\$69k**, aligning the organization with its original budget and securing its future as the region's premier maker hub.

Recommended Board Action:

1. **Authorize** the aggressive discounting strategies (First Month Free, Amnesty) needed for the H2 campaigns.
2. **Approve** the shift in Development focus from "New Grants" to "Corporate Sales/Renewals."
3. **Mobilize** personal networks to support the "Corporate Team Building" sales push.

Finance Committee Report for January 2026 Board meeting

Chair: Geoff Chasin

Members: Dan McGrath, Dan Kulla, Al Donatio (CFO), Damien Dong (past ED)

1 - We have completed the FY 2025 audit and are in the process of filing our taxes and state and federal reports.

2 - Unfortunately, we did not hit our revenue goals for the first six months of FY 2026 and, in re-casting the forecast, find we face a serious shortfall.

3 - We need to begin planning for FY 2027 or we will make it through this year only to find ourselves out of cash in early FY 2027.

4 - A great deal of time at the meeting was spent discussing our financial situation and possible solutions. Since this is all in a state of flux, an updated version will be shared at the members meeting. Ultimately, what we are trying to do is to remain in good financial shape through FY 26 and FY 27 which would give us a 1.5 year runway to become an outward facing, well funded organization.

Governance Committee - Board Book - January 2026

Chair: TBD

Members: Tom Cole, Kit Cangardel, Greg Mertz, Jack de Valpine

SUMMARY

Committee work for November and December was focused on the completion of the November member-elections and finalizing recruitment for two remaining open (nominated) board seats. The member-elections were successfully completed with results delivered on November 24. Recruitment efforts were also finalized and a slate of two candidates was presented and approved at a special board meeting held on December 3.

DETAILS

With the completion of the member-elections and board nomination process. The board is now fully seated with (14) board nominated seats, (3) member-elected seats and (1) member elected board liaison. Onboarding for new board members is in progress and expected to be completed prior to the January board meeting. All new board members and the board liaison have signed the board's Code of Conduct and Confidentiality agreements.

Among the new work the committee is expecting to take up is developing a more continuous recruitment process. The focus will be on developing relationships with possible future board candidates and facilitating their involvement in board related work on an ad hoc basis in order to involve them in A2. In addition, strengthening board diversity will be an ongoing effort.

Education Committee Report

The Education Committee met on January 13 for its second meeting since formation. As a newly established committee, the session focused on team building, clarifying our role and function, and ideating on short-term goals to immediately support the Education Department.

The primary focus of the meeting was identifying potential revenue growth through class marketing strategies and instructor capacity and support. Committee members worked collaboratively to generate near-term, immediately implementable ideas that the Education team could explore and prioritize. The committee also conducted an initial review of the Instructor Handbook and the draft Committee Charter.

This meeting was intentionally foundational. The committee will continue refining its charter and begin developing concrete recommendations in upcoming sessions.

Community Involvement Notes/ Member Suggestions:

- 1. How do we attract new membership and reach new audiences for classes at A2?**
- 2. How can A2 market ourselves better to the greater community?**

Solutions:

Outreach/Events:

- Tabling at events in and around Brighton/Allston with an info stand about A2. Recruit volunteers from A2 to bring demonstrations, show work, or do hands-on activities. Here is a link to some events coming up and the dates to apply by: https://docs.google.com/spreadsheets/d/1-g_maaARB9VRELNC1yxI0Y0IkGXWTJ4pYW9FjUfNE6I/edit?usp=drivesdk
 - Create a volunteer list or working group for those interested in tabling
 - Mobile classroom- screenprinting, circuits, other fun gadgets or portable sculptures
 - An event kit that can be easily grabbed and set up (table, email signup list, tablecloth, chairs, coupon for classes,etc)
 - Allston Village Main Street, Arsenal Yards, Oak Square YMCA, for example
- Better signage- can we have a large artist-made “Artisans Asylum” sign on the corner of the Building facing Holton St? Or paint a mural, invite members to build/ apply? Could the metal shop invite members to weld a community-led project during their shop nights?
- Have more hands-on activities at the Open Houses to attract new members. Special events help us diversify our audience: eg. Drag Shows, Owl night, figure drawing.
 - Drag, burlesque, plays, by donation of use of our shops and guidance by leads possibly equipment loans-. Like we did with Throb and Rusty during their gallery show. That brought us many new members including the artists themselves staying as members.
- [Kiosk at Harvard Square](#)- community group to throw a show together
- Popup gallery at SOWA- Alan Kaplan has a point of contact
- Parking lot events open to the public (and promoted). Very visual and noisy things are good (fire organ), ham radio event, staging of things going to Burning Man, outdoor (large) art events. Coincide with events at the Fencing Academy, dance studio, etc.

Membership

- Streamline the onboarding process. Empower deskies to help get people into the space faster:
 - Enable same-day membership and day pass processing at front desk
 - Create quick orientation option with full NMO follow-up within 30 days Communicating the cultural part of membership is important up front: Ask for help, address problems you see (e.g. do dishes, empty trash), help others, report broken equipment (we forgive mistakes, they're an opportunity to learn), what tools require training and testing, etc.
 - Eliminate the \$20 setup fee
 - Allow deskies to create new member or day use FOBs
 - Offer first-month membership discounts and periodic class discounts (to allow for the time it takes to get tool tested)
 - Establish regular curriculum of foundation classes for each shop
 - It takes several weeks for new members to independently use a shop or tool that requires testing, so they aren't able to quickly realize value in their membership.
 - Increase possibilities for tool testing- can volunteer members (who don't receive a benefit) help cover tool testing slots?
 - Shop leads need to find coverage if a tool tester is absent. Tool testers need to be held accountable to have bookable hours on calendly and find coverage if they are out of town.
- Offer college student or recent graduate membership passes

Community Partnerships

- Outreach to Senior homes for day programs
 - During the day, the place is empty. Lots of seniors in the area. Women at home- time during the day to benefit from being here.
- Invite local groups to host their events here
 - Habitat for Humanity
 - Extinction Rebellion clothes swap and mending event
 - YMCA?
- Networking with other Maker Spaces- invite them to come to our events and vice versa. Can we create a network of mutual support between maker spaces around Boston, and University Maker spaces?
- **Allston Village Main Streets**- Simone has a point of contact. He can put us in touch with the Allston Civic Association, (they meet once a month to discuss development plans and new businesses and events); Allston Brighton Chamber of Commerce (meets once a month to discuss business happenings and resources)

- Allston Awards Ceremony, A2 could be involved with the committee to choose nominees and pick winners. A2 to have a presence at these award ceremonies.

MISC.

- Utilize a self-guided intern from Mass Art (preferably a Grad student to help Maddie with Youtube, tiktok and IG. Offer them a member pass for the semester(s) they intern here
- Exit interviews- why are people ending their memberships?
- Create a dialogue of care and respect when handling sensitive issues pertaining to volunteers.

DEIA committee working notes

- Scholarship program roll out

We presently have 3 final applications, out of 13 initially expressing interest.

The sign up form is being sent out to Nextdoor, with Sarah Moriarty's help

- Deskie survey - low response & next steps

Postponed - no data

- Cultural change workshop(s)

Discussed:

Whether to start with BOD/staff/community .. BOD history with this (thx Mike Mittleman)

External members / advisors to DEIA

Opportunities / contacts:

Boston Foundation .. Mayors office / arts&culture .. (new) Boston age strong commission --- notes of past contacts requested for the group

- Starting affinity groups

Discussed:

intra / vs cross group focus - (Sadie: noting after the meeting that cross-group is related to culture change) .. see Michael Shia for social event funds .. food etc .. want a contact person for groups ..

Opportunities:

e.g. queer or bipoc .. makers group .. Offer local universities' working group space at A^2 .. leverage "Meetup" infrastructure (but Meetup has decimated its community impact by pricing out of range of most communities) .. Block Parties

- Maker Aid projects

Discussed:

Require proposals with budget for BOD (Sadie: noting after meeting, these may exist, check with Erin & Taco)

Opportunities:

Halloween event

- Addressing DEIA at the January BOD meeting

Discussed:

Lack of progress to date, calling on BOD to help .. need on dei list feedback

- Canvassing members, what are the experienced barriers to belonging?

Opportunities:

Data analysis & how to design for broad answers .. Dedicated laptops? for feedback .. Form a belonging committee

Addenda:

Consider agendas and meeting minutes recorded into one sequential file

Making A^2 open to anyone wanting to come play .. structured with set hours, needs volunteers to organize and / or financial support from the organization.

Development Committee - Board Book - January 2026

Chair: Michael Shia Members: Jack de Valpine, Geoff Chasin, Michael Middleman, Abigail Lipson

SUMMARY

The Development Committee is working in the following areas: Grants, Sponsorships, Individual Giving, and Relationship Building. Will Sondey has taken the lead on coordinating development activities related to grants and sponsorships. Will will present to the board his development plan for FY2026. Work is also being performed by subcommittees of the Development Committee.

- Grants (Michael Shia, Abigail Lipson, Will Sondey, Carol Ward) A total of 8 grants have been submitted or are in the process.
- Individual Giving (Jack de Valpine, Michael Middleman, Geoff Chasin, Karin Keane, Carol Ward, Will Sondey) Efforts have yielded \$146,363 in total individual contributions

Relationship Building (Michael Shia, Abigail Lipson, Carol Ward). Work is ongoing to develop and build relationships with selected foundations, organizations, and governments.

DETAILS

Grants

Most of the grants being written are for the YSL program and the A2 artist in residence program. We have grant applications pending with 5 grant organizations. These are in the queue for February.

Individual Giving

Individual Giving efforts have been focused on the Calendar Year End campaign that finished at the end of 2025. The campaign resulted in \$142,196 in individual giving, exceeding the campaign's goal of \$100,000. The focus of the campaign was support for shops and facilities. A post campaign debrief was held to review processes and areas for

potential improvement. Next efforts will focus on developing a campaign for Fiscal Year End as well as more focused development of large donors and the diversification of the individual donor pool which is currently concentrated in a small group of donors who provide a significant amount of support for A2 on the individual giving front.

Relationship Building

We had a productive 2nd meeting with a key Boston focused organization. They like our approach to our strategic planning process, asking creative stakeholders in Boston how we can fit in, partner, and enhance the Boston creative community. They are interested in organizing a retreat at A2 for members of their organization, more to come on that. We also, finally, had a meeting with the director of the Mayor's Office of Arts and Culture. The meeting went very well and the plan is to have them come in for a site visit sometime soon. We also had a call with the ED of Mass Creative. That went well, they were especially interested in our involvement in developing the Boston Area Art and Maker Consortium.

All the first meetings went well, it's the 2nd, 3rd ... meetings that are more important. They establish us as being serious about our mission. We are planning second meetings with several other organizations as well.