

PNBA Board of Directors Retreat Agenda – 1 of 18

February 5, 2011

1. 9:00am Call to order and roll call – Jonathan Bannister, Chair
2. 9:02am Approval of Minutes – January 6, 2011
3. 9:05am Election of 2011-2012 Board Directors and appointment to positions
 - a. Nomination for Cultural Arts Committee Chair – *Unfilled*
 - b. Nomination for Martial Arts Committee Chair - *Unfilled*
 - c. Nomination for Auction Committee Chair – *Unfilled*
4. 9:15am Treasurer’s Report – Jeff Pettiross
 - a. 2010 P&L
 - b. 2011 Proposed Budget
 - c. Challenges 2011: membership & new funding sources
5. 9:30am Executive Director’s Report – J. Bannister
 - a. Accomplishments of 2010
 1. \$6,684 distributed in support of Japanese martial and cultural arts: 53% of our budget.
 4. Repayment of more than ½ outstanding 2009 liabilities
 5. Positive cash flow for the first time since 2008 thanks to the generosity a our donors and Microsoft matching funds
 - c. Suggested goals for 2011
 1. Clearly define distinct organization goals, policies, and procedures
 2. Increase and expand PNBA membership
 3. Identify new funding sources
 4. Maximize support for artists and arts organizations
 5. Maximize public awareness of PNBA
5. 9:25am Committee Reports
 - a. Budget Priorities – Policy Committee
 - b. 2011 Budget Proposal Approval – J.Pettiross, Treasurer
 - 9:40am c. 2011 Insurance Policy Proposal – Policy Committee – J.Pettiross
 1. Structure
 2. Legal review
 - 10:00am d. Risk Management and Code of Conduct Policies – Policy Committee
 - 10:20am e. Grant Application Process Approval – Policy Committee
 2. Awards process
 2. Application form review
 - 10:30am f. Membership Committee – F.Fourie
 1. On-line/email Newsletter?
 2. Member Event?

2011 PNBA Board Retreat – continued 2 of 18

- 10:40am g. Fund Raising Committee
 - 1. Identify targets?
 - 2. Process
- 10:50am h. Current Grant Applications – Grants Committee – J.Pettiross
 - 1. Dr. Jonathan Bannister
- 11-11:15 BREAK
- 6. 11:15am Working Groups – develop action plan
 - a. Fund Raising – Suzanne and Frederick
 - b. Policy Committee – Jeff and Jonathan
- 7. 11:45am Presentations
- 8. 12:00noon Adjourn

For Board Review and Approval – 1 of 4

2011 PNBA Proposed Budgeting Priorities

1. Seek out new funding sources
2. Increase membership
3. Clear 2009-2010 liabilities
4. Maintain or increase current 53% of budget going to mission (proposed 60%)
 - a. 10% Education/Outreach
 - b. 10% Donations to other non-profits
 - c. 10% Supporting memberships
 - d. 35% Grants
 - e. 35% Scholarships
5. Minimize overhead to maximize support for the arts and artists (propose -2%)

Overhead remains nearly constant regardless of the funds we administer; therefore, the only real manner in which to alter expenditure percentages is to increase revenue. We need to increase membership through product offerings, and must pursue outside grants and donations.

PNBA 2010 Profit & Loss (12/31/2010) – page 1 of 3

Start Balance 1/1		0.00
Assets 12/31/10		4,470.92
Bank Balance	74.82	
Uncollected Funds	4,396.10	
Shoreline	1,385.00	
Pledges	2,011.10	
Matching Grant	1,000.00	
Liabilities		-3,445.70
Dr. Bannister (2009 expenses bridge loan)	-2,199.20	
AiShinKai 90% Class Fees 4Q	-1,246.50	
Net Assets – Liabilities		1,025.22

Income Total	+24%* (2009 \$10,155.05)	12,574.39
Annual dues (18@\$35 + 10@\$15 = -4% (2009 18+12)	780.00	
Fiscal Agency** -29%*** 2009	2,420.80	
Donations -4% 2009 (-63% 2008)	5,283.59	
Matching Grants (Microsoft)	3,500.00	
Insurance levies	490.00	
Other income -77% 2009	100.00	
Expenses (Grants/Scholarships/Supporting Memberships = 53% of total)		12,499.57
2009 Liabilities (PIF 4/11/2010)	2,450.15	
Tsubomi 2009	739.72	
WRB expenses	1,710.43	
Donations to other non-profits	649.16	
SKSCA	209.16	
Urasenke	100.00	
JAS	280.00	
PNKF	150.00	
Grants	1,690.00	
AiShinKai (video)	750.00	
AiShinKai (hanko)	240.00	
Other Dojo	700.00	
Scholarships	3,603.00	
Seminar/class fees	1,603.00	
JCB Japan	2,000.00	

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2010 PNBA P&L - page 2 of 3

Supporting Memberships/Dues		742.00
Alliance	85.00	
JAS	200.00	
Tsubomi Japan	230.00	
ZNKR	55.00	
AUSKF/PNKF	70.00	
LFPPTA	12.00	
IMAC	50.00	
Marketing		544.17
FedEx/Kinkos	363.54	
Web site hosting	47.88	
Norton Security	83.00	
License Plate	49.75	
Administration		1,877.47
Office Supplies	818.35	
Postage	221.12	
Licenses & Fees	10.00	
Insurance	579.00	
Bank Fees	49.00	
Office Equipment		896.05
Carpet	500.00	
Printer	228.98	
Tameshigiri lumber	167.07	
Entertainment – PNBA annual		47.57
End Balance 12/31		74.82

Notes

*Microsoft Matching Funds made the difference

**PNBA collected 12,104 on behalf of Tsubomi Dojo for a 20% agency fee, owing remittance of 9,683.20 to the Tsubomi Dojo, the total of which was paid on time.

***Uncollected funds from the City of Shoreline in the amount of \$1,385 will yield \$138.50 in agency fee for the PNBA, making the actual change **-24%**.

Tsubomi Dojo voluntarily doubled PNBA agency fees in 2010 to help the PNBA balance its books; starting *1/1/2011* all remittances revert to the original 10% agency fee.

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2010 PNBA P&L – page 3 of 3

Major Donations 2010 - \$5,095 of \$5,283.59

AiShinKai	1,410
Anonymous Donor 1	1,100
Anonymous Donor 2	720
Anonymous Donor 3	500
Anonymous Donor 4	300
Anonymous Donor 5	300
Anonymous Donor 6	300
Anonymous Donor 7	250
Anonymous Donor 8	215

2011 PNBA Board Retreat – continued 7 of 18

Board Review and Approval

2011 PNBA Committees

Marketing Committee

Manages the public face of the PNBA, brochures, flyers, trade booth, presence at special events.

Budget = \$750 (75% of marketing)

Jonathan Bannister, Chair

info@pacificbudo.org

425-771-6816

Education/Outreach Committee

Coordinates school and organization visits, special events, demonstrations

Budget = \$750

Jonathan Bannister, Chair

info@pacificbudo.org

425-771-6816

Membership Committee

Maintains membership files and connection to current members through email, on-line newsletter, web site, and member benefits/rewards; works with Marketing Committee and Auction Committee to solicit new members at special events

Budget = \$250 (25% of marketing)

Frederick Fourie, Chair

fredfourie@hotmail.com

206-963-5256

Policy Committee

Annual review of PNBA by-laws and policies; development of new policy to facilitate the safety, clarity and effectiveness of PNBA activities.

Jeff Pettiross, Chair

jeff@pettiross.com

206-412-7756

Fund Raising – Solicits donations and grants to support specific PNBA goals. Works with Membership Committee and Marketing Committee to identify and cultivate relationships with potential donors. Supports the Auction Committee at annual garage sale and benefit auction. Writes acknowledgement and thank you notes to major donors.

Budget = \$500

Suzanne Pardee, Chair

suzannepardee@w-link.net

206-542-1356

Cultural Arts – Coordinates relationships with and support for individual artists, arts organizations, and events. Works with Membership Committee to solicit new members.

Unfilled

Martial Arts – Coordinates relationships with and support for individual artists, arts organizations, and events. Works with Membership Committee to solicit new members.

Unfilled

Auction – Coordinates annual Garage Sale and Benefit Auctions.

Unfilled

Grants – Solicits, reviews, and submits for Board approval all applications for PNBA grants and scholarships. Works with Policy Committee to establish clear, effective, responsible, and user-friendly procedures to support artists, organizations, and events in keeping with the PNBA mission (ie: applicants must be PNBA members).

Jeff Pettiross, Chair

jeff@pettiross.com

206-412-7756

2011 PNBA Board Retreat – continued 8 of 18

Policy Committee – J. Pettiross, Chair, J. Bannister, S. Pardee – page 1 of 3

These are initial ideas. Committee chair and members please review carefully with an eye for what the committee might additionally tackle.

2011 PNBA Group Liability Insurance Program Proposal
1/1/2011 – page 1 of 2

DRAFT: requires review Proposed expansion of existing PNBA Board Policy. Recommend referral to the Policy Committee pending accountant, insurance, and/or legal review. – J. Bannister

The PNBA maintains a \$2M aggregate group liability insurance program that provides extremely affordable liability insurance coverage for individual artists and small martial and cultural arts programs that would be otherwise unable to afford coverage. The PNBA's policy is specifically designed to support individual teachers and program with 30 or fewer participants. Larger programs have the stability and financial resources to get their own individual insurance policy. But such policies are prohibitively expensive for new or smaller programs. To meet this need in the arts community the PNBA has created a special small group insurance program where individual teachers and small clubs can pool their limited resources with the PNBA's buying power to gain industry the standard \$2M aggregate liability insurance coverage at extremely affordable rates.

To gain access to program coverage, the teacher or program leader must be a PNBA member, undergo a PNBA risk management analysis, and submit an application and all required fees. Covered programs must update their enrollment numbers annually, and the program leader must maintain their PNBA membership and contribute a fair, representative proportion of the our group insurance premium.

This program is potentially of huge benefit to both individuals and groups, and is a major selling point for PNBA membership. **Typical insurance policies of this kind cost a minimum of \$570-\$1000, and are unavailable without a business license.**

Example: AiShinKai has 32 members. Every member of AiShinKai, with the exception of new, unranked participants, contributes annual PNBA membership dues. AiShinKai forwards PNBA membership applications and dues, together with an annual estimate of the maximum number of AiShinKai program enrollees at any one time. The PNBA Treasurer fixes a proportionate amount of the PNBA insurance premium to be paid by AiShinKai.

Policy Committee – page 2 of 3

Participation

Individuals

Must be a PNBA member in the year of coverage (\$35 adult, \$15 child).
Must contribute an individual portion of the insurance premium (approximately \$15).
Must reimburse the PNBA for the cost of adding an additional insured (25)

Maximum cost: \$75

Groups

Groups desiring coverage must undergo a risk management review by PNBA staff. If the program receives approval, the organization may submit an application to join the group liability policy. Only the head of the program is required to be a PNBA member, and must submit a membership application and annual dues. The organization will be levied a proportionate amount of the group insurance policy premium based on an average estimate of participation x \$15 each, and must contribute this portion of the premium prior to receiving liability coverage. The applicant must reimburse the PNBA for the cost of adding an additional insured (25). Coverage may take up to one week to take effect.

Estimated cost savings (based upon policy cost for the industry minimum policy of 50 members – note that the cost is normally \$570-\$1000 from 1-50 members):

10 members: only \$210.00 - *Save* \$360.00-\$790.00 (**60%-80%**)

20 members: only \$360.00 - *Save* \$210.00-\$640.00 (**21%-64%**)

30 members: only \$510.00 - *Save* \$60.00-\$490.00 (**10%-51%**)

Groups larger than 35 members will break even with their own policy.

Benefits to the PNBA

Support for individual artists and small organizations who are otherwise unable to afford adequate insurance is in keeping with our.

Everyone wins:

Individual pays \$75 (instead of \$570-\$1000). \$20 cost to PNBA to add additional insured (until we exceed 50 members, after which each individual costs \$30). **PNBA earns between \$55 and \$45 per individual.**

10 member group pays \$210. Cost to PNBA is \$20 until we exceed 50 members, after which cost is an additional \$10 per person. The group saves 60-80%, and **the PNBA gains between \$190 and \$90.**

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Policy Committee – page 3 of 3

Group Liability Insurance Application Form

Some ideas

Individuals must be PNBA members to apply. Only the leader of a group must be a PNBA member. In-person PNBA staff review of program required. See draft of program description. Review by insurance and legal counsel recommended.

Policy Committee – continued 3 of 3

2011 PNBA Grant & Scholarship Applications

Some ideas

PNBA membership by the applicant or organization required

Who may apply?

What are the levels of awards available?

What purposes are supported?

Application date

Applicant name, address, phone, email

Organization name, address, phone, email, contact person

Project title

Project Purpose

If organization, list names of principal officers and/or Board members

Complete application budget

2pp used to describe mission or purpose, goal/expected result, description of project and how it relates to Budo martial arts or Japanese cultural arts, timetable and process, how you would evaluate the success of the project

Include summary of grant/scholarship request

Time period

Date funds needed

Total grant/scholarship request (PNBA minimum/maximums?)

Will applicant accept a smaller award than requested?

PNBA application deadlines/review and awards schedule

Submit 8 copies of application

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Marketing Committee – J. Bannister, Chair - page 1 of 1

These are initial ideas. Committee chair and members please review carefully with an eye for what the committee might additionally tackle.

Group Liability Insurance Marketing – pending Board approval

Should probably steer more towards cultural artists and arts organizations to limit liability

Brochure

Web Site

Links on other web sites: JCCCW, for instance?

Notices in appropriate newspapers: Enterprise, Edmonds Beacon, Everett Herald, Seattle Times?

PNBA General Marketing

PayPal on web site

Pre-populate JustGive form

Post 2008-2010 P&L statements to web site

Post Board members, Committee chairs, and Board meeting schedule

PNBA brochure

Who we are

What we do (examples)

What we can offer

Grants

Scholarships

Coordination for performances

Fiscal agency

Business planning and program development

Appeal for membership and donations

Letter of introduction to other organizations

Invitation to join

Inviten to apply for grants, scholarships, insurance

Request donations

Spread the word

Trade booth graphics

Notices to media

Press Release

Contact special event coordinators to offer PNBA booth presence

Cherry Blossom Festival

Aki Matsuri

Bunka no Hi

Bite of Edmonds

Shoreline Community Festival?

Everett?

Web site

Grant/Scholarship awards, Donations in support of other non-profits

Program descriptions (with applications, schedules, fees)

2011 PNBA Board Retreat – continued 12 of 18

Fund Raising Committee – S. Pardee, Chair; F. Fourie - page 1 of 1

These are initial ideas. Committee chair and members please review carefully with an eye for what the committee might additionally tackle.

It would be smart to chat with our CPA, Marc Bateman, and coordinate with the Marketing Committee to make ourselves appear attractive to potential donors and grant makers. We want to earn one, small specific grant for experience.

Possible grant support

Education/Outreach programs in the schools, ymca/ywca, community centers: *Budo:*
River of Social Change programs

Martial and Cultural Arts Expo

Arts to Elders: Introduction to Japanese Brush Calligraphy

Humanities Washington Quick Grants

<http://www.humanities.org/grants/previousprojectgrants.php>

The Allen Foundation for the Arts

The Paul G. Allen Family Foundation

Arts USA

Arts & Culture Grants

http://www.fundsnetsservices.com/searchresult.php?sbcat_id=1

The Artist Trust

<http://www.artisttrust.org/?gclid=CIKY9OKpnKYCFdLLKgodYVJpmA>

Springboard for the Arts

<http://www.springboardforthearts.org/Resources/Resources.asp>

The Wallace Foundation

<http://www.wallacefoundation.org/promos/Pages/ArtsLearning.aspx/?source=wfgawgc1a6&creative=5148242774&kw=arts%20grants>

Education and School Grants

<http://www.fundsnetsservices.com/educ01.htm>

US Department of Education

<http://e-grants.ed.gov/egWelcome.asp>

The Annenberg Foundation

<http://www.annenbergfoundation.org/grants/>

The Bank of the West

<https://www.bankofthewest.com/about-us/community-support/charitable-investments.html>

2011 PNBA Board Retreat – continued 13 of 18

Membership Committee – F.Fourie, Chair - page 1 of 1

These are initial ideas. Committee chair and members please review carefully with an eye for what the committee might additionally tackle.

Increase Membership

Work with Martial Arts Committee and Cultural Arts Committee to ensure that they have the tools and information to advocate for membership.

Help Marketing Committee to identify venues and events at which the PNBA might advocate for membership and donations.

What would a membership drive look like? Research strategies on the web.

Maintain Membership

Create monthly or quarterly PNBA e-newsletter for members and supporters (include donors, events, activities). Have Marketing Committee post to web site.

Create premiums like membership cards, and recognition for members. Make sure they continually get the message that they are a part of something great.

Engage members as volunteers for committees, event participation.

Create a mechanism to **solicit and respond to member ideas**

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Education/Outreach Committee – J.Bannister, Chair - page 1 of 1

These are initial ideas. Committee chair and members please review carefully with an eye for what the committee might additionally tackle.

Seek opportunities to showcase the PNBA

Coordinate with Marketing to contact event organizers and gain access for PNBA booth and/or PNBA sponsored programs

- Cherry Blossom Festival
- Aki Matsuri
- Bunka no Hi
- Bite of Edmonds
- Shoreline
- Everett

Contact community organizations, Chamber of Commerce regarding PNBA programs

- Insurance
- Grants and Scholarships
- Fiscal Agency
- Business and Program Development

Contact schools for PNBA educational programs: “Budo: River of Social Change,” Japan and its culture, Intro to traditional arts and crafts.

Seek opportunities to demonstrate martial and cultural arts

Coordinate martial and cultural arts expo

2011 PNBA Board Retreat – continued 15 of 18

Martial Arts Committee –Unfilled, Chair - page 1 of 1

These are initial ideas. Committee chair and members please review carefully with an eye for what the committee might additionally tackle.

Introduce the PNBA

Contact appropriate Budo martial arts instructors, programs, and clubs (by referral, perhaps?) to introduce PNBA programs that might be of interest:

- Grants and Scholarships
- Group Insurance
- Fiscal Agency
- Cooperative Performances
- Business and Program Development
- Demonstration Exchanges

The PNBA has something to offer to groups large and small, but we have a particular soft spot for start-ups and small, struggling endeavors that need a helping hand to succeed.

Invite to join a broader community of social- and civic-minded artists seeking to help one another.

Be very selective about who you choose to invite. We want to be sure that the people we climb in bed with have similar moral and ethical values, and a similar interest in supporting a community of artists.

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Cultural Arts Committee –Unfilled, Chair - page 1 of 1

These are initial ideas. Committee chair and members please review carefully with an eye for what the committee might additionally tackle.

Introduce the PNBA

Contact appropriate Japanese cultural arts instructors, programs, and clubs (by referral, perhaps?) to introduce PNBA programs that might be of interest:

- Grants and Scholarships
- Group Insurance
- Fiscal Agency
- Cooperative Performances
- Business and Program Development
- Demonstration Exchanges

The PNBA has something to offer to groups large and small, but we have a particular soft spot for start-ups and small, struggling endeavors that need a helping hand to succeed.

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2011 PNBA Board Retreat – continued 17 of 18

Auction Committee –Unfilled, Chair - page 1 of 1

These are initial ideas. Committee chair and members please review carefully with an eye for what the committee might additionally tackle.

The PNBA needs to generate funding for our Education/Outreach and Grant & Scholarship Programs

Spring – Garage Sale

Best date

Location

Solicit items – work with Marketing, Membership and Fund Raising Committee
for donations

Advertising – Marketing can help

Storage

Pricing

Staffing – Membership Committee

Fall – Benefit Auction

Best date and time

Venue

Soliciting donations – Marketing, Membership and Fund Raising

Advertising – Marketing

Storage

Staffing

Contact Kate McCoy, former PNBA Board member, at 206-783-0340 for information and files from other auctions. She's great (!), and has offered some help provided someone else takes the lead.

2011 PNBA Board Retreat – continued 18 of 18

Grants Committee – J.Pettiross, Chair; S.Pardee - page 1 of 1

These are initial ideas. Committee chair and members please review carefully with an eye for what the committee might additionally tackle.

Managing the Grant and Scholarship Award Process

Create a formal application process that is meaningful without being onerous. We want it to be easy for artists and arts organizations to get a bit of help.

The Grants Committee will be responsible for sorting through the applications to recommend 1st and 2nd choices for Board Consideration.

We have a limited budget, so we need to create tiers of awards that will provide real support, while spreading the money as widely as possible, and not break the bank. Initially, I suggest two awards dates, February 5 and September 10, each featuring one \$500 award and three \$250 awards. That's plenty for the Board to consider on each occasion.

Perhaps if there are insufficient applications, the committee could then fall back on a list of worthy and appropriate 501c3 charities to recommend.