Business Plan

A Community Arts Center for Middle Georgia

REPORT OF THE FINE ARTS SOCIETY OF MIDDLE GEORGIA, INC.
BUILDING COMMITTEE

Online version of this business plan is available on the website at:

http://www.fasmidga.org/building-campaign.html
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EXECUTIVE SUMMARY

The Fine Art Society of Middle Georgia, Inc. is a 501-c-3 non-profit corporation based in Warner Robins, Georgia serving the counties of Houston, Peach, Crawford, Bibb, Jones, Twiggs and Pulaski. With over 80 members, the group wishes to establish a fine arts center in the middle Georgia area to be located in Houston County.

To establish this center, the group needs to find a location that can serve as a teaching center, a gallery, an event venue, a sales location and a meeting space. The building can be donated, leased, built or purchased. Funds will need to be raised to allow for acquisition of the site, start-up costs and the first year’s operating expense.

The fundraising efforts of the group include establishment of a capital campaign, application for grants, fundraising events planned throughout the coming year and requests for sponsorship from key middle Georgia businesses. Spokespersons for the project are available to speak at community organizations and also to reach out to influential people they know. Donations from the members through an ongoing PayPal account also add to the funds.

Once established, the center will offer classes for all ages, a gallery of work by members and visiting artists, a venue for light musical performances and other public or private events and a retail space where branded merchandise and members’ artwork can be purchased. Proceeds from classes, summer camps, venue rental and commissions for sales will serve as ongoing operating revenue.

Start-up costs include possible refurbishment of a facility, purchase of furnishings and display apparatus, initial deposits on utilities, purchase of insurance, landscaping and possible paving of parking areas. Anticipated ongoing expenses include rental or mortgage (unless the building is donated), utilities, insurance, upkeep and staffing.

Current efforts are focused on fundraising and awareness of the project throughout the middle Georgia area. Events and sponsorships are being sought and publicity has been planned. Marketing materials are being developed to distribute and sponsor packages are ready for presentation when possible.

The benefits to the community include an expanded offering of arts classes, a suitable location of small events, a meeting space for the organization as well as other groups needing to rent the facility and, finally, a tourism site that will draw artists and the general public from throughout the state to the center.

The anticipated timeline for this project includes fundraising events and efforts through 2015, grant applications in the 2015 granting schedule and ongoing efforts to acquire a facility through donation from the city, county or private sources. The goal for start-up of the center is early 2016.

For more information, contact the building committee chair, Jim Balletto, at 478-338-0541.
HISTORY: In the early 2000’s, a small group of local artists began to meet to share artistic interests, to take advantage of group purchases of supplies in bulk, to encourage one another through critique and advice and to network for the purpose of showing and selling their art. This group became the Fine Art Society of Middle Georgia with members from throughout the area.

The group met first in homes and then at a local park but attendance began to dwindle as the group often competed with recreation parents for parking and had to pay to have a person hired by the city on site during meetings. In 2011, the group moved their meetings to City Hall in Centerville, GA where they met for over a year. When the leadership of the city changed, they were forced to find another location.

In early 2013, Flint Electric offered to allow the group to meet in one of their existing facilities where a community room was available. About that same time, social media began to be used to market the group’s meetings and membership began to grow.

Throughout this time, FASMG members continued to talk of a possible permanent “home” where they could set up a gallery, have studio space and teach classes to children, families and senior adults alike. With membership now over 80 and still growing, the group feels the time is right to explore this thought with more organized purpose.

To that end, the Building Committee has been formed and structure established to approach the concept of a community arts center that would meet the desires of FASMG while also giving back to the community through cultural events, classes, tourism and overall support of the arts in middle Georgia. Based on this committee’s work, the proposed art center would be established based on this business plan.

LOCATION: The proposed arts center would be located in or near the city of Warner Robins, GA, home of Robins Air Force Base. Surrounded by one of the fastest-growing communities in Georgia and the Southeast, Warner Robins as a city is supportive and eager to grow with the addition of cultural activities seen as vital to that growth. Should the city have a suitable building that could be re-purposed for the arts center, FASMG would take on a custodial role in operating the center as well as maintaining the building.

Another possible location could come through the Houston County Board of Education, using a closed school as the site of the new cultural arts center.

If the city of Warner Robins or the Houston County BOE does not deem it possible to use a publicly-owned building for this purpose, FASMG will begin a search for a suitable building that can be leased, purchased or built and made into the arts center. If this is the course the group must take, funding through donations and foundation grants will be essential to the success of the project.
INSTRUCTION: FASMG members bring a wide variety of skills and talent to the table for programs and instruction. Currently, members are teaching classes in restaurants, community centers, other non-profit venues and any place they feel they can use to take the arts to the public. Programs for the proposed cultural arts center would include instruction for young children, school-age students, families, military personnel, senior citizens and tourists coming to visit RAFB, the Museum of Aviation and other venues located in the same vicinity with special emphasis given to families in the lower 50% of the average income of the community. Many of the members are retired certified educators in art fields and bring standards of performance that are no longer available in public schools. The classes will be held mornings, afternoons and evenings as well as special weekend events and summer camps.

Classes will be offered in any of the areas of expertise of the members, including painting in oil, acrylic and watercolor, pastels, sketching, sculpting, mosaics, photography and digital arts.

EXHIBITION: Because of the high level of talent within this group, exhibitions of members’ work will be ongoing and open to the public for viewing during regular gallery hours. Special shows such as the group’s annual Spring Art Show and Sale will continue from this venue and will be able to expand. When opportunities arise and funding is available through sponsorships, FASMG would also consider bringing in renowned artists for special shows and events, traveling exhibits and special displays of art from larger museums.

MEETING SPACE: The cultural arts center would be available for special community events such as open houses, receptions, meeting space and civic functions that are within the group’s management capabilities. These events could be either in-kind service to other non-profits or could be fee-based to help raise funds for the continued operation of the center.

ART MARKETPLACE: Many artists depend on sales of their work as an income. Works displayed at the center would be for sale with a commission paid to the FASMG operations fund to help support the center. This is also a tremendous tourism draw as many collectors would come to view the art works offered for sale.

COLLABORATION WITH EDUCATION: As a community arts center, the proposed venue would be available for class field trips, special instruction and educational programs in the history of the arts. Such events would be free to school children unless there is a small fee for materials used in art instruction.

Additional collaboration could be possible with music teachers, theater programs, other performing arts groups and workshops offered by other art groups in the area.
OPERATIONS AND MANAGEMENT

The center cannot run by itself. There would be a paid part-to-full time Executive Director supported by ample volunteers from the membership of FASMG. As the operation of the center grows, there could be additional part-time paid positions in areas of instruction, maintenance, finance and communication.

FASMG is a 501-(c)-3 non-profit organization in good standing with the Internal Revenue Service. Bylaws of the group would be revised to include tenant or ownership status, operation and ongoing programs of the cultural arts center.

FINANCIAL MODEL

The arts center will seek funding from multiple areas including instruction fees for classes and workshops, entry fees for juried shows, commissions from sales made through the center, ticket sales to events, rental fees for meeting and event space, studio space rental to member artists, private grant funds, donations and public support, if made available.
MISSION OF A COMMUNITY ARTS CENTER

The mission of the Fine Art Society of Middle Georgia in establishing this cultural arts center is to offer the middle Georgia area the following:

관 The general public, this center will bring a renewed focus on visual art as a medium of expression. It will serve as a point of pride in this growing community and will offer military personnel and their families a cultural experience while stationed in this area. Events will allow the public to enjoy visual art exhibits, musical events, programs and instruction.

관 For the area artists, this center brings a sense of grounding in having a home for artistic expression, exhibit of work, opportunities to share through instruction and a focus on the arts as a valuable part of the community’s identity. Gallery space, studio space, event venue and a permanent meeting space for the group will establish FASMG as one of the leading cultural arts groups in middle Georgia.

관 By having a well-established arts center open to students and teachers alike, the school systems in the area will be able to expand instruction without having to make the investment.

관 For the community as a whole, having a cultural arts center draws like-minded people to this area to visit, to live and to work. The presence of this center makes a statement to all who become aware of it that middle Georgia cares about learning, expanding education opportunities through the arts. Tourism investment is estimated to be more than $7 return through spending in the community for every $1 invested by the local governing body.
THE NEED FOR A COMMUNITY ARTS CENTER

The city of Warner Robins and the City of Centerville do not have traditional town squares to anchor their communities. Having the cultural art center in the Warner Robins area will help bring cohesiveness to the community’s growing retail and residential neighborhoods.

SURVEY RESULTS

A survey taken at a meeting of the FASMG membership indicates that the majority of members would support the establishment of the arts center and would support it through their participation, volunteerism and ongoing financial support. The group’s website has a payment option to allow members to begin regular or periodic giving, as their means allow. The survey indicates they support this option. Further, the survey indicates that the majority wish to see more than visual arts offered at the center and are willing to collaborate with other arts and theater groups to make this a reality.

OTHER AREA ART ORGANIZATIONS:

- **Macon Arts Alliance** - a collaborative in Macon, GA, located 30 minutes away. This group would hopefully embrace the project and become a primary supporter of the center.
- **Houston Arts Alliance** - an overseeing group working to further the arts but with no physical location.
- **Bleckley Arts Alliance** - small organization in a refurbished school, located 35 miles away.
- **Oconee Area Symphony** - located in Hawkinsville, GA about 30 minutes away.
- **Choral Society of Middle Georgia** - based in Macon, GA with practice space at Mercer University.
- **Perry Players** - located in Perry, GA, the county seat of Houston County.
- **Warner Robins Little Theater** - the only other local art group, this is a performing art organization.
- **Macon Little Theatre** - located in Macon, GA with it’s own theater facility.
- **Theatre Macon** - located in downtown Macon with it’s own theater in a downtown storefront facility.
PROPOSAL FOR A LOCATION

Determining the best possible facility to be obtained with the limited funding available is the real challenge for FASMG. The overall choices for obtaining a facility include outright purchase of a building, leasing a building long term, having a building donated by a public entity (city, county, Authority) or from a private donation, or building a location.

OPTION 1: Purchase a building

This would be the desired route so that we could invest in permanent improvements, marketing and tourism without the fear that we would need to move at some future date not of our choosing. The business plan budget is prepared with this option of choice. Purchase of a building will necessitate grant funding at a sufficient level to cover the cost of purchase, closing and legal fees, renovations, furnishing, electronics, insurance and utility start-up. These are one-time costs that must be covered in year one or the purchase price will need to be financed with ongoing expense over ten years. Beyond actual purchase price, the remaining items will be Year 1 expense.

OPTION 2: Lease a building

Should a building owner be willing to lease a location to this group at a reasonable fee per year by taking the loss of higher rent as a tax deduction, this would be a viable option. This would need to be a minimum of a five year lease in order to make investment into the property cost-effective. Leasing a building will still require some funds for renovation, furnishings, electronics, insurance and utility start-up. However, the insurance would be lower as we would only insure contents and liability. The furnishings and electronics could go with us to any future site should the lease expire or we are able to purchase/build a location in five to ten years.

OPTION 3: Receive a building through donation

While this would seem to be the best possible scenario, it comes with drawbacks. If an owner is willing to donate a location that is not marketable, it is most likely because there are serious issues with the building that would require much higher renovation costs. Still, by building in start-up funds sufficient to purchase a building, we would most likely be able to cover these renovation costs for a donated site. In a market that is still experiencing considerable growth, the areas where obsolescence would make a building un-marketable are very limited and are most likely in the Commercial Circle redevelopment zone of Warner Robins.

OPTION 4: Build a site on purchased or donated land

The most expensive option is to build. The advantage is designing to suit our exact needs. The group is open to this option if land in an acceptable area is donated or sold at a low price. The land would then serve as a match toward a grant to build.
MANAGEMENT SUMMARY

Governance

The motivating force behind the movement for a community arts center in Warner Robins, GA is the Fine Art Society of Middle Georgia, Inc. This is an existing 501(c)(3) organization founded in January 2000 for the furtherance of art interests in the middle Georgia area. The organization was incorporated in the State of Georgia in August 2000 and currently has over 83 members made up of artists and friends of the arts who pay $35 per year in membership dues. They come from all surrounding areas including Macon, Reynolds, Perry, Montezuma, Jeffersonville and beyond.

FASMG has one major fund-raiser per year in it’s annual Fine Art Show and Sale, held each Spring in a rented location. In addition to this event, member artists show and sell works at various locations throughout the Houston County area including restaurants, visitor centers, other non-profit sites and, in Bibb County, at Macon Arts Alliance, at the 567 Center for Renewal and a local Macon gallery. There are several members who also show and sell in the Atlanta area.

Many members also teach classes to children, adults and senior citizens at the various sites such as Bare Bulb Restaurant, Perry Arts Center, sites in Fort Valley and Byron, GA. They also work with the weekly painting group at the Warner Robins Senior Center.

This plan is written with the supposition that FASMG will be the owner of this center, even if it does not own the actual facility where it is housed. In order to do this, the following recommendations are being considered:

1. FASMG will amend its bylaws as necessary to accommodate its expanded responsibilities, retaining the same 501(c)(3) designation for the expanded organization, and, if needed, will expand its corporate purpose;

2. FASMG will have responsibility for all programs that take place at or in the community arts center in Warner Robins, as well as offsite programs that occur under the oversight of the arts center. These programs could include, but are not limited to: art exhibitions, lectures and demonstrations, workshops, educational classes, camps, art sales and any other arts-related programs.

3. FASMG will also be the recipient of income derived from commissions on art sales, tuition from classes and camps, workshop fees, event fees, rental of space within the facility to, but not limited to, outside groups for meetings and receptions, sales from collateral branded items such as caps, shirts, visors, mugs, art-related materials and other branded merchandise.

4. The Board of Directors and its affiliated Building Committee will be the governing body that will set policy for the arts center, maintain responsibility for the fiscal health of the center and oversee its paid executive staff and volunteers.
5. Details regarding board meeting times, election of officers, terms of service, etc. are now or will be specified in the organizations bylaws.

6. The Building Committee will be a standing single-purpose committee of the Board that will provide oversight and strategic planning for the center. Bylaws will be amended accordingly.

MANAGEMENT AND STAFFING

In the beginning of this project, management will be handled by members of the Building Committee and the parent organization, FASMG. A successful first year will necessitate the hiring of an Executive Director working part-time hours that will build to full-time by the end of year two. The remaining staffing will be on a volunteer basis until year three when events, site management, financial reporting and marketing may require the need for a second person to handle administrative and maintenance responsibilities.

The Executive Director will primarily oversee fund-raising, grant writing, sales, financial reporting, public relations, communication, marketing, and media relations. This employee should be someone who can handle the pressure of a multi-tasking position, be the face of the art center to the public and media, be responsible for all legal and financial reporting and can be bonded and a notary public. The ED will also cover the duties of the Operations Manager until the funds are available to hire a second employee. At that time, the ED will also have management oversight of the Operations Manager and will handle all payroll and tax reporting duties.

The Operations Manager, when hired at year three or before, if needed, will be responsible for the day-to-day management of the facility, handling facility rentals, class and camp enrollment, sales of collateral branded merchandise, tourism (greeter) for those visiting the center, ticket sales for events, oversight of facility maintenance reporting needs to the ED and board, and covering for the ED when needed.

The only other paid positions will be on contract, as needed, for workshops, classes, summer camps, technology including website management and IT, maintenance work and any other contracted work deemed necessary.

Volunteers will be the life blood of this organization, handling duties as needed including hanging of art exhibits, furnishing refreshments when needed, serving as extra staffing when the facility is rented for an event, assisting instructors during classes or camps and helping with renovations and maintenance as expertise is available so as to limit, but not eliminate, paid contractors.

At such time in the life of the art center that revenue is available and the need is overwhelming for existing staff, positions such as Education Director, Marketing Director, Sales Manager and Facility Maintenance Manager will be considered based on the level of need at each stage of growth. It is anticipated that these positions would not be necessary until Year 5 or later unless there is public support and involvement in this facility beyond what is anticipated in this business plan.
FINANCIAL PLAN

START-UP AND YR1 EXPENSE

For all options available for the acquisition of a site and based on budget analysis, the start-up cost of $103,000 for year one that we will need to cover through a grant or donations. This revenue target allows us to know how much we will need to raise through donations to have on hand for matching grant funds.

In addition to the start-up costs, annual expenses for a minimum staff, utilities, ongoing insurance, office expenses and marketing costs will begin at around $54,000. With anticipated growth, these costs will increase as increased staffing will be needed to manage the events necessary to raise funds.

A proposed budget follows and is based on assumptions made as shown in the right column of the chart. This plan assumes a first year revenue of $158,000 with start-up costs in excess of $21,000 plus the lease or purchase cost of the building, estimating a Y1 expense of $82,000 with payments to follow in subsequent years. The first year of the center’s ongoing annual operations budget of $54,257 will also need to be on hand to begin operation.

There are variables to any of these numbers and the worksheet is included to explain the possible revenue streams as well as anticipated expenses based on a build / purchase scenario. Projections in this proposed financial worksheet are for years 1, 2, 3, 5 and 10 and can be found on the next page under OPERATING BUDGET on page 13-15.

Another scenario might be the acquisition of a building through lease and have the members volunteer to give hours of time toward the physical labor. The in-kind service of volunteers can be valued based on a formula that assesses the type of work done (ie plumbing, painting, landscaping, etc. all have a specific value) as match for a grant.

INCOME

Revenue opportunities will come from events, rental, tuition, sales commission on art, collateral merchandise sales and donations.

EXPENSE

The primary expense will be the cost of a building with the associated expenses related to utilities, insurance, renovation and operations. Additionally, the payroll for a part-time Executive Director will be the second largest expense. Much of the YR1 expenses will be covered in a grant, if awarded, so the first year’s events will bring in revenue to have on hand to cover Y2 expenses. This plan puts FASMG and the arts center in a positive revenue picture where the group is able to react in advance to a shortfall of funds by planning another fund-raiser or seeking additional grants.
## OPERATING BUDGET

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<td><strong>SUB-TOTAL</strong></td>
<td>$103,000</td>
<td>$50,000</td>
<td>$50,000</td>
<td>$50,000</td>
<td>$100,000</td>
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<tr>
<td><strong>STAFFING</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EXECUTIVE DIRECTOR SALARY</strong></td>
<td>$12,480</td>
<td>$17,472</td>
<td>$17,996</td>
<td>$19,992</td>
<td>$22,133</td>
<td>Y1 = 24 HRS AT $10/HR; Y2 = 32 HR @ 10.30 HR; ASSUMES 3% ANNUAL COLA</td>
</tr>
<tr>
<td><strong>GENERAL MAINTENANCE AND SECURITY</strong></td>
<td></td>
<td></td>
<td>$10,400</td>
<td>$16,989</td>
<td>$19,695</td>
<td>YR 3 ADD 20 HR @ $10 HR; 2 FTE YR 5 ONGOING; ASSUMES 3% ANNUAL COLA</td>
</tr>
<tr>
<td><strong>FED WITHHOLDING</strong></td>
<td>$2,621</td>
<td>$3,669</td>
<td>$5,963</td>
<td>$7,577</td>
<td>$8,784</td>
<td>REQUIRED QUARTERLY FILING - FORM 941</td>
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<tr>
<td><strong>STATE WITHHOLDING</strong></td>
<td>$333</td>
<td>$466</td>
<td>$757</td>
<td>$962</td>
<td>$1,116</td>
<td>REQUIRED QUARTERLY FILING - FORM G7</td>
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<tr>
<td><strong>DOL UNEMPLOYMENT</strong></td>
<td>$3</td>
<td>$3</td>
<td>$3</td>
<td>$3</td>
<td>$3</td>
<td>REQUIRED QUARTERLY FILING UP TO FIRST $8000 PAID</td>
</tr>
<tr>
<td><strong>SUB-TOTAL OPERATIONS</strong></td>
<td>$15,437</td>
<td>$21,610</td>
<td>$35,120</td>
<td>$44,624</td>
<td>$51,731</td>
<td>STRUCTURE, CONTENT, LIABILITY, STAFF COVERAGE</td>
</tr>
<tr>
<td><strong>INSURANCE</strong></td>
<td>$3,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PRINT, ELECTRONIC, WEB (build site yr 1)</td>
</tr>
<tr>
<td><strong>ADVERTISING AND WEBSITE</strong></td>
<td>$3,000</td>
<td>$2,000</td>
<td>$2,500</td>
<td>$5,000</td>
<td>$10,000</td>
<td>SPECIAL EVENTS</td>
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<tr>
<td><strong>POSTERS &amp; FLYERS (PRINTING)</strong></td>
<td>$1,500</td>
<td>$2,000</td>
<td>$2,500</td>
<td>$5,000</td>
<td>$10,000</td>
<td></td>
</tr>
<tr>
<td><strong>MERCHANDISE</strong></td>
<td>$3,000</td>
<td>$3,000</td>
<td>$3,000</td>
<td>$3,000</td>
<td>$3,000</td>
<td>MUGS, ART SUPPLIES, T-SHIRTS, CAPS</td>
</tr>
<tr>
<td><strong>MEMBERSHIPS</strong></td>
<td>$500</td>
<td>$500</td>
<td>$500</td>
<td>$500</td>
<td>$500</td>
<td>CHAMBER, MAA, HAA</td>
</tr>
<tr>
<td><strong>OFFICE SUPPLIES</strong></td>
<td>$2,400</td>
<td>$2,400</td>
<td>$2,400</td>
<td>$2,400</td>
<td>$2,400</td>
<td>TONER, PAPER, SUPPLIES</td>
</tr>
<tr>
<td><strong>POSTAGE</strong></td>
<td>$200</td>
<td>$200</td>
<td>$200</td>
<td>$200</td>
<td>$200</td>
<td>STAMPS + BOX RENTAL, IF NEEDED</td>
</tr>
<tr>
<td>Sub-Total</td>
<td>$13,600</td>
<td>$8,100</td>
<td>$8,600</td>
<td>$11,100</td>
<td>$16,100</td>
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<td>--------</td>
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</tr>
<tr>
<td><strong>Utilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Power</td>
<td>$3,600</td>
<td>$3,600</td>
<td>$3,600</td>
<td>$3,600</td>
<td>$3,600</td>
<td></td>
</tr>
<tr>
<td>Gas</td>
<td>$1,200</td>
<td>$1,200</td>
<td>$1,200</td>
<td>$1,200</td>
<td>$1,200</td>
<td></td>
</tr>
<tr>
<td>Water/sewer/garbage</td>
<td>$1,200</td>
<td>$1,200</td>
<td>$1,200</td>
<td>$1,200</td>
<td>$1,200</td>
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<tr>
<td>Phone/DSL</td>
<td>$2,400</td>
<td>$2,400</td>
<td>$2,400</td>
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<td>$2,400</td>
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<tr>
<td>Sub-Total (Utilities)</td>
<td>$8,400</td>
<td>$8,400</td>
<td>$8,400</td>
<td>$8,400</td>
<td>$6,000</td>
<td></td>
</tr>
<tr>
<td><strong>Building Ongoing Expense</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Janitorial supplies and service</td>
<td>$1,800</td>
<td>$1,800</td>
<td>$1,800</td>
<td>$1,800</td>
<td>$1,800</td>
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<tr>
<td>Outside maintenance/grass/cleaning</td>
<td>$520</td>
<td>$520</td>
<td>$520</td>
<td>$520</td>
<td>$520</td>
<td></td>
</tr>
<tr>
<td>General repairs fund</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$2,000</td>
<td>$2,000</td>
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<tr>
<td>Hvac maintenance</td>
<td>$2,000</td>
<td>$500</td>
<td>$500</td>
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<tr>
<td>Sub-Total (Building Ongoing Expense)</td>
<td>$5,320</td>
<td>$3,820</td>
<td>$3,820</td>
<td>$4,820</td>
<td>$4,820</td>
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<tr>
<td><strong>Miscellaneous Expenses</strong></td>
<td></td>
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<td></td>
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<tr>
<td>Grant writer</td>
<td>$5,000</td>
<td>$3,000</td>
<td>$3,000</td>
<td></td>
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<tr>
<td>Legal counsel</td>
<td>$2,500</td>
<td>$2,500</td>
<td>$2,500</td>
<td>$2,500</td>
<td>$2,500</td>
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</tr>
<tr>
<td>Fund-raising supplies</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
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<tr>
<td>Summer camp supplies</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
<td></td>
</tr>
<tr>
<td>Travel and conference</td>
<td>$500</td>
<td>$500</td>
<td>$500</td>
<td>$500</td>
<td>$500</td>
<td></td>
</tr>
<tr>
<td>Special event staffing (security, parking)</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
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<tr>
<td>General contingency</td>
<td>$500</td>
<td>$600</td>
<td>$700</td>
<td>$900</td>
<td>$1,500</td>
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</tr>
<tr>
<td>Sub-Total (Miscellaneous Expenses)</td>
<td>$11,500</td>
<td>$9,600</td>
<td>$9,700</td>
<td>$6,900</td>
<td>$7,500</td>
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</tr>
<tr>
<td><strong>Total All Expense</strong></td>
<td>$157,257</td>
<td>$101,530</td>
<td>$115,640</td>
<td>$125,844</td>
<td>$186,151</td>
<td></td>
</tr>
<tr>
<td><strong>Net Profit (Rev - Exp)</strong></td>
<td>$743</td>
<td>$1,470</td>
<td>$12,365</td>
<td>$5,128</td>
<td>$43,208</td>
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<tr>
<td>Bal on hand at year-end</td>
<td>$743</td>
<td>$2,213</td>
<td>$14,578</td>
<td>$19,706</td>
<td>$62,915</td>
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</tbody>
</table>

*DO NOT LOOK AT THIS AS ACTUAL - MANY VARIABLES TO CONSIDER*
STRATEGY AND IMPLEMENTATION

BUILD PUBLIC AWARENESS

In order to gain the support we need for this project, members of FASMG will work together to share the concept of this plan with all who are in their respective circles of influence. The committee, specifically, will continue to work with city and county leaders to gain support for the concept of an art center in Warner Robins. Each event sponsored by FASMG will have hand-outs designed to share the idea of the art center with all who attend and participate. The FASMG website will continue to promote the concept of the arts center and social media will be used to further spread the idea to those who might be able to participate.

Committee members will begin to contact grant sources to gauge the level of acceptance for a possible grant application for this project so that we can submit applications to those sources most likely to award funds. Additionally, committee members will work with support organizations such as SBDC (University of Georgia), the Houston County Development Authority, the Warner Robins Re-development Authority and the Middle Georgia Regional Commission to get the assistance needed to develop a strong business plan and to begin seeking possible grant funds. Members of the committee will also reach out to state contacts such as Lynn Ashcraft with the Department of Community Affairs to gain her (their) support for the project.

DEVELOP A GOVERNING STRUCTURE

The Committee will organize itself to work within the structure desired by the parent group (FASMG) and the parent organization will do the work necessary, including but not limited to changes in bylaws, to give proper authority to the Building Committee to act on its behalf. Legal counsel will be sought for all issues that are a matter of law. The group will seek designations and recognition from the city and county as a viable project to promote economic development and tourism for the City of Warner Robins as well as Houston County and the entire Region 6 area.

BEGIN FUNDRAISING ACTIVITIES

Recognizing that sufficient funds must be on hand to begin this project, FASMG and the Building Committee will begin holding fundraisers, will use all available sources to share the need with those who can donate publicly or privately and will be specific in its purpose of raising funds for the building project. A target date to have sufficient funds on hand to move forward would be mid-2015 or beyond, depending on awards of grant funds. Actual purchase of a building is targeted for early 2016 unless a facility is donated prior to that time.

SECURE A PROJECT SITE

Once the funds are on hand and grants have been secured to cover costs, a suitable building will be leased, purchased or received as a donation in order to begin the
project. This business plan specifies all work that will be anticipated but there will always be unexpected things that are beyond anticipation. A working contingency fund will be on hand before renovation begins to be ready to handle the unexpected happenings.

**HIRE A PROFESSIONAL**

The governing body will begin recruiting for the executive position as soon as property has been secured and funds sufficient to cover payroll are on hand. The executive director will assume responsibility for overseeing daily work done in preparation for an opening and commencement of operations and will answer to the governing board.

**TIME LINE**

- **2014**
  - Build recognition of the project; begin initial fundraising activities; revise bylaws to provide proper governance; refine business plan and cost estimates; develop a marketing and communications plan to share the concept with governing bodies and general public; recruit volunteers.

- **Jan 2015**
  - Begin applying for grants, searching for property and continue to raise capital. Have all legal structure in place to properly report revenue and expense as a part of this capital project.

- **July 2015**
  - Have grant funding in hand ($150,000+) to begin securing the building and make renovations, as needed. Have insurance provider in place and ready to assist with building inspections and quotes for property & casualty or content insurance, as appropriate for the circumstances of building acquisition.

- **October 2015**
  - Have additional operating costs raised and on hand to begin hiring staff.

- **December 2015**
  - Hire Executive Director; prepare all marketing materials to announce opening of the facility. Have first classes and camp leaders secured for mid-2016 activities.

- **January 2016**
  - Grand Opening; operations begin.
APPENDIX A: FASMG Overview and Tax Status

Dear Madam:

This is in response to your request of January 28, 2003, regarding your organization's tax exempt status.

Our records indicate that by a determination letter issued in January 2001 your organization was recognized as exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code.

Because your organization was newly created, we did not at that time make a final determination of its foundation classification under section 509(a) of the Code. However, based on information submitted with the application, we classified your organization as one that is not a private foundation within the meaning of section 509(a) of the Code because it can reasonably expect to be a publicly supported organization described in section 509(a)(2).

According to this advance ruling, your organization will be treated as a publicly-supported organization and not as a private foundation until the end of the advance ruling period as shown above. Within 90 days from the end of the advance ruling period, your organization must submit to us information needed to determine whether it has met the requirements of the applicable support test during the advance ruling period. This information is currently supplied on the Form 8734, Support Schedule for Advance Ruling Period.

Grantors and contributors may rely on the determination that your organization is not a private foundation until 90 days after the end of its advance ruling period. If the organization submits the required information within 90 days, grantors and contributors may continue to rely on the advance determination until the Service makes a final determination of your organization's foundation status.

The classification discussed in paragraph three (3) was based on the assumption that your organization's operations would continue as stated in its application. If your organization's sources of support, or its character, method of operations, or purposes have changed, please let us know so we can consider the effect of the change on your organization's exempt status and foundation status.

Your organization is required to file Form 990, Return of Organization Exempt from Income Tax, only if its gross receipts each year are normally more than $25,000. If a return is required, it must be filed by the 15th day of the fifth month after the end of the organization's annual accounting period. The law imposes a penalty of $20 a day, up to a maximum of $10,000, when a return is filed late, unless there is reasonable cause for the delay.
Secretary of State
Corporations Division
315 West Tower
#2 Martin Luther King, Jr. Dr.
Atlanta, Georgia 30334-1530

FINE ART SOCIETY OF MIDDLE GA
KIM UNDERWOOD
3747 FLAMINGO DR.
MACON, GA  31206

CERTIFICATE OF EXISTENCE

I, Cathy Cox, the Secretary of State of the State of Georgia, do hereby certify under the seal of my office that as of the above print date

FINE ART SOCIETY OF MIDDLE GEORGIA, INC.
A GEORGIA NON-PROFIT CORPORATION

is in compliance with the applicable filing and annual registration provisions of Title 14 of the Official Code of Georgia Annotated.

Said entity was formed in the jurisdiction stated above or was authorized to transact business in Georgia on the above date and has not filed articles of dissolution, certificate of cancellation or any other similar document with the Office of the Secretary of State.

This certificate relates only to the legal existence of the above-named entity as of the print date above. It does not certify whether or not a notice of intent to dissolve, an application for withdrawal, a statement of commencement of winding up or any other similar document has been filed or is pending with the Secretary of State.

This information is electronically transmitted, issued and certified in accordance with the Georgia Electronic Records and Signatures Act and Title 14 of the Official Code of Georgia Annotated and is prima-facie evidence that said entity is in existence or is authorized to transact business in this state.

20040924165414693

[Signature]
Cathy Cox
Secretary of State
APPENDIX B: Minimum Requirements of Desired Site

The desired site will include the following:

- Good location with strong public visibility
- Ample parking to allow for events, site rentals and summer camps
- Safe surroundings within the city of Warner Robins
- Minimal landscape and clearing needs beyond signage and landscaping
- No environmental issues

The desired structure will include the following:

- Sound structure with no major architectural, electrical or plumbing work needed
- Ceiling height of 16’ with strong natural light in at least one room (gallery space)
- Minimum of six (6) smaller rooms to use for offices, studio space and classroom instruction
- A room suitable for kitchen usage for caterers (plumbing close by)
- ADA-compliant bathrooms
- ADA-compliant doorways and halls as well as access to raised areas, if any
- Sound HVAC system or price negotiated to cover the cost of replacement
- Termite inspection and letter
- Sufficient storage and maintenance/electrical area
- Meets all fire and safety regulations

Added features that will be a plus:

- Security system on site that can be activated
- Wood or solid floors (no carpet) in main traffic areas. Tile or carpet acceptable in smaller offices and service areas such as rest rooms.
- Separate mechanical room
- Ample outside lighting
- Pre-wired for DSL and phone service
APPENDIX C: Possible Sites for Lease or Purchase

Maps showing location, photos of sites, basic information using a uniform site inspection for to be developed.
APPENDIX D: Notes on Site Visits

As committee visits possible sites, notes will be added to this plan using a pre-developed site inspection form.

👩 Former bank building, Watson Blvd.: excellent potential, more building than we can use but could be perfect if partnering with a college who could use upstairs as classrooms. Asking price is around $850K. Privately owned.

👩 Former grocery store, Green St at Davis Drive: over the size needed, lease at $23K per year, would need extensive work, questionable neighborhood.

👩 Former Parkway Cinema, Russell Parkway: just closing as of August 2014. Would offer added benefit of having a theater space in one of the cinemas, along with ample gallery space with high walls and offices or classrooms in other parts. Would need some interior renovation, new carpet, paint. Asking price is around $675K.
**APPENDIX E: Letters of Support**

Letters of support are being sought from the following and will be attached when available:

Gov. Nathan Deal
Congressman Austin Scott
Congressman Sanford Bishop
State Rep. Larry O'Neal
State Rep. Bubber Epps
State Sen. Ross Tolleson
Mayors of Warner Robins and Centerville
Robins Regional Chamber of Commerce Board Chair Sonya Joiner (?)
RAFB Commander
GA National Guard
Sonny Watson
Larry Walker
Dr. Sarah Hawthorne - incoming chair, Central GA Technical College
Board Chair, Middle GA State College
Superintendent, Houston County Board of Education
Chairman Tommy Stalnaker
Chuck O’Neal, Central Georgia Joint Development Authority
Other arts organizations
APPENDIX F: Example of marketing and fundraising
You are Invited

To an Evening of
Great Food, Awesome Art, Silent Auction and Live Entertainment!

Sponsored by
Fine Art Society of Middle Georgia
for our Building Campaign Kick-Off!
Help raise money to support the arts in the Middle Georgia area

Saturday, September 6, Cocktail at 6pm, Dinner at 7pm
508 Osigian Blvd. Warner Robins, GA 31088

Cost $25 per person

Buy Tickets: http://www.fasmidga.org/special-event.html online, or send check payable to Fine Art Society of Middle GA, PO Box 1174, Warner Robins, GA 31099. More info contact Cassie Griffith 478-951-3716 or Linda Frazier 478-213-5631 for Tickets by phone, or if you can help sponsor the Arts!