

Plateau Creative Arts Center
Five Year Plan, 2025 - 2029
Working Draft

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Executive Summary

This long range plan is a product of the Long Range Planning Committee as specified by the Bylaws for the Art Guild of Fairfield Glade (AGFG). The Long Range Planning Committee is overseen and appointed by the President of the AGFG. In February 2024 this Committee was formed and met to outline a framework and timeline for a Five Year Plan.

To better understand the operations of Art Guilds, a total of 33 nonprofit Art Guilds from 5 states were studied. States included; Florida, Georgia, Michigan, South Carolina and Tennessee. Art Guilds were selected based on their annual revenue being between \$50,000 and \$800,000. Art guilds that own facilities were also prioritized. Another trait looked for was Art Guilds that were rural or at least an hour or more away from a major city. A set of 38 common questions were developed and utilized to collect data from the targeted Art Guilds. Online data from Art Guild websites, ProPublica Nonprofit Explorer, phone interviews and in person visits were utilized for data collection. Data were organized, graphed and statistically analyzed. Based on

this analysis 76 strategies proven to be successful for Art Guilds were developed for the Plateau Creative Arts Center (PCAC). Strategies as set forth are to support and further the mission of the PCAC.

Our mission is to present art through education, exhibitions, and participation in community outreach events by providing services to Cumberland County residents, visitors, students, and local artists.

Based on the internal and external analysis the strategies suggested should be considered for implementation. Some of these strategies are currently being employed by the PCAC. The strategies and implementation are organized within the current Committee structure of: Leadership, Development (fundraising / Ways and Means), Membership, Educational Programming (Creative Development), Sales, Exhibits, Facilities, Marketing & Publicity, Outreach, Hospitality, Technology and Front Desk Hosting.

The Long Range Planning Committee recommends the following six goals and associated strategies be considered for priority implementation.

**Develop future expansion plans for artistic programs.*

Expand class offerings and participation.

Utilize technology to leverage arts programming.

**Build Community engagement.*

Upgrade monthly Newsletter.

**Ensure financial stability.*

Define/Revise our fund-raising activities and events.

Find sponsorships for both the Art Center and specific programs or events.

**Build board, staff, volunteers and trustees for succession and success.*

Establish a Marketing Committee.

Develop job descriptions for staff, committee coordinators, trustees and volunteers.

Recruit trustees.

**Acquire and incorporate technology for online membership services, exhibits and event registration.*

Produce electronic membership services, class signups & reporting, and event forms.

Continue to build website layout & contents.

**Build membership and membership retention.*

Review membership types and fees.

The details for the implementation plan are to be developed by the coordinators and staff that are the experts in their respective Committees. Strategies to be considered for implementation are presented for each Committee along with suggested years for implementation. Although implementation will be considered in a holistic way the Committee approach allows for greater autonomy, efficiency and accountability.

A financial plan will be developed based on Committee recommendations and Board approval.

The PCAC is extraordinary by any metric. The greatest asset are the dedicated volunteers that believe in the power of visual arts to enrich our community.

Introduction

The Plateau Creative Arts Center (PCAC) is dedicated to the advancement of the arts. The Plateau Creative Arts Center facility encompasses 2,842 square feet of gallery, classroom and office space, where guild members teach, learn, and associate with others for personal development and to share ideas. We serve our community through outreach programs, exhibits and special events, such as our annual Art in the Park festival. We also coordinate with other arts-oriented organizations in Tennessee to support the goal of creating, promoting and inspiring through the arts.

Our Sculpture Trail is paved and handicapped accessible. Located in the woods just behind our building, this gently winding trail gives children and adults of all ages the opportunity to experience large-scale art in a quiet, outdoor environment.

Our mission is to present art through education, exhibitions, and participation in community outreach events by providing services to Cumberland County residents, visitors, students, and local artists.

This long range plan is a product of the Long Range Planning Committee as specified by the Bylaws for the AGFG. The Long Range Planning Committee is overseen and appointed by the President of the AGFG. In February 2024 this Committee was formed and met to outline a framework and timeline for a Five Year Plan.

AGFG Board, Committee Coordinators, Trustees and General Membership were asked to participate. In March of 2024 a volunteer committee was formed. The Committee consists of Manuel Marti, *Art Guild President*, Susan Midelton, *Ways and Means Coordinator*, Twyla Marti, *Exhibits Coordinator*, Dale Soblo, *Studio Manager* and Wayne Schobel, *Trustee*.

The framework utilized to develop the plan is based on Kaiser's, *Strategic Planning in the Arts, A practical Guide*.

Goals

- Develop future expansion plans for artistic programs.
- Build community engagement.
- Ensure financial stability.
- Build board, staff, volunteers and trustees for succession and success.
- Acquire and incorporate technology for online membership services, exhibit and event registration.
- Build membership and membership retention.

Internal and External Analysis

To better understand the operations of Art Guilds, a total of 33 nonprofit Art Guilds from 5 states were studied (Appendix A). States included; Florida, Georgia, Michigan, South Carolina and Tennessee. Art Guilds were selected based on their annual revenue being between \$50,000 and \$800,000. Art guilds that own facilities were also prioritized. Another trait looked for were Art Guilds that are rural or at least an hour or more away from a major city. It was reasoned that this would capture enough breadth and detail for an objective comparison with PCAC. ProPublica Nonprofit Explorer, Art Guild websites and interviews with Art Guild leadership and in person visits were all utilized to gather information. To facilitate data capture a set of 38 [common questions](#) were developed to utilize when researching Art Guilds. Answers to these questions were organized in an [art guild analysis](#) spreadsheet, graphed and statistically analyzed. Complete information was not available from all Art Guilds. However enough data was captured for the purposes of this long range plan.

Data and data analysis

In the following graphs the PCAC (AGFG) is indicated in red. When possible descriptive statistics were utilized to summarize the data.

Revenue descriptive statistics.

Mean = \$296,333

Standard deviation = \$233,410

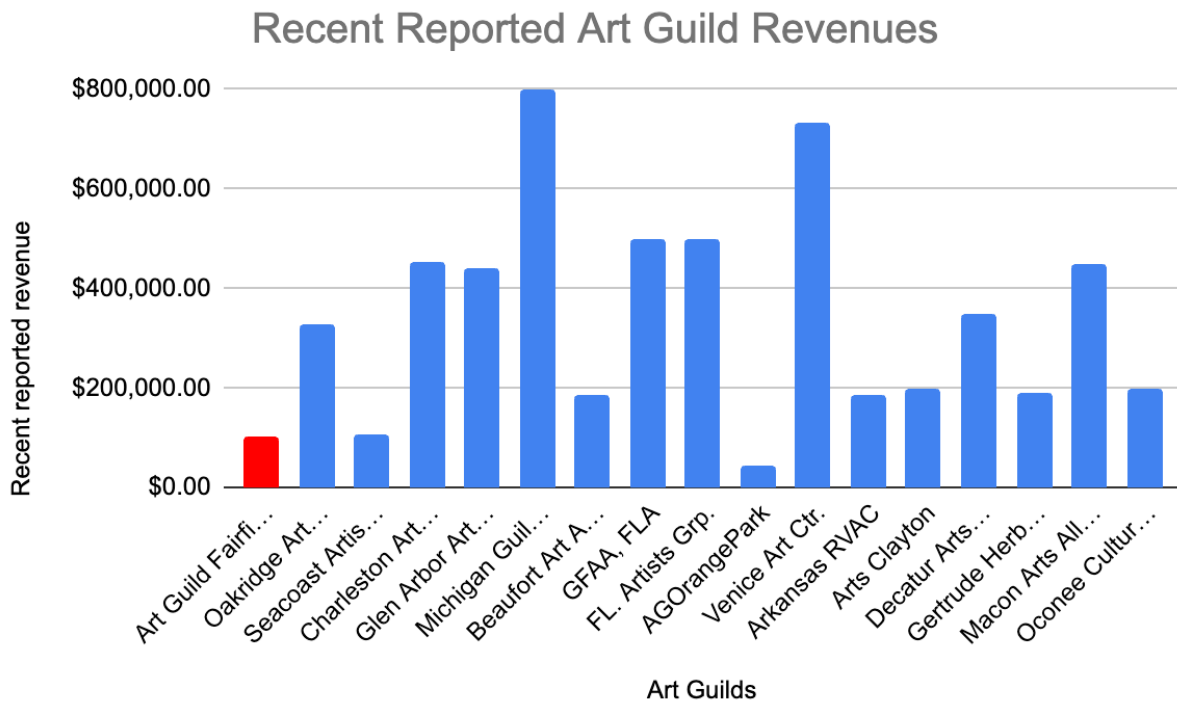
N = 17

Minimum = \$43,200

Medium = \$200,000

Maximum = \$800,000

No outliers



Only 8 Art Guilds out of 19 reported owning the building they are housed in. The PCAC (AGFG) owns the facilities it is housed in.

Online class, event registration and membership services are provided by 30 out of 33 Art Guilds. (Appendix B). At this time the PCAC (AGFG) does not offer any of these services.

Membership cost descriptive statistics.

Mean = \$53

Standard deviation = \$18

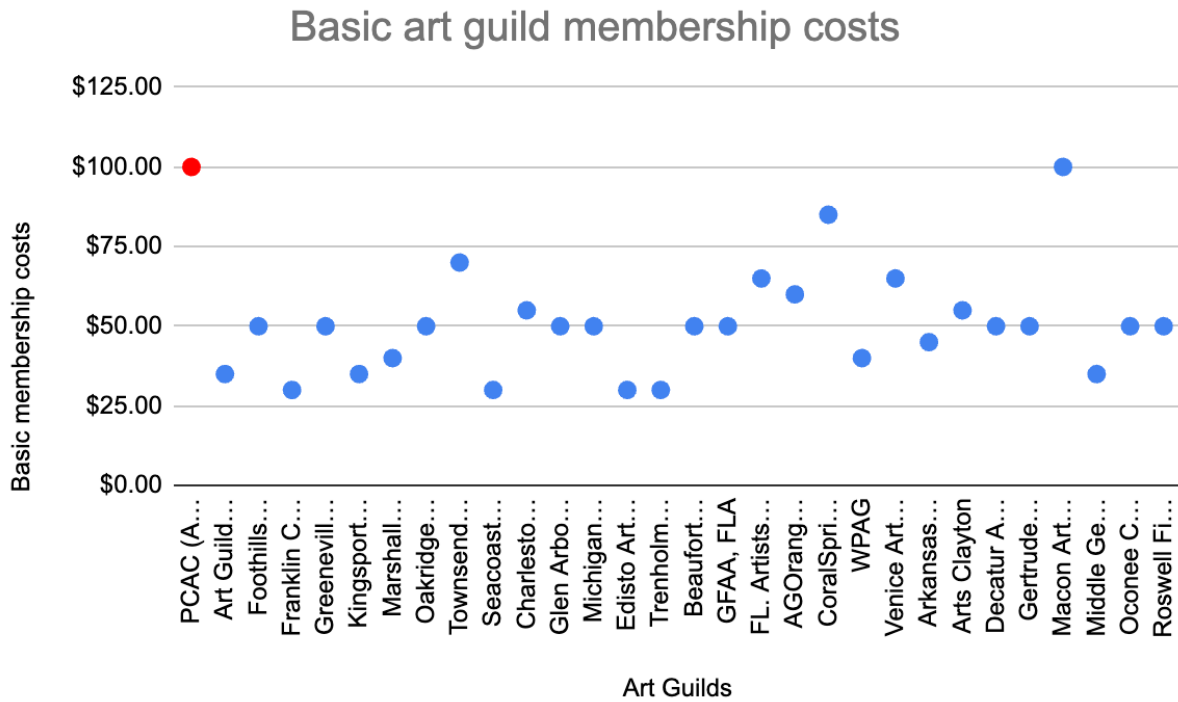
n = 29

Minimum = \$30

Medium = \$50

Maximum = \$100

Outliers yes 3, \$100 (AGFG), \$100, \$85



Number of Members descriptive statistics.

Mean = 286

Standard deviation = 185

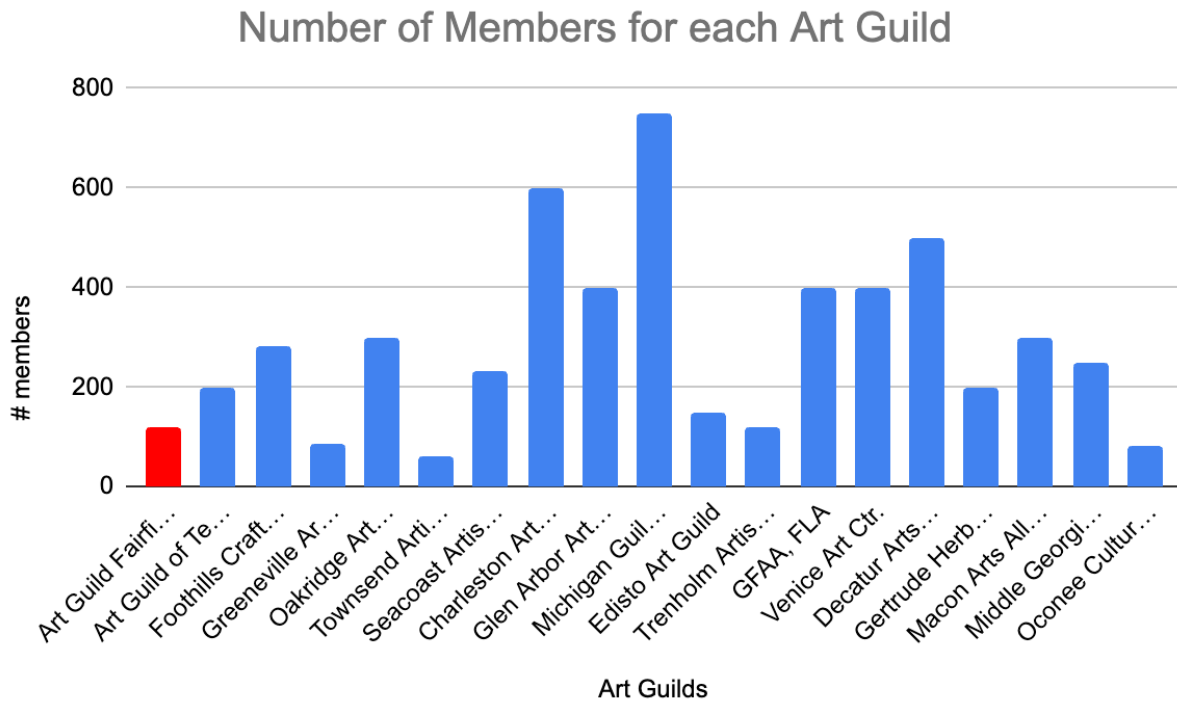
n = 19

Minimum = 60

Medium = 250

Maximum = 750

Arts Clayton with 2555 members was removed as an outlier.



Basic Membership verse cost regression analysis.

x = Number of members

y = Basic membership cost

r = - 0.04137

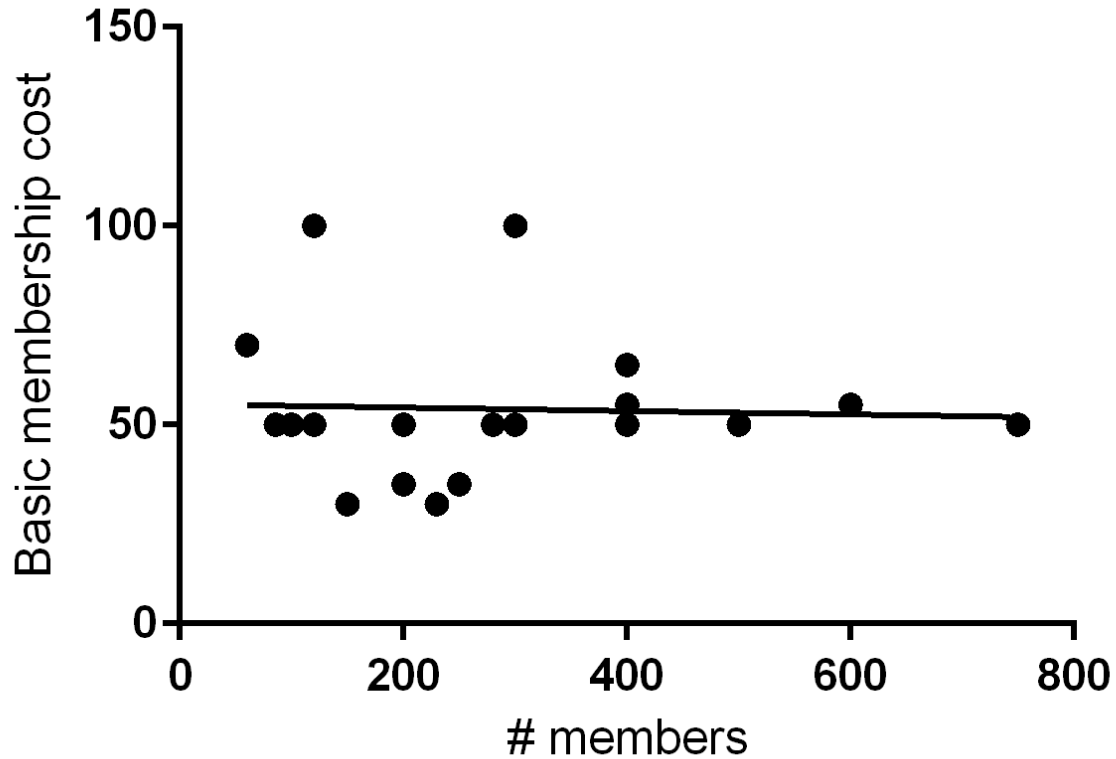
r - squared = .001712% variation in cost that accounts for membership numbers

p value = 0.8664, Not significant

Arts Clayton with 2555 members was removed from analysis as an outlier.

Although PCAC (AGFG) has one of the highest basic membership fees there is no correlation between membership cost and the number of members. This suggests that membership numbers are determined by other factors.

Linear regression graph of membership cost versus number of members



Exhibits per year for each Art Guild descriptive statistics.

Mean = 7

Standard deviation = 4

n = 28

Minimum = 1

Medium = 6

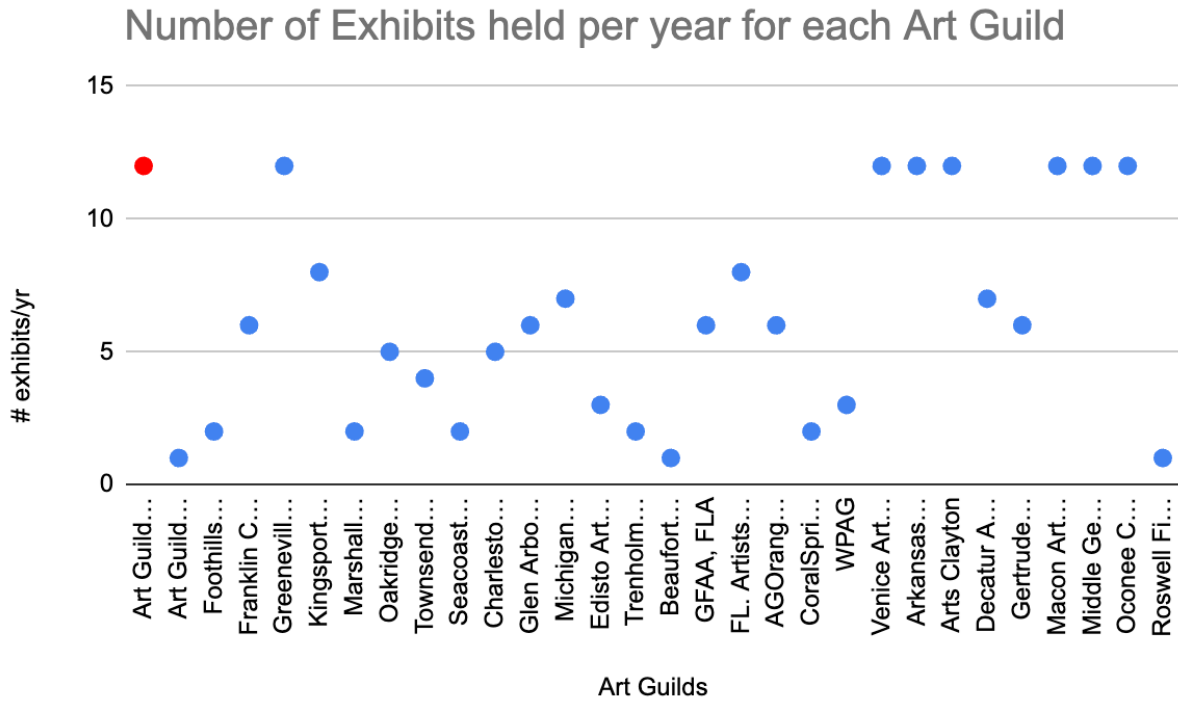
Maximum = 12

No Outliers

At 12 exhibits per year the PCAC (AGFG) is high. PCAC (AGFG) has 2 gallery spaces in Plateau Creative Arts Center and satellite exhibit space at the Good Samaritan.

There are 9 Art Guilds with 2 or more gallery spaces.

There are 18 Art Guilds with at least 1 gallery space.



Percent member sales commission descriptive statistics.

Mean = 28.8 %

Standard deviation = 9.38 %

n = 13

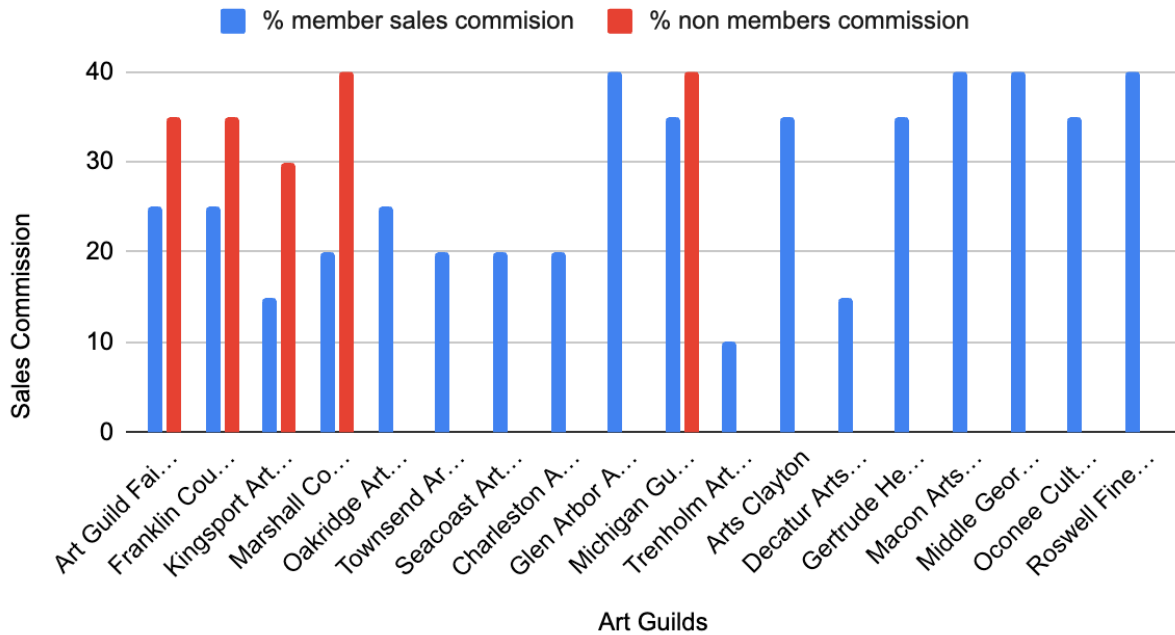
Minimum = 15%

Medium = 30%

Maximum = 40%

No outliers

Percent Member and Non-Members Sales Commission



The PCAC (AGFG) is the first art guild in the above graph. Member and nonmember commissions are delineated in blue and red respectively.

Online sales

4 Art Guilds have online sales of art. (Appendix B)

16 do not have online sales of art.

The PCAC (AGFG) does not have online sales.

Educational Programing

Class offerings vary widely among Art Guilds. Of the 33 Art Guilds studied 21 have some kind of educational programing. From interviews it is apparent that arts education is highly dependent on the availability of qualified instructors. The Art Guilds that excel in educational opportunities are those that have a designated staff or volunteer position that coordinates the program.

PCAC had 47 adult classes offered over the past year. The types of classes (and number in parentheses) offered were Acrylics (2), Alcohol Ink (2), Digital Painting (1), Drawing (2), Fiber Art (1), Jewelry (16), Knitting (1), Mixed Media (4), Oil Painting (2), Paint on Glass (1), Paper Making (1), Photography (2), Pottery (1), Stained Glass (1), and Watercolor (10). Over 15 children's classes were taught.

2019 Creative Development membership survey data.

Additional classes were Card Making, Wood burning and Printmaking.

Acrylics	6	Painting Landscapes	3
Alcohol Ink	5	Pastels	1
Art Appreciation & History	2	Pen & Ink	4
Beading	2	Pencil & Charcoal Drawing	5
Colors & Color Theory	7	Perspective	3
Color Pencils	5	Photography	3
Comics & Cartoon Drawing	3	Photoshop & Photo Editing	2
Computer Art Software	1	Polymer Clay	2
Encaustic Painting	0	Portraits	1
Fabric Art, Textile Art	3	Pottery	3
Flower Arrangement	3	Stained Glass	6
Jewelry	3	Smorgasbord	4
Mixed Media & Collages	4	Still Life Painting	0
Mosaics	6	Watercolors	8
Oil Painting	2	Wood Carving	1

From the 2019 PCAC creative development membership survey it is apparent that the demand for other types of classes exists.

- The Greenville Arts Council has children's classes.
- Kingsport Art Guild has adult classes every Monday.
- Marshall County Art Guild has 20 adult classes and 10 children's classes per year.
- Oakridge Art Center reports having many adult classes.
- Townsend Arts Center has more than 20 adult classes per year.
- Glen Arbor Arts Center has 70 adult classes and 16 children's classes.
- Michigan Guild of Artists has many adult classes and an emerging artists program.
- The Trenholm Arts Guild has a plein air group.
- GFAA, FLA has 48 free two hour classes for members, and 4/month two full day classes.
- FLA Artist Group has classes on YouTube.

- Art Guild of Orange Park has over 12 full day workshops per year.
- Coral Springs Art Guild has more than 48 multiple session classes for adults. And more than 24 classes for children, families and teens.
- WPAG has 18 multi day workshops per year.
- Art South Pal. Bay has limited adult class offerings and has children's summer camps.
- Venice Arts center has over 500 adult and children classes per year and offers summer camp for children.
- Arkansas RVAC offers classes for high school and college students as well as summer camps.
- Arts Clayton reports having both children and adult classes but does not have numbers.
- Decatur Arts Alliance offers approximately 6 adult classes and 8 children classes per year.
- Oconee Cultural Arts Foundation has 6 children's classes per year.

Outreach / Art Fairs / Art Festivals

For the 13 Art Guilds that sponsor Art Fairs there is incomplete data to make any type of analysis. Art Fair size varies from the small one day events to large multi day events attended by over 400,000 people.

The PCAC is on the smaller end of the spectrum. Over a 2 day period Art in the Park had 30 plus vendors and attendance at something over 500 people.

Glen Arbor Arts Center has “Pop Up” exhibits throughout the summer tourist season.

Trenholm Artist Guild has an open studios event.

GFAA, FLA has 6, month long events at various venues.

The Art Guild of Orange Park (AGOrangePark) has one large fair per year that generates about \$25,000 in revenue.

CoralSprings AG has a two day city sponsored event that draws over 100,000 people.

Venice Art Center has a two day event that is attended by over 100,000 people.

Arts Clayton has one event per year with 40 vendors.

Middle GA Arts Association has one event per year with 80 vendors and is attended by 30,000 to 40,000 people.

Oconee Cultural Arts Foundation has 3 events per year.

At the larger end of the spectrum the Ann Arbor Art Fair occurs over a 3 day period and is attended by 400,000 or more people. Nearly 1000 artists / vendors participate.

Number of paid staff descriptive statistics.

Mean = 3

Standard deviation = 2

n = 10

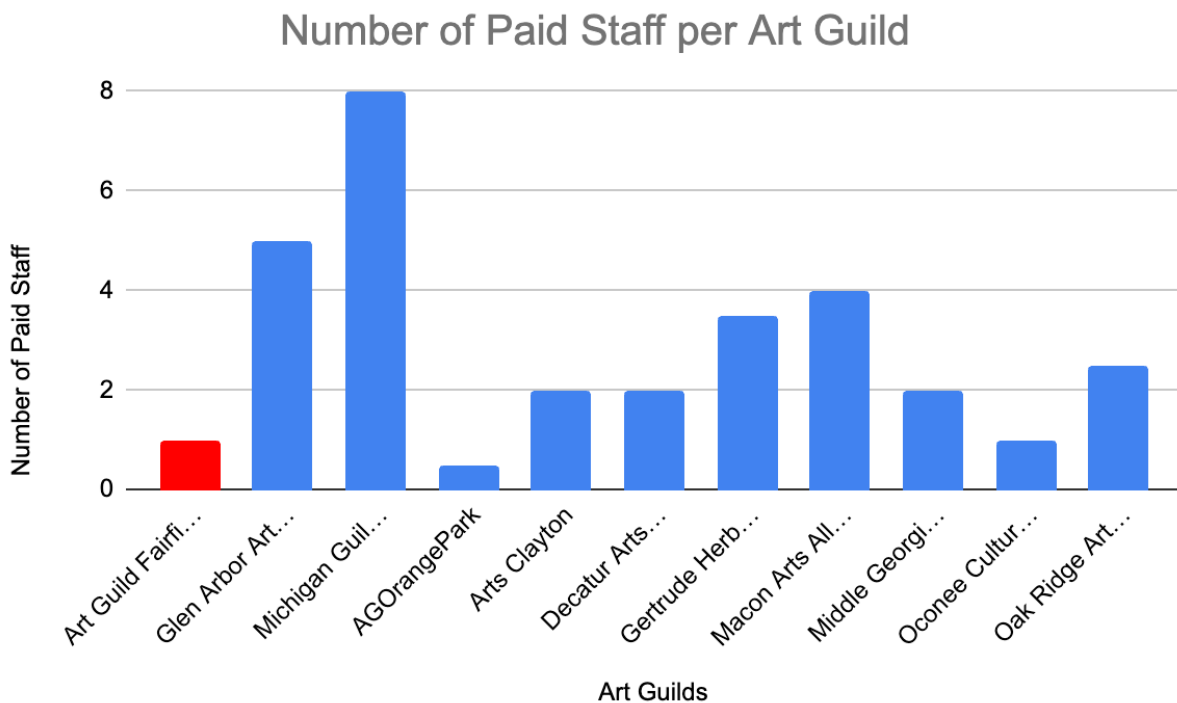
Minimum = 0.5

Medium = 2

Maximum = 8

No outliers

PCAC (AGFG) currently has one part time staff member; an office coordinator / front desk host.



Strategies and Implementation Plan

Strategies as set forth are to support and further the mission of the PCAC (AGFG). Based on the internal and external analysis the following 76 strategies are suggested as improvements that should be considered for implementation. Categories are organized by the conventional structures seen in most arts organizations. Some categories are unique to PCAC. The categories are Leadership, Development (fundraising / Creative Development), Membership, Educational Programming (Creative Development), Sales, Exhibits, Facilities, Marketing & Publicity, Outreach, Hospitality, Technology and Front Desk Hosting. After category are the current organizational leadership and committee coordinators that would further investigate, approve and implement the strategies. Some strategies will overlap. Strategies that are considered a high priority are denoted with an asterisk (*).

The details for the implementation plan are to be developed by the coordinators and staff that are the experts in their respective Committees. In the tables below the strategies to be considered for implementation are presented for each Committee along with suggested years for the implementation. Although implementation will be considered in a holistic way the Committee approach will allow for greater autonomy, efficiency and accountability.

Leadership - Other than facilitating the essential premises of this association (Teach, Learn. Inspire) the fundamental function of any leadership effort should concentrate on two basic goals: Fundraising and Community Outreach. Leadership will by default encompass all departments at some level. The PCAC is largely a volunteer-run organization. Dedicated volunteers have, and continue to selflessly work to provide an enriching art community. Staffing issues, both volunteer and paid, play a crucial role in success. To that end a heavy emphasis for leadership is to develop the human resources needed to implement this plan.

Leadership: President, Vice President, Treasurer, Secretary, Trustees	2025	2026	2027	2028	2029
*Paid staff and volunteers structured to support goals and strategies.	X	X	X	X	X
*Job descriptions for all coordinator positions.	X				
*Job descriptions for all paid staff.	X				
*Job descriptions for trustees.	X				

*Trustee recruitment and roles.	X	X			
*Create a list of potential trustees.	X	X	X	X	X
*Recruit, develop and retain exemplary board members, trustees, staff and volunteers.	X	X	X	X	X

Development (Ways and Means) also known as fundraising is crucial for any nonprofit organization. Over the years the volunteers of the PCAC have done an extraordinary job. The proof is in the overall positive financial outlook for the PCAC. However this can never be taken for granted. Without a positive financial future it will be impossible to continue the mission of the PCAC. Some of the strategies for implementation listed below are already in place. Others should be considered for implementation to ensure long term financial stability.

<i>Development (Fund raising): Treasurer, Ways & Means Coordinator</i>	2025	2026	2027	2028	2029
*Donor Recognition.	X	X	X	X	X
Establishing an Endowment to ensure long term financial stability.		X			
Annual Golf Tournament.	X	X	X	X	X
Business Art Partners.	X	X	X	X	X
Sponsors for specific programs.		X	X	X	X
Plan for a capital campaign		X	X	X	X
Annual meeting used as a fundraiser event. Christmas raffle.	X	X			
*Leadership and staffing for fundraising.		X	X	X	X
Special events: dinners, parties, concerts and wine tasting.	X				
*Art Fair / Art in the Park / Art Festival	X	X	X	X	X

Membership in the PCAC is the bedrock of the organization. It was identified during the planning process that our membership numbers (< 130) are relatively low compared to the medium of 250 members for other art guilds. It is also apparent that our basic membership dues (\$100) are higher than the medium of \$50 for the 29 art guilds studied. However when data were analyzed with a linear regression test no significant correlation was found between basic membership cost and the number of members. This suggests that other factors are contributing to our low membership numbers. The strategies put forward for implementation are aimed at recruitment and retention of members.

Membership: Vice President	2025	2026	2027	2028	2029
*Increasing membership.	X				
*Membership retention.	X	X	X	X	X
*Surveying members to determine their priorities.	X				
Artist member benefits.	X				
Multiple membership categories / levels and benefits.	X				
*Study and possible use of monthly dues or a membership category to display and sell in the E.P.	X				

Educational Programming (Creative Development and Children’s, High School & Senior Outreach) is a key component of the PCAC mission. This is reflected in the broad range of educational activities currently offered. And, by the number of volunteer coordinators and staff that support our educational programming. Compared to the other art guilds studied the PCAC is certainly providing many educational opportunities to its members and the community. Although the areas of Creative Development, Children's programs, Senior Outreach and High School Outreach are currently managed by different coordinators they all contribute to further our mission. They also share some of the same challenges to recruit and retain instructors and students. Strategies to consider for implementation are designed to increase efficiency, participation and to develop a more vibrant educational atmosphere.

<i>Educational Programming: Creative Development & Children's Outreach, High School & Senior Outreach</i>	2025	2026	2027	2028	2029
*Class offerings and participation.	X	X	X	X	X
Having an annual open house, meet the artists.	X	X			
Considering teaching and promoting crafts.	X	X			
*Efficient use of technology to leverage arts programming.	X	X			
Online instructor recruitment.		X	X		
Emerging Artist Program & High School Outreach.					X
Recruit guest artists.		X			
Children's Outreach review.	X				
Senior Outreach review.	X				

Can any of our education programs be used to attract funders?		X	X	X	
Are joint ventures possible?		X	X		
Can these programs be used to gain more exposure?			X		
How should educational programming be managed and staffed?		X	X		
Should any of the educational programming be combined?	X	X	X	X	X

Endless Possibilities The PCAC store provides an outlet for member artists to sell their artwork. Having a dedicated space for the display and sale of art by member artists is a valuable benefit. Leveraging this resource to further the PCAC mission is reflected in the suggested strategies for implementation presented below.

<i>Sales: Endless Possibilities, & Exhibits Coordinators</i>	2025	2026	2027	2028	2029
Increase pottery inventory	X	X			
Exhibiting artists to include complimentary items in E.P., cards, prints etc.	X				
*Review / produce a policy to manage EP inventory.	X				
Consider online marketing and sales.					X

Exhibits - The gallery at PCAC is one of the greatest assets of the organization. Having the ability to display art in a professional setting whether for competition or personal development elevates all artists. It enables the exhibits team to:

- Sponsor competitive shows.
- Exhibit the artwork of the PCAC membership monthly.
- Inspire artists through themed exhibits or art challenges.
- Encourage guest artists to rent the small gallery. This is a source of income for the gallery and also widens our reach in the community by encouraging these artists to eventually become members.
- Promote and display the artwork of members who are featured artists. Members can sign up in advance for one month to have their work displayed in the small gallery.

<i>Exhibits: Exhibits Coordinators</i>	2025	2026	2027	2028	2029
*Evaluate show numbers and costs.	X	X			

Regular Monthly & featured artist exhibits	X	X			
Themed or Challenge Exhibits.	X	X			
*Judged & Juried Show. (rebranding)	X				
*Online exhibit.		X			
Judges for Shows.	X				
*Sponsors and awards for Shows.	X				
Develop / refine standards for gallery submissions.	X	X			

The Facilities owned by PCAC provide great benefits and responsibilities. An analysis of needed facilities maintenance and renovations is important. From this analysis a maintenance and replacement schedule should be developed with a projected budget. Having the budgeted reserves for the eventual replacement and repair costs is important. Although the PCAC is predominantly a volunteer organization the realities of building maintenance will require the hiring of contractors.

Facilities Coordinators, & Studio Manager	2025	2026	2027	2028	2029
Maintenance and replacement schedule for all mechanical systems and physical building components.	X				
*Building maintenance and repair schedule.		X			
Landscaping maintenance.	X	X	X	X	X
Sculpture Trail maintenance and development.	X	X	X	X	X
*Exhibit space remodel (wall carpet, board and flooring)			X		

Marketing and Publicity support all aspects of the mission. This is reflected in the diversity of outlets utilized and corresponding number of volunteers and staff promoting the PCAC. In order for any governance to effectively achieve the goals of Leadership, a strong and effective Marketing Committee is needed. Efficiency, communication and cohesiveness are identified as areas that can improve the overall impact of marketing and publicity.

Marketing: Publicity Coordinators	2025	2026	2027	2028	2029
*Newsletter recognition of donors, sponsors, contributors and volunteers.	X				

Building visibility - members, sponsors, government foundations and donors.		X	X		
Coventures to increase visibility.		X	X		
Use of celebrities to increase visibility.			X		
*Technology to increase visibility - Social media, website, e-mails, YouTube.	X				
Radio and Television.		X			
Develop an annual calendar for marketing, marketing plan.		X			
*Print media - posters, flyers, brochures, newsletters, billboards, & highway signage.		X			
*Develop a public relations campaign.		X			

Outreach plays a key role in the overall mission by bringing the visual arts to the greater community. Many volunteers contribute to the success of outreach programs. Having a better understanding of the impact of various outreach opportunities will allow for more efficient utilization of our volunteer resources. Exploration of opportunities that can leverage The PCAC volunteer resources are identified for consideration.

<i>Outreach: Outreach Coordinators</i>	2025	2026	2027	2028	2029
*Collaboration with like organizations, such as Tellico Village, Oak Ridge		X			
Tennessee Arts Commision Traveling Ambassadors.		X			
Regional artists network.			X		
Build community engagement.			X		
High School Seniors Art Exhibit and Scholarship.	X				

Hospitality provides that all important community that draws people together. Providing a warm, inviting and inclusive environment is key to the mission. Although many avenues for social engagement are currently in place, a continued effort to build community is important. Collaboration with fundraising is suggested as an area to be explored. For example special donor events, dinners, parties or activities.

<i>Hospitality: Hospitality Coordinators</i>					
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*Building and maintaining the social community.	X	X			
Social time before member meetings.	X				
Maintain our identity as a warm inviting arts organization.	X				

Technology is and will continue to be a fundamental part of all aspects of The PCAC. The efficient and effective use of our website for membership services, class registrations, event registrations and volunteer and instructor recruitment is crucial. Technology supports all parts of the mission and needs to be fully integrated into the organization. A willingness to learn and become fluent in the use of technology is a must for our volunteers and staff. Technology enhancements and education is a top priority.

Technology: Technology Committee	2025	2026	2027	2028	2029
*Use of technology for membership services, class registrations, instructor recruitment, events and payments.	X	X	X		
*Website	X	X	X		

Front Desk Hosts are the face of the PCAC. The importance of the staff and volunteers that host the front desk cannot be overemphasized. It is a complex position requiring people skills, fluency in technology and an overall understanding of the PCAC. Staffing, training and overall coordination are identified as potential areas for improvement.

Front Desk Hosting: Host Coordinators	2025	2026	2027	2028	2029
*Staffing.	X				
*Technology training.	X				
Coordination and communication Information board.		X			

Recommendations

Based on the goals as presented in the introduction a set of priority strategies are recommended by the Long Range Planning Committee. Under each of the six goals are priority strategies. These priority strategies and more are also denoted by an asterisk in the Strategies and Implementation tables.

Goals

- Develop future expansion plans for artistic programs.
Expand class offerings and participation.
Utilize technology to leverage arts programming.
- Build Community engagement.
Upgrade monthly Newsletter.
- Ensure financial stability.
Define/Revise our fund-raising activities and events.
Find sponsorships for both the Art Center and specific programs or events.
- Build board, staff, volunteers and trustees for succession and success.
Establish a Marketing Committee.
Develop job descriptions for staff, committee coordinators, trustees and volunteers.
Recruit trustees.
- Acquire and incorporate technology for online membership services, exhibits and event registration.
Produce electronic membership services, classes signups & reporting, and event forms.
Continue to build website layout & contents.
- Build membership and membership retention.
Review membership types and fees.

References

M. Kaiser's, [*Strategic Planning in the Arts, A practical Guide*](#)

ProPublica, Nonprofit Explorer

<https://projects.propublica.org/nonprofits/organizations/201436572>

Appendix A: Art Guilds included in the external analysis

Art Guilds	Web address
Plateau Creative Arts Center	plateauarts.org
Art Guild of Tellico Village	tellicoartguild.com
Foothills Craft Guild	foothillscraftguild.net
Franklin County Arts Guild	franklincoarts.org

Greeneville Arts Council	thegreenevilleartscouncil.org
Kingsport Art Guild	kingsportartguild.com
Marshall County Art Guild	marshallcountvartguild.org
Oakridge Art Center	oakridgeartcenter.org
Townsend Artisan Guild	townsendartisanguild.org
Seacoast Artist Guild of SC	https://seacoastartistsguild.org/
Charleston Artist Guild	https://www.charlestonartistguild.com/
Glen Arbor Arts Center	https://glenarborart.org/
Michigan Guild of Artists	https://www.theguild.org/
Edisto Art Guild	https://www.edistoartguild.com/
Trenholm Artist Guild	https://www.trenholmartistsguild.org/
Beaufort Art Association	https://beaufortartassociation.com/
GFAA, FLA	https://www.gainesvillefinearts.org/
FL. Artists Grp.	https://www.floridaartistsgroup.org/
AGOrangePark	https://artguildoforangepark.org/
CoralSprings AG	https://coralspringsmuseum.org/coral-springs-artist-guild/
WPAG	https://westpascoartguildandgallery.org/
Art South Pal.Bay	https://artsouthmiami.org/home/
Venice Art Ctr.	https://veniceartcenter.com/
Arkansas RVAC	https://www.rivervalleyartscenter.org/
Wellington art society	https://www.wellingtonartsociety,.org
Atlantic Center for the Arts	https://form-renderer-app.donorperfect.io/give/atlantic-center-for-the-arts/general-donation
Arts Clayton	artsclayton.org
Decatur Arts Alliance	decatursartsalliance.org
Gertrude Herbert Art Institute	ghia.org
Macon Arts Alliance	maconartsalliance.org
Middle Georgia Arts Assoc.	middlegeorgiaart.org
Oconee Cultural Arts Foundation	ocaf.com
Roswell Fine Arts Alliance	rfaa.org

Appendix B: Links to online class, event, exhibit registrations and membership services from external analysis

Art Guilds	Online class/ event registrations/membership services links
Art Guild of Tellico Village	https://www.tellicoartguild.com/current-classes-and-workshops/
Franklin County Arts Guild	http://www.franklincoarts.org/workshop-details-923503.html
Kingsport Art Guild	https://kingsportartguild.com/calendar-classes/
Marshall County Art Guild	http://www.marshallcountyardartguild.org/brandie-liggett-drawing-classes.htm
Oakridge Art Center	https://www.oakridgeartcenter.org/classes
Seacoast Artist Guild of SC	https://seacoastartistsguild.org/on-line-store
Charleston Artist Guild	https://www.charlestonartistguild.com/membership/
Glen Arbor Arts Centero	https://www.charlestonartistguild.com/membership/
	https://bwmedia.com/
Michigan Guild of Artists	https://my-site-109674-104618.square.site/shop/gallery-shop/4
	https://3.7designs.co/
Edisto Art Guild	https://www.edistoartguild.com/become-a-member-or-donate
Trenholm Artist Guild	https://www.trenholmartistsguild.org/shop
Beaufort Art Association	https://beaufortartassociation.com/registration/
GFAA, FLA	https://www.gainesvillefinearts.org/exhibitions
FL. Artists Grp.	https://www.youtube.com/channel/UCF_zG_xibDMDksZ-8RgQ9cg
AGOrangePark	https://artguildoforangepark.org/workshops/
CoralSprings AG	https://coralspringmuseum.org/events/
WPAG	https://westpascoartguildandgallery.org/shows/
Art South Pal.Bay	https://artsouthmiami.org/programs/
Venice Art Ctr.	https://veniceartcenter.com/product-category/membership/
Arkansas RVAC	https://www.rivervalleyartscenter.org/purchase?page=2
Wellington art society	https://www.wellingtonartsociety.org/online-membership-application.html
Atlantic Center for the Arts	https://www.rivervalleyartscenter.org/purchase
Decatur Arts Alliance	https://decaturartsalliance.org/join/#join
Gertrude Herbert Art Institute	https://ghia.org/membership
Macon Arts Alliance	https://secure.lglforms.com/form_engine/s/bYM47WpuBR8UzetzpX4LYA?t=1638908332
Middle Georgia Arts Assoc.	https://www.middlegeorgiaart.org/membership-application
Oconee Cultural Arts Foundation	https://ocaf.com/about/#sponsors
Roswell Fine Arts Alliance	https://www.rfaa.org/member-areas-3

