



CCPA Board Meeting Minutes

19 February 2024

via Zoom

Board Members present:

- Ed Kashin, Chair
- Thomas Hiura, Vice-Chair
- Lisa Plaxco, Secretary
- Allison Carter
- Debrae Firehawk
- Jaci Guerena
- Linda Dievendorf
- Mike Walker
- Sherry Franzen
- Deb Maher, Executive Director, (non-voting)

Board Members excused: None

Board Members absent: None

Staff and support:

- Steven Berkson – Volunteer tech support and parliamentarian

Other attendees:

- Paul Deering
- Tom Wilt
- Amelia from Coalescence

Welcome and Remarks from Chair – Ed Kashin

7:06 pm

We now have separate sections for Board announcements and Public Comments.

For members of the public, if you want to speak please type HAND in the Chat, so the queue can be followed. If you have no sound you may use the Chat. Otherwise, please no comments in Chat. There's a 3-minute total for public comments. You may use 2 minutes for any subject, and timing will be kept in 30-second increments. A reminder to please be kind and that everyone's time is valuable.

Agenda Review

Q. Jaci Guerena, Board Member – What are the parameters for the Board Member Announcements?

A. ED Kashin, Board Chair – Keep it to announcements, without a lot of discussion. If a specific Board Member has an announcement, such as an event they want to announce, or that they are putting together, or if they need help with something that is CCPA-related. No long discussion about a policy. That would be under an agenda item.

1. Minutes Approval **7:12 pm**

Discussion

Q./Comment: Sherry Franzen, Board Member – I think I need to abstain because I wasn't at the meeting. I watched the meeting. Sandra's minutes looked very accurate.

A. Steve Berkson, Member volunteer parliamentarian – Abstaining is your choice. You are not obligated to abstain. If you watched the meeting you're in a better position than others, because you can speak to whether or not what you read is accurate.

Minutes of Jan 16th 2024 CCPA Board Meeting

APPROVED: With no objection.

2. Board Member Announcements **7:13 pm**

Jaci Guerena, Board Member – This Friday we have a Raise the Roof Bollywood Dance fundraiser.

Thomas Hiura, Board Vice Chair – Arrived at 7:15pm.

3. Public Comments **7:16 pm**

No public comment.

4. Organizational Highlights – Deb Maher, Executive Director **7:16 pm**

Deb reported on the three ongoing projects:

Raise the Roof – We made our goal!

- Thank you to Allison for the Bhangra Dance this Friday. It's going to be a wonderful celebration.
- Anything extra we raise is great because it goes to building maintenance. There is a lot of damage in the ceiling and skylight. Don't know what the bid (for roof) will be, but we are confident that we can negotiate a good bid.

Street Lamp Project – Is getting back on track

- Met with City staff, some standards have changed. We got the checklist, with all the requirements. Money is in the bank.
- Need to get a City permit. Project should go out to bid in March.
- We need to retrieve the street lamps from Bailey Hill Road site and refurbish them.
- These are 5-globe historic lights. They will be placed out front for historic purposes.

Concession Kiosk project

- We have the design, the constructions documents, and materials list. The list of materials has been delivered to Jerry's. Once we get the materials they will be delivered to the UO students who are building the project. It will be modular.
- It will have display space for merch sales, a coat rack, a concession space to sell upstairs goodies, and will have a our logo on the front of the kiosk.
- Goal is to get these three projects done this spring.

Executive Director announcements:

- **Board Retreat this coming Saturday.** The purpose of the retreat is to get aligned as a board and review board responsibilities. How we are working together as a Board.
- **2025 is the 50th Anniversary of the WOW Hall.** It was incorporated in 1975. I describe what we are doing we as buffing up the WOW Hall, taking it back to its pristine condition; thinking of what we are doing this spring as the beginning of the restoration. We will have all the painting and roof finished and Green Room redone. The goal is to move in the direction of taking it back to its wonderful, original state. Hopefully have it all ready by 2025. That would be a wonderful celebration.

Other activities and organizational reports:

- Great news on the show front. February there will be 13 shows. In March there will be 17 shows. Skyeler went to the Pollstar Conference. His attending resulted in more contacts and gave the WOW Hall more visibility with promoters and artists.
- Eugene Weekly fundraiser was very successful. Thanks to Desiree who put it together with 3 bands and an open mic. \$2500 dollars was raised. Eugene Weekly staff gave us a lot of great compliments.
- KEZI 30-second commercial have been playing twice a day for 3 months. Then a more general commercial will play. Hope you all have seen it. Shout out to KEZI.
- Communicating with members: Email blast of all shows was sent out successfully to all members. Thank you to Mike for helping get the first one out. Now Kayla and Skeyeler are working on it. The first blast resulted in \$1200 dollars in ticket sales.
- The emails give our members special insight in what is going on and allow them to buy advanced tickets.
- Printed *WOW Hall Notes* will be discontinued. It is outdated. The WOW Hall Notes will be printed once a year with elections information, candidate statements and reports on our activities.
- As Executive Director I will send out regular electronic updates on what is happening in the organization.

Discussion of why some people have not received the monthly email blast or press release of shows and what is going on at the Hall.

Sherry's question started the discussion. Lisa, Sherry, Mike, Jaci, Debrae and Ed questioned, discussed and commented on the changes in the emails being sent out with information for shows and other activities.

Deb reported that a member database is being considered where every action for volunteers, members and donors would be on one database.

Lisa noted she hasn't received the email blasts (about shows). She's a new member and hasn't changed her email. She gets a lot of emails from Lake as a volunteer. She pointed out that she is not getting these emails that we should be aware that other members might not be getting these new emails. Jaci noted that once the WOW emails switched to HIVE, emails to her were routed to promotional (when using Gmail).

Jaci was not clear whether she is receiving the emails as a board member or a member. Mike clarified that the HIVE email blast goes to every ticket buyer and anyone who wants to subscribe. Everyone should be getting those emails.

Ed said the board members may have been included in receiving the press releases in the past because previously the board was more involved in operations.

Mike and Ed pointed out that Press Releases are in a format design to go to professional and others putting the information into calendars. The HIVE emails are more attractive, have more images, are shorter and to the point and link-driven so a person can get more info and get tickets.

Further discussion revolved around the design and analytics. It was pointed out that many members might not have a computer that can easily access the more modern graphics. It was recommended that a simpler text version of the HIVE blast emails be made available as an option. Mike said there might be ways to offer some alternatives to viewing the emails. Steven offered some advice about simplifying the format for easier reading. Mike said it is meant to be more attractive and make it easy for people to use links to get more information and buy tickets. Deb pointed out that immediately following the first HIVE email blast that went out in January there was \$1200 in ticket sales. It was agreed there will be ongoing work would continue to make sure that members can access the new emails.

2.0 Executive Director Highlights Jan-Feb 2024.pdf, 3 pages

5. Financial Report – Deb Maher, Executive Director

7:42 pm

Deb gave an update on grants and events coming up.

- **Grants:** We are waiting to hear on four grants. We received notice from the Pape Foundation. They would like us to send in a proposal. This is in response to our letter of interest that we sent them. This would hopefully be \$10,000 dollars.
- **Upcoming Board Retreat:** This Saturday Feb 24th at the Midtown Building, the Lane Arts building at 174 E. 16th Avenue, between Pearl and Oak streets. The retreat will go from 12 noon to 4:30pm. Lunch will be ready when Board members come at noon so we can start at 12:30pm.
- **Eugene Business Afterhours:** Thursday March 14th we are hosting the Eugene Business Afterhours. There will be about 150 to 200 businesses in the Hall who are all members of the Eugene Chamber of Commerce. That will give us visibility and more potential sponsors, and connect us more and more to the city.
- **Oregon Cultural Trust Funders Conversations:** Wednesday March 27th we are hosting again the Oregon Cultural Trust Funders Conversations. Last year they came and ten foundations were in the WOW Hall available to meet with nonprofits so that nonprofits could learn what is required to submit proposals and get grant funding from foundations. Last year volunteers and members brought goodies. They really like the goodies. Last year they told us we were their best stop. Please help bring goodies for this year.

Q. Amelia from Coalescence (nonprofit) – For the Funders conference – is that open to any nonprofit?

A. Deb, ED – It is open to all. Invitations go to all Lane County Arts & Culture organizations.

Need continued support from Board members:

Deb reminded board members: I sent you a packet with new brochures in it. Give to friends. Tell them to buy tickets, join as a member, buy merchandize, anything they can do to come to the wow hall.

More financial reporting; status and run-through of the financial report from January and a brief explanation of finances for December and a perspective on the fiscal year to-date

Income report:

- We aren't getting the grants at the rate we wanted. We are halfway through the year, but don't have half the grants projected. If the grants applied for come in, it might be \$40,00 or \$50,000. We are still working on getting more grant money.
- Contributed income is \$110,284, not quite halfway through the fiscal, budget year.
- Earned income of \$302,000 projected was \$511,000. We are doing very well with that. We are more than halfway to the mark with that.
- Our estimated ticket sales was \$330,000 we are at \$181,312; more than halfway there. Our basement concession is doing very well. Upstairs concessions previously we asked for only \$25 a month, now we are at \$8,000 for upstairs concessions (for the year so far). Merchandise sales are going up. We have a good inventory.
- **Raise the Roof: We got a wonderful call from a donor out of the blue asking how much do we need to close the gap. He sent us check.** I got it last week. This new donation doesn't show up yet in the financial reports. Will show up next month.

Expenditures report:

- The three buckets are Operating expense, Payroll and Production. Operating expenses we are under spending a bit. A big expense was insurance, but it was a one-time expense. Payroll is a little steep, but is driven by the number of shows. We are working hard to minimize and reduce hours.
- We are at the halfway mark. We will continue to try to reduce the deficit spending.
- More grants are being applied for. We are doing more shows. We are doing everything we can. Our priority has been to invest in the building.
- Assets right now: The capital money is there; we have triggered it all (for Raise the Roof). We got the \$50,000, which triggered the \$20,000 from the anonymous donor, and we have the other \$30,966 coming from the Oregon Cultural Trust. You don't see all that because this is a financial statement from January but you will see it in the next statement.
- The production numbers: We had a big jump in July. January had 7 shows. Our total attendance rate is good and the revenue generated here at the halfway point in the budget year is good. As of January we have had 55 shows. In 2023 we had 55 shows.

In the previous year we had more attendance and less money. Now we have less attendance and more money.

- The earned income is about 67% of our budget and about 33% of our budget is contributed income. In terms of nonprofits this is good. We have a lot more income streams than typical nonprofits have. We have increasing visibility in the community and with donors. We have got the momentum.

Comment: Jaci Guerena, Board Member – I want to acknowledge that years before we had the Raise the Roof fundraising officially going Tom Wilt started raising funds to replace the roof, long before we were all focused on it. If you are listening – thank you.

Deborah Maher, ED – Yes, we have to have a celebration dance with Tom on Friday (at the Banghra Bollywood Raise the Roof fundraiser). Tom’s money is very much part of what I was reporting on. Thank you Tom. You primed the pump.

Comment: Lisa Plaxco, Board Secretary – It is wonderful that the actuals are so closely aligned with budgetary expectation. That is a testament to how carefully those were put together.

Ed and Deb agreed the Budget Committee is incredible. Deb thanked Linda for her help on the budget.

Jaci Guerena, Board Member – I would like to see a list of donors who do not wish to remain anonymous, for the Raise the Roof campaign. I don’t know how we are going to acknowledge them.

Deborah Maher, ED – I will see how they want to be acknowledged. It’s about being respectful to them.

For additional detail see:

CCPA BUDGET to ACTUAL_thru 31Jan2024.pdf, one page

CCPA-Assets-thru-31Jan2024.pdf, one page

CCPA Production thru 31Jan2024.pdf, one page

6. Internal Affairs Committee Report – Linda Dievendorf, Chair 7:53 pm

Linda reported on progress with the maple logs and wood, and an update on the Policy and Retention Work Group:

Maple wood report: The remaining maple log at the Hall will be removed soon. Thank you Ed. We are working on transportation and storage possibilities for the milled maple slabs that were processed at Zack’s family’s mill up the river. Sherry recently heard from Zack about payment for transporting the logs. I’ll be processing that this week. David, Mike, Ed and myself are sharing that \$375 dollar cost. We welcome any other contributions for the transport. Thank you to Sherry for moving this along and connecting us with Zach. Our dream is to install the maple slabs as counters in the building at various places.

The Policies & Retention Work Group, referred to as Past Action Compendium in previous agendas as an ongoing project started by Sandra and myself to identify and organize board policies and standardize procedures. Ed, Lisa and Debra are joining the Work Group and we plan to meet soon.

Ed Kashin, Board Chair – I'll just say that having had upfront experience with this – finding documents in the past has been a nightmare and the work that is going will help us quite a bit. We won't be going on blind about past decisions from previous boards and things like that.

Linda Dievendorf, Board Treasurer – That's the plan. We are in motion already so hopefully we will just build on that.

If anyone is interested in working on internal affairs projects please contact
Linda at: internal.affairs@wowhall.org

7. Governance Committee Report – Thomas Hiura, Vice-Chair 7:56 pm

Thomas reported on the upcoming Board retreat.

We will be having an amazing board retreat and workshop this Saturday noon to 4:30 at the Midtown Building, the Lane Arts conference place. Deb and I talked about the structure of it. We're going to be talking about things like increased board cohesion. There will be a board assessment report, and we'll talk about a list of 10 board responsibilities. Board members will be asked to self-evaluate and talk how to work together and acknowledging our accomplishments.

If anyone is interested in working on governance issue please contact

Thomas at: governance@wowhall.org

8. External Affairs Committee Report – Co-Chairs Allison & Lisa 7:58 pm

Lisa reported on ongoing fundraising and the work group on The Notes.

Since we now know internally that we have met our goal for Raise the Roof it's important to note that we are reframing this continuing fundraiser under a broader mandate to preserve and refurbish the Hall. Other projects fall under that now.

The Notes discussion.

Lisa reported that a work group was brought together by Deb to discuss it. Something positive that came out of that is that a variety of ideas had been developed in advance to seed the discussion. Initially the idea was framed as The Notes being discontinued.

There were comments brought up as to the idea of having less frequent printing, and eventually the idea of having an annual publication was landed on. So, this hybrid grew up during this discussion. That is a signal to me that it was a worthwhile discussion. The solution was not brought to the work group fully baked, but there was opportunity for others to bring ideas and this hybrid solution came out of those discussions.

The step after that was seeking community members. Deb sent out an email blast on that, to welcome people to this coming Thursday afternoon's discussion. To be clear, the fact is, an operational decision has been made to discontinue the every other month Notes printed publication and mailing. Beyond just publicizing this decision it is

important, from a transition management perspective, to make our members not only feel involved but to actually take feedback from them. Let them know this is the model we are committed to and we know that we learn and grow. If after we have gone through a cycle and we release that annual publication and if there are ideas to revise that then we have the ability to change the frequency of that. Right now we have committed to once a year.

What are the value added bits of information that members have gotten, other stakeholder, volunteers, other members of the public – there are other people as well who have always received WOW Notes. Sherry shared with me that it was broadly disseminated and there are people we might miss, who are used to receiving that. We have to be aware there is a whole list of stakeholders.

How do we enhance what members are getting? How do we enhance the publicity that we get? That's where it is beneficial through the digital media to keep price, dates and changes up-to-date and allow people to click thru and immediately buy tickets.

I want to frame the Thursday discussion as listening to any thoughts and concerns and that we are going to hold them close, and we will take them into account after we have tested the model that has already been decided on.

Comments and discussion about the new communications changes & The Notes:

Deborah Maher, ED – Whenever you do change it's sometimes hard for people to adjust to it. The Notes are very expensive to produce; for all the printing, graphics work and staff time. It costs something like \$13,000 a year and it's not timely. It doesn't reach a wide audience. We get 2,000 copies printed each time we do it. For all those reasons it doesn't make sense to continue monthly. But we are still going to do at least one annually with member information in it.

Allison Carter, Board Member – The Notes are beloved but it's time to look at something else. I'd like to see some analytics at the end of a year; how much was saved and including the click analytics – what kind of response we are getting, once people are used to getting them in their inbox. I do think that an annual model is maybe an opportunity for people to give again – an opportunity for a donation push. I think it's important we hear people's concerns, address those and move forward.

Ed Kashin, Board President – Deb provided a cost breakdown and an analysis of the first month of the online Notes and the printed Notes. The nice thing about the online, if anything changes there is an immediate way to contact anyone – ticket holders or anyone, such as if a class is starting up or not happening that week. The change can be made known immediately. That's impossible to do in print.

Deborah Maher, ED – The first digital email notice went out In January. Within about 3 days we had \$1200 dollars in ticket sales. It could be documented with the clicks. We have no way of documenting actions from people receiving the printed Notes.

Mike Walker, Board member – If you can afford it... send personal messages, print and all sorts of things that warm the relationship. It needs to fit our fiscal reality. The sense I get of the meeting that is coming up is to let people know we want to transform The Notes to something that is affordable but that doesn't represent loss to our community connection. And, we want to hear how that community connection has been enforced to people through the printed version so we can consider other measures. We don't know what all those things are. It will be empowering to hear from some other voices. We need to hear from people on our communications as we go forward. There is more trackability now. But that doesn't replace the human relationship we have with people.

Lisa Plaxco, Board Secretary – I want to correct something around a comment made earlier around the model Deb presented, we expect to be spending a little bit more on digital outreach than we were on The Notes, but it will be better spent. So it's not an actual cost savings. It's redirection and enhanced connection.

Jaci Guerena, Board Member – The Notes wasn't just about publicity. One of the benefits of membership was having The Notes delivered to your house. We should all be thinking about what are the benefits of membership that we can entice people with.

Steven Berkson, tech volunteer & member – Keep in mind - many people's email prevents you from knowing, or counting it, when they look at the email. If they don't download pictures or anything you may not know they read it. When you see results saying a percentage of people read an email, keep in mind it's at least that many.

Sherry Franzen, Board Member – When I got the last HIVE email forwarded from someone, the graphic didn't show up. Be sure to use plain text, in addition if possible.

Mike Walker, Board Member – There are option for emails sent that can use an alternative version, some will auto-detect and provide a plain text version for people to see. That could be integrated with the current tool. We will look into it.

To get involved with fundraising, social media or marketing contact Allison or Lisa:
external.affairs@wowhall.org

Next Board meeting is:

Mon Mar 18th 2024 at 7:00 pm via Zoom

Board meetings take place on the 3rd Monday of the month, unless Monday is a holiday

Adjourn

8:17 pm

Ed Kashin, Board Chair adjourned the meeting.

SUMMARY of ACTION:

Minutes of January 16, 2023 CCPA Board Meeting APPROVED

WOW CCPA Brd Mtng MINUTES – CORRECTED

February 16, 2024

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