



CCPA Board Meeting Minutes

18 March 2024

via Zoom

Board Members present:

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

Board Members excused: None

Board Members absent: None

Staff and support:

- Sandra Bishop – contract scribe

Other Participants: None

Welcome and Remarks from Chair – Ed Kashin

7:03 pm

We all know the protocol for speaking. No members of public are present.

Agenda Review

No changes.

1. Minutes Approval

7:04 pm

Minutes of Feb 19th 2024 CCPA Board Meeting

APPROVED: Unanimously.

2. Board Member Announcements

7:05 pm

Sherry Franzen, Board Member – I've been trying to get email message from HIVE.

Don't yet get these emails.

Discussion on HIVE email:

Deb reported that the membership list being used for HIVE has been cleaned up.

Problems with people not receiving HIVE emails may be on the receiver end; might be getting caught in spam or somehow filtered out of people's email. Deb and staff will work with Sherry or any other board member having trouble getting these emails.

Staff is working on setting up a button on the website to sign up for messages from HIVE.

In the print edition of WOW Hall Notes there will be notification for people to

send in their email if they are not receiving the emails or use membership@wowhall.org

Q. Sherry Franzen, Board Member – Will date for the board election meeting be discussed tonight?

A. Ed Kashin, Board Chair – Not tonight. We will discuss it at the Governance Committee level when we have more information from the next election. Since we updated the bylaws we have not gone thru a complete cycle with dates (timeline) that we laid out. Changes were approved in 2022. After the election (this year) we will have gone thru a full cycle, 2 elections. We have written into the bylaws that the Board has authority to set a date for the election. My suggestion is to have the election this year when we usually have had it, then discuss if we want to change that for next year. We decoupled the election from the fiscal year and we don't have 7 hours meetings, where people needed to wait until the end of the meeting to vote. We have streamlined the voting process. We can see what works, what doesn't work and make any changes later if needed.

Comment: Jaci Guarena, Board Member – One thing I like about Ed's idea is to see how it works out with annual publication of the Notes. If the Membership party and the Election are close together that might dovetail nicely with the one issue of the Notes.

3. Public Comments

7:18 pm

Sandra Bishop, Member of the Public – Said how impressed she was with hearing Skyeler speak to the Board at the January meeting. Wonderful to hear how eloquent he was in speaking and how passion he is in his work with artists and booking. The WOW Hall has come to a professional level we haven't had before, at least in the past several years. Great that Deb had a staff person come and speak directly to the Board.

4. Organizational Highlights – Deb Maher, Executive Director

7:19 pm

Deb echoed what was said about good staff. She plans to have more presentations and insights from staff directly to the Board. Deb said she encourages any staff to come to Board meetings, as the meetings are open to all. Deb continue with updates:

- In March we have a total of 20 shows. April so far 15 shows are on & 3 offers out.

There are four staff changes underway:

- **Booking Assistant** – Skyeler is bringing on a Booking Assistant. He is spending too much time doing administrative details. We have hired Faiire Platt.
- **IT specialist** – Our IT person Henry Weber has taken a position in Portland. We have hired Anne Elise Moss. She has been a volunteer. She has a lot of digital experience.
- **Volunteer Coordinator** – Lake Taylor is leaving for other opportunities. We are in the process of interviewing to find a new Volunteer Coordinator to start in late April. Lake has done a great job increasing the recruitment of volunteers and maintaining a high level of engagement with her support and appreciation activities. Lake has done a great job increasing the recruitment of volunteers and maintaining a high level of engagement with her support and appreciation activities. She will be leaving on April 2nd and will be missed. To date, we have received 26 applications for the Volunteer Coordinator position and interviews will be conducted on April 4th.

- **Marketing Coordinator** – Kayla Krueger has served as our Marketing Coordinator this past year and will graduate from the U of O this Spring. She will be moving on to other opportunities having gained valuable skills and experience at the WOW Hall. She has helped to take our social media and digital communications to a whole new level. Her work will serve as a springboard for our next Marketing Coordinator. To date, we have received 22 applications and interviews will be conducted on April 9th.

Comments from Board members and Deb about staff changes:

Ed Kashin, Board Chair – Having that many applications for jobs is a wonderful change from a couple years ago, when we couldn't get applicants. We would get only one or two, or none, for a position. This is an incredible turnaround.

Lisa Plaxco, Board Secretary – I've worked with Anne Elise. She's a gem.

Deb Maher, ED – We have really increased the momentum, presence and credibility at the WOW Hall. I don't have the same perspective on history that you Board members, have with the Hall. I'm grateful for any perspective you have from that history.

Spring Project Updates:

Raise the Roof

- We have successfully raised the funds to meet our goal and this will allow us to go out for bids. We are working with a volunteer architect who is helping us through the permitting process with the City. Specs are being drawn up and we are evaluating different roofing systems.
- The roofing company, who sponsored our ad on KEZI, Ironhead Roofing will be invited to bid on the project. We will also seek bids from other qualified contractors depending on the roofing system.
- Eric Herz, our Facilities Manager has prepared detailed information on the current condition of our roof including photos, measurements, and samples of the current construction to inform the completion of the specs. We will continue to do due diligence to ensure that we find a quality contractor.

Street Light Project

- We need to have a notarized legal document for the city, saying we will protect city property when we put a private improvement on public space. This is in preparation for putting it out to bid. We hope to have it done in the spring and summer.

Concession Kiosk project

- Jerry's gave us a \$500 gift certificate. I met the students there and we shopped for all the materials that are needed.
- The materials are now at the woodshop at the University of Oregon. It will be modular and built there over 5 or 6 weeks, to hopefully be installed by May.

Membership Communications Update:

- We are continuing to improve our digital communication with members. Our new system called HIVE is a platform that enables us to communicate advanced show information directly to our members. Members receive show information directly in their inboxes and can buy tickets. We are committed to making sure all member

emails are entered into our system and will be sending out letters to all members requesting that they provide email addresses to membership@wowhall.org.

- Members will receive a monthly email update from Deb, as Executive Director, as has appeared in the printed Notes. It will include staff highlights.
- Anyone that is a member will also get a full list of shows for that month and next.
- Members will be able to vote for the board and be part of the Membership Meeting, and invited to the Membership Party.

Thomas Hiura, Board Vice-Chair – For updates or features on staff I would take photos.
Deb Maher, ED – Thank you. More human-interest stories are good.

Upcoming Event:

The Oregon Cultural Trust is bringing the Funders Conversations event to the WOW Hall on March 27th for the second year in a row. Announcements have been sent to about 150 nonprofit arts and cultural organizations in Lane County with bundt cakes being donated by Nothing Bundt cakes.

Q. Ed Kashin, Board Chair – Is it invite only, or can other nonprofits come?

A. Deb Maher, ED – The event is open to the public, but the focus is on nonprofits engaged in arts and cultural activities. Ten foundations and four service providers will be available to participants who will have the opportunity to learn about funding and resources to support their organizations.

Q. Jaci Guereña, Board Member – I see in the written highlights we are participating in National Dance Week. How are we participating?

A. Deb Maher, ED – We are tabling at the Farmer’s Pavilion. We can show merchandise and have our brochures. It’s a visibility thing as well, and to recruit volunteers.

Special Events

Our dance events such as Andele were successful in bringing more people to the WOW Hall who may not have been there before. These events have not generated revenue, but they did generate lots of community goodwill. We want to do more of these events and will need help putting them on. These kinds of projects require dedicated focus and financial support. Higher ticket prices will prevent many people from attending so we will need to re-evaluate how we can put on these kinds of events.

Board members, Debrae and Thomas expressed an interest in helping to make these kinds of events happen, Deb will follow up.

Executive Director Highlights Feb-Mar 2024.pdf, 3 pages

5. Financial Report – Deb Maher, Executive Director Summary

7:41 pm

We are gaining momentum. We are producing more shows and generating more income, which also creates higher expenses. Our earned income and our expenses are

tracking or exceeding our FY 23-24 budget estimates, which is good news. We are lagging in our overall contributed income, primarily in grants. We are working on closing this gap with more grant applications and are hopeful that as our earned income increases our need for grants will decrease.

The financial report separates grants for our general operations and Raise the Roof funding. The total grants received to date for general operations is \$86,393 and total grants toward Raise the Roof totaled \$60,966 (as of Feb 29, 2024)

Budget Items

- *Contributed Income (grants, donations, memberships)*
Budget: \$284,900; total to date \$111,863
We are falling short on contributed income but hope to come closer to reaching our goal by the end of the fiscal year.
- *Earned Income*
Budget; \$511,020; total to date; \$375,188.
We expect to exceed the total estimate, if we continue at the current pace.
- *Total Income (earned income + contributed income)*
Budget: \$795,920; total to date; \$487,051.
We believe that we will hit the target, again as this pace continues
- *Total Operating Expenses*
Budget: \$184,700; to date \$104,228
The cost of operations is higher, primarily due to the increase in the number of shows.
- *Total Payroll Expenses*
Budget: \$450,000; to date, \$291,113
We are working to keep payroll costs down, as a rule, they should not be more than ½ of the revenue generated. For the month of February, payroll was one 1/3rd of revenue.
- *Total Production Expenses*
Budget: \$247,000; to date, \$175,472
The costs are higher because we are producing more shows.

The bottom line: For the month of February, our net income was \$73,076, which is being used to finance operations and generate more income. Our goal is to eliminate a projected deficit and if things continue as hoped we may attain that goal.

Lisa Plaxco prepared a more detailed spreadsheet to further explain the distinction between our funding for general operations and the Raise the Roof funding and

concurred with the accuracy of the financial report. Her explanation to other board members provided additional useful detail.

Report on Assets

The total amount of cash on hand for all accounts is now \$308,332. These funds are divided into several accounts:

Our working funds:	\$41,330
Streetlamp	51,912
Capital (Roof Campaign)	101,414
Short-Term Investments	<u>113,676</u>
Total	\$308,332

Report on Production

We had the highest attendance yet in the month of February and this is with fewer shows. Thanks to Mike Walker who has done a fantastic job in increasing our level of sophistication in marketing our shows. We discovered that when the HIVE notice was sent out, we received over \$1,200 in ticket sales within a couple of days. Our net income was \$25,588! This figure includes all income generated from productions and rentals.

For additional detail see:

CCPA BUDGET to ACTUAL_thru 29Feb2024.pdf, one page

CCPA-Assets-thru-29Feb2024.pdf, one page

CCPA Production thru 29Feb2024.pdf, one page

6. Internal Affairs Committee Report – Linda Dievendorf, Chair 8:08 pm

Linda reported on work groups:

- **Sponsorship Work Group** has been going for a while. Originally it was Jaci, Carol Goerger, Melissa Swan and myself. Deb has been included recently. We are going to meet in-person at the WOW Hall next week. It will be exciting to have an in-person meeting. Linda explained what the group has done and will send out a Google doc with details to the Board:
- The Sponsorship Work Group has generated ideas and a plan and framework for sponsorships. We have defined sponsorship levels, and how we celebrate, honor and publicize sponsors.
- We research other nonprofits and how they manage and promote their donors and sponsors. And we talked about a brochure specifically to attract sponsors.
- **Records and Policy meeting** didn't happen. We will schedule that again.

Q. Debrae Firehawk, Board Member - Is there something we need to do to move forward on the Green Room?

A. Linda Dievendorf, Board Treasurer – What we've done is prepare input and ideas. That has been given to Deb. It's an operations decision to work on improving the Green Room. There might be some money left over from Raise the Roof, if that's accurate. I think we've done a lot of good research on that too.

A. Deb Maher, ED – The Green Room really does need to be addressed. I totally second Debrae on that. We are in phase one; taking care of the building. The roof is number one. And the street lamps have been languishing. These are two very visible things. The 50th anniversary of the Community Center for the Performing Arts is coming up in 2025. I would love to think of this as a complete restoration effort and this being phase one. If we can get the roof, street lights and the kiosk done that sets in motion the whole idea of making it more pristine and getting it to as beautiful as it was in the past. It's an ongoing effort. For sure the Green Room; I couldn't agree more.

Ed Kashin, Board Chair – There's a backlog of historic restoration that needs to happen. Maybe before next year we can get a lot more done. I agree, the Green Room.

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 8:12 pm

Thomas reported on next steps after the recent Board retreat and remarked:

If Dave Hughes were still here he would say – Don't make the Green Room green.

- **Strategic goals:** You may remember from the retreat that I said I would be assembling some Governance Committee work group materials on our strategic goals. We were looking at our mission and goals. Good to have Deb remind us it is 50 years of CCPA next year. If we start this now we might finalize it next year.
- If you are interested in being part of that process to do the mission statement and goals let me know. Debrae has reached out and let me know she is interested in being part of that. If anyone else is interested in being part of that discussion for some important work, let me know.
- Deb clarified that strategic goals are high level that set in motion what operations are. Strategic goals are tied with our mission, which means if you are coming up with a strategic goal there should be thoughtfulness that it aligns with the mission.

Thomas concluded by thanking Deb and acknowledging her wisdom, and that she will help the board make such strategic goals developed will be in good alignment, and noted the Board will be deliberate in doing that.

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 8:15 pm

Lisa reported on the External Affairs Committee meeting on Feb 22rd:

- We explored some of the change in the Notes. A summary was sent out on Feb 28th. There were four action items:
 - Mapping out all communications that go out from the Hall. This is being put together by Deb and staff with Mike's help.
 - Looking at timing of Board elections. Governance Committee will do this.
 - Look into what member benefits are valued.
 - Design ideas about the annual publication in the hybrid approach to communications.

- There is an opportunity to do the exploration for member benefits. Since we have a labeling event on March 29th (to mail the printed WOW Hall Notes) we will touch bases with people who show up there to ask and what about that interaction do they value; volunteer hours, connection to the community, whatever. To find out what they like about that and is there something we can do to substitute for that since we won't be having this gathering every other month.
- The design of the annual publication; we will wait until the summer to work on that.

Allison Carter, Board Member – Nice that everyone came out last month (for the Bhangra & Bollywood fundraiser). We had already raised our funds for the roof, but it was good to get together to support that. I'm glad we got to our goal so quickly. Skyeler has arranged to have them come back and bring their Halloween event. Also a lot of Indians in the community came together and met each other for the first time. I'm glad to welcome that to the hall. Several board members remarked on the success and fun of the event.

Q. Mike Walker, Board Member – I don't want to talk about the topics about messaging for members. I don't want to explore it or try to create solutions or problems, but I have a process question. It seems like an operations thing. Staff is doing a lot (to address this) and it may not be at the Board level. My question is whether External Affairs plays a role in any way – overseeing it, or using the Board as a focus group? Is this potentially a sub-committee or work group action? It feels a little informal at the Board level, and it keeps coming up in our emails. And it came up hard in the beginning of this meeting. Does there need to be a systematic thing in place that walks these items along in conjunction with operations?

A. Lisa Plaxco, Board Secretary – I think we should only explore that (as a Board) if Deb asks us to. Otherwise we can trust that will happen at the staff level. The Board is eager and willing to be a beta test, but I don't think it is our role. We are offering if needed.

Mike Walker, Board Member – Thank you. That answers to my satisfaction. I wanted to bring that clarity to the board.

Deb Maher, ED – Thank you Lisa. I reach out (to the Board) when there is a need. About 300 on our mailing list do not have an email address. We are remedying that and continue to add to the member database. It ties into the election. We are doing everything we can internally, but if the Board has any ideas that we haven't thought of please let us know.

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

Next Board meeting is:

Mon April 15th 2024 at 7:00 pm via Zoom

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

Adjourn

8:26 pm

Ed Kashin, Board Chair adjourned the meeting.

SUMMARY of ACTION:

Minutes of February 19, 2023 CCPA Board Meeting **APPROVED**

Deb and staff will continue working with Sherry and any other board members who are having trouble getting HIVE emails.

Thomas Hiura offered to take photos for staff profiles and human-interest stories to be featured for online publication.

Debrae and Thomas volunteered to help re-energize Latin dance events, such as Andale.