



The Community Center for the Performing Arts

Strategic Plan Consultation

**PPPM 426/526 – Strategic Planning and Management
University of Oregon**

TABLE OF CONTENTS

Executive Summary	3
Introduction	3
Organizational Review	4
Methods	5
Site Visit	5
Documentation Review	5
SWOT Interview Process	6
Research	6
SWOT Interview Process Summary	7
Strengths	7
Weaknesses	7
Opportunities	8
Threats	8
SWOT Interview Process Analysis	9
Strategic Issues Identified	9-15
The Strategic Plan	16
Goal 1: Expand the scope of programming	17-18
Goal 2: Strengthen board governance	19
Goal 3: Increase board member term limits	20
Appendices	21
Appendix A: Memorandum of Understanding	21-22
Appendix B: Detailed SWOT Interview	23-39
Process Summary	
Appendix C: WOW Hall Property Information	40-41
Report - City of Eugene (11/28/2014)	

EXECUTIVE SUMMARY

The Community Center for the Performing Arts is a unique and successful community center in Eugene, OR. The organization is based out of the historic Woodmen of the World (W.O.W) Hall.

Our team of University of Oregon students received a site visit, reviewed relevant documentation, completed SWOT analysis interviews and conducted research. These methods were used to aid in the identification of strategic issues and the development a strategic plan. We conclude that by **expanding the scope of programming, strengthening board governance and increasing board member term limits**, the CCPA will be a more effective and successful organization for many years to come. We encourage the organization to change and adapt this strategic plan to better suit their needs and capabilities.

INTRODUCTION

The authors of this report were enrolled in “Strategic Planning & Management” (PPPM 426/526 – Fall 2014) at the University of Oregon. As per the syllabus of the course:

“This class focuses on the theory and practice of strategic planning and strategic management in education, and public sector and non-profit agencies. The course will cover various approaches to designing and conducting strategic planning processes, including specific techniques for conducting environmental scans, SWOT analyses, strategic issue identification, and strategy formulation.”

The instructor, Bob Choquette, recruited eight local nonprofits to participate. Representatives from each of these organizations signed a Memorandum of Understanding (Appendix A) and gave short presentations to the class on October 1, 2014. Afterwards, individual students were partnered with particular organizations based on preference.

ORGANIZATIONAL REVIEW

The History of WOW Hall is a very important part of the identity of the CCPA. The members of the staff and many of the people that were talked to for this project are intimately familiar with the history of the CCPA and WOW Hall and are proud that they are part of it. The history of the hall is present throughout it and information about this history is given out first-hand in many instances. The actual building itself has been on the National Historic Register since 1996 and the property on which WOW Hall now sits is among the longest continually used pieces of property in Eugene for community use. The property that WOW Hall sits on was first developed as a small church that was replaced by the larger First Presbyterian Church in 1883. Woodsmen of the World (where we get the WOW in the Hall) purchased the property in 1906. The present building now known as WOW Hall was constructed in 1932 with much of the work provided by volunteers.

The Community Center for the Performing Arts (CCPA) is the 501(c) 3 nonprofit that now operates in WOW Hall. The CCPA purchased the hall in 1975 with great help from the community. The terms of the sale were short and CCPA needed to raise a great deal of money in a short time. The CCPA was able to raise over \$10,000 (over \$44,000 in 2014) in under 13 days through participation of local volunteers and a non-stop five-day and night music festival. This was the money they needed to be able to put the down payment on the hall. Many improvements have been made to the hall over the years but the original charter of the CCPA has mandated that to the greatest extent the building will remain as close to the original design as possible on the inside and outside. WOW Hall literature states that the hall is “one of the few historic buildings in the Eugene area that is primarily intact on its interior as well as its exterior.”

Volunteers have always been in the forefront of CCPA operations. With over 400 volunteers, half of which are from the ages of 14-21, the CCPA provides a volunteer program that gets youth involved early and teaches them many aspects of performing arts. This includes hands-on training and educational workshops.

According to the CCPA mission statement, the organization is dedicated to:

- Providing cultural arts and educational opportunities for all ages and income levels
- Preserving and operating the historic Woodmen of the World Hall as a multipurpose community arts center
- Maintaining a supportive environment for local artists and their creative efforts

METHODS

SITE VISIT

We began our project by receiving a tour of WOW Hall on October 10th, 2014. We were shown around the entire premises and learned a great deal about the building itself. The tour was peppered with historical anecdotes, most of which do not appear on any literature. This made our tour more enjoyable and interesting. At the end of our visit we received a number of documents that we studied and referenced throughout the course of our project.

DOCUMENTATION REVIEW

The CCPA provided our group with documents related to the organization during the initial site visit described above and additional documents were obtained over the course of our research. This reference material was studied in order to better understand the history, mission and organizational structure of the CCPA. Documents were also procured and investigated in order to substantiate potential strategic issues as identified by the SWOT Analysis (discussed below). All reference material has been made available in the appendix section of this report.

The following documentation was examined:

- Articles of Incorporation
- Bylaws
- A History of the Woodmen of the World Hall and the Community Center for the Performing Arts
- Annual Membership Meeting 2014
- General Brochure
- Grant Proposal - Chambers Family Foundation
- Historic Streetlamp Restoration Project Brochure
- Management Consultation Report 1991
- Sponsorship Program - Steps and Talking Points
- Sponsorship/Donation Brochure
- National Register of Historic Places Registration Form
- WOW Hall Property Information Report – City of Eugene
- Chapter 9 - Land Use – City of Eugene

SWOT INTERVIEW PROCESS

SWOT is an acronym that stands for strengths, weaknesses, opportunities, and threats. As outlined in the Memorandum of Understanding (Appendix A), CCPA provided our group with, “a list of organizational stakeholders that represents a variety of interests (e.g. staff, board members, donors, clients, etc.). The list that we were given contained 36 individuals. We sent multiple emails, made phone calls and asked the board to send people our way. We made ourselves available for approximately 2 months and genuinely put forth our best effort to speak with all individuals on the list that were interested in speaking with us. Ultimately, we were able to speak to 19 individuals, either in person or over the phone.

Prior to each interview, a short explanation of the SWOT analysis was given and individuals were informed that their responses would be kept confidential and would only be presented in summary form. The questions were intentionally broad as opposed to targeted. This ensured that we, the interviewers, did not bias or direct the interviewee responses. The open nature of the questions allowed individuals to respond freely and as they saw fit. Interview participants were asked the following four questions in order:

- What do you think are the strengths of the CCPA (what it does well, from your perspective)?
- What do you think are the weaknesses of the CCPA (areas where it could improve)?
- What do you see as opportunities for the CCPA (something you see coming that they can and should capitalize on)?
- What do you see as threats to the CCPA (something you see coming that they should prepare for)?

RESEARCH

The purpose of this project was ultimately to identify strategic issues within the organization and then subsequently develop a strategic plan based on our findings. In support of this, CCPA was asked by our instructor to provide our group with research topics that might inform and guide our efforts.

The CCPA identified the following three research topics:

1. What can we do that will increase staff/board cooperation?
2. What can we do that will increase income?
3. What can we do that will better serve the community?

SWOT INTERVIEW PROCESS SUMMARY

The responses from all 19 interviews were amalgamated according to question, grouped based on similarity and then quantified. The outcome of this process left us with four separate documents (one for each of the four questions). The categories within each document were organized in descending order (most to least response comments).

We found that in nearly every instance those who we interviewed were candid and forthright with their responses. While the interviews were only scheduled for 15-30 minutes each, most interviews lasted longer in order to make sure that participants had a chance to say everything they wanted to say.

STRENGTHS

1. All Ages Aspect (11 comments)
2. Community And Cultural Aspect (10 comments)
3. Nonprofit And Historic Building Status (8)
4. History (8)
5. Organization Structure (5)
6. Volunteers (6)
7. People (6)
8. Qualities Of The Building/Space Itself (4)
9. Accessibility/Diversity/Cultural (4)
10. Event/Class Offerings (3)
11. Opportunities For Individuals (3)
12. Money/Budget Related (3)

WEAKNESSES

1. Staff Related (21)
2. Organization Leadership/Administration/Direction (15)
3. Infighting (8)
4. Structure/Documented Procedures (8)
5. Programming (7)
6. Reputation/Image/Publicity (7)
7. Fundraising/Funding (6)
8. Management Committee (5)
9. Non-Profit Status (Comprehension/Mission) (4)
10. Hall Accessibility (4)
11. Staff Pay (3)
12. Board Related (3)
13. Slowness/Timeliness (3)
14. Lack Of Accountability (2)
15. Beer Related (2)

16. Finding Support (1)
17. Building Infrastructure (1)
18. Building Maintenance (1)
19. Nothing Wrong (1)

OPPORTUNITIES

1. Community Inclusion/Participation/Awareness (12)
2. Ideas For Programming/Events/Classes (10)
3. Diversify Programming/Events/Classes (9)
4. Educational (6)
5. Reputation (6)
6. Organization As A Whole (5)
7. Management/Administration (4)
8. Staff (4)
9. Hall Usage (4)
10. Other/Miscellaneous (4)
11. Clarification/Structure (3)
12. Accountability (2)
13. Mission Statement (2)
14. Advertising (2)
15. Fundraising (2)
16. Board (1)
17. Building (1)
18. Serving Beer (1)

THREATS

1. 501(c)3 Status/Not Honoring Mission/Losing Statuses (11)
2. Staff/Board/Management (8)
3. Current Organizational Structure (7)
4. Funding (6)
5. Reputation/Image (5)
6. Resistance To Change (4)
7. IRS Audit (3)
8. Building Infrastructure (3)
9. Development (2)
10. Disorganization/Lack Of Documented Processes (2)
11. Board/Volunteer Retention And Alienation (2)
12. Serving Beer Upstairs (2)
13. Not Serving Beer Upstairs (2)
14. Venue Competition (2)
15. Changing Of Community Officials (1)
16. Membership (1)
17. Technology (1)
18. Identity (1)

SWOT INTERVIEW ANALYSIS

The SWOT interviews were invaluable to our understanding of the organization in its current state. The responses that we received helped direct our research and investigative efforts. We analyzed the results of our SWOT interviews with an eye towards noticing trends and similar sentiments. We encourage all stakeholders to examine the Detailed SWOT Interview Process Summary (Appendix B) that is located at the end of this report. It contains all of the specific remarks that we analyzed.

STRATEGIC ISSUES IDENTIFIED

CCPA as an organization is facing many strategic issues that are all interconnected. Researching, substantiating and discussing every strategic issue would be an improbable objective for this project due to time limitations. Therefore, we only focused on the most pressing of issues.

- 1) Losing 501(c)3 nonprofit and legal nonconforming structure statuses
- 2) Restoring Board Governance
- 3) Increase Board Term Limits

1) Losing 501(c)3 nonprofit and legal nonconforming structure statuses

Our SWOT interviews yielded many comments pertaining to the mission statement and nonprofit status of the organization. As it is currently being operated, we feel the CCPA might be at risk of losing the statuses that allow it to exist. This is without a doubt the most important strategic issue that we identified. The statuses in question are 501c (3) and legal nonconforming structure. These two statuses are interconnected and the loss of one might threaten the other.

501(c)3 Nonprofit Status

The following relevant comments were made during our SWOT interviews:

- Mission statement not being honored
- Not running like a community center for the public
- A change in the mission would necessitate a change everywhere else
- Not providing education - may threaten the 501(c)3 status

- People not stepping up to the importance of the organization as a whole
- Losing 501(c)3 status because of sole focus on having shows and not enough focus on education
- Losing grandfathered status of building due to not functioning as a community center
- People thinking WOW Hall will make money
- Lack of understanding of the nature of 501(c)3 status
- Not providing paper trail to any decisions made in interpretation to the bylaws of the organization

There seems to be some sort of disconnect from and lack of focus on the nonprofit nature of the organization. While conducting our SWOT interviews, it was mentioned that there has been debate by some within the organization as to whether they should operate as a nonprofit or a business. Furthermore, while everyone in the community knows that WOW Hall exists and is a great live music venue, it appears that far fewer in the community know that behind the operations of WOW Hall is the nonprofit CCPA. Fewer still know what is outlined in the Articles of Incorporation, bylaws and mission statement.

Any discussions of the WOW Hall being operated as a business are counterproductive because apart from being illegal, the Articles of Incorporation specifically say,

“All property of this non-profit corporation, whether presently owned or hereafter acquired, and wheresoever situate, is hereby irrevocably dedicated only to charitable purposes and for the operation of one or more community centers for the performing arts, and upon liquidation, dissolution or abandonment of this corporation, none of the property shall inure to the benefit of any individual or private person, but all such property shall be distributed to a fund, foundation or other corporation organized and operated for charitable purposes, or for operating one or more community centers for the performing arts, as aforesaid, and whose property is hereby irrevocably dedicated only to tax-exempt purposes.”

The SWOT interviews revealed that there is considerable concern regarding the lack of educational programming at WOW Hall. Our research indicates that historically WOW Hall has had more educational programming than it does currently. Considering that the educational aspect is central to the CCPA’s mission statement, not having enough educational events could potentially threaten the 501(c) 3 nonprofit status. Furthermore, education related grants are also a source of funding that the organization depends on.

Concerns were raised during the SWOT interviews that if WOW Hall were to be audited by the IRS, “it would be disastrous”. This is a serious claim that we are not able to substantiate because we are not accountants. However, we did conducted

research into this issue in order to help the CCPA better understand if they are at risk. According to the section of the IRS website that discusses charity and nonprofit audits, the following items will be requested during an audit:

- books and records
- annual returns
- related returns, e.g., employment tax returns, Form 1099 series information returns
- prior and subsequent year returns

We also discovered that if an individual believes that the activities or operations of a tax-exempt organization are inconsistent with its tax-exempt status, they can anonymously file a complaint with the Exempt Organizations Examination Division by completing Form 13909, Tax-Exempt Organization Complaint (Referral) Form. We are aware that the CCPA not being able to “pass” an IRS audit has been mentioned before in local press. Also, concerns about the CCPA having a negative reputation and image within the community were raised repeatedly. It seems like a good idea for the organization to anticipate an audit as a matter of preparedness/precaution, just to be on the safe side. We encourage the CCPA to discuss this issue with an accountant because the outcome of a “disastrous audit” will most likely be the revocation of 501(c) 3 nonprofit status.

Legal nonconforming structure status

WOW Hall is what is called a legal nonconforming structure. Building codes are moving targets because they change from year to year and it would be economically impossible for owners to update all buildings with each new change to building codes. Instead, buildings can be “grandfathered” and exempt from having to make very expensive updates and modifications. The catch to this is that when a nonconforming structure is grandfathered, it is done so in a very specific manner. Among other things, the exemption is attached to a specific legal land use.

According to Section 9.1220 of the Chapter 9 Land Use Code of the city of Eugene:

Legal Nonconforming Use.

A use that was legally established on a particular development site but that no longer complies with the allowed uses or the standards for those uses in this land use code is considered a legal nonconforming use. Change of ownership, tenancy, or management of a legal nonconforming use shall not affect its legal nonconforming status. The continuation of a legal nonconforming use is subject to the following:

(1) *If a legal nonconforming use is discontinued for a period of 365 days, it shall lose its legal nonconforming status, and the use of the property thereafter shall conform to the existing provisions of this land use code. If the use was discontinued because the*

structure was damaged to an extent of 50% or more of its replacement cost by a catastrophe, such as fire that is not intentionally caused by the owner, the use may be reinstated within 2 years.

(2) *If a legal nonconforming use is converted to a conforming use, no nonconforming use may be resumed.*

(3) *No legal nonconforming use may be replaced by a different type of nonconforming use, nor may any legal nonconforming use be expanded or intensified.*

The above clearly suggests to us that WOW Hall is “grandfathered” according to a specific land use that cannot be changed (e.g. community center?). This is an important fact to realize because it means that as long as the organization only operates out of WOW Hall, it is forever tied to its roots as a community center and thus portions of the mission statement cannot be changed (community center aspect). If officials determine that the WOW Hall is not operating according to its land use agreement and it loses its exemption, it will be forced to make building updates. The cost of such updates would most likely be extremely high, perhaps too high for the CCPA to afford. This might effectively end current operations in WOW Hall.

This is obviously an important issue. So, we conducted research in attempt to better understand if WOW Hall’s legal nonconforming structure status might actually be in jeopardy. A City of Eugene Property Information Report (Appendix C) that is freely available to the public revealed that a complaint against WOW Hall was filed on 03/18/2014. It appears that the complaint is currently still open and pending. The relevant section of the report is below:

Enforcement			
ID	Request Date	Status	
	03/18/14	OPEN	
	Nuisance		Noise
	Zoning		Land use agreement violations
	Commercial Building		Expired permit

It is apparent from this report that an individual (or individuals) outside of the organization feel that WOW Hall is violating its land use agreement. Where does a community center end and a concert venue begin? We are not experts, lawyers or city officials and are therefore not qualified to debate this line. It seems reasonable to suggest, however, that if the CCPA focuses on the community center aspects of its mission statement there would be no cause for concern in the first place. The fact that such debate is occurring at all, either inside or outside the organization, is

reason to argue that the organization is not adhering to its mission statement as well as it could.

In conclusion, it appears that the CCPA needs to get back in touch with its core values and its mission statement. We feel that everyone close to the organization has heard this before and find it troubling that it is a source of contention. To those removed from the politics and infighting, it is apparent that the organization is not fully living up to its mission statement and we can see why some believe it is currently operating more like a traditional concert venue as opposed to a nontraditional/unique community center.

We would like to point out that mission statement concerns were raised in the Management Consultation Report 1991. Moreover, 23 years later, our impression of the organization as a whole is very similar to the opinions expressed in that report and we would like to encourage all stakeholders to read the document if they have not done so because it is a valuable resource.

2) Restoring Board Governance

So much of what was said during the SWOT interviews involved lack of direction, accountability, organized structure and specific policies. It is clear that there is an extreme amount of infighting within the organization, especially between the board and the staff. Conflict resolution, while obviously important, will not be possible until the management structure of the CPPA has been recaptured. At present, it appears that the staff runs the CCPA and WOW Hall itself. This is evidenced by the existence of the management committee and the requirements to be on that committee. We do not fully understand how the current management structure came to be because according to Article V, Section 1 of the Bylaws,

“The Board of Directors may consist of up to, but not more than, nine (9) members. Members of the Board shall serve without compensation. No person receiving regular compensation as staff will be eligible to serve on the Board. The Board of Directors shall implement general policies, control the properties and manage the affairs and business of the C.P.P.A. The Board of Directors shall exercise all the powers of this corporation and its members, subject to the restrictions of the law, the Articles of Incorporation, and these bylaws. The Board of Directors shall direct the officers and staff in the use, control and maintenance of the property of the C.P.P.A.”

As evidenced by the above, the original intentions concerning CCPA governance are quite clear. After reading the Articles of Incorporation and Bylaws we interpret the logic of governance structure within the CCPA as follows:

Board doesn't get paid – because they direct the officers and staff in the use, control and maintenance of the property of the CPPA = no conflict of interest.

Staff gets paid – because they are directed by the Board in the use, control, and maintenance of the property of the CPPA = no conflict of interest.

Members pay – or petition the board, or volunteer a certain amount of their time and are thereafter afforded the right to vote and form committees. This means that they ultimately have the ability to influence the use, control and maintenance of the property of the CCPA = no conflict of interest.

Article VII of the Bylaws states that,

“The Board of Directors may, at their discretion employ a manager and other staff, under such contracts of employment and compensation as they deem advisable, and may terminate such employment at their discretion, subject to the terms thereof. The manger may be delegated the full authority to conduct the ordinary and customary business of the facility operated by the Corporation.”

Regardless of what has happened in the past, we feel that a GM/ED is desperately needed within the organization. In its current state, the CCPA staff does not have a boss and are instead all equally “in charge”. This apparently has lead to many conflicts both within staff and outside of it. We do not fully understand the rationale behind the management committee and believe that it is not a sustainable way to manage the organization. As we understand it from our SWOTs, staff essentially hire and fire staff. Also, one must be a staff member to be on the management committee. If this is indeed the case then there is a clear structural conflict that should be addressed to allow for more diverse stakeholder inclusion and involvement with this committee. Alternatively, the management committee should be dissolved and its purposes absorbed by the ED/GM.

We suggest that the Board conduct an open hiring process to recruit and employ a competent, experienced, dedicated and qualified GM/ED. After hiring the GM/ED, the Board of Directors must be resolved to stand behind this person because he or she will have to make many difficult decisions and will have a lot of hard work to do. This person will be responsible for making sure the organization gets back to their mission and should put policies and procedures in place to support a return to the mission statement. He or she will raise funds, address staff issues, conduct hiring, etc.

3) Increase Board Term Limits

We believe that it is necessary to amend the Bylaws in order to increase term limits for board members. In its current form, the Board of Directors has no “institutional memory” because just as a board member is getting to understand the inner workings of the organizations, their term limit expires. We believe that this has resulted in a transfer of governance/power from board to staff and has also facilitated the steady decrease in educational programming over the years.

As mentioned previously and of little surprise to those close to the organization, there is much infighting between board and staff. Understandably, it seems reasonable to suggest that the staff feel empowered by the fact that they have been with the organization a long time. The board, however, comes and goes. During our SWOT interviews it was said that staff often feels that they can just “wait out” the current board. If board members were around for longer then cooperation between board and staff members would be more likely. It is extremely important that staff and board work together for the better of the organization. Each has a central and rewarding role to play.

Mentions of the Oregon Country Fair (OCF) were commonplace during our project. This is not surprising because membership and involvement between the two nonprofits has much crossover. They are sister organizations both in spirit and democratic structure. Considering that OCF seems to operate quite well with two-year board member term limits, we anticipate that perhaps some within the CCPA will not agree with the idea of increasing board member term limits for CCPA board members. If that is the case, we strongly encourage the CCPA to ask itself why OCF does not have similar governing conflicts. What are they doing differently that is working better? We feel that these and similar questions will help facilitate productive conversations within the organization regarding the issue of board governance and term limits.

The Strategic Plan

In this section, we outline the strategic plan that is intended to address the strategic issues addressed above. This plan is not meant to be definitive. Instead, it should be reworked and adapted to suit the needs of the CCPA. The point of the plan is to make suggestions as to what the organization can do to address the identified strategic issues, not tell the organization how to address the strategic issues.

Most cells in the following tables were intentionally left blank so that the CCPA can fill them in. What resources will you need? How will you measure if you are making progress? Who will be responsible and how long will it take? Only the CCPA can decide the specifics of the plan.

The plan was drafted in such a way that it can be completed within the next three years. Tasks could take longer or shorter depending on the effort and investment of CCPA stakeholders. Many tasks could be completed concurrently. We have offered example timelines for the tasks below but these should be considered tentative. We encourage the organization to allocate time to each task as they see fit.

We understand that budget issues are always a concern with non-profits and the plan was designed to be as inexpensive as possible. However, it is unavoidable that resources will have to be allocated in order to make headway.

Again, the most important point to make is that the CCPA should consider this document to be “living”. It should be changed and adapted to better reflect the realities within the organization.

GOAL 1: Expand the scope of programming

OBJECTIVE A: Maintain and manage more educational programming to better fulfill the mission statement

Tasks:	Responsible Party:	Resources:	Measurement:	Timeline:
Convey to staff, membership and stakeholders the importance of having more educational programming	Board of Directors/Staff			2 – 3 months
Examine past educational programming at WOW Hall for ideas and historical perspective				3 – 6 months
Research well-established, successful community centers and their current programming and operations				3 – 6 months
Identify a staff member to act as an educational programming coordinator				1 – 2 years
Task 5				
Task 6				
Task 7				
Task 8				

OBJECTIVE B: Identify a funding stream to continue support for educational programming

Tasks:	Responsible Party:	Resources:	Measurement:	Timeline:
Investigate grant opportunities, identify potential donors, and partner with other local organizations				3 – 4 months
Create a grant writing team (could be comprised of individuals from any stakeholder group)				1 – 2 years
Apply for grants and connect with donors and partner organizations (identified in the first task)				4 – 6 months
Examine budget and brainstorm with stakeholders as to how current resources can be allocated to support educational programming	Board of Directors			4 – 6 months
Task 5				
Task 6				
Task 7				

GOAL 2: Strengthen board governance

OBJECTIVE A: Hire Executive Director (ED) or General Manager (GM)

Tasks:	Responsible Party:	Resources:	Measurement:	Timeline:
Conduct a thorough open hiring process to secure a qualified, capable and experienced Executive Director (ED) / General Manager (GM)	Board of Directors			8 - 12 months
Adapt or dissolve the management committee in conjunction with the hiring of an ED/GM				8 - 12 months
Create an organizational chart according to the Articles of Incorporation and current Bylaws				8 - 12 months
Task 4				
Task 5				
Task 6				
Task 7				
Task 8				
Task 9				
Task 10				

GOAL 3: Increase board member term limits

OBJECTIVE A: Amend the current Bylaws to allow for longer board member term limits

Tasks:	Responsible Party:	Resources:	Measurement:	Timeline:
Have an open discussion with all interested stakeholders about increasing board member term limits (pros vs. cons)				6 – 12 months
Conduct research to inform and draft specifics of the amendment (use other nonprofit board management styles for inspiration)				6 – 12 months
Educate membership on the need to increase board member term limits				6 – 12 months
Task 4				
Task 5				
Task 6				
Vote to amend the Bylaws				6 – 12 months

APPENDIX A – Memorandum of Understanding

The purpose of this MOU is to formalize the relationship between _____ a nonprofit organization, and PPPM 426/526, a class at the University of Oregon represented by Bob Choquette, class instructor, to maximize cooperation and outline each party's responsibilities.

CLASS RESPONSIBILITIES

- Develop an understanding of the organization during one or more site visits and/or staff interviews
- Review organizational documents, including budgets, websites, past or existing plans, brochures, flyers, etc.
- Conduct approximately 20 SWOT analyses with a variety of organizational stakeholders identified by the organization
- Conduct additional research on a topic identified by the nonprofit with instructor consent
- Develop a draft strategic plan for client review in November 2014
- Present the strategic plan at a meeting to be organized by the nonprofit in December 2014
- Submit both written and electronic versions of a strategic plan in December 2014

NONPROFIT RESPONSIBILITIES

- Host a site visit by students
- Develop and share with the instructor prior a list of 20-25 organizational stakeholders that represents a variety of interests (e.g., staff, board members, donors, clients, etc.) in September 2014
- Contact each stakeholder to tell them about the project and to expect to be contacted by a student from the class to conduct a SWOT analysis
- Make a presentation to the class about your organization on Wednesday, October 1, 2014

- Respond to student requests for additional information in a timely manner
- Provide an opportunity for students to present the results of their work at a board/staff/public meeting in December 2014
- Respond to 1-2 surveys after the completion of the project to assess the student's work and progress in implementing the strategic plan

APPENDIX B – Detailed SWOT Interview Process Summary

STRENGTHS

AGE ASPECT

[11 comments]

- Cater to all ages
- All age venue
- All ages venue
- All ages venue
- All ages venue
- All ages venue
- All ages venue
- Place for young people (learn responsibility, leadership, etc)
- Caters to younger crowd
- Caters to the young
- Cater to all ages

COMMUNITY AND CULTUAL ASPECT

[10 comments]

- Community atmosphere
- The connection to the community
- Unique opportunity for community involvement
- Sense of community
- Organization has a lot of community connections because of the vast amount of people involved
- Iconic organization and people know about it
- Structure allows for community involvement in board election process and committees/accessible in terms of community participation
- Community owned organization
- Cultural institution for members
- Important cultural icon in the community

NONPROFIT AND BUILDING STATUS

[8 comments]

- 501(c)3 status
- Nonprofit status

- Grandfathered status of WOW Hall building
- 501(c)3 status
- Being on local landmark list
- Being on national historic register
- National register status
- 501(c)3 status

HISTORY

[8 comments]

- Historic nature of the building
- Preserving the building
- Being the stewards of a historical landmark
- History of the building and performing arts as a whole
- Historic building
- Historic building
- Historic building
- Historical significance

VOLUNTEER

[6 comments]

- Volunteers and the work they do
- Volunteer program and allowing low-income folks to volunteer at shows
- History of volunteerism
- Training for volunteers
- Volunteer based
- Primarily run by volunteers

PEOPLE RELATED

[6 comments]

- Enthusiastic staff and board
- Committed People (members, staff) who are well liked in the community
- Quality of staff
- The people
- People are passionate, invested and everyone feels like they have a voice in the direction of the organization
- Staff demeanor accessible for certain communities

ORGANIZATION STRUCTURE

[5 comments]

- Bylaws provide for public notice, public meeting
- Organization built on democracy
- Lack of hierarchy does allow for a lot of creativity for people to move forward with projects they feel passionate about
- Ability to balance history and community gathering place
- Ability to advertise through WOW Hall and write articles in the newsletter

QUALITIES OF THE BUILDING/SPACE ITSELF

[4 comments]

- Best dance floor
- Building has great sound
- Facility size, dance floor and good parking that is free
- Quality of equipment

ACCESSIBILITY/DIVERSITY/CULTURAL

[4 comments]

- Accessible to all income levels
- Cater to all types of people
- Affordable to rent and buy tickets
- Welcoming to a diverse crowd

EVENT/CLASS OFFERINGS

[3 comments]

- Offerings of music, classes, events, hall rental
- African dance classes and other classes
- Diversity of programming (dance classes, yoga, etc.)

OPPORTUNITIES FOR INDIVIDUALS

[3 comments]

- Allows people opportunity to learn the music business
- Allows people to see artists
- Character building

MONEY/BUDGET RELATED

[3 comments]

- Building is paid, has no taxes and has low overhead
- Tax exemption and grant eligibility
- Budget allows flexibility in the projects people take on

WEAKNESSES

STAFF RELATED

[21 comments]

- Staff bullies board
- Staff has run amok
- Staff panics every time the board asserts itself
- All staff tries to run office (no training in management)
- Staff harassed last GM out and absorbed the budget for the position
- The staff runs everything and evaluates themselves and currently the shot caller is using intimidation
- Staff is not proficient and has no oversight
- Staff all bond together and circle wagons - no HR people are hired because staff are all friends and because of their loyalty
- Staff is scared of anyone who has experience in the arts being on the staff
- Everyone is a boss on staff, complicates everything
- Become staff centric rather than community centric
- Staff culture is a weakness
- The fact that staff does its own hiring
- Infighting within staff about whether the organization should be a nonprofit or a business
- Conflict of interest within staff
- Staff has no formal management training and lack of experience
- Nepotism – not enforcing an open hiring process
- Disrespectful communication on the part of staff (staff to staff, staff to board, staff to volunteers)
- Lack of accountability for staff members
- Lack of goals for staff members
- Staff lacks business and non profit experience

ORGANIZATION LEADERSHIP/ADMINISTRATION/DIRECTION

[15 comments]

- No clear leadership
- No manager
- Management/politics
- Lack of effective management
- No real contracts
- No administration
- No leadership - "Worst run organization that I have been associated with in my life"
- One of biggest weakness is "protecting our own" - most problems stem from the fact that a couple of employees should have been fired by now
- Organization is stagnant and can't go anywhere
- Organization
- No 5 or 10 year plan for the organization
- Lack of leadership
- Lack of centralized management - disagreement on whether there should be centralized management
- People are never fired
- No general manager – staff doesn't report to anyone

INFIGHTING

[8 comments]

- Behind the scenes infighting
- Board and staff relations – all relationships at all levels
- Inter personal relationships and lack of management all around
- Communication breakdown
- Lack of people speaking up/standing up about issues
- People
- Board and staff relations
- Staff and board communication

STRUCTURE/DOCUMENTED PROCEDURES

[8 comments]

- Structurally broken
- Need more organization – not organized at all, no procedures or policies
- No strict policy enforcement

- No organizational chart
- Nobody knows who has the final decision on things
- People don't think there are clear objectives
- Organization runs on word of mouth and opinion provided by key staff and WOW Hall members
- Lack of structure and no documented process for how organization runs

PROGRAMMING

[7 comments]

- Lack of educational events
- Not enough educational programming - educational and community center aspects of WOW Hall need work – “The wow hall is a great place to go see a show, but the educational and community center aspects of its mission statement need work. I think that connection with that part of its mission needs crushing and reminding. It's almost as if the public has forgotten about that and that it's just another place to see a show.”
- Not enough diversity of music
- Not open to a diversity of activities being held there
- Exclusively focused on shows
- Lack of educational programming
- Apparent reduction in quantities of events per month

REPUTATION/IMAGE/PUBLICITY

[7 comments]

- Perceptions in community
- Image needs to be updated to reflect what is happening in Eugene
- Perception and not reaching out to a broader community
- Reputation of WOW Hall in the city – city has low opinion
- Public perception (“There is a public perception and presence in the community of long standing members being more vocal than other current members and sometimes that doesn't reflect the desires of the entire group.”)
- Don't do outreach that most non profits and community centers do
- Publicity is mostly for shows

FUNDRAISING/FUNDING

[6 comments]

- Need more grant writers trained
- Generating wealth through donors
- Core people attracted can scare off older people - lack of “deep pockets” to tap into | but attracting older crowd would mean that the crowd they are currently serving would go away
- More fundraising and financial organizing is needed
- Fundraising
- Funding

MANAGEMENT COMMITTEE

[5 comments]

- Management committee is a farce
- Management committee is problematic - lack of expertise
- Management committee – keeps wow hall from being a great institution – no accountability because there is no leadership
- Management committee itself is a weakness
- Management committee

NON-PROFIT STATUS (COMPRHENSION/MISSION)

[4 comments]

- Head of organization is barely above water
- Need to be more aligned with its mission (“It's almost as if the public has forgotten about that and that it's just another place to see a show. Whether its more educational programming, a greater diversity of music to make sure that it has programs in place to make sure it's more accessible in the community, or just a place to go to play music and interact with others about performing arts in the community to be more aligned with its mission.”)
- People don't understand what it means to be a non-profit and the limitations and opportunities there within
- Not everybody is on the same page about the organization's mission and objectives

HALL ACCESSIBILITY

[4 comments]

- Minimum of \$600.00 required to open doors
- Staff sets rates and board approves them

- Not economically accessible to low income people
- Community does not have real access to the space

STAFF PAY

[3 comments]

- Lack of pay and benefits for staff
- No fundraiser on staff, people hired to raise their own salary
- Employee pay

BOARD

[3 comments]

- Board isn't able to meet unless it's an emergency
- Board turnover and board member agendas
- Board members who believe in management committee – not everyone is on the same page

SLOWNESS/TIMELENESS

[3 comments]

- Slow to make changes and decisions
- Slow to embrace technology
- Very slow to do anything - don't follow through on projects

LACK OF ACCOUNTABILITY

[2 comments]

- No one is accountable for anything (neither staff or board)
- No accountability

BEER RELATED

[2 comments]

- No alcohol upstairs
- Beer garden run inefficiently

FINDING SUPPORT

[1 comment]

- Finding supporters that want to support WOW as it is and not try to change it

BUILDING/INFRASTRUCTURE

[1 comment]

- Not doing repair work at hall unless money is directly donated for that reason - any building improvements are donations made from an old-time member

BUILDING MAINTENANCE

[1 comment]

- Building maintenance needs to be eyed more towards preservation

NOTHING WRONG

[1 comment]

- Nothing wrong

OPPORTUNITIES

COMMUNITY INCLUSION/PARTICIPATION/AWARENESS

[12 comments]

- Use the hall as more of a community center
- Cater to demographic changes in the community - more Latinos
- Committee/group outreach to other organization to help realize preservation
- Community partnerships - stop operating in isolation
- Thinking outside the box to gain more partners
- Currently the organization is not sharing with the community as it should
- Get more local musicians in the community on board - the cost of putting on shows is \$900 - \$1300 - most locals can't afford
- Connect with different people in the community - young and old alike
- More community involvement

- More direct participation from members and the community
- Using committee system to engage more people in both governance and taking care of the facility
- Doing the historic street lamp project as a community awareness opportunity

PROGRAMMING/EVENT/CLASS IDEAS

[10 comments]

- Political uses that are beyond concerts or dance classes
- Try to get more of a jazz component/make jazz more accessible
- Capitalize on “outsider” acts
- Political gathering place
- Lectures, authors, speaking engagements
- Cultural tourism for people around the state
- Film series - school events have been turned down
- Could have guitar lessons, dance classes, a lot of different things
- Experience new live art in a safe, welcoming atmosphere
- Lots of classes featuring all different types music and performance art

PROGRAMMING/EVENT/CLASS DIVERSITY

[9 comments]

- Increase scope and types of events
- More informative events
- More community events
- Pay more attention to the classes being offered by the hall
- Widen experiences to go beyond rock and roll types of classes
- More and wider programming - more arts beyond pop music
- Usage of building/time for different events
- Redeveloping the broad programming so that lots of different people feel invested in that place and want to give time, energy and money
- Take advantage of opportunities outside of just live music performances

EDUCATIONAL

[6 comments]

- More educational programs
- Collaborate to have more activity with schools
- Providing educational opportunities for the community - what

currently happens is paid for – instead make free or offer scholarships

- Provide more arts education to the community
- More educational programming
- Daytime educational programming

REPUTATION

[6 comments]

- Educate public on WOW's mission
- Keep building looking better to increase community support
- Improve reputation
- Arts scholarships could ensure that kids are getting something and could improve the image of WOW Hall
- Having stories of volunteers who started as kids and picked up great skill sets
- Expand outreach

ORGANIZATION AS A WHOLE

[5 comments]

- Board meeting amongst themselves
- Improvements as an employer
- Reviewing compensation to ensure internal equity and develop skills
- More transparency
- Maybe not trying to be so strict in defining things like what is educational and what is cultural

MANAGEMENT/ADMINISTRATION

[4 comments]

- A facility manager is needed
- Hire a general manager
- Create liaison position - primary role to keep everyone on the same page
- Hire a manger to help the organization become aligned

STAFF

[4 comments]

- Create job descriptions
- Use the experiences from different eras of the staff
- Staff having clear roles
- Put work the staff does into a more balanced perspective

HALL USAGE

[4 comments]

- Expand availability of hall use
- Use the hall in summer time more effectively - summer programs need to be emphasized and exploited (lots of audience for many types of music, arts, plays in the summer)
- Hall is not used during most of the day (doesn't open doors until 12:00 pm)
- Performances during the day for kids and small group stuff

OTHER

[4 comments]

- Location is a big asset
- Endless opportunities
- "Interesting to note that the strengths of the organization themselves all seem to be opportunities (e.g. volunteerism, etc.)"
- "Taking recommendations from the current strategic planning project seriously"

CLARIFICATION/STRUCTURE

[3 comments]

- Better define role of membership so members become more involved
- Having clear process, and more structure
- Expand membership management

ACCOUNTABILITY

[2 comments]

- Creation of organizational chart (show accountability)
- Having a system of metrics and accountability

MISSION STATEMENT

[2 comments]

- The building itself and whether you can combine an educational and community center and still have a contemporary venue at the same time (for example the all ages status)
- Bring mission statement to fruition and do what it says

ADVERTISING

[2 comments]

- More advertising of the events
- Better signage

FUNDRAISING

[2 comments]

- Fundraising
- More fundraising

BOARD

[1 comment]

- Having board members that are interested in recapturing the primary purposes of the organization

BUILDING

[1 comment]

- Building maintenance

SERVING BEER

[1 comment]

- Serving beer upstairs

THREATS

501(c)3 STATUS/NOT HONORING MISSION/LOSING STATUSES

[11 comments]

- Mission statement not being honored
- Not running like a community center for the public
- A change in the mission would necessitate a change everywhere else
- Aging out of the preservationists in the building - needs to decide if they want to stay on national register
- Not providing education - may threaten the 501(c)3 status
- People not stepping up to the importance of the organization as a whole
- Losing 501(c)3 status because of sole focus on having shows and not enough focus on education
- Losing grandfathered status of building due to not functioning as a community center
- People thinking WOW Hall will make money
- Lack of understanding of the nature of 501(c)3 status
- Not providing paper trail to any decisions made in interpretation to the bylaws of the organization

STAFF/BOARD/MANAGEMENT

[8 comments]

- Board and staff relations
- Lack of management
- Staff low pay
- Staff infighting
- After parties may cause serious issues with no staff accountability - happened in the past - always an issue
- No oversight of staff - sinking the ship
- All the personality and politics involved in conversations
- Staff continuing to call shots and not organization members and board

CURRENT ORGANIZATIONAL STRUCTURE

[7 comments]

- Lack of GM
- Continuation of the management committee (bullying, not trained)
- Board changeover too often
- Collective management structure - (need a central figure)

- Not doing an organizational review to identify gaps
- Scrambling to have different programming and enough volunteers to have shows
- Crisis management and improvisation that occurs within the organization

FUNDING

[6 comments]

- Lack of funding
- Need more financial support
- Economic issues may make WOW Hall a luxury that people can't afford
- Lack of organized method/reaching to put WOW Hall in people's wills
- Funding challenges
- Decline in revenue from performing arts industry due to increased expenses of having shows and the industry not being as profitable as it once was

REPUTATION/IMAGE

[5 comments]

- Perception of the people using the hall (crowd and image problem)
- Image - act more professional, no organization, the people
- Not an equal opportunity employer - no diversity plans
- Not getting the word out that we are a historic part of the community
- Community perception

RESISTANCE TO CHANGE

[4 comments]

- Fear of change, no change will be a big problem
- Continuing to operate as they are
- Not having enough open minds, regardless of what happened in the past
- The history in general in a broader sort of sense

IRS AUDIT

[3 comments]

- Audit will be disastrous
- IRS audit
- IRS audit

BUILDING INFRASTRUCTURE

[3 comments]

- Building is deteriorating
- Building problems - electrical and maintenance issues
- Building needs a lot of work

DEVELOPMENT

[2 comments]

- Urban development
- City has ID that area for high density buildings

DISORGANIZATION/LACK OF DOCUMENTED PROCESSES

[2 comments]

- Lack of process and not having a real structured plan for what takes place
- Interpretations, opinions and anecdotes that drive political conversations

BOARD/VOLUNTEER RETENTION AND ALIENATION

[2 comments]

- Losing good board members and volunteers due to personality conflicts
- Alienation that some board members and volunteers have felt

SERVING BEER UPSTAIRS

[2 comments]

- Putting a bar upstairs - ruin the all ages aspect of the hall, ruin atmosphere of the hall
- Focusing on beer being served upstairs

NOT SERVING BEER UPSTAIRS

[2 comments]

- Other venues that allow alcohol at events
- Not serving beer when other venues are

VENUE COMPETITION

[2 comments]

- Smaller dance studios are being formed, might be completion later but not seen as a threat now
- Increase in number of venues that provide music in Eugene

MEMBERSHIP

[1 comment]

- Memberships - younger crowd wants a return for their dollar and it might be hard to attract new members

TECHNOLOGY

[1 comment]

- Technology may leave WOW Hall irrelevant - people being fixated on their computers and not public venues

IDENTITY

[1 comment]

- WOW Hall will lose its “uniqueness” and become another generic NP Arts organization

CHANGING OF COMMUNITY OFFICIALS

[1 comment]

- Retiring of older outside authorities (fire marshal, building inspector, etc.) and the coming of replacements from outside the community that are not sympathetic to WOW Hall

APPENDIX C - WOW Hall Property Information Report – City of Eugene

Property Information Tax lot 17-03-31-12-13600



Planning & Development
Building and Permit Services
Run Date: 11/28/2014

Property Owner(s)

Owner 1	FOR THE PERFORMING ARTS INC
	291 W 8TH AVE
	EUGENE, OR 97401
	UNITED STATES
Owner 2	WESTSIDE COMMUNITY CENTER
	291 W 8TH AVE
	EUGENE, OR 97401
	UNITED STATES

Zoning Data

Zone	C-2	COMMUNITY COMMERCIAL
Overlay	TD	Transit Oriented Development

FEMA Flood Hazard Zone Data

Zone X	Areas determined to be outside of 500-year flood.
---------------	---

Boundary Data

Incorporated City Limits	Eugene
Urban Growth Boundary	EUG
Neighborhood Group	Downtown Neighborhood Association
School District	EUGENE
Willamette Greenway	N

Land Use

Land Use information has not been field verified

Landuse General Code	General Code Description	Landuse Code	Land Use Description
L	Recreation	7231	Auditorium

Approximate Lot Square Footage

8276.40

Building Permits

Permit #	Recieved	Scope of Work	Application Status
12-00982-01	03/01/12	Sidewalk - PW	Issued
09-01909-01	05/19/09	Right of Way - PW	Expired
12-02562-01	07/01/11	Revocable - PW	Issued
08-03435-01	07/21/08	Specialty Permit	Issued
12-04011-01	08/08/12	Alter/Remodel	Issued
08-04351-01	09/15/08	Alter/Remodel	Issued
12-05105-01	10/05/12	Right of Way - PW	Cancelled
08-04834-01	10/14/08	Specialty Permit	Issued
11-06239-01	12/05/11	Specialty Permit	Issued

Land Use Files		
File	Application Name	Request
CA-03-03	Updated Eugene Downtown Plan Policies	
HD-96-01	WOODMEN OF THE WORLD HALL	CITY HISTORIC LANDMARK DESIGNATION
MA-03-03	Downtown Area Nodal Development Designation	
RA-03-03	Downtown Plan	
Z-94-02	CITY OF EUGENE:TRANSIT ORIENTED DISTRICT	TOD ZONING DISTRICT--TRIP ORDINANCE IMPLEMENTATION
Enforcement		
ID	Request Date	Status
	03/18/14	OPEN
	Nuisance	Noise
	Zoning	Land use agreement violations
	Commercial Building	Expired permit
Historic Properties		
Resource ID		
3214	On National Register, City Landmark, Point of Interest,	
Soils		
Medium/High Shrink Potential	Y	
Erosion Data		
Erodable Soil	N	
Lot Greater than 1 Acre	N	
Slope Greater than 10 Percent	Y	
Directly Drained Lot	N	