

# MINUTES

## EDMONDS PUBLIC FACILITIES DISTRICT/EDMONDS CENTER FOR THE ARTS JOINT BOARD AND STAFF RETREAT

December 8, 2018

ECA Center Room, 410 4<sup>th</sup> Avenue N, Edmonds

### EPFD Board Members Present

Mike Popke, President  
Kimberley Armstrong  
Kevin McKay  
David Brewster

### EPFD Board Members Absent

Larry Ehl, Vice President

### ECA Staff Present

Joseph Mclalwain, Executive Director  
Matt Keller, Director of Operations  
Gillian Jones, Director of Programming  
Lisa Helber, Admin Assistant  
Tina Baumgardner, Director of Mktg. & Bus. Dev.  
Sarah Mixon, Rental & Stage Manager  
Kalani Kahaialii, Facilities Manager

### Other Guests Present

Tom Mesaros, Liaison to City Council

### ECA Board Members Present

Alan Lawrence, President  
Cheryl Foster, Vice President  
David Schaefer, Treasurer  
Lindsay Geyer, Secretary  
Christian Anderson  
Marissa Bender  
Norm Brown  
Rick Canning  
Laura Ellis  
Donnie Griffin  
Corbitt Loch  
Suzy Maloney  
Ann McMahon  
Maggie Peterson  
Sally Ralston  
Mike Rosen  
Jeanne Thorsen

### ECA Board Members Absent

Andy Cline  
Mike Meeks  
Susan Schalla  
Teresa Simanton

## 1. WELCOME, INTRODUCTIONS, CALL TO ORDER

Board President Popke called the EPFD Board special meeting to order at 8:14 a.m. He welcomed EPFD and ECA board members and staff and thanked them for their efforts over the past year.

ECA Board President Alan Lawrence welcomed and thanked board members.

## 2. REVIEW MEETING OBJECTIVES AND AGENDA

ECA Board Member Suzy Maloney, who facilitated the meeting, reviewed meeting objectives and agenda.

## 3. ACCOMPLISHMENTS IN 2018

Executive Director Joe Mclalwain thanked the Strategic Business Plan Task Force for their efforts including processing the input from board members and staff and specifically Mr. Rosen for leading the charge. He reviewed 2018 accomplishments:

- February 6: City of Edmonds Arts & Culture Economic Impact Study
  - ECA has estimated \$7.5 million impact
- February 22: “Springboard” Fundraising Event
  - Raised \$75,000
- March 22: New policies adopted – purchasing, safety, etc.
- May 8: Emeritus Board created and inaugural members appointed
  - Ron Clyborne
  - Susan Dunn
  - Nancy Fleck
  - Julie Long
  - Jack Loos
  - John McGibbon
  - Bob Rinehart
  - Terry Vehrs
  - Will be adding two members – Marla Miller and Steve Shelton
- May 19: Gymnasium roof replacement completed
- June 29: First bequest received: \$100,000
  - Purchased van
  - Purchased 8 seats
  - \$50,000 will be invested in new programs and services
- July 19: Snohomish County PFD allocations made - \$16 million to ECA

Snohomish County	\$16 million
Direct Rebate	<u>\$9 million</u>
Estimated Total	\$25 million
	(Currently Unallocated)

- August 23: Director of Operations completes first year
- September 15: New sound and lighting systems installed
- October 5: New \$24,000 grant – Dementia Inclusive Work
- October 15: New catwalk system installed in gym
- October 20: Record-breaking Spotlight Gala & Auction
- October 29: CDBG Grant submitted – barrier removal (improved ADA accessibility and crossover in theater)
- October 30: New \$125,000 grant received – lobby/pantry
- November 8: Fire panel replacement completed
- November 15: 2008 bonds successfully refinanced
- November 27: City Council approves \$75,000 grant to ECA
- November 27: City of Edmonds declared the State of Washington’s first Creative District
- December 5: First payment on City loan is made: \$50,000
- December 8: New ECA/EPFD Strategic Plan is approved?

EPFD Board President Popke recognized Mr. Mclalwain and Mr. Keller for their extraordinary efforts, commenting without them, the organization would not be where it is today. Mr. Mclalwain recognized other staff members for their efforts, noting the longevity of several staff members.

Board members and staff introduced themselves.

#### **4. SEVEN FUTURE POSSIBILITIES**

Mr. McIlwain explained the Strategic Plan includes room for research and development and to think about innovations, opportunities, and potential partnerships. He and Ms. Jones reviewed seven future possibilities:

1. Partnership with Boys & Girls Club?
  - City purchased Civic Field from Edmonds School District
  - City plans to redevelop property into park. Current plans retain Boys & Girls Club building, but Boys & Girls Club needs a new gymnasium
  - Potential concept: remove music building on ECA campus and partner with Boys & Girls Club on new facility that provides ECA storage, patron room and Boys & Girls Club offices, program space and Boys & Girls Club manage/potentially upgrade gymnasium
  - Potential opportunity for childcare for theater patrons
2. Partnership with UW Bothell – Health & Wellness?
  - Assess potential for clinical spaces
  - Engage students in sensory friendly opportunities
3. Partnership with Edmonds Community College – new facility?
  - Programs previously located at Floral Arts Center
  - Continuing Education
  - Creative Retirement Institute
  - Arts Now
  - Silver Kite Community Arts
4. Renovation/Replacement of school building?
  - Seismic issues
  - Technology shortcomings
5. 4<sup>th</sup> Avenue Cultural Corridor?
  - Part of City's Cultural plan
  - 4<sup>th</sup> Avenue links ECA and Main Street
    - Improved lighting
    - Repair sidewalks
    - Pocket parks
    - To what degree should ECA participate in funding, design, functionality, etc.?
    - Would utilize current right-of-way
6. Edmonds' version of "Tacoma Creates"?
  - Cultural Access Washington legislation allows local jurisdictions to seek voter approval to tax themselves 1/10<sup>th</sup> of 1 percent sales tax that would be invested in arts, cultural and science organizations/institutions/programs to improve the community's access to programs
  - King County measure did not pass in 2017
  - Tacoma measure passed, will be invested in Tacoma organizations to improve education and outreach programs
7. World Domination (NW PAC Partnerships)?
  - Are there opportunities to partner with performing arts centers in the region to provide efficiencies or leverage those relationships to attract artists to the region?

Discussion followed regarding timing of the seven possibilities and opportunity for ECA to show community leadership. Comments/suggestions included:

- Strengthen connection between ECA campus and Civic Field
- Partner with Edmonds School District
- Satellite space near Hwy 99 corridor

## **5. STRATEGIC BUSINESS PLAN**

ECA Board Member Mike Rosen reviewed:

- Strategic Planning Task Force Members
  - Lindsay Geyer, ECA Board
  - Suzy Maloney, ECA Board
  - Joe Mclalwain, Executive Director
  - Kevin McKay, PFD Board
  - Patrick Mulva, PFD Board (early stages)
  - Mike Rosen, ECA Board
- Research methodologies
  1. Interviews – 4
  2. Focus Groups – 23
  3. ECA Patrol Survey – 846
  4. Non-ECA Patrol Survey – 202
  5. Edmonds Arts and Culture 2017 Economic Impact study
    - a) Stakeholder interviews – 20
    - b) Organizational and Business Survey – 40
    - c) Community & Visitor Survey – 1,354
    - d) Story Collector - 34
- Steps Taken to Date
  - 12/03/16 Joint Board Planning Retreat determines need
  - 02/14/17 Board report on funding plan
  - 03/14/17 RFP for consultant
  - 04/10/17 Task Force meeting
  - 06/15/17 Task Force & BERK meeting
  - 11/14/17 Task Force & BERK meeting
  - 12/09/17 Joint ECA/PFD Board meeting & BERK
  - 01/24/18 Task Force & BERK meeting
  - 02/01/18 Research completed
  - 02/16/18 Task Force meeting
  - 02/20/18 Task Force meeting
  - 03/16/18 Staff Retreat to review plan
  - 03/07/18 Task Force meeting
  - 03/13/18 Joint Board Meeting
  - 05/01/18 Task Force meeting
  - 05/08/18 Board review of Plan
  - 06/13/18 Task Force meeting
  - 07/10/18 Joint Board Review of draft full plan
  - 10/24/18 Mr. Mclalwain review of plan
  - 11/01/18 Staff & Board leads create SMART objectives
  - 11/09/18 committees review SMART objectives
  - 11/20/18 Task Force meeting to review SMART objectives
  - 12/08/18 Joint Board Retreat
- Qualifiers
  - Appreciate some short-term items will move to medium term
  - Content regarding “presenting” will be added to the background
  - Implementation of the plan will happen in tandem to current activities
  - There is currently a placeholder for a revised Board Committee Organizational Chart
  - A chart will be added providing additional context on sales tax revenue streams and capital debt payments
  - The “final Plan” will be modified almost immediately
- Feedback Received
  - Thank you to those of you who provided feedback
  - All feedback will be addressed

- o Three items will be raised today
  1. "I don't see anything in here in the FINANCE section that refers to or incorporates fundraising, fund development or planned giving goal statements or strategies."
    - Joe: No specific targets for fundraising or marketing goals/strategies are included in the plan. Will continue to develop annual operations plans/tasks for fundraising, marketing, business development and rentals, facility maintenance and management with the understanding the Resource Development Committee and Development staff need to participate in planning for long term funding/financing of larger ideas.

Discussion followed regarding:

    - Goal is not to be a great fundraising organization; goal is to provide best performing arts possible, but that requires being a good fundraising organization.
    - Fund development strategy is huge part of organization, should be addressed in Strategic Plan.
    - Involve new development director
    - Include placeholder in document
    - Fund development is long term strategy
  2. "I think we should include something that specifically addresses a need for ECA to exercise political influence." How do you think ECA should define success for such an initiative? Discussion followed regarding:
    - As much of funding comes from public agencies, need to develop public policy initiatives/strategy early in 2019. Determine who key political influencers in community are that can most affect revenue stream and telling the story to other influencers and create strategies for connecting with them.
      - Small business owners are powerful influencers
    - Important that everyone tells the same story
      - Provide one-page info sheet and FAQ to board members
      - Story may vary by audience
    - Partnerships are important
    - Understand political partners' process and tailor information to make it easy for them to advocate for ECA
  3. "There are concerns about prioritizing audiences"
    - Inclusiveness has been defined with at least 8-10 categories
    - Schedule board meeting with determining success as the only topic

Discussion followed regarding diverse audiences that are served via rentals and the need to tell that story, developing weighted criteria for determining success in attracting audiences, balancing serving a diverse community and making enough money, and potential for diverse programming to alienate core audience.

Mr. Rosen reviewed:

- Next Steps
  - o We hope to call this plan "final" today, understanding that revisions are going to be made as we move forward
  - o Your comments will be sent to the staff and committee leads to respond one-on-one
  - o Changes as a result of comments will be determined by the committees
  - o A board meeting will be identified to discuss reaching a balance between mission and money
  - o Reality checks on schedule will need to take place to ensure we don't compromise quality (of work or life)
  - o Objectives need to be converted into work plans
  - o Standing and Ad Hoc Committees and Task Forces will report status of objectives quarterly
  - o Steering Committee will report to the EPFD and ECA Boards quarterly
  - o Annual progress report to both boards

Discussion followed regarding the Emeritus Board's role in the Strategic Plan and clarifying how reporting will occur.

- **Strategic Plan was approved by both boards via motion at the end of Agenda Item 6.**

## **6. COMMITTEE STRUCTURE**

Mr. McIalwain explained the current committee structure was developed in 2009/2010 as a result of the economic downturn. It included a Steering Committee and consolidated nine committees into four which was expanded to include the Board Development Committee. The 2012/2013 Strategic Plan reflected that committee structure. He suggested:

- Review the ECA/EPFD Board Committee Structure to more directly support the goals and objectives of our new Strategic Plan
  - Proposed addition: Host Committee
  - Proposed changes: Board Development Governance, Marketing & Programming Business Development, Resource Development Philanthropy
  - Additional considerations: Education & Outreach, Innovation (Research & Development)
  - New Committees? New Task Forces?
- Potential Committee Structure
  - Steering – Oversight of Plan Implementation
  - Board Governance – Board Development Training
  - Facilities & Operations – LEAD Steward
  - Philanthropy– LEAD Finance, Annual Fundraising Plan
  - Admin/Finance – LEAD Finance, Lead: Staff/Org Devel.
  - Inclusion & Accessibility – Engage
  - Host - Host

Discussion followed regarding number of committees that board members are required to serve on, role/responsibility of Host Committee, and how to finalize the committee structure. Comments/suggestions included:

- Research committee structure in other PFDs
- Topic specific task forces with members who are passionate about topic and are not necessarily board members
- Change Board Governance Committee to Board Growth or Board Advancement Committee
- Support for Education & Outreach Committee and suggest including innovation
- Committees require a lot of staff time
- Consolidate Hosting and Facilities & Operations
- Consolidate Steering and Board Governance Committees into one committee such as an Executive Committee
- Task Force to determine who do we serve and at what level
- Innovation should be at staff level. Board members always welcome to make suggestions
- Support for Host Committee
  - Offers opportunity for outreach to community
  - Rentals offer opportunity to expand programming diversity and is part of story
- Admin/Finance address issue of capacity
- Could Education & Outreach be part of Inclusion & Diversity?
  - Include representative from School District
  - Inclusion & Diversity is working on community partnerships
  - Would help tell story
  - Can reach everyone through art
  - See Education & Outreach and Inclusion & Diversity as separate topics/focus
  - Goal is eventually Inclusion & Diversity Committee is not needed

- Have Admin/Finance Committee finalize committee structure
  - Ultimately a financial decision
- Need to determine what committees do before finalizing the structure
- Consider available resources and staff capacity
- Which committee considers customer experience?

➤ **Steering Committee finalize committee structure for Boards' approval in February**

Mr. McIlwain reminded of the board social on Tuesday, December 11 in the ECA Lobby at 5:30 p.m.

ECA Board Approval of the Strategic Plan

**A MOTION WAS MADE AND SECONDED TO APPROVE THE STRATEGIC PLAN. MOTION CARRIED UNANIMOUSLY.**

EPFD Board Approval of the Strategic Plan

**BOARD MEMBER BREWSTER MOVED TO APPROVE THE STRATEGIC PLAN. BOARD MEMBER MCKAY SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

**7. PLEDGE**

ECA Board Member Lindsay Geyer recognized the depth and breadth of board members' capabilities. She distributed a list of SMART objectives from the plan and requested during lunch, board members consider the following:

- Identify three SMART objectives from the plan that you will personally commit to advancing
- Prioritize based on either your subject matter expertise and/or your passion

The retreat continued following a break for lunch.

**8. REFLECTION**

EPFD Board Member McKay summarized the retreat. He distributed a comment sheet regarding what inspired or motivated board members the most from today's presentations/discussions or what excites you most about ECA's future? Board members created a ball from their sheet and had a snowball fight. After a few minutes, each board member read aloud from the sheet they retained:

- Accomplishments
- Opportunities to enhance, expand this marvelous organization. Energy and commitment of board members and staff.
- I'm most excited about the endless possibilities, opportunities and potential partnerships we have in front of us all. I am also excited to know new generation of board leaders is as dynamic, experienced and passionate as our first generation of board members has been.
- The future is bright! Potential partnerships to further performing arts. Edmonds as an arts center.
- I love the diversity of professional expertise that is leveraged for the benefit of ECA.
- It really feels like the ECA is now poised for exciting growth over the next few years.
- It's exciting to sit in the room of positive thoughts based on accomplishments, to look forward instead of back at challenges not achieved. This is a direction of a healthy fundraising discussions and helps with recruiting.
- I'm excited by the opportunity ECA has to improve the city, change lives and become the most premier performing arts organization in this world and those yet to be discovered.
- What inspired me was Joe's presentation on progress. Evidence is showing that we have the right people in the right place to build a strong foundation. I'm in!

- Excited about great progress in 2018 to ensure long term financial security of ECA/PFD. Inspired/motivated: utility of purpose in the two boards.
- I'm excited about the improvement in long term financial stability of the organization which will allow us to expand our influence and outreach in our community.
- Connecting ECA with the broader community through the 4<sup>th</sup> Avenue Corridor, the Arts District and deeper partnerships with organizations such as the school district.
- Today's presentation highlighted the amazing accomplishments of ECA due to the hard work and engagement of its Board, especially its executive director and staff, volunteers and all included. The future is looking bright for ECA because of the buy-in and continued support of its advocates. A good and well-thought out Strategic Plan is now in place to move things forward.
- It was fantastic to review and celebrate the accomplishment from 2018. We should really do this more often. It was encouraging!
- Joe's achievement review for 2018. A great way to start out the meeting and a nice way to cap off the year.
- Mike Rosen's and Task Force creativity. Intense strategy development work and presentation was most inspiring.
- Getting to hear directly from board members about their concerns and caring about the health and future of ECA.
- Excited about the seven future possibilities that Joe presented at the beginning, especially the partnership with the Boys & Girls Club and better use of the music building.
- What excites me the most about ECA's future are the ongoing and developing opportunities to expand our reach and services more widely and to more segments of our community.
- The attention given to rentals which brings in so much more than the presented shows alone for the community.
- Future opportunities to enhance the facility's relationship to downtown/neighborhood, i.e. 4<sup>th</sup> Avenue Corridor, Civic Park, etc.
- Board enthusiasm and buy-in around the strategic plan. Recognition of hosting as a bigger part of what we do here at ECA. That we're looking outward from our organization to partnerships, new committee members, stakeholders, etc. and strengthening ECA's position as a member of this community.
- The fact that there are people interested in making ECA/EPFD a very important part of this community.
- Partnerships! The opportunity to leverage our brand, space and capabilities with other organizations.
- Really smart, motivative, reflective and caring board members present today. Presentations were excellent and well organized, precise and with appropriate time devoted to each. Amazing number of accomplishments in 2018. ECA future: lots of opportunities to engage Edmonds and surrounding community in the performing arts.
- Expansion - creation and growth of the ECA/EPFD campus; partnership cultivation.
- The Creative Arts District and the 4<sup>th</sup> Avenue Corridor project.
- Inspired by all the wonderful SMART goals from which to choose. So tempting to choose much more than three. I'm excited by potential programs and partnerships.
- I am most inspired by the thought of growing our campus to include expanded meeting/performance facility that will look different and expand on what we currently have. I am also excited about new partnerships and expanding our audience. I will say that at this 6-year mark, I do struggle to figure out where I bit on this board. I have enjoyed being involved on major projects (Gala, etc.) but feel somewhat 'adrift' at the moment. I entertain the thought that every single board member serves the board well by completing three terms.

EPFD Board Member McKay recognized the talent of staff and board members.

**9. ADJOURN**

The retreat was adjourned at 12.42 p.m.