

**Hoffman Center Strategic Plan**

July, 2009

MISSION STATEMENT

The Hoffman Center is an Oregon nonprofit 501(c)3 organization which supports and encourages artistic, cultural and educational activities in north Tillamook County by providing facilities, funding, promotion and other assistance.

CORE VALUES

Explore, Create, Connect

DRAFT VISION STATEMENTS

- A community energized and connected by the arts
- A community connected by the arts
- A community energized by the arts
- A community enriched by the arts
- A community transformed by the arts
- A community turned on by the arts

Generic (fill in the blanks)

A community \_\_\_\_\_ by \_\_\_\_\_

## **Market Area**

The Hoffman Center serves the North Tillamook County area including the towns of Manzanita, Nehalem, and Wheeler, the communities of Neahkahnie and Mohler, and the surrounding areas.

There are an estimated 4,500 full-time residents in that area. Approximately another 5,000 individuals can be considered 'part time locals', which are defined as people who either own a home in the area, or regularly spend at least two weeks in the community each year.

The demographic mix tends to skew older in this community. That trend is likely to continue as more baby boomers retire, or partially retire. With today's technology, more second homeowners are restructuring their lives to allow living here at least part time, while still maintaining ties to the urban centers to make a living. Families with children, on the other hand, are on a slow decline: from 900 children 20 years ago, to 750 children currently. Many of these families fall into lower income categories, since much of the employment is in the service sector. Approximately half of children attending school are on subsidized lunch programs, and the schools, in general, are under funded--especially for subjects like art, theater and music.

The area is known for its natural beauty and opportunities for outdoor activities, and therefore is a popular destination for short term visitors, many of whom take advantage of the Nehalem Bay State Park. At any one time there are 1,600 people camping there during the summer season. In addition, the area has over 120 motel/hotel rooms in the three villages, most of which are located in Manzanita.

source: Census reports and analysis by Mark Beach.

## Competitive Environment

There are two types of competition for the Hoffman Center:

- 1) those facilities/organizations that promote and present arts programs, and
- 2) non-profits that compete for funding from a limited pool of local donors.

<b>Arts Facilities/Organizations</b>
Pine Grove: Primarily a facility, which can be rented by performers or organizations. Long history, well known, easy to use; but more expensive than HC. It can only host one event at a time, and the room must be cleared following. Has just acquired a new sound system and digital projector, as well as a generator for emergencies. Is making an effort to diversify its Board of Directors.
Center for the Contemplative Arts: Offers some classes in art and writing, but with a spiritual orientation. Also hosts periodic presenters/conferences from out of the area. Somewhat similar mission; collaboration w/be beneficial.
North County Recreation District (NCRD): Is a special districts government facility. Primarily a fitness and community center, but also offers periodic art and readers theater events, as well as writing and painting workshops. The swimming pool taps most of its resources, and has the strongest emotional appeal for locals. Extensive parking available. Long term desire to rebuild old school auditorium (300+ seats) into multi-use stage; that would take lots of funding and perhaps engineered major renovation.

<b>Other High Profile Non-Profits Competing for Funds</b>
Cart'm Recycling – has welding arts classes; opportunities to collaborate.
Lower Nehalem Community Trust -- Major competition for people and funds.
Rinehart Clinic -- Major competition for funds, but different focus.
Kiwanis and Rotary Clubs -- Minor competition for funds.
Fulcrum Resources -- Minor competition for funds.
Mudd-Nick Foundation -- Raises monies with golf events and auctions, with a focus on kids programs (mostly to send them to cultural activities elsewhere.)
Neah Casa Minor competition for funds at this point, but working hard to increase visibility.

**Other High Profile Non-Profits Competing for Funds**

Eugene Schmuck Foundation -- Raises monies through the Manzanita Open Golf Tournament, awards scholarships and grants to other local non-profits.

## Strengths

These were identified during the April 29th retreat. Points for prioritizing these strengths were assigned there as well.

28 points--the facilities, location/versatility, prominence

24 points--potential "economic development" value to the community

20 points--strength and variety of programming

15 points--a core group of committed volunteers

9 points--a gathering place, creative community among people that are normally not connected

5 points--partnerships with the schools

4 points--an example in the community, how we build (LEED), of what we offer for economic development

2 points--mission: open and inviting

1 point--lots of talent available

1 point--community that desires this creative experience

1 point--Use wise and talented support, knowing when needed, getting help, using it well

serve a wide variety of arts

lots of services for low cost

bridge between diverse segments in the community

some liquid assets

broad, forward thinking vision

a building reputation which is building momentum due to marketing/advertising/pr

Artists Advisory Council (potential serve as a link between the Hoffman Center and the community of artists)

## **Barriers**

These were identified during the April 29th retreat. Points for prioritizing these barriers were assigned there as well.

24 points--relationship with library and historical society needs some work, need broad community conversations, stigma

23 points--Money, both the capital campaign and for sustainability

15 points--lack of volunteers

12 points--need full board with skill sets, personalities, board development to function effectively

11 points--lack signage, marketing, awareness

6 points--difficult regulatory environment, communication needs improvement

5 points--building needs a lot of work

3 points--lack of connection to part time homeowners, would bring them into the community

3 points --expanding and being regular in programming

3 points--we're new, don't have a strong track record (important for funders)

2 points--improving our infrastructure

Volunteers/board need training especially in approaching the city

## **Priority Areas to Focus**

### Priority 1: Financial Sustainability

- Develop 09 Budget
- Increasing donations by individual donors
- Feasibility of Membership Program
- Develop long-term fund development plan

### Priority 2: Grow and Support Volunteers

- New names, expand list
- Assess volunteer needs for Board and for Programs
- Retain volunteers--provide quality volunteer experiences
- Recruiting and engaging volunteers

### Priority 3: Capital Campaign

### Priority 4: Programming

### Priority 5: Economic Development

## Develop the Funds to Support a Sustainable Organization

Goal 1: Create '09 Budget--Complete, approved at June 11th Board Meeting

Outcome: We have a draft Budget by June 11th Board Meeting, approved by July 9th Board Meeting

Task	Who	By When	Resources Needed
Delineate Expenses	Dave	5/15/09 complete	
Check w/ program directors	Dave	5/15/09 complete	Budget info from directors
Form Revenue Committee	Vera, Annie	5/20/09 complete	

Goal 2: Increase Individual Donations, affinity to HC

Outcome: We have a plan to increase individual donations, including appropriate communication vehicles. The Board and key volunteers are trained how to do fundraising. We tell the stories of the volunteers and their activities at the HC. We are asking prospective donors for funding.

Task	Who	By When	Resources Needed
Educate Board	Vic	June-Sept	dependent on Grant
Develop plan for individual donations	Vera/Annie	Jul 9, 2009	
Fundraising letter	Annie	before November	make sure timing works with other campaigns, get samples
Newsletter	Annie		
Educate community about Cultural Trust			within newsletter and letter appeals
Identify prospects and ask them			Have list
Tie into Capital Campaign			Board training on how to ask for money

Goal 3: Thoroughly research Membership Program (benefits, etc.) and make decision

Outcome: We have a proposal based on research for the Board to make a decision on.

Task	Who	By When	Resources Needed
Look at other programs: including Historical Society, Friends of the Library, Bay City Arts	Vera Stew	July Board Meeting	
Determine what it would cost			postage, decals, premiums

Goal 3 (LATER): Create an overall Fund Development Plan

Outcome: We have a complete Fund Development Plan which includes all aspects of fundraising.

Task	Who	By When	Resources Needed
Learn about Development Plans	Annie Vera	By Nov 1	
Explore ideas for getting more help with this project			

Ways to Raise Money

Look at refinancing the building

Board Donations

Contracting to Schools

Other individual donations

Class fees

Event donations/fees

Grants

Brokering Artists

Rent

Products

In-kind/volunteer hours

Membership

Sponsorship

Events

## Support and Development of Volunteer Base

### Goal 1: Grow and Expand List of Potential Volunteers

Outcome: Have ready, sufficient, constantly growing pool for needs

Task	Who	By When	Resources Needed
Keep names coming into HC when we have a "hunch" and give "elevator pitch" whenever possible	All	ongoing	
Create a central conduit and list management system to store information	Gene (Lead)	Jul 31, 2009	delimited file of current lists (dd) lists of specs from various user groups outreach coordinator to input volunteers in the current google docs
Get contact information of volunteer candidates			

### Goal 2: Assess volunteer needs for new Board Members, and for specific programs

Outcome: List of specific volunteer needs for both admin and programming; job descriptions for specific positions

Task	Who	By When	Resources Needed
Board Job Descriptions	Stew	Aug 5, 2009	
Board Assessment of needs for members	Stew	Aug 5, 2009	board recruitment plan draft(vw)
Develop job descriptions for current and potential volunteers	Annie/Gene	Sep 15, 2009	survey of program directors
Always create volunteer job descriptions for new programs	Program Lead	ongoing	
Once the job description is in place, set process/steps for keeping track	Annie	TBD	Program leads to have formal check-in

<b>Task</b>	<b>Who</b>	<b>By When</b>	<b>Resources Needed</b>
Implement child protection process	Gene	Jul 1, 2009	Policy written and approved (sm)

Goal 3: Retain volunteers and ensure a positive volunteer experience

Outcome: Satisfied Volunteers

<b>Task</b>	<b>Who</b>	<b>By When</b>	<b>Resources Needed</b>
Develop volunteer appreciation plan	Annie	TBD	
Thank you lunch	Board	Sep 5, 2009	
Regular recognition in the Hoffman Center ad in the NCC, highlighting a different volunteer each time.	Dave	July	
Volunteer checklist for both programs and the building.	Annie/Gene	TBD	Information from Program Leads (survey)

**Capital Campaign for HC Annex Remodel--to be developed with CC Consultant**

Goal 1:

Outcome:

<b>Task</b>	<b>Who</b>	<b>By When</b>	<b>Resources Needed</b>

Goal 2:

Outcome:

<b>Task</b>	<b>Who</b>	<b>By When</b>	<b>Resources Needed</b>

Goal 3:

Outcome:

<b>Task</b>	<b>Who</b>	<b>By When</b>	<b>Resources Needed</b>

## Develop Programming

Goal 1: Develop Partnerships to create programming opportunities

Outcome: New programs that leverage other content providers in the community.

Task	Who	By When	Resources Needed
Create multi-venue performances and PR	Vera		relationships with Bay City Arts Center and Pacific City Arts
Coaster Theater: continue bringing performances from the Coaster Theater	Stewart		
Cart'm: develop workshops and classes for 'trash art', as well as explore putting on the 'Trashion Show'	Annie		
Nehalem Valley Historical Society: develop a speakers' series	Gene		
Lower Nehalem Community Trust for outdoor and environmental programs			
Fire Mountain School	Annie		

Goal 2: Identify and develop a Music Impressario

Outcome: A dedicated volunteer to help the Hoffman Center to attract and organize musical acts.

Task	Who	By When	Resources Needed
Identify possible candidates to approach			

Goal 3: Develop educational opportunities

Outcome: Increase local resources to put on workshops and classes

Task	Who	By When	Resources Needed
Develop a film program which includes not only viewings, but possible video classes for teens.			

Task	Who	By When	Resources Needed
Welding classes in collaboration with Cart'm			

## Leverage Hoffman Center for Economic Development in the Community

### Goal 1: Publicize Hoffman Center Activities outside of local community

Outcome: Attract people from Portland and Seattle areas to come attend workshops and performances at HC.

Task	Who	By When	Resources Needed
Distribute press releases further afield.	Program Leaders/ Dave		Research appropriate media outlets for various programs.
Identify key stories to place in broader media.	board		Kathie Hightower or other pr specialist.

### Goal 2: Joint Marketing with Local Businesses

Outcome: Attract people from Portland and Seattle to spend time in Manzanita (and HC activities)

Task	Who	By When	Resources Needed
Writers/Readers Fest	Kathie H.		Working with local lodging, restaurateurs for discounts, etc.

### Goal 3: Promote the Green Building Process

Outcome: Get HC visible due to efforts to get Leed certification.

Task	Who	By When	Resources Needed
Article about the process.	Nan/Gene		

## Economic Development Ideas

### Notes and brainstorming from Retreat

- Strong Retail organizations, but sensitive to weather, etc.
- Look at other communities for great ideas, ie Langley
- Business community is probably open to HC taking the lead
- Crafts and contests: Driftwood Fort contest (like Sandcastle contest....)
- Look at OAC Website
  - Art Bus
  - Marketing packages w/ motels, food
- Are we the convener/instigator of events or are we going to run it?
- Call a meeting of business and community people to brainstorm
- What are the community strengths we're bringing to this
- Don't limit to tourism
- A dinner party where we talk recklessly

**Appendix I: Qualitative Information from the April 29th Retreat**

Things that engage us about Hoffman Center and the factors and conditions which make that possible.

Elements that got retreat participants excited about HC	What made it engaging....
Helped launch a program Meeting a need in the community Kindled excitement (literally with the new kiln) Was able to see Artistic Expression that was “outside the lines” all within our community Diverse group of kids all getting needs met Parents, teachers, kids were all engaged What we “had in our minds” came to life Community response Bringing in new people into the activity, which is in the community Knowing this opportunity is available	Attracted because I had knowledge of it Welcoming people Community brainstorming People you didn’t think were engaged, were Amazing programming I enjoy making and building things, making stages for HC Feel like I’m contributing Strange magical things happen in arts community Snowball of energy and caring once you believe Catalyst to XXXXXX of arts in a community

Factors to make things possible	Conditions to make things possible
<p>Activity I know and had ideas about            There was a place            Welcoming            Community that was excited about engaging            Intergenerational            We were sponges soaking up the community ideas            Arts Alive grant--Improv Acting            Community performances            Board support of programs            Had grant funding, cheap access            Need for infrastructure            Engage wide range of people            Manzanita is a place where artists live, possibility to become a            place where magic happens            There was a spectacular performer in a small town            Without the center and activities these magical moments            won't happen            Think of ourselves as an original creative community            Low barrier to entry            A lot of hard work behind the scenes makes it easy to XXX            We've done planning            By creating local events we generate interest            Arts programs are forgiving of the physical space            People have time now            We're flexible.</p>	<p>Freedom to proceed with a plan of action            Some funds available            Experienced people            A place available that is affordable and appropriately set-            up            Imagining, planning, and involvement of many people--            months of prep--            Experimental            Unique value--a place that draws a broader base for            activities            Not a lot of "Nots"            Lots of planning and attending to details, behind the            scenes            Volunteers are wonderful and readily available, engaged            and consistent, committed            Safe place            People need to know about us, beyond the community            "Self-expression" as a powerful value in our political            system            "Personal development" possible</p>

## Appendix I

The Strategic Plan is the culmination of several months of board work. Much of it was developed at a planning retreat held in April 2009. Information from community meetings held annually from 2004 through 2008 also served to provide a backdrop to the retreat and the plan.

A Strategic Planning Retreat was held April 29, 2009 at the Salmonberry Lodge, generously donated for the day by George Reinmiller. The session was facilitated by Bob Hazen from the Executive Transition Services Director from TACS and Paul Lipscomb, Options Consulting. Attendees included Hoffman Center board members: Dave Dillon, Stewart Martin, Gene Dieken, Annie Naranjo-Rivera, and Vera Wildauer. Other members of the community were also asked to participate and included: Kathleen Ryan, former Hoffman Center board member and artist; Linda Kozlowski, Manzanita City Council Member; Lorraine Ortiz, The Art Ranch and Tillamook County Arts Network board member, Janet Maher, Hoffman Center Outreach Coordinator, and interested community members Bob Joseph and Candace Nelson.

After the initial retreat, the board further fleshed out the priorities and workplans, as well as developing a budget for general operations.

This plan will continually be monitored and updated as tasks are completed and new priorities surface.