

ASSESSMENT AND RECOMMENDATIONS TO SWEDISH CULTURAL CENTER BOARD

Eric Stevens

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1. SCC needs a 40+ hour per week manager in here NOW

- Hire an interim by August 1st, then begin permanent search immediately and aggressively
- Needs 4 key skill sets:
 - Operations
 - Hospitality business – to grow the rental business
 - Financial/business savvy – has to also function as a CFO
 - Strong leadership/teamwork skills vis-à-vis board, staff, community
- I can't make enough headway in 24+ hours per week, plus I'm gone half of August – HOWEVER, I can train someone in, because we are pointing in right directions. I'm available beyond Sept 1 up to 1 day/week
- New GM needs to focus first on 1) operations; and 2) rental business. Food service comes third, i.e. not distract

2. SCC future financial health rests on:

- Short-term: requires a major donation(s) yet in 2010, or you may end year with \$175,000 deficit, which will be a big hole to dig out of when starting 2011
- Long-term: requires four things:
 - Ensure steady support from one major donor through planned gift, long-term estate gift
 - Increase annual donations and implement a planned giving program
 - Expand rental business substantially through focused marketing – but with some additional infrastructure investments/training of staff/software/etc
 - Continue to expand memberships, event income, annual contributions – but this won't be enough by itself
- See 4-year financial analysis

3. Operations – some progress but needs more work

- Too many systems lacking, at all levels. Slowly putting new systems in place.
- Job descriptions almost completed.
- Performance reviews will be completed before I leave – will be focused on supporting proficiencies, identifying areas for improvement to grow on the job
- Full time person needs to spend more time developing/refining systems, training in staff
- Need in-house bookkeeping: service good at times, but cannot always rely exactly when we need them. Need more in-house processing of things to relieve Kris of heavy load
- Kris needs to focus 75% of time on rentals and customer relations – very good instincts on both
- Leave new GM in current office – best way to learn the operation, oversee Kris. Decide later on space.
- Facilities staff issues (e.g. Rudy) need to be decided soon. More groundwork needed to get facility operation fully operational, e.g. updated vendor list

4. Board of Directors

- Board didn't feel it could trust prior executive with driving change – became more hands on, more directive
- As General Manager comes in, board needs to revert more to policy and oversight, less hands on; it should provide a) targets (measurable goals); b) executive limitations/constraints versus doing as much problem solving; and c) monitor performance against targets; d) feedback about performance
- Avoid adding new projects and experiments w/o staff buy-in – respect critical focus that needs to be maintained
- Recommended committees (and to consolidate functions):
 - Executive – strategic questions address immediate issues between board meetings; provide executive support/supervision (Kristine/GM); address personnel issues brought by executives; review finances in depth (in lieu of finance committee at first); oversee fundraising
 - Rental / marketing – create ad hoc committee for at least 1 year to support business growth
 - Building/events/pancake breakfast – more hands on
 - Program/ad hoc as needed, e.g. Auction committee, etc.
- Keep past board members (e.g. Brandon); and prospective board members involved on key committees
- Committees should study issues in depth, bring analysis/alternative recommendations (i.e. pros/cons) to board. Have full board spend less time looking at the issues in depth each month.