



PHAME

Creating art. Inspiring connections.



Five Year
**Community
Report** 2014

Photo by: Intisar Abioto

Dear Friends and Fans of PHAME,

This year, we're trying something different.

For the past three years, we've finished each fiscal year in June by presenting a year-in-review report to you in July. These reports have typically focused on one year's worth of achievements and outputs, and a few anecdotes about what made the year great.

This time we offer a larger lens.

In 2014, PHAME celebrates 30 years of creating art and inspiring connections. To mark this occasion, we're sharing a five year report that not only lays out some of the meaningful metrics that demonstrate our maturation and growth since 2009-10, but also frames the issues, challenges, and opportunities that inform our work into this next period of growth and change at PHAME.



Photo by: Intisar Abioto

This report isn't glossy or glamorous, but we hope it paints a picture of how your support has allowed us to grow and mature, and how your continued support will move us into this next exciting period with confidence and clarity. We also hope it provokes questions and ideas from you as our closest friends and fans.

The world is not a static place and neither is PHAME. What drives our work and continued growth is simple: a desire to inspire all individuals with developmental disabilities to lead their fullest, most creative lives possible. To do so we must be malleable and responsive. We must be transparent with you as our supporters and also accountable to you. We must listen and learn.

There are four areas on which we're reporting to you in this letter: Program, Finance, Leadership and Planning, and Community Impact and Engagement. Thank you for taking the time to read and engage with us about our recent history and our bright future at PHAME. Your belief and support helps to make it all possible!

PROGRAM

The individuals PHAME serves in our education, performance, and community programs remain at the center of our mission and vision, and always will.

When PHAME was founded by Carol Stady and a group of committed volunteers in 1984, the landscape of services and opportunities for persons with developmental disabilities was dramatically different than it is today. This was before the Americans with Disabilities Act and before Oregon's state institutions housing persons with developmental disabilities were shuttered. This was before the advent of state brokered services. In 1984, the "H" in PHAME stood for "handicapped," and the word still had social currency.

Today, the "H" in PHAME stands for honored. Although we have come a long way in the last 30 years, there's still much to be done so that individuals with developmental disabilities have full civil equality. PHAME's programs continue to change and adapt to the needs of the population we serve and to the chal-



Photo by: Sarah Law Photography

lenges and opportunities facing individual with disabilities. We believe that equal access to education, the arts, housing, employment, social services – to all parts of life, culture and community – for adults with developmental disabilities is not only a realistic but essential goal. We believe that increasing opportunities for community integrated education, arts, and socialization not only benefits the individuals we serve, it benefits the community at large as well, supporting our goal in reducing negative stigma around individuals with disabilities, and increasing positive health outcomes in the individuals we serve.

After our founder's retirement in 2008, our organization jumped into a productive period of planning, building on PHAME's strengths and opportunities. As you can see from the figures below, these past five years have produced noteworthy growth in all parts of our program: the number of individuals we serve, the number of programs (classes and teaching hours) we offer, and the number of public programs we produce. We've also focused on diversifying the range of classes we offer, adding offerings ranging from Yoga and Musical Theatre to African Drumming, Playwriting, Bach to Tupac, and our acclaimed iPad Music Lab.

Numbers Of Note

Lastly, and maybe most important: We've honed in on our educational philosophy in providing lifelong arts learning for adults with developmental disabilities. It's expressed through five key philosophies and in longer form, below:

1. Student-centered
2. Opportunity at all levels
3. Adaptability
4. Inclusion
5. Excellence

"Through education and practice, PHAME creates opportunities for creative expression by providing a safe and engaging learning environment that allows students the freedom to explore their individual talents. By cultivating an inclusive arts community, both in and outside of PHAME, our education program is designed to help students identify and develop their innate creative and performance-based strengths. Whether students wish to study the arts for personal growth and enjoyment or seek professional-level instruction and performance experience, PHAME provides an opportunity. By hiring and retaining talented teaching artists and arts education professionals that enjoy working with our population and by utilizing a dynamic curriculum that continuously adapts to group and individual needs, PHAME strives for excellence both in the classroom and on stage. We avoid a 'one size fits all' mentality by modifying classroom methodology and using assistive devices and technology where needed, thereby creating an equitable educational environment for all students."

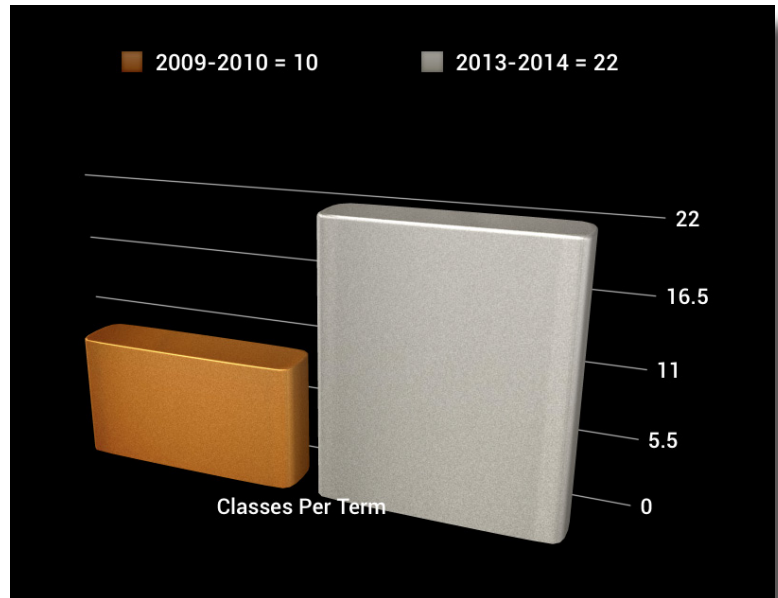
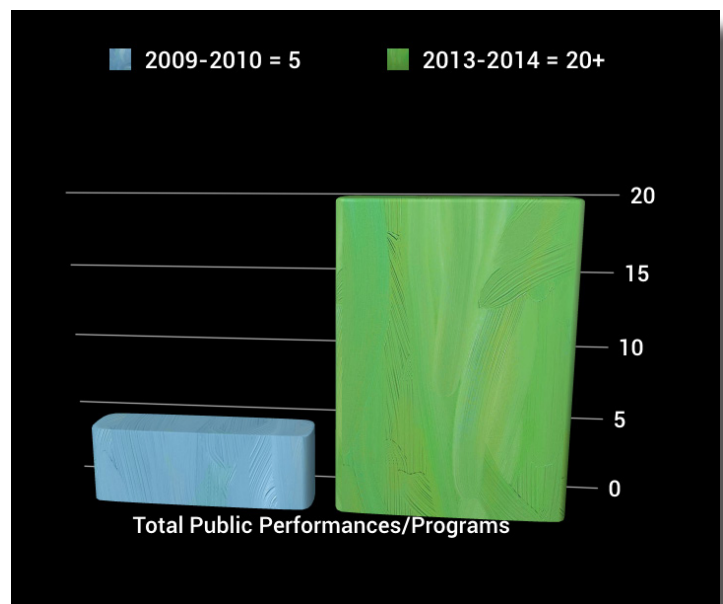
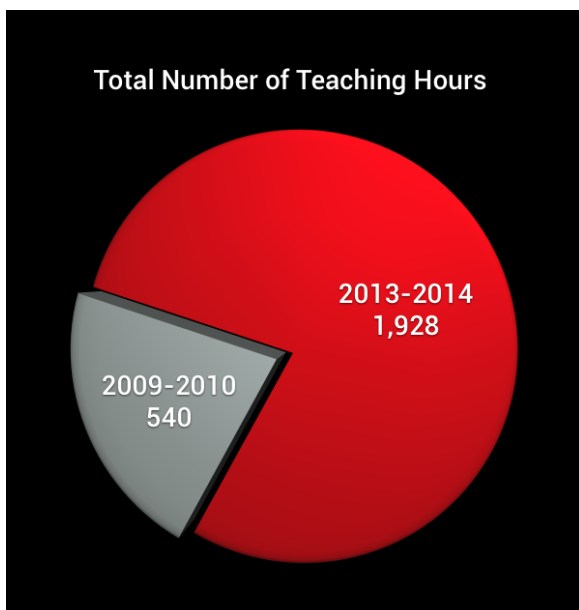
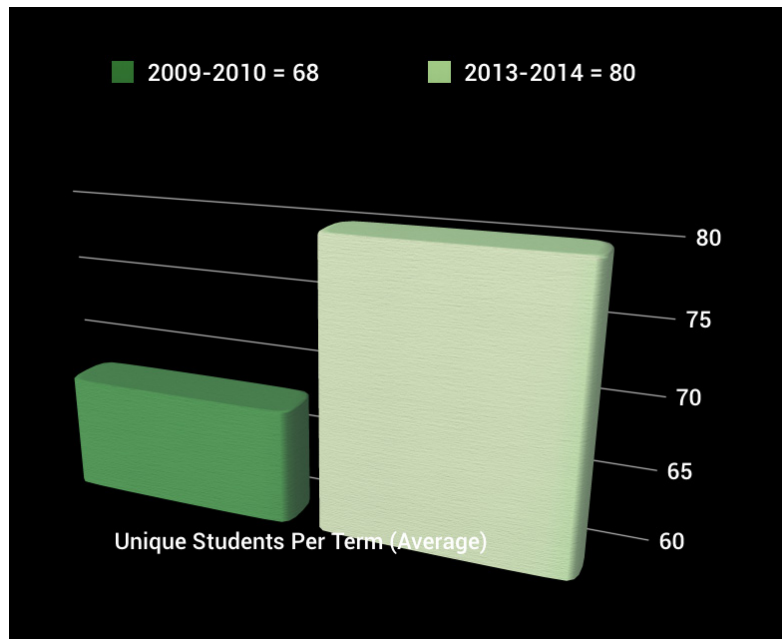


Photo by: Intisar Abioto

This means not only will we continue to innovate in our core lifelong learning programs, we'll pilot new initiatives that provide pathways to mainstream opportunity, supporting our students in achieving their self-determined creative ambitions. Whether it's collaborating with existing partners like Pink Martini and Portland Center Stage, or working alongside new artistic and educational partners, we are excited to continue to champion the creative potential of our students.

PROGRAM

Numbers Of Note



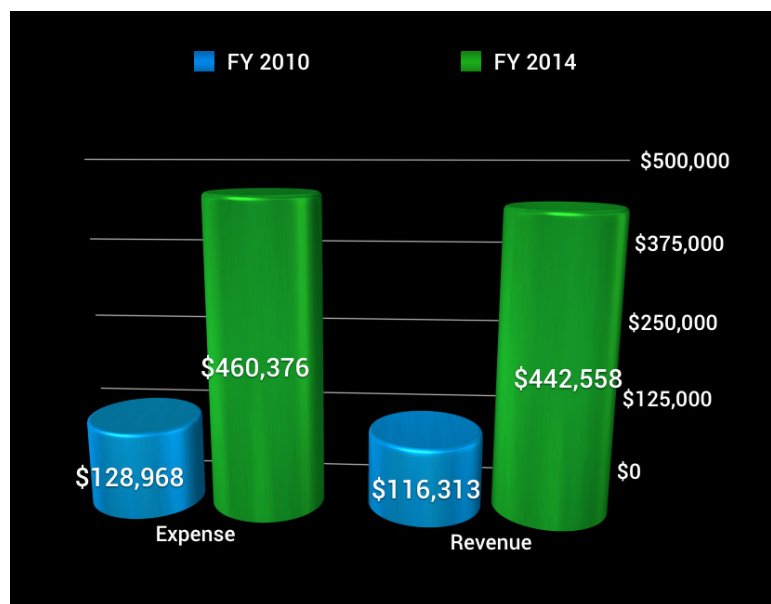
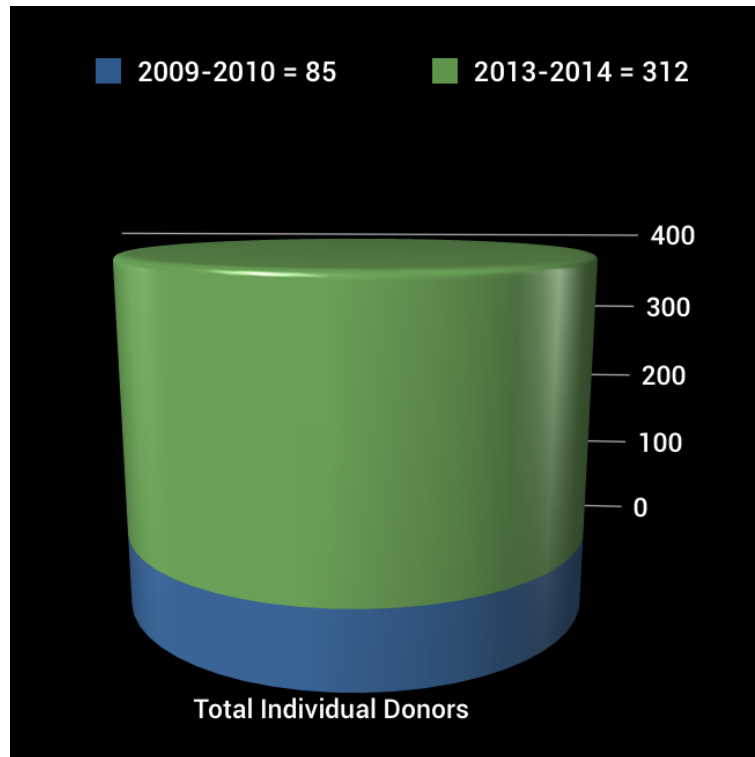
Numbers Of Note

Today, PHAME's financial health and security has never been stronger.

We've said this in years before, but it continues to be true. We've been on solid financial footing for some time now, but what is remarkable in our current economic environment has been our ability to manage triple-digit revenue and expense growth in the past five fiscal years. We've succeeded in managing our financial house while undergoing a significant programmatic expansion and right-sizing the organization to become more sustainable to ensure PHAME's long-term health.

Additionally, PHAME has made targeted investments to increase the capacity and strength of our financial management and oversight. This summer we've hired McDonald Jacobs, CPA, to conduct our first CPA financial review. As PHAME has passed the half-million-dollar budget mark, it only makes sense for us to increase the review and oversight of our financial management.

One last, but important, note. PHAME has operated as a cash-positive organization - with no standing debt - since spring of 2011. We have also begun to build an operating reserve for PHAME by realizing year-end surpluses for the prior three consecutive years. These funds are helping us build a kind of rainy day fund that allows us to have a cushion should any accident or event put the organization at financial risk. Special thanks goes to our board of directors, including our recently retired board treasurer Marc Aubertin, and our Director of Finance and Operations Daryn Ambrose, for their work in advancing our financial management so that every dollar you as supporters donate to PHAME is responsibly stewarded. It is your continued support and belief that allows us to grow and dream bigger than ever.



% revenue growth from 2009-10 to 2013-14: 280%
 PHAME's operating budget for FY15 (7-1-14 to 6-30-15): \$508,821
 Total PHAME operating reserve, as of June 30, 2014: \$66,470.

LEADERSHIP & PLANNING

One of our greatest strides at PHAME in the past five years has been our commitment to planning and leadership development. Why is this important? Because in a fast-changing world, we are committed to being thoughtful and responsive to the shifting landscape of services, challenges, and opportunities for the individuals we serve, and because we believe in attracting and retaining the best possible teachers, board members and management staff possible so that we can deliver the most impactful programs and opportunities around.



Photo by: Sarah Law Photography

Short and long-term planning have become part of our regular work with the board and staff often working with consultants from the region. Our planning routinely engages a broad range of stakeholders in and outside of PHAME: students, families, donors, supporters, educators, social service agency partners, and more.

The current plans guiding our work are a five-year strategic framework, and a Theory of Change. Both are available on our website (our five-year strategic framework is on the second to last page of this report) and, when considered together, chart a clear path for the types of individual, social, and field-wide changes PHAME aims to affect, and the concrete goals we aim to achieve in order to produce those outcomes over these next five years.

In the next year, our work will be focused on achieving some specific goals, including: 1) identifying a satellite/auxiliary space, to supplement our current space at Grace church; 2) developing the assessment tools necessary to assess short and long-term program results; 3) piloting new community engagement programs to increase our pipeline to enrollment and become a more diverse, equitable and inclusive organization; and 4) developing staff and board knowledge and practice around diversity, equity and inclusion across the organization.

As the PHAME program has grown, so have our staff and board. Staff is made up of nonprofit professionals and paid teachers and teaching artists. Our volunteer board of directors is populated by a diverse group of passionate business, civic and family leaders. Staff and board retention is strong. The current average tenure for a management team member is about 2.7 years. In just a few weeks, Artistic Director Jessica Dart celebrates her five year anniversary with PHAME. We also want to acknowledge the contributions of teacher Ned Faulhaber, celebrating three years with PHAME this September, and teachers Amy Aronson, Francesca Piantadosi, and Linnea Simmons, each celebrating two years with PHAME as of this fall.

2009-10 staff: 1.25 FTE (full time equivalent program/management), and four paid teachers

2013-14 staff: 5.2 FTE, and ten paid teachers

2009-10 board: 7 members, almost exclusively comprised of PHAME family members

2013-14 board: 15 members, including a diverse range of business, civic and family leaders



COMMUNITY IMPACT & ENGAGEMENT

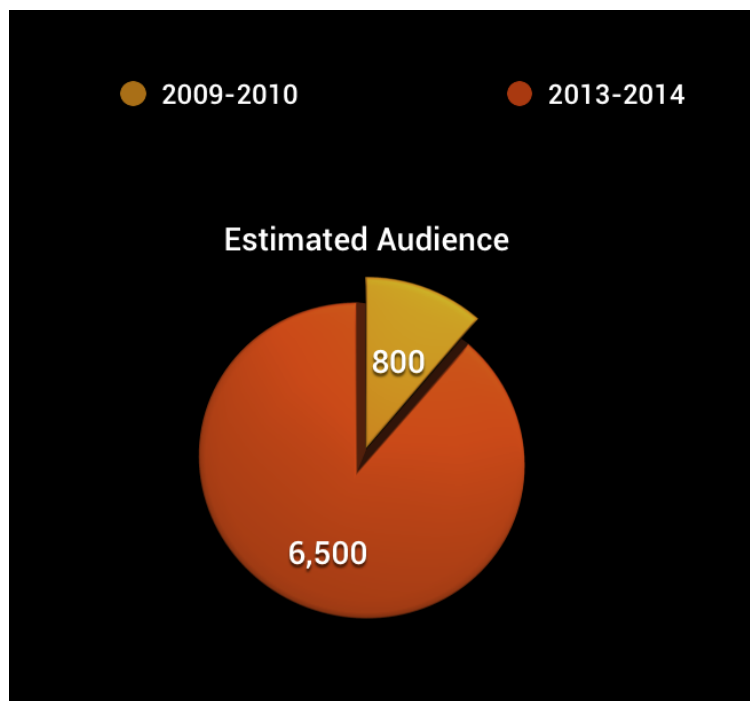
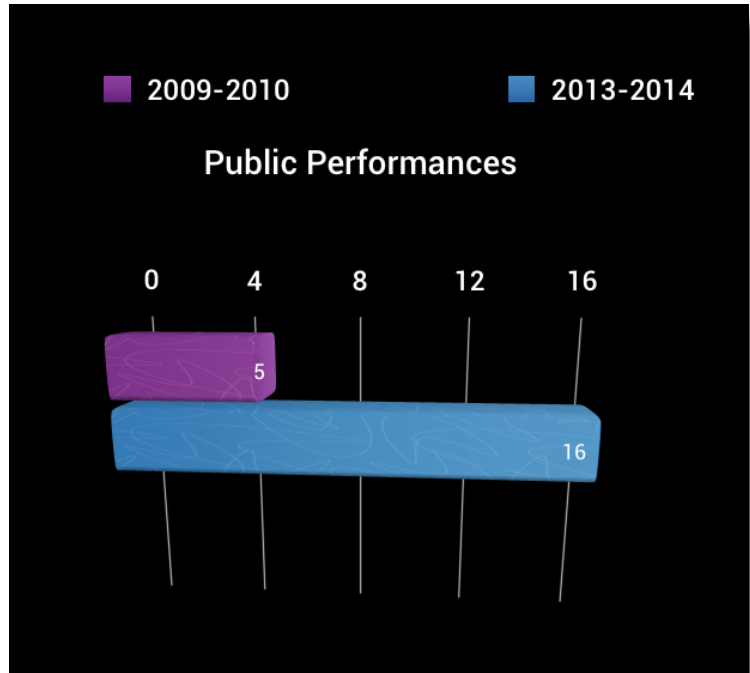
We're not only in the business of producing lifelong learning programs for others, we're also in the business of learning ourselves.

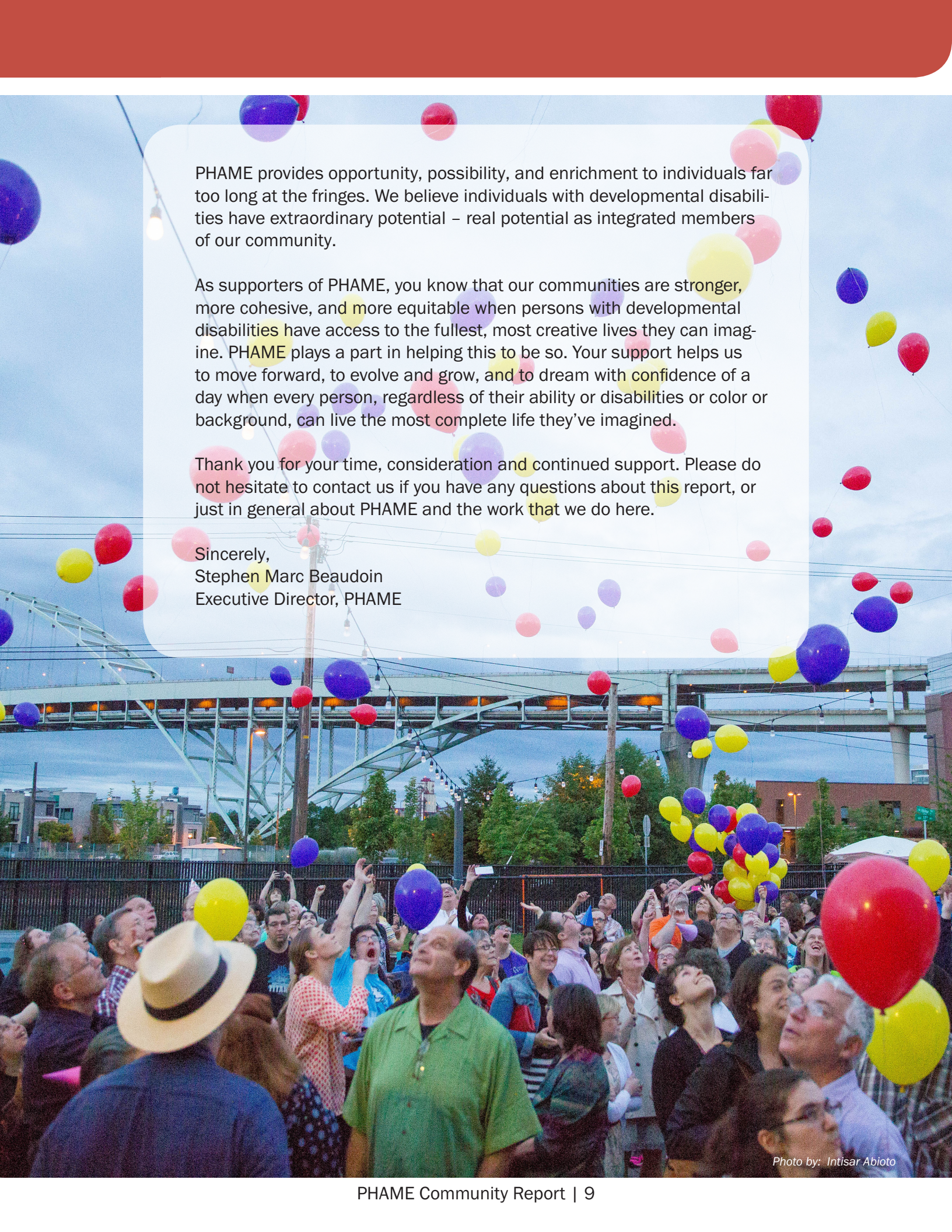
One area of real focus for learning and development right now at PHAME is community impact and engagement. How should we measure our impact and how can we do our best to engage new and especially diverse communities in our work?

How have we measured our impact so far? Mostly, as you can see from this report, by counting what are called outputs – things we can count: numbers of classes, students, programs, audience size, donors, etc. This is fine but it doesn't tell the most important story which is long-term impacts and outcomes. So over the next period, we're focusing our assessment efforts on understanding what sort of long-term impacts PHAME's work has on the core issue areas our programs aim to address: increasing positive, integrated social opportunities; producing positive health and wellness outcomes; increasing access to education and learning; and reducing negative stigma around persons with developmental disabilities. We will do this by securing assessment partners, and creating more consistent opportunities for feedback from students, families, and community partners to ensure the organization is responding to current needs.

It will take a broad and diverse coalition of students, families, donors, and community partners to produce these impacts. Our Outreach Committee, led by Community Relations Manager Jess Leftault with support from a committed group of volunteers, is already in the early stages of devising goals and strategies around increasing our pipeline to enrollment and diversifying our student body. Your ideas, recommendations, and commitment to evangelizing on behalf of PHAME have helped us to come so far in 30 years, and we hope to earn your belief and support for the next 30, too.

Numbers Of Note





PHAME provides opportunity, possibility, and enrichment to individuals far too long at the fringes. We believe individuals with developmental disabilities have extraordinary potential – real potential as integrated members of our community.

As supporters of PHAME, you know that our communities are stronger, more cohesive, and more equitable when persons with developmental disabilities have access to the fullest, most creative lives they can imagine. PHAME plays a part in helping this to be so. Your support helps us to move forward, to evolve and grow, and to dream with confidence of a day when every person, regardless of their ability or disabilities or color or background, can live the most complete life they've imagined.

Thank you for your time, consideration and continued support. Please do not hesitate to contact us if you have any questions about this report, or just in general about PHAME and the work that we do here.

Sincerely,
Stephen Marc Beaudoin
Executive Director, PHAME

Photo by: Intisar Abioto



PHAME

Strategic Plan Framework • FY 2015 – 2019

Mission:

PHAME inspires individuals with developmental disabilities to lead full, creative lives through arts education and performance.

Vision:

A community that champions opportunities and possibilities for all artists.

Values:

Opportunity • Excellence • Compassion • Safety

Core issues:

1. Social isolation / relationships
2. Education / lifelong learning
3. Health / wellness
4. Reducing stigma

Broad 5-year Strategic Goals

1. Serve a broader and larger population of young and older adults with developmental disabilities
2. Expand program excellence
3. Find a more permanent home to serve students, teachers, and the community
4. Achieve sustainable success as an organization
5. Adopt outcomes-based assessment across the organization
6. Demonstrate increased commitment to equity, diversity and inclusion



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Twitter: @phameacademy
Instagram: @phamepdx



PHAME

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2014-2015

Board of Directors

Lara Miller, Chair - Development Director, Sustainable Northwest.

Kathy Plass, Vice Chair - Retired principal and school administrator.

Gretchen Wernert, Secretary - Director of IT Business Relations, The Standard.

Jon Wilson, Treasurer - VP of Technology, Cambia Health Solutions.

Members at large:

Mac Ehlen - President, The Ehlen Group LLC.

Eryn Karpinski Hoerster - Associate Attorney, Garvey Schubert Barer.

John Hutzler - County Auditor, Washington County, Oregon.

Jeri Inger - Marriage and family therapist in private practice.

Michele Mannix - Mental health therapist, addiction specialist and homeless advocate.

James Morris - Financial Representative, Northwestern Mutual.

Laurie Dunn Thomas - Director of Marketing, LaCrosse Footwear, Inc.

Barbara Smith - Team Leader, Real Estate Services, IBM.

Ryan Wayman - Agency Executive Vice President, MassMutual Oregon.

Karen Weisz - Senior Director Human Resources, Nike.

Rebecca Youngstrom - Administrator, Ronald W. Atwood, P.C., Attorneys as Law.

Staff

Stephen Marc Beaudoin, Executive Director

Jessica Dart, Artistic Director

Jack Quinn MacNichol, Director of Development and Marketing

Darryn Ambrose, Director of Finance and Operations

Matthew Gailey, Music Director

Jess Leftault, Community Relations Manager

Amy Aronson - Music/Accompanist/Assistant Choir Director/Theatre

Ned Faulhaber - Music/Teaching Lead

Heath Houghton - Theatre

Clifford Koufman - Music

Jane Kramer - Music/Teaching Lead

Jess Leftault - Writing/Costume Design

Hayley Mason - Dance

Francesca Piantadosi - Playwriting

Linnea Simmons - Visual Art/Costume Design/Movement

Kelly White - Yoga

Artistic Advisory Council

Christopher Acebo - Associate Artistic Director, Oregon Shakespeare Festival

Yulia Arakelyan - Co-Founder, Wobbly Dance

Rhoda Bernard - Director of Professional Education and Enrichment and Director, The Boston Conservatory Program for Students on the Autism Spectrum, The Boston Conservatory

John Frohnmayer - Board member, Oregon Humanities; Former Chair, National Endowment for the Arts

Laura Gibson - internationally touring pop-folk musician

Paloma Griffin - violinist and Artistic Director, Fear No Music

Courtenay Hameister - Head Writer and Co-Producer, Live Wire Radio

Andres Lopera - conductor and Music Director, Metropolitan Youth Symphony

Julie Mancini - Mercy Corps

Cameron Mizell - musician and musician's advocate

Jonny Shultz - Fashion Director, Ford Models

Brisa Trincherro - Tony Award winning Broadway producer; Founder, Make Musicals

