

## **WJFF Radio Catskill Board of Trustees Meeting Minutes**

**February 27, 2023 at 6:00pm**

All remote meeting

Approved at the 4/17/2023 Board Meeting

**Trustees Present:** Jeff Barnes, Dale Blagrove, Amy Brightfield, Katie Childs, Barbara Demarest, Duncan Cooper, Kirsten Harlow Foster, Leif Johansen, Halle Kho, Leila McCullough, Heather Quaintance, Kristina Smith, Sally Stuart

**Absent:** Clay Smith, Michael Williams

**Staff Present:** Tim Bruno, Mimi Bradley

**Members of the public present:** Pete Madden, Thane Peterson, Katherine Dodge, Kit Hulit, Nicky Bedo-Vecchio

### **1. President's Welcome – Kirsten Foster**

The meeting opened at 6:03pm. Kirsten welcomed the board and members of the public.

### **2. Review and Approve Past Minutes – Sally Stuart**

Minor revisions were suggested and agreed upon.

**MOTION** to approve minutes from the Board Meeting on January 9, 2023 with the minor changes. (Childs/Demarest)

**In Favor:** Jeff Barnes, Dale Blagrove, Amy Brightfield, Katie Childs, Barbara Demarest, Duncan Cooper, Kirsten Harlow Foster, Leif Johansen, Halle Kho, Leila McCullough, Heather Quaintance, Kristina Smith, Sally Stuart

**Abstained:** None

**Opposed:** None

### **3. Public Comment Opportunity**

Kirsten invited members of the public to speak. Kathryn Dodge said that she greatly appreciates the station and listens frequently. She finds the frequent tag line, “listen local” to be ungrammatical and this “drives her nuts.”

### **4. CAB Update**

Pete recommended that the board approve three nominees for the CAB. The Committee is excited about all three and they are:

- Dr. Neile Hitch who works at Bethel Woods Museum
- Jill Carletti, Executive Director of Harmony in the Woods, in PA
- Franklin Trap, producing director at the Forestburgh Playhouse

CAB members are eligible to serve two three year terms. There will likely be another person stepping down later in the year. Kirsten suggested that it is helpful to have staggered terms.

**Motion** to approve the three candidates (Kirsten/Sally)

**In favor:** All

Pete and Leila explained that the CAB has been planning its activities for the year including a more robust listener survey with some advice from an outside expert.

Susan Russ, Marketing Director at Bethel Woods, is going to put up some tickets as an incentive to complete the survey and the CAB members will do more work to get the questionnaire responses. The CAB is working with Jill on a strategic plan for the CAB to get in line with the various streams of work going on at WJFF. Leila and Heather encouraged an update on their onboarding process for new CAB members. Kirsten and Sally offered to share documents and information if needed.

5. **Staff & Programming Update** (Tim and Mimi) (See attached slides.)

Mimi went over the underwriting report and we have 46% of budgeted 2023 underwriting support committed already for the year. She thanked Heather and Katie for their recent help and asked board members to share their connections/introductions to the underwriting prospects. During her first weeks on the job, she has been speaking with major donors to introduce herself and update them on the station. She recognizes that seeking potential Foundation grants is a priority and will begin work in this area shortly. She is also focusing on developing monthly Sound Supporters and will hold a cultivation/recognition event for them.

The Spring on-air appeal is coming up. WJFF will send a mailed appeal to accompany the Spring on-air appeal. She is working on a giving brochure that clearly and cohesively explains all kinds of giving opportunities.

Tim presented his General Manager's report. He has been developing local partnerships. To advance our goal of involving more young people he has students coming to the station to produce podcasts. He is exploring Job Corps assistance to make repairs and improvements in the white colored house. WJFF is launching four new djed music shows this Month. Tim welcomed and introduced Nicky Bedo-Vecchio who is one of the new program DJs. She spoke about her program and its focus. The board welcomed her and thanked her for joining as a volunteer!

**6. Finance Updates: (Duncan)**

Duncan included January numbers in the packet and they do not require presentation. (See attached.)

There are two motions related to the sale of the translator and the purchase of the transmitter that he presented. At our last meeting we talked about an unsolicited offer for our Monticello transmitter. We countered and they met our price which is based on advice from our consultant Scott Fybush.

**MOTION** to approve the sale of the W233AH translator in Monticello to the Radio Sharon Foundation, pending FCC approval. (Duncan / Barb)  
In Favor: All

Duncan explained that our current transmitter is 15 years old which is the expected lifetime of this piece of equipment. It has malfunctioned recently and we do not have a back up for it. We need to purchase a new transmitter and can use the old transmitter as a back up. It is certainly a best practice to have a back up transmitter as should it fail or malfunction, we would be off the air. This expense is not included in our 2023 budget.

**Motion** to approve the purchase of a new transmitter, contingent on FCC approval of the Monticello translator sale. (Cooper / Katie)

Barb asked whether there is a transmitter for the Honesdale studio. Tim explained that it's programs come to the Liberty station and are transmitted from there. We do not transmit from Honesdale. ( If we had another frequency we would need another transmitter.)

There was discussion about when we need back up and what went wrong with the current one earlier this year.

**In favor:** All approved the motion.

**7. Strategic Plan Progress Check In (Kirsten)**

We want to have a more formal report at the end of the board year in May or June. Please go in to the document and keep it up to date and expect to have discussions with Clay later this Spring to update our progress.

**8. Facilities Committee Update**

Kit Hult gave the presentation on the new frequencies on behalf of the committee as Mike Williams was unable to join the meeting. (See the attached report from the Facilities Committee.) She explained the opportunity. Key points included:

The Livingston Manor area is already pretty well covered by our current signal. We need to consider costs. There are big upfront capital expenses; plus a minimum of \$20K per year in annual costs including rental, electricity, engineer, consultant, etc. We looked at costs carefully. It would not require us to expand our local news and other coverage of the area. The committee determined that moving transmission to Hawley would enable WJFF to reach the largest number of people currently not served by 90.5. It is typical that listeners will listen for 3-5 years before they start contributing.

Kit pointed out that the annual recurring costs of the new frequency could prevent the station from being able to increase staffing for additional programming.

People in the Hawley area have access to WVIA but folks in the community say they want more local programming. With WJFF's week day news program, the Local Edition, we would bring more local news and community programming to the area. Our strategy as a station isn't as tied to NPR programming. We have become even more appealing to local listeners because of our locally produced content.

Kit pointed out that WVIA has recently gotten a grant for local news and they are adding staffing. We can assume that they will add new local news programming.

The overall timing for a large capital investment isn't great given that we have just invested heavily in renovating our new building and upgrading our technology.

Katie explained that we don't know a lot about where our listeners are now. We are in too small of a market to get good information on our broadcast audience.

Barb suggested some ideas on ways to trim our operating budget, which the Board could look at more closely if we felt we needed to find additional sources to cover ongoing expenses. In addition, Duncan mentioned that we have a bit more in our savings than the minimum 6 months of operating expenses that we like to maintain for security, so that we could consider allocating some capital towards this project (Duncan estimated perhaps \$30k could be allocated, but would need to get looked into further and vote on it.)

NPR has raised their fees and their fees are based on budget size; so as our budget grows, we have to pay more.

This opportunity to pick up new frequencies is the first time it has happened in 12 years. This is a noncommercial license and we couldn't resell the license. We can get a waiver to operate it as a satellite frequency.

Kirsten explained that we need to figure out what kind of support is out there for this opportunity. Who can lead this investigation? It should be someone based in PA because we think PA is where the funding should come from.

Kirsten emphasized that we need someone to raise their hand to lead on the funding needs for this.

Leif pointed out that younger audiences are listening to broadcast less and less. Realistically if this trend continues, our listener base is dwindling. We need to think about how to connect our communities to streaming and podcasts and everyone who will be tomorrow's donor base.

9. **DCOC Update** (Halle)

In the interest of time, Halle asked board members to please see the attached slides.

10. **Nominating and Governance Committee Update** (Barb)

Barb drew people's attention to the Board Self Assessment Survey Report. (See attached.)

There has been a big turn around in board member satisfaction with the experience of serving on the board and committees. This is a vast improvement over prior years.

We saw interest in building greater engagement among board members. We wish we knew each other better. There is interest in additional training on such topics as understanding the radio station's infrastructure, what is on air/what are the programs/how do we acquire them, deeper understanding of the CPB and FCC requirements, and understanding fundraising at WJFF. There is interest in reorganizing DCOC and in increasing diversity. Also, there is interest in moving up into leadership. Given that 3 of our 4 officers will be term limited out in June 2024, we need to look at who is interested in moving into leadership positions.

Leif has created a survey of training interests and good time to hold this. He shared the link. We can also use this training time to talk about DCOC and about the frequency option in PA.

Leif mentioned that there are several open seats coming up on the board and the committee will be working on the nomination and election process in the coming months. Barb emphasized our commitment to increasing diversity on the board and elsewhere.

**11. Audit Committee Update (Dale)**

The audit is getting started. We have given them all the documents that they have requested.

**12. Public comment**

There was no further public comment.

**Motion** to adjourn at 7:34 (Mike / Clay)

**In favor:** All

*Submitted by Sally Stuart, Secretary*

Tim Bruno.02.27.23

# **Radio Catskill General Manager Report**

# Agenda

We'll be talking about...

- Fundraising
- Community Involvement
- Programming

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# Fundraising

Mimi Bradley, Development Manager

- Underwriting
  - Donor Relations
  - Grants/Foundations
  - Sound Supporters
  - Spring Fund Drive
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# Community Involvement

- SUNY Sullivan Media Arts Tour
- New Sullivan County BOCES Internship
- Liberty High School Podcasts
- Delaware Valley Job Corps
- Sullivan County District Attorney



# Programming

New Local DJ Shows  
Debuting This Week



## **Connect The Dots** *Thursdays @9pm*

Local DJ David Christian's show features songs joined to the next via a key musical connection. Along the way, we'll see the distance between genres and decades is often shorter than we think. David is a multi-instrumentalist, and his recording and performance credits include appearances with Karen O & Danger Mouse, Sharon Van Etten with Norah Jones, Curtis Harding, Mary Timony, Hospitality, and Benjamin Booker, among others.

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# Programming

New Local DJ Shows  
Debuting This Week



## **Electronic Hair Pieces** *Thursdays @10pm*

Local DJ Nicky Bedo journeys to the heart of synthesizer compositions, experimental music, and lesser-known psychedelic & electronic rock. All played on vinyl & other analogue formats. Each week, she focuses on overlooked rock weirdness, early synthesized endeavors, queer electronic composers, and artists who dared to be different. Nicky also writes, records & performs original music as the Dark Queen of Psychedelia, Polly Vinylchloryde, at local venues.

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# Programming

New Local DJ Shows  
Debuting This Week



**Liberation Station** *Saturdays @7pm*

Local DJ Callison Stratton produces a show highlighting women, female and female presenting musicians. "My little attempt to adjust the balance of representation on the radio," says this local singer/songwriter.

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# Programming

New Schedule

- THURSDAY
  - 7pm: Ramble Tamble
  - **9pm: Connect The Dots**
  - **10pm: Electronic Hair Pieces**
  - **11pm: Undercurrents** (new time)
- FRIDAY
  - 7pm: The Mixtape
  - 8pm: Rare Pear Radio
  - **9pm: Secret Show** (new time)
  - 10pm: The Deep End
- SATURDAY
  - **7pm: Liberation Station**
  - **8pm: Upfront Soul** (new time)
  - 10pm: Old Skool Sessions

*Leaving the schedule: Low Stakes, Set It Off, Afropop*

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# Programming

June/July

- Add new weekday Local News Show -midday
- Replace *Undercurrents*
- Add more new local DJ shows

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### **TRANSMITTER**

The FM radio transmitter is the core equipment in FM broadcasting. The FM broadcast transmitter is a kind of radio broadcast equipment that is used to transmit radio waves outward. It is used for modulating the broadcast content into radio signals and broadcasting it, and the listeners within the coverage area can receive the radio signals with a receiver like FM radios. Our listeners receive this signal on 90.5fm.

Our current transmitter is 15 years old, the end of its life expectancy.

We do not have a back-up for our transmitter. So if this transmitter fails, we go off the air (which happened in early January when the transmitter's thermostat failed).

If we purchase a new transmitter, the current one will move to back-up status. The new transmitter has a 15 year life expectancy.

### **TRANSLATOR**

The FCC has created a class of facilities called "translators" which are designed specifically to re-broadcast another station to provide coverage to an isolated community or two.

A "translator" consists of a receiver (basically an FM radio) which is set up to receive another station (WJFF Radio Catskill in our case). This receiver is coupled to a low-power transmitter which then re-broadcasts the (Radio Catskill) signal to the surrounding area. Translators must re-broadcast their "primary" stations 100% of the time. Translators are a "secondary" service.

We currently have a translator in Monticello (W233AH). We have a preliminary agreement in place to sell this translator.



**WJFF**  
**BALANCE SHEET**  
*For the Month Ending January 31, 2023*

	January 2023	January 2022	Net Change
<b>ASSETS</b>			
<b>Current Assets</b>			
<b>Cash</b>			
Operating Cash	244,041	414,123	(170,082)
Capital Campaign	2,477	151,521	(149,044)
<b>Total Cash</b>	<b>246,518</b>	<b>565,644</b>	<b>(319,126)</b>
<b>Investments</b>			
Vanguard	0	225,348	(225,348)
Wayne County Community Endowment	17,893	10,455	7,438
Community Fund of Orange & Sullivan Endowment	110,000	0	110,000
<b>Total Investments</b>	<b>127,893</b>	<b>235,803</b>	<b>(107,910)</b>
<b>Accounts Receivable</b>			
Accounts Receivable	3,588	500	3,088
Grants Receivable	150,000	150,000	0
<b>Total Accounts Receivable</b>	<b>153,588</b>	<b>150,500</b>	<b>3,088</b>
<b>Total Current Assets</b>	<b>527,999</b>	<b>951,946</b>	<b>(423,948)</b>
<b>Fixed Assets</b>			
Equipment	745,120	519,486	225,635
Building & Improvements	1,236,416	361,057	875,359
Costruction in Progress	0	381,103	(381,103)
Accumulated Depreciation	(608,264)	(576,439)	(31,825)
<b>Total Fixed Assets</b>	<b>1,373,273</b>	<b>685,207</b>	<b>688,066</b>
<b>TOTAL ASSETS</b>	<b>1,901,271</b>	<b>1,637,154</b>	<b>264,118</b>
<b>LIABILITIES &amp; EQUITY</b>			
<b>LIABILITIES</b>			
Accounts Payable	9,357	19,737	(10,380)
Payroll Liabilities	172	987	(816)
Liberty Commercial Loan	399,454	130,055	269,399
<b>TOTAL LIABILITIES</b>	<b>408,983</b>	<b>150,779</b>	<b>258,203</b>
<b>EQUITY</b>			
Unrestricted Net Assets	1,534,656	1,363,229	171,427
Net Income	(42,367)	123,145	(165,512)
<b>TOTAL EQUITY</b>	<b>1,492,289</b>	<b>1,486,374</b>	<b>5,914</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>1,901,271</b>	<b>1,637,154</b>	<b>264,118</b>

**WJFF**  
**INCOME STATEMENT**  
*For the Month Ending January 31, 2023*

	Total January 2023	YTD Budget	Budget \$ Variance	Remaining Budget FY22	FY 2022 Budget	Prior Year-To-Date	Actual YTD to PY Variance
<b>OPERATING REVENUE</b>							
Membership	13,253	8,800	4,453	226,747	240,000	7,069	6,184
CPB CSG	0	0	0	34,798	34,798	0	0
CPB Other	0	0	0	123,267	123,267	0	0
Government Grants	0	0	0	10,000	10,000	0	0
Other Grants	0	0	0	25,000	25,000	0	0
Underwriting	293	4,900	(4,607)	59,707	60,000	330	(37)
Benefit Income - Auction/Other	0	0	0	29,500	29,500	0	0
Benefit Income - Music Sale	226	1,000	(774)	11,774	12,000	3,983	(3,757)
Merchandise Sales	900	550	350	5,950	6,850	140	760
Car Talk Donations	0	0	0	12,000	12,000	420	(420)
Other Income	0	25	(25)	150	150	25	(25)
Inkind Revenue	0	0	0	12,500	12,500	0	0
<b>OPERATING REVENUE</b>	<b>14,672</b>	<b>15,275</b>	<b>(603)</b>	<b>551,393</b>	<b>566,065</b>	<b>11,967</b>	<b>2,705</b>
<b>OPERATING EXPENSES</b>							
Wages	10,142	16,187	(6,045)	184,102	194,244	10,946	(804)
PR Taxes & Benefits	5,261	4,618	643	50,207	55,468	2,128	3,133
Program Acquisitions & Fees	26,226	26,209	17	56,809	83,035	11,906	14,320
Utilities	1,050	1,728	(678)	21,613	22,663	4,124	(3,074)
Dues & Subscriptions	0	0	0	625	625	60	(60)
Communications	345	1,058	(713)	12,355	12,700	945	(600)
Repairs & Maintenance	469	1,207	(738)	14,031	14,500	419	50
Property & Liability Insurance	0	0	0	7,000	7,000	0	0
Independent Contractors	0	625	(625)	10,000	10,000	650	(650)
Professional Fees	2,555	2,888	(333)	41,610	44,165	2,279	276
Benefit/Fundraising expense	3,615	3,425	190	12,835	16,450	0	3,615
Bank and Credit Card Fees	3,536	3,096	440	33,664	37,200	978	2,558
Rent	1,185	1,185	0	13,035	14,220	800	385
Merchandise Expense	0	270	(270)	3,250	3,250	16	(16)
Supplies & Other Office Expense	2,656	4,568	(1,912)	25,179	27,835	5,227	(2,571)
<b>TOTAL OPERATING EXPENSES</b>	<b>57,040</b>	<b>67,064</b>	<b>(10,024)</b>	<b>486,315</b>	<b>543,355</b>	<b>40,478</b>	<b>16,562</b>
<b>NET OPERATING INCOME</b>	<b>(42,368)</b>	<b>(51,789)</b>	<b>9,421</b>	<b>65,078</b>	<b>22,710</b>	<b>(28,511)</b>	<b>(13,857)</b>
<b>NON-OPERATING</b>							
Liberty Capital Campaign	0	0	0	0	0	151,658	(151,658)
<b>TOTAL NON-OPERATING</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>151,658</b>	<b>(151,658)</b>
<b>NET INCOME</b>	<b>(42,368)</b>	<b>(51,789)</b>	<b>9,421</b>	<b>65,078</b>	<b>22,710</b>	<b>123,147</b>	<b>(165,515)</b>

To: WJFF Board of Trustees

From: Facilities Committee

Re: New Broadcast Frequencies Opportunities

Construction permits for two new two broadcast frequencies were granted to Radio Catskill by the FCC in January, 2022. If the station wishes to apply for licenses for either or both of these frequencies, it must install and test equipment and apply for the licenses by January 7, 2025 (Hamlin, Pa.) and January 14, 2025 (Livingston Manor). Our consultant, Scott Fybush, indicated that in order to be in a position to apply for either license by the deadline, we will have had to complete studies and reports and order all equipment by the end of 2023. So, it is imperative that a decision be made soon as to whether to proceed.

Radio Catskill has a small but unusually loyal and generous base of local listeners, mainly in New York with a small contingent in Northeast Pennsylvania. WJFF currently serves a population of about 88,500 via its FM signal, but the actual number is probably bigger because of the number of weekenders and others outside the core listening area who may not be reflected in the census data. Listener support is the station's largest source of revenue. Over the most recent six-year period, the station has received donations from an average of 1,191 of our contacts each year. Based on figures from this period, the average total annual giving from our current donors is \$170.00. (These figures exclude donations to the Liberty Capital Campaign, and the yearly information is represented in Appendix A below.)

Adding a new broadcast signal has the potential to increase radio Catskill's pool of listeners, donors, volunteers and underwriters. However, it would involve a capital investment in equipment, consultant fees and other immediate expenses. Yearly operating costs, outlined below, would need to be added to Radio Catskill's annual budget.

To be worthwhile, these new initiatives would have to bring in enough additional revenue to more than offset these costs. The following is an overview of the options before us followed by a detailed analysis of potential gains in listenership and support that might ensue from each option:

## **Livingston Manor:**

**Introduction:** The FCC license at this location would involve broadcasting at 89.5 F.M and would reach an estimated population of 3,818. Our database includes donor records, each of which represents a household. Since 2017, 142 households from this area have made donations to the station. It appears that we may have already reached saturation in terms of the *number* of donors in this area, so it is likely that we would need to count on increased donations from existing donors, rather than the acquisition of new donors, to offset operating expenses for the additional license.

### **Pros:**

- Would fill some holes in coverage in this area.
- Because this is already part of our listening area, we would not need to expand the geographic area covered by our public affairs programming to serve these listeners.
- This area includes high-income residents who might increase their support if this frequency is added.

### **Cons:**

- We already have more listeners and donors than projections would anticipate our having.
- This may not be the most cost-effective way of getting our content to new listeners in this area.
- This would add substantial monthly expenses to our operating budget, for tower rental and electricity, additional insurance, and other costs.
- Scott Fybush estimates capital expenses at \$35,000-\$40,000. This could come at the expense of spending on other station priorities, including programming.

## **Modified Pennsylvania License:**

**Introduction:** The current FCC permit at this location would involve broadcasting at 90.3 F.M. from a location near Hamlin, Pa. (See Appendix B.) This would reach a population of 29,493 with virtually no overlap with WJFF's current listenership and donor base. However, it also would have substantial downsides. The new contour would be an "island" completely disconnected from WJFF's current listener base and would not include Honesdale and Hawley. Because we have almost no listeners in the area we would be starting from scratch in adding new listeners, donors and underwriters. It also would involve an estimated capital investment of \$35,000-\$40,000. Tower rental and other additional costs would add substantially to WJFF's operating costs.

From the beginning, consultant Scott Fybush has counseled that the more desirable option would be to petition the FCC to allow us to broadcast from a location near Hawley, Pa., at 90.3 F.M. Fybush believes the FCC would almost certainly approve such a request. Making this request now would be more cost-effective than locating a signal in Hamlin and later moving to Hawley. (See Appendix B.)

This modified Pennsylvania license near Hawley would reach a population of 38,375. However, the actual number of new potential listeners would be between 20,000 and 28,600. This is because this approach would involve altering WJFF's current signal slightly and shifting an estimated 9,800 current listeners in Pennsylvania to the 90.3 frequency. The net effect would be to increase WJFF's potential listeners by 23%-32%. However, the actual number is probably lower because WJFF has many pockets of existing listeners in this area. Our donor-database includes about 150 households from this area that have made donations since 2017.

This option also would be relatively expensive. Capital costs would be an estimated \$60,000 to \$70,000 because it would involve not only putting up a new antenna but also the engineering cost of altering the current antenna. We estimate that tower rental, additional annual engineering fees, insurance and other costs would raise WJFF's annual operating budget by at least \$20,000.

### **Pros:**

- This option should significantly improve reception in Honesdale, White Mills and Hawley, as well as surrounding areas.

- Because the area served is contiguous and partially overlapping our current listening area, we would not be enlarging the area we would need to cover in terms of public affairs programming.
- Improved reception in the main business areas of Honesdale and Hawley may help increase business underwriting.
- Some existing donors may increase the amount of their donations if they can listen on terrestrial radio in addition to the stream they now rely on.
- Under this scenario, the western fringe of the station's listening area will run along the Rt. 6 corridor from Carbondale Pa., to Dunmore, Pa. This is a populous area and the station may pick up listeners beyond the new core listening area.

**Cons:**

- This is the most expensive option.
- We already have many supporters in the area, so the rule of thumb about how many potential listeners eventually become listener/donors may not apply.
- Our existing donor base skews older, and we will need to bring in many new, younger listener/donors to replace them. This may not be the most cost-effective means of getting our content to listeners in the area, particularly younger listeners.
- Studies show that it may take three to five years before new listeners begin donating. A marketing campaign and probably a capital campaign would be necessary to offset the expense of this option, potentially taking time and money away from other priorities.

## **Detailed Analysis of Potential Listener Support**

*Analysis prepared by Kit Hult on potential increased listener support that might result from either of these two scenarios.*

Because listener support is Radio Catskill's largest source of revenue, we looked at our current listener support to attempt to determine how many additional donors could be expected to result from this expansion, in order to offset the increase to our annual budget. Research indicates that supporters of public radio are usually regular listeners for two to three years before they begin to contribute financially to a station, so the board should assume that they would need to cover operating expenses for several years through increased revenues from other sources or through cuts in expenses for several years before being able to count on projected increased listener support. The board should also consider whether listeners who are already supporting one public media outlet will be likely to add an additional station to their giving.

There is an informal rule of thumb, that 10% of potential listeners within a broadcast contour will become listeners of public radio and 10% of those listeners will become donors. (A recent study showed that the actual number is in the range of 6% to 12%.) Therefore, we could reasonably expect 1% of the population to eventually become donors.

We then analyzed our current contacts to determine how current listener support relates to that potential additional support, given the fact that our current broadcast contour overlaps with those for the Livingston Manor and proposed modified Pennsylvania licenses, and that we have many supporters who live outside the range of our broadcast signals but who listen by other means. It should be noted that portions of some zip code areas for both proposed license areas are outside their contour line, but we included all donor contacts within the listed zip codes since it was not feasible to map every address to see which to exclude.

*Note: "Contacts" refers to records in our database – if there is more than one person included in a household, that is still a single contact. We do not have sufficient data to determine how many persons are included in the total number of contacts, but one can assume that the number of donors is actually greater than the number of contacts.*

**Livingston Manor License:** The following chart indicates that the station already has more supporters in the Livingston Manor area than what would be expected by adding an additional transmitter in that area.

Projections of Potential Listeners and Donors for Livingston Manor License			
Estimated total population gain	Potential total listeners by population	Potential total donors by population	Contacts who have donated to the station with addresses in the license contour
3,818	382	88	142

**Modified Pennsylvania License:** The following chart indicates that the station is already receiving support from a substantial number of the donors who could be expected to contribute.

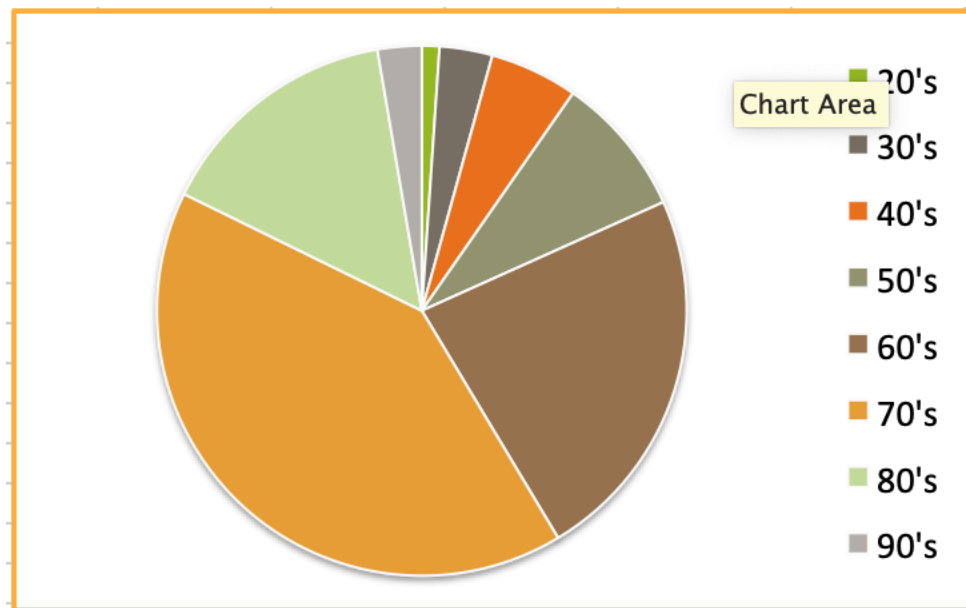
Projections of Potential Listeners and Donors for Modified Pennsylvania License			
Estimated total net population gain	Potential total listeners by population	Potential total donors by population	Contacts who have donated to the station with addresses in the license contour
20,000-28,600	2,000-2860	200-286	150

It has been suggested that these existing donors would increase the amount of their giving if we were to provide the additional frequency for their area. Given that the operating expenses for this expansion would be



funds that the station would need to raise year after year and we would therefore need long-term support, I made a more in depth analysis of this group of donors, breaking them down by age. If there was more than one person listed in a contact, I included both persons in the calculations.

As the chart indicates, the donor population skews older. Of the 186 persons included in our contacts for the proposed modified Pennsylvania contour, the average age is 68.7 and the median age is 72. Only 34 individual donors are under age 60.



## Operating Expenses for Modified Pennsylvania License

Estimated Annual Costs (rounded to nearest \$10.00) for Additional Transmitter in Pennsylvania

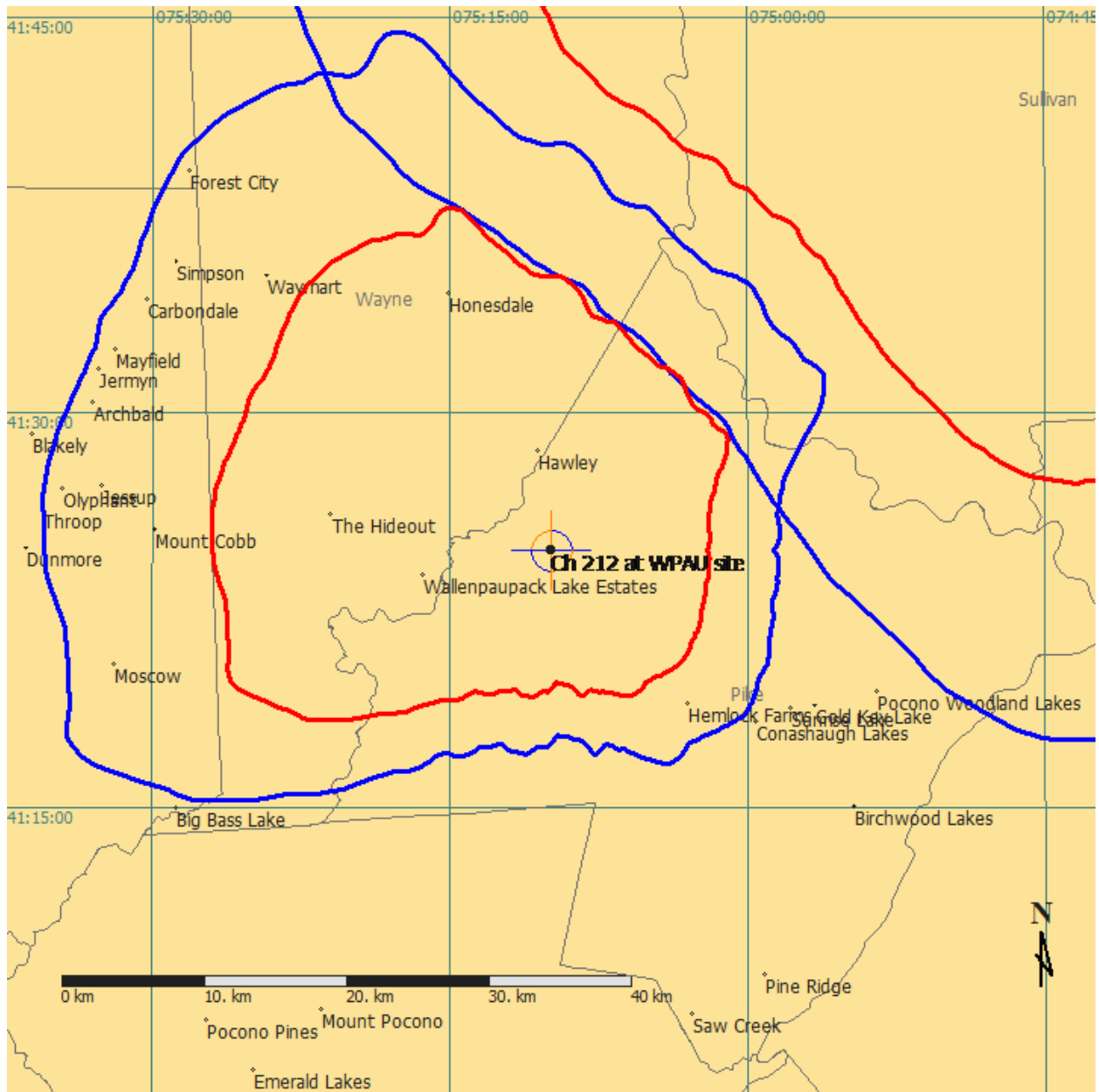
Item	Annual Cost	Source for estimate
Tank Rental and Nitrogen	120	Current cost at our existing transmitter
Engineering Monthly Contract	4800	Quote from the station engineer
Rent at Tafton, PA site	12000	Informal quote from Ed Risdon for Tafton, PA site, supplied by Scott Fybush
Electricity at Tafton, PA site		Scott Fybush is waiting for a quote from Ed Risdon
Internet connectivity		Scott Fybush is waiting for a quote from Ed Risdon
Cellular back-up connectivity	1030	Current cost at our existing transmitter
Insurance (casualty & liability)	103	

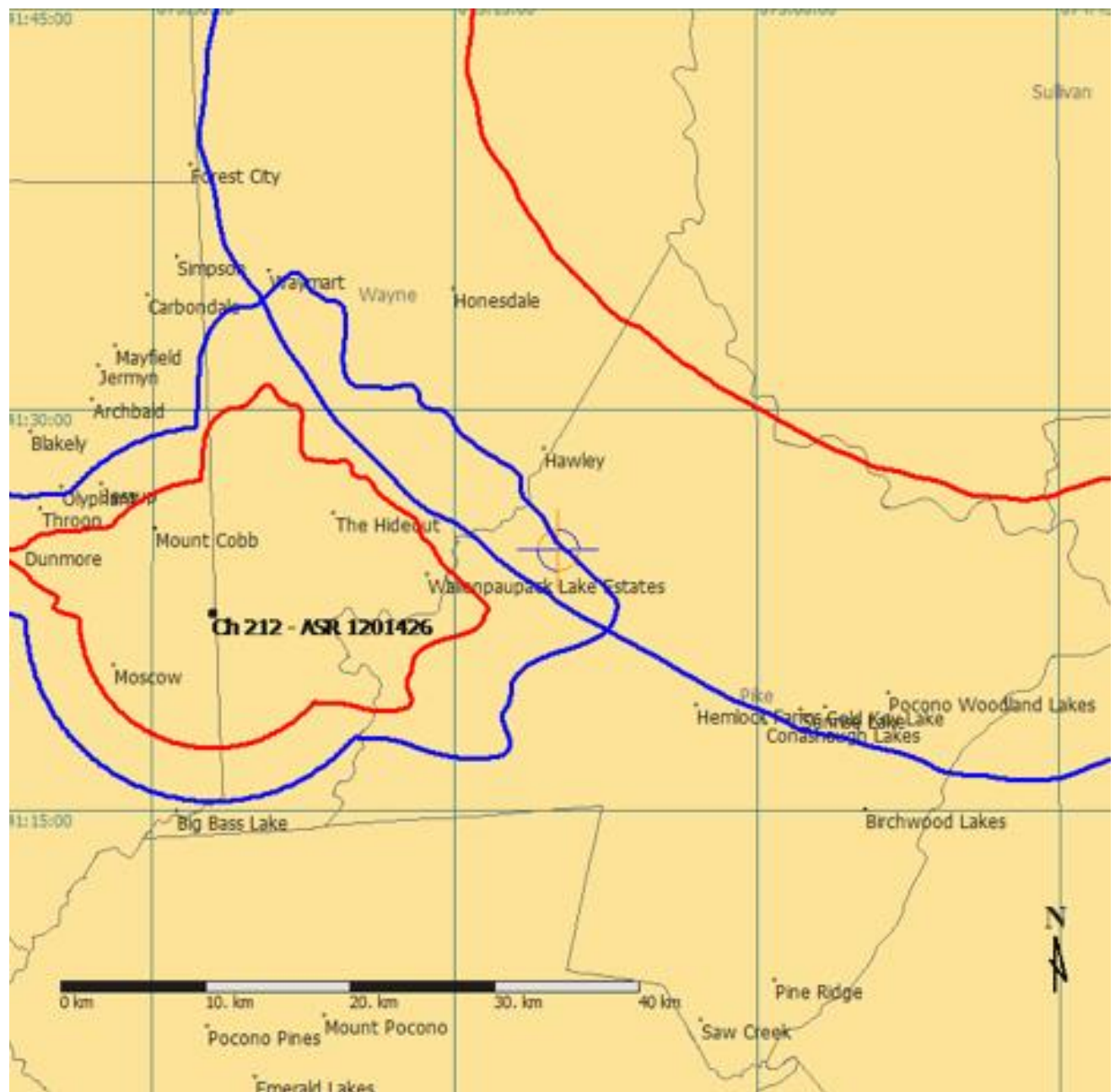
## Appendix A Historic Listener Support

These data can be used to estimate how many new donors, giving at the average level, would be required to cover operating expenses, bearing in mind that donors often begin giving at a lower level. Additionally, the number of contacts with transactions cannot be used to extrapolate the percentage of our potential listening population in our broadcast area are current donors, because those contacts include hundreds of donors who reside outside of our broadcast area.

Year	# of contacts with transactions	Total listener gifts	Average annual total giving/listener
2017	1126	\$164,648.19	\$146
2018	1147	\$194,371.90	\$169
2019	1193	\$196,499.76	\$165
2020	1076	\$196,127.31	\$182
2021	1344	\$223,348.17 (Excludes Capital Campaign)	\$167 (Excludes Capital Campaign)
		\$385,670.90 (Includes Capital Campaign)	\$288 (Includes Capital Campaign)
2022	1265	\$239,630.43 (Excludes Capital Campaign)	\$189 (Excludes Capital Campaign)
		\$291,090.50 (Includes Capital Campaign)	\$230 (Includes Capital Campaign)

Appendix B  
Contour Maps for Hamlin, PA (current construction permit) and Hawley (proposed modification  
to construction permit)





# DCOC February, 2022



# What are we doing?

1. We had our first quarterly meeting on February 4th at the station
2. Each subcommittee has been continuing to meet and work toward their goals.
3. We will be working toward connecting the fundraisers and events for the year to the strategic plan spreadsheet
4. Learning lots - it's very difficult to pull off events in the winter!

# Fundraising & Grants

F&G is focusing on moving full steam ahead on increasing fundraising and grant opportunities.

*\*Jim is in planning mode for the auction.*

*\*Annual Community Awards ramping up*

## Awareness & Events: upcoming scheduled fundraising dates and some outreach opportunities

- Spring Fund Drive: April 10-22
- Earth Day Open House: April 22
- Hudson Valley Gives: May 17
- NEPA Gives: June 1-2
- HPAC Local Music Festival: TBA June (media partner)
- Deep Water Literary Festival: June 16-19 (media partner)
- Summer Fund Drive: July 7-22
- Riverfest: July 23
- Online Auction: August
- Honeybee Festival: September 23
- Community Awards: Late September/October
- Logging Days: October 7
- Fall Fund Drive: October 13-28
- Music Sale: November 25
- Year End Appeal: December



# Comms & Digital Strategy

**Supporting the station throughout the year.**

**Patricio presented an overview and analytics of the social media platforms.**

**We are working on a one-sheet to provide strategic priorities for social media. (This is a living document that will be reviewed regularly with the station and compared with trends, analytics and resource availability).**

**Continued conversation around updating the website, marketing assets, etc. Love and War (aka Eng San Kho is heading up the marketing ads)**

# Events Subcommittee

The events committee is working toward organizing 4 community-builder events throughout the 2023 year.

*\*Key learning: It's really hard to create events in the winter.*

## Canceled:

~~The Winter Sock Hop at Upward Brewery (tentatively scheduled 2/17)~~

## In Progress:

Open Salsa/Tango night at HPAC (slated for March/April)

Movie nights at the Callicoon Theater (first Thursday of the month from Jan-April)

Karaoke night at Cabernet Franks

Pride Event

Wine tasting/ music appreciation event (September)

## Summary of WJFF Board Self-Assessment – January 2023

There is a **high level of satisfaction** with the experience of being on the board, with the way that board and committees, and with collegiality among board members. This is a vast improvement over prior years.

Areas of focus:

- Need for more engagement/bonding among board
- Need for more training
- Need to restructure DCOC
- Increase diversity
- Succession planning

### Next Steps

The Nominating and Governance Committee recommends a series of training sessions of perhaps 1 hour each on topics of interest to a majority of board members. We recommend running a few topics on an afternoon or evening with a meal/social time during a break in the training. (Topics may be incorporated into New Board Member training in the future.)

We believe this will help to address both the need for in-person engagement and the need for training.

Topics identified so far are:

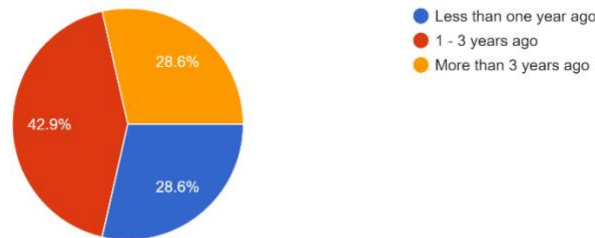
1. Radio station infrastructure - what do we use and how can it be strengthened/improved
2. What's on air. Where do the programs come from, how are they acquired & delivered. What are constraints on what can be aired?
3. What do the FCC and CPB ask of us?
4. Deep dive into the budget and financial reporting.
5. What do trustees need to know about Development?

At the next board meeting, we will ask trustees what topics they are interested in attending and what the preference is for day/time.

## Consolidation of Survey Questions:

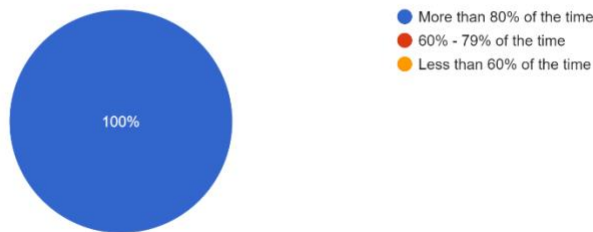
1. I first joined the board...

14 responses



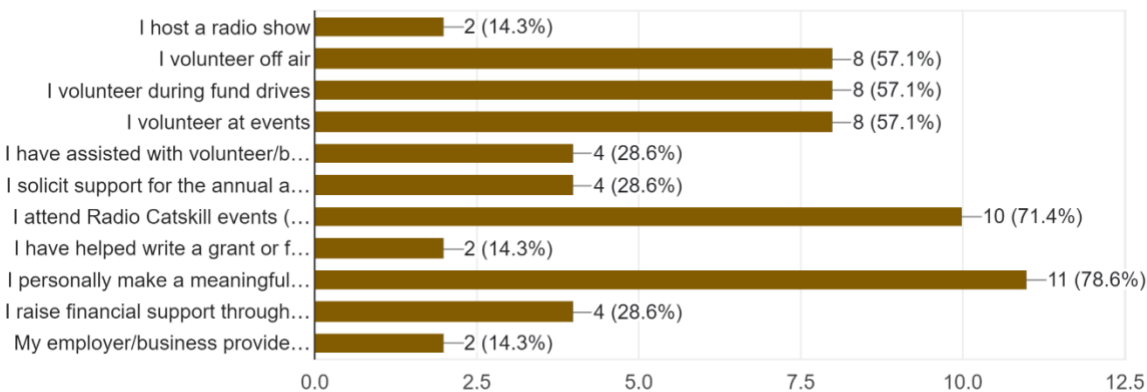
2. I join board meetings...

14 responses



3. I contribute to Radio Catskill in the following ways:

14 responses



4. Personal/professional expertise

Generational perspective

Non profit management/governance -5

Radio Making

Digital / Technology - 3

Personnel -3

Finance - 3

Event Planning – 3

Strategic planning -2

Journalism / Community Media - 2

Fundraising/grant writing -3

Contracts Administration

Marketing / Branding -2

Networking

5. Expertise would like to contribute

On air - 3

Grants

Tech/Data base management

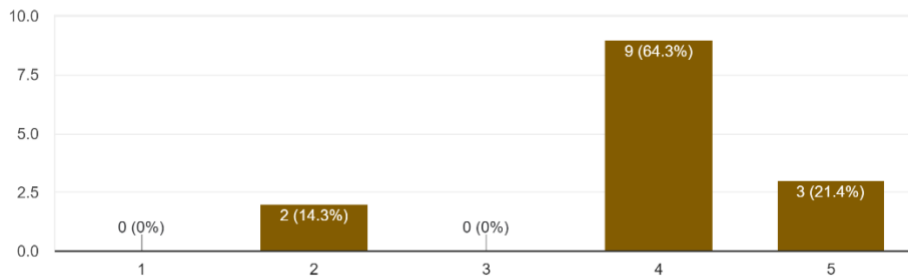
Marketing

Project Management of Strategic Planqui

Donor / listener acquisition – 2

7. How would you rate your commitment to Radio Catskill?

14 responses



8. Goals for yourself

Improve board elections

Make contribution for board and station

Promote diversity

Engage community/membership - 2

Process improvement

Improve fundraisers - 2

NFCB Training/ Board training/ Board resource -3

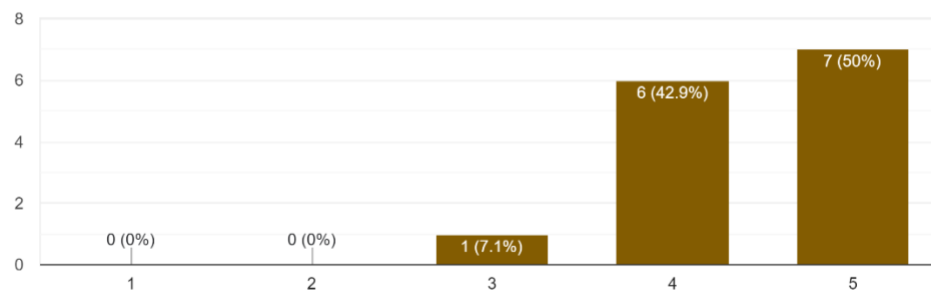
Support Development manager/ grant winning -2

Promote listening area representation

Fiscal stability

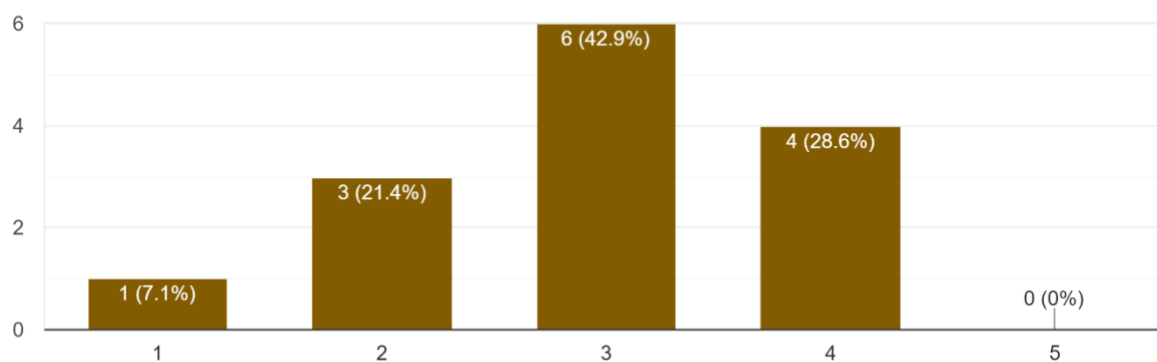
10. I find board meetings are effective.

14 responses



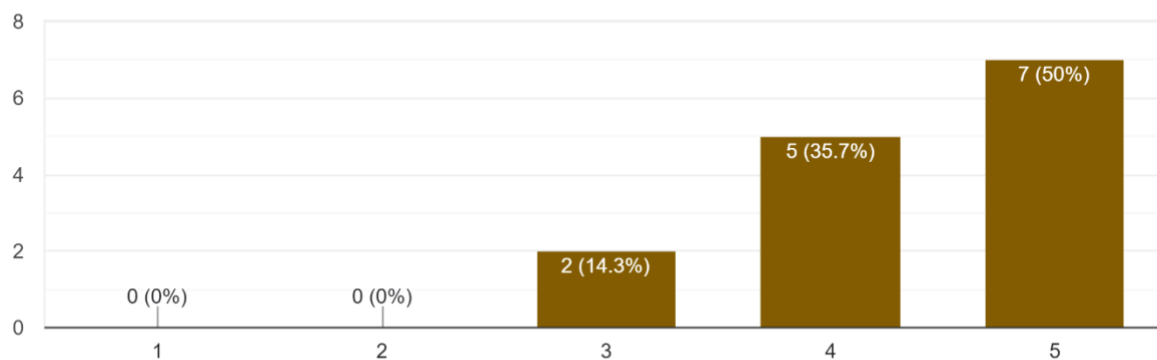
11. There is the right balance of work and fun activities for board members including efforts to connect board members to the mission of the organization.

14 responses



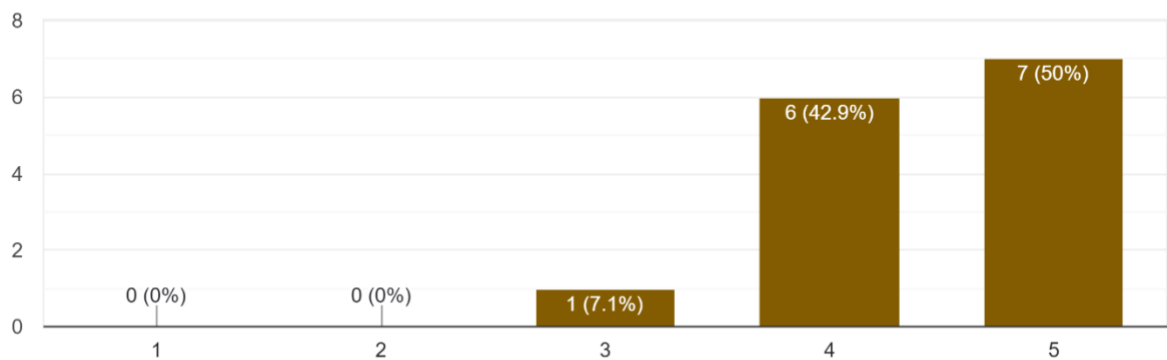
9. How would you rate your experience serving on the board of Radio Catskill?

14 responses



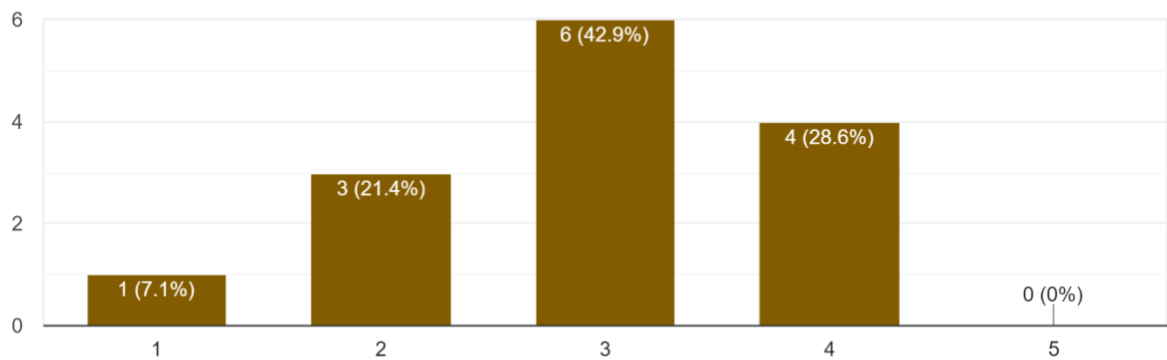
10. I find board meetings are effective.

14 responses



11. There is the right balance of work and fun activities for board members including efforts to connect board members to the mission of the organization.

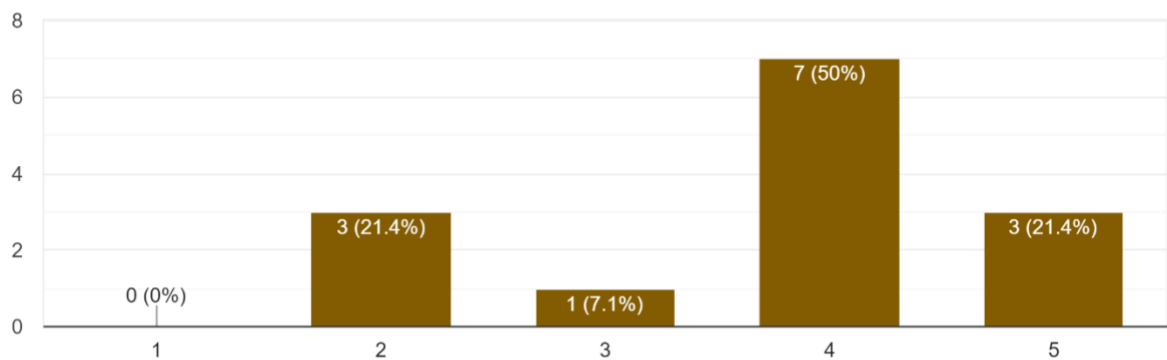
14 responses





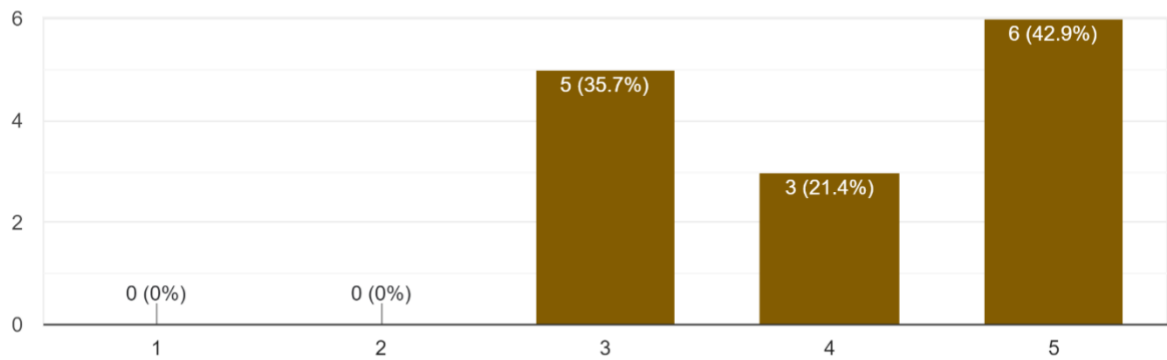
12. Members actively participate at board meetings.

14 responses



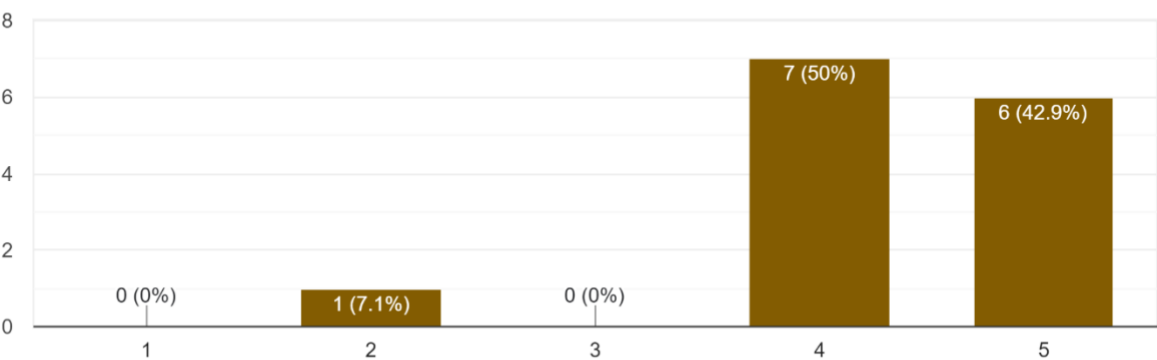
13. The board is the appropriate size.

14 responses



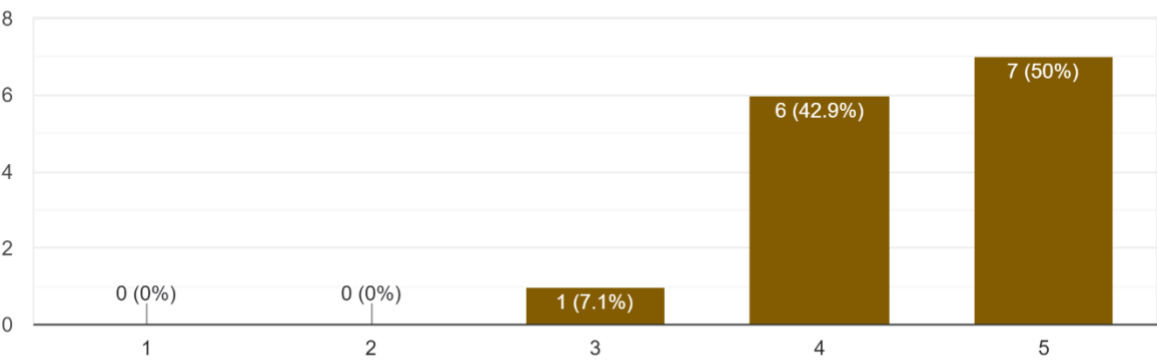
14. There is enough information presented at meetings to make effective decisions.

14 responses



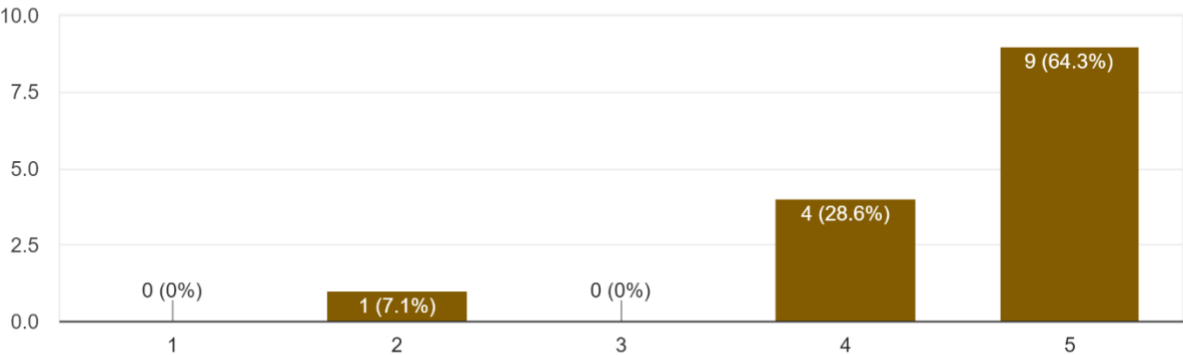
15. I am satisfied with the way disagreements are resolved on the board.

14 responses



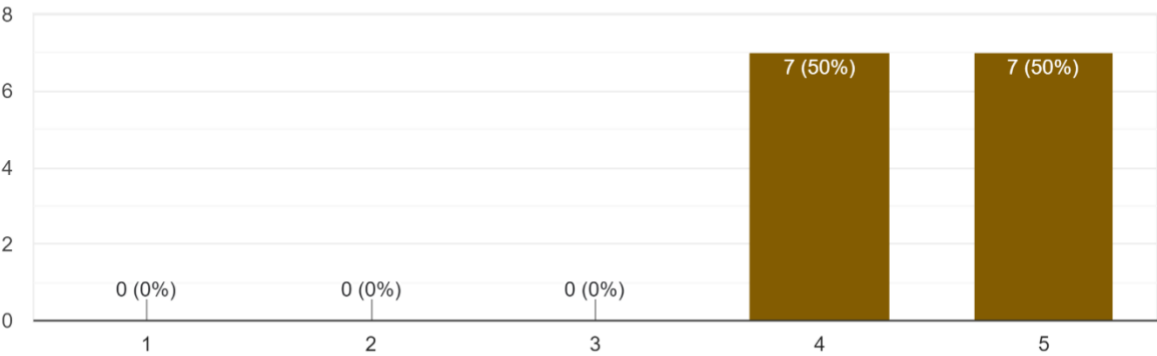
16. The pre-meeting packets provide the right information for efficient board meetings.

14 responses



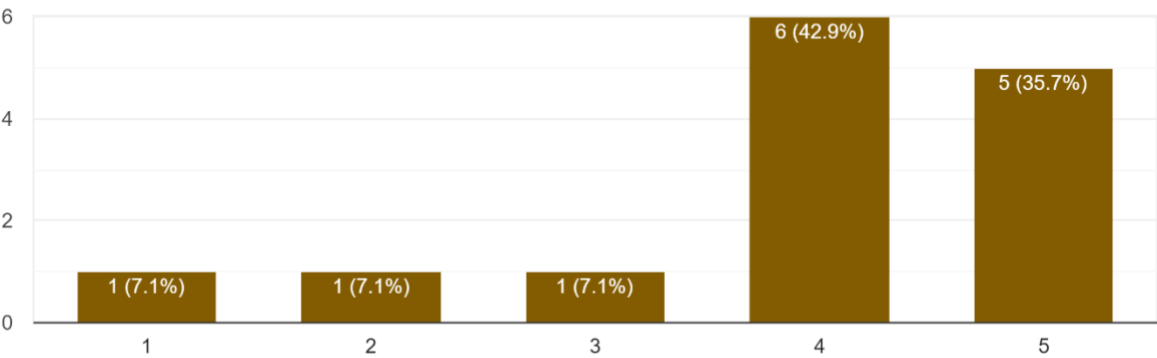
17. We stay focused in board meetings.

14 responses



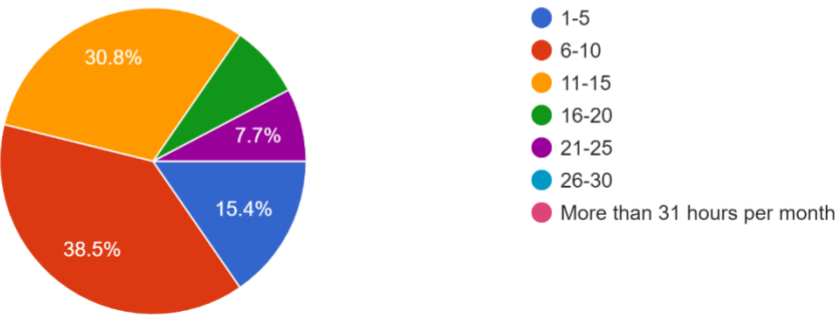
18. There is the correct division between matters handled by committees and matters handled by the board.

14 responses



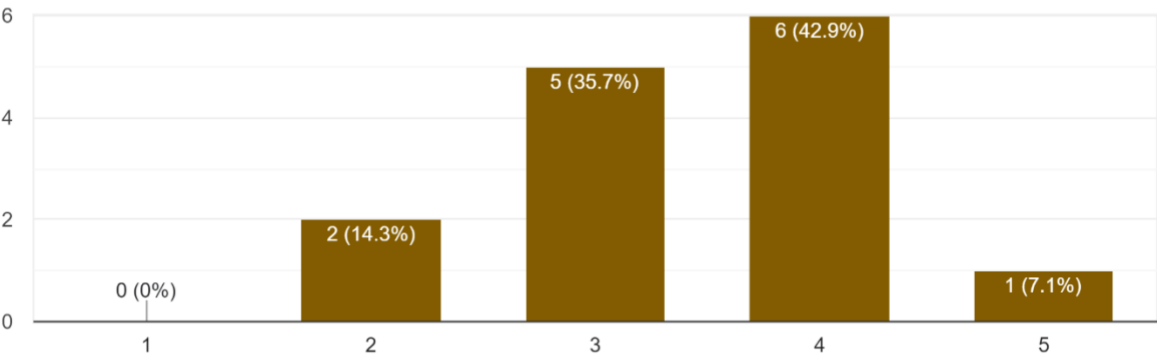
19. How many hours do you dedicate to your work related to the Radio Catskill Board of Trustees per month?

13 responses



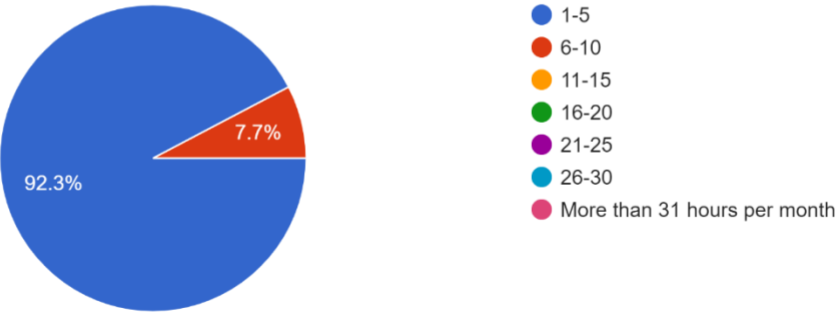
20. I am dedicating an appropriate amount of time to Radio Catskill in my role as a board member.

14 responses



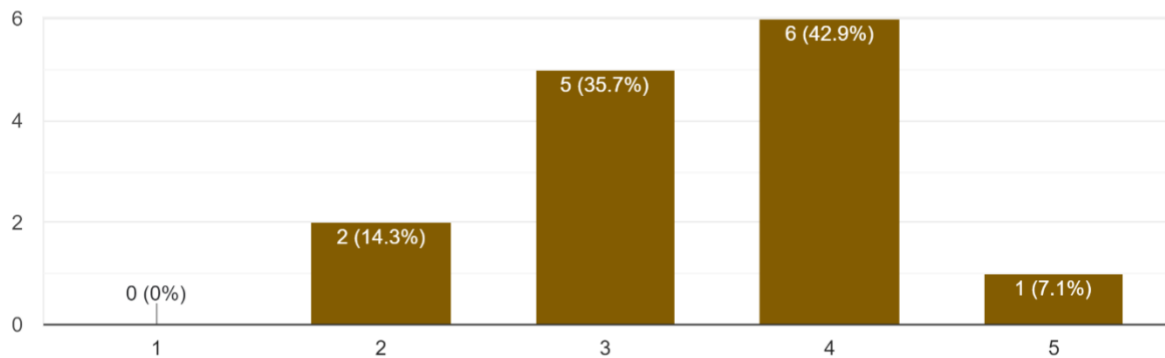
21. How many hours do you dedicate to your work related to other non-BOT areas of Radio Catskill per month?

13 responses



## 22. How would you grade your overall performance as a board member?

14 responses



## 23. What is going well with the board

Professional - 2

Efficient -7

Diversity of skills

Cordial / friendly -7

Communications - 4

Committee work

Strategic decision making -2

Growing station and people

Working well with staff

## 24. Change with how board functions

No cohesion / need for board to get to know each other – 3

Hard to focus on the big picture

Not enough staff

Need diversity - 2

Lack of accountability

Disconnect between planning budget and implementation

Too much remote work

Lack of continuity/ knowledge sharing

Get sidetracked by details

Need to focus on fundraising and marketing

## 25. What would improve experience

Informal get-togethers/ more fun -4

Keep meetings to 1 hour

Nothing / Not sure - 5

All in person meetings

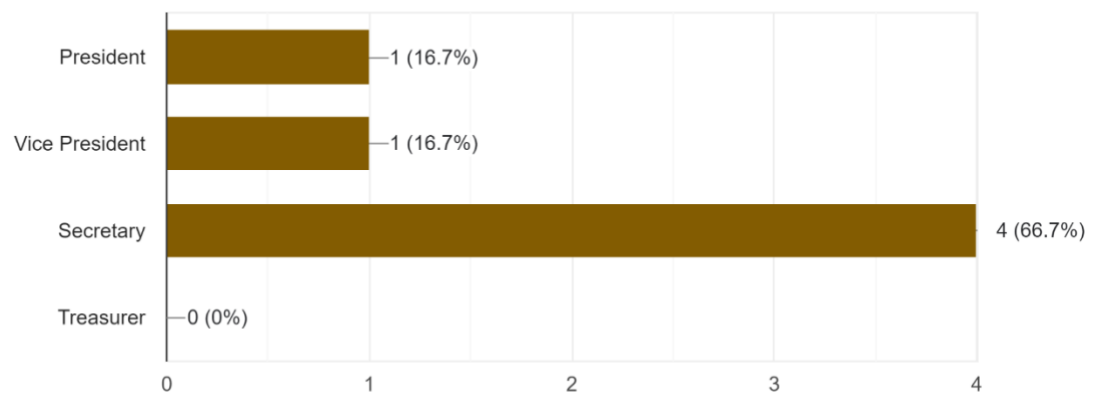
Restructure DCOC

Board sponsor / buddy

Delegate to volunteers more

## 26. Would you consider serving as an officer in the future? What position?

6 responses



## 27. Was Board Training effective / Other training

Too quick / didn't absorb/ assumed knowledge - 3

Didn't have any training -5

Was effective - 2

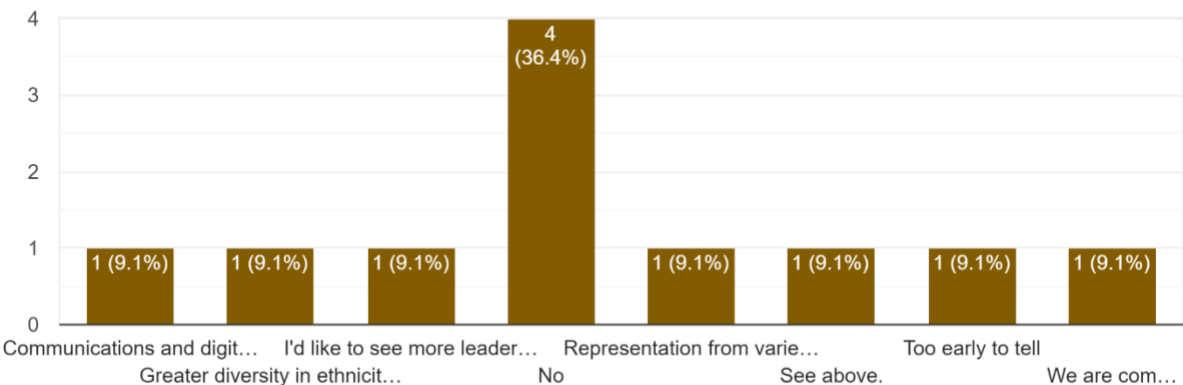
Open meetings requirements

CPB/FCC requirements

Should be mandatory/enforced

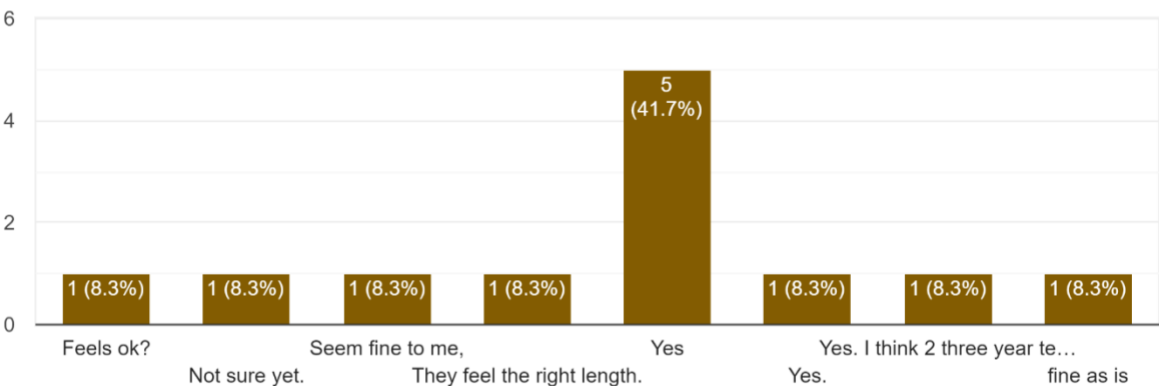
28. Would you like to see changes in the board composition? If so, in what way?

11 responses



29. Are board terms the right length? Feel free to elaborate.

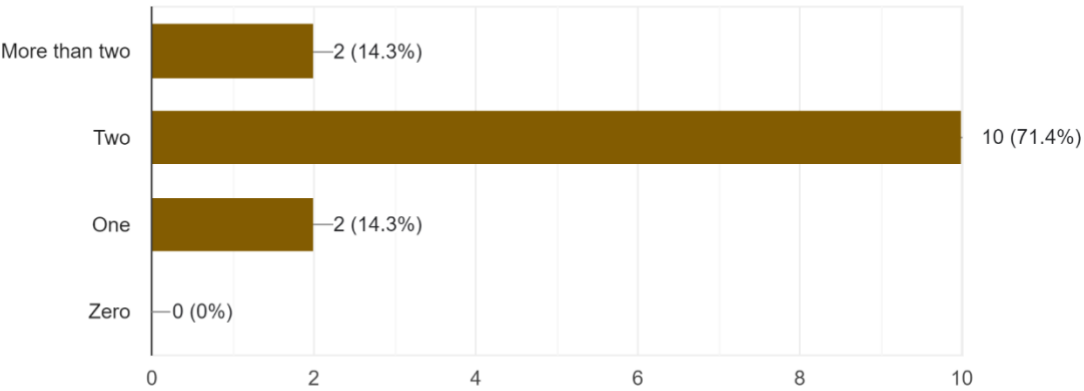
12 responses





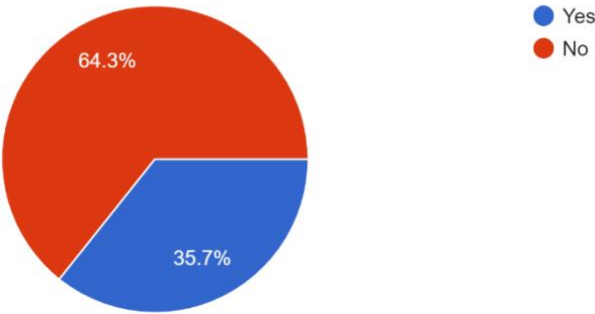
30. I serve on \_\_ committees.

14 responses



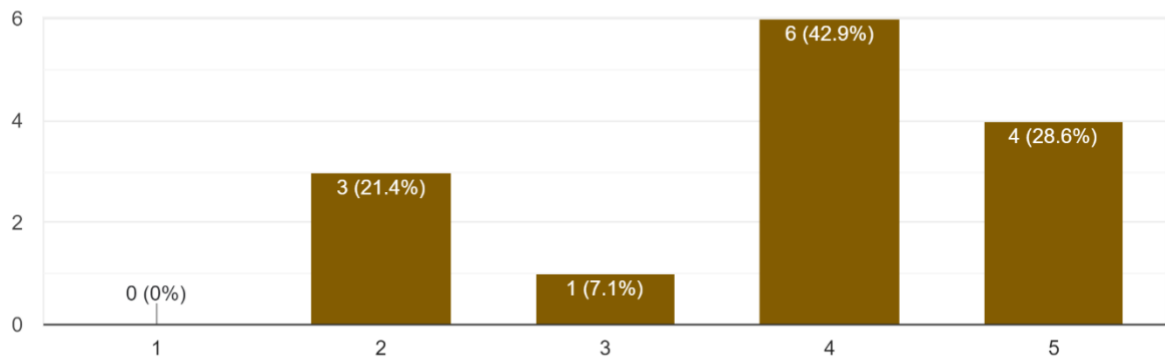
31. I chair a committee.

14 responses



### 32. The committees I serve on are functioning effectively.

14 responses



### 33. Comments on committees

Nom & Gov functioning well

DCOC too broad/ fractured – 2

Personnel functioning well

Committee members not working equally/helping

Finance should review monthly financials

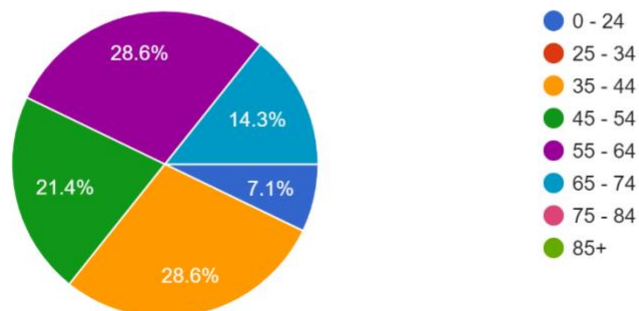
Budgeting working well

Audit hasn't done accomplished anything yet

CAB needs retooling

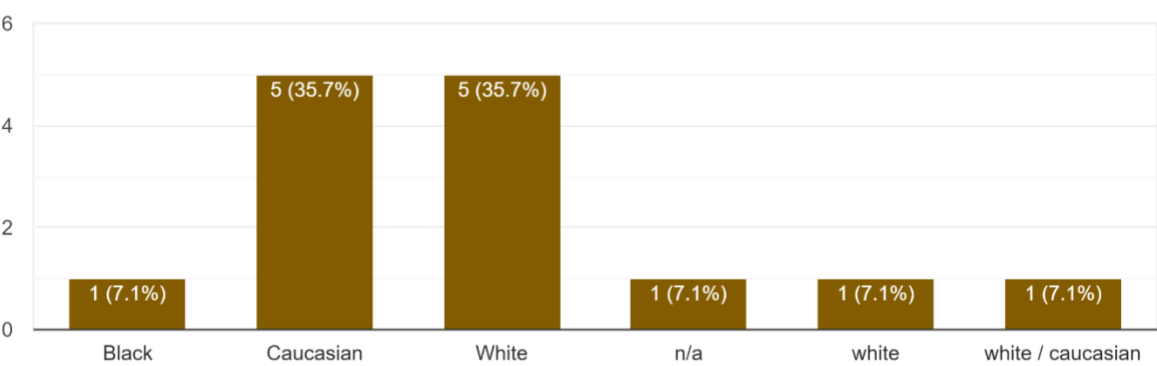
### 34. What age group are you in?

14 responses



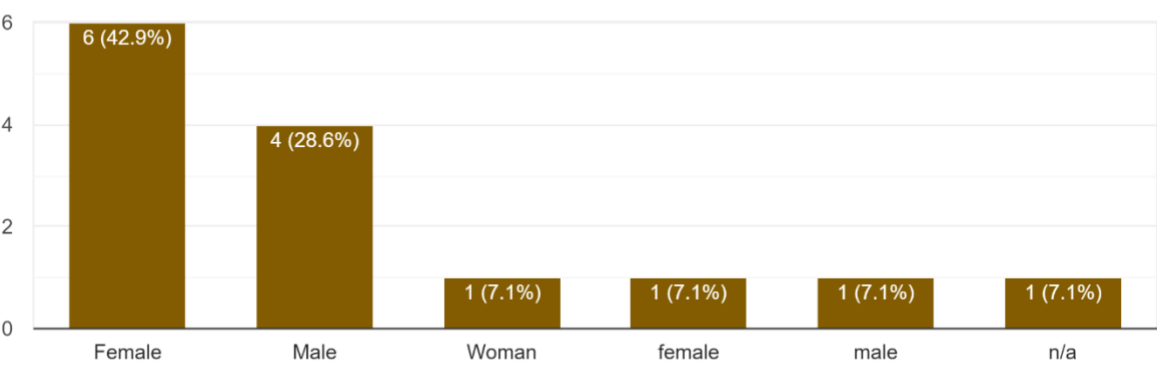
35. What is your race and/or ethnicity?

14 responses



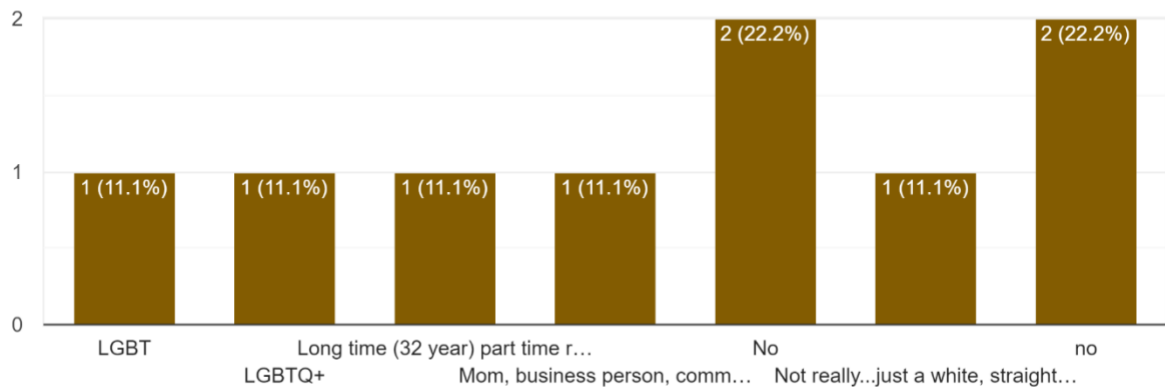
36. What is your gender?

14 responses



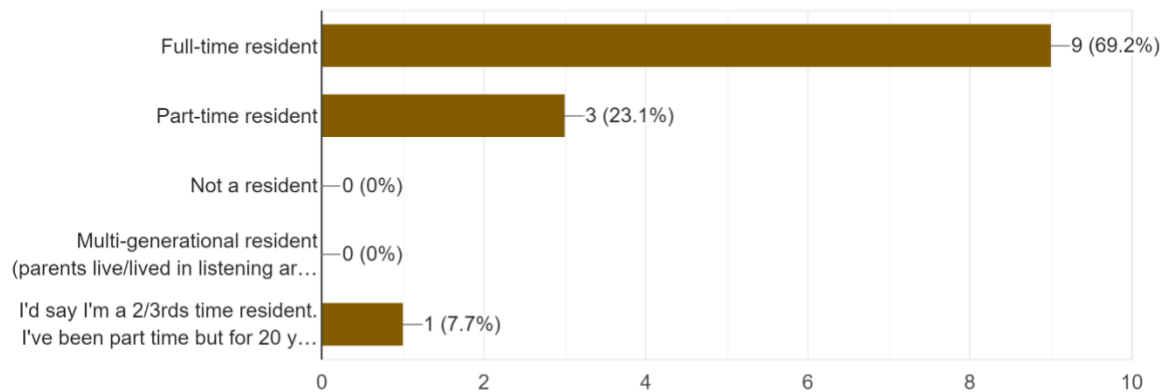
37. Are there any other demographic characteristics that you feel are important to your identity?

9 responses



38. How would you define your residence in the Radio Catskill listening area? You may choose multiple options.

13 responses



39. Anything else

Appreciate everyone's work/survey - 2

Clarify what is expected of board members

More board training on infrastructure, fcc/cpb, risk management, finance