

WJFF Radio Catskill Board of Trustees Meeting Part 1

Annual Meeting of the 2022-2023 Board of Trustees

June 26, 2023 at 6:04pm

In-person at WJFF, Liberty, NY and virtual meeting online

Approved 9/11/23

Trustees Present: Jeff Barnes, Dale Blagrove, Amy Brightfield, Katie Childs, Duncan Cooper, Barbara Demarest, Kirsten Harlow Foster, Halle Kho (remote), Leila McCullough (remote), Heather Quaintance, Sally Stuart, Michael Williams

Staff Present: Tim Bruno, Mimi Bradley, Jason Dole (first 8 mins)

Trustee absent: Clay Smith, Kristina Smith, Leif Johansen

Members of the public present who identified themselves: Pete Madden (remote), Don Almquist (remote)

BOT Meeting Part 1: Final meeting of the WJFF Board of Trustees for 2022-23

1. President's Welcome

Welcomed board members to the annual meeting. Congratulated everyone on our first full year in Liberty - what a big year it has been! Went through highlights of success from the year both from the Board as well as the staff. Changes include massive technology upgrades, a fabulous float in the Trout Parade, an update to our by-laws, a thorough review of broadcasting opportunities in NEPA and much more.

2. Programming Update

Jason Dole, WJFF Program Director, explained that the station is on the eve of the biggest program changes in recent history. (See the [program schedule](#).) With Undercurrents ending in June which has been from noon - 2pm Monday thru Friday, we took this change as an opportunity to review and rethink programming working with staff, the program committee and drawing on the responses to the CAB's community survey which had a large response. Our programs will be all news and information during the day on weekdays and we are adding an hour of local programming in addition to the Local Edition which is moving to 6pm!! Our listeners appreciate local news and info programming. There are 4 Fs: Focus, Flow, Feedback, Future which describe how we determined our programming changes:

"We must Focus the schedule to maximize Flow in accordance with our listeners' Feedback in order to retain listeners and build a stronger, more robust Future for both our organization and the communities we serve."

In addition these changes reflect that many people have changed how they listen. We are adding quality NPR shows that are not available in this area (e.g. On Point, The Daily from NYTimes, The World, etc.) The new programming will give us more

standard format which we think will help us to keep our audience and to be consistent. Performance Today was the most expensive national show we had carried. The cost for our national programming is only going to increase by \$115 per month! More custom promos. Big thanks to Jason, program committee, Pete and the CAB. The first item was "local news," since increasing locally produced news and talk programming is a long-standing goal of ours, and one of the two main goals I was hired to accomplish in 2014.

3. Review and Approve Past Minutes (Sally)

Motion (Sally/Heather): To approve the May 22, 2023 BOT minutes

In Favor: Jeff Barnes, Dale Blagrove, Amy Brightfield, Katie Childs, Duncan Cooper, Barbara Demarest, Kirsten Harlow Foster, Halle Kho (remote), Leila McCullough (remote), Heather Quaintance, Sally Stuart

Opposed: None

Abstained: Michael

4. Public Comment Opportunity

5. CAB Update & Report (Leila)

- i. Pete reported on the community survey. (See report attached.) In summary, the responses were overwhelmingly positive. Suggestions for improvement: More local news reporting and deeper coverage, reporting on govt, enterprise reporting, more weather. Topics of high interest were local govt, environment, public health, culture. There were many suggestions for better and broader broadcast coverage, not only in NEPA, improvements to streaming quality. Also more community events, places to go and things to do. Also, responders asked for more ways to give input, more programming for young people. Diversity in the respondents wasn't as great as we wanted and

The prizes to responders have been given out. Jill Fruchter consulted us on the project and really professionalized the survey. He noted that other stations have fewer CAB meetings but put more effort into getting members of the public to attend the CAB meetings.

Barbara suggested setting up an email for feedback: feedback@wjff.org and will encourage folks; Tim notes that this already exists. Katie suggested asking for feedback via Instagram.

- ii. CAB Candidate: Douglas Schindler

Motion (Sally/Duncan): To approve Douglas Schindler as a new member of the CAB

In Favor: Jeff Barnes, Dale Blagrove, Amy Brightfield, Katie Childs, Duncan Cooper, Barbara Demarest, Kirsten Harlow Foster, Halle Kho (remote), Leila McCullough (remote), Heather Quaintance, Sally Stuart, Michael Williams
Opposed: None
Abstained: None

With Pete Madden joining the board of WJFF he will step down from the CAB and Ken Luck will take over as chair of the CAB.

6. General Manager & Fundraising Update (Tim and Mimi)
 - i. See attached report.
 - ii. Making progress on youth programming with a new youth podcasting project.
 - iii. W233AH application status is on hold. We are talking about another entity buying the frequency but we don't know if this can go forward yet.
7. Treasurer's Update including Mortgage (Duncan)

See attached statements. We are following the trend of previous months 18% better than budget; expenses are on track.

We signed the mortgage with Jeff Bank converting our floating balloon loan. We had expected the interest to be 7% interest but the rate changed to 7.25% given the quickly changing economic environment.

MOTION to approve converting the existing construction loan with Jeff Bank into a long-term mortgage loan with initial terms of 3 year interest rate reset and 25 year amortization, and an initial interest rate at 7.25% with Jeff Bank. The Executive Committee designate Tim Bruno (General Manager), Kirsten Harlow Foster (Board Chair), and Duncan Cooper (Treasurer) to sign the loan documents. (Stuart/Cooper)

In Favor: Jeff Barnes, Dale Blagrove, Amy Brightfield, Katie Childs, Duncan Cooper, Barbara Demarest, Kirsten Harlow Foster, Halle Kho (remote), Heather Quaintance, Sally Stuart, Michael Williams

Abstained: None

Opposed: None

Absent: Leila McCullough had left the meeting.

MOTION to approve minutes of this portion of the meeting for presentation to Jeff Bank. (Stuart/Cooper)

In Favor: Jeff Barnes, Dale Blagrove, Amy Brightfield, Katie Childs, Duncan Cooper, Barbara Demarest, Kirsten Harlow Foster, Halle Kho (remote), Leila McCullough (remote), Heather Quaintance, Sally Stuart, Michael Williams

Abstained: None

Opposed: None

Absent: Leila McCullough had left the meeting.

8. Personnel Committee Update (Michael)

Michael explained that the committee had completed Tim's performance evaluation for 2022 and it was a very positive review.. Tim said that the review was an enjoyable process.

9. Strategic Plan Update

See attached report.

10. Nominating and Governance – Elections (Barb)

a. Set Size of 2023-2024 Board of Trustees

Motion (Barb/Kirsten): to change the board size to 14 members for the 2023-24 board term.

In Favor: Jeff Barnes, Dale Blagrove, Amy Brightfield, Katie Childs, Duncan Cooper, Barbara Demarest, Kirsten Harlow Foster, Halle Kho (remote), Heather Quaintance, Sally Stuart, Michael Williams

Opposed: None

Abstained: None

Motion: to approve the slate of nominees (Pete Madden and Don Almquest) for election to the board of trustees.

(Barb/Kirsten)

In Favor: Jeff Barnes, Dale Blagrove, Amy Brightfield, Katie Childs, Duncan Cooper, Barbara Demarest, Kirsten Harlow Foster, Halle Kho (remote), Heather Quaintance, Sally Stuart, Michael Williams

Opposed: None

Abstained: None

11. Public Comment Opportunity

12. Adjournment of 2022– 2023 Board of Trustees Meeting

Motion to adjourn (Barb/Kirsten) at 7:15

In Favor: Jeff Barnes, Dale Blagrove, Amy Brightfield, Katie Childs, Duncan Cooper, Barbara Demarest, Kirsten Harlow Foster, Halle Kho (remote), Heather Quaintance, Sally Stuart, Michael Williams

Opposed: None

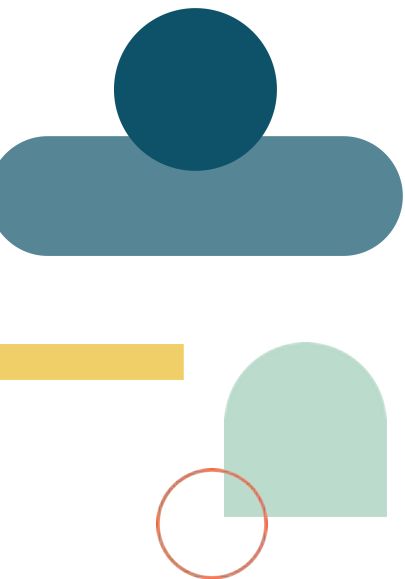
Abstained: None

Submitted by Sally Stuart, Secretary



2023 Listener Survey Results

Presented by Jill Fruchter, Principal, Field Notes Consulting, LLC | May 25, 2023



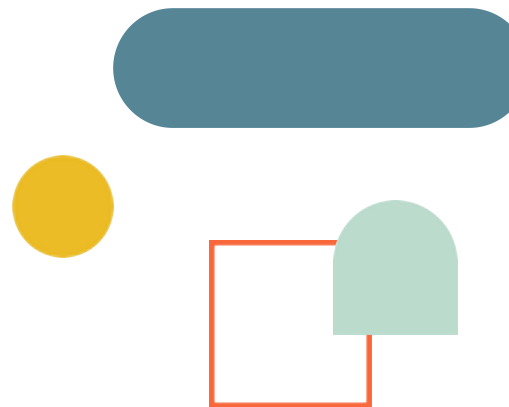
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<ul style="list-style-type: none">- Survey respondent profile & demos- Listener satisfaction- Opportunities for improvement- Special topic: Local issue interests	
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Background & purpose

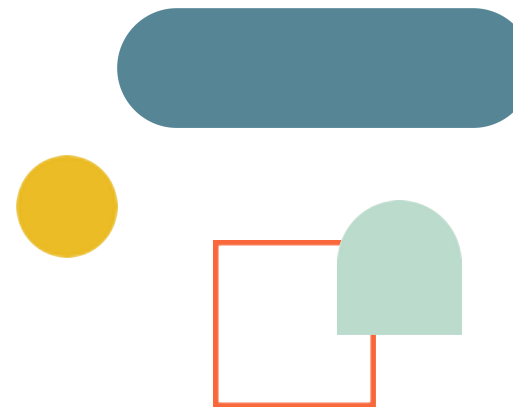
The role of the Radio Catskill Community Advisory Board (CAB) is to *advise the station's governing body on whether the station's programming and other significant policies are meeting the specialized educational and cultural needs of the communities served by the station, and to make recommendations the CAB deems appropriate to meet such needs.*

Every year, the CAB conducts a listener survey to inform the above. The following findings are the result of the 2023 Annual Listener Survey to evaluate where Radio Catskill is currently meeting community needs by bringing the Voice of the Listener into the planning process.



Research objectives

- Measure overall satisfaction with the station and its programming to monitor how well we are or are not meeting community needs
- Know who our listeners are: Gather demographic data about station's listeners
- Identify opportunities to influence station priorities to improve community building and engagement (e.g. on-air programming, events/activities, access, etc.)



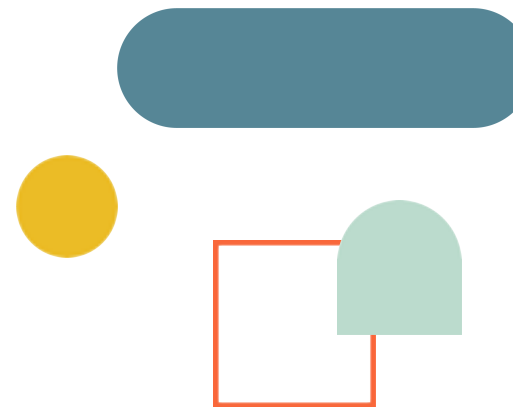
Methodology

Field dates April 24-May 15, 2023

Distribution Physical, digital, and on-air distribution channels used to solicit participation from Sullivan, Pike, Ulster and Wayne counties

Incentives Listeners were invited to enter a drawing to win gifts from local businesses (Drawing is TODAY)

Responses 467 total responses (+159% increase over 2022); 85% completion rate



Survey distribution

LOCAL MEDIA

Radio Catskill On-air Promos
Sullivan County Democrat
Hoy En Sullivan
The River Reporter
The Shawangunk Journal
Mid-Hudson News

EMAIL

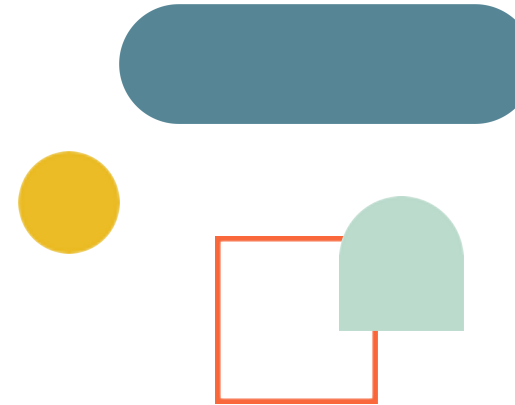
Radio Catskill email list

BULLETIN BOARDS

UDC Network
Living in Barryville
Living in Glen Spey

COMMUNITY INSTITUTIONS

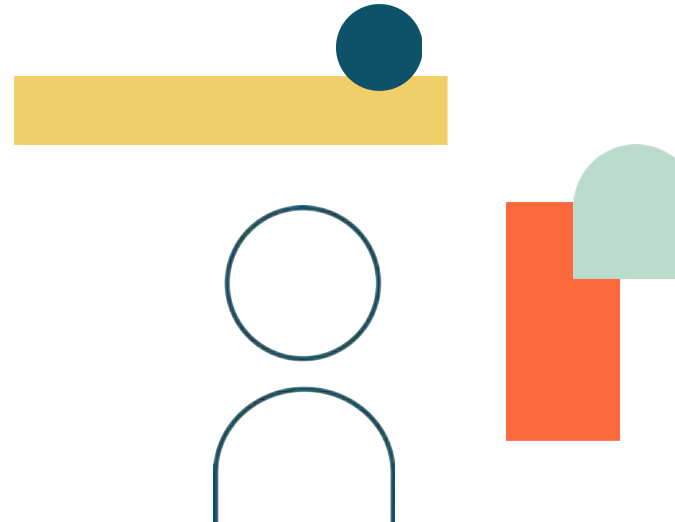
Sullivan County Visitors Association
Sullivan 180
Delaware Highlands Conservancy
Bethel Woods Center for the Arts
One Grand Books
Forestburgh Playhouse
Foster Supply Hospitality
Upper Delaware Scenic Byway
SUNY Sullivan
Monticello Teachers' Association
Liberty Faculty Association



KEY FINDINGS



Survey respondent profile

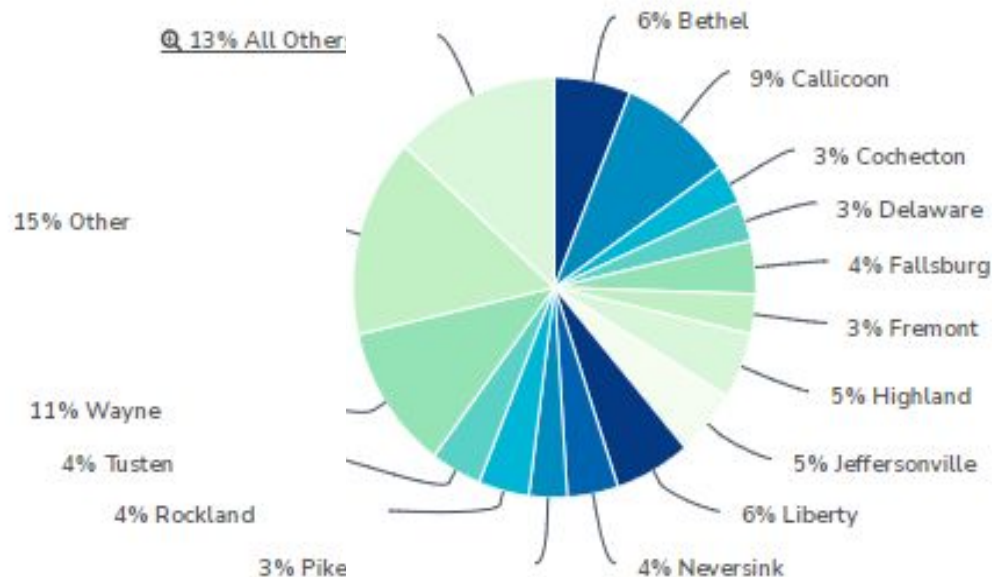


Respondents represent a wide geographic range of listeners

- Top 5 participating towns/counties:

- Wayne (11%)
- Callicoon (10%)
- Liberty (6%)
- Bethel (6%)
- Jeffersonville (5%)

Next year, include towns included in "Other" as selectable options



Q: Please tell us which community you live in. {Dropdown}

Respondent demographics +

47%

Just under half of respondents
are 65+ years old

Sullivan/Pike/Wayne: 23% 65+ yo

50%/43%/17%

Female/Male/Other

*Sullivan/Pike/Wayne:
48% Female/52% Male*

86%

Identified as White

*Sullivan/Pike/Wayne: 79% White;
7% Black or AA; 11% Hispanic/Latino*

14%

Speak another language at
home other than English

74%

$\frac{3}{4}$ of respondents are
full-time residents while $\frac{1}{4}$
are part-time residents of
one kind or another

83%

Have made a financial
contribution to Radio Catskill in
the last 12 months (74%) or at
some point in the past (11%)

We heard from a mix of new and longtime listeners

■ 5 years or less (28%) ■ 6-10 years (16%) ■ 11-15 years (17%) ■ Since the beginning! (35%)



Q: How long have you been listening to Radio Catskill (WJFF 90.5 FM)?

Respondents listen regularly and through multiple channels



69%

They are listening both
WEEKDAYS and WEEKENDS

A majority of respondents listen
DAILY or WEEKLY (61%)



54%

Half of listeners are tuning in
by RADIO (54%). Mostly in
their car.

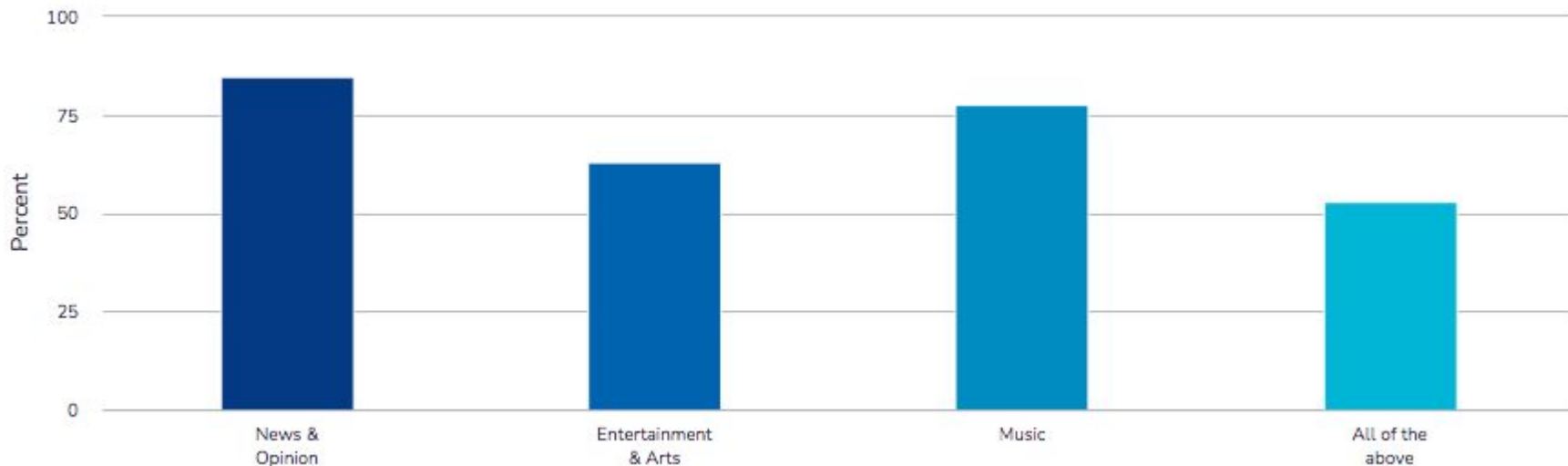


34%

One-third use both streaming
and radio on a variety of devices
(Web, mobile device, smart
speaker)

Just over half of respondents listen to all types of programming

When asked for their favorite program, responses varied widely, and were from all categories.



Q: What kind(s) of Radio Catskill programming do you regularly listen to?

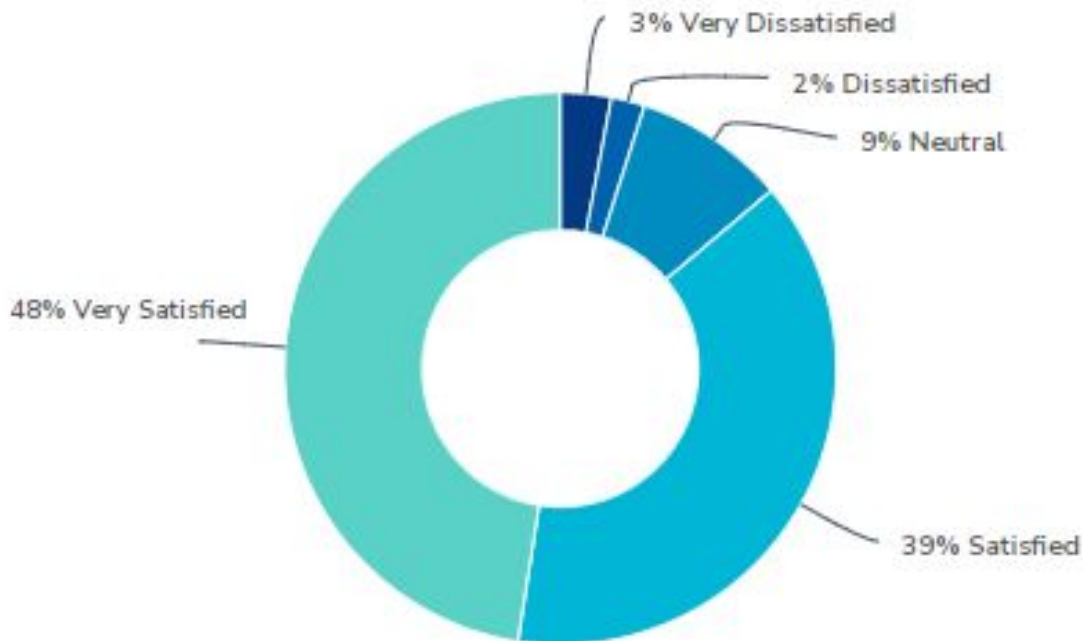
Listener satisfaction



Mass majority of listeners are satisfied (and more)

What is driving satisfaction?

- ✓ Gratitude for local radio station service to community
- ✓ Ability to tune in to local news and community announcements
- ✓ Appreciate variety of and alternative nature of programming
- ✓ Value diversity of voices



Q: Overall, how satisfied or dissatisfied are you with Radio Catskill?

“VARIETY,” “LOCAL CONNECTION,” “ALTERNATIVE”

*You have been amazing over the last few years. **There was no local news 10 years ago on the station.** And a lot of crusty voices—lovable but kind of generational. Now there are all these voices, Spanish and native (sourced) but also local from print media and Jason and Tim, always a pleasure. **You should have gotten an award for what you did during the lockdown.** Maybe you did:) You are amazing! Thank you! — Longtime listener, “Very satisfied,” Jeffersonville*

*Honestly, **I feel extraordinarily well served.** Radio Catskill is above and beyond. I live a pretty solitary life and **Radio Catskill really does keep me connected** which is huge. Thank you. — 6-10 year listener, “Satisfied,” Liberty*

*Your **locally produced shows are some of the most original, unique shows** I have ever heard. No other public radio station has the variety and content that you have. I am proud to be a listener and sponsor. — 1-5 years listener, “Very Satisfied,” Pike*

*I love that you have **diverse voices and views, in both the music and news/opinion shows.** Please keep bringing in underrepresented voices! And well-done to Jason & Patricio, especially, for keeping us up to date on news in the region. - 6-10 year listener, “Very Satisfied,” Bethel*

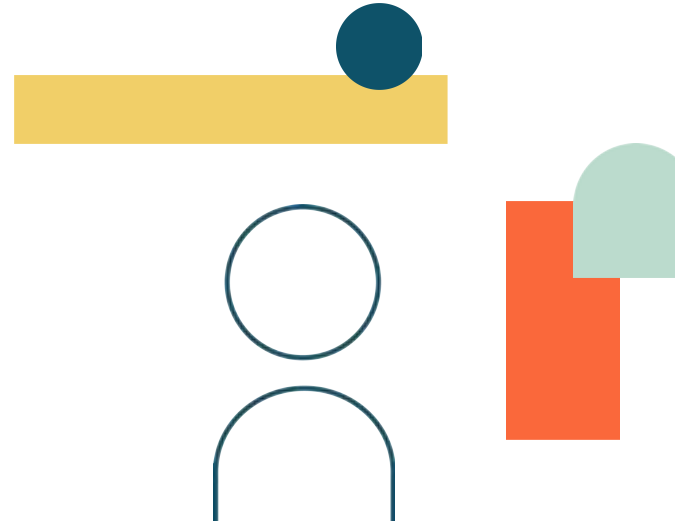
*I think you are doing a great job. **Plenty of variety.** I plug your station on other stations chat boards I'm on all the time. I've managed to get some folks from far away listening. — 1-5 year listener, “Very satisfied,” Pike*

***“WJFF helps pull the entire community together.** Just keep on, keepin' on. - Longtime listener, “Very Satisfied,” Bethel*

***“The recent increase in news programming is fantastic!”** 11-15 year listener, “Very satisfied,” Callicoon*

Opportunities for improvement

Can Radio Catskill better serve you
as a community radio station?



Opportunities for improvement - Tier 1

TIER 1 THEMES

- ✓ **More local news reporting, including deeper coverage of same**
 - Local government and political coverage (local, state)
 - Regular weather updates
- ✓ **Improve broadcast signal for better and broader reception**
 - Not just NEPA!
 - Sometimes, streaming quality is also mentioned
- ✓ **More community updates and engagement**
 - Events announcements
 - Call-in shows
 - Local programming about local issues, places to go/things to do

Opportunities for improvement - Tier 2

TIER 1 THEMES

- **More local news reporting, including deeper coverage**
 - Local government and political coverage (local, state)
 - Regular weather updates
- **Improve broadcast signal for better and broader reception**
 - Not just NEPA!
 - Sometimes, streaming quality is also mentioned
- **More community updates and engagement**
 - Events announcements
 - Call-in shows
 - Local programming about local issues, places to go/things to do

TIER 2 THEMES

- Expand reach and coverage for NEPA listeners
- Provide more opportunities for listener feedback
- Represent more diversity on-air
- Consider more youth-generated and -related programming
- Adjust music programming mix

More local news reporting, including deeper coverage

*More news alerts about local things residents need to know about. **Local government things, environmental stuff, weather alerts...local cultural events** like live music. Just **more hyper local information.*** — Longtime listener, “Very Satisfied,” Fremont

*“I would like **entire programs on local issues**, not just the short pieces on the weekend.”* — Longtime listener, “Very Satisfied,” Highland

*“**Keep investing in airing the Local Edition with local interviews and reports from other local media hosts.** Many of us are commuting from work at that time and it is a HUGE plus to become so informed in so little time.”* — Longtime listener, “Very Satisfied,” Rockland

*V”ery pleased to hear that you're going to run **more local news and public affairs.**”* — 11-15 year listener, “Satisfied,” Other

***You do local news well - I'd love more of that.** Also, making local news easily shareable on social media.* — 1-5 year listener, “Very Satisfied,” Delaware

*More local news and arts programming. Also **investigative reporting on key issues and local government practices.*** — Longtime listener, “Very Satisfied,” Jeffersonville

*“Continue to increase the number of locally produced music and information shows. **Deepen the news coverage to include in-depth, multi-source stories.**”* — Longtime Listener, “Very Satisfied,” Other

*“More local shows. They are my favorite. I do love getting my npr news in the am but I would love more local reporting. **I know how expensive it is but it would be great to get even more local news!**”* — 1-5 year listener, “Very Satisfied,” Fremont

Improve broadcast signal for better reception/more listening

*“**Better reception on radio**, more local news, deeper local news.” — Longtime listener, “Satisfied,” Wayne*

*“Actually, taking this survey helped. The service is so terrible out here in the River towns, **I didn't think to try streaming and I will now!**” — 6-10 year listener, “Satisfied,” Highland*

*“I don't know why **I have such a hard time getting reception here in the middle of Jeffersonville right on State Route 55.** I really enjoyed clicking into the Music Choice on Spectrum Demand Channel. Then I listened almost every day, all day. I am now reduced to only listening in the car. Miss you and wish you all the best. Thanks for all the wonderful years of great programming!” — Longtime listener, “Satisfied,” Jeffersonville*

*“**I live in Margaretville and sometimes cant get your signal. (Prefer radio over streaming.)** Don't know that boosting your signal would travel in this direction, but might be helpful.” — 6-10 year listener, “Neutral,” Margaretville*

*“**Better reception in Mamakating would increase my listening.**” — 6-10 year listener, “Very Satisfied,” Mamakating*

*“**Poor reception in the Honesdale area.** I wish this could be improved.” — Longtime listener, “Very Satisfied,” Pike*

*“**Better reception here in PA, fewer dropouts,** expanded local coverage with investigative staffing, more PA coverage.” — Longtime listener, “Satisfied,” Wayne*

More community updates and engagement

Would like **more community in "community" radio.** — Longtime listener, "Satisfied," Wayne

"It'd be cool to have a **local talk show, where people of different viewpoints and politics can talk** about what we do have in common and strengthen the unity our community." — 6-10 years, "Satisfied," Fremont

"More **updates on local events, arts, music, etc..**" — 1-5 year listener, "Very Satisfied," Cohecton

"I know that local organizations send you press releases for their programs and they are hardly ever announced. **I listen all the time and rarely hear about local events.** Also, your website is horrible. It is not user friendly at ALL! Where is a community calendar?" — Longtime listener, "Very Satisfied," Wayne

"More **community notice board type posts. Weekend things to do. Road closures.**" — 6-10 years, "Satisfied," Callicoon

I think if Radio Catskill had the ability to **be out in the community more and broadcasting in real time**, it would feel more exciting. Right now the majority of the shows seem to be pre-recorded. — 1-5 year listener, "Very Satisfied," Highland

"**I'd like to hear and see more about local events. There are so many out there but not as many advertise on radio.** maybe Thursday evening show talking about all that is going on and invite local places to come on and talk, i.e. **school productions, local musical performers, artists, yoga instructors, etc. Liberty has a WEALTH OF DIVERSITY, would love to hear about it.** — Longtime Listener, "Neutral," Neversink

Special Topic: Local News Programming

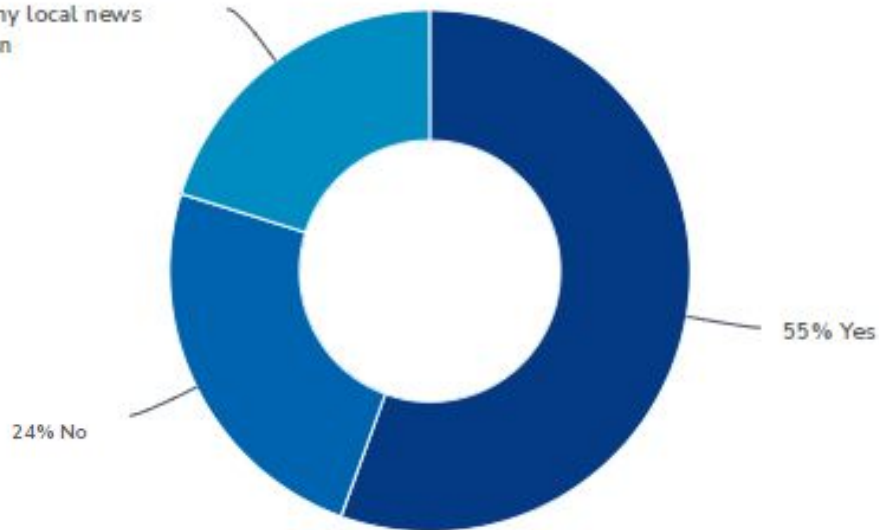


55% reported that they rely on Radio Catskill for local news

Those who DO NOT rely on Radio Catskill for their local news (45%), cite a variety of sources that serve this role for them:

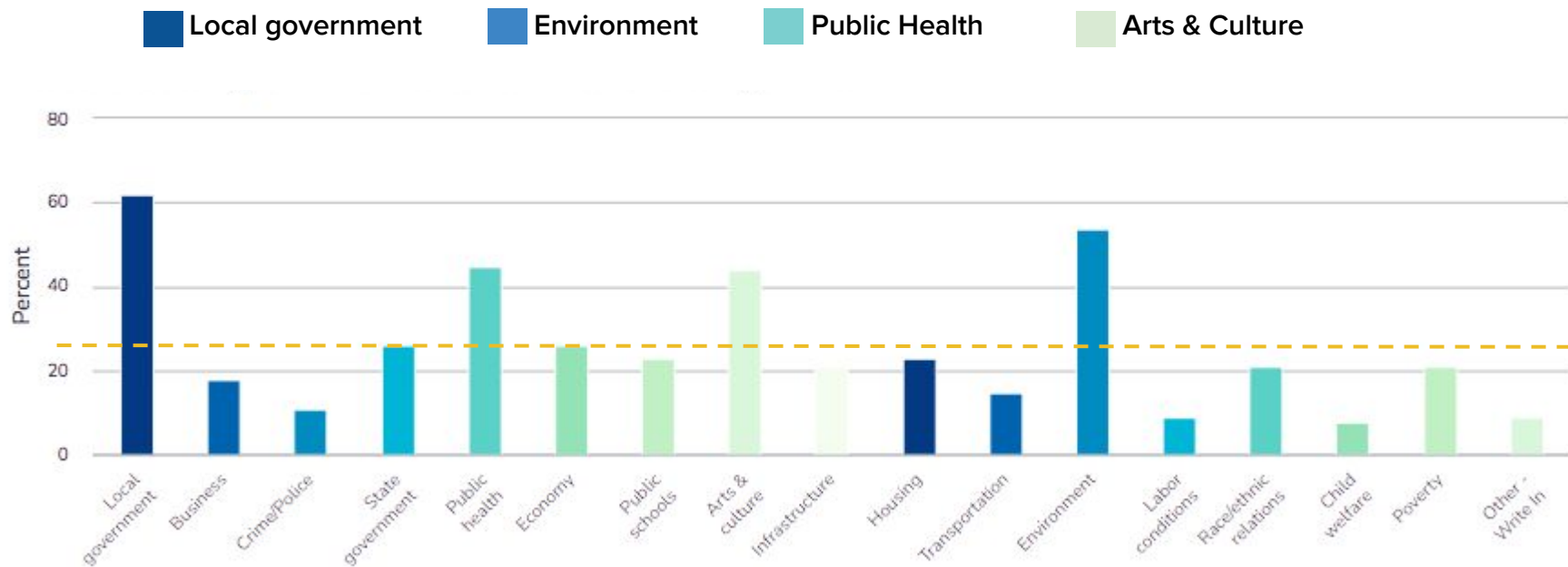
- Local newspapers (Sullivan County Democrat, River Reporter, Shawangunk Journal, Hudson Valley One, Manor Ink)
- UDC Network
- Other radio stations (WAMC, WVOS, others)
- Social media
- Word of mouth

20% No, I get my local news from... - Write In



Q: Do you rely on Radio Catskill for local news?

Four issues were consistently chosen above others




Q: In your opinion, which of the following issues facing our community would benefit the most from increased coverage on Radio Catskill?
Please select your TOP 5.



Next steps:


CAB will develop and share
recommendations with Radio
Catskill leadership





Thank you.

jill@fieldnotesconsulting.com
fieldnotesconsulting.com



Radio Catskill General Manager Report

Tim Bruno | June 26, 2023

Programming

New Line Up Launches July 3

- Adds daily local hour-long talk show
- Meets a strategic goal in response to listener feedback and station mission
- Adds acclaimed, diverse national news programming not heard regionally
- Increases continuity for listener experience
- More opportunity for local community information & weather
- More effective promotional platforms for local programming
- Increased costs of only about \$110
- Custom promos:

On Point



Democracy Now



The Daily



New Podcast: *Kids These Days*

Kids These Days is a youth-run weekly podcast hosted and produced by a group of Sullivan County teenagers, which seeks to be a universally accessible platform for authentic discussion of pop culture, current events, and the prevalent issues of our time.

With their former teacher as mentor, *Kids These Days* will shed light on what the modern adolescent is thinking and feeling through an intergenerational discussion. Listeners can look forward to a conversation that doesn't take itself too seriously and through that comfortability discovers the true voice and intention of *Kids These Days*.



Skye McShane-Technical Producer

At just 15 years old Skye has established himself as a prolific artist and a dependable and talented audio and video technician. Raised just on the other side of the Roebling Bridge in Lackawaxen, Skye has already made his mark on local culture with successful submissions to the Big Eddy Film Festival and his continued work in the burgeoning Narrowsburg Restaurant scene.



Finley Drescher-Culinary Artist

14-year old Finley is a Brooklyn transplant with an uncanny passion and sensibility for the culinary arts. Finley amplifies his acumen in the kitchen with his love for foraging Catskill fungi for his culinary explorations.



Sindhu Villareal - Co-Host

Sindhu is an avid artist and dancer and possesses a strong voice well ahead of her years. Sindhu is a natural leader and a hilarious human being and will be a main character of *Kids These Days*.



Colin Kinney- Co-Host

Colin has deep roots in the local community and is an accomplished artist and performer in his own right. Colin is a deeply fair and rational thinker and will bring reason and thoughtfulness to his role as Co-Host of *Kids These Days*.



Edmund Carlton- Mentor/Producer

Edmund fulfills the role as emotional support human at *Kids These Days*. Born and raised locally, Edmund moved back during the pandemic to support his home community as a schoolteacher. During his time as an educator, Edmund earned the admiration and respect of his students and established authentic connections which have led to the establishment of *Kids These Days*.

Fundraising

Summer Fund Drive July 17-29



- Currently have \$2,500 towards \$55,000 goal
 - **Mark your calendars:** Pool Party at the Blue Fox Motel, July 23, 4-8pm
 - No crowdfunding element-preparing toolkit for hosts to fundraise
 - More live programming, in-studio opportunities
-

Update on Events & Other Opportunities

- **Hudson Valley Gives, NEPA Gives**
 - **Pop-up Music Sale**, upcoming pop-up
 - **Extraordinary Experiences Online Auction**: August 16-30
 - **Community Awards**: September 28, 5-7 pm, Seminary Hill
 - Celebrating Outstanding Contributions to The Arts, honoring:
 - NACL Theatre
 - Shandee Music Festival
 - Weekend of Chamber Music
 - Catskill Art Space (CAS)
 - Wayne County Arts Alliance
 - Delaware Valley Arts Alliance
 - Special Recognition: Harold Tighe, Sullivan County Dramatic Workshop
 - **Sound Supporter Ticket Giveaways**:
 - Forestburgh Playhouse: *Into the Blue, Music of Linda Ronstadt*
 - Cave Mountain Catskills Music Festival
 - Shadowland Stages: *39 Steps*
-

Digital/Social

May Analytics

Website Traffic Comparison

May 2023 vs. April 2023

Website traffic for the month of May, with blue representing May's data and orange representing April's data. It serves as a comparative analysis, highlighting the similarities and differences between the two months.

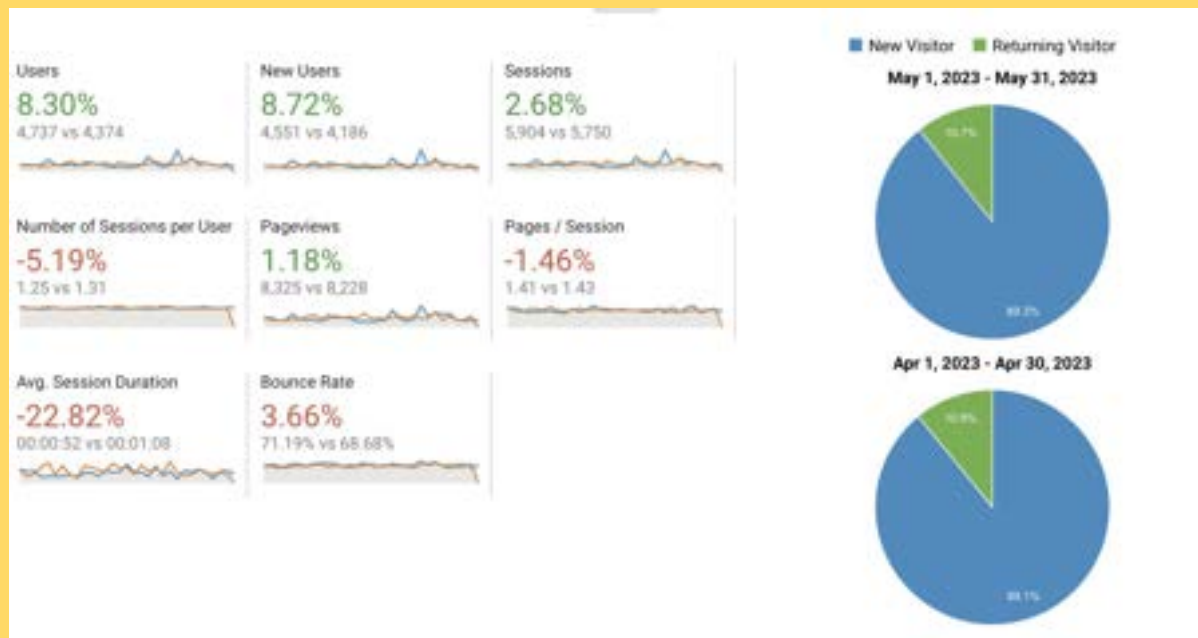


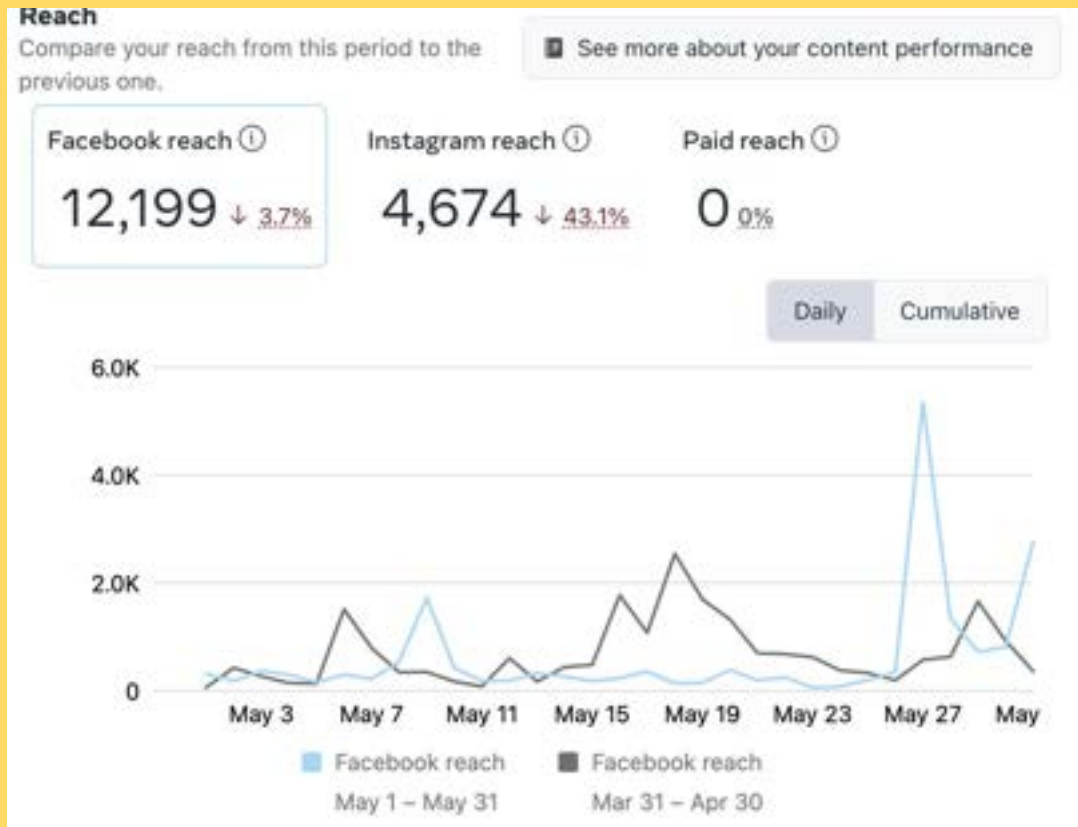
Website Traffic

May 2023

Visitor count for the month of May vs. April

- **UP:** Users, New Users, Sessions, Page Views, Bounce Rate
- **DOWN:** Number of Sessions per User, Average Session Duration, Pages per Session





Social: Instagram

Added 42 new
followers

Reach is down
significantly



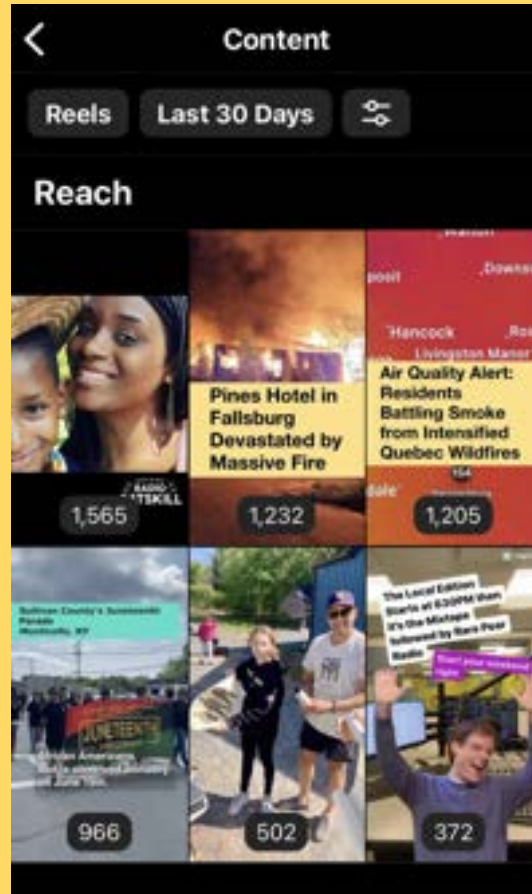
Social: Instagram

Reels and Posts

Instagram reels continue to demonstrate their effectiveness in consistently engaging users.

In May, we posted fewer reels posted which correlates with a drop in account engagement.

(Please note: Instagram does not offer specific dates to check insights, so this is the last 30 days, which includes part of June)



Radio Catskill

Summary of Progress on Strategic Plan

June 25, 2023

In 2023, Radio Catskill entered its first full year of working to implement its [2022-2026 Strategic Plan](#). A great deal has been accomplished. Progress has been tracked in a detailed way [here](#). An overview is below, organized by the central goals of the Strategic Plan:

1. Local News and Programming:

- a. Strengthen and Expand Local New Coverage:
 - i. Added regular news check-ins with Times-Union
 - ii. Added monthly check-in with Sullivan 180
 - iii. Volunteers producing content: Valery Mansi and Joe Johnson
 - iv. Adding one hour of weekday news programming 10-11am starting July 3
 - v. New programming is tripling local news coverage and incorporating more diverse voices
- b. Expand Local Music and Cultural Programming & Partnerships:
 - i. Added three new local DJ Shows: Liberation Station, Connecting The Dots; and Nicky Bedo Show
 - ii. DVAA grant is funding a series of monthly Catskill Talks with artists starting in June
 - iii. Partnered with NAACP on election coverage and school board news, and planning for November election coverage
 - iv. Worked on podcasts with students from Liberty and Honesdale

2. Community Outreach, Marketing, Digital Presence, and Audience Engagement

- a. Grow and diversify our Radio Catskill community by prioritizing outreach to youth, people of color, and long-time/multi-generational community residents:
 - i. Outreach through local events continues, including the Sullivan County Music festival, the Trout Parade, the Deep Water Literary Festival, the Callicoon Country Fair, and Riverfest
 - ii. We are reaching out to youth through internships with BOCES, and working with Manor Ink and the Cooperage

- iii. We have held several Open Houses to welcome people to the new station
- iv. We are working to attract new listeners through partnerships with HPAC, SCVA, the Borscht Belt Museum, Cave Mountain Catskills Music Festival, and the events listed above
- v. A series of programs was launched in collaboration with the Sullivan County NAACP (as mentioned above)
- vi. Our volunteer list has grown from 90 to 127
- vii. Moving ahead, we can put more attention on targeting diverse populations to diversify our audience and community
- b. Refocus website design to elevate original content and highlight key functions:
 - i. Constantly analyzing analytics benchmarks
- c. Continue to use social media and email newsletters regularly (1) to cultivate a sense of community and (2) to grow WJFF Radio Catskill's audience:
 - i. Our social media use is growing exponentially in its impact

3. Fundraising

Our fundraising capacity has changed dramatically with the hiring of Mimi Bradley as Development and Operations Manager. We will adjust our fundraising goals early in 2024, after we have settled into our new structure. The budget for 2023 is \$543,355. Here are some topline fundraising outcomes based on our original objectives:

- a. Increase annual listener donations from \$186,000 in 2021 to \$250,000 in 2026:
 - i. We have raised approximately \$91,000 toward a \$240,000 goal for this year, and feel ontrack
- b. Increase private and non-CPB government grant income from \$7,500 to \$100,000 annually by 2026:
 - i. We have received \$5,000 in grant funding over the first half of the year. This goal will be a stretch, as non-CPB grants for public radio are few and far between
- c. **Increase annual underwriting income** from \$30,000 to \$53,000 by 2026:
 - i. We have raised \$51,000 in the first half of the year, almost achieving our original five year goal
- d. Increase event income from \$35,000 to \$47,000 by 2026, with a goal this year of \$44,000:

- i. We have raised approximately \$5,000 this year towards our goal of \$44,000. Most of our events revenue is in the second half of the year
- e. Develop a WJFF Endowment Fund:
 - i. This has been accomplished, with investments at the Community Foundation of Orange and Sullivan Counties (\$112,000) and Wayne County (\$20,000)

4. Capacity Building:

- a. Strengthen and build our Volunteer talent and human resources:
 - i. Individual training oriented volunteers and show hosts to the new equipment. Broader collective training has not taken place.
- b. Strengthen and build our Staff talent and human resources:
 - i. Mimi Bradley was hired as the Development and Operations Manager
 - ii. Kit stepped down as part-time Office Manager, and Mary was hired
 - iii. Staff won numerous journalism awards
- c. Strengthen and build our Board talent and human resources:
 - i. The Board and GM are monitoring progress on the Strategic Plan
 - ii. The Personnel Committee updated the station's Personnel Policy
 - iii. The Board is collaborating effectively with both the GM and the CAB
- d. Determine whether to invest in new frequencies and/or transmission options to improve our signal coverage in our area given challenges of broadcast within a mountainous region:
 - i. After much study, the Board decided not to buy additional frequencies in PA, but to invest in a PA outreach drive
- e. Manage upgrades to equipment, technology and systems to gain greater efficiency and best serve our listeners
 - i. Our audio equipment and office systems are functioning with ease and efficiency

Changes to the Strategic Plan to approve at the Radio Catskill Board Meeting on June 26:

Given that DCOC has been disbanded and its work divided between a new Board Outreach Committee and staff, the DCOC responsibilities noted in the Strategic Plan will be allocated based on new responsibilities to the Outreach Committee and staff.