



WYSO BOARD MINUTES

December 17, 2014

WYSO Conference Room

Yellow Springs, Ohio

Members present: Seth Gordon, Don Hayashi, Nancy Nash, William Linesch, Heather Bailey, Bruce Bradtmiller, Fred Bartenstein, Ashley Appleman, Natalie Skilliter, David Seyer, Kevin Rose, Kevin McGruder and Glenn Watts.

Members absent: Kristen Wicker and Chuck Berry.

Staff present: Neenah Ellis, Doug Hull, Luke Dennis and Juliet Fromholt.

Seth called the meeting to order at 8:16 a.m.

Minutes. It was moved by Fred, seconded by Don, to approve the draft version of the Minutes of the meeting of October 15, 2014 that had been circulated prior to this meeting. The vote to approve the Minutes was unanimous. Glenn will reformat and E-Mail a copy of the June, August and October Minutes to Juliet for posting on the station's website.

Check-in. Seth asked the Board members if they had heard something on the station recently that they thought was special. Seth's boss heard the Veterans' Voices program on Morning Edition and reported that he walked into the building feeling lighter. Don mentioned the first of the Miami Valley StoryCorps segments had just aired. It was about AADD and was very touching. Ashley said she arrived at Tom's Market while listening to a story on All Things Considered about the internet's most sophisticated illicit drug sales site and its mastermind, the Dread Pirate Roberts. She sat in the lot and listened, but then realized that the man in the next car was also sitting and listening to the same story. They were having the same driveway moment.

Dashboard Review. Fred distributed the Dashboard as of 12-17-14. The Dashboard has a column that indicates if the various projects are on schedule. Only those that are not on schedule were discussed at the meeting:

2.c. Underwriting revenue may fall short of the goal to exceed FY14 by 10%. Luke will discuss this situation later in the meeting.

4.b. The antenna relocation has not begun because the Capital Campaign has not reached the goal for this project.

5.a. The Capital Campaign goal of \$600,000 for the tower relocation is behind schedule. As of December 1, \$456,000 has been raised and there are more prospective donors who will be contacted.

5.b. Phase II of the Capital Campaign is in process, but not on track to be ready by the end of the calendar year. The staff person has recommended that the completion date be changed to March 31, 2015.

6.a. Staff are recommending that the completion dates for the three tasks required to establish a Friends of WYSO organization be pushed back until March 31, 2015. Three

individuals are needed to serve as the officers and governing board, but so far these people have not been identified.

Fred suggested that if there were no objections, the timetable changes recommended by the staff would be accepted. There were no objections.

Financial Report. Doug distributed a schedule showing the financial activity for the period ending November 30, 2014. This schedule shows actual and budget numbers for the most recent month, and year-to-date for the current and two prior years. Doug noted that YTD total revenue is behind the budget, but in the major categories, the federal CPB grant was just received and therefore has not been included in the November report. The negative variance in the Federal Grants category will be resolved in the report for December. There also is a shortfall in Private Grants which Doug believes is due to timing variances and it will disappear by yearend. It is difficult to project exactly when donors will decide to make contributions. Underwriting is an issue because one of the sales people has not closed a number of open contracts. Hopefully, this will be resolved by the end of the year.

Special Events & Other is \$39,768 under budget, but an additional \$11,000 from the *Last Waltz* has just been deposited and this will reduce the negative variance. No tuition from the Community Voices program has been recorded to date, but by January there should be about \$11,000 to deposit. We will still be short on this line, but we are making progress.

Gifts has a positive variance of \$55,769 and is carrying some of the other revenue categories. This variance is due to a major gift that came in November. This gift is normally received in July or August. Additionally, the direct mail campaigns have produced good results.

On the Expense side, there is a small total positive variance of \$3,263, which is good. Wages & Benefits are well below budget due to having one remaining vacant position. Additionally, the estimate of medical expenses provided by the College and used in the budget overstated the actual cost by about \$3,000 each month. Therefore, there will be a positive Wages & Benefits balance for the rest of the year.

Travel, Professional Development & Other has a positive variance of \$9,969.

Programming & Purchased Services is over budget by \$17,512. Of that total, about \$8,000 is Trade, which is a non-cash expense. The other \$9,000 comes from special events, premiums, postage and printing. The postage and printing are directly related to the direct mail campaigns which were not anticipated in the budget. The premiums for the on-air fund drive were not perfectly budgeted. There were some IT services that were paid for as a lump sum rather than monthly, so that expense will even out as the year progresses.

Supplies, Equipment & General is over budget by \$18,704, all of which is due to timing. We made a pre-payment for software and in-kind expenses, and some bank fees came in early, but these will reverse with time.

The bottom line is that YTD Expenses have exceeded YTD Revenue by \$163,335, while the budget projected an overage of \$192,899. Given the late arrival of the CPB money and the other timing differences, Doug is comfortable with where the station stands today.

2013-14 Audit. The outside audit for last year has been completed and the CPB report has been filed. Fred asked if there were any major changes resulting from the audit. Doug said that the auditors determined that, based on the sale of the station by the University, the station has assets of about \$5.5 million. This is almost the market value of the station. There was also a small adjustment to underwriting that hadn't been booked. Currently, the station records a receivable for underwriting, but not for gifts. The audit covered just the one year; the auditors did not produce an historic reference year so there is no year-to-year comparison.

Next Up Update. Ashley said that Next Up held a winter social event with a holiday sweater theme that brought out about 20 people. Pictures are on Facebook. The food was provided by the Winds and beer by the Yellow Springs Brewery as part of an exchange partnership agreement. Most of the people had attended the previous event, but there were some new faces. There will be a future event in Springfield which should bring in some people from that area. Luke said that the core group seems interested in the station. Some of them recorded testimonials.

Right now Ashley is working with Justin Howard to schedule a WYSO Improv Night at the Black Box Improv Theater in Dayton later this winter.

Ashley said that Jayne Monat was very helpful in making the event happen and keeping everything on track. Seth said that Juliet Fromholt did a very professional job responding to some direct questions from one of the attendees about the value of live music broadcasts.

Marketing & Development Update. Natalie reported that the Committee has been working on the Communications Plan and the Media Kit. The Goals and Objectives have been pulled directly from the Dashboard. All of these seem appropriate and make sense. The station already had a marketing program in place built around direct mail. The focus of the Committee is to make sure that all of the various communication avenues are being employed and that the message is consistent. The Committee and Luke will be meeting in January to look at the calendar and map messages, map audiences and map the different modes of communication. This will be done to insure that everything is integrated and consistently scheduled.

Heather asked Luke if this effort was part of a collaboration with Judd Plattenberg of Oregon Printing. She reported that Oregon Printing had issued an E-mail blast yesterday and they cited WYSO as an example of how their program works. Luke said that Oregon Printing has changed a great deal in the last several years from an offset printing firm to a company that uses data to tailor the delivery of strategic messages. WYSO has been their test case and is benefitting from their new capabilities. How beneficial this effort is to the station has not yet been determined. Heather asked if Oregon was the significant component in getting the strategy and tactics in place for communicating with listeners and members. Luke said that they are handling the first piece of the ongoing renewal effort. In addition there is another direct mail company called Greater Public, plus our e-mail with Constant Contact, and on-air promos.

Natalie said that it was important to audit the current e-mail addresses so that the correct message goes to the right recipients. Luke responded that the station could be a lot more targeted, given the data they have available. Natalie said that WYSO could buy lists that are

really cheap to reach people who are not currently known to the station. Luke said that they don't have a plan to reach out to the additional audience that will be gained when the tower is relocated. Seth said that there are some really detailed lists available and if the station can get a targeted list, this may be a good investment.

Natalie said that the Committee has been reviewing the advertising and trying to make sure that the in-kind advertising works for the station. Fred said that Think TV needs to be added to the list.

Luke said that every non-profit needs a legacy gift program. The station receives bequests periodically and we occasionally learn about some plans when an attorney calls. A roadmap is being developed and there may be a direct mail piece about planned giving next year and perhaps one event. The effort will be subtle.

Natalie said that the Committee has discussed social media and web pages, but it is probably premature.

Luke said the Leaders Program is robust and a prospect mailing went out last week. We reached out to people who had given almost \$500 and indicated that with a little more effort they could become Leaders. The next listening party is 7:00-9:00 p.m. on Monday, January 12 with Niki Dakota and Neenah. Seth suggested that occasionally we should bring the Next Up and Leaders groups together. The listening parties may be a good opportunity.

Ashley said that they are developing a list of organizations that would like to sponsor events so Luke can use it when needed. We need to have a philosophy so that when we are approached to participate in sponsoring an event, we can quickly decide how to respond.

The Committee is also looking at opportunities for an annual ticketed fundraising event. Right now they are investigating what other stations have tried to see what works. A Radio Ball is a possibility. There is a lot of work to hold such an event and she wants to be sure that it will justify the effort.

A media kit for underwriting is near completion. It will be available by the end of January. The focus is on the listener profile so that potential underwriters will know who the station reaches. The kit will contain actual WYSO data from the listener survey. WYSO listeners are well educated and high income. Heather asked how long we can use the data before we need to update. Nancy suggested no more than two years. Neenah said that the survey produced such great information that she's looking forward to doing it again. Fred said we should be looking for benchmarks in the radio world.

Every audience is a key audience. The messaging used during the drive was very effective, but we still need to develop a message and delivery channel that will work with people who are not listeners. Neenah said this is particularly important because of the new tower. Doug suggested that it might be time to start planning on how the station can reach the new audience after the tower move. The tower relocation will also bring additional advertising opportunities.

Nancy asked if showing that only 5,000 people support the station might cause some to conclude that they should remain part of the majority of non-supporters. Seth responded that

we have been working to make listeners want to be a part of the station and we have done a good job of this. Heather said that people who need an excuse to not join will use this, but those who are inclined to join will see this growth as a positive. Perhaps we need to emphasize the 1,200 new members. Neenah said this is a tough issue and stations all over the country are grappling with it. Our percentage of members who are contributors has been increasing. Luke said that when we started benchmarking, the station was a bit below the middle of the pack, but now we're at the upper edge of the middle of the pack. We want to be at the 90th percentile. There is a formula that looks at the ratio of donors to listeners. Neenah said that the Nielson numbers spiked this year. This will make it harder to improve the ratio of listeners to donors.

Development Update. Luke started with underwriting. He distributed a list of "pipeline" underwriters and provided background on the underwriting targets for the station and each of the account executives. He explained that it takes a great deal of work to move prospects from "Qualified" to "Sold" and the Board might be helpful in closing some of the existing deals. It is for this reason that he has given the Board the list of companies that are being contacted. The Board discussed the status of the contract opportunities shown on the schedule and the sales approaches used by the account executives. If a Board member knows any of the Contacts in the pipeline, he or she should contact Luke.

Luke was asked if we know who among our listeners are owners of a small or medium business. It would be much easier to get owners who listen to underwrite than to convince someone who is unfamiliar with the station. Luke said that he does not have that data. We only have this information if the listener has told us. Sometimes they do, but usually they do not. This information would be extremely valuable to the account executives. It was suggested that this information might be gathered by Googling the names on the member list. Neenah suggested that this might be a project for a Miller Fellow.

The October drive brought in about \$209,000 at the end of the on-air portion and we reached \$220,000 via the web and US Mail within the next ten days. Next year we need to take a look at the goal in light of the fact that we have 1,100 to 1,200 sustainers. The December drive almost exactly mirrored the previous mini-drive in terms of the number of calls and the amount pledged. However, the direct mail put us considerably ahead of where we were last December. Last year in the first 16 days of December we had 197 pledges totaling \$23,000. That allowed us to have an \$80,000 month. This year, we received 293 pledges in the first 16 days totaling \$49,000. Neenah said that NPR provided some really good material for the December drive. It helped to focus the station's efforts and keep the messaging short.

WYSO's Digital Presence. Juliet gave a PowerPoint presentation showing how the station's website has changed between 1996-97 and today. The early websites were static and had limited information. They were not designed to attract listeners on a daily basis. Beginning in 2002, WYSO started buying its web template from Public Interactive (now NPR Digital Services). We started using Core Publisher in mid-2011 and since 2012, the first full year with the new web format, the metrics have steadily increased. In 2012 we had about 96,000 users and so far in 2014 we have 237,833. These are unique users, not page views. In 2012 we had about 372,000 page views and so far this year we have 668,391.

The reason for this increase in users and page views is content. In 2009, the station occasionally posted news stories to the web, but today posting stories is part of the News

Department's job. Some of the top destinations for our web users are not news stories, however. Some of the most visited pages are the *Blue Lake* story by Lewis Wallace, WYSO Curious, Community Voices, and some of the special projects (e.g., Reinvention Stories, StoryCorps). Several of these stories attract a lot of attention long beyond the time when they are aired because they are unique. When people Google one of these topics, the WYSO story appears. Local election coverage also does well.

The station's best Social Media platforms are Facebook and Twitter, but they are very different. Facebook tends to be used by our local Miami Valley listeners who share our stories with local friends and family. Facebook has been a good local audience builder. While there are local Twitter followers, the Miami Valley is not a big Twitter community. The Twitter profile is more national. It's our broader stories, like some of the Community Voices pieces, that get Tweeted and Retweeted. Our big social media loser is Google Plus. It's a great platform in concept, but it doesn't get used. The station has a YouTube channel that is starting to gain traction because we've had more content, primarily from Reinvention Stories. Sometimes interns and Miller Fellows will produce YouTube content.

Juliet is looking at Tumbler and Instagram to determine if accounts would be worth the effort. If they have promise, those accounts could launch in 2015. Tumbler is very visual and she and Lewis Wallace have some ideas on how it could be made to work using WYSO Curious material. Instagram may work because the station's reporters are taking pictures out in the field using their smartphones or our camera. This is something that we were not doing as recently as last year at this time.

Heather said that when they were at Iguassu Falls last year they took pictures of themselves in WYSO T-shirts and went to post them on Instagram. To her surprise, the tag #WYSO means "What you smokin' on?" It's a pot thing!

NPR is developing some dashboards to help determine to what extent the use of social media translates into additional listeners, or longer listening time. This will be part of the new Responsive website design that we'll start using this week.

Friday the station will switch to the Responsive redesign. The new site will detect the platform the user is using and fit the site to the device. The site will know if you're on a laptop, an iPhone or a tablet and it will adjust accordingly. There will be a single URL so that data on web usage will be much more accurate.

Responsive seems to be a better way to go than developing an App. People who have asked about an App cannot say what they want it to do. Apps are expensive and require constant maintenance to match changes in software and hardware. Responsive is coming to WYSO at no additional cost.

Everything that the station is doing for the digital world is done with an eye on the smart car. NPR is working with Ford and some other manufacturers so that whatever they develop will work smoothly for public radio. There is also an NPR1 App in pilot testing with the smart car in mind. It combines local and national content in a purely listening environment. WYSO has been able to restructure our News Department workload to support this App in ways that larger operations, such as Minnesota Public Radio, have not.

Juliet belongs to an informal group of webmasters from stations similar to WYSO. Members of the group work together and with NPR to make sure that developments meet the needs of stations our size. They also provide NPR with valuable feedback on developments and station needs.

Seth complemented Juliet on being part of the NPR core group and on all of the work that has gone into the WYSO website. Neenah said that we have a high level of local content for a station our size and everything flows through Juliet. She has made it all work.

Heather asked if the survey had questions about social media and web usage. Natalie replied that there were just two. There had been more, but they had to be cut because of the length of the survey. She would like to do a survey specific to the digital arena.

Fred said that he would like to see an “I’m Bored” button in the streaming audio section of the WYSO website so a listener could ask for different content. When pushed, this would change what the listener is hearing so that he or she wouldn’t have to leave WYSO. Juliet said that NPR1 does something like that. It delivers curated material and you can skip a story and easily listen to something else.

Juliet said that as part of Responsive, NPR is testing something called the Persistent Player. Currently, when you select “Listen Live” on your device, it defaults to your player of choice. You will continue to have this option, but alternatively you can use the Persistent Player. With it, no matter where you go on the website, it will play the content.

Heather said that the Marketing Committee would like to know about Facebook ads. Juliet said it is getting harder for businesses to get content onto Facebook without paying and the station may need to think about this soon. This is particularly so because of Facebook’s new small business pages policy.

General Manager’s Report. Neenah reported that the new Veterans’ Voices launched last week and will run through May. This programming is produced in cooperation with the Veteran and Military Center at Wright State University and is funded by the Corporation for Public Broadcasting. Miami Valley Story Corps launched today and will alternate with Veterans’ Voices. We have received three grants for the Youth Initiative which make it a fully funded project. We are just finishing our second piloted project at the Ponitz Career Technology Center in Dayton. Last month we aired some of the stories created by the students, including one that discussed how the Ferguson decision effected their lives. We had meetings last week with DECA (Dayton Early College Academy). They have requested that we create a community voices-type program for them which will start after the first of the new year. We are also in conversation with the Dayton STEM School to create a youth voices program for them.

The American Graduate is a cooperative project with Think TV that looks at High School to College transitions. Think TV got the grant through their association with Cincinnati and they have asked us to produce the content. There will be segments on Latino students in the Miami Valley and how they move to college. Tony Ortiz, Latino community liaison for Wright State

University, and others from major organizations will be coming together in January to brainstorm about what should be covered.

The first incarnation of Rediscovered Radio, the archives project funded by the Ohio Humanities Council, is almost over. The initial segments focused on social justice and civil rights. We are reapplying for grant funds for a Vietnam focused series. A couple of local scholars are on board to work with us on this and the application will go in tomorrow.

Last Sunday the station aired a discussion between former Governor Taft and Antioch College President Roosevelt. WYSO was the only outlet to record the discussion and it has been edited into a two hour program. The Taft-Roosevelt discussion was both funny and historic. Ron Rollins was moderator and it's on the station website.

More Community Voices volunteers are being used to report area news thanks to Lewis Wallace. The new class is opening next month and we hope to have more students; we normally take 12, but are hoping to have 15.

The 2015 Broadcasters Ball will happen during the College's Alumni Week. Louise Smith is writing a piece on the history of WYSO that includes a recreation of the first broadcast. It is a celebration of the opening of the station's archives. Don is mining the database to identify former station volunteers who will be invited to attend. The event is scheduled for Friday, June 19. There will be a save the date announcement.

Luke and Neenah have been investing a lot of effort in the tower fundraising project. In September, Neenah had hoped that the College alums would be a good source of support, but the College Board is seeking an additional \$11 million from the alums. Luke has opted to turn to the station's listener base to see if there are potential donors. Luke reported that they have had ten visits with potential donors and there are ten more to schedule. Right now the total raised is \$456,000. Seth complemented Luke and Neenah on the increased professionalism in the station's fund raising efforts.

William asked when the project would start after the money is raised. Neenah said they need to resolve with the donors when the cash will be provided. Assuming that most of the money will come in without delay, the project can start soon after the target is reached.

Names of potential Friends of WYSO board members have been gathered and three have been approached. Two have declined, but said they would be happy to advise the station. Neenah is waiting to hear from a third candidate. Neenah said they have more names and will be moving ahead. It is important to get these three people in place because the 501(c)(3) application cannot be submitted before the officers are named. Even if we ask donors to deposit funds into the Dayton Foundation, the Foundation can only direct money to another non-profit organization, so the station would not benefit. Neenah said she has been very transparent about this effort with people at the College.

Heather asked what it would cost to buy the station if the College needs to sell. Doug said that it would be about \$6 million for the license. Neenah added that we would also need to buy the building.

Fred suggested that we think of the Friends of WYSO not as the eventual operator of the station, but as community-oriented trustees who could buy the time necessary to determine what to do next should a crisis occur. Preferably, such a crisis will never occur. Fred asked the Board members for the names of people who are super probative; people who are without conflict or sleaziness. We need the names of highly respected people whom everyone would trust to wisely evaluate a crisis and steer the station and community toward a positive outcome.

Next Meeting. The next regularly scheduled meeting will be held at **8:15 a.m.** on Wednesday, **February 18**, 2015 at the station's studio location, 150 E. South College Street, Yellow Springs. The Agenda will include approval of the Minutes of the meetings of December 17, 2014 and reports from each of the committees. Committee Chairs should E-mail agenda topics to the Board Chair not later than the Friday before the meeting. The E-mail should include the topic, the desired outcome (e.g., a resolution) and the estimated time that the discussion will require.

Adjournment. Moved by Don, seconded by Glenn, to adjourn. The vote to approve was unanimous and the meeting adjourned at 10:15 a.m.

Respectfully submitted,
Glenn Watts, Secretary