

MINUTES

of the



BOARD OF DIRECTORS MEETING

Friday, November 12, 2021

via Zoom

Present: Karmen Bryant, Liz Lambert, Mike Pacheco, Christian Patry, Shane O’Neal, Jennifer Ferro, Jeremy Steele, Jeff Pope, Dan Eck

Absent: Duncan Kennedy

Staff: Elise Pepple, Erik Nycklemoe

Karmen called the regular session to order at 10:48 a.m.

Elise welcomed the board with a reminder of the importance of our community engagement by playing an audio ofrenda from the station’s Día de los Muertos programming.

1. Interim COO

Erik Nycklemoe introduced himself and shared his background with the board.

2. State of the Station

Elise reviewed the written State of the Station updates. She highlighted Carlos Morales’s leadership as news director, and noted that every reporter had a story go national recently.

Staffing has been a challenge. Salaries were increased, which had a positive impact. Elise shared information about three resulting new hires, but turnover and difficulty in hiring impacts the station’s stability.

Q4 fundraising should exceed expectations, and the Fall Drive’s \$80k goal has already been exceeded. EOY projections for revenue (including building funding and emergency grants) will total \$1,890,000, exceeding the goal by \$520,000. Expenses will be underbudget by \$132,000, but most of that is due to understaffing, which is not beneficial to the station.

Engineering updates included application for the non-commercial FCC auction for Fort Stockton, Terlingua and Van Horn. Issues regarding the KXWT transmitter was resolved with help from Basin PBS’s engineer.

Staff has been meeting with the DEI facilitator. Internal culture has been the area of recent focus, with primary staff concerns being 1) isolation, 2) pay equity, 3) limited staffing, and 4) maintaining mental health.

Finally, Elise noted her 5-year anniversary at the station, and listed three significant areas of focus for the near future: 1) the building redesign, 2) the rural lab for content, engagement, and training, and 3) addressing pay equity and work culture—making the station a great place to work.

The board engaged in a discussion about the State of the Station report, and significant points included:

- A new strategic plan—we wanted to address this in November’s retreat, but thanks go COVID will aim for January to begin discussions
- Workplace Culture—an executive coach has been working with managers and the team, and pay is large part of the issue. Another is how do we do the projects we are passionate about—do we need more staff to do that?
- How do we invest the cash that the station has accumulated in the future of the station?
- Are there any KPIs on adding staff in certain situations to allow such future investments?
- Elise noted that increasing salary definitely increased quality applications for open positions, and a hybrid work model has also been attractive.
- Erik reminded the board of the underwriting and membership potential growth we have yet to fully realize. Elise added that it is important that we grow and stabilize our revenue stream, in particular in underwriting and membership.

The board thanked Elise and acknowledged the hard work and successes of the station team.

3. Minutes

Karmen presented the minutes, and with no changes the minutes were approved unanimously.

4. Financials

Jeremy presented the financials, which are very favorable compared to previous years. He noted that \$220,000 of the CPB grant has been encumbered as deferred income for 2022. Our cash and current assets positions are particularly strong, with \$500,000 more over the prior year. He concurred with Elise that the station should deploy some of the cash for staffing/investment in the future of the station.

5. Committee Discussion

Christian led a discussion about board committee structure and needs. Areas that committees could cover included:

- Strategic planning
- Building redesign (board members noted that strategy and building issues are very connected)
- Finance
- Governance
- Executive
- Development
- Marfa to Midland
- DEI

The board discussed that given the small size of the board, too many committees would be impractical. **Karmen, Christian and Elise will discuss the committee structure** and make some recommendations to the board.

6. Board Elections

Karmen and Christian led this discussion, and requested board members to express interest in any officer positions.

Board members were also asked to recommend new board members, and to in particular think about Marfa residents, of which we currently have none on the board.

Shane and Dan will update the current board roster list.

7. 2022 Budget Draft

Elise's goal is to have the budget approved before the start of the fiscal year, and presented a draft 2022 budget with roughly the same revenue goals as last year, forecast at \$1.33 million. Adding the \$220,000 allocated from CPB's multi-year grant increases revenue to just over \$1.5 million. Expenses are proposed at \$1.46 million in 2022, up from \$1.28 million in 2021. This includes additional expenses in support of realizing the station's strategic goals.

Karmen will survey the board to find time for a budget discussion and approval meeting before year end.

ADDENDUM: The FY22 budget as proposed via email by Elise on December 17, 2021, projecting income of \$1,390,034 and expenses of \$1,440,215, passed unanimously via written vote of all board members during December 2021 and January 2022. Any operating deficit will be covered by the \$220,000 from CPB's multi-year grant that the board allocated for FY22.

8. Upcoming Dates: Retreat, Meet the Staff

Elise noted the desire to have board and staff interaction, and will consider a "zoom party" soon, or perhaps add staff to the final board meeting of the year. We will also plan for an "in real life" retreat in January.

The meeting ended at precisely 11:59 a.m. The board thanked Karmen for the extra free minute and adjourned.

[Minutes drafted by Dan Eck]