**South Dakota Board of Directors for Educational Telecommunications**

Fall Meeting

SDN Communications—Sioux Falls

November 15, 2019

**Board Members Present**: Julie Overgaard, Mark Shlanta, Kay Jorgensen, Doyle Estes, Heather Perry, Dave Landry, and Janelle Toman

**Board Members Not Present:** Julie Ashworth and Jerry Oster

**Staff Members Present**: Teri Roetman, SeVern Ashes, Larry Rohrer, Ryan Howlett, and Fritz Miller

**CALL TO ORDER**

The meeting was called to order at 9:32am by Chairman Mark Shlanta. Everyone was asked to state their name and their job title. This meeting is being lived streamed on SD.net.

**APPROVAL OF MINUTES**

Doyle Estes pointed out four grammatical errors in the minutes. Teri will make the changes.

A motion was made by Doyle Estes to approve the June 21st minutes pending the grammatical corrections are made. Second by Janelle Toman. Motion carried.

**FINANCIAL REPORT**

Julie reported we are on track as predicted and projected for the budget this year. We ended the fiscal year very close to the previous year. If we spend according to our projections, we should end the fiscal year with $350,000. This includes capital asset expenditures to replace our two oldest radio transmitters and move them from analog to digital. The audit was just completed, we will approve that at our next meeting later this winter. We are banking on the increase of funds transfer from Friends of SDPB to cover the two FTE’s we received authority to hire in July.

A motion was made by Kay Jorgensen to accept the financials are presented. Second by Doyle Estes.

Motion carried.

**EXECUTIVE DIRECTOR REPORT**

Julie Overgaard reported our budget request was submitted in September to BFM and the Governor’s office. We are not requesting any significant changes. Our singular request started out with a $250,000 request of one-time funds to support the repairs that the Office of State Engineers (OSE) determined necessary at our building site in Hetland (KESD), which serves the Brookings area. The good news is after conversations at the State level it was determined public broadcasting building capital improvements would be rolled in OSE. They are not taking over maintenance/repairs to our transmitters or major technology infrastructure. They have agreed to bring the buildings at our transmitter sites into their fold. This is a long-term victory and win for us. We will not have to go through the ups and downs of finding funds for building repairs and infrastructure repairs.

One item in our budget request was the same it has been for the past several years. We asked for one full time employee and associated salary dollars to really focus on and account for the uptick in SD.Net usage by board and commissions meetings, blue ribbon panels, agency task force meetings, and other meeting types.

Impeachment Hearings—The managers had a discussion as to how we should approach the impeachment hearings. If you have been following the national news there has been a lot of push on PBS in terms of what our responsibility in the system was to make these available to the public. Our determination was to run crawls across the bottom of the screen on SDPB1 notifying viewers we are live with impeachment hearings on radio, SDPB2 (Create Channel), live streaming and repeated in prime time on SDPB3 (World Channel). There are some stations that are carrying it on their main channel. With the high school football championships being aired we decided to air it on our second channel. People were happy that we made this available. There was a 38% increase in online listeners due to the impeachment hearings. We do not have any numbers for television. We have not received any complaints that we are airing these hearings.

CPB—There is a request into congress for a budget increase of 50M, this will push PBS threshold to the 500 million-dollar mark, making it possible for a little more money to trickle down to our station. Between the impeachment inquiry, the hold-up of passing a new budget, the Continuing Resolution clock ticking down and all the things going on at the hill right now, this might may get pushed down the line or the budget may get passed. We will continue to monitor the situation. The good news is with everything going on there are no attacks on PBS right now or talks of defunding public broadcasting.

**Strategic Planning Update**

Julie wanted to remind the board of some of the larger goals we had set for ourselves in the next five years. We have done some of these things already and working on others. Julie shared a few power point slides.

**5 Year Local Content Growth 2019-2024**

\*Further develop/expand content beats \*Add 2 FT content production producers

\*Realign 22 content staff into “micro teams” \*Expand contract staff

\*Expand internship opportunities \*Increase diversity of voices on SDPB programs

\*Add Native American beat reporter \*Focus on lesser populated areas of SDPB

\*Expand boutique studios to reservations \*Add outreach staff to SFS and BHS

\*Grow content partnerships \*Build volunteer content advisory committees

This is the fundraising costs that was put together for the five-year plan to achieve our goals:

**Estimated Cost of 5-Year Plan ($250,000 per year/$1,500,000 over 5 years)**

\* $600,000 Staffing \* $350,000 Independent Producers

\* $200,000 Travel/IT/Production \* $400,000 Outreach/Events/Marketing

This is the endowment part we put together that we think will support this in the long term:

**Build Endowment**

* Current Endowment 3.8 million
* Campaign Goal 7.5 million
* Elevates Total Endowment Holdings to 11.3 million

**Campaign Update**

We are currently at almost 70% of our goal. We have raised to date 6.8 million dollars toward the 10 million dollars goal. A job well done by everyone!

**Content Strategic Plan**

We took our group of 22 content staff and broke them into two content groups; ‘Big J’ is our Journalism group and ‘Big E’ is our Entertainment group. We started out adding a major digital component with an emphasis on content production. We wanted to make sure all the stories created were available regardless of the given platform whether it be television, radio, or digital. The evolution of this included some structural changes. The most recent has been the updated version of sdpb.org.

**SDPB “Beats”**

Business and Economy Education and Healthcare Arts, Music, Literature

Rural Life and History Politics and Public Policy Sports and Recreation

Science and Technology

These are the basic categories with at least one person on staff specializing in every beat. Some have more than one person or a small group of people, but the common theme is the same. Part of the evolution in these groups, Journalism and Entertainment, is the change in leadership. Brad Van Osdel (TV Production Manager) leads the Entertainment group and Cara Hetland (Radio Director) leads the Journalism group.

**Content Strategic Goals:**

**\*Focus on local content strategies to increase social media interaction by 15%.**

\*Utilize boutique studios and investigate opening more strategically located

\*Develop Topic Advisory Groups

\*Establish common monthly topics for across all platform reporting/features

\*Create Daily news during Statehouse on Social Media and radio to replace weekly summary

\*Create weekly statehouse podcast drawing from news generated from all platforms

\*Develop storytelling related to our coverage of high school activities

**\*Improve workflows to increase local news and entertainment content by 10%**

\*Increase stories from Arts beat

\*Develop new goals and workflows across all platforms for all SDPB programs

\**Dakota Life*-monthly program focusing on rural issues and weekly social media presence of short stories. Cross promote on *In the Moment*

\**SD Focus* will highlight legislative issues throughout the session and be an integral part of monthly topic reporting.

\**In the Moment* will have regular conversations about key issues with lawmakers, lobbyists, advocates and those impacted by proposals during legislative session. The program will also feature monthly reporting topic with interviews from all opinions.

\*Continue with *Images of the Past* across all platforms.

Within the “beats” created, our goal is to reach out into the community to find about a half dozen community volunteers who have expertise or background in an area that might want to be included with the beat person or the director of this group on an email exchange to share ideas, give advice on topic ideas we are considering, and help bring a little more context and growth in expertise to those leading the beats. We have not yet activated this. One of the areas we have been discussing first is diversity and hoping this could be our pilot group. This will give us a better understanding of what is going on in the diverse community of Immigrants and the Native American community. Julie feels if we can find the right community of advisors who have their own social media and other contacts within their own field of expertise pushing our content into that community will help achieve this goal. This will help widen our own footprint by finding a community with common interests around the beat topics put together. Both Brad and Cara have been working together to transform their own groups to collectively work on a single topic to feature in a month.

We are going to go a little deeper with the story telling of high school activities. Nate Wek is the specialist in that area even though it can be any of those beat topics and maybe even as collective reporting. The idea is stories beyond the game and the score, to tell the stories of individuals, schools, or community activity surrounding the fine arts or sports activities.

The most important thing of all these content goals, is to help the content producers develop and understand their stories can be told over multiple platforms. No matter the story, they can reach audiences they may not have thought about before. There has been a lot of progress made in this area.

**Programming Strategic Goals**

* Research, identify and implement audience metrics with the goal of increasing radio listenership in targeted non-drive time dayparts by 10%.
* Increase smart speaker listeners to 30% of total listening audience via targeted promotional efforts
* Develop content submission system for local and regional Independent Television Producers
* Solicit content via film festivals, social media, outreach to potential producers by June 2020 to create new regularly scheduled local/regional content block on Television by October 2020
* Integrate and streamline Traffic workflows in Television, Radio and Online streaming via integration of Pro Track and Audio VAULT by June 2020.

Bob Bosse has been working with television production and programming. He has been moved to now oversee programming for radio and television. He does the programming schedule and planning from a national and regional standpoint as well as the local standpoint. Bob’s job is to step back and look at the analytics, data, audience, and work closely with the marking department on behind the scenes workflow that goes into putting our content out there locally and nationally in the stratosphere. One of our goals this year is to do some research on what our radio audience looks like. Julie believes this will help Bob and his group make good decisions in any scheduling changes.

**Education Strategic Goals:**

These are largely education strategic goals around our K-12 focus, Science Steve, and where we are at currently in education.

* Transition the current SDPB education portion of the website to BENTO 3
* Work with the K-12 Data Center to update the Digital Learning Library Flash players and content
* Complete suggested PBS Learning Media updates to coincide with their new requirements
* Continue to develop new education resources for teachers and parents
* Develop a Pre-K education and outreach strategy

**Engineering Strategic Goals**

* NOC/Network—Designing with an eye to the future opportunities of ATSC 3.0
* Major Capital Expenditures TV automation, Replay system, CG, update remote production systems to smaller form factors
* Replace Burk Technologies TV/FM facilities and tower monitoring control
* Replace FM transmitters at KZSD Martin and KPSD Faith by adding IBOC (30+ years old)
* Evaluate needs/license availability for TV/FM, in Charles Mix and Davison counties
* Professional Development and Technical Training opportunities for our Engineering staff

\*Bridging the gap between traditional broadcast and IT

\*RF Engineering

SeVern Ashes reported they have been gathering information for the past few years about how we will take the network into the next phase of digital television 3.0. By this time next year, we will have a complete plan to move forward on 3.0. Funding will be one of our biggest hurdles on this venture.

Burk Technologies is the communications/automations that looks at our whole network thru microwave sites, towers, and major transmitter sites. The current system we have is 20 years old and we are just updating it. For software security it is still functional but to secure our systems on the BIT network we needed to move the software forward. We purchased that this year and starting the installation, should be complete by spring. Julie mentioned this is a great example of having OSE to take on buildings has such an impact because all these things would not have not made the list if we had to come up with the money to fix the buildings.

In continuing our infrastructure rebuild, we have two FM transmitters (KZSD & KPSD) that have older features, we have seasoned engineers out there that work on them, we have spare parts for them, but these are the last two needing to be updated to modern technology. Our seasoned engineers are retiring and the new engineers, nothing to their fault, they don’t go to that component level anymore or fix transmitters. Once the transmitters are rebuilt, this will complete the state format and this upgrade will enable coverage of Interstate 29 corridor.

**Marketing Strategic Goals**

* Establish consistent promotional workflow for event promotion
* Formalize a Marketing Handbook for content producers
* Develop information and promote reception methods for audiences
* Hire event coordinators for Black Hills and Sioux Falls Studios
* Work to improve internal communications between individual staff, working groups, beat teams, Friends and management.

There isn’t a shortage of ways that people pick up a signal to watch or listen to content. We need to let people know how to access these ways thru the NPR app, Passport, Roku TV, etc., we need to help our audience understand what is out there and how to use it, so all the content would be at their fingertips.

**Development**

Ryan reported Friends is on track to meet their goals to the network. Our underwriting staff works directly with programming. The numbers have been down, we feel that is due to limited time out in the field and money left on the table.

**Underwriting Strategic Goals**

* Deliver $840,000 to the SDPB Network (adjustments for staffing)
* Add an additional Underwriting Sales Staff Member
* Increase TV & Radio Sales Percentage to 30% (FY19 25%) on SDPB1 & 76% (71% FY19) on Radio

We are rebuilding the Friends organization. Most of the staff were at retirement age and have retired. Janet Gerjets has agreed to stay on with us as a security blanket during this transition with new staff hired and learning their responsibilities.

**Membership Strategic Goals**

1. Achieve our stated financial goal: $1.7 million gross ($997,959 NET)
2. Staff Development: Identify training opportunities, tools, additional vendors and other efficiencies that will bring new staff up to 100% proficiency within the next 12-18 months. These efficiencies will create more time for staff to be proactive and strategic, hence increasing our productivity and opportunities for financial growth.
3. Grow Sustaining Membership: Current sustaining membership is approximately 20% of our total current membership revenue. The goal is to increase it to between 30-40% of our current revenue to even out our cash-flow within 18-24 months using the following tactics.
   * + - Inviting current donors who have given at least two years become sustainers
       - Asking current sustainers to increase their gifts.
       - Asking current sustainers who pay with credit cards to switch to EFT payment out of their bank account (cheaper and more efficient for us, also saves time since credit card accounts are compromised and expire)
       - Acquiring a substantial matching grant ($50,000 plus) and implementing a dollar-for-dollar match for new sustainers, likely in the October radio drive of 2020 and lasting through end of year campaign, or in Spring 2021.

**Development: Major Giving Strategic Goals**

* Deliver $650,000 to the SDPB Network
* Create a First-Class Culture of Philanthropy for our Donors
* Implement a Metrics Driven Development Plan

Ryan feels the long-term major gifts is by far the biggest growth point, we began 2019 with one person, Carol Johnson in the West River area and in July we added three more. Ryan and Meg Hentges are splitting the Sioux Falls market and Theresa Schake is covering the Northeastern part of the state. This leads us to the Sound Vision Campaign case statement. We are vey pleased with our 10 million dollars goal, currently over 6.8 million dollars raised. This is largely driven by endowment gifts and expectancies. Since we have been intentional about Planned-Giving, we have recorded 47 planned gifts and expectancies. We really want to create a first-class culture of philanthropy for our donors. The major giving staff have focused their time in the last three months on really building out our volunteer network to help make additional asks from people within their network. We have established working groups in Brookings, Vermillion, Aberdeen, Milbank, Watertown, Sioux Falls, Yankton/Vermillion, Pierre, Spearfish and Rapid City. We have about 75 committed volunteers who are going to help us raise that 1.5 million dollars. This will continue to be our focus until the year end of 2020. This a great group of folks willing to share their time with us and they have really motivated the staff.

Julie wants to treat and create these strategic goals as a living and breathing document so that it does not end up as a file in someone’s desk drawer never to be looked at again. We want to come back next year to see what we can take off the list and see what we want to add on for the next 12 to 18 months.

Kay Jorgensen feels this is the most comprehensive and live plan she has seen, the technology and experience we have out there and the reach with all the competition, very impressive. Julie mentioned a huge thanks to the staff that are on board with these plans. They understand what we are doing and have embraced our need to do this while accepting there will be hiccups and there are things to be figured out along the way. Mark Shlanta said the network has come a long way since 2003. He is impressed with the direction of where things are going with the mission, content and the plan of how to accomplish goals.

**BIT COMMISSIONER REPORT**

Heather Perry noted in the two months she has worked in BIT, she is very impressed with the leadership at SDPB and the strategic planning, along with the ability to change. She will take from this model to share in other areas. Heather is very excited we will be working together on this.

**FUTURE MEETINGS**

Our winter meeting will be best served via DDN sites.

Summer Meeting—June 11 in Vermillion or Sioux Falls & Fall Meeting—October 8 in Rapid City

**BREAK & EXECUTIVE SESSION**

Mark Shanta recessed the meeting for about 10 minutes before heading into Executive Session.

When returning to general session Mark asked if there any more topics for discussion or additional conversation.

**ADJOURNMENT**

With no other items for discussion Chairman Mark Shlanta adjourned the meeting at 11:57am.