

**Notes from WPFW Community Advisory Board (CAB) Meeting**

7:00 PM, 21 November 2011, at WPFW, 2390 Champlain St. NW 2<sup>nd</sup> Floor, Washington, DC 20009

**Participants:**

**CAB members:**

Alvernon Garey, Hyattsville, MD  
Carolyn Brown, Forestville, MD  
David Vega, Takoma Park, MD  
Frank Johnson, College Park, MD  
Herman Samuels, Upper Marlboro, MD  
Kathy Allen, Washington, DC  
Perry Redd, Washington, DC  
Ron Benjamin, Greenbelt, MD

**WPFW staff members:**

John Hughes, General Manager  
Tiffany Jordan, Development Director  
Rachel Pope, Volunteer Coordinator  
Wylie Rollins, interim Program Director

**Guests:**

Gloria Turner, Fort Washington, MD

**Notes:**

1. Ms. Brown, noting that a quorum was present, called the meeting to order at 7:05 PM. The meeting participants introduced themselves.
2. The CAB members discussed, revised, and approved the meeting agenda (Attachment 1).
3. The members discussed, revised, and approved the notes from the 19 September 2011 meeting (Attachment 2).
4. Mr. Hughes referred to the three reports that he had submitted to the Local Station Board (LSB) since he last met with the CAB (Attachments 3, 4, and 5). He reported that:
  - September:
    - He was unable to attend the September CAB meeting.
    - The station began its Campaign for Growth, a fund-raising effort necessary to:
      - Relocate the station,
      - Re-equip the station including replacing the analog equipment with digital equipment that will permit multicasting,
      - Bring the half-time staff back to full time, and
      - Maintain station operation.

The objectives require a one-time \$750,000 investment beyond the normal station operation recurring expenses.

- The station has already dug itself out of the financial hole that it was previously in.
  - The staff that were at half time went to three quarter time in October, the beginning of the station's fiscal year.
  - The station's retreat:
    - Was enabled largely by a gift from Andy Shallal, the chair of the station's major donor committee.
    - Marked the beginning of setting up the strategic plan for the station. The planning process will be an inclusive one, aimed at identifying the immediate challenges, the resources required to address the challenges, and the vision of the future.
    - Included Loretta Rucker as a speaker. Ms. Rucker provided tips for on-air fund raising.
    - Included Maxie Jackson as a speaker. Ms. Jackson has joined the staff as a volunteer programming consultant, with the aim of fixing the station's broken business model.
  - The station has an Arbitron subscription again, for the first time in several years. The audience size numbers are quite low.
  - The Corporation for Public Broadcasting (CPB) may cut the station's Community Service Grant funding. The CPB uses Arbitron audience size data as an indication that the station is serving the community.
- October:
    - The Fall fund drive was approximately \$25,000 short of its \$400,000 goal. The shortfall was more than made up for by the combination of a mini-drive and special events, notably:
      - The highly successful second annual U Street Jam, and
      - Mr. Vega's house party, which he is advertising as a model for public radio. The party included lots of great food, and lots of great discussions.
    - The station needs to change its approaches to programming, branding, and strategic partnerships.
  - November:
    - Planning of the strategic planning process will begin soon. A set of concepts that he is proposing are:
      - Financial: Raise funds as necessary to maintain operations.
      - Partnerships: Expand as possible.
      - Resources and delivery: Make WPFW available any place, anywhere, anytime.
    - The station's Web site has greatly improved. Volunteers did all the work, after termination of a dormant contract. But more can be done. In particular, e-commerce should be incorporated into the site to the extent compatible with Pacifica bylaws.
    - Strategic partners that bring valuable resources, expertise, and/or constituencies should be considered.

- o The station's internal work environment will continue to improve.
- o Marketing: There is a need to raise the station's profile, via the Web site, town halls, and other methods as possible.

Mr. Benjamin noted that a large group of programmers have signed a letter of non-confidence in the General Manager, said that the station cannot continue with the staff and programmers at each other's throats, and asked what is being done to repair the rift. Mr. Hughes replied that:

- The problem is being addressed by the LSB, in particular at a special meeting scheduled for November 30.
- Some of the issues mentioned in the letter are already being addressed:
  - o Some course corrections recommended by the Pledge Team have been implemented.
  - o The station recently joined Development Exchange, Inc., and will use its resources to improve development.
  - o There is a perception of excessive dependence on raising money via fund drives. Utilization of other funding sources (e.g. underwriting) is limited by the Pacifica Bylaws. However, the station has ramped up its major donor efforts and special events, and is working on a planned giving campaign using existing membership data.

Mr. Johnson asked how the CAB could contribute to the strategic plan. Mr. Hughes said that CAB members are encouraged to participate in the upcoming strategic planning process planning meetings, which will be scheduled to accommodate volunteers.

Ms. Turner asked about the status of the matching funds grant from Dr. Leonard. Mr. Hughes replied that the grant had been dormant, but was resurrected by the Pledge Team for the last drive. \$100,000 of the grant was used during the drive; the remainder is available for use during future drives. He added that Ms. Rucker recommends breaking matching grants into smaller challenges.

Mr. Samuels asked if the Pacifica Bylaws could be modified to permit a greater variety of fund raising. Mr. Hughes replied that he had discussed the question with other Pacifica general managers, and found that they would like to see such a modification, but that it is politically impossible within the Pacifica Foundation. Such a change is not compatible with long-held Pacifica principles, which are held inviolate despite the world having changed since they were created.

5. The CAB members discussed, modified, and approved CAB Resolution 2011-005, **Interactions with Banned Personnel** (Attachment 6). Mr. Vega, in the spirit of full disclosure, said that:
  - Alan Barysh, who is under a banning order, had asked Mr. Vega to represent him on the banning issue.
  - He refused Mr. Barysh's request, since it may present a conflict of interest with his position on the CAB.
  - He had advised station management to have counsel contact Mr. Barysh to discuss the banning order.
6. Ms. Jordan reported on Mr. Vega's house party benefiting the station. She said that the concept for the party originated with Mr. Vega, who did all of the preparatory work except for a few on-air interviews, which she did. The guests of honor were Nancy Alonso and Jim Byers. Everybody who came to the party, including Mr. Hughes, paid as required. The event raised nearly \$3,000. Mr. Vega then handed Ms. Jordan a check for approximately \$500, additional revenue from the party, and said that more may be forthcoming.

7. Mr. Wiley said that:

- He had just started work, on November 17,
- He was concentrating on preparing for the upcoming fund drive,
- He is unable to address the programming goals and station policy questions now, but will be prepared to do so at the next CAB meeting.

Mr. Benjamin moved to table discussion of agenda topics 5.a through d until the next meeting. The motion was passed by unanimous consent.

8. Mr. Perry distributed a survey instrument that he and Ms. Arnwine had drafted (Attachment 7). He explained that it was designed to fit onto the front and back of a 4" x 8" card, so that it could be easily distributed and collected at suitable events. Mr. Johnson recommended that all of the survey questions be multiple choice, in order to make the information easier to tabulate and analyze. Mr. Perry concurred, and asked that additional comments on the survey instrument be emailed to him at [Perry.Redd@ymail.com](mailto:Perry.Redd@ymail.com).
9. The CAB members discussed CAB Resolution 2011-006, **Departure of Rachel Pope** (Attachment 8). It was adopted by unanimous consent.
10. The comments deferred from the previous meeting were not discussed, and will not be discussed as long as Mr. Barysh, who submitted the comments, is under a banning order. The newly adopted Resolution 2011-005 recommends that banned personnel be prohibited "from having direct, written, or electronic communication with the station or any member thereof serving in an official capacity," which precludes Mr. Barysh from submitting comments.
11. Ms. Pope reported that no new listener comments had been submitted.
12. Ms. Pope said that completed applications for the 2012 CAB could be emailed to her. Though the stated deadline is 30 November, applications will probably not be evaluated until early January. Applications submitted in December, therefore, may be considered.
13. The CAB members agreed that to avoid conflicts with the Martin Luther King holiday the next meeting would be at 7 PM on Monday, January 23, 2012.
14. The meeting was adjourned at 9:05 PM.

## November 2011 Meeting of the WPFW Community Advisory Board

### Agenda

1. Adoption of agenda
2. Adoption of notes from previous meeting
3. General manager comments
4. Old business:
  - a. Discussion of draft resolution 2011-005, **Interactions with Banned Personnel**
5. New business:
  - a. Review of WPFW programming goals
  - b. Evaluation of station progress toward the programming goals
  - c. Significant policy decisions made by the station
  - d. Assessment of the community impact of the significant policy decisions
  - e. Community survey status
  - f. House party fundraiser status
  - g. Discussion of draft resolution 2011-006, **Departure of Rachel Pope**
6. Listener comments
  - a. Comments deferred from previous meeting
  - b. New comments – written
  - c. New comments – from guests
7. Collect applications for membership on the 2012 CAB
8. Set date for next meeting (nominal date: Monday, January 16, 2012 – MLK Day)
9. Adjourn

**Notes from WPFW Community Advisory Board (CAB) Meeting**

7:00 PM, 19 September 2011, at WPFW, 2390 Champlain St. NW 2<sup>nd</sup> Floor, Washington, DC 20009

**Participants:**

**CAB members:**

Alvernon Garey, Hyattsville, MD  
Bridget Arnwine, Rockville, MD  
Carolyn Brown, Forestville, MD  
Frank Johnson, College Park, MD  
Jeremiah Lowery, Washington, DC  
Kalonji Olusegun, Washington, DC  
Kathy Allen, Washington, DC  
Perry Redd, Washington, DC  
Ron Benjamin, Greenbelt, MD

**WPFW staff members:**

- none -

**Guests:**

Benito Diaz, Silver Spring, MD  
Gar Young, Reston, VA

**Notes:**

1. Ms. Brown, noting that a quorum was present, called the meeting to order at 7 PM.
2. The CAB members discussed, revised, and approved the meeting agenda (Attachment 1).
3. The members discussed, revised, and approved the notes from the 18 July 2011 meeting (Attachment 2).
4. Mr. Johnson provided highlights of the 24-25 August retreat:
  - The meeting was facilitated by Mel Jones.
  - Loretta Rucker, the president of the African-American Public Radio Consortium, presented suggestions for successful on-air fundraising drives. Some of those suggestions are being implemented in the current fund drive.
  - Mr. Hughes discussed the fund drive and its “Campaign for Growth” theme.
  - The WPFW Web site / social media team discussed the new Web site, which is doing well; possibilities and plans for increased use of social media; and the electronic link between the Web site and the Confessor (the computer system the station uses to show compliance with music copyright restrictions).
  - There was a closed session, restricted to paid staff. It addressed station policy and protocols, performance management, and professional development and training.

Attachment 2

- Maxie Jackson, the president of the National Federation of Community Broadcasters, discussed interaction with the community. Of particular relevance to the CAB, he differentiated between outreach (e.g. having representatives at community events) and engagement (actively “getting in peoples' faces” at community events).
- The retreat launched the WPFW strategic planning process.

Ms. Brown endorsed the outreach vs. engagement principle, and recommended assisting the efforts of the Local Station Board (LSB) Outreach and Development Committee, e.g. at the upcoming Bluebird Blues Festival.

Mr. Redd proposed that the CAB draft a survey, and provide it to the LSB. The CAB members discussed the possibility of the CAB implementing the survey on its own, rather than passing it to the LSB for action. Mr. Redd agreed to work with Ms. Arnwine to draft a survey instrument for consideration by the CAB.

5. The General Manager's report was not presented because the General Manager or his representative was not at the meeting.
6. Ms. Brown said that she had received an email from Mr. Vega saying that he would not be able to attend the meeting, but that his house party is now scheduled for October 22.
7. The CAB members discussed CAB Resolution 2011-004, **Distribution of CAB Meeting Materials** (Attachment 3). Ms. Brown noted that the CAB Bylaws require distribution of meeting minutes to CAB members and the Program Director. She recommended that:
  - Distribution by the CAB be limited to that stated in the Bylaws, and
  - The staff should perform additional distribution (if any), including additional distribution required to comply with Corporation for Public Broadcasting regulations and recommendations.

Mr. Redd moved to disapprove the resolution. The motion passed, six in favor, two against.

8. The CAB members discussed CAB Resolution 2011-005, **Interactions with Banned Personnel** (Attachment 4).
  - Mr. Redd recommended that the resolution be modified to request that the CAB be notified of banning actions.
  - Ms. Brown noted that Mr. Benjamin had asked Mr. Hughes and Mr. West to comment on a draft of the resolution before he submitted it to the CAB, and said that she objected to that action. Mr. Benjamin responded that his request for comment was done to ensure that the resolution was “right” before it was submitted to the CAB.
  - Ms. Arnwine said that the resolution could provide valuable guidance to (current and future) CAB members who are not familiar with the banning issue.

Mr. Garey moved to table the resolution for discussion at the next meeting. The motion passed.

9. Discussion of listener comments (Attachment 5) was tabled, for two reasons:
  - The late hour.
  - The comments were submitted by Mr. Barysh, who is under a banning order. As noted at the previous CAB meeting, it is unclear if Mr. Barysh is permitted to submit, and if the CAB is permitted to consider his comments.
10. The CAB members agreed that the next meeting would be at 7 PM on Monday, November 21, 2011.

11. Mr. Young asked about applications for membership on the 2012 CAB. Mr. Redd replied that, contrary to expectations, they are not available.
12. Mr. Young recognized the staff, some of which are doing a full time job despite being on half time. Mr. Diaz concurred, noting that he and N'Kenge Toure have pointed out that it is the unionized staff that is at half time; management and contractors are full time. Mr. Diaz stated that he thinks that the budget pain should be spread more equally.
13. The meeting was adjourned at 9:03 PM.



## GENERAL MANAGER'S REPORT

### Executive Summary

During the past month, WPFW management continued its efforts to listen, engage, direct and evaluate the impact of the station's service to its communities. To move WPFW's mission and vision forward, management is continuing the implementation of short term priorities for the organization to accomplish over the next three to five months.

### *Priority #1 – WPFW Campaign for Growth Case Statement*

From its earliest days -- 35 years ago, WPFW has always attempted to reflect the voices, concerns and aspirations of its many listeners. In doing this, the station has steadfastly committed itself to building a strong sense of community among its listeners and to helping our community connect to the world.

Perhaps more than any other form of media throughout Greater Washington, D.C., WPFW invites and enables this widespread and diverse community to participate in truly democratic communication. WPFW provides opportunities for people to consider topics ranging from healthcare to education, from fair housing to economic opportunity, from jazz to justice.

This station does not shy away from tackling tough issues or from asking tough questions. Yet, we always strive to encourage an atmosphere of respect and civility in public discourse. We believe that democracy -- true democracy -- requires an open exchange of ideas. To that end, WPFW provides a sorely needed public space for such an open and civil discussion of ideas and opinions. Our goal is to create better citizens by reporting reliable information, by providing a space for the exchange of ideas and by instilling the sense that citizen participation really does matter.

As WPFW looks to the future, its ambition is to increase its already strong and tested service to the Greater Washington community. Speaking now in the most general terms, we hope to expand our capacity to tell the stories, express the aspirations, and -- perhaps above all -- to nourish the knowledge and the understanding of both public and cultural affairs among all the inhabitants of our vast service area.

To do this, WPFW's long-range planning must include both the production and the acquisition of many new programs. As an example of this, the station intends to develop an expanded local and national news and current events service. It is our intent to distribute the programming from this new service to public radio stations across the Nation.

But before embarking on these ambitious long-term goals, WPFW must overcome two very immediate obstacles. First, and above all, the station must find a new home, and it must do so by early next year. **The problem is that by July 2012, the building that now houses WPFW's studio**

-- in Washington's Adams-Morgan neighborhood -- will give way to a commercial development. Thus, WPFW must leave.

At the same time that we will be navigating this complicated studio relocation; we must face up to a second major difficulty -- the very urgent need to replace virtually *all* our studio production equipment. Most of our present equipment complement is badly out of date and in poor condition. A few of our equipment items were installed as part of the station's opening in 1976! It simply makes no sense -- either economically or technically -- to move this antiquated equipment to the new site. In fact, our consulting engineers have advised us that some of the equipment has deteriorated to the point that it might not even *survive* such a move.

We referred to these two developments as "difficulties," but, as is often the case with such so-called problems, they bring with them exciting possibilities. After all, a new and bigger studio facility, featuring up-to-date production equipment, would greatly strengthen WPFW's ability to expand its locally-produced programming. It would also allow the station to reach out in new and imaginative ways to the Washington, D.C. community.

But the expenses for all this will be formidable. The studio relocation itself will be costly, embracing as it almost certainly will expensive renovations to make our new space suitable for multiple broadcast studios. Not much is clear about this at this point, but one estimate we received for this work was (\$350,000.00) three hundred and fifty thousand dollars.

In addition to this, will be the costs associated with replacing our studio equipment. Here we recently suffered a serious setback. Until fairly recently, the United States Department of Commerce administered a grant program whose purpose was to help public stations purchase needed equipment. Well, last March that program was abolished. In practical terms, this program's demise has effectively raised the cost of our much-needed equipment replacement.

Looked at from a broader perspective, we have observed funding cutbacks at the other, more general national public broadcasting institutions. This means that, as is true with our companion public broadcasting stations nationwide, WPFW must seek new ways to support and expand its services.

This is why in the coming days and months you will hear WPFW staff, programmers, volunteers, the local station and community advisory boards and most especially the thoughtful and generous people who support WPFW talk extensively about the station's new Campaign for Growth.

Our Campaign for Growth will establish several new donor programs to involve those of you willing and able to make a special commitment to the station to meet these special needs. You will be hearing us talk about how *you -- our loyal members and listeners --* can play not just a merely *important* role, but rather an absolutely *vital* role in securing the future for this, your community broadcasting station.

Over the next year, WPFW's future will be one of change... of transformation. Our new home, the home that this community will build, and the programs and services that this station will

originate will be defined by the people who believe in the mission and vision for this station. This station ... your station ... the station that reflects our community heritage and diversity ...the station that enriches your mind, nourishes your spirit, expands your perspective and strengthens your community.. This is what WPFW's new home and enhanced service is ultimately about -- connecting people with ideas, with our past and with our future. WPFW's future is now.

Thank you for your long-standing support and, on behalf of our entire community of listeners, we thank you for extending this generous support to WPFW's Campaign for Growth.

***Priority # 2 – Team Building- (Internal Environment)***

**Foster and promote creativity, teamwork, loyalty and excellence while providing a fair, equitable, inclusive and participatory work environment.**

**WPFW Retreat Summary - August 24 & 25, 2011  
BusBoy's and Poets Restaurant**

**Overview**

On August 24 and 25, 2011 the staff, volunteers, the LSB and CSB boards of WPFW held a retreat to begin the initial steps of the strategic planning process for the organization. While there were multiple facets of the retreat, the primary purpose was to:

1. Define the immediate challenges facing the organization.
2. Identify the resources needed to confront the challenges.
3. Develop a vision or describe a desired future state for the organization.

The plans for the retreat included opportunities for the staff to present their view of the current state of the organization and provided them with an opportunity to be exposed to differing ideas and trends within the public radio/broadcasting community. This appeared to be the first opportunity for the staff to have exposure to subjects such as, development, planned giving, and network leveraging within the system to leverage the organization's resources to become a more efficient operation.

**Development and Pledge**

The group benefited from a presentation by Loretta Rucker, President, African-American Public Radio Consortium. This presentation exposed the participants to trends in the area of on-air fundraising, where goals are stretched, new techniques towards fundraising were introduced, during an interactive phase of the presentation, the participants were given an opportunity to get further explanations on the meaning of certain terms and phrases used in on-air fundraising.

This was a perfect segue into the current year's plan for on-air fundraising, where the concept of additional pledge sessions were introduced. It also provided an opportunity for the staff to examine the current protocols and processes used in the on-air fundraising process, and new work assignments were developed and some new processes were identified for immediate implementation.

## **Web Site and Social Media**

The presentation on web site and social media was an interactive learning session, where participants were introduced to the various forms of social media, and the proposed web site for the future was unveiled. During the interactive phases, participants were given the opportunity to assess their current level of competency with social media and current technology and

technology trends. Workgroups were formed and each group was given the opportunity to give report-outs on their findings and proposed solutions to areas they perceived as being problematic.

## **Community Engagement**

The focus of this presentation was to introduce the concept of community engagement as a means of marketing the station to the community. Additionally, there was an excellent presentation by Maxie Jackson, President of the National Federation of Community Broadcasters. He introduced the participants to the resources that were available through their affiliation with the National Federation of Community Broadcasters. This also included a full explanation of the mission of the organization, its role in community engagement, and additional techniques to leverage technology in community engagement, tracking market trends, and upgrade the level of programming.

## **Strategic Planning**

There was a training presentation, introducing the subject of strategic planning and how it functions as a major component of the business plans for the organization. Participants were given the fundamentals of strategic planning and the life cycle of the process.

## **Updates from the Leadership Team and Team Building**

This was the most engaging portion of the retreat and provided an opportunity for staff, board members, and volunteers an opportunity to present ideas, express current issues and concerns and proposed solutions to what could be considered as major issues facing the organization. It also provided an opportunity for the leadership staff to present the financial status and plans of the organization and proposals for additional fundraising campaigns.

Participants received an overview presentation on the subject of performance management. The focus was on accountability and performance expectations. This presentation also included a scheduled implementation plan and schedule for the staff.

The team building portion was the first opportunity for everyone to explain their role and position within the organization. Key elements presented as a part of the team building exercise were:

- Trust

- Transparency
- Tolerance

### ***Priority #3 - Station Relocation***

WPFW management continues to represent the station in its relocation efforts. Station management in cooperation with the LSB Station Relocation Committee toured the Progression Place; United Negro College Fund Headquarters; TEAM Post Production Facility, Wisconsin Avenue; Fourth Street Warehouse, N.E., and 118 Q Street, N.E.

WPFW management continues to work with station engineering consultants, Jim Schoedler and Dennis Wallace. The next phase of the engineering consultants work includes the following draft contingency plan(s) for station, studio space relocation.

#### ***WPFW Temporary Studio Option Report Dennis Wallace, Engineering Consultant***

As the time to vacate the current WPFW studio/office space draws near, it is important to consider an alternative operational plan should WPFW not be able to secure new studio/office for a “permanent” location prior to the ceasing of operations at the Champlain Street Facility.

I’ve been asked to prepare some options for the temporary operations of the WPFW FM facility from a temporary location if permanent space cannot be found in time. This may include placing the studios and programming in one location and the administrative and office functions in a separate location should space not be available to accommodate both functions in one location.

WPFW could remain operational from a temporary location while a more permanent location is constructed. This temporary location would need to be secured and built out prior the deadline for vacating the Champlain Street Facility. The temporary location would need to be constructed to include an on-air studio and a production studio at a minimum. This would allow the continued operations of the station – at a minimum. However, the guest studio or additional production facilities may need to be curtailed until the permanent location is finally constructed.

This would allow WPFW to continue its operations, however, some changes in the operation of some programs (such as interview shows etc.) may need to be undertaken to limit the amount of space required for the temporary location.

We estimate that it would take a minimum of 90 days to construct and install a temporary broadcasting location once space is secured. Obviously, this would be contingent upon the actual layout of the space and the existing HVAC and Electrical infrastructure that is in place for the temporary location.

We prepared a estimated budget for new equipment to be purchased that would be first utilized in the temporary location prior to it being moved and re-purposed once the permanent location is determined. This budget also assumes that certain equipment would be re-purposed or moved

from the existing facility to the temporary location. This would include equipment such as the ISDN modems, Arbitron Encoders, satellite receivers, etc.

It should be emphasized that although the station can remain operational from a temporary location, it may impact the types of programming that can be accommodated on the station. For example, if a satellite antenna is not available, it may be difficult to receive the daily program feeds from Pacifica, such as Democracy Now and other national programming. Or, if several phone lines cannot be installed in the location, call-in type shows may be limited to one or two phone lines. As such, it is important that certain considerations be made, even for the temporary location, in order to minimize the impacts to WPFW’s programming.

The temporary location would be built in such a manner as to maximize the re-use and re-purposing of any new equipment that is needed to construct the facility. And, this equipment would eventually be moved to the permanent location, or if the temporary location were to be used in the future as a remote broadcast site, it could be installed permanently in that location. In either case, it is important that any such temporary location be identified as soon as possible so that proper design and installation plan can be made well in advance of the studio move.

As is often the case with commercial real estate transactions, the actual lease documents and contracts can take in excess of 6 months to negotiate and execute.

Based upon the existing time constraints, it would be advisable for WPFW to consider a temporary move if the permanent location will not be secured prior to Oct. 1, 2011. This would allow the design and construction elements to begin now, while targeting a first quarter 2012 move-in date.

It is essential to continue WPFW’s operation that contingency plans are developed for a temporary location since the permanent location space seems to be elusive.

<b>WPFW NEW STUDIO EQUIPMENT LIST</b>		
Studio (A )	On-Air	\$ 98,976.00
Studio (B)	Production	\$ 80,214.00
Studio (C)	News	\$ 53,998.00
Technical Core	Equipment	\$ 30,668.00
Physical Space	Reconfiguration – Architectural Design	\$100,0000
<b>Total</b>		<b>\$ 363,856.00</b>

**WPFW Financial Position**

Revenue/Expenses

SunTrust Bank balance as of 9-06-11 is:

Bank balance \$ 11,584.85

Outstanding checks	<u>(2,727.36)</u>
Balance net outstanding checks	\$ 8,857.49

WPFW's current accounts payable aging balance as of 9-07-11 is \$38,540.85. This amount does not include outstanding Central Services and benefits payment owed to the Nation Office. Last report this amount exceeded \$300,000.00.

Revenue and expenses through June 2011 are as follows:

Total Revenue	\$1,348,741
Total expenses	(\$1,038,321)
Central Services	(\$210,469)
Cash & Capital	<u>(\$5,391)</u>
Surplus/Deficit	\$94,560

## **WPFW Development Report 9/6/2011**

WPFW ended the month of August with \$1,238,024 in revenue for the year to date. We are poised to make our fiscal year-end goal with roughly \$88,596 needed for the last quarter.

### **On-Air Pledge Campaigns**

With less than a week away from the launch of WPFW's Campaign for Growth, the pledge team is finalizing details for the fall membership drive. During the last week of August many pledge team members participated in a station wide retreat to begin the creation of a strategic plan. A major component of the plan is utilizing the expertise available for the station to ensure success. Loretta Rucker, president of the African-American Public Radio Consortium did a presentation called "The Compelling Fundraiser." She delivered a wealth of information that we will integrate immediately with the upcoming drive. Some of the invaluable tools she gave the station were pitching ideas and techniques, power tallying, tips for making goals more effective and establishing the sound of the drive.

Multiple testimonials will be set to run over the coming weeks featuring donors that represent our different contributing groups which include general membership, sustaining donors, major donors, donors from special events and planned givers.

To create excitement for the first week of the drive, WPFW will partner with Blues Alley to present the Kenny Garrett Stay-Cation. This will include a Saturday evening dinner and show at Blues Alley, one of the premier jazz and supper clubs in the Nation's Capitol, and an overnight stay at the beautiful Georgetown Suites. All donors that contribute during the first week of the drive will automatically be entered into the drawing.

On Thursday, September 8<sup>th</sup>, WPFW will host a pre-drive kick off event here at the WPFW studios to celebrate the start of the drive. This event will be potluck and will take place from 7 pm to 10 pm. Prior to the party, the Leadership Team will hold a special programmers meeting to discuss pledge drive details.

**Submitted by**  
**John Hughes, General Manager**  
**September 6, 2011**



## **GENERAL MANAGER'S REPORT**

### ***Executive Summary***

During the past month, WPFW management continued its efforts to listen, engage, direct and evaluate the impact of the station's service to its communities. To move WPFW's mission and vision forward, management is continuing the implementation of short term priorities for the organization to accomplish over the next three to five months.

This month's General Manager's Report is intended to provide an overview of WPFW's continuing growth and development as well as provide a snapshot of the organization's challenges and opportunities ahead.

Together, the entire WPFW family; the LSB, CAB, station staff, and programmers, assisted by our volunteers and supported by our members worked hard, watched the bottom line and maximized every opportunity to end the 2011 fiscal year to- the- good. I am happy to announce that as a result of our recently completed fall membership campaign, the first installment of WPFW's year-long "Campaign for Growth" ended the fiscal year with 1,419,957.00. We exceeded our goal by \$93, 337.

### ***WPFW Development Report 10/11/11***

#### **On-Air Pledge Campaigns**

WPFW kicked off our Campaign for Growth in September with our Fall Membership Drive. We raised \$377,318 in pledged revenue. Since we fell just \$22,681 shy of our goal, the Leadership and Pledge teams decided that we would make up the deficit by holding a one day campaign on Saturday, October 22. By utilizing the strength of our Saturday schedule, we feel confident that we will reach the proposed goal of \$400,000.

A series of promos will run leading up to the fundraising day that will promote excitement and encourage participation in WPFW's Campaign for Growth. We currently have messaging on the air and on-line that indicates more pledge opportunities for our listeners. We will promote the one day fundraiser by using a variety of voices which will include WPFW On-Air Hosts, Local Station Board Members, Community Advisory Board Members and WPFW Staff.

#### **Special Events**

WPFW is gearing up for several special events over the coming months. Democracy Now and Free Press have graciously decided to conduct a special fundraiser for WPFW. Democracy Now's own Juan Gonzales is promoting his latest book "News for All The People." A reception and discussion will be held at Busboys and Poets at 14 and V Street on Friday, October 28, 2011 starting at 5:30 p.m. In November, the WPFW Local Station Board will host the 2<sup>nd</sup> Annual U Street Jam. Some of WPFW's favorite on-air personalities like Scooter Magruder, James Funk, Andrea Bray and more will be on hand to spin music, emcee and keep the party going for a good cause.

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I especially want to thank the WPFW pledge team led by WPFW's Development Director, Tiffany Jordan, who partnered with Bob Daughtry who coordinated the efforts of the WPFW programmers. I offer a special commendation to the WPFW Programmers ... "You Do Us Proud." Through the efforts of the LSB, CAB and volunteers, who managed and worked the phone bank, secured food for the drive and served as leaders most especially when no one was watching - we thank you. Finally, on behalf of the entire WPFW family, I would like to thank Loretta Rucker, President/CEO African American Public Radio Consortium for her invaluable assistance with our "Campaign for Growth."

### ***Priority #1***

WPFW has a long tradition of excellence. As we look ahead and begin to celebrate almost 35 years of service, it is necessary for us to consider that for WPFW to continue to provide the service that our community has come to expect we must continue to seek new and expanded services; most especially programs that will provide value to our audiences.

As we move forward, in the weeks and months ahead, a couple of three questions bear considering; what do we do that has the whole community talking, do we surprise and delight our audiences, are we relevant and more importantly are we essential, and most especially are we indispensable?

The answer... over time, to these questions lies in WPFW's ability to transform itself. This station was built to do one thing especially well and that one thing "is to evolve."

And so, in the coming days, WPFW will begin to implement changes to our community engagement to include opportunities connected to collaboration and partnerships.

Changes to our business model – including mechanisms for investing our currency, notably our brand; creating a branding strategy so that the result has a real, tangible impact on our business.

The question connected to our brand or lack of one is ... where does WPFW live in people's hearts? We are looking for that epic story ... the brand that will create... will reflect a new kind of WPFW ... thoughtful, soulful and essential.

Programming ... when you want to reach other audiences and create new communities you've got to do something different. We must among other things transform our original/local journalism. We need to achieve greater scale and capacity with our information services. We need trustworthy, original reporting on community's issues and needs...on civil discourse. We need partnerships that expand and extend our news and information service.

We need to engage our community around the issues. We need more reporters, more feet on the ground as producers, editors, storytellers; with voices and views that reflect our community.

We need to make a mission-driven investment in news and informational programs including technology and staff.

A brand has been created for public radio news in this community. We have to match that expectation. The question on the table remains, are we indispensable?

I announced walking in the door that one glaring deficiency needing consideration is the WPFW program schedule. I have had 10 months of time to listen and learn, evaluating the schedule, lining up research tools, including expert consultancies, listening to listeners and members, staff, programmers, the LSB, CAB and volunteers. **Now is the time to act.** We promised our community a world in which WPFW not only survives, but thrives, a world where the community treasure called WPFW remains healthy for the next generation, we promised ... **A NEW WORLD A COMIN.'** Programming – our broadcast schedule is first, second and first again... hence, we must make immediate changes, improvements, correct structural deficiencies and improve presentational performance. We must use all the measures that model stations deploy as a road map for achieving our best work. The way to build listener income is to build our core audience. We are not consistently meeting listeners' needs that move our audience from fringe listeners to core listeners. In the universe of community radio service this is what defines success.

On a different, but related subject, submitting to the analogy ... thigh bone connected to the hip bone; I'm compelled to go on record before this Board and in support of this Board and respond to a statement that was made by an individual during the public comment segment of the most recent Pacifica National Board Meeting that took place in Washington D.C.

*"To paraphrase, this individual stated in my presence that Arlene Englehart, Executive Director of the Pacifica Foundation had directed me, John Hughes, General Manager of WPFW, not to appoint the current Interim Program Director to the position of permanent Program Director."*

In the interest of maintaining civil discourse and most especially in the interest of maintaining a respectful and positive image of WPFW's LSB, I relented in addressing this totally false and defamatory statement during the PNB meeting. I stand here before you today to publicly and officially deny that the Executive Director of Pacifica, Arlene Englehart, ever issued such a directive to me. No way, shape, form or fashion... nada, nunca.

The decision for appointing a permanent program director in accordance with the Pacifica By-laws ultimately rest in the hands of the General Manager. Having received a list of finalist forwarded from the LSB MAS Committee. I submitted to this process as it was described to me upon my hiring as General Manager and submit to it now... 10 months later. Frankly, I accepted my appointment on the basis that I would have the sole authority for making this appointment in partnership and with the assistance of the LSB, not the Executive Director of Pacifica, and I continue to honor that process.

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And so, as previously mentioned; the thigh bone connected to the hip bone... I'm announcing tonight that I will request a meeting of the MAS committee of the LSB to receive my recommendation for the hiring of a permanent Program Director. I will request that this meeting take place two weeks from today.

Finally, as you know during the fall membership drive, by way of our "Campaign for Growth" we began making the case with a statement of our cause. Our "Campaign for Growth" is an expression of our cause and details the reason why perspective donors want to contribute to the advancement of our cause.

Our mission and our forthcoming strategic plan drive our case, describing our objectives, our services, our ambitions.

In order for WPFW to realize the promise of our cause we must do the following: We need to change our evangelism. We need an accompanying evangelism for the transformation of our services. We need our evangelism to aim high, provide prospective, arouse a sense for urgency, history, continuity, convey importance, relevance and whatever stuff is needed to warm the heart and stir the mind.

Thus, as an extension of our "Campaign for Growth" reflecting our ideal to connect people with ideas, with our past and with our future, I repeat the question, are we indispensable? Furthermore, is our community informing us of the services we provide, is our community involved in the station, are we providing something completely unique and distinctly valuable to our community, what are we doing that has the whole community talking?

Our determination is to revise the WPFW brand. We need a brand strategy that conveys an epic tale...quickly told. We need our brand to be intellectual, spiritual, authentic... a brand that establishes this station as a sage – a trusted guide.

I'm announcing today a branding campaign that encapsulates the events on the ground related to; the demonstrations, protests, gatherings, marches...the 99'ers and as an extension, most especially brings our communities' interest and aspirations together. The question becomes do we observe or do we participate? Do we embrace a sage archetype that projects WPFW as a leader?

I submit we do, that is why today I'm announcing our brand "**We Are the Change.**" We are the change is reflective of WPFW's commitment to this community. To set a tone and a mechanism for storytelling, reporting and documenting. To set the stage for the next installment of our "Campaign for Growth" ... The Year End "December Pledge Drive."

To realize our goal...to become the most trusted voice and widely used source of news and information.

**We are the change** ... to provide a first line of defense against a return to the Wall Street ways that plunged this nation into an economic crisis.

**We are the change** ... to lead the fight for the abolition of the death penalty.

**We are the change** ... to stand up and say ..." I Am Troy Davis."

**We are the change** ... to protect whistleblowers, the unsung heroes who stood up, spoke up and suffered for doing so.

**We are the change** ... to eradicate poverty, economic injustice, health, education and welfare deficiencies.

**We are the change** ... to bring 20 year olds to the forefront of the WPFW mission and thus expand our services to this demographic.

**We are the change** ... to create a new world; Your Station, Your World.

Ladies and gentlemen - **WE ARE THE CHANGE** -

**WPFW Financial Position**

Revenue/Expenses

SunTrust Bank balance as of 10-07-11 is:

Bank balance	\$ 107,615.99
Outstanding checks	<u>(16,618.48)</u>
Balance net outstanding checks	\$ 90,997.51

WPFW's current accounts payable aging balance as of 9-07-11 is \$34,688.18. This amount does not include outstanding Central Services and benefits payment owed to the Nation Office. Last report this amount exceeded \$300,000.00.

Revenue and expenses through July 2011 are as follows:

Total Revenue	\$1,435,270
Total expenses	(\$1,218,809)
Central Services	(\$214,001)
Cash & Capital	<u>(\$8,328)</u>
Surplus/Deficit	(\$5,869)

**Submitted by  
John Hughes, General Manager  
October 12, 2011**

## **GENERAL MANAGER'S REPORT**

### ***Executive Summary***

During the past month, WPFW management continued its efforts to listen, engage, direct and evaluate the impact of the station's service to its communities. To move WPFW's mission and vision forward, management is continuing the implementation of short term priorities for the organization to accomplish over the next three to five months.

This month's General Manager's Report is intended to provide an overview of WPFW's continuing growth and development as well as provide a snapshot of the organization's challenges and opportunities ahead.

### ***Priority 1 Strategic Planning Process***

On August 24 and 25, 2011 the staff, volunteers, the LSB and CSB boards of WPFW held a retreat to begin the initial steps of the strategic planning process for the organization. While there were multiple facets of the retreat, the primary purpose was to:

1. Define the immediate challenges facing the organization.
2. Identify the resources needed to confront the challenges.
3. Develop a vision or describe a desired future state for the organization.

The plans for the retreat included opportunities for the staff to present their view of the current state of the organization and provided them with an opportunity to be exposed to differing ideas and trends within the public radio/broadcasting community. This appeared to be the first opportunity for the staff to have exposure to subjects such as, development, planned giving, and networking within Pacifica to leverage the organization's resources to become a more efficient operation.

### **Strategic Planning Process – Moving Forward**

We are in a time of redefinition for public media that is every bit as important and profound as the earliest years of Pacifica.

The task of defining who and what we are on today's landscape is what is now before us. We, the entire WPFW constituencies; LSB, programmers, volunteers, staff, listeners and members must create and implement a new framework for a next generation of our work - A renewed vision of meaningful public service and shared strategies for growth.

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WPFW celebrates this community's diverse culture with integrity, authenticity and excitement. On WPFW you hear the real culture unfiltered, and voices in which it originated; we are the most trusted media voice in our community.

Our task is to leverage this strength and preserve our important and strategic position in new settings and/or new platforms. If we do, our reward is enormous opportunities for growth in both the service that we deliver and the support from our communities that will enable us to sustain it.

We need a strategic vision to inform all of us of this; and we don't use the word strategic lightly. It's very fashionable to throw around the word strategic. **"Strategic this, strategic that."** Strategy begins by saying we will do these things and we will not do certain things. We will do things that will make a greater difference. We need a focus and the discipline of strategy to make choices. We need a sense of financial destiny of where we are headed that helps us plan from where we are today to a "there" that is possibly far beyond our current resources.

We need new configurations and collaborations in our work. We are not talking about an occasional little partnership, but bold new collaborations and configurations to bring new content to our air ways and increasingly to our website. We need to reach out in a genuine way to all manner of organizations in our community to build an editorial agenda. We should work with editorial partners in generating ideas and information and knowledge that we can effectively bring to our air ways.

Finally, on this list we need to focus on our most valuable resources, which are the people engaged in our organization; our staff, volunteers, programmers...on the activities most closely aligned with our service vision.

So looking to something between now and five years from now it's time to start strategic action and planning. If we are disciplined and apply ourselves well, we could achieve in the short -run a substantial increase in listening.

How do we translate that to revenue? We know that listening leads to giving. To assume that we can maintain the same ratio of gross revenue coming to WPFW per listener hour that we're doing today is fool hearted.

So, where does that leave us? Over 35 years we have built a sound foundation of public service. We must envision a larger, more endearing success that builds on our 35 year foundation. We must re-imagine WPFW with a daring and passion of those who have gone before us. We must assume the risk of embracing change in order to make a greater difference for those that we serve.

If we do these things, if we take steps that we have outlined in our plan, if we leverage the assets that we have, if we preserve our strategic position, if we apply

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ourselves rigorously, if we make the strategic choices that are ahead of us, if we do these things, then we believe that together we can grow, endow and sustain a very powerful place of truth, an anchor of democracy, a celebration of our rich cultures and a trusted companion for the soul – **WPFW**.

That's the task before us, that's the challenge that makes the work worthwhile; and we are up to it.

*Excerpts from Public Radio 2010  
Challenge and Opportunity in a Time of Radical Change by Thomas J. Thomas and Theresa R. Clifford*

Based on the environmental scan discussed at the August Retreat, conversations with WPFW staff, programmers, volunteers, listeners and members the following strategic goals will be considered as conversation starters as we plan our work on WPFW's strategic plan.

### ***Strategic Goals***

- **Financial** – Maintain and grow a financially strong, efficient and stable organization.
- **Partnerships** – Build and strengthen partnerships that enhance and expand the programs and services of WPFW.
- **Resource and Delivery** – Provide access anywhere/anytime to content and information.
- **Content** – Provide relevant programs and services that will significantly impact and support the quality of life of our communities.
- **Internal Environment** – Foster and promote creativity, teamwork, loyalty and excellence while providing a fair, equitable, inclusive and participatory environment.
- **Marketing** – Raise profile of WPFW's programs and services

The WPFW Leadership Team will work with all station constituencies to ensure meetings will occur at a time and place that is convenient for all parties. A planning meeting schedule will be forthcoming.



## ***WPFW Development Report 11/7/2011***

WPFW began fiscal year 2012 with \$154,011 in revenue. The majority of the funds generated came from Fall membership drive.

### **On-Air Pledge Campaigns**

WPFW successfully completed the first installment of our Campaign for Growth in late October with our Fall Membership Drive. We added one more Saturday to the Fall drive, which accomplished a two-fold purpose; ensuring that we reached the Fall drive goal and creating a chance to boost ticket sales for the LSB U Street Jam. We raised \$415,571 in pledged revenue.

### **Special Events**

WPFW conducted several fundraisers in the month of October. Democracy Now's own Juan Gonzales included WPFW on his media tour for his latest book "News for All The People." A reception and discussion were held at Busboys and Poets at 14 and V St. We entertained a full house of WPFW listeners and this served as a great opportunity for community engagement.

Community Advisory Board Vice-Chairman, David Vega hosted a house party for the station. He used a simple but effective model to raise money from his peers by inviting them to eat, drink and support WPFW. He raised roughly \$2700 and secured a major donor from the event.

The WPFW Local Station Board's 2<sup>nd</sup> Annual U Street Jam is just around the corner and we have sold nearly half of the tickets. On Saturday, November 5<sup>th</sup>, we dedicated a special day of programming to promoting the U Street Jam. Several interviews were conducted throughout the day. We also used a special 800 number for ticket purchases and re-offered tables at the \$250 rate. We have sold 19 tables, 4 pairs of tickets and 43 individual tickets for a total of 241 tickets sold. We will continue to promote the event during the week via promos, live reads and interviews.

**WPFW Financial Position**  
**Revenue/Expenses**

SunTrust Bank balance as of 10-31-11 is:

Bank balance	\$ 83,117.73
Outstanding checks	<u>(4,354.19)</u>
Balance net outstanding checks	\$ 78,763.54

WPFW's current accounts payable aging balance as of 11-02-11 is \$31,004.67. This amount does not include outstanding Central Services and benefits payment owed to the National Office. Last report this amount exceeded \$300,000.00.

Revenue and expenses through August 2011 are as follows:

Total Revenue	\$1,435,270
Total expenses	(\$1,218,809)
Central Services	(\$214,001)
Cash & Capital	<u>(\$8,328)</u>
Surplus/Deficit	(\$5,869)

**Submitted by**  
**John Hughes, General Manager**  
**November 9, 2011**

**Resolution CAB 2011-005**  
**Interactions with Banned Personnel**

BECAUSE:

Banning is an extraordinary action implemented by WPFW staff only when deemed necessary to protect station property, staff, volunteers, and/or programmers;

and BECAUSE:

The Corporation for Public Broadcasting requires public broadcasting stations to “Allow all persons to attend any open meeting ... except as would be reasonably required to maintain a safe meeting environment”;

RESOLVED:

1. Persons who are banned from WPFW premises shall not be permitted to attend Community Advisory Board (CAB) meetings.
2. The CAB recommends that whenever the station makes the decision to ban an existing member that said ban prohibit that person from having direct, written, or electronic communication with the station or any member thereof serving in an official capacity. The station should not accept any kind of contribution from a banned person for the duration of the ban.

**WPFW Listener Survey-Draft**

WPFW wants to know that our listeners are satisfied with the product we broadcast on a daily basis; the only way can truly know it to hear from you—the listener. No matter how frequently you tune in to 89.3fm, your input here will help us achieve the goal of superior programming! Thanks for taking the survey!



- ◇ Are you acquainted with WPFW?
- ◇ If so, how long have you been acquainted with WPFW?
- ◇ In a typical week, how often do you usually listen to WPFW?
  - Less than once per week
  - Once per week
  - Several times per week
  - Daily

**◆ Please share with us your favorite show/program**

1. \_\_\_\_\_  
 2. \_\_\_\_\_  
 3. \_\_\_\_\_  
 4. \_\_\_\_\_

- ◇ Do you have a favorite WPFW personality? Yes \_\_\_\_\_ No \_\_\_\_\_ If so, who? \_\_\_\_\_
- ◇ When do you usually tune into WPFW? \_\_\_\_\_
- ◇ How old are you? 15-24 \_\_\_\_\_ 25-39 \_\_\_\_\_ 40-54 \_\_\_\_\_ 55+ \_\_\_\_\_
- ◇ Do you live in the boundaries of the District? \_\_\_\_\_
- ◇ How important are the following in your public radio listening:

	Very Important	Important	Somewhat Important	Somewhat Unimportant	Unimportant	Not at all important
Good Jazz Programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good Justice Programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of commercials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In-depth news coverage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local news	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality programming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Programs not available anywhere else	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

◇ How did you first discover WPFW?

- Heard about it from a friend
- Found it accidentally while tuning around the dial
- Attended a concert hosted by [your station]
- Read or heard an advertisement about the station

◇ Do you listen to the radio while at work: **Please circle one.**

- Daily
- On most days
- Occasionally
- Rarely/never

◇ In a typical day, how many hours do you normally spend listening to WPFW while at work? \_\_\_\_\_

◇ Do you ever listen to WPFW on the weekends? \_\_\_\_ Yes \_\_\_\_ No

◇ About how many hours do you listen to WPFW on a typical Saturday? \_\_\_\_\_

◇ What time do you usually begin listening to WPFW on Saturday? \_\_\_\_\_

◇ About how many hours do you listen to WPFW on a typical Sunday? \_\_\_\_\_

◇ What time do you usually begin listening to WPFW on Sunday? \_\_\_\_\_

◇ How many hours did you listen to the radio in the past seven days? \_\_\_\_\_

◇ How many hours did you listen to WPFW in the past seven days? \_\_\_\_\_

◇ Do you use your smartphone to listen to WPFW? Yes \_\_\_\_ No \_\_\_\_

◇ Have you listened to WPFW on-line within the past seven days? Yes \_\_\_\_ No \_\_\_\_

◇ Would you consider volunteering at WPFW? Yes \_\_\_\_ No \_\_\_\_

Thank you for taking the WPFW Listener Survey for 2011-12. The results will be broadcasted within the next 60 days. Please tune in to hear the results of what you think about WPFW!

**Resolution CAB 2011-006**

**Departure of Rachel Pope**

BECAUSE:

Rachel Pope will soon be leaving the WPFW staff and the Washington, D.C. area, and

BECAUSE:

Ms. Pope wrote the Community Advisory Board (CAB) Bylaws and has provided significant assistance in CAB operations; and

BECAUSE:

Ms. Pope has been an effective and beloved WPFW Volunteer Coordinator;

RESOLVED:

The CAB thanks Ms. Pope for her assistance in forming and operating the CAB, and for her service as the WPFW Volunteer Coordinator. We wish her well in her future endeavors.