



BLUE RIDGE PUBLIC RADIO

npr FOR WESTERN NORTH CAROLINA

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Market profile



- AVL hot market
 - Highly educated, well-off early retirees, millennials, creatives, artists, outdoor enthusiasts, foodies, brewers and beer drinkers.
 - Population has high affinity for public radio content
 - Local-centric and authentic
- Asheville = Portlandia

BPR profile



- Market Rank 157
- DMA=425K
- TSA = 665,000
- 13 counties

- 16 full-time staff + 3 permanent part-time

- FY '18 Budget = \$2.4m

Broadcast audiences



- #1 in Market
 - Fall, 2016 Cume = 110,000
 - Spring, 2017 Cume = 92,000
- Last five surveys = 2.5 year period
 - Cume = 90,700, AQH: 3700
 - Core = 59 %
- Previous five surveys
 - Cume is 78,900, AQH: 3000
 - Core = 53 %
- Age demos – ME/ATC/MP
 - 18-34 = 18%
 - 35-49 = 18%
 - 50+ = 59%

Financial stabilization & growth



- Financials
 - Endowment growth - \$1.6 m
 - FY '17 surplus - 3rd in a row
 - Improved financial management and compliance
 - Staff development investments
 - Stability = foundation for growth
- FY '18 budget – Additional strategic investments
 - Purchase new frequency for BPR News
 - Capital campaign for renovation

Board & organizational development



- Board development
 - Commitment to raise funds – Give & Get
 - Reinvigorate Development Committee
 - Major & planned giving
 - Events/support committee
 - Better connected and more influential board members
 - Identifying major donors and potential board leaders new to the community
 - Updated strategic plan “lite” – aligns board and station
- Relaunch CAB – Community Forum
- Increase staff development opportunities
- Inclusive processes and decision-making
- Clear communications, compliance filings, HR

Strategic investments: rebranding



New parent brand and two siblings



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Next step – align WCQS more closely with BPR

Strategic investments: distribution



Distribution system improvements and expansion

- Improve signals = improve reach
- BPR News – 5 new or converted transmitter/translator sites
- New app developer – relaunch BPR dual service mobile app
- Goal: Grow and engage segmented audiences.

Strategic investment: news



BPR News – Increase local/regional coverage

- 2015 Staff
 - 1 FT news director
 - 1 PT regional reporter
 - 2 PT ATC/ME hosts
- 2017 Staff
 - 1 FT News director
 - 2 FT host reporters: politics and health/science
 - 1 FT arts journalist
 - 1 FT regional reporter

Strategic investment: new channel



- BPR News – March, 2017
 - Additional automation system
 - Programming budget increase
 - Promotion launch - NPR's *Going There with Michele Martin*
 - Local and regional content
 - Goal: Grow audience across all platforms. Engage younger listeners with journalism content and events.

Strategic investments: new facility



- Re-imagine and rehab offices and studios
 - Technology past end-of-life
 - Community values local, local, local
 - Renegotiate long-term lease, below market rental price
 - Design study commissioned
 - Capital campaign - \$3+ million
- Goal:
 - Downtown commitment
 - Engage more sectors of community
 - Flexible and functional work space
 - Replace old technology
 - Activate surrounding public space

Strategic investment: membership operations



Outsource database and campaign operations.

- WGBH Membership Services Bureau (MSB)
- Goal:
 - Free up 2 person membership staff to work more closely with all levels of membership
 - Improve engagement and cultivation
 - Support events
 - Continue to support “no interruption” on air drives
- Current status: Onboarding
- Outcome: Jury still out

Future financials: membership



- Membership revenue
 - 50+% budget = \$1.2 m
 - Slow growth
 - Focus on sustainers
 - Board active – major and planned giving
- Status: Behind in capacity building
 - Capital campaign delay
 - Development staff needed

Future financials: underwriting



- Vital signs for the communities we serve are good
- Business sponsorship – 35% annual revenue
 - Sharp increase leveled off = \$750k
 - Target = \$1.2 m
 - Market Ingenuity
 - Improve processes and staff development
 - No mission without margin

Interim results



- Measures of success
 - Financial
 - Audience
 - Content
 - Service
 - Sustainability
 - Capacity building

Thank you



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