

CCTV Center for Media & Democracy

Town Meeting TV | CCTV Productions | Vermont Language Justice Project

MINUTES

14 July 2022 - Thursday

10:15 a.m. - Noon

CCTV HQ - 294 N. Winooski Avenue BTV

Present: Erin Malone, Jane Knodel, Bryan Davis, Eric Covey, Mary Simons, Elaine Haney **Absent:** Shay Totten

Staff: Meghan O'Rourke, LG Davitian, Emily Brewer, Jordan Mitchell

Upcoming Meetings: 8/11, 9/22, 10/13

Resources: [Board Handbook](#) | [Board Terms](#) | Dashboard [Link](#) | [Strategic Direction](#)

1. For Adoption

a. Financial Reports - [June 2022](#) - Approved - CCTV is in a good financial position with 75% of the year (9 months) underway. We have 6 months of funds in reserve (a long term goal) with \$516K in current assets and \$21K in current liabilities. Expenses are at 65% and revenue at 74% with a \$57K margin. (We had budgeted at \$45K gap). Our labor costs are the primary reason, at 64% of budget. This includes 6% wage increase. To clarify the reason for this, our budget that starts on 10/1 includes wage increases that kick in March 1. All around great report. Thanks to everyone!

b. Minutes - [June 2022](#) - Approved

c. Communications to Trustees 6/9/22 - [Proposal to share FY22 + FY 23 Legislative General Funding](#). CCTV proposed to share $\frac{1}{3}$ of the FY22/23 Legislative allocation of \$37.5K with the Trustees this year. Next year, CCTV is proposing to share $\frac{2}{3}$ of that allocation which is expected to be comparable if all goes as planned. The VAN advocacy committee is currently working on policy alternatives for Legislative consideration, in addition to its general fund proposal for bridge funding of \$900K.

e. Development Update - Brief development presentation on Anniversary Campaign - Emily Brewer - Raised \$3200 + \$3500 for Anniversary Campaign, Raised \$23K of an overall \$76K FY22 goal. This campaign has included alot of data clean up

of our primary lists (1600) and donor lists. Next year's goal will be \$35K. Board help is welcome. Staff will provide specific asks for that. Thank you Emily!

2. For Discussion

a. Succession Planning Discussion: [Succession Model Proposal](#) - Proposed Organizational Model + Roles, Budget Implications, What is current ED doing now that needs a strong plan to take up those areas of responsibilities. LGD Responsibilities. How will hiring be accomplished (in task and responsibilities).

The process was led by Meghan O'Rourke, Channel Director on behalf of the Board and proposal presented here.

In the wake of the founding ED's announcement to transition from leadership to special projects, the current staff participated in a series of facilitated conversations about potential leadership models. To replace the current ED's responsibilities and build leadership capacity we propose the organization be Co-led by a Director of Programs and a Director of Operations for a 1-3 year transitional period while the organization continues with revenue diversification, leadership development, and founding leadership transition.

CCTV is in a typical stage of development - replacing long standing EDs with a new generation. Increasingly, co-leadership is emerging as a model. The purpose is to share the responsibilities and build capacity. The proposal is a 1-3 year transition proposal. Provides an opportunity to distribute leadership throughout the organization, rather than owned by a founding ED with strong staff. Examples: Media Factory, VYCC and Rural Vermont (which is a straight sociocratic model).

There are a lot of decisions that an ED makes that can affect the organizations, we are trying to clarify these responsibilities to build new capacity and provide a path out for Lauren-Glenn.

This proposal represents a shift rather than an upending. This model is close to what we are doing today, although the executive responsibilities are organized differently. For example, the Channel Director oversees Town Meeting TV, Archives, Technical Services and plays a large role in HR given the staffing requirements. The ED oversees Development, Business, VLJP, Advocacy. They increasingly share budget responsibilities and function largely as co-leaders.

Importantly, this model creates a structure that allows for redundancy and organizational resilience. Not only in supporting staff so they can easily take time off, but to support the work as it ebbs and flows so that we can continue to meet community needs.

Walk through the chart. This is a supervision organizational chart (v a decision making chart).

Operations - Includes Administrative wing: Development Coordinator (grant writing, grant management, etc.), Business Manager, Technical Services Coordinator, Special Projects, Technical Contractor (Clearbearing). Contracts, negotiations, financial needs, human resources.

Special projects - Advocacy, archives, development support, mentorship.

Programs - Policies, procedures, leadership development. Oversees VLJP, Town Meeting TV Operations + TMTV Productions Co-directorship, CCTV Productions Coordinator.

Decision Making - Coordinating Committee - (See the purple dots.) One of the first orders of business is to expand the group and establish the rules of engagement and decision making process (what decisions and how will they be made). In this scenario we would meet quarterly.

To Do: All of these positions still need development. Will require leadership development paths, professional guidance from coaches such as Michael Healy, raises to reflect added responsibilities. This will start to happen now and continue during job reviews slated for November 2022.

The Board would need to hire the Director positions. LG recommended that Meghan be most suited for Program Directing. Board will take that into consideration. The Director of Operations position would be advertised. All noted that the person that we hire would need development chops and technical abilities. Prepare job descriptions to be reviewed in August.

The FY23 Budget supports this proposal. Please see grant narrative.

Board Feedback:

CCTV Productions - A business could be built around this more specifically as there is great revenue promise in this program area.

There was some confusion in the chart about the relationship between Archives PT and Town Meeting TV Operations. Also with Town Meeting TV Production + CCTV Productions. It was clearer after discussion.

Brian - Approach the work and appreciate the examples grounded in reality. Here is the model. Distinction of power and authority needs to be made clear for all to work well. Helpful to have the discussion on where different responsibilities are housed. Thinking about the Board transition to support the upper level. Happy and pleased and support this.

Mary - Agreed. This is the 1-3 years. Similar to what is happening now.

Meghan: Things to build in: DEI, we need to support the staff moving forward. Rather than staff working at the behest of benevolent leadership we seek a staff with agency ready and able to lead.

Eric - Thank you for the research and materials. Overall the proposal is awesome and a great idea. Good method. Would challenge the co-directors to think about how to group together part time work into full time positions. How to bring 36 hour work week to the full staff. Excellent Proposal.

Elaine - Agree. Never fails to impress how leadership goes through to make sure every staff member's needs are at the center of the discussion. A couple of things: Helping Board understand how they can help: clear paths of communications and how to help accomplish what we need to accomplish. What are the Board's levels of expertise to recommend and help? Not surprised recommending co leadership. Appreciate the 3 year timeline and the capacity building from founder culture to team agency culture.

Need to be more planful about increasing opportunities for production - really focusing on this revenue over time.

Erin - Agreed. Time spent and creativity. Did not know where it was going to land. Curious where we end with the job description for co-directors. That new person will need technical and development abilities. What does the market look like for hires? There is a slight risk with that salary and this economy.

Jane - Support the proposal. Main concern is where decision making authority will lie. Leadership is an opportunity (not just a burden) Confident that we will help people to be their best.

Other considerations: How do we maximize the success of co-directorship? In order to work we have to have Board support or a coach on the ready. We can set the stage at the start. There are prototypes we can rely on.

To Do: Prepare job descriptions for co-director positions and initiate a hiring process for the Operations Director. Staff will discuss again with their comments in mind. Staff will have a meeting with Michael Healy to look it over (sans Meghan and LG).

August approval of this way forward.

LG to set up a meeting with Eric, Bryan and Elaine on FY23 Budget Review.

CCTV BUDGET FY23	Labor Allocation >>	39%	5%	7%	18%	12%	18%	
	FY23	Town Mtg TV	CCTV Product ions	Archives	VLJP	Develop ment	Administ ration	Check
<u>Revenue</u>	\$1,204,550	\$642,400	\$86,150	\$25,000	\$357,500	\$93,500	\$0	\$1,204,550
Expense - Operating	\$1,179,681	\$390,801	\$68,204	\$70,069	\$304,356	\$120,611	\$225,640	\$1,179,681
Net	\$24,869	\$251,599	\$17,946	-\$45,069	\$53,144	-\$27,111	-\$225,640	\$24,869
<u>Capital Expenses</u>								\$0
Net Reserve Draw								\$24,869
<u>Overhead Calculation</u>	100%	48%	6%	9%	22%	15%		
Overhead	\$225,640	\$108,959	\$14,240	\$19,604	\$49,032	\$33,805		\$225,640

Allocation								
Program Net	\$24,869	\$142,640	\$3,706	-\$64,674	\$4,112	-\$60,916		\$225,640
T Expenses/ Monthly	\$98,307	\$32,567	\$5,684	\$5,839	\$25,363	\$10,051	\$18,803	\$98,307
FTEs	13.8	5.4	0.7	1.0	2.4	1.7	2.5	13.8
Expense Detail	FY23	Town Mtg TV	CCTV Product ions	Archives	VLJP	Develop ment	Administ ration	
Labor Total	\$866,215	\$341,564	\$44,640	\$61,456	\$153,705	\$105,972	\$158,879	\$866,215
Non Wage Expenses T	\$313,466	\$49,237	\$23,565	\$8,614	\$150,650	\$14,639	\$66,761	\$313,466
Reserve Fund	\$1,179,681	\$390,801	\$68,204	\$70,069	\$304,356	\$120,611	\$225,640	\$1,179,681
Expense Total		\$390,801	\$68,204			\$120,611	\$225,640	\$805,256
Revenue Detail	FY23	Town Mtg TV	CCTV Product ions	Archives	VLJP	Develop ment	Administ ration	
Total Public Support	\$1,020,900	602,400.00	0.00	25,000.0 0	307,500. 00	86,000.00	0.00	\$1,020,900
Total Program Fees	\$183,650	<u>40,000.00</u>	<u>86,150.0 0</u>	<u>0.00</u>	<u>50,000.0 0</u>	<u>7,500.00</u>	<u>0.00</u>	\$183,650
Total Revenue	\$1,204,550	642,400.00	86,150.0 0	25,000.0 0	357,500. 00	93,500.0 0	0.00	\$1,204,550

Budget Narrative FY23	
PROGRAM REVENUE	FY23: \$1.2M Revenue is derived from diverse sources. In FY23 CCTV has an updated line up of program areas: Town Meeting TV, CCTV Productions, CCTV Archives, Vermont Language Justice, Development and Administration. Town Meeting TV is funded largely through the Trustees Contract (2% increase) and reflects additional revenue from City of Burlington (doubled to \$40K) + new

		Legislative revenue (\$12.5) + grants for internships and increased access. CCTV Productions includes paid productions of various sizes (meetings > documentaries) + financial services delivered to Media Factory + Town Meeting Trustees. Town Meeting TV expenses are less in FY23 because of shared Administrative costs with VLJP and other programs. CCTV Archives is largely supported by Town Meeting TV revenue at this time, although we will focus on new grant sources and fundraising campaigns (Nat Ayer Fund for the Archives). VLJP is funded through major grants (CDC/ Vt Dept of Health) + projects with state agencies and major nonprofits; securing ongoing funding is the major task for this year. Development grant revenue will be posted to various programs. Development revenue includes Donors (\$35K, reduced from FY22), Board Giving (\$1K), Major Donors (\$50K, largely secured); Underwriting (\$7500).Town Meeting net revenue effectively covers the difference between revenue/ expenses for Archives and Development.
LABOR	FTEs = 13.8	FY23: \$1.2 M CCTV Budgets start first with Labor. In FY23 will be two additional staff members for a total of 13.8 FTEs and 20 actual staff with a wage range of \$15 (interns) to \$30 (top executives).
OVERHEAD ALLOCATION		Distribution of labor across programs is used to calculate the allocation of some NonWage Expenses + Administrative expenses to each program area.
OTHER EXPENSES		FY22: \$143K NONWAGE expenses include Facilities Costs (Rent 3% annual increases), Communications (reduced this year thanks to good husbandry), Offices Expenses, Staff Training (investing in conferences and workshops for staff development), Professional Expenses (e.g. Audit, Legal - Level Funding), and Program Specific costs (supplies/ talent). This year, we've added \$10K in Advertising to leverage Trustees Advertising budget and expand program reach. Development Consulting is added at \$6K.
CAPITAL		FY23: \$15K Capital costs is included in the Operating Budgets. This year we estimate \$10K to support new Web Platform plus \$5K in CCTV Productions purchases if needed.
NET		The FY23 Budget anticipates a balanced budget, with a net of \$25K
5 YEAR HORIZON		The 5 Year horizon anticipates the steady decline in cable revenue (the largest source and primary funding for Town Meeting TV contract). CCTV has responded with a meaningful diversification of its revenue and its dedicated labor now accounts for less than half of the organizational workforce (39%)! This gap is partly offset by Legislative allocations and, we are working toward policy changes. VLJP will need to secure major grant funds to continue at its current staffing and service levels. The Archives and CCTV Productions continue to be

	<p>areas for organizational growth. The founding executive director will continue to provide development support in FY23 as we shore up our fundraising, grantwriting and relationship building over the next 1-3 years.</p>
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