

IF I HAD A HAMMER: VOICES OF EXPERIENCE

Advice for New Station Builders Pacifica Radio Network 2008

You are going to build a radio station.
We want you to get off on the right foot.

YOU ARE NOT ALONE. We asked station managers at community radio stations around the country to share the benefit of their hindsight. We asked them what they would do if they were in your shoes right now. Hindsight is 20-20.

WHAT ADVICE DO YOU HAVE ABOUT PLANNING?

David Beaton – GM, WSLR-LP (Sarasota, FL)

Get your financial house in order or be willing to sacrifice financial security. Ask yourself can you live on \$250 a week that you have to raise?

Matt Murphy – GM, WERU (East Orland, ME)

I would have a retreat of some kind to generate a list of operating and programming principles for the station to aspire to. These would include governance and management guidelines so that station leadership didn't become a matter of "survival of the fittest."

Andy Waddell – GM, WYAP-LP (Clay, WV)

Don't wait around Just do it. IF you screw up, so what, get on the air.

Lupito Flores – GM, KYRS-LP (Spokane, WA)

Organize now: Fundraising workshops, legal workshops, technical workshops

Edith Thorpe – GM, WNCU (Durham, NC)

I would build a strong advisory/fundraising board. I would research what programming people are likely to financially support.

Dori Smith – WHUS (Storrs, CT)

A big planning book would help. Make rules up now. That way no one argues – until it is time to change them of course. No eating in the studio.

Terry Green – GM, KUSP (Santa Cruz, CA)

Understand how people are using radio right now in your area. I've come to think of radio as an ecosystem, and by starting a station you are sort of introducing a new species into the local environment... so you need to think about how that's

going to affect the existing species (i.e. radio listening). Hopefully the addition of a new community station will build sufficient listening to make the new station viable, without adversely affecting other broadcasters that are providing public service (and many of course are not, but we should be mindful of those few that are). The key point is to understand what's going on now in the community. While ratings data may be helpful, what could be more helpful would be direct community surveys. Of course many communities won't have relevant ratings data. We have had good luck recently with on-line surveys about programming offered on our web site... these are easy to create (we use SurveyMonkey) and if the new station has good press relations and good relations with existing community organizations, it shouldn't be too hard to get the word out, encouraging people to visit the new station's web site and take the survey.

The other pithy piece of advice... make friends with your bank. Be sure there's a local financial institution who understands the good you can do in the community and is invested in your success. KUSP, I learned after I got here, had great working relationships with a community credit union and a locally-owned bank in its formative years, and their help and support at the beginning helps account for our being here 36 years later.

Marc Sophos – GM, WDFH (Dobbs Ferry, NY)

Work out reasonable capital and operating budgets now and make sure there is enough money to build the station and give it some financial stability for a period of at least a year. There are very few foundations that support community radio per se on a local basis. You might find foundation funding down the road, once you're producing programming that fits into a foundation's area of interest (e.g., if you produce a series giving voice to GLBT youth in your community, you might be able to get a grant from Arcus or Gill or one of the other foundations that's specifically interested in GLBT issues.

Build nice relationships with local media now. Call up the reporters for your community, meet with them, and explain what you're doing and why it's unique and serves an important community need, they will probably be happy to do articles about you, and probably on an ongoing basis.

Christopher Maxwell – Founder, WRIR-LP (Richmond, VA); Co-founder, Synergy Radio (Richmond, VA)

No worry about trying to do it all at once from a dead stop. You won't know how fast what kind of resources will come together. So design your outreach, buildup, implementation to function at as many levels of resources and commitments as possible. Balance. Seek it.

Pay LOTS of attention to "Board Development". You definitely want to have some people on the board who know how to balance accounts. Make sure to have a few small business owners or entrepreneurs on your Board.

You need to find an answer to the question, "why should I help you build a station when I have an iPod?" Some answers you might consider:

- We will give you Late Breaking local and live news
- We will give you Interactions with your neighbors (live call-ins).
- We will report on Local clubs, civic associations, activist groups.
- We will give you music that many of you never heard of, and therefore did not load into your iPods
- We will give you News and Talk shows that, although either actually or theoretically available for podcasting, has not been heard by a lot of your audience.
- We will give you Music shows that, although may contain songs that you may already have on your CDs, cassettes and iPods, you do NOT have a knowledgeable DJ assembling the collection into "Themes" with interesting history and facts, and maybe interviews with the artists that are unique.

Your mission statement will be CRITICAL. It will be many a hinging point of many an argument between egos at your station. SO pay LOTS of attention to your mission statement and check in with your compatriots on how y'all interpret it!

WHAT ADVICE DO YOU HAVE ABOUT TEAMWORK?

Norman Stockwell – Operations Coordinator, WORT (Madison, WI)
Good policy groundwork regarding volunteer "rights & responsibilities".
Expectations of what it means to volunteer. Clarity on Mission Statement and its implementation.

Marc Sophos – GM, WDFH (Dobbs Ferry, NY)
You may be tempted to think you can do everything yourself. Don't fool yourself.

These people are worth their weight in gold: a good FCC lawyer, a good local lawyer; and a good consulting engineer, and an accountant.

Assemble a team with a variety of skills to help with the behind-the-scenes work, willing to do thankless work for an extended time.

Publicity is necessary in finding volunteers as well as building listenership, and well-placed articles in the papers cost nothing. We've had particular success in attracting volunteers through articles in the regional daily as well as the local weeklies. Once you get going, those good press relationships will help you to promote all sorts of things at the station.

You may want to set up now some kind of policy that requires people who do on-air work to also do some offstage work as well. WDFH has a document that explains what each department in our station does; I can provide it on request.

Put people on your board with skills: your lawyer, someone on the board with some ability in fundraising..

At a minimum, join the GRC e-mail list, which provides a connection to other grassroots community stations. NFCB also has an e-mail list which can be valuable. The NFCB Public Radio Legal Handbook is a good reference.

Terry Green – GM, KUSP (Santa Cruz, CA)

Over the past few years, KUSP has really developed a public service mentality on the governing board, our community advisory board, our staff, and our volunteer leaders. The starting point for most major discussions is "how is this going to serve our communities." This is a huge step... only rarely do people put forward their individual needs as paramount ("my show" or "my job"). Now that we have this mind-set established, we can recruit and select for that as new people come into the organization... and people coming in seem to appreciate where our priorities are. We heard that a lot during this just-finished pledge drive, and that hasn't always been true. I like that more and more people see us as a community radio station; something more than just a collection of programs, some of which they like and some they don't care about.

Joseph Orozco – Station Mgr, KIDE (Hoopa, CA)

Reach out to local employment agencies for funded or partial funded producer interns. The best equipment is only as good as the people using it.

Dori Smith – WHUS (Storrs, CT)

Sit with all volunteers over the course of several meetings to iron out who will be in charge of what. You will need someone who can train people on a regular basis, and ongoing basis, plus a working short list of emergency call folks to fill in just in case of bad weather for a DJ or what have you.

Christopher Maxwell – Founder, WRIR-LP (Richmond, VA); Co-founder, Synergy Radio (Richmond, VA)

Find a way to make sure that people feel appreciated. Community radio volunteers are paid in ego, creative satisfaction, community connectivity. Make sure they get it.

Greg Markle – GM, KYGT-LP (Idaho Springs, CO)

These are the things that have sustained us the last 13 years:

1. The Vision: the community will support the idea of a community radio station whether they listen or not. A venue for a community to express, entertain, inform, educate, and alert one another in a fun, creative outlet is too precious to give up.

2. The music: Even when we weren't on because of technical problems, people came in to play music.

3. The fun and energy: People come to the realization that they need to carve out a few hours of their week to share some music or ideas. It's like church to a lot of people. They gain energy from it.

4. The technology: No limit to the fun you can have and a relatively cheap cost these days.

5. The people: Get on board people you know and can trust. Set it up so that others share the load and you're not the 'martyr'. Seek out the movers and shakers and others that can contribute and appeal to their vanity by offering them a show. You'd be surprised.

WHAT ADVICE DO YOU HAVE ABOUT TECHNOLOGY?

Norman Stockwell – Operations Coordinator, WORT (Madison, WI)
Plan a good tech base – avoiding "overstretch".

Greg Markle – GM, KYGT-LP (Idaho Springs, CO)
We started out on cable (for 8 years) and were too dumb to ask questions, so we figured it out ourselves and did it the hard way. An engineer one time told us he'd never seen a studio like ours. It looked like a 'Mouse Trap' game.

Marc Sophos – GM, WDFH (Dobbs Ferry, NY)
Co-locate the studios and transmitter, if possible. One fewer lease to worry about and no interconnection and remote control headaches, though these are becoming easier to deal with.

Once you get on the air, you might want to sign up with your state broadcasters association for an inspection under the Alternative Broadcast Inspection Program (ABIP). The way this works is that the state broadcasters association has entered into an agreement with the FCC under which you can have a private inspection administered by the state broadcasters association. If you pass, you will be exempt from routine, drop-in inspections by the FCC for three years.

You want to make sure your leases are for a sufficiently long time – preferably at least 10 years if not more. It's complicated and expensive to move your antenna. Your antenna will also be happiest if it has about 10 feet of tower above and below it with no other antennas. Your lease should reflect this.

Christopher Maxwell – Founder, WRIR-LP (Richmond, VA); Co-founder, Synergy Radio (Richmond, VA)
Start designing a buildout so that your plans will work at many levels between nothing and the total dream as you can design. As you plan the buildout of your station, keep the concept of scalability in mind.

WHAT ADVICE DO YOU HAVE ABOUT PROGRAMMING?

Joseph Orozco – Station Mgr, KIDE (Hoopa, CA)

Think content. Start training audio producers, reporters and engineers, now. Music is another tool, but programs with local voices talking about local issues is what community radio is about. Talk with your community now before you begin. What is their role?

Marc Sophos – GM, WDFH (Dobbs Ferry, NY)

That will come -- it's actually the easy part. If your volunteer staff comes over time to represent the community you serve, programming ideas will abound. Your volunteers will breathe life into the framework you've created, often taking things in new and unexpected directions.

You might want to spend a little time figuring out the kinds of programming that will make your station stand out in your own area. How will you position the station? Then be ready to accommodate new ideas – it will make you a responsive community station.

Dori Smith – WHUS (Storrs, CT)

Set up a way to get the weather – people LOVE to hear the local weather.

Listen to all of the stations in your listening area to make sure that you provide a new fresh sound and you don't overlap; let's say folks are use to listening to a favorite public affairs program on another station at a certain time of day. Don't compete with it, DO call to make friends.

Get in touch with local social service groups that interest you, find people in the community who are doing important work and need coverage. Local news and public affairs is a great way to grow an audience.

You can never have enough music. Just do a general search of the music industry to get started. Look into web sites with audio. Collect CDs from stations that are retiring them from their programming or have duplicates. Start now sending letters or making calls to agencies that promote music

The best resource for public affairs shows will of course be Pacifica and their web site Audioport.org as well as their From the Vault series which can provide sounds of the past and present having to do with all sorts of topics. There are also other sites like Archive.org and Radio4all.net for public affairs.

Christopher Maxwell – Founder, WRIR-LP (Richmond, VA); Co-founder, Synergy Radio (Richmond, VA)

Start planning out the schedule if you can now and leave lots of room for civic affairs and encourage unique content. Don't wait until you get the transmitter!

Oh, and DO NOT PLAN ON WAITING FOR GRANTS. A LOT of GREAT projects never see grants until after they have succeeded by other means. It's amazing any projects happen at ALL at this rate. But they do!

WHAT PITFALLS HAVE YOU SEEN?

Dori Smith – WHUS (Storrs, CT)

Pizza jams up the soundboard and coffee ruins the PC.

Marc Sophos – GM, WDFH (Dobbs Ferry, NY)

You need secure and solid leases (or even better, ownership) of sites for transmitter and studio, along with any necessary local approvals (zoning variances, etc.). You'd be surprised at the obstacles you might face. For example, with our first studios, we had to secure local zoning and planning approval to put two small studios into an existing office building in business district. It took *months* and required extensions on our FCC Construction Permit. Who would have thought?

Probably all community stations have considerable "inside politics" that divert us from the work we're trying to do. There should be at least somewhat articulated policies in place before you start recruiting volunteers. You're there to do radio, not put out little fires among the staff.

David Beaton – GM, WSLR-LP (Sarasota, FL)

It takes time, patience and more time but it works one programmer, one listener at a time.

Andy Waddell – GM, WYAP-LP (Clay, WV)

Don't depend on others outside the station. Do it to the best of your ability and see what happens. You might be surprised.

Dori Smith – WHUS (Storrs, CT)

Don't spend too much of your own money. Don't go broke doing this! Plan ways to NOT get burned out. Plan ways to save on things like production or supplies.

If you have live music: definitely call people at other local stations to come over to help you set up for a live band the first time if you can, or phone in to someone to ask what all has to be done.

Lupito Flores – GM, KYRS-LP (Spokane, WA)

Clarify your organization's first (by-laws, rules, policies, board of directors, etc). Concentrate on fundraising long into the future, or you're doomed

Joseph Orozco – Station Mgr, KIDE (Hoopa, CA)

Be prepared to pay people for their work. While many stations run on volunteers, few stations have long-term program content producer volunteers

Norman Stockwell – Operations Coordinator, WORT (Madison, WI)

Not knowing who your community is and what they expect of you. Entitlement. Ultrademocracy. Not enough democracy. Drawing lines, and not drawing them.

Terry Green – GM, KUSP (Santa Cruz, CA)

The biggest pitfall for new stations would be applicable to any non-profit... financial capacity. Too many non-profits don't have enough of a cushion to maintain operations and staffing in case the unexpected happens. Budget for an operating surplus every time you do a budget (don't settle for break-even). Build and protect your operating reserves. Build reserve funds for operating new capital assets into capital campaigns (this was something I hadn't thought about until a workshop on finance the Nonprofit Finance Fund invited me to last year... if you're doing a capital campaign for a building, you can include a little bit more to create a "quasi-endowment" that would generate income to support the cost of building upkeep). Carry adequate insurance. In other words, be sure you have enough financial capacity to serve your mission even when unexpected things happen.

Christopher Maxwell – Founder, WRIR-LP (Richmond, VA); Co-founder, Synergy Radio (Richmond, VA)

Bad relationships between compatriots that appear to all agree on a goal. I recommend that people really pay attention to HOW their board and volunteers relate now. Because once THE HEAT IS ON, you won't have the luxury of the relative slow pace.

Watch out for Business Majors as well as drunken womanizers or the female equivalents.

Waiting on grants. Don't do it. Plan to do it with no grants at all. Then be pleasantly surprised if you get it.

It's SO EASY to get completely sucked in by the romance and the potential dynamism of radio that you let your personal survival go. We actually had people cave each other's ribs ... one of our news reporters died. We've been sued and threatened to be sued probably a dozen times. ... Our neighbor was hauled off by the Secret Service just a few weeks ago. Community Radio is not for the faint of heart or anyone subject to nervous breakdowns.

WHY IT HAS ALL BEEN WORTH IT?

Edith Thorpe – GM, WNCU (Durham, NC)

Because you have the ability to present power to the people. Power that ultimately can change the world based on how people use the information gotten from public radio.

Matt Murphy – GM, WERU (East Orland, ME)

The "creative economy" that has been fostered by WERU has led to new creative activities in the community in all sorts of fields: music, art, literature, community health, education, politics and beyond. WERU has become fertile for all kinds of creativity and dialogue and the starting point of countless friendships.

Edith Thorpe – GM, WNCU (Durham, NC)

Strong relationships with your licensee is invaluable.

David Beaton – GM, WSLR-LP (Sarasota, FL)

Getting people off their butts and making media, making decisions about what they believe in and why, turning off TV and mainstream media, combating cynicism and hopelessness, promoting critical thought.

Marc Sophos – GM, WDFH (Dobbs Ferry, NY)

Check back with me in a year and I'll let you know IF it has been worth it. <sigh>

Andy Waddell – GM, WYAP-LP (Clay, WV)

Local content radio is too important to let set on a shelf.

Dori Smith – WHUS (Storrs, CT)

Worth it? I think even if you ask my husband who mainly contributes hard work and funding and moral support, but doesn't get to share in on air the interviews, he'd say yes, and that it's our way of saying no; no to war, occupation and hate, but yes to a greener, safer, and more loving planet.

Lupito Flores – GM, KYRS-LP (Spokane, WA)

Not sure it has... just kidding. It's a tremendous amount of work that will nearly kill you, but citizen-run media is critical for the future of democracy.

Joseph Orozco – Station Mgr, KIDE (Hoopa, CA)

Keeping the community in touch with the issues that effect them everyday and the conditions of the world that will eventually effect them is a very important task. No one else but community radio does this well. If your personal values match the values of the station you have made the right choice.

Christopher Maxwell – Founder, WRIR-LP (Richmond, VA); Co-founder, Synergy Radio (Richmond, VA)

Wow that's a great question! Richmond is most certainly a much nicer place to work and live now with an independent community radio station.

If you like Drama, there is probably no greater "reality show" than a community radio station!

YOU WILL MEET MANY OF YOUR AREA'S BEST AND MOST INTERESTING PEOPLE!
So, just try to keep a sense of balance as you work on what may be THE coolest

thing you could do with your share of 1 out of 6.5 billion human lives on Planet Earth.

Norman Stockwell – Operations Coordinator, WORT (Madison, WI)

If we even need to ask this question, does it mean something is missing for us?

SAMPLE MISSION STATEMENTS

WERU (East Orland, ME)

WERU...

Will provide a community-based, non-commercial radio service for people living in the areas covered by its signal;

Will broadcast programs designed to serve the needs of those not fully served by other broadcast media;

Will be a "voice of many voices" offering a wide variety of people an opportunity to share their experiences, concerns, and perspectives with their neighbors over the WERU airwaves.

WNCU (Durham, NC)

To embrace education in a broad sense by giving listeners in-depth and thoughtful cultural music, news and information programs designed to increase their awareness and provide information, which may be useful in enhancing their daily lives. It is our goal to acquire and locally produce music, news and public affairs programs that are culturally enriching, diverse, thought provoking, interactive and intelligent.

WSLR-LP (Sarasota, FL)

WSLR is an innovative, listener-supported, non-profit, non-commercial FM radio station dedicated to serving the Sarasota community. WSLR features locally produced programming and presents cultural, artistic, and political perspectives currently underrepresented in the media. Our goal is to inform and empower listeners to play an active role in WSLR and in their community. WSLR's programming promotes equality, peace, sustainability, democracy, and social and economic justice.

WDFH (Dobbs Ferry, NY)

WDFH's primary goal is to deliver vital, high quality programming that is not duplicated by other stations in the area and that respects the intelligence and curiosity of listeners. Specifically, our programming should strive to:

1. present intelligent, thoughtful news and public affairs reporting and analysis, giving voice to issues and perspectives underrepresented in the mainstream media;

2. give voice to individuals and organizations active in the arts, cultural, and non-profit sectors of our region;
3. engage listeners in the local political process;
4. inform and educate listeners about events and organizations in their communities, encouraging them to become more active citizens;
5. share the rich cultural fabric of the lower Hudson valley;
6. broaden the social, cultural, political horizons of our listeners;
7. provide musical programming that reflects a wide range of musical genres, presented intelligently and in a way that respects the artistic integrity of the music.

As an integral part of our mission, we seek to function as a unique educational resource for the community, providing training for our volunteers and thus empowering them to take an active role in programming this local radio station.

WYAP-LP (Clay, WV)

Our Mission Statement: WYAP-LP, is dedicated to providing a non-profit, membership supported, community based FM Radio Station to serve as a platform for change, a voice for the people in Clay County West Virginia.

WHUS (Storrs, CT)

Well we are a student run community station, largely, with volunteers and some paid staff. The motto for the station is "radio for the people" and there are many different mission statements which are more or less summed up here on the web site. <http://www.whus.org/about.php>

People play a wide variety of music, produce talk shows and some news shows as well as poetry and other types of public affairs including one show compiled by a professor named Jay Hughes that boasts a 'sexy high tech vision of the future.' He's an ethicist. So it's for people, about people, and of people.

KYRS-LP (Spokane, WA)

Thin Air Community Radio serves the Spokane area with progressive perspectives, filling needs that other media do not, providing programming to diverse communities and unserved or underserved groups.

KIDE (Hoopa, CA)

A mission of an organization doesn't answer the question when, how or what the organization will do, it asks Why? The Mission of KIDE-Hoopa: "The purpose of KIDE is to keep the people of the Hoopa Valley and surrounding areas informed and connected to one another. KIDE programming and outreach activities encourage a healthy environment, healthy families, and healthy individuals. As

the only radio station in eastern Humboldt County, and the only Native Radio Station in California, KIDE has a special responsibility to reflect the values of Native culture and address Native and Tribal issues, while still serving listeners from all parts of the local community."

Obviously with the new Native stations coming on line in CA we will change our mission statement accordingly.

WORT (Madison, WI)

WORT-FM is a non-commercial, listener-sponsored, member controlled community radio station broadcasting to South-Central Wisconsin. WORT volunteers and staff shall provide quality programming and services to a broad spectrum of the community through:

- (i) Promotion of communication, education, entertainment, and understanding by providing a forum for both the discussion of public issues, and the expansion of musical and cultural experience.
- (ii) Facilitation of community expression and provision of community access to the airwaves for the purpose of sharing music, culture, news, and information.
- (iii) Challenge of the cultural and intellectual assumptions of our listeners through unique and diverse programming.
- (iv) Orientation towards the audience with concern for those under-represented by other media. WORT shall be committed to radio programming with a human perspective, respecting all peoples and their environments.

WRIR-LP (Richmond, VA)

Richmond Indie Radio- radio for the rest of us WRIR's mission is to air unrepresented music, news and views to provide a platform for cultural diversity in Richmond.

WRIR Parent Organization, Virginia Center for Public Press, educates the public about issues affecting their communities through the production and distribution of public-interest media. VCPP accomplishes this by operating a "public press" - media that operates independent of profit-motive influences, and in partnership with the communities it serves. And, importantly, VCPP facilitates dialogue between those citizens who might not otherwise interact.

OUR PLAN HAIKU:

canned programs at first
process before chaos to
transition with ease
(Haiku composed by Edward Schooley)

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**IF YOU WOULD LIKE TO TALK TO A STATION MANAGER
SOME MORE YOU CAN CONTACT:**

Matt Murphy – GM, WERU (East Orland, ME): 207-469-6600,

David Beaton – GN, WSLR-LP (Sarasota, FL): 941 894 6469

Edith Thorpe – GM, WNCU (Durham, NC)

919-530-6122==I am also a consultant, thought I'd pass that along as well.
I've got 30 years public radio experience...my company is Odessa
Communications and Marketing 919-667-6237.

Marc Sophos – GM, WDFH (Dobbs Ferry, NY):

212-924-9833 (home number, so it's OK to present this in
handouts; if you need to put this on the web, please use the station
number: 914-674-0900).

Terry Green – GM, KUSP (Santa Cruz, CA): terryg@kusp.org

Andy Waddell – GM, WYAP-LP (Clay, WV): wyap@frontiernet.net

Dori Smith – WHUS (Storrs, CT): 860-429-7421 home or you can email
doritalknation@sbcglobal.net --- I am using Windows running Adobe Audition
2.0 to edit.

Lupito Flores – GM, KYRS-LP (Spokane, WA): 509-209-2428

Joseph Orozco – Station Mgr, KIDE (Hoopa, CA):

This is an area I want to expand into. I am developing a business plan to do
radio consultancy to CA Tribes and communities interested in audio productions,
radio management, radio station floorplan design, station operations, personnel
management and tribal government and community relations.

Joseph Orozco

Station Manager

KIDE-FM, Hoopa, CA

www.kidefm.org

530/625-4245 voice

530/625-4046 fax

Don't buy dead fish!

Building Community

Norman Stockwell – Operations Coordinator, WORT (Madison, WI)

Always. Anytime. Any topic.

Norman Stockwell

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WORT-FM Community Radio

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skype: normstoc www.wort-fm.org

Greg Markle – GM, KYGT-LP (Idaho Springs, CO)

If anyone wants to call, that's fine, we haven't been very conventional about it all so not sure if we're the best avenue.

Greg Markle
303-567-2546
kygt66@msn.com

Christopher Maxwell – Founder, WRIR-LP (Richmond, VA); Co-founder, Synergy Radio (Richmond, VA)

WRIR's general manager is a store clerk from Guitar Center who doesn't know much about broadcasting. So if you want, you could call Max (founder of WRIR) at 804-920-2470

Also I am one of the founders of Synergy Radio (which has an application for a Full Power NCE)

Or if you want the other side: Julia McCauley, current Ops Manager for WRIR at 804-622-9747

Thanks to:

Matt Murphy – GM, WERU (East Orland, ME)

Edith Thorpe – GM, WNCU (Durham, NC)

Marc Sophos – GM, WDFH (Dobbs Ferry, NY)

Andy Waddell – GM, WYAP-LP (Clay, WV)

Dori Smith – WHUS (Storrs, CT):

Lupito Flores – GM, KYRS-LP (Spokane, WA)

Joseph Orozco – Station Mgr, KIDE (Hoopa, CA)

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