

Delaware Public Media Corporation

Board of Directors Special Meeting, August 21, 2025

Meeting Minutes (APPROVED October 17, 2025)

Pursuant to notice, a special meeting of the Board of Directors of Delaware Public Media Corporation (DPM) was held on Thursday, August 21, 2025, at the Delaware Health Information Network (DHIN) office in Dover, Delaware, and via Zoom conference call.

Directors attending in person: Randy Farmer, chair; Ellen Wolf, treasurer; Ellen Roberts, secretary; Robert Varipapa, immediate past chair; James Griffin; Michael Sigman

Directors attending via Zoom: Nancy Karibjanian; Leslie Newman; Chanta Howard Wilkinson

Directors absent: David Brond, vice chair; Drew Fennell

Others present: Tom Interrante, general manager

No members of the public were present.

Call to order: Mr. Farmer called the meeting to order at 12:00 noon.

Opening remarks: Mr. Farmer reported that the Executive Committee has been meeting weekly since Mr. Interrante came on board. Mr. Interrante has uncovered some serious, but not catastrophic, issues that need to be addressed. We are changing tactics and protocols to navigate the situation. Our plan is to overcome these challenges and thrive.

Mr. Interrante introduced himself and gave a brief overview of his experience: 31 years in broadcast management; 14 years of NPR experience.

Financial update: Mr. Farmer and Mr. Interrante presented the cash flow report as of August 19. Following our FY 2024 audit, we directed the former general manager to segregate restricted from operating funds, but it turns out this was not done. Instead, restricted funds were used to cover operating expenses. In addition, unpaid accounts payable accumulated and now exceed \$100,000; the largest amounts we owe are to NPR and American Public Media. This situation has created serious cash flow challenges. Mr. Farmer noted that the board was unaware of the extent of the financial problems even though Mr. Brond stepped in to assist in transition planning.

Ms. Wolf noted that we still "owe" our restricted accounts approximately \$130,000. After losing \$55,000 in the Nigerian scam, which occurred because internal controls were not followed, we recouped \$45,000 from insurance—but that amount was used to cover accounts payable instead of being returned to restricted funds. She emphasized that the board needs to be reviewing not just cash flow but also accounts payable.

Lengthy discussion ensued about steps we can take to ensure adequate financial controls are in place and being followed. Mr. Interrante meets with our contract bookkeeper, Tracy Moore, weekly, and speaks with her daily. We may need to hire a staff person to manage finances.

FY 2026 budget: The budget reviewed and tentatively approved by the board at its June 13 meeting is no longer relevant. Mr. Interrante hopes to reduce the budget by \$300,000. NPR recession relief will reduce our dues. Peter Duvall's contract as underwriting account manager has terminated; this will save us

approximately \$4,000 per month starting in September. Mr. Interrante intends to change the underwriting manager position from a contract position to a staff position.

Mr. Interrante noted that while expense reduction is important, our larger challenge is to increase revenue. We need higher-capacity donors, and we need more sustaining donors. He has been meeting with major donors and will continue to focus on this.

Our August fund drive generated robust results; we received more than \$25,000, up from \$9,900 in August 2024. One major donor quadrupled their donation to \$10,000; another couple doubled their donation.

Our grant-in-aid this year is \$252,000, slightly higher than last year's amount.

Future priorities: Mr. Interrante said the keys to our growth are grants, membership, and underwriting. We need a capital campaign to cover the costs of the new studio and enhance our signal in New Castle County. He will be working with the nonprofit Public Media Company to identify signal opportunities. He noted that the proposal for WVUD to give us 41 hours of airtime per week has not been finalized.

Board member candidate: Ms. Karibjanian, Governance/Nominating Committee chair, presented Jennifer Acord as a candidate for the board. Ms. Acord is a long-time listener and supporter; she was recruited by Mr. Farmer.

MOTION: The board unanimously approved the Governance/Nominating Committee's recommendation that Jennifer Acord be elected to DPM's board of directors.

Other business: In light of our cash flow challenges, Mr. Farmer asked board members to consider accelerating their donations. Mr. Griffin asked that the board be sent a status update before its next meeting. Mr. Farmer and Mr. Interrante agreed to send status updates after each Executive/Finance Committee meeting.

Future board meeting schedule: The board agreed to meet at 12:00 noon on October 17, 2025, and on January 16, April 17, and June 19, 2025. The meetings will be in person and via Zoom. The October meeting will be at the DHIN office. Future meeting locations are to be determined.

Adjournment: The board unanimously agreed to adjourn the meeting at 1:15 p.m.

Respectfully submitted,



Ellen J. Roberts
Secretary, Delaware Public Media Corporation

Attachments:

1. Cash Flow Report as of August 19, 2025
2. Comparison of FY 2025 budget with proposed FY 2026 budget
3. Jennifer Acord resume

Delaware Public Media Cash Flow Report as of 8/19/25

		M&T Checking	Merrill Lynch Investment Acct.	Money Market
8/1/2025 Beginning Balances:		27,202.13	92,079.11	183.41
8/1-8/19/25 Credits/Deposits Received:				
General Donations Received		13,402.78		
Cars for Charity		2,537.50		
Grant in Aid - 1st QTR FY-26		63,000.00		
Underwriting Income-Transcend		1,330.00		
Interest & Other Credits		0.00		
ML Funding Payroll & AP		7,000.00		
8/1-8/19 Debits/Payments:				
Payroll & PR Taxes		(44,941.41)		
Accounts Payable & Other AutoPmts		(33,297.69)		
Funding Payroll & AP				
Bank Fee for Low Balance		(54.00)		(12.50)
8/19/2025 CURRENT BALANCE:		36,179.31	92,079.11	170.91
8/29/2025	8/29 Payroll & PR Taxes Coming Up	(20,944.00)		
	8/29 Accounts Payable	(10,000.00)		
	8/20 Fundraiser	12,000.00		
	8/19-8/29 Estimated Donations	4,000.00		
	8/29 Projected Balance	21,235.31		
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Projections for 1st QTR-26				
Credits/Deposits:				
	Underwriting-Trascend Strategy Group	3,990.00		
	Underwriting-DE Comm Foundation	3,000.00		
	Underwriting - Other	43,010.00		
	General Donations	20,000.00		
		70,000.00		
Debits/Payments:				
	Payroll & PR Taxes (4 pay periods)-AUG,SEPT	(88,000.00)		
	* Total Accounts Payable Overdue	(104,679.65)		
		(192,679.65)		
	Bank Fees			(25.00)
	PROJECTED ENDING BALANCE		92,079.11	145.91

*includes all over due bills back from June to bills posted that will be due by end of August

Delaware Public Media Budgets		FY25 Budget	FY25 Actual*	+/-	FY26 Budget	FY25 Actual*	+/-
<u>Revenue</u>							
<u>Fundraising</u>							
Government Grants	405,043	413,986	8,943		441,000	413,986	27,014
Other Grants	150,000	115,500	(34,500)		100,000	115,500	(15,500)
Individual Donors	160,000	146,000	(14,000)		170,000	146,000	24,000
Total Fundraising	715,043	675,486	(39,557)		711,000	675,486	35,514
<u>Business</u>							
Corporate Sponsorship	170,000	155,243	(14,757)		198,000	155,243	42,757
University Sponsorship	189,000	189,000	-		150,000	189,000	(39,000)
Total Business	359,000	344,243	(14,757)		348,000	344,243	3,757
<u>Direct/Indirect/Public Support</u>							
5,000	5,060	60			6,000	5,060	940
Other Revenue & Investments***	45,500	52,071	6,571				
TOTAL Revenue	1,124,543	1,076,860	(47,683)		53,580	52,071	1,509
<u>Expenses</u>							
<u>Fundraising</u>							
Salaries	62,100	60,000	(2,100)		62,798	60,000	2,798
All Other	104,400	124,046	19,646		93,790	124,046	(30,256)
Total Fundraising Expenses	166,500	184,046	17,546		156,588	184,046	(27,458)
<u>Programming</u>							
Salaries	318,577	306,034	(12,543)		357,746	306,034	51,712
All Other	153,600	229,165	75,565		156,651	229,165	(72,514)
Total Programming Expense	472,177	535,199	63,022		514,397	535,199	(20,802)
<u>Administration</u>							
Salaries	75,008	57,693	(17,315)		80,000	57,693	22,307
All Other	138,040	118,141	(19,899)		112,485	118,141	(5,656)
Total Administration Expense	213,048	175,834	(37,214)		192,485	175,834	16,651
<u>Contract Services</u>							
Bookkeeping/Accounting**	35,004	27,913	(7,091)		35,004	27,913	7,091
Other Including Website Maint.	7,200	7,200	-		7,200	7,200	-
Total Contract Services	42,204	35,113	(7,091)		42,204	35,113	7,091
<u>Engineering & Facilities</u>							
Salaries	41,404	40,002	(1,402)		40,002	40,002	-
All Other	45,000	64,800	19,800		60,180	64,800	(4,620)
Total Engineering & Facilities	86,404	104,802	18,398		100,182	104,802	(4,620)
<u>Advertising & Marketing</u>							
75,000	37,660	(37,340)			21,600	37,660	(16,060)
7,200	5,300	(1,900)			5,275	5,300	(25)
Total Advertising & Marketing	82,200	42,960	35,400		53,265	64,000	(10,735)
<u>Payroll Expenses</u>							
28,600	64,000	32,423			985,814	1,141,954	(156,140)
Total Payroll Expenses	1,091,133	1,141,954	(32,423)		132,766	(65,094)	197,860
<u>NET Income</u>							
	33,410	(65,094)	(80,106)				

* FY25 Actual numbers include booked through June 9, 2025 and estimates for the remainder of June.

** \$7,000 of Accounting fees transferred to Restricted funds.

*** Other Revenue" and "Miscellaneous/Other" include Trade income and expense.

Jennifer Powell Acord

302-384-3694 | jenniferacord@gmail.com

Strategic Communications Leader | Marketing Strategist

Accredited PR professional with extensive experience leading nonprofit, government, and private-sector communications. Proven track record of building strategic outreach, public affairs, and stakeholder engagement campaigns that enhance reputation, drive organizational goals, and strengthen community partnerships. Hands-on storyteller and team leader with expertise in cross-functional management, public messaging, and media relations.

PROFESSIONAL EXPERIENCE

Director of Advancement

Delaware Museum of Nature & Science, Wilmington, Delaware, March 2024 – Present

Oversee communications, development, and membership strategy for nonprofit museum, managing four direct reports and departmental budgets. Guide strategic messaging, media engagement, community partnerships, donor and member communications, and digital outreach. Provide counsel to executive leadership and serve as liaison to Board of Trustees. Contribute to grant proposals and funder communications. Collaborate across departments to align internal and external messaging and support mission-driven initiatives.

Director of Communications

Delaware Museum of Nature & Science, Wilmington, Delaware, October 2015 – February 2024

Lead strategic communications and marketing operations, including storytelling, content creation and management, writing op-eds, advertising, publications, media relations, public relations, videography, social media, and digital assets. Manage \$150K program budget; direct Graphic Designer and digital marketing agency. Analyze attendance, events and programs data to revise and refine marketing outreach.

- Part of strategic planning team rewriting the organization's mission, vision, and values.
- Led external communications to maintain visitor interest during 17-month closure for major \$9.8M building renovations and exhibit reimaging.
- In collaboration with development leadership, created capital campaign messaging and materials; produced award-winning fundraising communications.
- Managed rebranding and renaming process to transform image of 50-year-old museum into dynamic hands-on educational space, including redevelopment of all museum print and digital publications, branding and style guidelines.
- Developed core concept and logo for new guest experience philosophy and strategy.
- Publicist for museum cat, resulting in worldwide social media coverage, award from AFP, and local news, as well as actual museum attendance from multiple states.

Communications and Marketing Manager

Girl Scouts of the Chesapeake Bay, Newark, Delaware, January 2012 – October 2015

Led public relations and marketing initiatives for 11,000-member, \$6.1-million youth-serving nonprofit organization, including publications, social media, media relations, advertising, advocacy, and special events. Coordinated executive leadership speechwriting and crisis communications planning. Managed graphics and digital specialist. Promoted from Marketing and Events Specialist (Oct. 2010 – Dec. 2011).

PRIOR EXPERIENCE

Regional Manager, Public Relations and Media Events

Avon Products, Inc., Newark, Delaware, July 1999 – August 2004

Directed media relations and crisis communications for 13-state Northeast region, including media training, story pitching, and regional planning. Coordinated with communications teams in national office and other U.S. regions as well as the Northeast region offices. Worked with Avon Foundation team on local donations as well as the Avon Breast Cancer 3-Day events. Created system to gauge media impact on local business lines.

Communications Manager

Delaware Economic Development Office, Dover, Delaware, February 1996 – July 1999

Led statewide media relations strategy for high-profile state agency; developed external communications campaigns to promote economic initiatives. Served as key liaison to Governor's office for public announcements, policy rollouts, and business attraction events. Produced nationally recognized publications and web content that advanced public understanding of agency priorities.

Communications Manager

New Castle County Chamber of Commerce, December 1993 – January 1996

Managed writing, editing and production of countywide business magazine, promotional content, and special event advertising. Promoted from Communications Assistant (June 1992-December 1993).

TECHNICAL SKILLS

Adobe Suite | Constant Contact | Microsoft Office Suite | Google Suite | WordPress
Social Media Scheduling and Reporting | Versai (museum management software)

EDUCATION

Graduate coursework toward M.S., Communications Management (all but thesis), Syracuse University
B.S., Communications and History, journalism concentration, James Madison University

PROFESSIONAL LEADERSHIP

Board Member, Public Relations Society of America Delaware Chapter (2022 – Present)