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Timeline: 2013-2016.

CHAPTER 8: Proposed Programmatic Changes - A Plan of Action

Overview

As a radio station, programming is at the heart of KBOO's success. Indeed, all future successes rely on the commitment to programming that reflects the needs, realities and opportunities of the community that KBOO serves. Without quality programming the organization will not succeed and therefore the goals and action items contained in this chapter represent the central tenet of this strategic plan and the period of implementation that spans 2011-2016. The efforts that are implemented now will form the foundation of KBOO in the 21st century, both on the airwaves and within the world of electronic media.

KBOO's commitment to improving and diversifying programming is at the heart of this five-year plan and is the fundamental base of KBOO operations. The definition of programming is two-fold and includes production and engineering. The two facets of programming are interrelated and must be looked at holistically in order for the following action items to be implemented and developed effectively. Nonetheless, each area does have unique needs in order to increase effectiveness both independently and collectively. For this reason the following action items are discussed under distinct headings.

Overall, KBOO has made the following commitments to programming:

- Programming must support the mission of the organization.
- Quality of programming content must be improved and must be consistent.
- Engineering and Programming must be considered as two parts of the whole.

Programming – General

The heart of KBOO is programming, which is the face the KBOO presents to the listening public. Basic protocols and procedures must be developed and implemented in order to create a more favorable experience for volunteer programmers that create and disseminate content on the airwaves and online. An abiding organizational commitment to this goal is paramount in order to recruit, cultivate, train and sustain programmers.

Implementation Plan:

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1. Action Step: Conduct an audience assessment to understand the priorities, needs, and gaps in programming. This work will form the basis for the pathway to determine how best to expand the organization's listener and consumer base.
Timeline: June 2011-August 2011.
2. Action Step: Hold a Programmer Work Session to identify greatest needs and priorities for programming.
Timeline: September 2011 and once annually: September 2012; September 2013; September 2014; September 2015; September 2016.
3. Action Step: The Board of Directors, in collaboration with the collective management body of KBOO will set priorities for types of programs based on the results of the audience assessment, which includes listeners, members, staff, and volunteers, and programmers. New programming will include Blocking and themes will be considered as part of the new programming schedule and website contents.
Timeline: For the Fall Program Guide.
4. Action Step: Board of Directors and the collective management body will create job descriptions for producers, engineers, board operations and programmers that will delineate the roles, responsibilities, opportunities and evaluative and grievance measures of each position. Criteria and direction for these descriptions will emanate from the Programming Committee in tandem with the Board of Directors.
Timeline: June 2011 – December 2011.
5. Action Step: Develop internal protocols for creating a continuous feedback loop from audiences of each radio program. Programmers must solicit, document, analyze and be responsive to this feedback, which will be disseminated appropriately through the proper internal and external channels.
Timeline: June 2011- August 2011 and bi-annually during Fund Drives.
6. Action Step: Formalize new roles and responsibilities for programmers that enable cross-pollination of on air content to electronic media, in marketing materials and within the community. Some examples could include: Tie-ins with playlists and programmer bios, posting episode guides on the website, and creating a more visual presence through remote broadcasts and participation in community events.
Timeline: June 2011- July 2011 to develop and approve; Ongoing for implementation.
7. Action Step: KBOO will develop and implement a comprehensive training curriculum for programmers, to create a "certification" program that brings current and prospective programmers up to speed on the policies, priorities and technology that KBOO relies on for production. Training topics will include:
 - Equipment

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- Community Outreach
- Website interfaces and tie-ins with Programming
- Fund Drive Duties; Preferences; Expectations
- Specialized trainings for distinct roles within Programming:
 - Producer
 - Production Assistant
 - Production Manager
 - Director
 - Board Operations
 - Host
 - Engineer
 - Researcher
 - Research Assistant
 - Field Recordist
 - Studio Recordist
 - News Producer

Timeline: June 2011 – June 2012 for development; Ongoing for implementation.

8. Action Step: KBOO collective management body, as well as the Board of Directors will develop and implement quality control benchmarks and related evaluative measures to ensure that benchmarks are being met. Possible third party evaluations will be considered and explored.

Timeline: June 2011 – December 2011.

9. Action Step: KBOO will develop a *Programmers Bill of Rights* that will delineate policies for programmers to file grievances and an appeal process for termination of show, among other rights.

Timeline: June 2011- July 2012 and ongoing annual revisions as necessary.

10. Action Step: Create formalized roles and responsibilities for programmers that are related to the development of the Media Center, including digitizing show archives to bring them online, promotion of archives to their listeners, and cross-promotion of shows and all activities of the programmers and their shows on the air and online.

Timeline: June 2012 – June 2016.

11. Action Step: Create production teams for each program. Each team will include at least four people – Producer; Host; Audio Engineer; and Board Op. Additional roles to explore include Online Production Manager; On Air Production Manager. Ideally this will include peer groups working collaboratively.

Timeline: June 2012-June 2016.

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Engineering

Professional, responsive engineering is the backbone that makes programming possible.

Strategy:

Programming and Engineering departments will increase their effectiveness so as to maximize opportunities for each – from improved equipment, faster maintenance, more remote and live broadcasts and cross-training that diversifies and strengthens each department's ability to serve the mission of KBOO and the priorities of the community. Above all, production quality improvements are targeted as the core outcome of this working relationship.

Implementation Plan:

1. Action Step: Conduct a thorough equipment inventory that will provide a basis for any new acquisitions, equipment priorities, and maintenance needs.
Timeline: June 2011 – June 2012.
2. Action Step: Create new positions within Engineering in order to respond to the emerging needs of the Media Center.
Timeline: June 2012 for determinations; July 2012 for hire.
3. Action Step: Formalize the relationship between programmers and engineering through new policy development. The outcome of this is to create clear expectations, recourse and efficiency.
Timeline: June 2011 and ongoing.
4. Action Step: Create new positions within Engineering Department to increase productivity and responsiveness of Engineering staff, and to accommodate the shifting engineering needs of a Media Center.
Timeline: June 2012-June 2013.

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