CHAPTER 10: Implementation Strategy and Timeline

KBOO is at a crossroads in its evolution. Indeed, the organization's ability to successfully implement this plan is at the heart of its success as it moves into the 21st century. The following outline provides a list of the broad priorities for each year of this five-year implementation.

Strategy Overview

Year One: July 2011- July 2012
- Internal focus is on policy development and formalizing of protocols, procedures and expectations for all groups within KBOO.
- Submit first round of grant funding for capacity building efforts.
- Conduct community surveys and audience assessment to identify marketplace.
- Create comprehensive training schedule with priorities and specializations.
- Revise membership structure to increase benefits, opportunities, and to increase KBOO revenues.
- Initiate production quality, programming and engineering action steps as a primary facet of long-term success.
- Develop plan for secondary product development.

Year Two: August 2012- July 2013
- Implement training programs throughout the organization.
- Increase public presence through community event participation.
- Implement first phase of Media Center initiatives.
- Implement year two grant writing plan.
- Formalize policies and internal protocols through adoption by board and members.
- Realize member targets for year two through Fund Drive and community outreach.
- Develop plan for secondary product development.

Year Three: August 2013- July 2014
- Implement year three grant writing plan.
- Implement second phase of Media Center initiatives.
- Formalize policies and internal protocols through adoption by board and members.
- Realize member targets for year three through Fund Drive and community outreach.
- Implement first phase of plan for secondary product development.
- Develop training program for community radio stations in the region.

Year Four: August 2014- July 2015
- Implement year four grant writing plan.
- Implement third phase of Media Center initiatives.
- Formalize policies and internal protocols through adoption by board and members.
- Realize member targets for year four through Fund Drive and community outreach.
- Implement second phase of plan for secondary product development.
- Implement training program for community radio stations in the region.

Year Five: August 2015- July 2016
- Implement year five grant writing plan.

- Implement final phase of Media Center initiatives.
- Formalize policies and internal protocols through adoption by board and members.
- Realize member targets for year five through Fund Drive and community outreach.
- Implement final phase of plan for secondary product development.
- Implement training program for community radio stations in the region.

Timeline

Following is a timeline for implementation that incorporates the action items from the strategic plan in chronological order, arranged in order as the larger goals appear in this plan.

Task	Timeframe	Responsible Party
Goal #1 Board Development		
Revise and refine board recruitment practices.	July 2011 to August 2011	Nominating Committee
Recruit new committee members.	July 2011 – December 2011	Board representatives for committees and committee chairs
Review and revise job descriptions for board, committees, volunteers.	July 2011 – July 2012	Nominating Committee and Personnel/Governance
Professional board development.	July 2011 –July 2013	Executive Committee
Increase active fundraising.	October 2011 and ongoing	Development Committee
Develop human capacity training program.	January 2012 – April 2012	Personnel/Governance Committee
Board education and training.	July 2012 and ongoing	Nominating Committee
Strategic plan revisions.	November 2012 July /November 2013 July /November 2014 July/November 2015 and July 2016.	Executive Committee

Task	Timeframe	Responsible Party
Goal #2 – Staff Development		
Staffing needs assessment	July 2011 – September 2011	Board with staff advisement
Update job descriptions	July 2011 – December 2011	Personnel/Governance Committee
Develop and implement staff review procedures	July 2011 – December 2011	Personnel/Governance Committee
Develop/implement annual training plan for staff, volunteers, and programmers	July 2011 – December 2011 and ongoing	Personnel/Governance Committee
Annual retreat for staff and board	Once per year: 2011 - 2016	Executive Committee
Goal #3 - Volunteer Development		
Evaluate and revise volunteer training program.	July 2011 - Ongoing	Volunteer, Programming, and Training Staff
Increase volunteer support.	July 2011 - Ongoing	Volunteer, Programming, and Training Staff
Revise and update Volunteer Handbook.	July 2011 – October 2011	Volunteer Staff and Personnel/Governance Committee
Create Volunteer Development Plan.	September 2011- September 2012	Volunteer, Programming, and Training Staff
Develop annual volunteer recognition events.	October 2011 and Ongoing.	Volunteer Coordinator
Goal #4 – Membership Education		
Membership Materials creation.	October 2011 and ongoing.	Membership Director and 3 board members
Goal #5 – Community Development		
Create protocol for KBOO community presence at local events.	Beginning in Fall 2011 and ongoing at least once per month.	Development Committee
Strengthen and develop community-based partnerships and collaborations.	October 2011 and ongoing	Personnel/Governance Committee and Development Committee
Feasibility internal and community-based evaluation of Corvallis and Hood River translators.	January 2012 – January 2013	Executive Committee
Cultivate KBOO participation in efforts that further independent media.	2012 – 2016	Programming staff and Programming Committee

Task	Timeframe	Responsible Party
	Programming	
Create job descriptions for producers, engineers, board operations and programmers.	July 2011 – July 2012	Programming staff and Programming Committee
Develop and implement quality control benchmarks and related evaluative measures.	July 2011 – July 2012	Programming staff and Programming Committee
Develop a *Programmers Bill of Rights*	July 2011 - July 2012 and ongoing annual revisions as necessary.	Programming staff and Programming Committee
Formalize new roles and responsibilities for programmers.	August 2011 – December 2011 to develop and approve; Ongoing for implementation.	Programming staff and Programming Committee
Develop and implement a comprehensive programmers' training curriculum.	August 2011 – December 2011 to develop and approve; Ongoing for implementation.	Programming staff and Programming Committee
Programmer Work Session	Annually each September 2011 – September 2016	Programming staff and Programming Committee
Set programming priorities	In time for Fall 2011 Program Guide	Programming staff and Programming Committee
Develop internal protocols - continuous feedback loop.	Fall 2011 –Spring 2012	Programming staff and Programming Committee
Establish five-year programming projections.	January 2012 – January 2013	Programming staff and Programming Committee
Conduct programming Assessment.	January 2012 – January 2013	Programming staff and Programming Committee
Create roles and responsibilities for Media Center programmers.	July 2012 – June 2016	Programming staff and Programming Committee
Create programming production teams.	July 2012 - June 2016	Programming staff and Programming Committee

Task	Timeframe	Responsible Party
Engineering		
Conduct equipment inventory.	July 2011 – July 2012	Engineering Department and Engineering Committee
New policy development – Engineering and Programming Interconnectivity.	July 2011 and ongoing.	Programming Committee and Engineering Committee
Create new Engineering positions for the Media Center.	July 2012 for determinations; September 2012 for hire.	Engineering Department and Engineering Committee
Resource Development *Goal # 1 - Marketing and Community Outreach*		
Development of Marketing and Community Outreach plan.	July 2011 – July 2012	Development Committee and Development Department
Resource Development *Goal #2 – Media Center*		
Increase Web Presence: Internal Efficiency and Public Use.	July 2012 – July 2013 and ongoing.	Programming Committee
Resource Development *Goal #3 – Secondary Product Development – Planning*		
Develop a priority list for projected product developments.	July 2011 – July 2013	The collective management body, the Board of Directors and the Programming Committee

Task	Timeframe	Responsible Party
Financial Sustainability *Goal #1 – Membership*		
Implementation of programming upgrades and action steps.	July 2011- January 2012 and ongoing.	Programming staff and Programming Committee; Engineering Department and Engineering Committee
Review and update current underwriting policies.	Fall Fund Drive 2011 and ongoing bi-annually for Fund Drives.	Underwriting Coordinator and three board members
Fund Drive outreach	Fall Fund Drive 2011 and ongoing bi-annually for Fund Drives.	Development Department and Development Committee
Promotion of new membership structure.	Spring Fund Drive 2012 and ongoing bi-annually for Fund Drives.	Membership Committee and Development Department
Develop a Major Donor program.	Spring Fund Drive 2012 and ongoing bi-annually for Fund Drives.	Development Department and Development Committee
Determine expanded roles and responsibilities for the Development Department.	Spring Fund Drive 2012 and ongoing.	Development Department and Development Committee
Financial Sustainability *Goal #2 – Grant Writing*		
Create a Grant Funding Plan	June 2011 – Ongoing	Development Department and Development Committee
Complete and submit $50,000 in grant submissions for capacity building efforts.	September 2011 – January 2012	Development Department and Development Committee
Build a base of grant funding support.	February 2012 – ongoing	Development Department