CHAPTER 6: Proposed Organizational Changes

Overview

One of the core priorities that emerged during this planning process was the opportunity to improve KBOO's internal operations. Indeed, the future of KBOO depends on the organization's ability to improve its internal protocol and expertise in order to move forward effectively. The streamlining of internal operation is a relatively simple and straightforward means by which to spend limited organizational resources more thoughtfully. Also, KBOO can maximize incoming dollars from diversified revenues more efficiently. Above all, this commitment to renewed internal operations will be crucial in identifying the greatest needs and priorities that impact the staff, volunteers, and membership. In short, streamlining internal operations will increase KBOO's external presence in the community and its ability to attract and retain stakeholders, which is one of the core motivators for this planning process.

To this end, the following goals focus on internal priorities that will enable each group to work more effectively separately and collectively.

Goal #1 - Board Development

The Board will strengthen its effectiveness and its cohesiveness.

Strategies:

- Reaffirm a basic skill set in board practices and functions for all KBOO board members, to broaden the board's expertise for successful operation of board functions and overall organizational leadership and development.
- Support and invigorate the committees serving under the board's direction.
- Strengthen board commitment for development of a strong and active board that will oversee the implementation of this strategic plan.

Implementation Plan:

1. Action Step: The board will complete and implement a plan for professional board development. The plan will include resource allocations for outside trainers and will prioritize immediate and long-term priorities over the five-year strategic planning period. This includes identifying and conducting skill-specific training in:

- Board Basics:
  - Agenda - the purpose of and how to set the agenda.
  - Meeting Minutes- the purpose of and simple format.
  - Meetings - how to run a meeting, policies and procedures.
  - Roberts Rules of Order/Consensus - Quorum, voting, polling, consensus building.
  - Working with collective management body.
  - Policy Development and Adoption.
  - Follow - through and evaluation of board-led decisions.
  - Evaluation standards for all KBOO functions and activities.
  - Develop and maintain effective disciplinary procedures and appeal process.
- Board's Role in Fundraising
- Board's Role in Organizational and Board Development
- Officers and Executive Committee Roles
- Legal Obligations and Financial Responsibilities
  - Reading and understanding financial statements.
  - Development and maintenance of budgets.
  - Overseeing organizational compliance with board policies and procedures.
- Committees:
  - Definition, function and purpose of committees.
  - How to develop committees.
  - How to run a committee and be effective.
  - Committee work plans.
  - How to report to the board from committee
  - How committees work with staff and board.
  - Committee recruitment.

Timeline: July 2011 – July 2013.
Responsible party: All active board members. Coordination by Executive Committee.

2. Action Step: Review and revise job descriptions, responsibilities, duties and procedures for KBOO board members, committees and volunteers.
Timeline: July 2011 – July 2012.
Responsible party: Nominating Committee and Personnel/Governance.

3. Action Step: Provide further board education and training in operations, diversity, fundraising, development, outreach and other emerging issues for the organization.
Timeline: July 2012 and ongoing.
Responsible party: Nominating Committee and at least three board members.

4. Action Step: Revise and refine board recruitment practices to ensure that the board members possess the breadth of skills set and expertise that is necessary for success.
Timeline: July 2011 to August 2011 – Before Annual Meeting in September.
Responsible party: Nominating Committee.

5. Action Step: Improve committees by recruiting new members based on expertise, revising work plans and ensuring board member participation for each committee.
    Timeline: July 2011 – December 2011.
    Responsible party: Board representatives for committees and committee chairs.

6. Action Step: Provide leadership for recruitment, activities and recognition for board and committee volunteers.
    Timeline: July 2011 – Ongoing.
    Responsible party: Board representatives for committees.

7. Action Step: Increase active fundraising, broadening and deepening giving to meet the fundraising goals and needs of the organization, including Fund Drives, community outreach, and grant writing, among other fundraising efforts.
    Timeline: October 2011 and ongoing.
    Responsible party: Development Committee.

8. Action Step: Coordinate and develop comprehensive human capacity training program to emphasize the distinct and interrelated relationships of board to staff to volunteers to community partnerships. The outcome will be better decision-making and the ability to put into effect policies and procedures that are of maximum benefit to the organization.
    Timeline: January 2012 – April 2012.
    Responsible party: Personnel/Governance Committee.

9. Action Step: Review and revise, as needed, this strategic plan and its goals, implementation and action steps on a bi-annual basis. Participants in the review can include board, staff, support volunteers, Working Group members and community and private individuals.
    Timeline: November 2012; July/November 2013; July/November 2014; July/November
            2015; and July 2016.
    Responsible party: Executive Committee.

Goal #2 – Staff Development

The board will strengthen KBOO staff through professional resources and increased training and recognition to improve organizational results internally and externally in the community.

Strategy:

▪ Increase and broaden the training and support needed for staff to perform the duties and functions to ensure the successful operation of the overall organization.

Implementation Plan:

1. Action Step: Conduct internal needs assessment for staffing level, staff development and capacity building.
   Timeline: July 2011- September 2011.
   Responsible party: Board with staff advisement.

2. Action Step: Update job descriptions for all positions to include roles and responsibilities, evaluative procedures and reviews for each position, as well as rights of each staff person.
   Timeline: July 2011 – December 2011.
   Responsible party: Personnel/Governance Committee and three board members.

3. Action Step: Develop and implement a process for staff reviews.
   ▪ Training for manager(s) and board on how to administer personnel reviews.
   ▪ Development of a proactive review process for paid staff, paid contractors.
   ▪ Once review process is in place, they will take place once every 12 months.
   Timeline: July 2011 – December 2011.
   Responsible party: Personnel/Governance Committee and three board members.

4. Action Step: Develop and implement an annual training plan for KBOO staff, volunteers, and programmers. The yearly plan will highlight resources and priorities for each of the five years of the strategic planning period. It will include funding allocations for training and will be included as a narrative appendix to the operating budget to be reviewed and approved by the board each fiscal year.
   ▪ Training and recognition can include cross training in important skill areas for more effective operations of the organization.
   ▪ Training and recognition can include attendance at conferences, workshops or retreats as they apply to staff duties or organizational need.
   ▪ Training and recognition can include further education or certification training in a staff person's field of expertise.
   Timeline: July 2011 – December 2011 and ongoing.
   Responsible party: Personnel/Governance Committee.

5. Action Step: Provide an annual retreat for staff and board to team-build, review and revise the strategic plan and exchange ideas for enhanced operations of the organization.
   Timeline: Once per year: 2011 – 2016.
   Responsible party: Executive Committee.

Goal #3 – Overall Volunteer Development

The board and staff will increase and broaden the volunteer base of support to KBOO by providing for positive opportunities for enhancement of meaningful volunteer experiences within the organization.

Strategy:

▪ Volunteers will continue to provide critical and essential support to KBOO's overall operations and programming.

Implementation Plan:

1. Action Step: Analyze, evaluate and ensure each volunteer training program for each volunteer position will target the most critical knowledge to ensure volunteer success.
   Timeline: Ongoing.
   Responsible party: Volunteer, Programming, and Training Staff, and 3 board members.

2. Action Step: Increase support for guidance, training, scheduling, outreach and supervision for volunteers who work with staff or on a project-by-project basis.
   Timeline: Ongoing.
   Responsible party: Volunteer, Programming, and Training Staff, and 3 board members.

3. Action Step: Complete a Volunteer Development Plan to include recruitment, training and opportunities for volunteers to participate in marketing and outreach efforts. Coordinate this plan with the personnel inventory and the identified needs.
   Timeline: September 2011 –September 2012.
   Responsible party: Volunteer, Programming, and Training Staff, and 3 board members.

4. Action Step: Develop annual volunteer recognition events.
   ▪ Annual Volunteer Recognition Event.
   ▪ Ongoing Volunteer Recognition for important contributions to KBOO – on a weekly or monthly basis, and on the website and on air.
   Timeline: October 2011 and Ongoing.
   Responsible party: Volunteer Coordinator and 2 board members.

5. <u>Action Step</u>: Revise and update Volunteer Handbook for all volunteers at KBOO that should include:
   - KBOO mission, philosophy.
   - KBOO Strategic Plan Summary.
   - Guidelines, rules and responsibilities for volunteers.
   - Any training or certification requirements.
   - Facility access and use policy.
   - Conflict of interest guidelines, public representation guidelines.
   - Signed agreement of roles and responsibilities as a volunteer.
   - Other policies or guidelines as identified.

   <u>Timeline</u>: July 2011 – October 2011.
   <u>Responsible party</u>: Volunteer Staff and Personnel/Governance Committee.

Goal # 4 - Membership Education

The board and staff will empower the membership by creating clear and comprehensive information flow between the organization and the membership.

Strategy:

- Members are at the heart of the organization and KBOO will continue to provide critical and essential support to its core constituency.

<u>Implementation Plan</u>:

1. <u>Action Step</u>: Develop a membership packet that will be presented at each annual meeting and will be available to members online and in print form, as relevant. The packet will include the following:
   - Fundamentals of non-profit organizations.
   - Overview of KBOO Foundation – What it takes to keep the organization solvent and functioning.
   - Roles of Members – Rights and Responsibilities
   - The role of the Board of Directors
   - How to elect Directors.
   - Board election fundamentals.
   - Recruitment and training of potential new board members.

   <u>Timeline</u>: October 2011 and ongoing.
   <u>Responsible party</u>: Membership Director and 3 board members.

Goal # 5 - Community Development

The board and staff will participate in regional efforts that forward KBOO's mission.

Strategy:

▪ As KBOO sustains a prominent and highly visible regional presence, opportunities for the organization to grow, educate and deepen its effectiveness in the community are enhanced.

Implementation Plan:

1. Action Step: Strengthen and develop community-based partnerships and collaborations with community organizations that deepen KBOO's community connections with other non-profits and organizations that:
   ▪ Further KBOO's mission.
   ▪ Share KBOO's organizational values.
   ▪ Serve the same populations as KBOO.
   ▪ Strengthen KBOO's presence as a peer mentor for other community radio stations and media outlets.
   ▪ Increase KBOO's visible community presence through strategic partnerships and collaborations.
   ▪ Develop KBOO's opportunities for creative revenue diversification.
   Timeline: October 2011 and ongoing.
   Responsible party: Personnel/Governance Committee and Development Committee.

2. Action Step: Create protocol for regular community presence at local events within the Greater Portland Area by sponsoring at least one public event per year in the targeted communities that KBOO serves.
   Priorities will be determined based on the outcomes of the Comprehensive Outreach Plan to be conducted as part of this strategic plan implementation.
   Timeline: Beginning in Fall 2011 and ongoing at least once per month, or as reasonable.
   Responsible party: Development Committee.

3. Action Step: Conduct internal evaluation of the financial feasibility of maintaining translators in Corvallis and Hood River.
   Conduct community-based research to gauge the actual and potential community support to maintain or disband the translators.
   Timeline: January 2012 – January 2013.
   Responsible party: Executive Committee.

4. <u>Action Step</u>: Cultivate participation in organizational, developmental and training efforts that further independent media in Oregon and SW Washington, as well as nationally.
   - Provides for connectivity with other similar efforts.
   - Allows for sharing information.
   - Create mechanisms for training opportunities throughout Oregon.
   - Provides for networking opportunities for future funding or program development for KBOO and similar programs across the region and the state.

   <u>Timeline</u>: 2012 – 2016
   <u>Responsible party</u>: Programming staff and Programming Committee.