

# KBOO COMMUNITY RADIO

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## STRATEGIC PLAN 2011 to 2016

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# KBOO STRATEGIC PLAN

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# **KBOO Community Radio Station Strategic Plan 2011-2016**

## **Overview/ Executive Summary**

This document is the result of a strategic planning process that has enabled KBOO to plan for its future. The process of arriving at this point has been instructional and insightful for all involved. The main goals for the organization that have emerged from this process are delineated herein and include the following broad goals and correlated key action steps:

### **Goal # 1 – Board Development**

- Strengthen the effectiveness of the Board of Directors through more training and developing policies of personal accountability.

### **Goal # 2 – Staff Development**

- Improve professionalism through training, policy development, and personal accountability.
- 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.

### **Goal # 3 – 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.

### **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.

### **Goal # 5 – Community Development**

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

## **Programming Improvements**

- The heart of KBOO is programming, which is the face KBOO presents to the listening public. Basic protocols and procedures will 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.

## **Engineering Improvements**

- Upgrade engineering equipment and develop correlated training, staff positions, and use and attrition policies for equipment.
- Determine feasibility of maintaining towers in Corvallis and Hood River, while improving signal and web streaming resources for outlying supporters.

## **Resource Development**

### Goal # 1 – Marketing and Community Outreach

- Strengthen community partnerships to better reflect the diversity of the Portland Metro area and to reach potential listeners (youth, racial and ethnic minorities, and other groups).
- Create a more relevant presence for KBOO in the local media market. Develop new branding to promote the services and resources of the KBOO community.

### Goal # 2 – Media Center

- Improve and enhance the web presence of KBOO programming with appropriate applications for modern media tools.
- Create a KBOO media center that improves programming through more training, improved policies, and increased personal accountability for follow-through.

### Goal # 3 – Secondary Product Development – Planning

- Determine a sustainable plan for diversification of secondary products for the organization's service area.
- Create studio space rental model that assists the community in the production of meaningful new media for the area.

## Financial Sustainability

### Goal # 1 – Membership

- Increase community support through training, education, and outreach.
- Increase memberships from approximately 6,000 members to 7,500 members by the end of year three.

### Goal # 2 – Grant Writing

- Diversify the fundraising plan to reach more listeners and to seek additional grant resources.
- Initiate a consistent grant writing effort to increase revenue for training, outreach, education, and support to the diverse communities of the metro area.





## **CHAPTER 1: History of KBOO Community Radio**

### **KBOO Today**

KBOO is a community radio station based in Portland, Oregon. The station provides music, culture, news and public affairs to listeners in the Portland metro area, which includes Vancouver, WA, as well as Corvallis and Hood River and outlying areas. KBOO broadcasts every day of the year, 24 hours per day on air and also offers two audio streams via its website. Further, the station is universally accessible to the public via a Public Radio Tuner app for iPhone or iPod.

The KBOO Foundation is a not-for-profit corporation that owns and operates the radio station. The station's professional memberships include the National Federation of Community Broadcasters, West Coast Public Radio, Pacifica Foundation and the Consortium for Public Broadcasting in Oregon.

KBOO is Community Radio, which is defined by certain common characteristics that KBOO shares with other similar stations. The radio format is non-commercial, educational, and locally based. Further, the station depends on community support, local control, and unique programming, which distinguish it as a community radio station. The format is especially potent because community broadcasting invigorates local communities and adds local voices to the media environment, which is increasingly nationalized, consolidated and pre-packaged for mass audiences.

As a 501(c) (3) not-for-profit organization, KBOO is dedicated to peace, justice, democracy, human rights, multiculturalism, environmentalism, freedom of expression, and social change.

### **History of KBOO – The Beginning**

KBOO Community Radio began in the 1960's when a group of local citizens in Portland, Oregon wanted a classical music radio station. Disappointed by the absence of such a station, the group organized themselves as Portland Listener Supported Radio in 1964.

The group of local Portland citizens was inspired to develop a community radio station because of the influence of Pacifica Foundation's KPFA radio station that had been founded in 1949 and had pioneered the concept and the philosophies of a community-based radio station in Berkeley, CA. Friends, family and the community told the founder, Lewis Hill, that non-commercial, listener-supported community radio would never work. However, the concept was successful and spawned numerous community radio stations throughout the country.

The example of KPFA certainly inspired a group of passionate and committed Portlanders who created KBOO based on the model that had been developed by Lewis Hill. One of KPFA's former volunteers had created a similar station in Seattle with the call letters KRAB. When the Portland group approached him for guidance, Lorenzo Milam agreed to help them organize a station. After several planning sessions, Portland Listener Supported Radio applied for and received a radio license.

A former community radio volunteer from Seattle, David Calhoun, packed up his VW with a transmitter from KRAB and moved south, once the group received its radio license. Thanks to a diverse group of approximately thirty volunteers from the Portland area, the group procured the basic requirements that would enable them to begin broadcasting. From a donated basement room on Third and Salmon Streets in downtown Portland, the group had just enough room for two tape recorders and one turntable.

At a cost of less than \$4000, KBOO Community radio was on the air in June of 1968. With a total output of only ten watts less than an average light bulb and a monthly station budget of \$50, the dedicated group of volunteers had created a powerful, innovative and community-driven media source on Portland's radio airwaves.

Although at first KBOO was only on the air when a volunteer was available to flip a switch and activate the repeater signal from KRAB in Seattle, the station began to get local attention as an exciting source for community-driven programming. KBOO volunteers began remote recordings at local cultural, political and community meetings and events. Notable artists were invited to the KBOO studio for interviews and performances. Local poets discovered this innovative medium for their work; and KBOO became popular as a source for new and underground music that spanned the range from classical to rock to folk music.

KBOO began to attract listeners in greater numbers and financial support from listener-subscribers began to offset KBOO's operating costs, although the organization's budget was still subsistence level. Also, KBOO's volunteer base began to grow and diversify, which resulted in an increase of local-origin programming. During the summer of 1970, KBOO installed a 1000-watt transmitter that enabled KBOO to be heard in much of Northwest Oregon, which further increased the station's audience and subscriptions.

By this point, KBOO had outgrown its studio and moved to a storefront on SE Belmont Street near 31st Avenue. Volunteers lined the makeshift studio walls with egg cartons for sound insulation, the restroom graffiti achieved local notoriety for its depth and sheer quantity, and two desks were shared by everyone.

In 1972, the station formalized its commitment to serving the public and incorporated as a non-profit organization under the name of the KBOO Foundation. By 1973, the staff had grown to five, with about 50 active volunteers, and approximately 600 subscribers donated an average of \$20 a year. The station applied for and was awarded an \$80,000 federal grant to help purchase

equipment. These numerous accomplishments positioned KBOO for the next phase of development and growth, which would be fulfilling, challenging and stimulating for the organization and the community that it had created around it, as well as for the broader Oregon community that had come to appreciate KBOO for its unique “spin” on community radio.

### **History of KBOO – 1975 to 1990**

By 1975 the KBOO Foundation had grown to embrace 800+ members and the Foundation elected its first Board of Directors. This step was important in procuring the license and ownership of the station, which enabled KBOO to relinquish its relationship with KRAB radio and its parent company, Jack Straw Memorial Foundation. Although this relationship had been vital to KBOO’s growth and development, it was now time for the Portland station to stand alone and assert its place as a fully competent and independent radio station for the people of Oregon.

KBOO continued to grow and mature and in 1977 the station moved to SW Yamhill Street. Also, this significant moment in KBOO’s history saw the station transition to a 24-hour broadcasting schedule. Further, KBOO was broadcasting at 12,500 watts. KBOO enjoyed rapid growth in its new downtown location when subscribers soared from 1,200 in early 1978 to well above 2,000 by 1980. Volunteers increased as well to approximately 300 volunteers by the end of the 1970’s. This growth drew national attention as one of the strongest volunteer programs in the nation.

In 1980, KBOO hired its first new director and began regular new productions. Then in 1981, when urban renewal in downtown Portland forced a search for a new home, KBOO found its present location at 20 SE Eighth Avenue. Through a massive volunteer effort, a new station was created from what was previously an empty warehouse. This move bolstered the organization’s strength as a community presence, increased their self-sufficiency and amplified the possibilities for expansion of all aspects of their business.

In the early '80s, KBOO broadened its commitment to multicultural programming by adding new Spanish- and Asian-language programming. African-American musical programming was added in 1981 and in 1984, KBOO introduced a strip of Hispanic programming. Also, the station’s News and Public Affairs Director, along with a group of volunteers, created a nightly newscast, which was supplemented by a new wire service and national newscast from Pacifica Radio.

By the mid-1980’s KBOO had raised enough funds to purchase its building and KBOO was in the black for the first time in memory. The building purchase was completed in 1986. KBOO boosted its power to 23,000 watts and began broadcasting in stereo for the first time. Another major federal grant in 1987 enabled KBOO to upgrade studio equipment, a satellite dish was added on the roof, and the station bought a remote transmitter, which enabled live remote broadcasts of community events.

## **History of KBOO – Modern Expansion and New Technologies**

During the 1990's KBOO continued its expansion into areas outside of the Portland Metro Area. The station set up a translator in White Salmon, Washington that enabled the station to broadcast into the Columbia Gorge and also installed a translator in the Corvallis area that enabled KBOO to reach audiences in the Mid-Willamette Valley.

In 1991, KBOO moved its transmitter to a new location on the 550-foot KGON tower on Portland's West Hills. The antenna is now 300 feet higher than before, which gives the station much broader range. Also, the station increased its wattage to 26,500. Excited listeners reported hearing KBOO clearly from the Oregon Coast and the outskirts of Eugene for the first time.

At noon on July 31, 1999, KBOO began streaming online via its website. KBOO now enjoys a worldwide listenership, and continues to receive feedback and financial support from listeners as far away as Japan and Europe.

## **History of KBOO – The First Decade of the 21<sup>st</sup> Century – 2000 to 2010**

KBOO is important to the community it serves because of its unique market share, which includes distinctive programming and voices. In the first years of the new century KBOO found itself competing for listeners with other local radio stations and also with the advent and subsequent widespread use of portable media. These factors have caused a decline in membership revenues and listenership. KBOO recognized that it must evolve and diversify in order to move forward, to remain viable, and to attract new and different audiences and supporters.

The strategic planning came at a critical time for KBOO. At this key point, the KBOO board and staff made the important decision to come together and plan for their future. They knew that it was important to look not only at the short-term impacts of the reductions of members and listeners to the organization, but also at the long-term effects. They also knew they had spent many years building a strong organization and an array of programming and community outreach that the community relied on.

To this end, KBOO initiated this strategic planning process, which began in 2010 and culminated in 2011. The charge was to provide the organization with a five-year strategic plan that clearly states goals, strategies, action steps and timelines for achieving these goals. Additionally, KBOO took a hard look at the organization's internal needs and abilities in developing a financial plan and fundraising strategy for the same time period. Above all, this planning process symbolizes the organization's commitment to a future that is full of new and renewed opportunities for evolution and expansion. KBOO is dedicated to thriving for another fifty years and beyond.

## CHAPTER 2: Market Demographics

KBOO’s market is broadly defined within the organization’s Program Charter, which states: “KBOO shall be a model of programming, filling needs that other media do not, providing programming to diverse communities and unserved or underserved groups.” KBOO accomplishes this objective within its primary market, which is the Portland Metro Area and includes the City of Vancouver, WA. KBOO also transmits via a translator to Corvallis and in the Columbia Gorge to the Hood River area. These secondary markets represent a very small portion of KBOO’s market share.

KBOO encourages programming for and by the specific segments of the population as stated herein. However, the potential listenership is not limited to any particular group within the service areas. Further, the potential for significant increases in listenership and membership within all of these markets is strong.

The following chart shows the breakdown of population figures by race from within KBOO’s primary market area from the 2010 Census. It is important to note that Census respondents elect whether or not to declare their race, which means that these numbers are approximate. Also, some respondents may check multiple boxes. This skews the population figures slightly.

Most importantly, this discrepancy is important for KBOO as it moves to implement the strategies for organizational sustainability that are outlined in this plan. It is vital to KBOO’s marketing efforts and community outreach to understand that many new or returning listeners and members identify as multi-ethnic and therefore must be approached with this understanding so as not to offend, misunderstand or wrongly identify potential stakeholders.

### Market Demographics: Portland Metro Area

The Portland Metro Area includes both the City of Portland and the City of Vancouver, WA. According to the Population Research Center at Portland State University, the 2010 Census reveals that the total population of the City of Portland is 583,776 people and the population of Vancouver is 161,791, which means that the total population of the Metro Area is 745,567. Based on the figures below, the total numbers of independent responses to the Census request for ethnicity is 638,616 responses for Portland. For Vancouver the number is 178,547.

City	White	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Pacific Islander	Some Other Race	2 or More Races	Hispanic Latino of Any Race	Total Responses	Total City Population
Portland	444,216	36,695	5,991	41,692	3,109	24,793	27,280	54,840	638,616	583,776
<i>% of Total</i>	<i>70%</i>	<i>6%</i>	<i>&gt;1%</i>	<i>7%</i>	<i>&gt;1%</i>	<i>4%</i>	<i>4%</i>	<i>9%</i>	<i>109%</i>	
Vancouver	130,960	4,763	1,629	8,146	1,589	6,944	7,760	16,756	178,547	161,791
<i>% of Total</i>	<i>73%</i>	<i>3%</i>	<i>&gt;1%</i>	<i>5%</i>	<i>9%</i>	<i>4%</i>	<i>4%</i>	<i>9%</i>	<i>108%</i>	

## **Market Demographics: Online and Apps**

### KBOO Website

KBOO's web presence is active and generates an important amount of traffic. From March 28, 2010 to March 28, 2011, the most current data available shows that www.kboo.fm received 748,411 unique page views, which is a 2.08% increase from the same dates one year earlier. This is a moderate gain; however it does indicate an increasing use of the organization's website.

The average visitor to the website spends approximately two minutes on each page, compared to 1 minute 45 seconds during the same time period one year earlier. This indicates that the content is retaining visitors, which is positive for KBOO.

The majority of visitors emanate from either Oregon or Washington. From Oregon, visitors from 292 cities sent 194,136 visits, which is up 10.93% percent from one year earlier. Significant to note is that from Portland alone, the number of hits increased 761.9 % percent during this one-year period. From Washington, 24,488 people visited from 332 cities, which is significant growth of 34.85% since one year earlier. Seattle, Washington's biggest city, saw a 943.4% increase in web traffic during this one-year period.

### Facebook Demographics

In this modern era of social networking, the use of Facebook can be a valuable source for determining community or global interest in KBOO. However, this information does not provide a clear sense of membership numbers and financial contributions that are made to support the station. Further, this data does not indicate whether or not the persons who "like" KBOO on Facebook are regular listeners. However, this data is included herein because it gives an indication of a range of people who are aware of KBOO.

According to Facebook demographics, 49% of those who are fans of KBOO on Facebook are female and 46% are male. The largest number of fans is from the United States, with Canada, United Kingdom and Mexico in subsequent positions. Countries in Europe, Asia, South America, as well as New Zealand, Puerto Rico are all represented among KBOO fans on Facebook. Also, of those fans in the United States, the majorities are from regional cities. The greatest numbers are from Portland, followed by Beaverton, Warren, Seattle and Troutdale. Also, all major American cities are represented among the fan base.

## **CHAPTER 3: Existing Organizational Structure**

As a 501 (c) (3) tax-exempt organization under federal law, KBOO operates as a public benefit corporation. The corporation has members, which includes persons from the general public who have paid annual membership dues; volunteers who have contributed not less than 24 hours of service to KBOO within the last twelve months; and any paid staff members of the corporation.

KBOO is currently developing a collective management structure that will influence the connections between staff, volunteers, board members and paid members within the legal parameters under which KBOO operates as well as the reasonable needs of the organization. For purposes of this Plan, the staffs that comprise this group are referred to as the “collective management body.”

### **Board of Directors**

Per the station’s Bylaws, KBOO is a 501 (c) (3) not-for-profit corporation that is managed by a Board of Directors comprised of twelve members. Board members are not compensated for their service and serve three-year terms, with the option to unlimited reelections. Further, a person cannot serve as a board member and a paid staff person concurrently. Board member terms are staggered and the composition of the board represents the diversity of the community that KBOO serves.

### **Committees**

The Board of Directors includes committees that are comprised of at least two or more Directors. Standing committees include: Executive Committee; Nominating Committee; and Other Committees, which include Program Committee; Finance Committee; Personnel Committee; and the Development Committee.

### **Program Charter**

The KBOO Program Charter is a driving force within the organization, which the organizational structure of KBOO is guided by the overarching commitment to the Program Charter, which reads:

“KBOO shall be a model of programming, filling needs that other media do not, providing programming to diverse communities and unserved or underserved groups. KBOO shall provide access and training to those communities.

KBOO's news and public affairs programming shall place an emphasis on providing a forum for unpopular, controversial, or neglected perspectives on important local, national, and international issues, reflecting KBOO's values of peace, justice, democracy, human rights, multiculturalism, environmentalism, freedom of expression, and social change.

KBOO's arts, cultural, and music programming shall cover a wide spectrum of expression from traditional to experimental, and reflect the diverse cultures KBOO serves.

KBOO shall strive for spontaneity and programming excellence, both in content and technique.”

The Program Charter forms the core of KBOO’s organizational philosophy and emerged as a principal point of reference for discussions about how to move KBOO forward while still maintaining the values and principles that have shaped the organization in its nearly fifty year existence.

### **Paid Staff Members**

The organization employs fourteen people and operates as a collective management body, which is responsible for the day-to-day operations of the organization. These positions serve as liaisons between the Board of Directors and the staff. Staff positions include:

- Program Director
- Morning News & Public Affairs Director
- Evening News & Public Affairs Director
- Membership Director
- Development Director & Promotions Coordinator/Ticket Giveaways
- Studio Engineering Director
- IT Engineering Director
- Volunteer Coordinator
- Finance Coordinator
- Web Coordinator
- Youth Advocate/Operations Manager
- Administrative Assistant
- Facilities Manager
- Finance Assistant
- Program Guide Editor – (Independent contractor)

### Volunteer Positions

- Rock Music Director
- Urban Music Director

## KBOO Organizational Chart

Volunteers

Board of Directors

Members

Collective Management Body



## **CHAPTER 4: Summary of Community Planning Process**

KBOO is in an intense moment of transition that will determine the future of the organization. With declining memberships and the resulting strain on organizational reserves, this strategic planning process is a necessary next step in order to ensure KBOO's success over the next five-year implementation phase and beyond.

The reality is that KBOO has established itself as a community partner, a quintessential independent and grassroots-driven organization that has built its success on its position as a unique and singular voice of the community. However, when KBOO began there was less competition in the marketplace as there is now. Various community supported radio stations have come into the marketplace and have increased the competitive nature of attracting and retaining listening audiences. In order to capture a larger market share of the listening audience, revitalize memberships, and entice lapsed members to return to KBOO, the station recognized the need to hire consultants to work with KBOO to establish a plan of action that will ensure KBOO's future while honoring its past.

The reality is that listeners and members are becoming increasingly sophisticated in terms of the quality that they expect – and deserve – from media sources. KBOO is no exception. For this reason, the organization decided to undertake this planning process in order to ensure its success at reinventing itself for the 21<sup>st</sup> century.

To this end, KBOO created a Working Group of staff, volunteers, board members, community volunteers and a team of consultants from PARC Resources who worked together for nine months. The outcome of this process is reflected in this plan, which lays out a pathway for KBOO's success. The group met once each month and conducted regular correspondence over e-mail and phone.

PARC Resources conducted a series of interviews with paid staff members for greater insight into the internal operations of the organization. Also, PARC Resources interviewed the Chief Engineer to better understand the priorities, needs, challenges and opportunities of the technical operations that impact KBOO. In addition, KBOO posted updates and meeting notes on its website in order to inform the community and to encourage feedback and perspective on this process from those outside of the Working Group.

For in-depth discussions about core issues that emerged through this process, the Working Group created three subcommittees: Financial; Organizational; and, Marketing & Product Development. The subcommittees made recommendations about priorities and opportunities for KBOO in each of these three areas.

Once the process had revealed a logical course of action for the future of the organization, the Working Group held a community meeting to present the findings to the KBOO membership and the community at large, which included a community survey. The results of this community survey helped to shape the outcomes of this planning process and the results are included in this document as Appendix A: Community Survey Results.

The feedback and input that emerged from the meeting was incorporated into the draft plan before the strategic plan received full approval from the Working Group and the Board. The strategic plan spans a period of five years from 2011-2016. The Plan will serve as a primary source document for KBOO to successfully implement the outcomes of this planning process, which will shape the organization's future.

## **CHAPTER 5: Reinventing KBOO – A Plan of Action**

### **Overview**

In developing goals for the future of KBOO from 2011-2016, the following core issues were considered:

1. What constitutes KBOO's fundamental services and organizational values?
2. What are the priority areas within KBOO that can be enhanced or revitalized to have the most positive effect on the community and the organization?
3. How can KBOO sustain funding for basic operations and how can KBOO develop diversified revenues to support any restoration or enhancements that the organization chooses to pursue?

Further, the planning process has been fruitful in that it has revealed core aspects of the organization's internal operations that must evolve in order for KBOO to succeed.

1. Make an organizational commitment to professionalism through training, policy development and enhancement, and personal accountability. This will become a foundation that can build on collective empowerment and increase the organization's ability to make and implement thoughtful decisions.
2. Enhance board development to increase skills of current board members.
3. Revise and implement a new fundraising plan that is diversified, asks more of present supporters and expands into new funding opportunities.
4. Create strategic and clear connectivity between the complex and interrelated aspects of the organization as a means to improve overall operations internally and within the Portland Metro area.

KBOO considered its current needs very carefully, as it also looked to the future. KBOO, the station's listenership and stakeholders, as well as the broader community, have weathered tough economic times before and KBOO knows that it will not always have such difficulty. For this reason, KBOO is committed to strengthening its foundation in order to flourish.

## **Reinventing KBOO – Programming**

KBOO has been –and will remain- a community radio station. This fundamental value has guided this strategic planning process and is best expressed by the Program Charter that reads, “KBOO shall be a model of programming, filling needs that other media do not, providing programming to diverse communities and unserved or underserved groups. KBOO shall provide access and training to those communities.” The crux of this process was therefore to determine how best to transform programming, which is the essence of KBOO, into a diversified media resource that serves the community by creating and disseminating programming unique to the Portland Metro Area that represents and reflects the realities and diversity of the community.

### External Factors Impacting Programming

KBOO has a track record of serving the community well as reflected by the organization’s solid base of members, listeners, and volunteers through the years. However, over the last ten years KBOO has seen a decline in memberships, which serve to sustain the operations in large part. Local competition in the media market has seen the diversification of local and thematic radio station offerings, which has cut into KBOO’s market share. Also, the proliferation of diverse media outlets, especially online content that is readily accessible and downloadable at any time, has impacted KBOO’s ability to respond to these shifting trends in media access.

KBOO has historically been successful as a radio station, and it will, in its essence, remain on the airwaves. However, content that is created for a listening audience is now not limited only to the radio. Increasingly listeners and community members wish to access media through a variety of avenues that include the Internet and portable electronic devices such as smart phones.

KBOO recognizes that in order to be successful it must adapt to these shifting trends and must assert a renewed community identity on the airwaves, on the Internet and on other forms of electronic media, as well as within the Portland Metro Area.

### Internal Factors Impacting Programming

An outcome of this strategic planning process was the acknowledgement by the Working Group and other stakeholders in this process, those fundamental aspects of KBOO’s internal operations are obstacles to KBOO achieving the success that it deserves and needs in order to remain viable. Primarily, these are tied to programming, although their impact can be felt throughout the organization. Namely, poor or inconsistent programming quality, internal management structures, policies and procedures that are no longer effective, and the virtual absence of an organizational commitment to marketing and outreach means that KBOO is not able to operate effectively.

For this reason, KBOO is absolutely dedicated to decisive actions and an internal organizational overhaul that will revitalize the organization and create a foundation for moving forward.

## **Mission Statement**

A core reality for KBOO is the need to reinvent itself in order to embrace new ways of operating and of conducting outreach in order to effectively fulfill its mission. In this spirit, the Working Group created a new mission statement that reflects this forward thinking perspective. This important exercise was central to the organization embracing a new direction and integrating its past accomplishments into its vision for the future. The new mission statement is:

***KBOO Community Radio and Media Center:  
“Working together to transmit culture, news and music that matters.”***

## **Reinventing KBOO - Marketing and Outreach**

KBOO’s historical base listenership is aging and target audiences are evolving. Further, the population within the Portland Metro Area is increasingly diversified. An influx of young people and new immigrant populations offer new and different opportunities for engagement with the community. The Working Group acknowledged that strategic marketing and outreach is essential in order for future success.

The strategic planning process brought to light the need to define the current Portland Metro Area market in order to cultivate new interest in the organization. KBOO must then define itself in relation to that market in order to create a strategic pathway for implementing this strategic plan and to maximize organizational resources most efficiently. Also, as a charitable organization, KBOO recognizes the need to strengthen community partnerships with other non-profit organizations and community groups in order to implement this strategic plan.

KBOO will develop an unambiguous outreach and marketing campaign to broaden its influence, public presence and collaborative relationships within the community it serves in order to deepen its base of support. From increased paid memberships to a revitalization of volunteering, KBOO will use the goals of this strategic plan to create a base of support that will endure during the next fifty years of its existence and beyond.

## **Reinventing KBOO - Media Center**

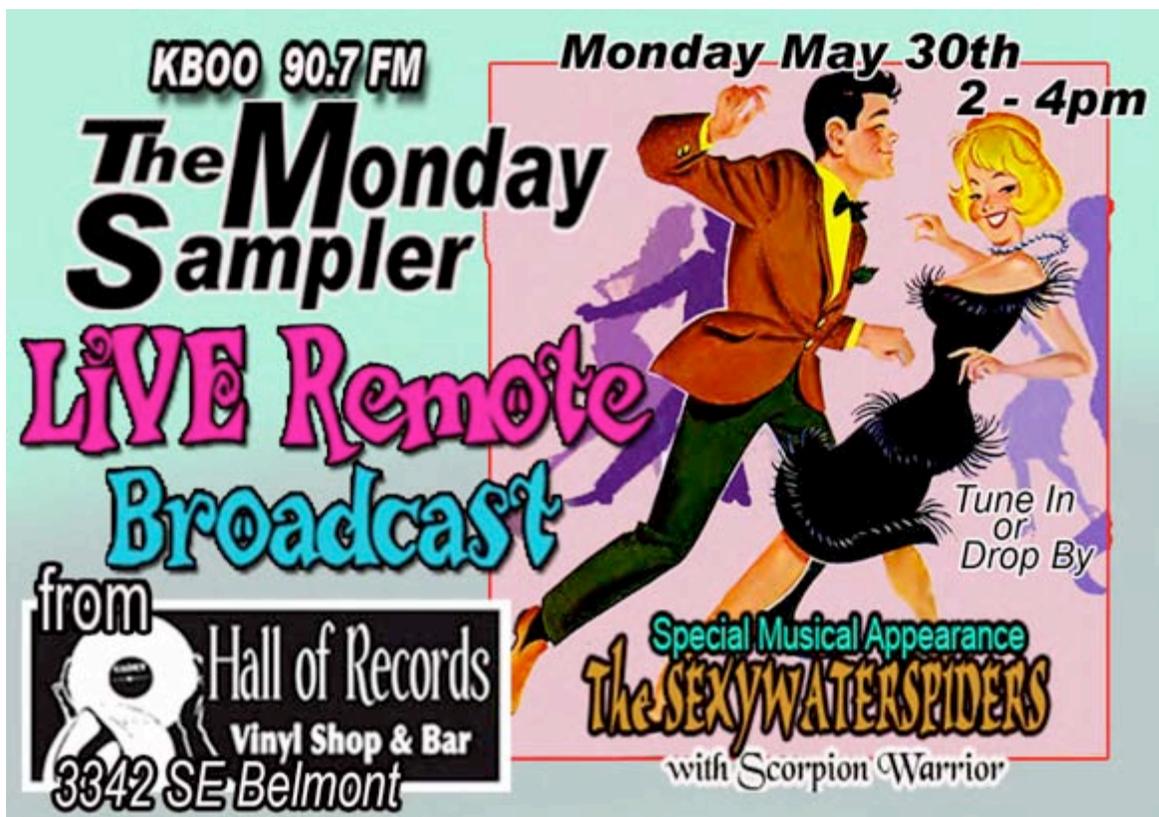
The concept of a Media Center stems from the acknowledgement that media is becoming increasingly diverse and consumers expect instant access to a variety of music, images, videos, politics, news, and culture. KBOO is committed to creating a new and renewed commitment to developing and implementing a Media Center. This endeavor will require careful assessment and implementation in order to maximize resources and impact. Also, the impact of this priority area will be felt across all lines at KBOO. For this reason, it is essential to have a cohesive vision and common goals in order to be successful.

Potential features of the Media Center could include the following:

- Web presence – Increase web streams
- Interactive web presence
- Real time with “What’s Playing”
- Podcasting
- iPhone apps
- Possible HD signal
- Video on website
- More visual stimulus

### Reinventing KBOO – Diversified Revenues

KBOO recognizes that in order to be successful it must develop additional sources of revenues. This overarching priority impacts all other facets of the organization, and everyone must work together to develop and implement new protocols that will expand KBOO’s revenue base. A reinvigorated membership campaign that includes overhauling the Fund Drives, the creation and implementation of a Grant Funding Plan, and the development of a Media Center with diversified programming and secondary products and services will enable KBOO to realize the expansive possibilities that this plan presents.



## **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. Action Step: 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.

Timeline: July 2011 – October 2011.

Responsible party: 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.

Implementation Plan:

1. Action Step: 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.

Timeline: October 2011 and ongoing.

Responsible party: 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. Action Step: 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.

Timeline: 2012 – 2016

Responsible party: Programming staff and Programming Committee.



## CHAPTER 7: 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 21<sup>st</sup> 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:

1. Action Step: Conduct an assessment to understand the priorities, needs, and gaps in programming that will target current listeners and target audiences. This work will form the basis for the pathway to determine how best to expand the organization's listener and consumer base.

Timeline: January 2012 – January 2013.

Responsible party: Programming staff and Programming Committee.

2. Action Step: Hold a Programmer Work Session to identify greatest needs and priorities for programming. The Work Session should include anyone related to programming either on air or behind the scenes, such as board operators, engineers, and volunteers.  
Timeline: September 2011 and once annually: September 2012; September 2013; September 2014; September 2015; September 2016.  
Responsible party: Programming staff and Programming Committee.
  
3. Action Step: Set priorities for programming based on the results of the audience assessment, which includes listeners, members, staff and volunteers, and programmers.
  - a. Short-term priorities will include determining new on-air programs and removing obsolete programming in time for the fall 2011 lineup. New programming will be tied into the Fall Fund Drive and will be promoted to the community accordingly.  
Timeline: For the Fall 2011 Program Guide.  
Responsible party: Programming staff and Programming Committee.
  
  - b. Long-term priorities will include five-year projections for the evolution of programming that will include web content and new on-air programming. The scope and breadth of long-term priorities will also hinge on the community outreach efforts to be conducted as part of year one implementation of the strategic plan. Long-term priorities could include:
    - Blocking and thematic programs.
    - Local, remote and live broadcasts.
    - Public affairs program expansion with local focus.
    - Archives featured on the air, on the website, and through podcasts and subscriptions.
    - Relevant syndicated programs from community organizations and other local or national media providers that are within the philosophical scope of KBOO's mission statement and Program Charter.  
Timeline: January 2012 – January 2013  
Responsible party: Programming staff and Programming Committee.
  
4. Action Step: 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: July 2011 – July 2012.  
Responsible party: Programming staff and Programming Committee.

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: Fall 2011 – Spring 2012  
Responsible party: Programming staff and Programming Committee.
  
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: August 2011 – December 2011 to develop and approve; Ongoing for implementation.  
Responsible party: Programming staff and Programming Committee.
  
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.
  - 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: August 2011 – December 2011 to develop and approve; Ongoing for implementation.  
Responsible party: Programming staff and Programming Committee.

8. Action Step: The Program Committee, under the auspices of the Board of Directors and in collaboration with the collective management body, 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: July 2011 – July 2012  
Responsible party: Programming staff and Programming Committee.
  
9. Action Step: 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. The Committee will explore the establishment of a sub-committee to manage and respond to any grievances and appeals, as well as other relevant actions that emerge as a result of the creation of the *Programmers Bill of Rights*.  
Timeline: July 2011- July 2012 and ongoing annual revisions as necessary.  
Responsible party: Programming staff and Programming Committee.
  
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. The results of this process will be included in the revised job descriptions listed in Action Step #1.  
Timeline: July 2012 – June 2016  
Responsible party: Programming staff and Programming Committee.
  
11. Action Step: Create production teams for each program. Ideally this will include peer groups working collaboratively.  
Timeline: July 2012-June 2016  
Responsible party: Programming staff and Programming Committee.

## 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 – 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. Develop Engineering Plan to address the findings of the equipment inventory.  
Timeline: July 2011 – July 2012  
Responsible party: Engineering Department and Engineering Committee.
2. 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: July 2011 and ongoing.  
Responsible party: Programming Committee and Engineering Committee.
3. Action Step: Create new positions within Engineering Department to increase productivity and responsiveness of the Engineering staff, and to accommodate the shifting engineering needs of a Media Center.  
Timeline: July 2012-June 2013  
Responsible party: Engineering Department and Engineering Committee.



## **CHAPTER 8: Resource Development Goals – A Plan of Action**

In order to accommodate the goals of the strategic plan, KBOO has made a commitment to the following overarching priorities for resource development or capacity building. They include Marketing and Community Outreach; Media Center; and Secondary Product Development.

### **Goal #1 - Marketing and Community Outreach**

KBOO board, staff and volunteers will actively participate in marketing and public relations activities to improve the visibility of the programming, services, projects and other events and issues of the organization. In the short-term, this effort will serve to identify the target constituency, and the long-term effort will sustain those relationships through an ongoing, coordinated and integrated plan to be revised, reviewed and renewed regularly by all parties within KBOO.

Strategy:

- Increased and consistent marketing and outreach activities will help to fulfill the mission of KBOO and will bolster fundraising efforts while also creating unique and rewarding community partnerships for mutually beneficial results and impact.

Implementation Plan:

1. Action Step: Board and collective management will participate in the development of an integrated and comprehensive marketing and community outreach plan that will consider the following elements:
  - Visual impact of KBOO in print media, online, and within the community.
  - Broad, multi-faceted image of KBOO.
  - Targeting community outreach based on market segments and priorities.
  - Partnerships within the community that would be mutually beneficial.
  - Integration of Underwriting as a crux of any marketing efforts.
  - Fund Drive initiatives that advance the marketing and outreach goals of KBOO.
  - Streamline operations and develop grant funding strategy in order to support outcomes of the plan.
  - Incorporate the outcomes of the audience assessment work to be completed as part of this plan.
  - The plan will consider long-range goals and activities.

Timeline: July 2011 – July 2012

Responsible party: Development Committee and Development Department.

2. Action Step: When marketing and community outreach plan is complete, KBOO will revise this strategic plan to incorporate key elements of the plan.

Timeline: July 2012 – August 2012

Responsible party: Executive Committee.

## **Goal #2 – Media Center**

- Provide members and listeners with diverse access to media content as an extension of the existing radio-based format.
- Enable staff and volunteers to increase their effectiveness by expanding, strengthening and enhancing internal IT systems.

Strategy:

- Increasingly, the public demands the ability to access media content at any time via the Internet and portable media devices. Providing this service to the public is a core aspect of KBOO's long-term viability and commitment as a responsive community partner.

Implementation Plan:

1. Action Step: Increase Web Presence for (a) Internal Organizational Efficiency and (b) Public Access/Use.

a. Internal Organizational Efficiency:

- Internal website use for Staff; Volunteers; Board of Directors; Programmers.
- Policy Creation for Use and Access to internal networks.
- Training protocols on IT systems.
- Database for internal use: Public Affairs; Music; Contact Information for Vendors, Community Partners, Recording labels/Music industry contacts; Corporate contacts; Non-profits.

Timeline: July 2012 – July 2013 and ongoing.

Responsible party: Programming Committee and three board members.

b. Public Access/Use:

- Real time synch with “What’s Playing.”
- “Click to Buy”
- Online banner ads.

- Podcasting: Searchable and downloadable from website and subscription-based
  - Song/Artist of the Day – Daily, Monday through Friday.
  - Guest Programmers’ Choice – Playlist delivered Biweekly.
  - Live Performances – Remote broadcasts, in-studio performances.
  - Video of the Week – Music, public affairs, KBOO Behind the Scenes.
  - Public Affairs – Interviews and news stories of note about topics that KBOO listeners care about.
  - News Feed of KBOO’s unique news coverage: Local, National and/or International.
- Playlists from all shows and web-only playlists from programmers, staff and volunteers.
- Interactive content creation from the public.
- “Join Now” and contribution options prominent throughout website.
- E-mail subscriptions for new postings to website and/or to show-specific postings (Subscriber can select categories).
- Increased visual stimulus on website:
  - Programmer Biographies
  - Show Bios with links to relevant program content.
  - Videos of in-studio content.
  - Videos of remote broadcasts.
  - Videos of interviews.
  - KBOO Behind the Scenes.
  - Photos/slideshows.

Timeline: July 2012 – July 2013 and ongoing.

Responsible party: Programming Committee and three board members.

### **Goal #3 – Secondary Product Development – Planning**

Diversifying KBOO’s services, programs, and products is a smart investment in the future of the organization. It simply makes good sense to create a multi-faceted revenue stream to sustain KBOO’s operations, strengthen its community presence and enable the organization to better serve its mission.

The immediate need for KBOO to increase its revenues is a core consideration as the organization makes determinations about the most appropriate products to develop. The primary decision making factors will include:

- Available staff and volunteers.
- Financial resources.

Strategy:

- KBOO will develop secondary products in order to meet the changing demands of media consumers and to maximize the resources, expertise and unique market niche that KBOO has cultivated throughout its existence.

Implementation Plan:

Action Step: Develop a priority list for projected product developments to be implemented during years three to five. The first two years will focus on planning for secondary product expansions and will hinge on the success of the immediate priorities of increasing membership and implementing a strategic and assertive grant writing campaign. Possible products include the following:

- Fee for service work such as Public Service Announcements.
- Political ads.
- Audio stream.
- Website use:
  - Online banner ads
  - “Click to Buy.”
- Archive digitization and public distribution and access.
- Partnerships with other community radio stations for trainings.

Timeline – Planning: July 2011 – July 2013

Responsible party: The collective management body, the Board of Directors and the Programming Committee, as well as buy-in from the membership once planning phase is completed.

## **CHAPTER 9: Financial Sustainability – A Plan of Action**

The primary motivation behind this strategic planning process is to ensure a sustainable pathway for KBOO as it adapts to meet the evolving needs and demands of the community it serves. The planning process has revealed three distinct and interconnected areas that will be crucial to KBOO's financial success as it moves forward.

First, the heart of KBOO is its membership who supports the station because of the unique, independent and grassroots programming that KBOO offers. However, declining memberships have hurt the organization. KBOO is therefore committed to developing and implementing a conscious and intentional campaign to bolster memberships in the organization.

Second, grant funding has not been a priority for KBOO in the past, as memberships have typically been sufficient to sustain the organization. Although bolstering memberships will remain the priority, KBOO will develop a comprehensive development plan that hinges on regular grant funding in order to build capacity and support new initiatives and new directions over this five-year period and beyond.

Finally, as the new mission statement reveals, KBOO is committed to diversifying the types of media that it creates and how that content is transmitted. KBOO included "media center" in the mission statement to underscore the organization's commitment to evolving into a multi-faceted media resource that produces and disseminates music, culture, and news over the airwaves and over the Internet. The decision to become an explicit Media Center will help to attract new listeners and members and can also provide diversified source of revenues for the organization. Further, the Media Center is an eligible candidate for grant funding, which will help to offset the costs associated with its expansion and development.

The immediate priority for the first two years of this strategic plan is to focus in earnest on increasing membership numbers, in tandem with an assertive grant writing campaign that will enable KBOO to bolster operations in order to make the expansive and broad-ranging transformations that will transform the organization into a vital community partner for the 21<sup>st</sup> century.

## Goal #1 – Membership

KBOO’s members are at the heart of the organization. The success of KBOO depends on increasing membership, that is, community investment, in the radio station and in the burgeoning Media Center.

Strategy:

- KBOO will dedicate board and staff time, volunteer energy, and an overall organizational commitment to increasing and retaining memberships.

Goal: KBOO will increase its paid memberships to 7,500 by the end of Year 3, with 2-5% growth in Years 4 and 5.

## Membership – Strategy Background and Overview

KBOO will focus on significantly bolstering membership revenues as a core aspect of this strategic plan. Historically, membership revenues have been the core revenue source for the organization and recent years have seen a steady decline in memberships. When KBOO began, the organization was a unique presence in the Portland Metro area. However, as the media market becomes increasingly competitive and diversified, KBOO realizes that it must make a concerted effort to attract new members as well as revitalize community members whose memberships have lapsed. Above all, KBOO will conduct ongoing outreach and education in order to retain new and existing members.

### Background

KBOO has been operating since 1969. Historically, the organization has not sought outside funding beyond the funds that are raised during the twice-yearly Fund Drives. Historically, the majority of support for the radio station has come from individual or business support in the region. The benchmarks for increasing memberships are based on the historical figures, which are presented below.

### **Average Annual Paid Memberships From 2000 – 2010**

<b>Paid Memberships</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Annual Average</b>	4475	5083	5833	5413	6539	6450	6307	6186	5636	5233	5326

## Overview

The Portland Metro area has a population of 745,567 people as of the 2010 U.S. Census, and the ten-year average number of paid memberships at KBOO is 6,249 or less than 1% of the Portland Metro area. KBOO is committed to increasing membership numbers incrementally over the five-year period and beyond.

In order to increase memberships in the organization, KBOO will undertake a variety of initiatives that seek to attract new members and retain existing paid memberships. These efforts will include improving programming, increasing community outreach and promotion, and restructuring membership benefits and donor levels.

Historically, from 1998-2011, the average amount of an individual membership was \$89.79. The average number of paid memberships from 2000-2011 was 5,680 persons. For the purposes of illustrating the potential for a renewed membership structure that honors small donors and cultivates major donors, the following chart shows a breakdown of projected membership targets for year one of this strategic plan.

<b>Number of Donors Required</b>	<b>Donation Range</b>	<b>Total Membership Funds Raised</b>
1	\$20,000 - \$50,000	\$20,000
3	\$10,000 - \$19,999	\$30,000
5	\$5,000 - \$9,999	\$25,000
6	\$3,000 - \$4,999	\$18,000
10	\$2,000 - \$2,999	\$20,000
20	\$1,000 - \$1,999	\$20,000
75	\$500 - \$999	\$37,500
350	\$250 - \$499	\$87,500
2,300	\$100 - \$249	\$230,000
3,230	\$5 - \$99	\$12,000
<b>6,000 Paid Memberships</b>		<b>\$500,000</b>

## Implementation Plan:

1. Action Step: Make an immediate and enduring commitment to implementing programming upgrades and action steps in order to improve production quality and attract listeners through consistent quality and unique offerings.  
Timeline: July 2011- January 2012 and ongoing.  
Responsible party: Programming staff and Programming Committee; Engineering Department and Engineering Committee; at least three board members.
  
2. Action Step: KBOO will target new audiences and new memberships by promoting a new membership structure during Fund Drives and throughout marketing and outreach efforts. KBOO will develop and approve this new structure during Year 1 of this strategic plan. New membership structures should include the following:
  - Promotional materials with KBOO logo.
  - Opt-in for Listener Guide in print.
  - Membership roles and responsibilities.
  - Web content exclusively for members.
  - Local community events such as VIP access, early ticket sales.
  - Training opportunities and special events such as station tours and staff shadowing.
  - Volunteer options for members.Timeline: Spring Fund Drive 2012, and ongoing bi-annually for Fund Drives.  
Responsible party: Membership Committee and Development Department.
  
3. Action Step: Review and update current underwriting policies in order to maximize revenues and partnerships and foster new and renewed memberships.  
Timeline: Fall Fund Drive 2011, and ongoing bi-annually for Fund Drives  
Responsible party: Underwriting Coordinator and three board members.
  
4. Action Step: Generate enthusiasm and anticipation for the Fund Drive through the following mechanisms:
  - On-air tie-ins to special Fund Drive programming, beginning at least one month before the Fund Drive.
  - Creation of community-wide event such as a benefit concert or picnic to be a remote location from which to broadcast during the Fund Drive.
  - Create higher community visibility of KBOO through strategic promotion of Fund Drive. Some ideas include:

- Posters in various languages distributed at community businesses
- Speaking to community groups about KBOO as a means to recruit volunteers for the Fund Drive. A possible % share of the funds raised might encourage volunteer groups to participate in KBOO fundraising and would literally and philosophically increase organizational investment in the community, both from the perspective of KBOO itself and from that of the community organization in question.
- Establish a program on a specific evening of the Fund Drive for community members to host house parties and potlucks during the Fund Drive in order to inspire individuals to support fundraising on a local level. Host on air “check ins” with these parties to generate buzz and excitement. Consider themes, such as record swaps. Also, try to encourage businesses to match dollar for dollar from each house party.

Timeline: Fall Fund Drive 2011, and ongoing bi-annually for Fund Drives.

Responsible party: Development Department and Development Committee.

5. Action Step: Develop a Major Donor program and related benefits of membership in KBOO on those levels. Set benchmarks and targets for generating major donor contributions. This will include generating a list of targeted donors and training volunteers in the “ask.” Major Donor contributions will increase incrementally over the five-year period with a goal of 20% of total memberships emanating from major donors by the end of year Five.

Timeline: Spring Fund Drive 2012, and ongoing bi-annually for Fund Drives.

Responsible party: Development Department and Development Committee.

4. Action Step: Determine expanded roles and responsibilities for the Development Department to include ongoing monthly or quarterly automatic membership renewals; to develop policies and procedures to receive bequests; and to formalize business memberships.

Timeline: Spring Fund Drive 2012 and ongoing.

Responsible party: Development Department and Development Committee.

## Goal #2 – Grant Writing

KBOO board, staff and volunteers will participate in the pursuit of grant funding to diversify and solidify funding for the organization.

Strategy:

- KBOO will seek to diversify funding sources and develop fundraising strategies and events in order to build a sustainable funding base for the long-term support of the goals of this strategic plan.

### Implementation Plan:

1. Action Step: Submit up grant proposals to three Oregon-based grant-funding sources to build capacity in the organization, up to \$50,000.  
Timeline: First submission by September 2011; Second submission by November 2011; and third by January 2012, or as appropriate for the selected funding sources.  
Responsible party: Development Department and Development Committee.
2. Action Step: Create a Grant Funding Plan that will depend on the identified priorities of the organization. Goals for this Step will include prioritizing staff time to compile, create, submit, track and administer grant opportunities.  
Timeline: June 2011 – Ongoing, with annual revisions as necessary.  
Responsible party: Development Department, Development Committee, and three board members.
3. Action Step: Build a base of grant funding support that will incrementally increase over the five-year implementation period. Reasonable benchmarks will equal at least 10% of total operating costs annually. This figure should increase over the five-year period relevant to the increase of revenues from other sources, with the final goal being close to 20-25% of the total annual operating expenses.  
Timeline: February 2012 for first year fundraising goals; throughout each year thereafter, based on the Grant Funding Plan.  
Responsible party: Development Department.

### Background:

Historically, KBOO has not actively included grant funding in its overall fundraising strategy. The most immediate and effective means to generate revenues to support the initiatives outlined in this plan is through grant funding. The IRS designates private foundations as charitable organizations that serve the public. KBOO will pursue grant funding as a core developmental commitment because it recognizes that private grant funding will enable them to more effectively pursue their mission.

A primary consideration with any grant writing campaign is to be strategic in determining the order in which an organization submits applications. Understanding preferences and nuances of each funding source is a skill that the collective management body and the board of directors must cultivate in order to be successful in procuring grant funding. To this end, KBOO will designate a point person for KBOO to serve as a liaison between the organization and the funder. This person must make contact with the funding source before completing an application in order to gauge the preferences of the funder. Above all, this strategy serves to minimize wasteful staff time completing an application that is not a fundable project by the funding source.

In the immediate, KBOO will focus on pursuing private foundation grants from regional sources. The first round of grant proposals that KBOO will submit will concentrate on immediate needs that will enable the organization to assertively move forward. Therefore, KBOO will pursue grant opportunities in three core areas that were identified by the Working Group as priority growth areas: Education and Training; Outreach; and Organizational Development through capacity building efforts.

Grant funding is the initial first step that will enable KBOO to generate capital, purchase supplies and equipment, conduct trainings and develop secondary markets, hire staff and expand its volunteer base in order to generate increased revenues in years 3-5. Long-term opportunities from federal sources will be pursued as is reasonable and appropriate.

#### Immediate Year 1 Priorities for Grant Funding

- Capacity Building: Staff Positions/Staff Wage Increases.
- Equipment/Infrastructure: Media Center; Website; Mobile Apps; Video capacity Software, Laptop for remote broadcasts, and other uses, as relevant.
- Organization-wide Training on equipment.
- Policy Creation for Board, Staff, Volunteers, Development, Programming, and Engineering.

#### Years 2-5 Priorities for Grant Funding

- Ongoing digitization of KBOO archives Expansion of Media Center.
- Create training program for professional peers in the media.
- Generating rental revenues through use of studio space for private production
- Increased remote broadcasts and collaborations.
- Other opportunities that arise as a result of these efforts.

### **Grant Funding Sources**

Following is a list of grant funders that KBOO will pursue to further their efforts. Each source will be reviewed by the board and will be included in the Grant Funding Plan strategically, based on the priorities of the organization and of the funder. Links for all of these funding sources can be found in Chapter 12: Source Document.

## **State of Oregon Grant Opportunities**

### Oregon Arts Commission: Arts Build Communities

This grant program recognizes the expanding role arts organizations are taking in the broader cultural, social, educational, and economic areas of community life. Support will be provided to arts and other community-based organizations to form alliances and partnerships to strengthen communities through projects that connect the arts with local issues and opportunities. Projects from communities that are underserved by arts services will receive priority for funding. Underserved communities include communities whose opportunities to experience the arts are limited by geography, ethnicity, economics, or disability.

Successful community arts projects connect with broader community development issues and goals. The most competitive Arts Build Communities grant projects illustrate the connection between artists, local arts resources, and community development.

- Arts Build Communities grants will generally range from \$3,000 to \$ 7,000.
- Arts Build Communities grants must be matched at least dollar for dollar with earned, contributed or in-kind support.
- Paper submission – applications accepted once per year in October.

## **Regional Private Funders: Oregon and the Pacific Northwest**

### Autzen Foundation

- A grant range of \$5,000 - \$25,000 is reasonable.
- The Foundation has a history of supporting arts-based projects.
- Full applications must be submitted via U.S. Mail. Deadlines are March, August or November 15<sup>th</sup>.

### The Bridges Foundation

- A grant range of \$5,000 - \$25,000 for capacity building is reasonable.
- The Foundation meets twice annually; April/May and September/October.
- A short application, one page project description and supporting documents, must be written and submitted via U.S. Mail.

### The Collins Foundation

- A grant range of \$25,000 - \$50,000 for capacity-building projects is reasonable.
- Full application must be submitted via U.S. Mail.
- The trustees meet six times each year (February, April, June, August, October, and December) to make decisions on grant requests. The Foundation accepts applications year round.

### The Foster Foundation

- A grant range of \$10,000 - \$15,000 for outreach and community-based projects is reasonable.
- The Foundation places special emphasis on meeting the needs of the underserved and disadvantaged segments of our population. Through the *Arts & Culture* program, the Foundation supports artistic expression and diverse cultural programs. The Foundation's grants help sustain arts organizations and programs that make art accessible to all while fostering the creative imagination.
- An online, full application may be submitted any time during the Foundation's current year from January 1 to August 31.

### Glaser Progress Foundation

- A grant range of \$25,000 - \$100,000 for programming-based initiatives is reasonable.
- The Foundation works to "Strengthen democracy by making independent voices heard."
- You must submit an Application Letter (online or mail or fax). A Program Officer will conduct a full review of the project in question, if Letter is favorable.

### Google Grants: In-Kind Ads for Non-Profit Organizations

- Google Grants is a unique in-kind donation program awarding free "Ad Words" advertising to select charitable organizations. Google supports organizations in areas such as science and technology, education, global public health, the environment, youth advocacy, and the arts.

### Meyer Memorial Trust

The Meyer Memorial Trust has two grant programs that are suited for KBOO:

- The Grassroots Grants program is designed to give smaller organizations (often without development departments) an opportunity to compete for grants from MMT. Applications may be submitted at any time but proposals are collected for consideration on the 15th of March, July and October. Grants of \$1,000 to \$25,000 are made three to four months later: in June, October and February.
- Responsive Grants are awarded for a wide array of activities that include capacity building; Core operating support; Project based support; and, Technology. They generally range from \$50,000 to \$200,000, with grant periods from one to two (and occasionally three) years. Responsive grants help support many kinds of projects, including core operating support, and strengthening organizations.
- Initial Inquires are accepted at any time through the Trust's online grants application. Applicants that pass initial approval are invited to submit full proposals.
- Final decisions on Responsive Grants are made by trustees monthly, except in January, April and August.

### Mentor Graphics Foundation

- Foundation grants are limited to \$25,000, although the grant size is typically \$10,000 or less. No grants will be made for less than \$1,000 and no grant can represent more than 5% of the organization's annual budget.
- A full application submitted via U.S. Mail is required.

### James F. and Marion L. Miller Foundation

- A grant range of \$25,000 - \$80,000 for capacity building is reasonable.
- The Foundation awards single or multi-year grants for projects that advance the arts or education in Oregon. Specific interests are projects that: Enhance programming and audience building; and, that increase financial capacity and stability development.
- The Foundation accepts full proposals from eligible applicants throughout the year. They accept e-mail or U.S. Mail submissions for consideration.
- The board meets approximately five times a year to review proposals, and applications are reviewed as they are received.

### M. J. Murdock Charitable Trust

The M.J. Murdock Charitable Trust makes grants in two areas that are relevant to KBOO. These are: Education, which emphasizes “projects and programs offered in both formal and informal settings.” Activities could include program enhancement or expansion, as well as new approaches consistent with KBOO’s mission and resources. Arts & Culture-based projects are prioritized based on their “enrichment of the region’s cultural environment.” The Trust especially values educational outreach efforts.

- Approximately half of the grants that the Trust makes in these areas are for program initiation, expansion, or for increased organizational capacity.
- A letter of inquiry followed by an invitation to submit a full application must be submitted by U.S. Mail.
- Letters of Inquiry are accepted year round.
- A potential grant award of \$40,000 - \$175,000 is reasonable.

### Oregon Community Foundation

- A grant range of \$5,000 - \$35,000 to “increase cultural opportunities” and to “preserve and improve Oregon’s livability through citizen involvement” is reasonable.
- Application deadlines are February 1 and August 1 each year. A full application must be submitted by U.S. mail.

### Pacific Power Foundation

- The Foundation allocates grants that “best serve community interests.” Grants generally are less than \$10,000 with most between \$2,000 and \$5,000.
- Education organizations (proposals due March 15).
- Civic, community and organizations not covered in other categories (due June 15).
- Culture and arts organizations (due September 15).
- Applicants for Foundation grant support should be submitted electronically to the Foundation, and then mail a complete proposal.

### PGE Foundation

- A grant range of \$10,000 - \$15,000 for projects that “promote access to the arts.”
- The Foundation accepts Letters of Inquiry through its online system. A full application is completed at the invitation of the PGE Foundation, following review of the Letter of Inquiry.
- 2011 deadlines for Letters of Inquiry are: Jan. 11, April 5, July 5, and Nov. 1, 2011.

### Quixote Foundation

- A grant range of \$5,000 - \$25,000 for projects that “address media policy with a strong eye toward racial and economic justice, independent and young journalists, and civic engagement” is reasonable.
- The Foundation funds projects by invitation only, which will require KBOO to “pitch” their project to the Foundation for consideration.

### Spirit Mountain Community Fund

- A grant range of up to \$50,000 is reasonable through the Foundation’s Large Grants Program.
- The application process begins with a Letter of inquiry followed by an invitation to attend a mandatory Grant Application Workshop before submitting a full application.
- Letter of Inquiries are accepted year-round.

### Stimson-Miller Foundation

- A grant range of \$5,000 - \$10,000 for civic, cultural, and educational initiatives is reasonable.
- All grant applications must be submitted online prior to May 13, 2011.

### Ann and Bill Swindells Charitable Trust

- The Trust supports “cultural” projects in its funding priorities.
- A grant range of \$25,000 - \$70,000 for project-based support is reasonable.
- Trustees meet quarterly on or about August 1, November 1, February 1 and May 1. Proposals on hand 30 days before these dates will be considered at the above dates.
- A brief (2 pages or less) description of the proposal must be submitted via U.S. Mail.

### Trust Management Services

- A grant range of \$5,000 - \$10,000 for a specific project with a budget under \$50,000 is reasonable.
- Deadline for Portland Metro region is August 15th, 2011.
- A full, paper submission submitted via U.S. Mail is required.

### US Bank Foundation

- A grant range of \$10,000 - \$25,000 for “Cultural and Artistic Enrichment... especially among underserved populations” is reasonable.

### Wessinger Foundation

- A grant range of \$10,000 - \$15,000 for “Arts, Culture, Environment & Civic Organizations” is reasonable.
- A two-page proposal and supporting attachments must be submitted via U.S. Mail.
- The “Arts, Culture, Environment & Civic Organizations” grant program has two deadlines each year: June 1 and December 1.

## **Private Funders: National**

### Asian American Journalists Association

KBOO’s commitment to diversity makes these internships a great fit. Not only will an intern enable KBOO to acquire dedicated staff to assist with many of the projects at the station, but also is a great way for KBOO to build its reputation as a worthy grant recipient, and to possibly develop an ongoing internship program that will draw national candidates.

The application process for these opportunities requires that the student be offered the internship and then a qualified Asian American Pacific Islander (AAPI) student may apply for the following funding opportunities:

- **Broadcast News Grants:** Internship Grants of up to \$2,500 to aspiring AAPI television or radio male broadcasters. A full paper application must be submitted via U.S. Mail.

- **Stanford Chen Internship Grants:** One grant of \$1,750 to college students who are interns at small- to medium-size media. Deadline has historically been in May of each year. A full paper application must be submitted via U.S. Mail.

### Ford Foundation

The Ford Foundation works to improve people's lives and address social justice issues across the United States. The Foundation's work is carried out through three strategic programs: Democracy, Rights and Justice; Economic Opportunity and Assets; and Education, Creativity and Free Expression. Under the Freedom of Expression, two initiatives are particularly relevant to KBOO. They are: Advancing Public Service Media; and, Advancing Media Rights and Access.

- Online applications begin by submitting a "grant inquiry," followed by a formal grant proposal based on the success of the initial inquiry.
- Inquiries are accepted year-round.
- As a national organization, the Foundation's programs are highly competitive and only 1% of the inquiries received are funded.
- Award amounts vary significantly. An award amount between \$10,000 - \$50,000 is reasonable.

### McCormick Foundation

The McCormick Foundation welcomes requests for funding from nonprofit 501(c) (3) organizations and educational institutions for initiatives that support the Journalism Program's mission. The Journalism Program funds a wide variety of activities, including educational programs and publications, fellowships, monitoring, research, advocacy and training.

The Foundation supports the following specific areas that are aligned with KBOO and its mission:

- New audience development: Help underserved audience members better access, analyze and understand news and information;
  - Youth media programs: Help young people produce, understand and better appreciate the news process.
  - First Amendment: Promote the importance of news media in a democratic society.
  - Freedom of information: Help reporters and citizens access critical public information.
  - Transparency: Encourage government openness and accountability.
  - Protecting Rights: Provide legal defense for journalists.
- There is a two-part online application process that begins with a brief Letter of Inquiry.
  - Average grant awards range from \$2,500 - \$50,000 or more depending on the quality and national significance of the project.

## MetLife Foundation

The Foundation's goal is to empower people to lead healthy, productive lives and strengthen communities. Underlying the Foundation's programs is a focus on education at all ages and a commitment to increasing access and opportunity. MetLife accepts applications for general or project support, and the Foundation prioritizes funding projects related to public broadcasting, among other areas.

- All proposals must be submitted online.
- Requests are accepted and reviewed throughout the year.
- Grant awards range from \$15,000 - \$50,000.

## **Federal Grant Opportunities**

### National Endowment for the Arts: Arts on Radio and Television

The National Endowment for the Arts seeks to make the excellence and diversity of the arts widely available to the American public through nationally distributed television and radio programs. Grants are available to support the development, production, and national distribution of radio and television programs on the arts. Priority will be given to artistically excellent programs that have the potential to reach a significant national audience, regardless of the size or geographic location of the applicant organization. Only programs of artistic excellence and merit, in both the media production and the subject, will be funded.

All phases of a project -- research and development, production, completion and distribution costs -- are eligible for support. Radio and television programming that offers ancillary activities intended to increase public knowledge, understanding, and access to the arts is encouraged. Such activities might include the use of related radio and television programming; DVDs; interactive Web sites; live streaming, audio- and video-on-demand, podcasts, MP3 files, or other digital applications; educational material; collaborations with arts organizations, educators, and community groups; audio and video distribution to schools, libraries, and homes; and other public outreach efforts.

- For radio projects, grants generally range from \$10,000 to \$100,000.
- All grants require a nonfederal match of at least 1 to 1.
- Generally, a grant period of up to three years is allowed.

### National Endowment for the Humanities: America's Media Makers

Grants for America's Media Makers support projects in the humanities that explore stories, ideas, and beliefs in order to deepen our understanding of our lives and our world. Grants for America's Media Makers should encourage dialogue, discussion, and civic engagement, and they should foster learning among people of all ages. NEH offers two categories of grants for media projects: development grants and production grants.

- **Development grants** enable media producers to collaborate with scholars to develop humanities content and format and to prepare programs for production. Development grants should culminate in the refinement of a project's humanities ideas, a script, or a design document for (or a prototype of) digital media components or projects.
- **Production grants** support the preparation of a program for distribution.
- Radio projects may feature documentary programs or historical dramatizations and involve single programs, limited series, or segments within an existing, ongoing program vehicle. They may also develop new humanities content to augment existing radio programming or add greater historical background or humanities analysis to the subjects of existing programs. They may be intended for regional or national distribution.



## **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 21<sup>st</sup> 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.

<b>Task</b>	<b>Timeframe</b>	<b>Responsible Party</b>
<i><b>Goal #1 Board Development</b></i>		
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

<b>Task</b>	<b>Timeframe</b>	<b>Responsible Party</b>
<i><b>Goal #2 – Staff Development</b></i>		
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
<i><b>Goal #3 - Volunteer Development</b></i>		
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
<i><b>Goal #4 – Membership Education</b></i>		
Membership Materials creation.	October 2011 and ongoing.	Membership Director and 3 board members
<i><b>Goal #5 – Community Development</b></i>		
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

<b>Task</b>	<b>Timeframe</b>	<b>Responsible Party</b>
<i>Programming</i>		
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 <i>Programmers Bill of Rights</i>	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

<b>Task</b>	<b>Timeframe</b>	<b>Responsible Party</b>
<i><b>Engineering</b></i>		
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
<i><b>Resource Development</b></i> <i><b>Goal # 1 - Marketing and Community Outreach</b></i>		
Development of Marketing and Community Outreach plan.	July 2011 – July 2012	Development Committee and Development Department
<i><b>Resource Development</b></i> <i><b>Goal #2 – Media Center</b></i>		
Increase Web Presence: Internal Efficiency and Public Use.	July 2012 – July 2013 and ongoing.	Programming Committee
<i><b>Resource Development</b></i> <i><b>Goal #3 – Secondary Product Development – Planning</b></i>		
Develop a priority list for projected product developments.	July 2011 – July 2013	The collective management body, the Board of Directors and the Programming Committee

<b>Task</b>	<b>Timeframe</b>	<b>Responsible Party</b>
<i><b>Financial Sustainability Goal #1 – Membership</b></i>		
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
<i><b>Financial Sustainability Goal #2 – Grant Writing</b></i>		
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

## CHAPTER 11: Conclusion

KBOO is a community treasure that enjoys broad support from a community that has supported the organization since its inception nearly fifty years ago. This strategic planning process has been important because it represents an opportunity for KBOO to reinvent itself to be well positioned for the next fifty years. While some things in radio have changed over the first half-century, many things remain the same. Namely, the organization's presence as a community-based radio station will evolve to include a broader range of media, and yet KBOO's proud and unique commitment to its founding principles will endure. Indeed, KBOO has become the much-loved community resource that it is today because of its independent spirit.

This strategic plan represents a significant effort with a clear pathway for success. The organization has laid out a clear and achievable timeline for accomplishing a broad range of goals that span across all aspects of the organization. From strengthening its internal infrastructure to improving its community outreach and visibility, KBOO is well positioned to reemerge from this strategic planning process with a renewed commitment to serving as a singular source for independent media, in Oregon and around the world.





## CHAPTER 12: Source Document

Following is a list of documents that were used in the preparation of this strategic plan. The entries are listed by source, title, and web address. Multiple documents from the same source are listed with dashes (----) under the original source website.

### Data Sources

Census 2010 Data for Oregon, *Places: Race and Hispanic or Latin: Cities and Designated Census Places (CDPs)*

[http://www.pdx.edu/sites/www.pdx.edu.prc/files/media\\_assets/Place\\_Race.html](http://www.pdx.edu/sites/www.pdx.edu.prc/files/media_assets/Place_Race.html)

Washington State Office of Financial Management, Census 2010 Data, *Table: State Population Totals, Including Race and Hispanic Origin*

<http://ofm.wa.gov/pop/census2010/data.asp>

### Funders

- Asian American Journalists Association: <http://www.aaja.org/>  
----, *Programs: Internships:*  
<http://www.aaja.org/programs/internships/>
- The Association of Independents in Radio [Fellowships & Grants Directory]  
<http://www.airmedia.org/ops/airFellowShip.php?simpleIndex=grants>
- The Autzen Foundation: [www.foundationdatabook.com/Images/AutzenApplication.pdf](http://www.foundationdatabook.com/Images/AutzenApplication.pdf)
- The Bridges Foundation: <http://www.thebridgesfoundation.info/>
- The Collins Foundation: <http://www.collinsfoundation.org/>
- Corporation for Public Broadcasting, *Grants:*  
<http://www.cpb.org/grants/>  
----, *Grants and RFPs for Radio Stations:*  
<http://www.cpb.org/grants/opengrantsdisplay.html?category=StationRad>  
----, *Other Funders:*  
<http://www.cpb.org/grants/otherfunders.html>
- Ford Foundation, *Grants, Organizations Seeking Grants*  
<http://www.fordfoundation.org/grants/organizations-seeking-grants>  
----, *Regions, United States*  
<http://www.fordfoundation.org/regions/united-states>

- The Foster Foundation: <http://thefosterfoundation.org/Home.asp>  
-----, *What We Fund*, [http://thefosterfoundation.org/Fund\\_Overview.asp](http://thefosterfoundation.org/Fund_Overview.asp)
- Google Grants: *In-Kind Ads for Non-Profit Organizations*:  
<http://www.google.com/grants/>  
-----, *New to Google Grants?* <http://www.google.com/grants/new/index.html>  
-----, *Google Grants Application*:  
<http://services.google.com/googlegrants/application?hl=en>
- The Hearst Foundations  
<http://www.hearstfdn.org/index.html>
- McCormick Foundation: *Areas of Support: Journalism*:  
<http://www.mccormickfoundation.org/journalism/journalismsupport.aspx>
- Mentor Graphics Foundation: <http://www.mentor.com/company/foundation/>
- MetLife Foundation  
<http://www.metlife.com/about/corporate-profile/citizenship/metlife-foundation/index.html>
- Meyer Memorial Trust website: <http://www.mmt.org/>  
-----, *Responsive Grants Program*: <http://www.mmt.org/program/responsive-grants>  
-----, *Grassroots Grants Program*: <http://www.mmt.org/program/grassroots-grants>
- The James F. and Marion L. Miller Foundation: <http://www.millerfound.org/>  
-----, *Application Guidelines*: <http://www.millerfound.org/apply/application-guidelines/>
- M.J. Murdock Charitable Trust: <http://www.murdock-trust.org/>  
-----, *Funding Priorities*, <http://www.murdock-trust.org/grants/index.php>  
-----, *How to Apply*, <http://www.murdock-trust.org/how-to-apply/index.php>
- National Endowment for the Humanities, *Apply For A Grant*:  
<http://www.neh.gov/grants/index.html>  
-----, *Arts on Radio and Television Grant Program*:  
<http://www.nea.gov/grants/apply/RadioTV/grant-program-description.html>  
-----, *America's Media Makers: Development Grants*:  
[http://www.neh.gov/grants/guidelines/AmMediaMakers\\_development.html](http://www.neh.gov/grants/guidelines/AmMediaMakers_development.html)  
-----, *America's Media Makers: Production Grants*:  
[http://www.neh.gov/grants/guidelines/AmMediaMakers\\_production.html](http://www.neh.gov/grants/guidelines/AmMediaMakers_production.html)  
-----, *Digital Humanities Start-Up Grants*:  
<http://www.neh.gov/grants/guidelines/digitalhumanitiesstartup.html>

- National Telecommunications & Information Administration: *Grants*:  
<http://www.ntia.doc.gov/otiahome/otiahome.html>  
-----, *Public Telecommunications Facilities Program: Radio*:  
<http://www.ntia.doc.gov/ptfp/radio/radio.htm>
- Oregon Arts Organizations: Oregon Arts Commission  
[http://www.oregonartscommission.org/support\\_for\\_the\\_arts/grants/grant\\_orgs.php](http://www.oregonartscommission.org/support_for_the_arts/grants/grant_orgs.php)  
-----, *Arts Build Communities*:  
[http://www.oregonartscommission.org/support\\_for\\_the\\_arts/grants/grant\\_orgs.php](http://www.oregonartscommission.org/support_for_the_arts/grants/grant_orgs.php)
- Oregon Community Foundation: <http://www.oregoncf.org/>  
-----, *Grants*: <http://www.oregoncf.org/receive/grants>  
-----, *Community Grants*:  
<http://www.oregoncf.org/receive/grants/grant-opportunities/community-grants>  
-----, *How to Apply*:  
<http://www.oregoncf.org/receive/grants/grant-opportunities/community-grants/how-to-apply>
- Pacific Power Foundation: <http://www.pacificpower.net/about/itc/foundation/afg.html>  
-----, *Deadlines*, <http://www.pacificpower.net/about/itc/foundation/afg/deadlines.html>
- PGE Foundation: <http://www.pgefoundation.org/index.html>
- Glasser Progress Foundation: <http://www.glaserfoundation.org/overview/index.asp>  
-----, *Independent Media*,  
[http://www.glaserfoundation.org/program\\_areas/independent\\_media.asp](http://www.glaserfoundation.org/program_areas/independent_media.asp)
- Quixote Foundation, <http://www.quixotefoundation.org/>  
----, *U.S. Media Reform*, <http://www.quixotefoundation.org/areas/media-reform/>
- Spirit Mountain Community Fund: <http://www.thecommunityfund.com/>  
-----, *Funding*, <http://www.thecommunityfund.com/funding>  
-----, *How To Apply*, <http://www.thecommunityfund.com/how-to-apply>
- Stimson-Miller Foundation: <http://www.stimsonmillerfoundation.org/index.htm>  
-----, *Funding Guidelines*, <http://www.stimsonmillerfoundation.org/funding.htm>
- Ann and Bill Swindells Charitable Trust, <http://swindellstrust.org/index.htm>  
-----, *Eligibility*: <http://swindellstrust.org/eligibility.htm>
- Trust Management Services, LLC: <http://www.trustmanagementservices.net/index.html>  
-----, *Deadline Dates*: <http://www.trustmanagementservices.net/id1.html>

- US Bank, *Charitable Giving*:  
[http://www.usbank.com/cgi\\_w/cfm/about/community\\_relations/grant\\_guidelines.cfm](http://www.usbank.com/cgi_w/cfm/about/community_relations/grant_guidelines.cfm)  
-----, *Charitable Giving Contacts: Oregon – Metro Banks*:  
[http://www.usbank.com/cgi\\_w/cfm/about/community\\_relations/charit\\_giving\\_table.cfm#OregonM](http://www.usbank.com/cgi_w/cfm/about/community_relations/charit_giving_table.cfm#OregonM)
- Wessinger Foundation: <http://www.gosw.org/sites/Wessinger/>  
-----, *Guidelines*: <http://www.gosw.org/sites/Wessinger/info/guidelines1/>

### **General Information**

- GIFT: Grassroots Institute for Fundraising Training:  
<http://www.grassrootsfundraising.org/>

## Appendix A: Community Survey Results

The responses to the online community survey conducted by KBOO from April 14, 2011 through May 7, 2011 are listed below, in the order in which they were asked. There were one hundred respondents, many answered several questions. Very few answered all questions. The responses to the final question in the survey do not appear here because they are related directly to the completion of the strategic planning process, which was completed in June 2011.

### 1. What is the single most important improvement you would like to see happen at KBOO?

- Internet streaming
- Better, more consistent music programming ...for programmers to recognize that doing radio is a privilege, not a right.
- To continue to broadcast out to the gorge
- Hire a real executive director who can lead the organization
- Financial sustainability if coupled with sustainable leadership
- Better communication with staff and volunteers
- Bring new faces to talk radio in the mornings
- Continue building on improvements in mutual respect and communication within the organization.
- Confirmed, factual & balanced information that the community can trust - it is SUCH a rare thing to offer! ... see how KBOO can partner with OPB and KMHD. These are 3 fantastic stations and it would make more sense to support all 3, as a strong package.
- Programming; higher standards, better training, more variety
- More visibility and marketing of KBOO.
- Less insular – more friendly and welcoming to public
- Improved performance of the radio hosts
- ... a daily or weekly program...[to]... specifically tell us what our politicians did today or this week with emphasis on Oregon's elected office holders.
- Constantly improving outreach and program promotion, both inside and outside the station. This should be on everyone's mind all the time. We must think like a business promoting itself in the world.
- Get rid of old stale programming that survives only because KBOO is so change resistant. That and train people more so production quality is better, especially for news.
- Provide listeners-supporters with a weekly hour on-air discussion with board members about the operation of KBOO. It can be a call-in or focus group.
- Less call-in shows
- More youth involvement
- Less underwriting
- Get more listeners and members!
- Replace a lot of the Latin music.
- Strengthen national and international presence and connections.
- Change. I've long observed that change is not a KBOO value.

- Establish consistent funding sources so you don't have to do the annoying pledge drives so often and so long.
- When I go to your site, I want to see Upcoming Events in the region, such as Anti War rallies.
- Use all of our capabilities--HD radio and 2nd web stream
- Intergenerationalism
- Playlist that shows the time it played so I can tell which song it was that I loved so much!
- I want KBOO to live up to its potential, and the only way it can do that is to start from the inside, going outwards.
- Subscription podcasts
- KBOO needs to make air time available for opinions and positions that are unpopular at ... KBOO! On every issue of the day, the programming is so predictable! If anyone tries to offer perspectives that differ with the predetermined attitudes and positions of the long-standing hosts and management ... they don't get on the air.
  
- The level of dissension that seems to exist in the KBOO community disturbs me. People feel strongly about things, but there doesn't seem to be a common shared direction and feeling of goodwill.
- Unbiased news
- Stability with station managers and with board of directors. There is currently too much turnover.
- I'd like to see all KBOO programming archived and available via the web.
- More balance in politics.
- If you hang ... around KBOO long enough, you'll see the entire shiny beast for what it really is. A mass of confusion that a lot of hard working people try to organize on a daily basis.
- Increased web presence and use of the website by programmers.
- Staffing organized to stabilize the place!!! Get the collective management thing figured out quick.

2. KBOO would like to expand and improve its Internet services. Would improved streaming of your favorite shows result in you:

Listening more:	56 responses
Providing increased financial support:	15 responses
Becoming a volunteer:	9 responses
Other:	Activism; Subscribe to podcasts

Comments:

- Streaming doesn't address the fact that listeners are not able to tune in live to their favorite programs. An archive of past programs would allow listeners to time-shift and listen on their media players.

- KBOO needs a secondary stream to utilize the many talented volunteers who would like to become programmers but are gridlocked out by tenured programmers or long-running programs that get handed off to friends.

3. Grant funding is one element of KBOO's new financial strategy. Many foundations and trusts are located in Portland and provide grants for public purposes. Do you have a specific concern about KBOO seeking and receiving grant funds? (please specify)

YES: 13 responses

NO: 66 responses

The majority of specific concerns were related to "no strings attached" or corporate interests of funders as well as fears that grant funding would impede KBOO's independent reputation.

4. Do you have a clear idea on how to develop a new revenue stream for KBOO...or expand existing fundraising methods?

- Greater visibility
- Focus KBOO brand (5 responses)
- Better programs
- Raffle/auction
- Raising money for specific projects, versus for general funds
- Rent studios
- Isdn line
- More friendly
- Station in Eugene
- Social media networks/knowing your audience
- Increase major donor giving
- Hire fundraising staff
- Fundraising training for development staff and membership
- Fundraising in outlying listener areas
- Develop a way to collaboratively partner with "competitors," e.g., we want to donate to many local and worthy causes, such as OPS, KMHD, City Club, Audubon, Portland Public School Foundations, etc., but simply can't. How can all of the great causes find common ground, share resources, help each other?
- Tee-shirt design contest advertised to all art departments of colleges, art school high schools, would interest students to discover KBOO. Maybe a \$5 entry fee. Awards at a summer music venue. Publish all appropriate entries online for listeners to vote on.
- Quality has to go up. There is a vacuum in local news. More news, less commentary.
- You could assist those in translator land to help you fund raise in our communities.
- You should make some ability to donate without giving up personal information.
- Maybe be more aggressive in drawing comparisons between KBOO and OPB Radio during pledge drives. There must be others who feel the same way, but if you could provide examples of how KBOO's reporting is more honest than OPB's, or how it is different/better, I think you might pick up some additional supporting members.

- Expand the youth programming, could possibly increase support for future revenue.
- More dances, parties, events. More fundraising concerts. Have a biodiesel or hybrid van go around the country promoting KBOO (online). Get a Washington DC lobbyist! Use eBay to sell KBOO gift packages and memberships. Create a local annual event that becomes part of local tradition. Get more of the uber rich to donate. Work with State government to add a bigger tax incentive for donating to KBOO specifically. Build solar for the building and broadcasting needs - eventually you will be able to sell excess electricity back to the power companies.
- Auction local wines/local vineyards or a CSA share from local farmers etc.
- Grant writing should be front and center. Many foundations focus exactly on what you are doing.... what has been keep you from going after grants in the past? seems very strange.
- Grassroots communication; word of mouth. also, there are websites that exist to raise money; these sites are set up for people to discuss which projects or businesses they need funds for.
- Start from the INSIDE OUT. If things on the inside are good, then things on the outside will be good. There's just no way that KBOO can successfully move into the future as long as it's filled with fear-based power-over types.
- I would listen even more if it weren't such laborious process to search out and download each individual audio file.
- Directly appeal to major donors.
- There seems to be very little representation of the Asian community on KBOO. No Chinese, Japanese, Korean, Taiwanese, Vietnamese, Thai, etc. I'm not sure if KBOO has previously attempted to reach out to these communities, but it would be nice to have some discussion or music from these communities as well.
- No, but I will think about it. I think we need to build on our strengths - i.e., older listeners (I am in my 60's) who have some money, and explain how we (KBOO) are reaching younger people and why that is happening. I am not sure that it is happening.
- Charge for trainings to the public (non-volunteers).
- Have shorter, more frequent membership drives. The three-week model is too long and cumbersome. Instead, try 3 1-week drives and special fundraising days.
- Perhaps a second web stream could generate its own revenue stream via underwriting.
- Direct outreach to target demographics to recruit programmers. Training programmers & other volunteers in effective fundraising.
- KBOO does some outstanding shows on current and controversial topics. I think we can promote them better.
- You have to get over the culture of poverty thing before you come up with ideas. Anybody who is against "capitalist" ideas for charging \$ for things is an idiot. This is a longstanding roadblock.
- It would be cool to have a "swag" store on the KBOO site, shopping cart and all.
- Here are some random ideas: 1) social enterprise towards earned income might be a good way to go, such as provide podcast or audio services for nonprofits (maybe it's recording and podcasting lectures or panels, or helping a nonprofit create audio stories or features); 2) partner with groups to develop oral history projects that could be co-funded or grant funded; 3) get indie musicians to donate songs that you could charge for download. 4)

kick starter campaigns for specific projects; 5) provide in school or after school programs.

- KBOO license plates

5. KBOO has a community education component of our mission. Should KBOO provide training and skill building in radio media to the general public, children, interested parties, and for other locations that are starting their own community radio station?

YES: 67 responses, most with “if it makes economic sense for the organization”  
NO: 5 responses

Maybe under the following conditions:

- There should be some kind of volunteer requirement. People receiving free training should give something back to KBOO.
- Where the participants meet/agree with KBOO's values of inclusivity, diversity, social justice. Where the people have no other options for receiving this training--and/or are from under/not-usually-represented identities/communities.
- I think KBOO should lay off of educating others about building their own community radio station until KBOO itself is really stable financially and organizationally FIRST. I think our resources (especially staff and board) are spread too thin right now.

6. KBOO serves primarily the Portland Metro area. What three steps could we take to provide better services in this community?

The following answers received five or less votes each:

- Community events
- Announce public activities
- Local bands
- Announce local venues
- Live broadcasts
- Higher visibility
- Giveback to the community
- Improve studio phone line
- Host should post playlists
- Improve outreach and promotion
- Sponsor more special events
- Investigative reporting of local news
- Focus the brand
- Improve programming
- Partner with nonprofits
- Local government officials' interviews
- Stronger news programming
- More outreach in the exurbs
- Outreach to new arrivals

- More cohesive board with better community connection
- Better internal operations

Additional comments:

- Join or increase participation with Jobs with Justice to create broader awareness of KBOO within the labor movement and to find opportunities for providing support.
- Create "community action days" on KBOO to highlight the work of local grassroots organizations working in our community.
- Provide field trips to the station for local elementary and junior high school classes to promote awareness of broadcast media and community-base, democratic institutions.
- Weekly call-in with KBOO Board aired, more along the lines of Town Hall
- Don't yield to strip programming.
- Help create jobs in local media. Help volunteers find jobs and careers in media. Partner with more local non-profits.
- Do outreach locally
- Network with other organizations
- More focus on all the good volunteer work that is going on in Portland
- Work in the schools. Work in the music industry. Mostly not preach to the choir.
- I feel Hood River is part of the Metro area as compared to say, La Grande. We shop and attend events in Portland.
- Remove some barriers to participation--limited airtime causes us to turn away would-be DJs.
- Doing in-person outreach. Mass flyering (both station-wide and individual shows). Getting interviews with local and national publications and other media. Representing the station at media conferences and events.
- Work towards naming and neutralizing those who bring the organization down.
- 1. More interviews with all sorts of people and groups. Get everyone listening to hear someone s/he knows. 2. Find someone to donate 1000 radios with KBOO marked in neon paint, and then donate to people who will use them and share them. 3. Publicize on TriMet
- Reach out to more of Portland.
- Bring a greater diversity of programming with a manageable schedule for the great volume of listeners that, with hope, a greater diversity of programming would bring. Stop using the word Community as a buzzword.
- Re-instate the outreach position. Have a dedicated staff member for a training program
- Ask TRI-MET to put KBOO on its speakers. 2. Have a station setup at Saturday Market where people can hear KBOO 3. Go out into the community and do KBOO-inspired, radio-themed murals in all the quadrants. The best thing you can do for this community is get in their face and make them realize you are an independent radio station in Portland that is completely self sustainable. Public exposure to what's on the radio.
- Get more involved with area schools. 2) More prominent partnerships. 3) Better promotions through programs.

7. For many KBOO is a little or unknown entity in the community. If you feel this statement is true can you suggest a key step that would help make the community more aware of KBOO and its services?

- Reopen outreach coordinator position
- Development full time
- Programming on big issues
- Clever billboards. KBOO painted on the backs of naked bicyclists.
- More relevant programming that other media will take notice of.
- More self-promotion of unique content
- Community groups to use KBOO in their stores/businesses
- Think bigger as it relates to promotion
- Partnering with or sponsoring like-minded organizations - partnerships and sponsorships with educational institutions (from preschool through university) could be fruitful.
- Outreach, advertising, expand board
- More focused tabling at events, possibly motivated by the programmers, they know their audience better...maybe.
- Providing information in an objective form that would enable the listener to reach their own viewpoint. Play music during prime times that has broader appeal.
- Although the charter may have had a noble start, it's outdated and becoming a hindrance to the station, fiscally.
- If KBOO completely re-framed the playing field, in terms of a bold collaboration with other PDX+ community-facing services & value, this would be game changing and could be made visible to the community. WOW, can you imagine? What if KBOO became the convener, along with a few core partners (also struggling), that could completely re- envision how all our fantastic community resources could partner together, share resources, cross-pollinate, and bring "the BEST" to our community based on what it values?
- More visibility, more outreach to new residents, flyers and the program guide in more and different places.
- Expand service area
- Organize Corvallis to maintain service
- Place someone on City Council. For every commercial billboard that gets approved in city limits, there should be one allotted for local non-profits including KBOO
- We live in the Columbia Gorge. There is never any effort to engage our community until spring/fall fund drives--and then you only mention us as a surprise anomaly. Take the rural areas of Oregon seriously! Come out and host a show in our towns. Find a local reporter who will give regular reports on Columbia Gorge activities.
- Advertise. Advertise -- and identify key programmers and programming that might make folks want to tune in.
- Improved public relations and marketing
- Posters on Max trains. Billboards. Everyone in Portland should wear a KBOO t-shirt.
- Target the segments of the community in which KBOO is unknown. For instance, if unknown among young people, sponsor concerts and street fairs events. If unknown among athletic communities, sponsor or do coverage/interviews at sporting events.

- Advertising on billboards, flyers or other \*effective\* method.
- You could create a partnership with groups like Peace Fellowship, providing T-shirts and literature for many events.
- Have programming available online that people can recommend to friends.
- An ad or article in the Friday Oregonian weekend insert
- The best way to learn about anything, KBOO included, is through word of mouth. The anti-membership/anti-discussion mentality will ALWAYS hurt the organization, and no amount of agenda setting and/or censorship will conceal it. KBOO keeps whatever reputation it earns. So again, fix the inside, and the outside will fix itself. No cheating--
- Do something heroic, and make sure it shows up on the front page of the newspaper(s). Invite more youth groups, school groups, and senior groups, social and political groups to speak, like a weekly intro. Forum to introduce groups to the community or to the city. Run for office. Sponsor a kayak trip, with much publicity, that paddles Oregon rivers to interview people about what they want to hear and how to get involved. Be first at something. Catch people's attention. "First community radio station ever to ..."
- Clarify KBOO's services to the Portland citizenship. I think the Programming charter is eloquently written, but doesn't really mean anything to too many people within the communities that KBOO is supposedly attempting to reach out to and empower. It is eloquent, nothing more.
- Introduce an hour-long regular new program from and about and by students on college campuses in our area. They can choose their subjects and issues. The locale can move weekly. Make it a show they want to appear on and listen to.

8. Please take a few minutes to let us know a little about your involvement with KBOO. Are you a long-time supporter?

No:	36 responses
Yes:	74 responses
Listener not supporter:	1 response

9. How often do you listen to KBOO each week?

Daily:	32 responses
Only my favorite shows:	39 responses
Every other day:	17 responses

10. Are you a current supporting member of KBOO?

Yes:	69 responses
No:	28 responses

11. Are you a past supporting member of KBOO?

Yes:	73 responses
No:	14 responses

12. Have you never been a supporting member of KBOO?

Yes:	7 responses
No:	37 responses

13. Demographic Info: I identify as (male, female, transgender, etc)

Male:	39 responses
Female:	44 responses

14. Age Cohort Group (check one)

Age 18 and under:	3 responses
Age 19-35:	10 responses
Age 36-50:	33 responses
Age 51-65:	42 responses
Age 66+:	8 responses

15. Ethnicity (check one, optional)

White:	62 responses
African-American	0 responses
Middle Eastern	1 response
Hispanic	0 responses
Asian/Pacific Islander	3 responses
Native American	1 response
Other	

