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

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

### **Overview/ Executive Summary**

*This section will be completed as the last piece of this Strategic Plan because it will summarize the most important findings that emerge from the planning process and Working Group.*

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## **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 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, which 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, OR 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

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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

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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, WA, which enabled the station to broadcast into

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the Columbia Gorge and also installed a translator in the Corvallis area, which 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 their 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, 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.

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## 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.

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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
Portland	444,216	36,695	5,991	41,692	3,109	24,793	27,280	54,840
% of Total	70%	6%	>1%	7%	>1%	4%	4%	9%
Vancouver	130,960	4,763	1,629	8,146	1,589	6,944	7,760	16,756
% of Total	73%	3%	>1%	5%	9%	4%	4%	9%

City	Total Responses	Total City Population
Portland	638,616	583,776
% of Total	109%	
Vancouver	178,547	161,791
% of Total	108.00%	

### Market Demographics: Online and Apps

#### **KBOO Website**

*Website data will be included in the final version.*

#### **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.

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## **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 include 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 as well operates as well as the reasonable needs of the organization. For purposes of this Plan, the staff who 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,

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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. The head of day-to-day operations is the Station Manager and Program Director. 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

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### KBOO Organizational Chart



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## CHAPTER 4: Financial Resources

*This section will be written in relation to the priority funding opportunities that will be discussed at the community meeting. This will enable the analysis of the historic data with projected growth.*

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.

### 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

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## **CHAPTER 5: 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.

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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 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.

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## **CHAPTER 6: 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

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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 only limited 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, that 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 operations 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

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new direction and integrating its past accomplishments into its vision for the future. The new mission statement is:

*KBOO Community Radio and Media Center:  
Community 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”

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- 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.

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## CHAPTER 7: 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. This includes identifying and conducting skill-specific training in:
  - a. 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

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- Roberts Rules of Order- Quorum, voting, polling, consensus building
- Working with Program Director and collective management body
- Policy Development and Adoption
- b. Board's Role in Fundraising
- a. Board's Role in Organizational and Board Development
- b. Officers and Executive Committee Roles
- c. Legal Obligations and Financial Responsibilities
- d. 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: June 2011 – June 2013.

2. Action Step: Review and revise job descriptions, responsibilities, duties and procedures for KBOO board members, committees and volunteers.

Timeline: June 2011 – June 2012.

3. Action Step: Provide further board education and training in operations, diversity, fundraising, development, outreach and other emerging issues for the organization.

Timeline: June 2011 and ongoing.

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: June 2011 to August 2011 – Before Annual Meeting in September.

5. Action Step: Improve committees by recruiting new members based on expertise, revising work plans and ensuring board member participation for each committee.

Timeline: June 2011 – December 2011.

6. Action Step: Provide leadership for volunteer recruitment, activities and recognition.

Timeline: Ongoing.

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: To coincide with Fall Fund Drive and ongoing.

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8. Action Step: Coordinate and develop comprehensive Human Resources 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: June 2011 – July 2011.
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: June/November 2012; June/November 2013; June/November 2014; June/November 2015; and June 2016.

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### 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 staff development and capacity building.  
Timeline: June 2011 – August 2011.
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: June 2011 – December 2011.
3. Action Step: Develop and implement a process for staff reviews.
  - a. Training for collective management body and board on how to administer personnel reviews.
  - b. Development of a proactive review process for paid staff, paid contractors.
  - c. Once review process is in place, reviews would take place every six months.Timeline: September 2011 – December 2011 and ongoing.
4. Action Step: Prepare and implement an annual training plan for KBOO staff, volunteers, and programmers.
  - a. Training plan will be linked to individual staff member needs for skill or professional enhancement as identified in their personnel review.
  - b. Training and recognition can include cross training in important skill areas for more effective operations of the organization.
  - c. Training and recognition can include attendance at conferences, workshops or retreats as they apply to staff duties or organizational need.
  - d. Training and recognition can include further education or certification training in a staff person's field of expertise.Timeline: June 2011 – December 2011 and ongoing.
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.

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### GOAL #3 – Overall Volunteer Development

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

Strategies:

- 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.
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.
3. Action Step: Complete a Volunteer Development Plan to include recruitment, training and opportunities for volunteers to participate in marketing and outreach efforts.
  - a. Coordinate this plan with the personnel inventory and the identified needs.Timeline: June 2011 – August 2011.
4. Action Step: Continue to provide for volunteer recognition.
  - a. Annual Volunteer Recognition Event
  - b. Ongoing Volunteer Recognition for important contributions to KBOO – on a weekly or monthly basis, and on the website and on air.Timeline: June 2011 and ongoing.
5. Action Step: Revise and update Volunteer Handbook for all volunteers at KBOO that should include:
  - a. KBOO mission, philosophy
  - b. KBOO Strategic Plan
  - c. Guidelines, rules and responsibilities for volunteers
  - d. Any training or certification requirements
  - e. Facility access and use policy
  - f. Conflict of interest guidelines, public representation guidelines
  - g. Other policies or guidelines as identifiedTimeline: June 2011 – August 2011.

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### GOAL # 4 - 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:
  - a. Further KBOO's mission.
  - b. Share KBOO's organizational values.
  - c. Serve the same populations as KBOO.
  - d. Strengthen KBOO's presence as a peer mentor for other community radio stations and media outlets.
  - e. Increase KBOO's visible community presence through strategic partnerships and collaborations.
  - f. Develop KBOO's opportunities for creative revenue diversification.
3. Action Step: Create protocol for regular community presence at local events within the Portland Metro 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.
2. Action Step: Phase out repeaters in Corvallis and Hood River in order to concentrate on efforts within the Portland Metro Area.

Timeline: June 2011 – December 2011.
3. Action Step: Cultivate participation in organizational, developmental and training efforts that further independent media in Oregon and SW Washington, as well as nationally.
  - a. Provides for connectivity with other similar efforts.
  - b. Allows for sharing information.
  - c. Create mechanisms for training opportunities throughout Oregon.
  - d. Provides for networking opportunities for future funding or program development for KBOO and similar programs across the region and the state.

Timeline: 2013-2016.

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## CHAPTER 8: Proposed Programmatic Changes - A Plan of Action

### Overview

As a radio station, programming is at the heart of KBOO's success. Indeed, all future successes rely on the commitment to programming that reflects the needs, realities and opportunities of the community that KBOO serves. Without quality programming the organization will not succeed and therefore the goals and action items contained in this chapter represent the central tenet of this strategic plan and the period of implementation that spans 2011-2016. The efforts that are implemented now will form the foundation of KBOO in the 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 audience assessment to understand the priorities, needs, and gaps in programming. This work will form the basis for the pathway to determine how best to expand the organization's listener and consumer base.  
Timeline: June 2011-August 2011.

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

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

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

Timeline: June 2011 – December 2011.

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

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

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

Timeline: June 2012 – June 2016.

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11. Action Step: Create production teams for each program. Each team will include at least four people – Producer; Host; Audio Engineer; and Board Op. Additional roles to explore include Online Production Manager; On Air Production Manager. Ideally this will include peer groups working collaboratively.  
Timeline: June 2012-June 2016.

### Engineering

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

### Strategy:

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

### Implementation Plan:

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

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## CHAPTER 9: 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: June 2011 – December 2011

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

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Timeline: January 2012-March 2012.

### Goal #2 – Media Center

To Be Discussed at Community Meeting:

*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*

### Goal #3 – Secondary Product Development

To Be Discussed at Community Meeting:

*A priority for KBOO that emerged during this planning process was the need to diversify the forms through which KBOO transmits media content.*

*Shared royalty payments*

- *Fee for service work (PSAs etc...)*
- *Political ads*
- *Audio stream*
- *Website use*
- *Archive access*

*Partnerships with other community radio stations for trainings*

*Secondary Product Development*

*Priorities over 1 –year; 2-year; 3-5 years*

*Podcasts? How many? How often? What types? Who is responsible for these?*

*Archival resources*

*Remote broadcasts*

*Apps for iphones etc*

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## **CHAPTER 10: 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.

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## 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.

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 has 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.

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.

Goal: KBOO will increase its paid memberships to 10,000 by the end of Year 3, with 2-5% growth in Years 4 and 5.

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

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### 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 August 2011; Second submission by October 2011; and third by December 2011, or as appropriate for the selected funding sources.
2. Action Step: Board and collective management body will 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.
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: End of 2011 for first year fundraising goals; throughout each year thereafter, based on the Grant Funding Plan.

#### 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.

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A primary consideration with any grant writing campaign is to be strategic in determining the order by 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,
- Organization-wide Training and Policy Creation for Board, Staff, Volunteers/Programmers, Engineering

### Years 2-5 Priorities for Grant Funding

- 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
- 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.

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### **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 US 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.

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- 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 "AdWords" 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

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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.

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### 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 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 submit electronically to the Foundation and print a copy of the online application form, 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.

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### 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 >\$50,000 is reasonable.
- Deadline for Portland Metro region is August 15<sup>th</sup>, 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.

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### 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

Since 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 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

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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 in synch 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.

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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.

### Goal #3 – Media Center and Secondary Product Development

*Action Steps for this goal will be created based on the outcomes of the community meeting, where overarching direction and priorities will be discussed.*

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## **CHAPTER 11: Implementation Strategy**

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.

### Year One: June 2011- June 2012

- Internal focus 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
- Instigate production quality, programming and engineering action steps as a primary facet of long-term success.

### 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

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### 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

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## **CHAPTER 12: Conclusion**

*To be written after the community meeting.*

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## CHAPTER 13: 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.aaaja.org/>  
-----, Programs: Internships:  
<http://www.aaaja.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>

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- 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*:

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- <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.glasserfoundation.org/overview/index.asp>  
-----, *Independent Media*,  
[http://www.glasserfoundation.org/program\\_areas/independent\\_media.asp](http://www.glasserfoundation.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)

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-----, *Charitable Giving Contacts: Oregon – Metro Banks:*

[http://www.usbank.com/cgi\\_w/cfm/about/community\\_relations/charit\\_giving\\_table.cfm#Oregon](http://www.usbank.com/cgi_w/cfm/about/community_relations/charit_giving_table.cfm#Oregon)  
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- Wessinger Foundation: <http://www.gosw.org/sites/Wessinger/>  
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