

Meyer Memorial Trust Grant: \$25,000 – Grant report on these projects is due to MMT 2-15-2013

Project 1 – Board Development: Timeline: July through December Grant money allotted to project: \$11,000

The first goal is to strengthen the board's effectiveness and cohesiveness through board training. KBOO will use the following strategies to reach this goal:

- Develop basic skills in board practices and functions for all KBOO board members
- Support and invigorate the committees serving under the board's direction.
- Reinforce board commitment to maintaining a strong and active board
- Strengthen board commitment to fundraising development

KBOO will hire a consultant to implement board training and develop a training manual. The training will consist of one mandatory two-day session for all board members covering all of the basic board information. The four subsequent months will each have a follow-up training to answer questions, review material, and further discuss complex concepts such as fundraising methods, developing operation strategies, and financial management. The outcome will be a competent board that understands their legal and fiduciary responsibilities, as well as the relationships between board, staff and volunteers. The board will acquire the necessary skills to develop, set and put into effect policy and financial practices that will form a core aspect of this first phase of capacity building.

Project 2 – Policy Development: Timeline: July through December Grant money allotted to project: \$14,000

The second goal is to revise policies at every level of the organization to create an up-to-date set of policies and practices to guide KBOO more effectively. KBOO will undertake this project by using the following strategies:

- Hire consultants to review policies and make recommendations - giving KBOO board, staff, and volunteers direction.
- Undertake much of the policy revision in-house to reduce costs and ensure that policies are consistent with KBOO's needs and mission.
- Seek legal counsel to make certain that all policies adhere strictly to legal standards and are fair to the board, staff, volunteers, and members.

KBOO is committed to successfully transitioning the station from its current state of operations into a financially and operationally feasible organization. With that in mind, KBOO must consider the necessary changes to make the organization more stable while remaining loyal to its mission and its membership. Reconciling these two agendas will require multiple voices coming together for the common good. Therefore it is necessary that KBOO bring in outside opinions from consultants and legal counsel to provide perspective. The result of this multilayered process will be a set of policies that will better serve the board, staff, and volunteers in the day-to-day operations without conflict and in a financially sustainable fashion.

(From the strategic plan)

Goal #1 - Board Development

The Board will strengthen its effectiveness and its cohesiveness.

Strategies:

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

Implementation Plan:

1. **Action Step:** The board will complete and implement a plan for professional board development. The plan will include resource allocations for outside trainers and will prioritize immediate and long-term priorities over the five-year strategic planning period. This includes identifying and conducting skill-specific training in:
 - Board Basics:
 - Agenda - the purpose of and how to set the agenda.
 - Meeting Minutes- the purpose of and simple format.
 - Meetings - how to run a meeting, policies and procedures.
 - Roberts Rules of Order/Consensus - Quorum, voting, polling, consensus building.
 - Working with collective management body.
 - Policy Development and Adoption.
 - Follow - through and evaluation of board-led decisions.
 - Evaluation standards for all KBOO functions and activities.
 - Develop and maintain effective disciplinary procedures and appeal process.
 - Board's Role in Fundraising
 - Board's Role in Organizational and Board Development
 - Officers and Executive Committee Roles
 - Legal Obligations and Financial Responsibilities
 - Reading and understanding financial statements.
 - Development and maintenance of budgets.
 - Overseeing organizational compliance with board policies and procedures.
 - Committees:
 - Definition, function and purpose of committees.
 - How to develop committees.
 - How to run a committee and be effective.
 - Committee work plans.
 - How to report to the board from committee
 - How committees work with staff and board.
 - Committee recruitment.

Timeline: July 2011 — July 2013.

Responsible party: All active board members. Coordination by Executive Committee.

- 1) **Action Step:** Review and revise job descriptions, responsibilities, duties and procedures for KBOO board members, committees and volunteers.
- 2) **Action Step:** Provide further board education and training in operations, diversity, fundraising, development, outreach and other emerging issues for the organization.
- 3) **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.
- 4) **Action Step:** Improve committees by recruiting new members based on expertise, revising work plans and ensuring board member participation for each committee.
- 5) **Action Step:** Provide leadership for recruitment, activities and recognition for board and committee volunteers.
- 6) **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.