

Strategic Planning and Programming Materials

For All Community Members

January 2007

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Still the Best Station on Earth...

By community radio standards KBOO is a smashing success. We have had up to 70,000 listeners, 7,000 members, and respect in the community. We not only have balanced our budget but have generated a large surplus since FY-2003. KBOO has increased staff and hired an outreach coordinator, a membership assistant, a youth collective trainer, and a website administrator. We have over 450 active volunteers every month, 125 programmers, and about 5,000 committees! We have a new and revitalized board of directors, are revamping the development department, have at long last implemented a philosophy of non-violence a policy to handle conflict resolution.

The downside? Since 2003 our listenership and membership have declined, down to 55,000 listeners, just over 5,000 members, and a loss in income. FY-2008 will be the first deficit budget in ten years. KBOO, like all other radio, now competes with the internet, music downloading, iPods, cable programming, and other stations that have narrowed their formats to keep their core listeners. We have lost significant matching funds from the Corporation for Public Broadcasting, and may be dropped entirely.

The following packet of information discusses these issues in more detail. We'll be looking at:

- A Case for Change
- Goals
- Core Values
- Membership & Listenership
- Compelling Radio (and non-compelling radio)

At our public meeting, we'll also talk about "How To Reach Radio Listeners" and getting your input on programming.

Chris Merrick
Program Director

Case For Change

KBOO is at a turning point. As we approach forty years of grassroots programming, the changing world presents us with important questions requiring self-reflection and creative innovation. We are asking for everyone's involvement to answer these questions and ensure KBOO continues to better serve its community and purpose for the next forty years.

Who are we and whom do we serve? Our identity deserves reassessment. We are more than just a radio station or a nonprofit: we are a community. We want to create a better picture of this community that will help us see who may be left out, and also celebrate those who make us unique and relevant. Our programming charter is one mirror we can use in this reflection, yet new words to define us may be needed.

What can we offer? Our programming remains the core of our service to our listeners and the backbone to our volunteer and media training programs. We want to develop our programming to be as well-produced and pertinent as possible. New media and technologies offer opportunity for KBOO to reach out and be accessible to additional audiences, yet may require us to shift our practices to accommodate these tools.

How will we fundraise to achieve this? These questions require answers that will generate new income sources and direct KBOO on a path that is financially stable while staying true to our mission and values.

We are asking for the participation of volunteers, listeners, and local communities to help us in this endeavor.

KBOO Board of Directors Goals 2007-2008

Our goals serve as a focus for the entire station: board, staff, committees and volunteers. Over the next one to three years, where should KBOO focus to maximize the station's potential for success?

- I. **Improve Financial Stability** through increased listenership/membership, new and enhanced funding streams, greater visibility, greater community connections and improved programming/content:
 - a) **Improve Outreach:** Increase visibility, community connections and fundraising while more effectively promoting KBOO.
 - b) **Improve Website:** Improve functionality and community connection throughout site. Optimize technologies to serve our listeners/viewers. *Listening to KBOO content leads user to a richer, interactive website experience.*
 - c) **Improve Development** with new and enhanced revenue streams. These may include lapsed member recruitment, fundraising events, underwriting increases, major donor relations, Friends of KBOO Youth, bequests recruitment, product sales, non-listener members and grants.

- II. **Improve Programming:** Increase listenership to better serve programming charter and increase membership with quality programs and improved scheduling while reflecting our core values.

- III. **Engage in Strategic Planning** to define our organizational purpose in a changing media landscape, set clear goals for the entire station and provide resources to effectively meet those goals. We shall involve our greater community in order to get more input, participation and ownership in developing and revising the planning process. We will work towards a mission statement and vision statement that position KBOO for the future without sacrificing our values.

- IV. **Develop effective decision-making processes** that are inclusive of our diverse community members. Develop clarity of roles for board, staff and committees. Improve effectiveness of committees. What role do committees play and how can they be most effective? Board and Station Manager shall explore effective organizational techniques.

Departmental Objectives **2008**

PROGRAMMING OBJECTIVES

1. Create consistently compelling radio. Use programs that work well as a model to improve or replace programs that are not compelling or meet mission. We may incorporate: evaluations, consulting community representatives, feedback from program committee, surveys, community meetings, programmer meetings, feedback and classes for programmers.
2. Make our programming decisions more flexible and proactive: Recruitment. Contracts, block reviews and/or renewals. Develop ability to experiment.
3. Improve blocks and strips to better reach audience.
4. Address most pressing program issues during the coming months while gathering research and community participation for further changes summer 2008.
5. We will aim for our historical level of 70,000 listeners (FM or streaming) along with increased file downloading.

DEVELOPMENT OBJECTIVES

1. Major donor campaign beginning January 2008. Include individual letters, calls and meetings and events.
2. Lapsed member recruitment (may include commission basis).
3. Advertising campaign beginning in 1st half of 2008. May include print, outdoor and web.
4. Implement e-mail communications with members for program and station updates and fundraising. Link to website content.
5. Greater volunteer utilization by Coordinator and Assistant to allow time for more fundraising.
6. Capital campaign for FY09.
7. Develop additional funding streams that may include KBOO food or beverage, events, grants, web opportunities, etc.
8. Numerical goals for fundraising for FY09.

WEBSITE OBJECTIVES

1. Website more accessible: improve program schedule, file searching and community calendar so that users can easily find what they need, add portals for specific areas.
2. Website more interactive: dj top picks for concerts, songs and albums; more information regarding our on-air guests, listener forums and/or blogs more accessible and interconnected, audience knows what's on the air, playlists, text log for public affairs and "on-air now" feature.
3. Digital Audio: New webstream. iTunes integration. Explore idea second stream with separate content, web-only programs and supplemental files or text.

4. Empower volunteers: through training, volunteer trainers, and site accessibility.
5. Fundraising: Improved membership pages with connections to membership (e.g. beginning or end of audio files). Research member-only content, pay-per-use options, onsite advertising. Utilize other fundraising sites such as Public Radio Exchange.
6. Promotions: Work with Outreach and Membership to promote KBOO and website through on-air promotion, social networking integration, e-mail, and non-digital media.
7. Setting objectives: Develop numerical goals for web streaming, downloads and podcasts for FY09.

Core Values
December 5, 2007

Values that are the essence of KBOO and should remain intact no matter how the station changes:

COMMUNITY: local, accessible, empowering, welcoming, inclusive, participatory, involved

PROGRESSIVE PERSPECTIVE: questioning, vital, uncensored, controversial, activist resource, educational, journalistic integrity, reflecting justice, peace, sustainability and democracy.

EMOTIONAL MATURITY: respectful, honest, fair, positive, peaceful, non-violent, engaging, open

DIVERSITY: valuing, embracing, bridging, listening, understanding, giving voice

LEADERSHIP: bold, exploring, independent, cutting edge, responsible, excellence

CREATIVITY: eclectic, traditional to experimental, idiosyncratic, innovative, iconoclastic. evolving, compelling

Membership & Listenership
November 2007
Arthur Davis, Station Manager

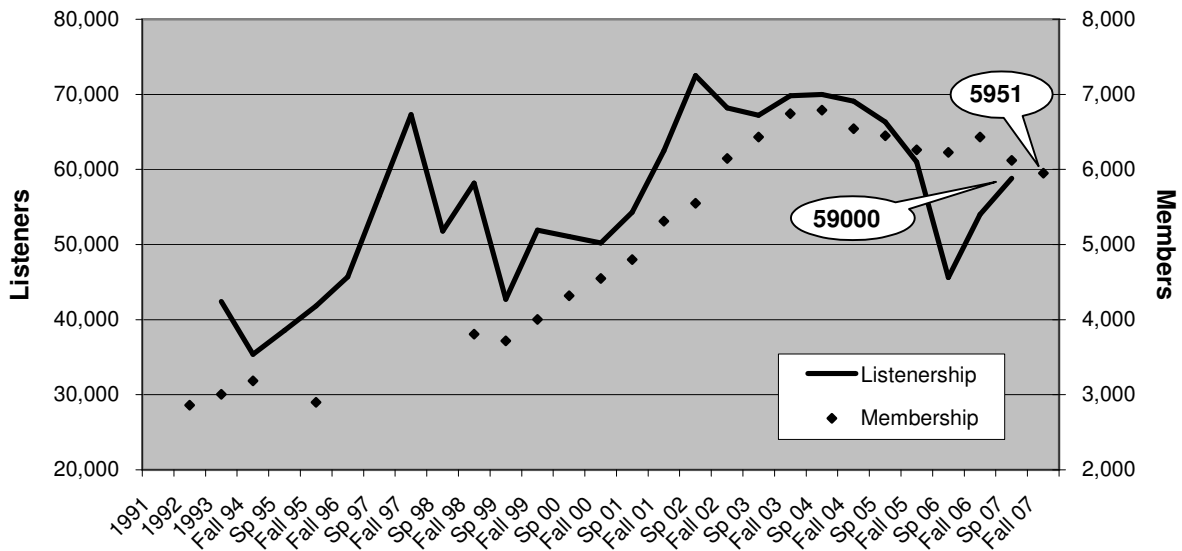
KBOO enjoyed growth in listenership and membership from the late nineties until 2003-2004. Membership and the operating budget almost doubled. Volunteer participation increased from about 350 to about 500. We created a three-month operating reserve and an endowment and upgraded staff salaries, studio equipment, computer systems and our transmitter. After many years of growth, **we now face declining listenership and membership**, and we are expecting our first budget deficit since 1998. We have cash available to fund deficit spending for one to two years, but we are running a deficit of about \$130,000 annually.

Membership is based on listenership: Nationally, 8.6% of listeners are members at any given time. We have reached at least 9.7%⁽²⁾ for years.

Listenership is declining: Listenership peaked around 70,000 and has dropped to about 56,000. Our membership numbers are “catching up” with listenership trends. With no further action, we can reasonable expect our current membership of 5,900 to drop as low as 5,500. This would lead to losing an additional \$50,000 per year.

Fewer new members are joining: Until 2003, about half of all pledgers were be brand new members. We have seen a steady decline over the past four years, and less than a third of all pledgers are now brand new members.

KBOO Listenership & Membership



Noncommercial radio listenership peaked about three years ago, so this a part of a broader trend, but it is more difficult because KBOO is starting with a *smaller share* of the audience, and our listenership appears to be *dropping faster* than others.

- **Other stations have more listeners:** KMHD (jazz), KBPS (classical), and KPOJ (progressive talk) each have 2-3 times as many listeners as KBOO. KOPB (NPR) has 4-5 times as many listeners as we do.
- **Listeners listen more hours to other stations:** Listeners tune in to the stations above about twice as many hours per week.

Frequently Asked Questions

Can't we just promote what we have?

Yes, we must expand our outreach, both in the Outreach department, through the web *and by programmers*. Toni Tabora-Roberts would like to work with you on this! However, radio listenership is primarily driven by programming. This implies that we must not only promote what we have but also offer programs and scheduling that people will tune into.

What about the web?

Commercial media are making their web money through advertising. Noncommercial radio is making money through listeners who stream the station and donate during membership drives. This again implies that web listeners must choose our programming over millions of alternative websites. Another factor to consider is that web streaming currently peaks in the low hundreds whereas our FM signal can still draw an audience of 5,000-7000. At the same time, we need a strong web presence in order to be credible today and to reach new listeners in the future. Marc de Giere would like to help you get involved with your listeners on the web.

How do we know how many listeners we have?

Arbitron tracks radio listenership. Arbitron for radio is similar to Nielsen ratings for TV. KBOO has many diverse audiences, but we have seen over many years that our membership closely tracks Arbitron reports of listenership.

Compelling Radio, Part One

From Program Staff, Fall 2007:

What works:

Alternative topics or perspectives

Great guests

Prepared

Well Produced

Connected to community

Personality

Continuity within time slot

Overall content: fresh and up to date, creative, mix it up (may combine politics, music, culture, live, and/or produced)

What doesn't work:

Rambling, bored, monologs, bland presentation

Technical errors (and discussing them on the air)

Unprepared or not focused

Bland topics

Lack of Continuity

No exciting guest or topic

Compelling Radio, Part Two
Program Committee
June 2007

COMPELLING

- Professionalism
- Informative
- Topical (new information given to listeners)
- Themes, thread running through show
- Strong emotional aspect
- Good mix of music and public affairs together
- Programmer connects to KBOO and other KBOO shows
- Lots of guests, interviewees, local connections
- Interactive with a community so that they realize the show is important
- Good commentary in a music show that is appropriate and thought out
- Different points of view presented and respected
- Some web presence to augment radio show
- A music programmer keeps up with music, new artists, the KBOO library, keeps show lively

NON-COMPELLING

- Amateurish/inept in presentation of content
- Amateurish/inept in technical skills
- Opinionated rather than informative
- Too much ego/punditry
- Repetitive
- No theme or pattern to content choices
- Bad mix of music and public affairs together
- Programmer seems unconnected or doesn't care about KBOO and other KBOO shows
- No guests, interviewees, local connections (or the same guests over and over again)
- Limited or no points of view presented, disrespect for other points of view
- Random editorializing on a music show that has no connection to content
- A music programmer plays same music over and over, doesn't check out KBOO library, isn't up on new artists or content
- Talks too much
- Rudeness on the air

OTHER COMPELLING EXAMPLES

- A program is on every week, same host, continuity and personality carry show
- Two programs alternate, the hosts work with each other on continuity
- A collective creates a presence on the show, regardless of the exact members on at any given week
- A block of three or more shows have a thread, they segue, they make sense
- Programmers make their shows sound compelling, they generate their own excitement

OTHER NON-COMPELLING EXAMPLES

- A program is on once a month or alternates, the host doesn't have enough continuity, regardless of quality
- Two programmers alternate, they don't track each other, shows become disjointed, both lose listeners
- Collective falls apart, no mission, content goes off, collective members may not even know what the other members do on other shows
- A block of shows don't work together, one show throws the others off, listeners tune out on any or all of them
- "Orphan" shows, one show on at the wrong time by itself
- Programmers don't generate excitement

(The program committee noted that there are shows that are both compelling and non-compelling)

(Also noted that late-night shows, 11:00 pm – 5:30 am, have a hard time being compelling to the average radio user)