

## KBOO 2015 Staff Objectives

### MARCH Report

#### Summary for March:

1. YTD net income of 159,603.76 is 139,607.76 over budget (157,800 is the 3 year MMT grant), leaving a negative balance of -18,192.24 without Meyer. Remember we budgeted for a surplus and adding in the Meyer budget will help ensure we will end the year with a balanced budget - so we are still on track. We also still have \$30,000 in pledges scheduled to come in for the Winter Drive.
2. In Jan. we brought in \$20,028.27 in EFT and \$1214.66 in Monthly Credit Cards. The total of \$21K is about as high as Scott (he has processed our EFTs for 15 years) has seen it
3. Open House will happen this weekend with Mama C, one of the artists from Afrikan Hiphop Caravan Mic met in Tanzania.
4. We have \$4K in graphic design and more in printing for new materials and for advertising from the Meyer grant.
5. Next drive May 5th - 15th with an \$80,000 goal - Theme is "Solidarity"
6. We are writing a letter asking for donations before the drive in order to help make the goal sooner which in turn means less air time pitching. Prizes include 6 month Crystal Ballroom Pass, and \$200 in Portland Saturday Market Gift Certificates
7. We will be broadcasting two days of the NOLA Jazz and Heritage Festival in May!
8. The online volunteer scheduling system for volunteers to use to sign-up for shifts or trainings should be ready for a trial run by the Spring Drive in May.
9. Delphine Crescenzo, Erin Yanke and Mic Crenshaw met with Lead Faculty from the Turnbull Center School of Journalism OSU and are looking at KBOO being a site for interns from their programs to plug in on various projects.
10. Did first draft of the 6-month budget redo that incorporates the Meyer grant.
11. We received a \$4500 grant in March for developing two partnerships in the community for creating discussions and podcasts on criminalization.
12. We met with OCF and are writing two more medium sized grants for funding Production #3.
13. Jenka has started to work with C4 on our new website which should be completed by early July!
14. Michael Wells has started working on an ap!

#### Important Dates:

First Saturday of each month - racial justice ally skill building group 12-2:00

This Saturday, March 21st from 1-5pm Open House with a very special guest, Mama C from Tanzania, performing from 2-3pm.

Sunday, April 19th 2-6:00 Sexism Awareness and Ally Building Skills

Saturday, May 30th 12-4:00 Member Retreat to get input on the Mission and Vision

Saturday, June 13th from 10-5:00 Board and Staff Retreat to create Mission and Vision Statement at Rose Lynn Scott's House

## 2015 MESSAGING Objectives

### 1. Messaging for Fundraising/Development

**Objective 1:1:** We will make sure that the messaging plan and messages all year in all forms include each of the "Ways to Support KBOO" multiple times.

Who: Monica and Dev. Dir. Timeline: On-going. **STATUS: We are putting these messages in our monthly newsletters and promos have been developed for each one and are rotating on the air. We highlighted underwriting heavily in the March newsletter.**

**Objective 1:2:** We'll make a plan for promotions/communications/advertising for campaigns and drives. Who: All staff - led by Dev Dir. By When: On-going. **STATUS: We are working on implementing the Meyer grant which has quite a lot of funds for graphic design and advertising.**

**Objective 1:3:** We'll increase the promotions/advertising budget in the 2015 budget.

Who: Staff and Board. By When: September 30, 2014. **STATUS: DONE**

**Objective 1:4:** We will fund and lead a re-design of our primary outreach materials.

Who: Dev. Dir.. By when: By June 30th, 2015 **STATUS: We will be using \$4K of the Meyer to do all that we need to do before the end of the year (design a brochure, supplementary materials for business donors, and ads). Monica and Becky will develop an RFP and get ideas from folks who to send it to.**

**Objective 1:5:** We will apply for awards for our special programming that we can then use to get press, interest around KBOO. Who: MB lead By When: On-going as opportunities arise.

**STATUS: We've applied for many awards (see February report) but have not heard back on any of them.**

**Objective 1:6:** We'll use e-news and e-asks (email newsletters and email e-requests for donations) strategically for building support and for fundraising campaigns. Who: MB and Dev Director lead. When: On-going. **Status: We continue to do monthly e-newsletters. Becky is taking this over and did the March newsletter. Go Becky!**

### 2. We will focus on developing very effective Social Media in 2015

**Objective 2:1** We will develop policies around social media use at KBOO so we are all using it toward the same goal and with the same guidelines/agreements. Who? Tech Team will start it By When? January 2015 **STATUS: Kari and Becky are meeting and Becky is taking leadership over. We have a social media scheduled for this afternoon.**

**Objective 2:2** We will conduct a training for staff and key volunteers on social media use and include the policies above. This will include how to be effective on-line for KBOO (dig up old guidelines) Who? Staff Tech Team; By When? February 2015 **STATUS: Completed. We had two trainings for all social media admin staff and volunteers. We will make a plan for continuing these trainings**

**Objective 2:3** We will complete our google calendar for events, put it on the web and keep it updated. Who? Monica & Ani (create), Ani (fill in and keep updated) Jenka (put on web) by when October 15th. **STATUS: Completed and on-going.**

**Objective 2:4** We'll ensure that one of the essential skills and job duties of the Development Director position is coordination of social media & promotions. **Status: Completed.**

**Objective 2:5:** We'll create a social media plan, know what our goals are and ensure all social media and messaging is working toward those goals. This will include ramp-up times, elevating and megaphoning what we are already doing. Who? Development Director By when? June 30, 2015 **Status: On-going - Becky is taking this over.**

**Objective 2:6** We'll use social media to connect with the African Hip Hop Caravan and build excitement and listenership. Who? Mic and Kari. **Status: Done and ongoing. Another event will happen this weekend with Mama C, one of the artists from Afrikan Hiphop Caravan. Mama C is one of the artists Mic met in Tanzania.**

### **3. Strategic press releases**

**Objective 3:1** We will update our press list and continue to keep it updated. Who? Sun and Monica By When? October 31, 2014 **Status: We updated our list and Sun is having it put into DP with a media code. MB will continue to update this list as we build relationships with media folks. Development Director (Becky) will take over leadership of this.**

**Objective 3:2** We will develop a plan for strategic press release writing and releasing. This plan will include building relationships with the media. Who? All Staff By When? December 31, 2015 **Status: We did not send a press release in March.**

### **4. Strategic internal communications with programmers/hosts**

**Objective 4:1** We will make a plan for getting timely info to on-air hosts for announcements, etc. for news internal to KBOO. This may be an internal blog or a wiki. Who? Staff By when? March 30, 2015 **STATUS: We have been discussing this and making a plan. Becky is on it already - go Becky! (this is the theme of this report - go Becky!)**

# Membership Department 2015 Objectives

**Overall Strategy:** Spend one more year with generally the same drive dates, a 3-day experimental December Drive (hopefully with a match for new donors), encouraging and growing EFT. Consider trying new dates next year, after one more stable year.

## Proposed Drive Dates:

1. Fall Drive: October 1<sup>st</sup> (Weds) through 11<sup>th</sup> (Sat.)– internal goal \$70K; external goal \$80,000 - **DONE Raised \$85K in Pledges**
2. Special December Drive for New Donors (hopefully with a new donor match!): Dec, 4<sup>th</sup>, 5<sup>th</sup> & 6<sup>th</sup> (Th, Fr, Sat). Internal goal \$15K –External goal \$20K (1:1 match for all new and increasing donations of \$5,000) **Done. We had close to \$28,000 Pledged During the Drive.**
3. Winter Drive – February 4<sup>th</sup>- february 14 - Goal of \$85,000 - **We raised \$57,000**
4. Spring Drive – 5/6 (Weds) -5/16 (Saturday)- Goal of \$80,000
5. Fall Drive #2 - 9/8-9/19 - Goal of \$70,000

## GOAL 1: Increase overall membership revenue by \$50,000

**Objective 1:** Increase EFT/Monthly donors by 150 people for an increase of \$20,000 annually. Avg monthly donation = around \$10.50 = \$18,900 monthly. **In Jan. we brought in \$20,028.27 in EFT and \$1214.66 in Monthly Credit Cards. The total of \$21K is about as high as Scott (he has processed our EFTs for 15 years) has seen it. I hope that we will continue to add more donors to this way of giving and hope to increase this number.**

**Strategy 1:1** – Update all pitch materials to focus on EFT. **In Progress**

**Strategy 1:2** – Train a volunteer to lead calling any/all EFT's that lapse (credit card changes, etc.) - **need to do**

**Strategy 1:3** - Develop materials and messaging that focuses on this and encourages this option. - **need to do**

**Strategy 1:4** – Send an annual letter to EFT/Monthly donors with an ask to increase their monthly donation. Consider doing follow up calls. - **Next one will be mailed in July 2015**

**Objective 2:** Increase new Members by 500. Avg Member Donation = around \$85 = \$42,000 annually. **As of March 19th, we've had 481 new donor pledges, which doesn't mean that they've all paid.**

**Strategy 1:** Winter drive will focus on new donors with messaging and strategy (Spring and Fall will focus on current with messaging and strategy).

**Strategy 2:** Do a 3-day Special December Drive focused on new members/donors **Done.**

**Strategy 3-** Early November letter asking our current members to ask 5 friends to become members. **Did not Happen. We did pitch this over and over and used as a message in all our social media.**

**Strategy 4** - Ask our current members to host house parties in December.  
**Postponed till Spring/Summer for weather reasons and because people travel for the holidays and are generally busy.**

**Strategy 5:** Secure at least \$5,000 for new and increasing members/donors for end of year (November & December?) **Status: surpassed goal.**

**Objective 3:** Renew all drive pitch materials and trainings.

**Strategy** - Ask programmers for input about how to pitch their shows. Work on changing language to promote monthly giving the most.

**Status: In Progress - I've gotten about 26 responses**

**Objective 4:** Continue renewal mailings

**Strategy** - Send out monthly renewal letters to members. Also see what the return rate is for the letter that went to former members with expiration dates between 2-5 years. Maybe make this an annual mailing. **Status: On going.**

**Objective 5:** Re-start subvert letters/sweepstakes to try to shorten the length of the drives.

**Strategy** - Write a letter asking for donations before the drive in order to help make the goal sooner which in turn means less air time pitching. **Status: This will happen in April.**  
**Prizes include 6 month Crystal Ballroom Pass, and \$200 in Portland Saturday Market Gift Certificates**

**Goal 2: Membership Engagement – we will provide opportunities for meaningful member engagement at KBOO that makes us a stronger, more engaged organization.**

**Objective 1:** With the board membership engagement committee, host at least 2 events for meaningful engagement with KBOO members.

**Strategy** - Meet with Mic, Adin and Timothy to discuss and finalize a plan for creating membership engagement events. **Status: This group is not meeting.**

**Objective 2:** Invite members to participate in KBOO sponsored events.

**Strategy** – Including information in monthly email bulletin to get members to come in and volunteer and support KBOO in all the ways they can. **Status: On-going.**

**Objective 3:** Send out monthly email bulletin to members/listeners. **Status: On going.**

**Objective 4:** Respond to listener/member inquiries in a timely and courteous manner  
**Status: Ongoing**

## 2015 Volunteer Program Objectives

**Objective 1:** Set-up and transition to the on-line system for volunteer sign-up for tasks and trainings  
When: By January 1st  
Lead: Ani

- Information from Phil Stockton and assessing his suggestions re: online volunteer mgt resources. Possible meeting with Phil (by Sept. 23<sup>rd</sup>)
- Begin use in October orientation
- Recruit 3 data entry volunteers to help make sure all data entry is caught up (better use/ organization of volunteer information in DonorPerfect) by Dec. 31<sup>st</sup>.

**Status: Still in process. The additional informational fields are being added to Donor Perfect this week, most data entry should be finished by mid-April.**

**This information will allow us to track which trainings volunteers have had and when they have been trained, as well as their skills, interests, and which tasks they have actually done. This will be a part of each volunteer record.**

**The online volunteer scheduling system for volunteers to use to sign-up for shifts or trainings should be ready for a trail run by the Spring Drive in May.**

Objective 2: Hold semi-annual volunteer appreciation events

When: Next held November 7<sup>th</sup> – 9<sup>th</sup>? Then in May (after spring drive)  
Lead: Ani

**Status: Mother Foucault's, January 31st event was awesome!**

**Starting to explore possibilities for a mid-summer appreciation party for the second appreciation event this year, likely in August.**

Objective 3: Hold semi-annual Open Houses at KBOO, for listeners, members, and volunteers

- Creates social time which deepens the experience and value of KBOO
- listener / members get to talk with volunteers they may know from the radio
- volunteers get to show off station to friends / family
- Determine budget (budget could be about \$200 / each)
- Order food / wine accordingly

Lead: Ani & Events Committee (Ani will take this to the Events Committee)

**Status: In process. Thinking of a spring / fall schedule that might correspond to a couple of the membership drives.**

**The spring open house will be held Saturday, March 21st, 1 - 5 pm, Mama C from Tanzania and Afrikan Hiphop Caravan will be playing an in-studio performance. We will have refreshments.**

Objective 4: Begin to formulate and implement an internship program that supports the needed day-to-day work of the station as well as supports bringing new voices to KBOO and our community.

**By when? In process, Delphine Crescenzo, Erin Yanke and Mic met with Lead Faculty from the Turnbull Center School of Journalism OSU and are looking at KBOO being a site for interns from their programs to plug in on various projects.**

→ 1<sup>st</sup> step: identify day-to-day KBOO needs that may be filled by interns. (Oct. 15 – Nov. 15<sup>th</sup>)

→ 2<sup>nd</sup> step: create positions based on needs identified above, write internship descriptions (by Dec. 31st)

Lead: Ani, in partnership with Kathleen

**Status: Some support has come from Mic and Erin in reaching out to African American youth from PAALF and Native American youth in BLL. Relationship Building is in progress. Identifying intern needs. Some internships have been identified and defined.**

March 2015 - Meeting with U of O Turnbull center Partnership Discussion for intern possibilities - meeting went well, will continue to develop this relationship

Once formulated, seek funding for this internship program

Lead: Monica **Status: Waiting for info from Vol Program**

## FINANCE DEPARTMENT FY 2015 Objectives

1. Plan for smooth transition to QuickBooks – **SEPTEMBER 2014** (MacRae to lead and Adin Rogovin to assist) –**OCTOBER 2014. Status: Completed**

a. Attend QuickBooks for non-profit seminar 9/4/14

b. Create a clean efficient chart of accounts, jobs and class system for QuickBooks with Adin Rogovin the week of 9/9/14 to 9/12/14. (Emailed Adin 8/27/14 to schedule the meeting – waiting for response).

i. Chart of accounts – bank accounts, credit card account (BOTC credit card), liability accounts, asset accounts including fixed asset accounts and equity accounts. MacRae to create a spreadsheet beforehand with current above accounts in use and balances.

ii. Income and expense accounts – MacRae to bring spreadsheet of current expense and income accounts to clean up and write definitions including mapping vendors to specific expense accounts.

- c. Have Tancred install QuickBooks onto finance computer the week of 9/9/14 to 9/12/14 and program an automatic backup to the shared drive – finance folder. Do we want to install the data file to the shared drive? DONE
- d. MacRae to create a KBOO data file the week of 9/16/14 to 9/19/14 and start setting up including setting up Ana as the administrator, Monica as backup and Alex with specific permissions to AR and AP only.
- e. Export customer and vendor database from PeachTree to QuickBooks. Set Alex up with his own username and password and specific permissions.
  - i. Have Alex update all vendor addresses in QuickBooks because the address field in QuickBooks is one field and the address field in PeachTree is 4 fields so we will need to make sure addresses are in correct field. Double check to make sure all 1099 vendors are setup correctly with the 1099 check box marked in QuickBooks. While he is updating addresses have him make sure that
  - ii. Have Alex enter all AR outstanding invoices. TO Train on AR later – see October 2014.

2. Plan for switching from cash to accrual accounting system – **DECEMBER 2014** (Finance committee to lead and MacRae to assist) **Status: We are on an accrual system for everything but pledges. Finance committee has decided not to implement accrual for pledges and MacRae spoke to accountant, Courtney who said this is fine.**

- a. Meet with finance committee about this - November or December
- b. Provide a list of accounts payable that should be tracked by accrual accounting system and map (credit/debit) accounts. (A list of vendors, date due, total amount due, monthly amount due and what accounts to debit and credit).
- c. Discuss types of income to track such as pledges receivable – NEED TO WORK WITH DONORPERFECT on QuickBooks module to understand how both programs will work together.

3. Plan for tracking grants – **SEPTEMBER 2014** (Michael Wells to lead and MacRae to assist). **Status: Completed**

- a. Meet with Michael Wells the week of 9/15/14 to 9/20/14 (Emailed Michael Wells to schedule a meeting – waiting for response).
- b. Create an unrestricted, temp restricted and permanently restricted grant form including definitions.
- c. Add any additional accounts to QuickBooks for tracking grants.

4. Legal calendar – **OCTOBER 2014** (Zale to lead, MacRae and Monica to assist) **Status: Completed**

- a. Zale, MacRae and Monica to meet 10/15/14.
- b. MacRae to create a list of state and federal obligations, bills due and forms to fill out and to add to calendar. We decided not to put bills on this calendar.

5. Ensure finance committee meeting has financial reports by the 3rd week of each month – **On-going monthly** (MacRae to lead and Monica Beemer to assist)



- a. Monthly financial reports to include budget vs. actuals, balance sheet and narrative support.
  - b. Meet with Monica Beemer the week of 10/14/14 to 10/17/14 to write budget vs. actual notes. **Completed.**
  - c. Add reports conversation to October 22<sup>nd</sup> agenda. What other reports would finance committee like to see and/or are there any customized reports we need to create in QuickBooks?
6. Setup bill pay system with Bank of the Cascades – **MOVED TO APRIL 2015** (Alex Roberts to lead and MacRae to assist)
    - a. Have Alex create a list of monthly operating bills that can be added to bill pay.
    - b. Alex and MacRae to meet the week of 1/6/15 to 1/9/15 to go over vendor bill pay list and create procedures for processing bill pay. (need to send email)
    - c. Alex to enter vendors into BOTC bill pay control panel 11/4/14 or 11/6/14.
  7. Finish updating finance coordinator manual and update finance assistance manual – **MOVED TO APRIL 2015** - (MacRae to lead and Alex Roberts to assist)
    - a. MacRae to make any changes to finance coordinator manual based on any procedural changes made in fiscal year 2014. MacRae to create a task by day, task by month and task by year manual. (Monica to proof)
    - b. Alex to make any changes to finance assistant manual based on any procedural changes made in fiscal year 2014. Alex to create a task by week, task by month and task by year manual. (MacRae to proof)
  8. Draft/create expense savings plan – **APRIL 2015**
    - a. Any additional areas we can cut expenses.
  9. 6 month budget re-do – **MARCH 2015.**  
**Status: First draft completed.**
  10. Some type of financial training for the staff and/or board – **JUNE & JULY 2015**
  11. Benefit package description – **AUGUST 2015**
    - a. A brief 2 page outline of our health, dental, disability and life insurance benefits. Such as our deductibles and a brief description of what each benefit includes.

## PROGRAMMING objectives

**Goal 1: Train and Retrain Content Producers through the development of an Intern Pilot Program for AM-Public Affairs**

Objective 1:1 Develop and use a statement of need as to what content producers are, when they are needed to volunteer for AM-PA, and what we hope they will produce by end of internship. By when? November 1, 2014 **Kathleen: AM-PA content producers are volunteers who produce content to be aired on KBOO. Content can be in any of the following formats: interviews, reports, field recordings, commentaries, features, debates, promo spots, readings or announcements. The content needs to be appropriate for the AM-PA department and conform to the KBOO Programming Charter.**

**Jenka: Three students are interning now - still trying to work with Kathleen to have them be available for her to do whatever tasks need to get done for AM-PA.**

Objective 1:2 Develop curriculum of classes and possible individual tracks. Refer to Jenka's curriculum. By when? November 1, 2014 Status: Complete

Objective 1:3 Develop application for internship with deadlines By when? November 15, 2014 **Status: Application Draft Completed in November. See November report for content.**

Objective 1:4 Develop outreach plan to reach people of color, youth, women, LGBT, etc. Our localized contribution to this effort will involve equity work with Black and Brown youth and underserved populations through strengthening outreach, educational efforts including training and internships in technological skills of radio production, engineering, event production, related to relative news and public affairs, music, arts culture and entertainment. Directing some of the potential on air talent in the area of Urban Programming will shape our contribution to and relationship with the Grassroots Radio Union Hip Hop Radio Union. There is a dropbox account set up by GRCHHRU to share music and there will be content created and aired by kboo programmers shared with this national network. Who- **Mic, Kathleen March 31st 2015**

**Status: In process, ongoing conference calls with national GRCHHRU members. all urban and Hip hop programmers at KBOO have requisite guidelines and info on GRCHHRU Dropbox for submitting and sharing of content. Content from local and regional artists from BLL and international artists from the Afrikan hiphop Caravan will continue on an ongoing basis. Development of a structure for reporting plays/spins and ranking/charting is in the process of development.**

**Not part of the internship program, but as part of our outreach plan for youth/people of color Erin is doing 2 monthly meetings with the 1-2-1-2 youth edition hosts to train and help coordinate their transition into creating public affairs programming. One student showed up at the first meeting in January, and one showed up at the rescheduled meeting. Going slow -Erin**

**KBOO has trained 6 youth on production skills, DJ skills, and Digital Editing. They were on the air Friday Nov 14th from 8-10 pm on the Youth Randomonium 1-2-1-2 time slot. They will be on the air again for February Drive. We have more community partnerships**

with diverse communities in the works. We're excited to be providing training and working together with these important groups and great individuals.

Kathleen is making a list of internet options for publicizing and places to contact with announcement about internship. Writing paragraph or page for website. Mic and others mentioned Black Creative Collective, De-Gentrify Portland, various colleges including Lewis and Clark, U. of Oregon-Portland Campus, U. of P., Portland State, We are looking at the option of developing two different internships, one with classes in the morning and one with fewer classes for the evening so that we can reach youth, particularly youth of color.

Objective 1:5 Develop schedule of classes and assignments By when? **March 31st, 2015**

Objective 1:6 Develop plan for evaluation of Intern Pilot Program By when? **April 15, 2015**

Objective 1:7 Implement internship program. By when? **April - July and on-going.**

**Goal 2: Make an ARCHIVE PLAN for KBOO current digital programming - Erin**

Objective 2:1 – Research how archiving of programs and uncut interviews and lectures currently happens by staff and volunteers - questionnaire, interviews, etc. - Complete by Jan, 2015  
**Status: Personal conversations. Included in all programmer email for December. Finding out that situation is worse than I thought and people do not have personal archiving strategies that we can work from. January - talking to staff to get bare bones how it actually happens at KBOO, very minimally. Jenka has well archived the news. Erin will write up notes and add them to this document.**

March, 2015 - volunteers outreach, no consistent protocols happening with archiving. people are excited that I'm asking them, and are looking forward to this protocol coming out.

Objective 2:2 - Research how archiving happens at other radio stations - Complete by Jan, 2015- **Status: Oct 2014 - have feedback from WORT and KPFT. Inquiries out to 11 other stations Nov 2014 asked on the NFCB List, have gotten 2 responses, none of which are helpful Dec 2014 2 more not helpful national conversations. Basically, no one that I've talked to has tackled this yet. I sent an email to the pacifica archives and the freedom archives to see how they archive programs, and have not heard back from either group as of Dec 15. Jan - This is NOT happening anywhere in the country that I can tell by radio stations. Have not heard back from Pacifica archives or Freedom archives. we are in it alone. Monica has asked Erin to talk to Raoul about this who has offered himself as a resource. Feb 2015 - Raoul has not been able to participate in PAC meetings. Not heard from anyone from Pacifica Archives or other sources that were asked for input. This will not happen this year. I continue to look into it. i will be attending the Association of College & Research Libraries (ACRL) conference in March, and hope to learn more from the librarians point of view. -Erin**

March 2015 - Erin will attend ACRL conference at the end of March, and is meeting Raoul for coffee on March 19th to begin discussion

Objective 2:3- Create "Ideal plan for archiving files" document, and bring to Programming Committee, and Program and Tech staff - -Change to objective for next fiscal year.

Objective 2:4 incorporate feedback and present document to volunteers in email and plan open meeting for feedback -Change to objective for next fiscal year.

Objective 2:5- take feedback and make document of final plan, including any budget requests - -Change to objective for next fiscal year.

Objective 2:6 - implementation plan with timeline document disseminated widely-Change to objective for next fiscal year.

Objective 2:7 - implementation of plan - -Change to objective for next fiscal year.

Objective 2:8 - Evaluation and revision of archive system - -Change to objective for next fiscal year.

### **Goal 3: Make an EVALUATION PLAN for KBOO Programs - Erin**

**feb 2015 - This is not going well. I cannot keep up with this schedule and the evaluations STILL aren't' happening. I can't do this. -Erin**

Objective 3:1 – Research and create a timeline for single show evaluation. - Complete by Jan, 2015 **Program Advisory Committee was assigned homework in the Dec PAC Meeting, to evaluate shows and also evaluate the process to be discussed in Jan PAC meeting. Only one volunteer did so. Will bring back a "short form" to the committee in February, which will be more of a comment form and less of an evaluation. Jenka, Erin, and Kathleen will work with this initial comment form, and post it on-line for feedback from listeners. good start.**

Objective 3:2 -Meet with Programming Staff about Evaluations - what has worked in the past, what are the obstacles for evaluations being completed - Complete by Jan, 2015 **Meeting happened on January 16, 2015. What's worked in the past is to hire someone to both do evaluations, or to do the work of the Programming Staff so they can stay home and do uninterrupted evaluations. Jenka takes notes of what she notices on the news, and sends it out that day. More immediate. She does them at KBOO, and doesn't worry about being distracted, because it's not a "full on" evaluation. We also talked about listening to the beginning of shows as a group, like the program committee, but that will evaluate the start only, not the whole show. Trainer - develop volunteers who will be skilled evaluators, but that also takes a lot of time to develop.**

Objective 3:3- Create Timeline for Evaluations. Bring to Programming Staff and Program Committee - Complete by Feb PAC meeting, 2015 **Not happening, see above.**

Objective 3:4 incorporate feedback and present document to volunteers - Complete by March 1, 2015. **Pushed back to the later Spring**

Objective 3:5- implementation of plan - Complete by August, 2015

Objective 3:6 - Evaluation and revision of Evaluation system - Complete by August 31, 2015

Objective 3:7 - Create Evaluation Plan for FY 2016 - Complete by September Program Committee Meeting, 2015

#### **Goal 4: Develop a Second Stream (Jenka)**

Objective 4:1: work with timeline of new website to build in second stream components needs to wait until timeline for new website is developed

Objective 4:2: Begin with time shifted - 12 hours from regular schedule and an automation system to allow scheduling of recorded and live content.

Objective 4:3: Recruit and schedule programmers for the second stream.

When: As new website is completed. May need to be coordinated with the new studio build.

**Status: This will all be developed with the new website. We are working on funding a Production 3 room that will greatly help with content development.**

**Goal 5: Survey of non-listeners for input on programming and on-air content (Grant contingent - Jenka)** Obj. 5:1 Make a plan - **The plan is laid out in the 'grant questions' document - need to get grant funding to move forward.**

Obj. 5:2 Fundraise. By when: May. 1 **Status: Jenka filled in questions we need for foundations. We will turn our attention to this grant in later Spring for funding for after the website is completed since Jenka has such a big role.**

Obj. 5:3 Implement. By when: Summer or Fall, 2015 **Status: Jenka is working on plan and getting quotes from surveying companies by Nov. 15th - the survey has been written by a surveying expert volunteer**

**KBOO Website Project RFP - Jenka. See tech objectives.**

## **DEVELOPMENT Objectives**

**1. Staffing: Objective 1: We will hire, train and support a Development Director.**

Who: All staff - Monica Lead By when: January, 2015 **Status: We hired Becky Meiers as our new Development Director and she started February 23rd and is already making a big impact with her work.**

**2. Major Donors Objective 1:** We will raise \$5K in match from major donors for the October 2014, and Winter Membership Drive. Who: Monica, Sun and Dev. Director. By when: On-going. **Status: We raised \$5K and another \$5K for the rest of the month from major donors and foundations.**

**Objective 2:** We will ask major donors to host house parties in December 2015 to bring in new members and donors with the match. Who: Development Director, Monica & Sun By when: Plan by September 2015 . **Status: Changed to Spring. We have some money from Meyer to support this.**

### **3. Events**

**Objective 1:** Continue to promote kboo fundraising events to different demographics and increase kboo's exposure to diverse communities. **Status: We are doing more and more social media which helps reach more folks. We will be able to make a comprehensive outreach and advertising strategy with the help of the Meyer grant!**

**Objective 2:** Produce a signature event that will increase kboo's profile in the community and give members, supporters, community a chance to celebrate kboo, themselves, have fun! **Status: Ani, Mic and Development have yet to decide when this will be. Venue search is underway.**

**Objective 3:** Turn the development committee into the events committee officially and have an arm of that dedicated to finance and fundraising. On the events front, have a dedicated team of volunteers to help bottomline effective and consistent promotion of events. Propose more buy-in from programmers related to promotion of events. Meet with Erin to develop a strategy for getting programmers on board. Who? Ani & Mic By When?

### **4. Businesses**

**Objective 1:** We will develop a list and ask for at least a \$5,000 match from business "sponsors" for the Winter Membership Drive. Who: Sun and Monica Timeline: Written plan by December, 2015. **Status: We had success for the Winter drive. Sun, Justin, Monica and Becky met post to evaluate and take next steps for continuing to build this.**

### **5. Campaigns:**

**Objective 1:** We will secure \$5,000 match for new member gifts in December 2014. Who: Monica By when: Foundation asks by August 31. **Status: Surpassed goal.**

**Objective 2:** We will consider a “special” campaign to fund a new website if we cannot fund in other ways. Who: Tech team assess need When: December 31, 2014 **Status: Board passed a budget with \$20,000 to complete this. There is also \$10,000 in the Meyer grant to help pay for this. Completed.**

**Objective 3:** Research and develop Text2Give or some other phone based donation system

- a. Secure funding - done - Meyer has \$1600 this year, \$1100 next year and \$1100 3rd year for this
- b. Research - Becky When?
- c. Develop and promote - Becky When?

## **6. Foundations:**

**Objective 1:** We will hire an hourly grant writing contractor until we are able to hire a Development Director. Who: Monica and Michael  
By when: Starting in September (we have .50 FTE in the budget but we are waiting to hear from MMT to know if we can hire a person full-time. **Status: Monica and Becky are restarting grant writing - now focused on funding Production Room #3. We received a \$4500 grant in March for developing two partnerships in the community for creating discussions and podcasts on criminalization.**

**Objective 2:** We will write and submit at least 3 grants per month (after hiring grant writer) and develop a template for all of the cost centers. Who: Grant writer contractor and then Dev Director. By when: On-going. **Status: We met with OCF and are writing two more medium sized grants for funding Production #3.**

**Objective 3:** 50% of all grants we write will be for general operating (expenses that are already within our budget) to meet our goal of at least \$5,000 foundation income per month starting in December. Who: Grant writer and then Dev. Director By when: On-going **Status: We are starting up grant writing in earnest again after two months of no time to do this. Becky and Monica are making a plan and doing some writing.**

## **7. Planned Giving:**

**Objective 1:** We will create a planned giving brochure and communication plan for major donors and others to regularly ask them to remember KBOO in their estate planning. Who: Sun, Monica & Development Director. By when? February 2015 **STATUS: We will have the money with Meyer to do a full materials re-do and will include planned giving materials. Monica is working with Conch on a thank you plaque/gift for those who notify us of including us in their planned giving.**

# Station Co-Manager Goals & Objectives 2015

GOAL 1: TO SUPPORT CONTINUED FINANCIAL STABILITY FOR KBOO THROUGH STRATEGIC REVENUE DEVELOPMENT

Obj.1.1: Hire, orient & support a Development Director to focus on foundations & communications/messaging. By when: January 2015 Lead: Monica **Status: We hired Becky! Will hit the ground running on foundations as this is an area she has experience. Michael, Becky and Monica met to discuss larger foundation asks.**

Obj.1.2: Ensure we are planning and writing grants to meet our \$5,000 month goal. By when: On-going; Lead: Monica, then Development Director **Status: We received a grant from Oregon Humanities with some unrestricted. We are writing grants for production room #3 with significant unrestricted support to help the project.**

Obj.1.3: Support the membership department in meeting the 500 new member goal. Ensure our whole organization is working on this as a goal. By when: On-going Lead: Mic **Status: We have approximately 350 new members for the fy so far.**

GOAL 2: TO SUPPORT EXCITING (COMMUNITY-CONNECTED, NEW IDEAS, FUN) PROGRAMMING

Obj.2.1: Work with programming staff and others to create clear partnerships and support for; Beats, Lyrics, Leaders; Portland African American Leadership Forum (PAALF; Hip Hop Union/ GRC; Afrikan Hiphop Caravan, GRCHHRU and Black Creative Collective. Who? Mic: **On-going. Status: We trained 6 Jefferson High School youth from Degentrifying Portland, a program of PAALF Students have been producing content and programs on friday nights consistently. Mic met with an organizer of the Cascade Media Convergence March 16th and is looking at co-creating a skill share workshop to happen at KBOO as part of the conference with some of the De-Gentrify Portland Youth. Tentatively CMC will take place in the Fall of 2015 with KBOO co-sponsorship.**

Obj.2.2: Make sure News From the Boo stays vibrant and increases listenership and engagement with the station. By when: On-going Lead: Mic & Monica (every other week) **Status: On-going. we had Paul Boden from the Western Regional Advocacy Project on this month talking about the Homeless Bill of Rights. We continue to use this time to invite folks to things that are happening and discuss KBOO. Erin and Bryan are great hosts each week with Monica and Mic.**

Obj.2.3: Attend all KBOO programmer trainings and utilize the skills we learn in a way that helps the station and the staff. By when: On-going attend trainings; make a plan for engaging skills in Fall (so we don't lose the skills) Lead: Mic & Monica **Status: We both need to prioritize attending more of the trainings - especially field recording since we are both at so many events and especially before the US Social Forums in June.**

Obj.2.4: Connect KBOO to the larger movements we are a part of. When? On-going.



Who? M&M. **Status: Consistently happening in multiple capacities, ongoing.** Mic connected KBOO to Afrikan HipHop Caravan throughout the month of November and in December has done a series of media interviews on the Caravan and social issues including #Blacklivesmatter. One KPFA interview on Hard Knock Radio with Davey D will hopefully be secured for flash drives and Mic had a great interview in Street Roots newspaper. Monica connected KBOO to the Homeless Bill of Rights MLK event and KBOO engaged closely with many community events around MLK day. Kboo co-organize with GRC Hip Hop Radio Union and Beats Lyrics Leaders, Black Arts Collectives and What The Bleep Happened To Hip Hop National PMA Campaign. Also, US Social Forum coming up, a huge event, will discuss this at the board meeting and will staff a lot over the next few months.

Also, we are talking about adding a 501H election to our 501c3 which provides an extra protection to non-profits who do lobbying work. We've talked to our auditor about this and will likely bring a proposal to the board in April. If you are curious or concerned about this - please read here or google it or talk with Monica. <https://www.councilofnonprofits.org/taking-the-501h-election>

### **GOAL 3: HELP MAKE KBOO A GREAT, FUN, SAFE PLACE TO WORK, VOLUNTEER, ETC.**

Obj.3.1: Support the staff with structures and support needed for do-able jobs, including ensuring we fulfill all the obligations/supports of the union contract. With staff, develop procedures for consistency in KBOO work. By when? On-going Lead: Mic & Monica **Status: Job descriptions are all finalized! Evaluations are  $\frac{3}{4}$  of the way complete and are going well, we think.**

Obj.3.2: Support staff and board training that builds relationships and provides needed skills and support. By when? On-going Lead: Mic & Monica **Status: January Racial Micro-aggressions training was well-planned, facilitated and well attended (15 people). Monica and co-facilitator, Del Criscenzo are planning a sexism and a classism training for April and June. Volunteer Mike Klepfer is helping us plan and facilitate the sexism training. We have a monthly racial justice ally skill building discussion on the first Saturday of each month.**

Obj.3.3: Meet 1:1 or 2:1 with board members for relationship building and support for KBOO. By when? On-going Lead: Mic & Monica **Status: Getting to know some of the board members through committee work, which is nice. Would love to meet with others - let us know!**

Obj.3.4: Ensure that we are increasingly using a racial, gender and class justice lens in all our work at KBOO. By when? On-going Lead: Mic & Monica **Status: We need to develop a way to evaluate if this is happening. We had a racial justice training in November and a follow-up in January on the RJ 101 and study/discussion of racial micro-aggressions and how to have hard discussions. On January 21st Mic attended a City of Portland**

roundtable discussion on behalf of KBOO, that included Police, Fire, Public Safety, club owners, promoters, Office of Neighborhood Involvement, crime prevention and OLCC upon the request of city officials and community members. Mic will be reporting to a group of lawyers at the World Trade Center February 17th on issues related to city, fire, policy, policing and Hip Hop. Monica and Del met to continue trainings and support for learning for our core community and building our skills in these areas. We started a monthly RJ ally skill building group and are planning a sexism and a classism training.

Obj.3.5: Meet bi-monthly with our supervision team from the board.

By when: On-going. Lead: Mic & Monica. **Status: We continue to meet and get support - this is really helpful!**

GOAL 4: SUPPORT EXCITING, CLEAR AND CONSISTENT MESSAGING THAT WILL ENGAGE NEW AUDIENCES AND ENCOURAGE ACTION BY OUR MEMBERSHIP AND LISTENERS.

Obj.4.1: Hire a Development Director to lead the implementation of messaging plan that is created by staff. Make sure all staff & board are aware of and using/supporting this messaging. When? January, 2015 Who? Monica **Status: Completed!**

Obj.4.2: Make sure our new website & app. have all the support needed to engage audiences with social media and messaging. When: As website is developed Who? Staff tech team. **Status: In process.**

Obj. 4:3: Make a plan for hiring a website coordinator in FY 2016 - to fulfill one of the #1 priorities of the KBOO staff staffing plan developed in July 2014. When: Plan by June 30, 2015. Lead? Monica **Status: We have hired contractor for the next 6 months for front-end website support to free up Jenka's time to oversee the new website development. We will still need to make a longer-term plan for this for FY 2016.**

GOAL 5: INVEST IN AND SECURE OUR FACILITY, ASSETS, EQUIPMENT AND INFORMATION TECHNOLOGY.

Obj.5.1: Create a 3-year IT and equipment maintenance & replace plan and budget. By when: July 31, 2015 Who? Staff tech team, Mic and Monica lead. **Status: We began talking about this this month so that we can get the most urgent priorities in the updated budget if there is any room**

Obj.5:2: Create a 3-year facility equipment and maintenance plan and budget. By when: July 31, 2015. Who? All staff, Mic and Monica lead. **Mic is taking a lead in coordinating maintenance. Monica will lead the development of a 3-year facility plan and we'll do this as we develop a 3-year IT and engineering equipment and maintenance plan.**

Obj.5:3: Take care of all of our FCC assets and our relationship with the FCC on an on-going basis. By when: On-going. Who? Zale and Monica.

**Status: Zale, Conch and Monica are meeting with Michael Brown on Tuesday to continue planning for Chehalis. We will also discuss KBLU and maybe even The Dalles.**

**GOAL 6: Ensure we have a long-term, strategic plan, annual plans and regular reporting periods that serve the station.**

**Objective 1: Staff the SPSWG - Monica, On-going**

**Objective 2: With work group, develop and facilitate a process to create a vision and mission statement - Monica, in process - budget was passed in February to support this process**

**Objective 3: With work group, ensure there is an annual plan developed for FY 2016.**

**Timeline: Start in June, completed by August**

**Objective 4: With work group, create a plan and a budget for a process for creating a long-term strategic plan in FY 2016. By July**

## Tech Objectives for 2015

Staff Tech Team: Mic, Monica, Erin, Tom, Jenka and Tancred (IT Contractor)

### PHONE SYSTEM

1 – Research and make a proposal by March 31, 2015 – TANCREED

**Status: Still researching. Tommy will take this over from Tancred.**

2 – Make a plan and budget based on tancred's research – Tech Team - by the end of April

3- Get Funding – Tech Team

4- Implementation Plan – Timeline? – Tancred (possible outsource)

### DOCUMENTATION

1 - Set up a system everything from here forward is documented. **Status: End of March but we'll have a ticketing system before then.**

2 - Create a support ticket system that docs and works with above system

By when? February 23rd- Tancred. **Status: This will be part of Jira full deployment.**

### SERVER ROOM

1 – Finish Server Room by November 30, 2014

Server Room Team lead by Tancred and Mic. **Status: Finished and operating smoothly!**

**Transition was on January 1st. Trying to replace the battery packs still. Working on the rest of the battery situation. Disposal of the batteries - Tancred has found a place that may take them.**

2 - Archive plan for server (coordinated with Programming Objective 2 - Archiving) - (includes producers resource (sound effects library, music beds) - see above for barriers.

3 - Windows 95 computer in dead storage with Archive List that Bruce created with list of all reels (there is still some reels not included in this - its not comprehensive - its a good start)- copy database from this computer onto an external drive - Tommy - by November 15th.

**Status: Done and on the server.**

## **SECURITY**

1- Across the board Virus protection by Sept 30 - Tancred. **Status: Done - but need to figure out a way to get rid of pop-ups that occur multiple times a day in the middle of interviews and etc. Still working on the pop-ups.**

2 - Understanding and documenting security on network now by March 31st, make a plan based in assessment - Tancred. **Status: Will be documented in Jira.**

3 - implementing new firewalls by June 30th, 2015 - Tancred.

4 - Incorporate all software updates into WSUS; shut down updates in latest image; (by February 22nd). Imaging by March 31, 2015 - Tancred. **Status: Server Room, done, software still in process.**

5 -Assess the possibility of thumb drives/ DMZ by March 30, 2015 - Tancred. **Status: All PCs should check USB thumb drives using antivirus - need to check individual pc's to make sure they are doing it. Still in process. Need to check all the PC's still. Tommy will coordinate.**

**VIRTUAL PRIVATE NETWORK - access your consoled (server and computer desktop) from away from the station.** Assess, plan, implement. **Status: Will implement as a staff tech-team so we are taking into consideration precautions.**

## **SWITCH TO WINDOWS 7**

1 - Build a windows 7 image immediate by Sept 15th- Tancred. All need virus protection as well - should be in the image. **Status: Done**

2 - Roll out by Sept 30 - Tancred and Tom. **Status: Done**

3 - ADOBE

1 – put on erins laptop Sept 3 **\_DONE**

2- Erin will make training material for Audition 3.0. **Status: Erin updated the old training manual for Audition 1.5 to 3.0 -Tom provided video tutorials. Now available on the S Drive for Producers -Erin will share with Digital Editing trainers after 2/1.**

3- Classes scheduled to begin after February 15th. FEB 2015 -Erin taught Digital Editing class on 3,.0 version, got feedback from the notes, and will incorporate it. There is a training meeting on Feb 21st, and we'll take feedback there, and schedule classes after this meeting

4. Getting one copy of latest version of Audition and evaluate it. Tommy, by March 3rd.

March 2015 - had a trainers gathering, and we are looking forward to exploring the idea of getting to the latest version of audition, and hopefully skip all the mistakes of the old versions.

## **SERVERS**

1 - Assess what we have and what we need by Nov 30 - Tancred **Status: Done**

2 - Shuffle based on Needs, Uses, Goals - January 1st - Tancred

## **DONE - 4 matching PCs in Newsroom - all machines should be standardized**

3 - Research Offsite backup of server - January 30 - Tancred. **Status: CrashPlan Implemented (online backup), because it is unlimited and inexpensive. Tancred will test and double check for back ups - restore.**

## **DISASTER RECOVERY PLAN**

1 - Create by June 30, 2015 - Tancred and the tech team.

## **HARDWARE**

1 - Make a hardware replacement budget and plan that is ongoing - March, 2015 - Tancred

2 - Make budget for memory and hard-drives - March, 2015 - Tancred

## **BOO Player**

1 - Replace by October 31, 2015 - Tommy - Plan for replacement - research cart/automation software used by other stations. Tom: **Status: Evaluation of IMedia software indicates buggy software with poor support. Looking at software options. Continuing to plug away as Boo Player is needing reboot regularly. Periodically stops accessing the S Drive. This stops people from using it.**

## **NEW STUDIO (now called Production #3)**

1- Plan studio with Erin and Jessy input, and price out new equipment by October 30 - Tom: **Status:\ January - met with Jessy, Tom, Erin, Jon, Mike Johnson, Monica, Mic got a plan deadline to apply for grant. Developed a list of equipment and other needs and budget \$39,000 and submitted a \$15,000 grant to Oregon Community Foundation; also Collins Foundation, Spirit Mountain Community Fund.**

## **ENGINEERING EQUIPMENT**

1- Make a plan and budget for engineering equipment replacement, including the DexStar by February, 2015 - Tom:

**Status: as of Jan 2015 - we are working on this in the staff meeting next week (Feb. 24th) - Tommy is bringing copies of the equipment list to the staff meeting so we can build a 3-year budget.**

## **WORK STATION STANDARDIZATION**

this is an on-going process - Tank is constantly assessing and standardizing. Jenka will set up the standard workstation for Tank to use as an image. Jenka needs to meet with Tancred to move this forward. By: April 30th, 2015

## **AIR CHECK**

Move away from IMEDIA and directly access the files.

Put the "A" drive (Aircheck) on all computers.

Tommy and Jenka will prioritize this with Tancred on Monday.

## WEBSITE & APP Objectives

### 1. Divide list of tasks for website support (front-end and back-end)

- a. Delegate appropriately
- b. Make a plan for adding help/staff or contractor

**Who: We have hired a website (front end) contractor to help with the old website so Jenka has time to develop the new.**

### 2. Implement KBOO website project laid out in detail here: [https://docs.google.com/a/kboo.org/document/d/1fRqIMLQHaDu\\_GhVNee0cH4GzebmNLhC6utG7zOET1oM/edit](https://docs.google.com/a/kboo.org/document/d/1fRqIMLQHaDu_GhVNee0cH4GzebmNLhC6utG7zOET1oM/edit)

- a. Complete a Bidding process for a new website. Who: Jenka  
By when: November 1<sup>st</sup> **Status: Completed.**
- b. Contract outside company to implement above plan  
Who: Staff tech group. By when: November 15th. **Status: Signed contract with C4 and in process. They are hoping to be done by July/Blues Festival!**
- c. Integrate social media and online fundraising with new website  
Who: Jenka By when: As website is developed.  
Status:

3. Develop an App that will support listening to radio through phones with minimal upkeep by KBOO staff. Who: Michael Wells will lead this coordinating with the staff tech committee.

- a. Secure funding - done - Meyer has \$5K in it for developing an app.
- b. Coordinate with tech committee - starting in March - Michael
- c. Develop a relationship and contract for development - Michael - March and on-going

4: We'll ensure automation of our existing content and make sure RSS is working for podcasts and website. Who? Staff tech team. When? As website is developed **Still not restored. Partially working but still buggy. Solution is a new website. C4 says they could fix it but we are having them focus on the website.**

## Underwriting ~ Justin Miller

[FY 2015 GOAL: \$60,000]

YTD (fiscal): \$23,036.00 (cash)  
\$ 4,692.00 (trade)

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**\$27,728.00** (total signed\* as of 3/16/15)

*[\*I track how much has been signed; Finance has records of how much has actually been received.]*

## **Finances - MacRae**

1.

### Revenue Summary

February revenue (less COGS) of 78,606.45 is -32,422.55 under budget for the month.

The current month variances result from the following factors:

-3,378.00 under in renewals

-32,579.06 under on the winter drive – we are expecting another \$30,000.00 in pledges receivable.

YTD revenue (less COGS) of 501,200.77 is 147,385.77 over budget (157,800 is the 3 year MMT grant), leaving a negative balance of -10,414.23 without Meyer

The YTD revenue variances results from the following factors:

11,986.85 over in unsolicited

8,026.20 over in direct mail

-27,246.99 under on the winter drive

-6,288.16 under in Sustaining EFT

### Expense Summary

Total expenses for February of 58,870.26 is – 282.74 under budget for the month.

The current month variances result from the following factors:

2,813.40 over in translator rental –

2,802.40 over in dues

Total YTD expenses of 341,597.01 is 7,778.01 over budget (4,325.00 in grant expenses is from the FFIJ grant revenue for the ALEC Project received in FY2014), leaving a true balance of 3,453.01) .

The YTD variances result from the following factors:

-7,191.44 under in salaries - This is due to Kari's contract for development activities billed under contract services (we are 2,702.50 over in contract services)

5,125.00 over in accounting fees due to the cost of the 990– Increasing in our budget review.

2,685.00 over in insurance

-6,668.00 under on web development due to not starting the new website project but cost was spread out month to month

4,731.33 over on premiums (increased in budget re-do)

### Net Ordinary Income Summary

February net income of 19,736.19 is -32,139.81 under budget. We are expecting another \$30,000.00 in winter drive pledges which is considered a receivable. When we budgeted this year we did not spread income from each drive over 2 months- which is typically how the money comes in. YTD net income of 159,603.76 is 139,607.76 over budget (157,800 is the 3 year MMT grant and expenses are not yet in the budget), leaving a negative balance of -

18,192.24 without Meyer. Adding in the Meyer budget will help ensure we will end the year with a balanced budget!

### **Membership Department**

Planning for the May drive is ongoing. There have been meetings with staff to figure out and change our pitching schedule. We are also discussing what worked and what didn't work last drive.

I have also been meeting with Monica and Becky to determine who to approach for matches during the next drive.

I will be working with Ani to make unpaid pledge phone calls.

Of the 481 new member pledges, 318 have become members. We currently have 4603 members.