



KBOO STRATEGIC PLAN

2017 - 2020

KBOO.fm





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INTRODUCTION

KBOO IS A VOLUNTEER-POWERED, NON-COMMERCIAL, LISTENER-SPONSORED, FULL-STRENGTH, COMMUNITY RADIO STATION THAT HAS BEEN BROADCASTING AROUND-THE-CLOCK, DAY IN AND DAY OUT, FOR ALMOST 50 YEARS. KBOO OPERATES FROM A SET OF STRONG PROGRESSIVE VALUES THAT CONTINUE TO EVOLVE AS THE WORLD IN WHICH WE LIVE CHANGES.

As KBOO enters our second half-century, we recognize the need for clear a clear plan outlining how we will continue to evolve to meet the growing and changing needs of our community. This strategic plan, and the process of its development, charts KBOO's course for the next three years.

This strategic planning process began in December 2015 and ran through August 2016 and included:

- Convening a Strategic Planning Support Work Group comprised of members of KBOO's staff and board, KBOO members and outside consultants.
- Conducting a strength-based assessment of KBOO's current state and capacities, building a common understanding of KBOO's 2016 reality.
- Leading a visioning and planning process that involved workshops with the staff and board, surveys of KBOO members, and focus groups of KBOO members and volunteers.
- Engaging with KBOO's staff to create concrete work plans for achieving the new strategic objectives.
- Whenever possible we had surveys and other written outreach materials in Spanish and English.



KBOO STRATEGIC PLAN SUPPORT WORK GROUP MEMBERS

Monica Beemer (staff)

Moe Bowstern (member / volunteer)

Delphine Criscenzo (board)

S.W. Conser (member / volunteer)

Melissa Parsons (board)

CONSULTANTS

Miriam Barnard

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WHAT WE MEAN BY “GOALS” AND “OBJECTIVES”

Our strategic GOALS are our targets for big aspects of our work over the years.

Our OBJECTIVES describe how we'll achieve those goals. You can also think of objectives as “mini-goals” that will lead us to meeting our strategic goals.



THIS STRATEGIC PLAN AS A LIVING DOCUMENT

KBOO is committed to ensuring this plan is a dynamic guide for our work over the next three years.

KBOO staff have developed specific milestones that will measure KBOO's progress towards these goals, and the staff have developed concrete work plans that detail exactly who will do what to keep KBOO on track toward its objectives over Year One of the plan.

As KBOO begins the process of building its budget for Year Two, staff and board will jointly evaluate their progress toward those milestones, and we will make any necessary adjustments to the plan based on that evaluation. KBOO staff will then develop concrete work plans for Year Two, and this process will repeat as KBOO enters the budgeting process for Year Three.

At the end of Year Three, KBOO will assess our overall performance in relation to the strategic goals outlined here. KBOO staff will report monthly on progress toward these goals. These reports will be available on our website.



KBOO MISSION

KBOO is an independent, member-supported, non-commercial, volunteer-powered community radio station. KBOO embodies equitable social change, shares knowledge, and fosters creativity by delivering locally rooted and diverse music, culture, news, and opinions, with a commitment to the voices of oppressed and underserved communities.

KBOO VISION

GRASSROOTS: KBOO fearlessly strives to deliver powerfully just, lovingly eclectic, vibrantly provocative grassroots content while honoring our growing radical revolutionary legacy.

SERVICE: KBOO commits to providing an inclusive, empowering atmosphere to decolonize mass consciousness with humility and integrity, making a lasting and evolving impact on our communities.

FUN: KBOO embraces a creative climate that emphasizes fun, truth, beauty, joy, peace, love, and justice.





KBOO MISIÓN

KBOO es una estación de radio comunitario, independiente, apoyada por sus miembros, no comercial, motorizada por sus voluntarios. KBOO encarna cambio social equitativo, comparte sabiduría y fomenta la creatividad mediante la entrega de música, cultura, noticias y opiniones diversas. Se compromete a las voces oprimidas y descuidadas en la comunidad.

■ KBOO VISIÓN

BASE: KBOO se esfuerza sin miedo a entregar contenido de base, poderosamente justo, amorosamente ecléctico, vibrantemente provocativo mientras honora nuestro legado creciente, radical y revolucionario.

SERVICIO: KBOO se compromete a proveer un ambiente inclusivo que empodera a descolonizar la conciencia de las masas con humildad e integridad haciendo un impacto duradero y evolucionario en nuestras comunidades.

DIVERSIÓN: KBOO promueve un clima creativo que hace hincapié en diversión, verdad, belleza, alegría, paz, amor y justicia.

KBOO CHARTER

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

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

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

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

KBOO será un modelo de programación, llenando las necesidades que otros medios no cubren, ofreciendo un espacio a las comunidades diversas y a los grupos desprotegidos. KBOO proporcionará acceso y formación a esas comunidades.

Las noticias y la programación de temas de actualidad pondrán énfasis en proporcionar un foro para las perspectivas impopulares, controvertidas e ignoradas en importantes asuntos locales, nacionales e internacionales, reflejando así los valores de paz, justicia, democracia, derechos humanos, multiculturalismo, ecología, libertad de expresión y cambio social.

La programación de arte, cultura y música de KBOO abrirá un amplio espectro de expresiones de lo tradicional a lo experimental, reflejando las diversas culturas a las que KBOO sirve.

KBOO apostará por la espontaneidad y la excelencia de la programación tanto en el contenido como en la técnica.

3-YEAR STRATEGIC VISION

KBOO'S VISION FOR 2017-2020 IS TO BECOME OREGON'S COMMUNITY MEDIA HUB, LEVERAGING THE POWER OF THE AIRWAVES TO SUPPORT A REVOLUTION FOR A JUST AND SUSTAINABLE FUTURE.

We will achieve this through the pursuit of these three strategic goals:

- By 2020, KBOO has deepened its internal and external connections to build “the Beloved Community.”
- By 2020, KBOO has strengthened its internal systems to live its mission and core values more effectively.
- By 2020, KBOO's dynamic programming better serves and engages the local community to connect us with the broader world.

Some objectives and actions in this document rely on a fundraising component to be completed.



STRATEGIC GOAL 1

BY 2020, KBOO HAS DEEPEDED ITS INTERNAL AND EXTERNAL CONNECTIONS TO BUILD “THE BELOVED COMMUNITY.”

OBJECTIVE 1:1

By 2020, people of color, women, trans people, youth and people with disabilities will have increased leadership roles, programming, and training and volunteer time. They will report that KBOO has significantly reduced micro-aggressions and systemic oppressions—helping to make KBOO a model for anti-oppressions work and a place where all people can thrive.

ACTIONS

Action 1: By 2018, KBOO will create an organization-wide “Building Beloved Community” charter (statement) and goals.

Action 2: By 2018, all KBOO staff, board and lead volunteers will participate in Beloved Community/ Anti-Oppressions 101 training.

Action 3: By 2019, KBOO will have a written plan for overriding the tech gap that many members/ listeners experience.

Action 4: By 2020, KBOO will ensure that at least 50% of intentional and ongoing partnerships with community organizations will be with PoC-led and PoC-based community organizations.

SUCCESS METRICS

1: Increased percentage of leadership roles. (all 3 years - measure and support).

2: Survey that reports that KBOO has significantly reduced micro-aggressions and worked to address systemic oppressions by the people in our community who are targeted/hurt by them.

3: Beloved Community charter statement and goals created and implemented (year 2).

4: 100% participation in first training and on-going trainings happening (year 1 and on-going).

5: Written tech-gap plan (year 2).

6: At least 50% of our on-going support/relationships with community groups are with PoC led/based organizations (by year 3, work & strategy needed in years 1 & 2 as well).

STRATEGIC GOAL 1

BY 2020, KBOO HAS DEEPEDED ITS INTERNAL AND EXTERNAL CONNECTIONS TO BUILD “THE BELOVED COMMUNITY.”

OBJECTIVE 1:1

Expand youth engagement and youth leadership across our organization (see also objective 3.1).

ACTIONS

Action 1: By 2018, continue to support/fund Hip Hop Youth Program.

Action 2: By 2019, create and implement a plan for expanding youth engagement, leadership and programming across KBOO.

SUCCESS METRICS

1: Continued funding of Youth Hip Hop Outreach Program is secured.

2: Plan for increasing youth engagement and leadership is in place (year 2).

3: Youth engagement and leadership is being measured and actions taken to increase engagement are taken based on those metrics (years 2 & 3).



STRATEGIC GOAL 2

BY 2020, KBOO HAS STRENGTHENED ITS INTERNAL SYSTEMS TO LIVE ITS MISSION AND CORE VALUES MORE EFFECTIVELY.

OBJECTIVE 2:1

By 2020, KBOO will have increased its membership each year.

ACTIONS

Action 1: By 2018, KBOO will develop and implement an external communications plan with goals, target audiences, and metrics.

Action 2: By 2019, KBOO will have completed a fun and successful 50th anniversary celebration that has helped to increase membership and listeners.

Action 3: By 2020, KBOO will have led effective, consistent & documented outreach campaigns to increase awareness and build audience and revenue.

SUCCESS METRICS

1: Increased membership by 5% a year.

2: Communications plan in place and systems for implementing.

3: 50th Anniversary Committee leading all activities (primarily volunteer planned and led).

4: All 50th anniversary activities are well-planned and have enough resources.

5: All 50th anniversary activities will have a membership development and/or fundraising component.

6: Funding received for Oregon History Society exhibit at least 6 months in advance.

7: All outreach will have a membership development component and component and will be staffed by trained volunteers.

STRATEGIC GOAL 2

BY 2020, KBOO HAS STRENGTHENED ITS INTERNAL SYSTEMS TO LIVE ITS MISSION AND CORE VALUES MORE EFFECTIVELY.

OBJECTIVE 2:2

By 2020, KBOO will have achieved all priority #1 facilities & equipment plan goals (see 3-year IT, Equipment and Facility Plan) and have a plan for the remainder.

ACTIONS

Action 1: By 2018, develop an engineering committee that oversees engineering annual plan and budget.

Action 2: By 2018, develop an annual capital budget.

Action 3: By 2019, plan for funding for all priority 1 needs on the list.

Action 4: By 2020, fund and hire a part-time facility.

SUCCESS METRICS

1: Maintain an updated, prioritized 3-year plan (years 1, 2 & 3).

2: Create annual capital budgets and work plans from this for

1) Facility (staff)

2) IT (Tech team)

3) Engineering (Engineering Committee)

(years 1, 2 & 3).

3: Fundraise for capital budgets (years 1, 2 & 3).

4: Hire part-time and/or contracted facility staff to help oversee/lead this (years 2 and 3).

OBJECTIVE 2:3

By 2019, KBOO will have more diversified funding to support operations and projects.

ACTIONS

Action 1: By 2019, KBOO will develop one new revenue stream to lead to more financial sustainability.

SUCCESS METRICS

1: We will create a process for researching and planning for possible new revenue streams (year 2).

2: We will have a new revenue stream (year 3).

STRATEGIC GOAL 2

BY 2020, KBOO HAS STRENGTHENED ITS INTERNAL SYSTEMS TO LIVE ITS MISSION AND CORE VALUES MORE EFFECTIVELY.

OBJECTIVE 2:4

By 2019, we will retain more volunteers and the percentage of people who volunteer in two or more departments in their tenure at KBOO.

ACTIONS

Action 1: By 2018, KBOO will have implemented a written tech & engineering volunteer training & mentorship program that maintains and improves our technical equipment. This will foster consistent, quality broadcasts.

Action 2: By 2018, KBOO will provide an on-line system for volunteer engagement that tracks volunteer support across the organization.

Action 3: By 2020, survey programmers' needs and interests and develop and implement a plan to increase their programming skills and capacities.

SUCCESS METRICS

1: 75% of all volunteers who go through the orientation will continue to engage with KBOO as a volunteer or member (year 2).

2: 50% of all volunteers will volunteer in 2 or more areas across KBOO (year 2).

3: Written tech and engineering volunteer training & mentorship program in place and followed (year 1 and on-going).

4: On-line volunteer program used across the organization for sign-ups (training and jobs), tracking training and hours and coordination/supervision (year 1 and on-going). Plan and resources to increase support and individualized plans for each programmer's skills and capabilities (year 3).



STRATEGIC GOAL 2

BY 2020, KBOO HAS STRENGTHENED ITS INTERNAL SYSTEMS TO LIVE ITS MISSION AND CORE VALUES MORE EFFECTIVELY.

OBJECTIVE 2:5

We will increase staff sustainability and support so they feel like they can succeed in their job.

ACTIONS

Action 1: By 2018, we will increase staff support by increasing budget per year per staff for continuing education.

Action 2: By 2019, we will make a plan for staff sustainability and support through input from the annual reviews and self-assessments.

SUCCESS METRICS

1: Budget increased annually for staff continuing education/training (all three years).

2: Plan in place for each staff for annual training (years 2 and 3).

OBJECTIVE 2:6

KBOO will maintain its three-month operating reserve, and KBOO will strive to grow it to a four-month operating reserve by the end of three years. Pursuit of this objective will be balanced with KBOO's capital needs.

ACTIONS

Action 1: KBOO staff and board will create a balanced or surplus budget each year of the 3-year strategic plan (years 1, 2 &3).

Action 2: KBOO staff and board will do a 6-month redo of the budget each year if behind in net revenue (years 1, 2 &3).

Action 3: KBOO staff and board will develop an annual capital budget track and address equipment, facility and IT needs for the station (years 1, 2 &3).

SUCCESS METRICS

1: KBOO will have at least a 3-month operating reserve at the end of the 3-year plan.

STRATEGIC GOAL 3

BY 2020, KBOO'S DYNAMIC PROGRAMMING BETTER SERVES AND ENGAGES THE LOCAL COMMUNITY TO CONNECT US WITH THE BROADER WORLD.

OBJECTIVE 3:1

By 2020, KBOO will increase listenership each year.

ACTIONS

Action 1: By 2018, we will fund and budget the purchase of baseline listener data.

Action 2: By 2018, we will develop a plan for carrying out program evaluation, and these will include a discussion of what could be done to improve / learn for next time, as well as providing programmers with easily accessed listenership metrics and feedback from listeners and peers.

Action 3: By 2019, evaluate our local programming and make a plan for maintaining and/or increasing this.

Action 4: By 2019, increase youth programming (programming by or about youth).

Action 5: By 2020, survey programmers' needs and interests and develop and implement a plan to increase their programming skills and capacities.

SUCCESS METRICS

1: Funding budgeted for baseline listenership data - including on-line listening (year 1).

2: At least a 10% increase each year after baseline established (years 2 & 3).

3: Program evaluation plan created (year 1).

4: Program evaluation plan funded and implemented and on-going (years 2 & 3).

5: Plan for local programming written and implemented (years 2 & 3).

6: Plan for increasing youth programming (by and/or about youth) (years 2 and 3).

7: Survey of programmers (year 3).

STRATEGIC GOAL 3

BY 2020, KBOO'S DYNAMIC PROGRAMMING BETTER SERVES AND ENGAGES THE LOCAL COMMUNITY TO CONNECT US WITH THE BROADER WORLD.

OBJECTIVE 3:2

By 2020, we will have completed our analog to digital (A to D) archiving project, and tapes will be available and listened to on-line as well as on-air.

ACTIONS

Action 1: By 2018, get funding for project and hire a coordinator. Complete creation of database. Promotion plan in place.

Action 2: By 2019, organize and continue transfer of tapes from A to D, creating meta tags and ensuring access and use of the historic content.

Action 3: By 2020, use 50 year anniversary to put a call out for tapes that exist in the community. Assess and transfer these tapes, creating meta-data.

SUCCESS METRICS

1: 75% of all tapes will be transferred and preserved (by year 3).

2: These will be easily searchable and available on-line. We will be keeping metrics on usage (years 2 and on-going).

3: Promotion plan for use of the content implemented (years 2 and 3).



STRATEGIC GOAL 3

BY 2020, KBOO'S DYNAMIC PROGRAMMING BETTER SERVES AND ENGAGES THE LOCAL COMMUNITY TO CONNECT US WITH THE BROADER WORLD.

OBJECTIVE 3:3

By 2018, KBOO will have implemented at least one new programming stream to more nimbly respond to the external environment.

ACTIONS

Action 1. By 2018, we will research and develop plan for software, scripting, website, schedule and rollout of second stream.

Action 2. By 2018, develop a plan for filling new stream with content.

Action 3. By 2019, develop & support a community of new and existing podcasters.

SUCCESS METRICS

1: We will have a new stream with content 24/7 (by year 1).

2: We will have a podcast training & support program integrated into our current training program (by year 1).



STRATEGIC GOAL 3

BY 2020, KBOO'S DYNAMIC PROGRAMMING BETTER SERVES AND ENGAGES THE LOCAL COMMUNITY TO CONNECT US WITH THE BROADER WORLD.

OBJECTIVE 3:4

By 2020, KBOO will continue to strive to be a go-to resource for KBOO members on a daily basis and when important things happen in the community.

ACTIONS

Action 1: By 2018, the programming committee will make a plan for addressing the strategic plan survey input and the call for local programming & listener engagement, etc.

Action 2: By 2019, KBOO will have completed a community-wide survey of media and others to identify KBOO's niche and gaps to be addressed in the landscape, in terms of content and systems.

Action 3: By 2020, implement plan based on survey input, on gaps needing to be addressed, and how KBOO can be more responsive.

SUCCESS METRICS

1: Survey of media and assessment completed and plan designed and implemented (year 3).





KBOO COMMUNITY RADIO

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