

KVMR Strategic Plan
2014 – 2018
August 2014, revised June 2017

Note: The KVMR Strategic Plan is currently under review by the Strategic Development Committee of the company's Board Of Directors. The Mission Statement, Vision Statement, Core Values, and Strategic Objectives below were approved by the Board in 2016. Strategic Issues are under review and will be updated in the coming months.

Introduction

KVMR Mission Statement

KVMR provides community members opportunities to connect through the development and production of music, news, and public affairs programs that entertain, inform, and educate.

KVMR Vision Statement

KVMR gives voice to the community and celebrates the music of the world.

KVMR Core Values

In all activities, including the development, content, and production of programs, as well as business conduct, both internally and with the community at large, KVMR is committed fully, in no particular order, to the core values below:

- Quality, both broadcast and program.
- Community engagement – volunteer-based and listener-supported.
- Creativity.
- Diversity and inclusivity.
- Fiscal responsibility.
- Transparency.
- Honesty.
- Integrity.
- Having fun.

KVMR Strategic Objectives

1. Develop and maintain high levels of broadcast quality and reliability on multiple platforms.
2. Develop and maintain high levels of program quality.
3. Increase community participation in program development.
4. Increase the size, diversity, and skills of the volunteer broadcaster community.
5. Evaluate and respond to the changing broadcast environment - in particular, changing technology, alternative content delivery platforms, evolving listener demographics, and the changing role of broadcasting in our society.
6. Define "community."
7. Define "program quality."

8. Ensure adequate funding for ongoing business operations.
9. Reduce/retire the debt incurred for KVMR's studio and offices building.
10. Recruit, support, and retain qualified and committed Board members, staff, and broadcasters and other volunteers.
11. Develop and sustain productive relationships among the community, Board members, staff, broadcasters and other volunteers, business partners, and listener-members.
12. Develop, execute, and evaluate specific operational and fiscal plans consistent with the successful achievement of stated Strategic Objectives and Strategic Issues.
13. Plan for the future.
14. Lead the way in community media.

Why a Strategic Plan?

The purpose of KVMR's strategic plan is to set a direction for the station over the next five years. The objectives in this plan have been developed using:

- The station's mission, vision and values
- The results of surveys from members, listeners, volunteers, and staff
- The results of Board of Directors discussions and planning sessions.
- Consideration of the impact on operations that completion of the Bridge Street building project and capital campaign will present.
- An analysis of external forces which affect the station, such as governmental broadcast regulations, economic conditions, and changes in technology (see Appendix A)

KVMR is presently conducting a capital campaign in partnership with the Nevada Theatre Commission, and construction is underway on a new building that will house the station and expand the theatre's facilities. Construction began in 2013 and the building is expected to be complete in 2014. Fundraising will continue past 2014 to repay the construction debt. In 2013, KVMR improved and extended its broadcast reach with a new translator in Woodland, west of Sacramento and a new station in Camino, along the Highway 50 corridor. This strategic plan is intended to provide a roadmap to guide the station as it takes advantage of these new resources and serves its current and potential new audience.

KVMR is prepared to take these major steps because the 2008 strategic plan provided focus and direction over the last five years to bring us to our current position. This new plan will build on KVMR's strengths and use current information to set future goals.

How We Will Use the Plan

In adopting this plan, the KVMR Board of Directors establishes these strategic priorities and objectives as a roadmap for the next five years. For each objective, the plan identifies the individual or group responsible for developing and implementing programs and activities to achieve it. Those parties will report to the Board, through the regular General Manager's report and committee reports, on their measurable progress toward realizing the stated objectives. In many cases, the first step will be for them to identify the data needed to measure progress, and the specific milestones and accomplishments that

will provide evidence that the objective is being achieved. The plan is intended to underscore and focus attention on these priority areas for board members, staff and volunteer leaders as they undertake operational planning and related initiatives through 2018.

This plan will be evaluated each year and adjusted as needed, based on community needs, station achievements and challenges, and the other factors mentioned above.

Strategic Issues

1. Broadcast Quality

Strategic Direction

KVMR is committed to delivering high quality broadcasts. Quality is measured in terms of the reliability and strength of the broadcast signal, whether terrestrial or streamed online, as well as the quality of programming. Maintaining a quality signal or web stream requires a continued commitment to monitoring, analysis, and engineering to ensure that interferences are minimized. Maintaining quality programming requires a commitment to broadcaster training and attentiveness to listener feedback. Related to the quality of the broadcast is the quality and availability of broadcast archives. After we move into the new building, there will be an opportunity to use the second signal to present archived material, enabling more broadcasters to get airtime. Archived material can also be of use for future fundraising and for chronicling our history.

Why is it strategic?

Our broadcast is our product. Delivering a high quality product is at the heart of fulfilling our commitment to our listeners and is why we exist as a community radio station. Delivering good radio and continuously improving our broadcasts is essential to retaining members and listeners, turning listeners into members, and continuing to serve our community.

Consequences of not addressing:

We know from recent experience the impact of a diminished signal quality in the Sacramento area. Member and listener surveys reflected disappointment and dissatisfaction among those who could not get a clear KVMR signal in the Sacramento area. Membership revenues declined, and the percentage of new members relative to renewing members also declined. There are many choices available for entertainment and news. We risk losing our listeners to other media if we do not maintain a high level of quality in our broadcasts.

Objectives:

- 1) Deliver High Broadcast Signal Quality, measured in terms of reliability and strength of the broadcast signal, whether terrestrial or streamed online. Extra criticality is that KVMR serves as the region's emergency broadcast station
 - a) Strategy: Ensure that the station has the proper equipment, monitoring process, operating procedures and personnel to meet or exceed industry broadcast standards.

- b) Tactics:
 - i) State in writing, or provide written reference to, the industry broadcast quality standards that KVMR aims to achieve.
 - ii) State in writing, or provide reference to, the requirements for an emergency broadcast station
 - iii) Develop and maintain an equipment maintenance and refresh plan, including schedules for preventive maintenance and replacement of key equipment.
 - iv) Develop and implement a process for monitoring KVMR's broadcast quality relative to industry standards.
 - v) Provide annual report on performance vs. standards
 - vi) Provide initial and ongoing training for all broadcasters:
 - (1) Require technical mastery of studio equipment.
 - (2) Provide access to and training on Axia board prior to the move to the new building.
 - (3) Require all broadcasters to participate in regular refresher training.
- 2) Create & deliver programming content that is unique, varied, and relevant to the community,
 - a) Strategies:
 - i) Engage broadcasters as the primary visionaries for developing and maintaining programming content
 - ii) Solicit inputs from listeners regarding the quality of the programming content
 - iii) Develop and maintain processes to evaluate and monitor the quality of the content.

- b) Tactics:
 - i) Ensure that the Program Committee has processes in place to evaluate and implement suggestions for program changes, and, as appropriate, to explain why suggestions may or may not be implemented.
 - ii) Engage broadcasters in the programming process through the Program Committee and the Broadcaster Advisory Group
 - iii) Design & implement effective ways to involve the community in the programming process (e.g. Survey Monkey).
 - iv) Provide interviewing skills training to new broadcasters and refresher training to all broadcasters.
 - v) Broaden the volunteer voices on KVMR.
 - (a) Regularly recruit new broadcast volunteers from throughout the broadcast area.
 - (b) Invite listeners—and potential new broadcasters—to record promotions, announcements, and other on-air spots to demonstrate the many voices in the KVMR community.
 - vi) Create a process and infrastructure for archiving high quality recordings of selected KVMR material for broadcast on a second channel, for future fundraising and for chronicling our history.
 - vii) Obtain artist releases whenever possible to permit for future rebroadcast of content.
- 3) Ensure that a broadcaster is physically present in the studio during broadcast hours, 24 hours a day, 365 days a year, and trained on roles and responsibilities during emergency situations.

Implementation:

The General Manager is responsible for implementing these objectives and strategies, employing tactics that may include, but not necessarily be limited to, those presented here.

2. KVMR's Community

Strategic Direction

KVMR does not stand alone. As a community radio station, it must reflect the needs and culture of our listeners and broadcasters, and in particular the geographic community centered around our Nevada City home. In all decisions, KVMR will consider and respect the wide-ranging views of its community, while recognizing that the community's richness and diversity will inevitably result in occasional disappointment for some with the station's programming and practices.

To a large extent, KVMR's commitment to being an independent voice has defined its community, and KVMR's continued vitality requires that it maintain its independent spirit. Although KVMR reaches a much wider listening area than the local foothills community, it is not practical to provide the same level of locally-relevant programming (e.g., emergencies, news, school events, etc.) to all listeners as it provides for the area around Nevada City. KVMR is, first and foremost, a Nevada City radio station. It has helped to define Nevada City, and those local roots are clear in much of its

broadcast content. KVMR broadcasters bring the essence of our local community to the world, sharing stories of life in Nevada City, Grass Valley, and the surrounding area. These stories provide a vital community connection to our listeners. Including and engaging as many listeners as possible builds a sense of community and encourages and honors diversity.

Why is it strategic?

The KVMR community is its heart and soul. The creative contributions of many enable KVMR to deliver its product at a relatively low cost. Maintaining and nurturing the connectedness that listeners feel to KVMR is essential to building and sustaining membership and community support, and to giving broadcasters the “juice” to deliver high-quality eclectic programming. This plan is, itself, a commitment to the KVMR community.

Consequences of not addressing

Failure to nurture KVMR’s relationships among listeners, broadcasters, staff, volunteers, potential listeners, non-listener supporters, underwriters and others in the broader community will result in a decline in the quality and diversity of broadcasts and in the station’s financial base.

Objectives:

- 1) Cultivate community and diversity to reflect the needs and culture of listeners and broadcasters.
 - a) Strategies:
 - i) Identify opportunities for two-way communication and interaction with listeners and other members of the community, and utilize the feedback to guide the station’s continuous improvement.
 - ii) Identify opportunities to develop and nurture relationships and partnerships with other organizations, such as through news and public affairs programming, and utilizing the resources provided in the new building.
 - b) Tactics:
 - i) Conduct a new community survey to ensure continuity and freshness of inputs (e.g. Survey Monkey)
 - ii) Produce periodic events to bring the community together.

Implementation:

The General Manager is responsible for implementing these objectives, employing strategies and tactics that may include, but not necessarily be limited to, those presented here.

3. Fund Development

Strategic Direction

Develop a Fund Development Plan along the same lines as this Strategic Plan to provide a framework for development activities. The Fund Development Plan will define roles and responsibilities for carrying out the objectives listed below.

Why is it strategic?

KVMR requires a stable funding base in order to continue operations, as well as to achieve the forward-looking objectives of this plan. A broad base of support from a variety of sources (membership, underwriting, major gifts, planned gifts) is required, as supporters from any one group will look to the others for evidence that KVMR is fulfilling its mission and earning the support of its whole community.

While development activities to support ongoing operations will continue, the Capital Campaign for funding the new facility is the highest priority fund development initiative for the upcoming year through summer of 2014.

Consequences of not addressing

Failure to raise sufficient funds to operating the station will jeopardize KVMR's ability to pursue the strategic objectives identified in this Plan.

Objectives:

- 1) Ensure adequate funding for ongoing station operations and for the capital campaign to complete construction of KVMR's new building.
 - a) Strategies:
 - i) Create a multi-pronged fund development plan that ties directly to the budget and lessens the dependence on fund drives.
 - ii) Develop an ongoing process that is inclusive of board, staff, broadcaster and community members to generate new ways to raise funds
 - b) Tactics:
 - i) Complete the capital campaign to ensure that ongoing debt service payments are no higher than what KVMR would otherwise pay in rent, and to ensure timely repayment.
 - ii) Continue the grant-writing efforts that are underway as part of the Capital Campaign to secure funding for operations and program development.
 - iii) Underwriting:
 - (1) Strengthen the underwriting program to generate more ongoing revenue to make up for declining membership revenue.
 - (2) Develop new ways for staff, volunteers, and broadcasters to thank underwriters on a regular basis.
 - (3) Establish annual/quarterly underwriting goals, including event sponsorship opportunities.
 - iv) Leverage the KVMR website to promote an environment of giving.
 - v) Include a broadcaster and board member at outreach tables at all KVMR events.
 - vi) Hold "Meet the Broadcasters" events.
 - vii) Develop a planned-giving program as an option for KVMR supporters as they plan wills and trusts.

viii) Membership

- (1) Require regular broadcaster training on proven pitch techniques during membership drives.
 - (2) Use member testimonials to complement broadcaster pitches; use a broad variety of voices as closers and throughout member drives.
 - (3) Establish an ongoing training program for membership drive shift captains and telephone volunteers.
 - (4) Routinely follow up lapsed members.
 - (5) Achieve 100% membership among broadcasters and board members to demonstrate internal commitment to the importance of membership as basic to supporting the station.
- ix) Use membership and survey data to plan development initiatives and build on demonstrated strengths.
- x) Create a charitable gift annuity (CGA) plan for the station, in partnership with a financial institution.
- xi) Promote the Woodland and Truckee translators and Camino station to build membership and underwriting in new or improved coverage areas.
- xii) Continue Major Gifts program beyond the end of the capital campaign; identify support for ongoing capital expenses.

Implementation:

The Fund Development Committee is responsible for developing the Fund Development Plan, which will identify those responsible for implementation of respective objectives.

4. Board Development

Strategic Direction

Members of the KVMR Board of Directors should have the necessary skills, interest, commitment and time to oversee the execution of this plan consistent with their roles and responsibilities.

Why is it strategic?

The objectives in this plan will require policies, oversight, monitoring, and accountability if they are to be achieved. The Board of Directors and its Board Development Committee will ensure these things are in place and are routinely reviewed.

Consequences of not addressing

KVMR will not achieve the objectives of this plan and we will not be able to attract qualified and committed new Board members.

Objectives:

- 1) Attract and maintain qualified and committed members of the Board of Directors.

- A) Strategy: Ensure that KVMR Board of Directors is comprised of a full complement of members that have the necessary skills, interest, commitment and time to fulfill the requirements of the Board, including overseeing the execution of this plan.
- B) Tactics:
- i) Routinely promote on the KVMR website and on the air the opportunity to serve on the Board of Directors.
 - ii) Ensure that Board members understand the expectations, roles and responsibilities Board members as described in the Bylaws and Board Policies.
 - iii) Create communication channels to educate and generate interest in Board service (e.g. Website, LinkedIn)
 - iv) Provide continuing education opportunities for all Board members at least once a year (e.g., Center for Nonprofit Leadership (CNL) workshops, webinars, etc.)
 - v) Provide orientation and materials (policies, contact info, etc.) to new Board members before or at their first Board meeting.
 - vi) Each new board member will sign a board contract before being seated on the board so board member expectations are clear.
 - vii) Board members and committee chairs will report annually on what they intend to accomplish in the upcoming year.
 - viii) Use community events like member drives, general meetings, and KVMR events to build relationships among Board members and with the public. Each Board member will participate in at least three activities each year.
 - ix) Maintain the station's board culture (consensus, collaboration, creativity, listening) by describing the culture to potential board members during vetting, and emphasize it each board meeting, at retreats and orientation activities, and as needed.
 - x) Create a database of potential board members. Each current board member should provide at least two names annually to this database, to be overseen by the Board Development Committee. Use resources like membership lists, personal relationships, sourcing from other organizations, broadcaster input, the station's website, on-air PSAs etc.

Implementation:

The Board Development Committee is responsible for implementing these objectives, employing strategies and tactics that may include, but not necessarily be limited to, those presented here.

5. Changing Radio Environment

Strategic Direction

KVMR recognizes that technological and cultural changes have affected and will continue to affect the way in which people listen to radio, the demographic groups that listen to radio, and the overall role of radio in our society. To remain vital, KVMR must stay aware of where and how it fits into the larger radio picture and consider that when making decisions related to programming, investment in technology, and marketing.

Why is it Strategic?

KVMR's continued success, and even survival, will require that it stay attuned to these changes and understand its role in this evolving medium.

Consequences of not addressing

KVMR could easily get left behind by not keeping up with technological advances or by not remaining intentional about the kind of radio station that we want to be.

Objectives:

- 1) Monitor and adapt to the changing radio environment, with attention to technology, alternative content delivery vehicles, demographics and the overall role of radio in our society.
 - a) Strategies:
 - i) Develop proficiency and infrastructure for various digital media vehicles, e.g. Internet streaming
 - ii) Invest in new radio station technology that is easier to use, enables new capabilities and reduces operating costs
 - iii) Create interactive mobile and social media tools to better engage listeners.
 - iv) Assess extent to which we want to market KVMR brand worldwide using the internet.
 - v) Ensure that KVMR is reliably and conveniently available on-line, including over mobile devices, and that listeners are informed as to how to access KVMR on-line.
 - b) Tactics:
 - i) Develop and maintain a relevant, fresh website that is available, current, complete, timely, and presents KVMR in the best possible light.
 - ii) Develop proficiency in social media to maximize the station's promotion effectiveness.
 - iii) Provide broadcasters with initial and ongoing training on the various technologies available for creating, archiving and retrieving content.
 - iv) Ensure that infrastructure supports goals for streaming capacity.
 - v) Obtain artist releases whenever possible to permit for future rebroadcast of content.

Implementation

The General Manager is responsible for implementing these objectives, employing strategies and tactics that may include, but not necessarily limited to, those presented here.

6. Board/Staff/Volunteer/Broadcaster Relations

Strategic Direction

The KVMR Board, staff, broadcasters and other volunteers all play critical roles for the station. Clarifying these roles and responsibilities and understanding the relation between various roles will help station staff and volunteers meet this Plan's objectives and will minimize possible conflict or

misunderstanding in the regular course of business. Good communication among all stakeholders is essential.

Why is it strategic?

Assigning the right people to the right jobs will increase the likelihood of this Plan's success. Clear definition of duties and identifying opportunities for collaboration and partnership will maximize use of our limited resources.

Consequences of not addressing

Confusion of roles, conflict, responsibilities "falling through the cracks."

Objectives:

- 1) Foster productive relationships among the Board, staff, broadcasters and other volunteers
 - a) Strategies
 - i) Identify and promote opportunities for social interactions between stakeholder groups.
 - ii) Define roles & responsibilities and communications channels among board/staff/volunteer/broadcaster/community.
 - iii) Improve communication and transparency of work done by staff, board, broadcasters and committees.
 - b) Tactics:
 - i) Identify and implement one social event per quarter to bring stakeholders together.
 - ii) Use board meetings for staff/broadcaster/volunteer/community engagement.
 - iii) Appoint a Board liaison to the Program Committee meetings.
 - iv) Ensure that all committee work is documented and made accessible on Google Drive.

Implementation

The Board Development and Station Development committees will collaborate to implement these objectives and strategies, employing tactics that may include, but not necessarily be limited to, those presented here.

7. Integration of Plans

Strategic Direction

This Strategic Plan provides high-level objectives. Concrete operational plans and budgets will be required in order to identify priorities, specific activities, resources, and schedules required to achieve these objectives.

Why is it strategic?

Integration of this Strategic Plan with other KVMR planning initiatives ensures that those other initiatives reflect our values and priorities. It keeps everything running on track.

Consequences of not addressing

Strategic objectives essential to station survival are not enacted. The station misses community-building and fundraising opportunities. Limited station resources are not focused on the activities necessary to achieve the objectives outlined in this Strategic Plan.

Objectives:

- 1) Develop operational plans and budgets for all departments and Board committees that are consistent with these Strategic Objectives.
 - a) Strategies:
 - i) Create an over-arching annual calendar of processes and identify areas and timing of interdependent process that need integration
 - b) Tactics:
 - i) Update the Strategic Plan every two years.
 - ii) Develop annual budgets with clear strategic objectives, identified through this Plan, and reflecting input from members, listeners, broadcasters, and other relevant sources.
 - iii) Develop work plans for all departments, staff and committees that provide specific and measurable goals as well as opportunities for staff and volunteer development.
 - iv) Work plans are to be in alignment with this Strategic Plan. Work plans should also identify ideas and opportunities for staff and volunteer development
 - v) Work plans should identify data sources that will be used for measuring progress toward achieving their stated goals.

Implementation

All KVMR staff and committees have responsibility for integrating their respective work plans with this Strategic Plan.

Appendix

KVMR History and Strategic Plan Context – External Factors

History

KVMR was started by a small group of people with a dream of creating a non-profit community radio station for Nevada County. It went on the air for the first time July 14, 1978, housed in makeshift facilities on Banner Mountain. In 1981, KVMR rented a more permanent home at the Miner's Foundry in Nevada City, then named Victorian Museum, thus the call letters KVMR for Victorian Museum Radio. It increased its power, and began broadcasting 24 hours a day. In 1994, KVMR moved to its current leased Spring Street location. A 1999 upgrade of the station's broadcast dramatically improved KVMR's regional signal quality.

KVMR is truly the Voice of the Community, offering the airwaves to hundreds of local and regional non-profit groups and organizations. Its unique, eclectic and varied music programming – from Hawaiian music on Sunday mornings to bluegrass on Saturdays – and live remote broadcasts of events and festivals gain local, regional, national and international audiences. KVMR has been central to the cultural growth of its community. Nevada City and neighboring Grass Valley have become performance destinations. Many national and international artists consider the KVMR community first when contemplating an appearance in the greater Sacramento/Northern California region.

All KVMR broadcasting is conducted by volunteers, with funds raised primarily by membership drives and underwriting sales. Although studios and offices are located in Nevada City, the KVMR community is better defined by the wide range of its signal, now broadcasting from Banner Mountain at 3,861 feet above sea level and resulting in a signal equivalent to 6,000 watts, and by its unique and diverse programming. KVMR serves listeners throughout the Northern California Sierra foothills and the greater Sacramento Valley on 89.5 FM, the Truckee/Tahoe High Sierra region on 105.1 FM., and the western Sacramento area from Woodland on 104.7 FM.

The station has recently activated another transmitter in Camino, California to provide an improved signal to the Camino and Placerville communities and the Highway 50 corridor into eastern Sacramento. KVMR is also available at www.kvmr.org in a live broadcast stream, 24 hours a day, to anywhere in the world. KVMR's unduplicated weekly audience is 40,000 individuals, two thirds of whom live outside Nevada County.

The station has a small full-time paid staff of nine and a few part-time contract staff, but the majority of the station operates through the generous assistance of more than 700 volunteers - including its more than 150 broadcasters.

KVMR, the only local radio station broadcasting live from its studio 24 hours a day, seven days a week, is designated as the official Emergency Broadcast Station for Nevada County. It serves as the official information conduit during wildfires and other emergencies and disasters in the local and surrounding communities. During a recent winter, Nevada County experienced the highest percentage of houses temporarily without power of any county in California. Operating on generator power during

emergencies, KVMR regularly provides its audience with updates from local emergency officials including CHP, CAL FIRE, PG&E and other federal, state and local agencies. The station hosts much-valued listener call-ins during these events, and broadcasts important information such as community shelter locations during fires, cooling facilities during heat waves, and warming sites during winter power outages. This information is vital in its rural and small town broadcast coverage area. School closure information, even lost and found pets, is common on the KVMR airwaves. Our broadcasters are available, care about their listeners and share their air time with all.

Strategic Plan Context – External Factors

The Board considered the media environment and how it will affect KVMR's future. Information sources included member, listener and broadcaster surveys, national public media and broadcast news sources, and national and local news. Factors considered include:

- Over 50% of adults in the United States now own a mobile device with web access. 52% of public radio consumers own a smartphone; smartphones are the devices with the biggest impact on people's lives. Also, new mobile devices mean consumers become multi-platform users, getting news and entertainment in several ways.
- Year-over-year growth in social networking is greatest among people age 45 and older, KVMR's primary member group.
- Radio (audio) will outlast television as a broadcast medium, perhaps by ten-plus years, but it will likely ultimately move to near-exclusive online distribution.
- 68% of those surveyed in an Edison/Arbitron survey say that the internet is their most essential medium. That will only increase. KVMR's online presence — website, program streaming — must be strengthened. User time spent with online radio is more than twice that spent with online video. Online radio continues substantial growth.
- Issues of trust regarding the media rose sharply after 9/11 and continue to grow in recent years. Fortunately, a recent survey shows KVMR members have a high level of trust for the station.
- Popularity of the so-called "Triple A" radio format grows nationwide for public radio stations. (Triple-A, an eclectic format that blends rock, folk, blues, world music and other genres, has already proven popular and lucrative for stations such as New York's WFUV, Philadelphia's WXPB and southern California's KCRW.)
- The changing face of radio presents challenges and opportunities for KVMR that must be considered in developing strategic goals and priorities. While these changes in listening and thinking of radio are critically important, it is vital to focus also on the unique and special role that KVMR plays in its community. With programming not available anywhere else and direct, full time engagement with its listeners, KVMR provides significant appeal to all.
- In mid-October 2013, the FCC will conduct an auction for new, prospective Low Power FM (LPFM) Community Radio stations. First licensed in 2000, LPFM stations broadcast at a maximum power of 100 watts and from towers no higher than 100 feet. The approximate range of a 100 watt station is

about 3.5 miles. LPFM stations are not protected from interference from other FM stations. LPFM stations are not allowed to interfere with FM stations either on the same frequency or adjacent frequencies. They are available to non-commercial educational entities and public safety and transportation organizations. They are not available to individuals or for commercial operations. Current broadcast licensees with interests in other media (broadcast or newspapers) are not eligible to obtain LPFM stations. Competition is significant.

As terrestrial broadcast declines as the most common means of radio distribution, it is likely that many radio stations will try to get their listeners to switch to online streaming. KVMR already promotes its kvmr.org option. Developing and maintaining KVMR's online presence is strategically important as we move to the future. KVMR will need to make decisions about allocating resources to terrestrial broadcast, the webstream, and the website.

Online distribution of radio programming means that local stations will have to compete for listeners with national or international media sources, as well as with individual content providers. KVMR will need to find ways to convince listeners beyond its local community of the value of local programming and to engage them regardless of how they access KVMR.

The changes described here have been relatively swift and certainly profound, leading to uncertainty about future changes that may be as significant. It is vitally important that KVMR think deeply and creatively about the future, or else we run the risk of being surprised and unprepared. The uncertainty of the future suggests that we must prepare for multiple possible futures, not just the one we expect to happen.

Member Survey

In late 2012, KVMR sent an email to its hundreds of members who'd provided email addresses, inviting them to take an on-line survey. A response rate of 5% is usually considered good for such surveys; KVMR got a 29% response, indicating substantial member engagement with the station. These are key findings from the Member Survey:

- KVMR members have a strong affinity with the station. More than 80% of the respondents said they had "an extremely close connection with KVMR" or that "KVMR is a positive element in (their) life."
- A large number of respondents mentioned signal problems. Restoring and maintaining the reach and strength of the signal is a priority strategic issue.

Broadcaster Training and Development Issues

- Personalized broadcaster training is needed, including reviewing announcements and PSAs for pronunciation before reading them on air, helping listeners with web streaming problems, and clarifying emergency requirements and listener expectations.
- Broadcasters should reach out to the broader community in selecting interview subjects.
- Broadcasters should remind listeners of the various ways they can listen to KVMR.

Marketing and Outreach

- The website presents an under-achieving opportunity to communicate with our audience. The website is a valuable tool for posting information of broader interest to the community.
- KVMR's day to day programming, broadcaster backgrounds, playlists and record reviews are important and need to be posted regularly.

Changing Nature of Radio Technology

- The most common way members listen to KVMR is on a car radio (68%), followed by regular analog radio (57%), and web streaming (26%).
- 71% of members said they used the KVMR website; 61% reported the experience as "Very Satisfactory" or "Satisfactory."

Demographics

KVMR's audience is aging — 80% of survey respondents were age 55 and over. It is not clear whether younger listeners are being attracted to the station in significant numbers. Public media have found that longtime users, listeners or viewers, are more likely to become members as they get older (and perhaps have more disposable income). KVMR need to promote itself in venues with large numbers of potential new members. Survey results show a need to market KVMR to younger age groups while continuing to market to the large number of retired members who are available to listen to KVMR throughout the day, and who continue to provide most of its funding.

70% of members reported annual income of \$50,000 or more; 27% reported income of \$100,000 or more. Nearly two-thirds are employed, and about a quarter of those work in a home-based business. Approximately one third are retired. Less than 3% are students or unemployed.

KVMR's Niche

- KVMR has an opportunity to capitalize on the value of providing a sense of community, and to provide information listeners can't get elsewhere. It is important that the station respect a wide range of views, for example by not criticizing other media outlets or choices that listeners make to get news and entertainment.
- Maintaining the station's independence and non-commercial character is essential. 85% of members support the station for what it is - an independent non-commercial broadcast voice - as much as for what it does.
- Membership is mostly about having a relationship with KVMR. We must keep KVMR personal and continue to build personal listener relationships with the station. We must emphasize our local, values-based, non-corporate, non-commercial nature, while balancing this Nevada County localism with our "community" beyond the county and throughout all its broadcast area.
- KVMR needs to develop and strengthen services and information, including emergency broadcasts, for supporters who live outside the immediate Nevada City/Grass Valley area, expanding the sense of KVMR community in all its broadcast areas.
- 71-79% of our members rely upon KVMR for information about emergency situations, in particular wild fires, snow emergencies, and power outages.

Programming

- Many members enjoy news from many sources, including KVMR's evening news. However KVMR's Evening News is quite a bit less popular than outsourced news programming. 17% of members don't listen to news at all.
- Music programming is clearly most popular among members; 97% of members said they listen to music on KVMR. The most popular musical genres are:
 - Folk (73%)
 - Bluegrass (61%)
 - Blues (60%)
 - Rock & Roll (59%)
 - Americana (57%)
 - World Music (56%)
 - Singer/Songwriter (56%)
 - Celtic (55%)
- Roughly equal numbers of members reported listening to news (63%) and talk/interview shows (64%). The most listened-to news program is the BBC News (61%), which is probably because it's aired frequently. Democracy Now is also popular (61%), followed by the KVMR Evening News (43%).
- The most popular category of talk/interview shows is Politics and Current Affairs, attracting 59% of respondents, followed closely by Science with 58% and Home and Garden with 55%.

Broadcaster Survey

In early 2013, KVMR sent an email to the 150 Broadcasters, inviting them to take an on-line survey. We got 41 responses, representing a 27% response rate. Responses came from a pretty even distribution of broadcasters with years on the air — 25% were broadcasters for one to five years, 30% for six to ten years, 20% for 11 to 20 years, and 25% for more than 20 years.

Key findings from the survey:

- KVMR Broadcasters have a strong affinity with the station. They are passionate about their music and value the opportunity that KVMR provides to share that music with their listeners.
- 78% of those responding are KVMR members. This is a disappointing result and suggests that some broadcasters may consider their role as a broadcaster and involvement in other volunteer activities as a sufficient contribution to the station. Broadcasters have a key role during membership drives advocating for financial support, and should be required to be paying members.
- Broadcasters were asked to evaluate the level of support that they receive from others in the KVMR community. The most supportive members of the community, with percentages indicating responses of “very good” or “excellent” were as follows:
 - Listeners, 95%
 - Volunteer Coordinator, 89.7%
 - Membership Coordinator, 74.3%
 - Community at Large, 73.7%
 - Station Engineer, 72.7%

- Other Broadcasters, 72.5%
- Program Director, 66.7%
- Among the other members of the community on which broadcasters were asked to evaluate were the Program Committee, General Manager, and Board of Directors, rated generally as “satisfactory,” and the Music Director and Webmaster as “needs improvement.”
- 85.4% of responding broadcasters believe they have a forum for their views and concerns to be heard. They have a generally positive impression of the broadcaster training program and the mentoring process. More than half the respondents have participated in the training process a trainer or on-air mentor.
- Most respondents said they know where to get information during emergencies and are comfortable broadcasting during emergency situations. However, there were some broadcasters who said that they do not feel equipped for this and would benefit from training and written resources.
- The most frequently noted areas for improvement had to do with the physical condition of the studio and other areas of the station, including housekeeping, inadequate space, and missing CDs.
- The survey showed strong support for the KVMR-NTC building project. 35% of respondents said they are “very excited” about it, 20% “excited,” and 20% “pleased.” 25% responded “unsure” and none were “against” the project. Nearly two-thirds have contributed financially to the capital campaign.

Listener Survey

In April 2013 KVMR invited listeners to take an online survey. 116 listeners responded; 68% are KVMR members. The non-member listeners stated tight budget and signal strength as the primary reason they are not members.

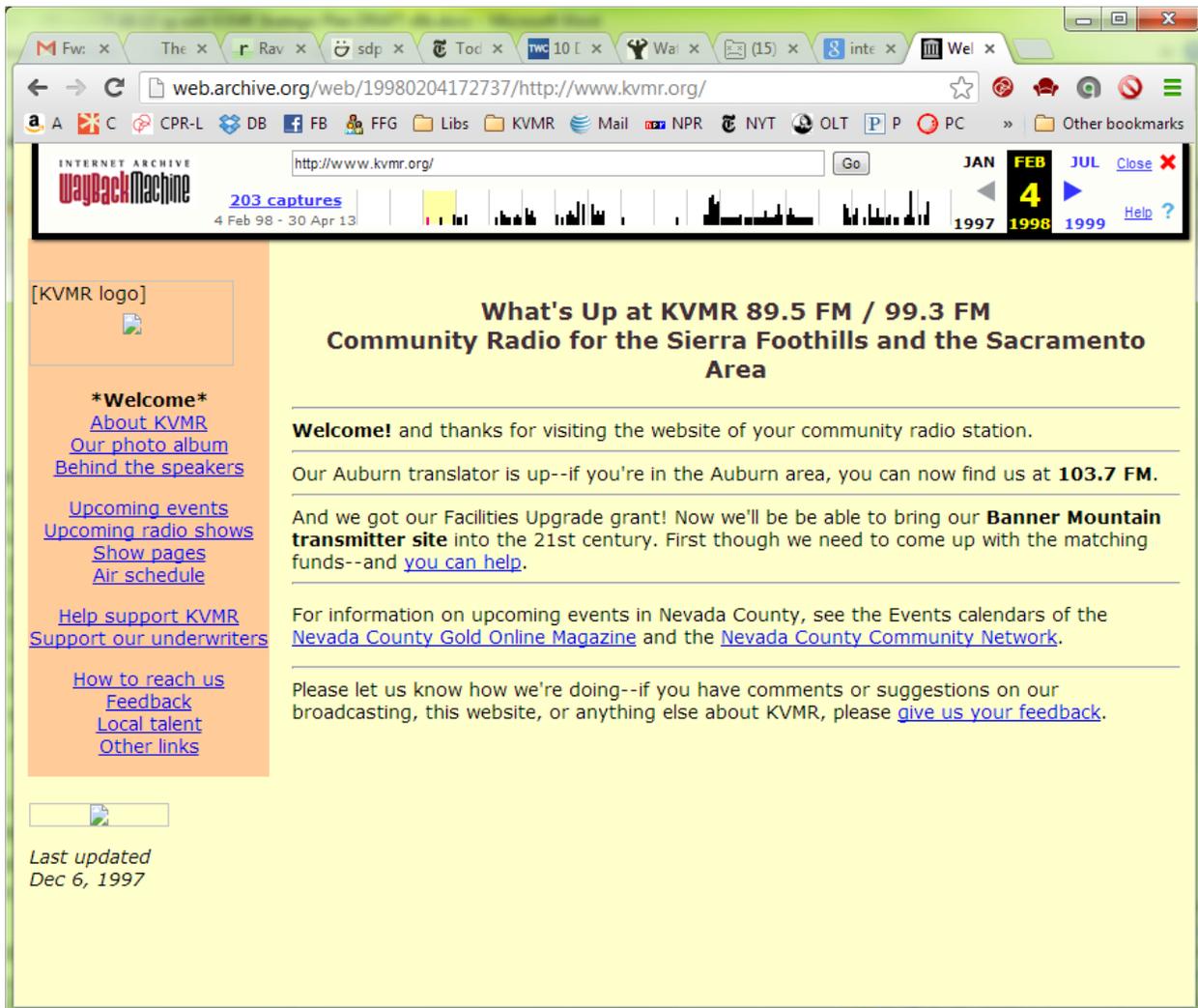
Key finding from the survey:

- The majority of listeners listen in the morning and the late afternoon and listen equally in their homes (78%) and cars (77%), with live streaming coming in at 45%. Podcasts are a distant 2.8%. The low podcast use number is deceiving — there were many comments asking for more podcasts!
- The majority of respondents — 65% — said they would like to receive information on special events and are interested in volunteering.
- Our listeners are highly educated. 67% have either a college degree or an advanced degree.
- Listener age is mixed. The majority in the 55-64 range with very few young listeners under 34 years old.
 - 25-34 1.9%
 - 35-44 4.7%
 - 45-54 19.6%
 - 55-64 46.7%
 - 65-74 24.3%
 - over 75 2.8%

- The majority of our listeners have moderate to comfortable incomes.
 - Less than \$25,000 17%
 - \$25,000 - \$49,999 24.47%
 - \$50,000 - \$74,999 28.72%
 - \$75,000 - \$99,999 12.77%
 - over \$100,000 17.02%

- Listeners were asked to tell us “what they liked best about KVMR”. Their comments included:
 - Its diversity
 - Independent non-corporate programming
 - Progressive attitudes

- Listeners were asked to comment on areas for improvement. Most responses were positive, about improving the listener experience. Their comments included:
 - The ability to listen to missed shows on the web
 - To include more geographic areas in KVMR’s sense of community,
 - Less broadcaster talking and more music
 - Keep working to improve signal strength in Sacramento



Example of early KVMR webpage: