

KVMR Strategic Plan 2019-2023

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. Maintain a high level of programming quality, broadcast quality and reliability on multiple platforms (pg. 3)
2. Increase community participation in program development (pg. 5)
3. Ensure adequate funding for ongoing station operations and the repayment of debt (pg. 7)
4. Develop and sustain productive relationships among the community, staff and Board members (pg. 8)
5. Recruit, support and retain qualified and committed Board members, staff, broadcasters and other volunteers (pg. 9)
6. 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 (pg. 10)
7. Verify that operational plans and budgets are synced to the achievement of the strategic plan objectives (pg. 11)

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.
- An analysis of external forces which affect the station, such as governmental broadcast regulations, economic conditions, and changes in

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

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. There is 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?

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.

Success Criteria:

- Station Engineer, Staff and Broadcasters report minimal equipment and broadcast signal quality issues. If issues are reported, they are promptly addressed and remedied.

- Minimal reports of poor quality in signal, content and/or broadcaster performance by listeners. If issues are reported, they are promptly addressed and remedied.
- Continued strong and/or improving levels of funding from membership drives, underwriters and fundraising events.
- Continued Support of volunteers

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.

[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 be 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 Western Nevada County radio station. Historically, it has helped to define Nevada City and surrounding area 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 rural life. 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 connection 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.

Success Criteria:

- Long lasting relationships with broadcasters, staff, major donors, members, volunteers, underwriters, and listeners
- Strong and consistent attendance at KVMR sponsored events, town halls, and fundraisers
- Continued strong and/or improving levels of funding from membership drives, underwriters and fundraising events.
- Continued support of volunteers
- Continued or increased support of underwriters
- Growth in number of underwriters
- Participation in station surveys by the community at large, members, underwriters, volunteers, staff and broadcasters
- Input by community members regarding all aspects of the station
- Number of Community Room rentals
- Response during call-in shows
- Number of calls to broadcasters during shows
- Number of social media hits and comments

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.

Fund Development

Strategic Direction

Develop a Fund Development Plan along the same lines as this Strategic Plan to provide a framework for funding activities for operations and strategic initiatives. The Fund Development Plan will define roles and responsibilities for carrying out these activities.

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.

Consequences of not addressing

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

Success Criteria:

- Financial State of the station is sound- income covers expenses and no less and covers proposed budget expenditures for the following year
- Membership and Underwriting remain consistent with current expectations.
- Fund Development events and projects generate profit or are responsible for increases in membership, donations, and goodwill in the community
- Permanent financing for construction loan is secured before October 31, 2020.
- Major donors continue to donate to the station.
- Fund Development Committee meets regularly and maintains at least 5 members
- Board members participate in the implementation of fundraising.

Implementation:

The Fund Development Committee and the General Manager are responsible for generating the Fund Development Plan for review and approval by the board, which will identify those responsible for implementation of respective objectives.

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 relationship 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?

The assignment of 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" and financial instability are all consequences of not addressing the strategic direction of this station.

Success Criteria:

- Increased attendance at General Meetings, Social events i.e. KVMR Birthday and Volunteer Appreciation dinner, and increased number of social events for stakeholders.
- Published minutes of all Board and Committee meeting minutes for access by board and committee members within a week of each meeting on Google Drive.
- Continued staff presentations at board meetings.
- More board engagement at General Meetings and during fundraising and outreach events.
- Regular opportunities for Board/Staff interaction.

Implementation

The Board and its committees will collaborate with the General Manager to implement these objectives and strategies, employing tactics that may include, but not necessarily be limited to, those presented here.

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. These things cannot be accomplished by the staff and volunteer body alone. 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.

Success Criteria:

- Board of Directors achieves a quorum at Board meetings
- Board of Directors has few vacancies, and vacancies are quickly filled
- Board Development Committee maintains and cultivates a list of prospective Board members.
- Board members participate regularly on two committees
- Board members participate at KVMR events
- Board members participate in KVMR Outreach and other community events
- Board members attend and participate in Fall Retreat
- Board members are familiar with the Strategic Plan and Bylaws
- Board members work to improve Board skills
- Board Development Committee meets regularly and maintains at least 4 members.

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.

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.

Success Criteria:

- Stable Membership Retention and Membership growth.
- Cultivate a younger audience and participation.
- Increase in the number of Broadcasters able to meet the current training class certification criteria, through adequate training opportunities.
- Positive and Constructive listener feedback from social media, surveys, membership drive questionnaires and other forms of communication.
- Increase in listenership on streaming channels as indicated by current counts.
- Increase in Artists engagement in future use of live stream videos, live broadcasts, interviews and house concerts.
- Broadcasters feel adequately trained.

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.

Integration of Plans

Strategic Direction

This Strategic Plan provides high-level objectives. Operational plans and budgets, linked to the Strategic Plan, 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.

Success Criteria:

- All staff, board, and broadcasters have read the Strategic Plan and provided feedback.
- Annual Budget cycle begins with a review of the Strategic Plan to ensure operational plans and budgets are in sync.
- Major operational spending tradeoffs always include an assessment of the impact to the strategic plan
- Monthly financial reviews include references to elements of the strategic plan

Implementation

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