CHAPTER 7: Proposed Programmatic Changes - A Plan of Action

Overview

As a radio station, programming is at the heart of KBOO's success. Indeed, all future successes rely on the commitment to programming that reflects the needs, realities and opportunities of the community that KBOO serves. Without quality programming the organization will not succeed and therefore the goals and action items contained in this chapter represent the central tenet of this strategic plan and the period of implementation that spans 2011-2016. The efforts that are implemented now will form the foundation of KBOO in the 21st century, both on the airwaves and within the world of electronic media.

KBOO's commitment to improving and diversifying programming is at the heart of this five-year plan and is the fundamental base of KBOO operations. The definition of programming is two-fold and includes production and engineering. The two facets of programming are interrelated and must be looked at holistically in order for the following action items to be implemented and developed effectively. Nonetheless, each area does have unique needs in order to increase effectiveness both independently and collectively. For this reason the following action items are discussed under distinct headings.

Overall, KBOO has made the following commitments to programming:

- Programming must support the mission of the organization.
- Quality of programming content must be improved and must be consistent.
- Engineering and Programming must be considered as two parts of the whole.

Programming – General

The heart of KBOO is programming, which is the face the KBOO presents to the listening public. Basic protocols and procedures must be developed and implemented in order to create a more favorable experience for volunteer programmers that create and disseminate content on the airwaves and online. An abiding organizational commitment to this goal is paramount in order to recruit, cultivate, train and sustain programmers.

Implementation Plan:

1. Action Step: Conduct an assessment to understand the priorities, needs, and gaps in programming that will target current listeners and target audiences. This work will form the basis for the pathway to determine how best to expand the organization's listener and consumer base.
   Timeline: January 2012 – January 2013.
   Responsible party: Programming staff and Programming Committee.

2. <u>Action Step</u>: Hold a Programmer Work Session to identify greatest needs and priorities for programming. The Work Session should include anyone related to programming either on air or behind the scenes, such as board operators, engineers, and volunteers.
    <u>Timeline</u>: September 2011 and once annually: September 2012; September 2013; September 2014; September 2015; September 2016.
    <u>Responsible party</u>: Programming staff and Programming Committee.

3. <u>Action Step</u>: Set priorities for programming based on the results of the audience assessment, which includes listeners, members, staff and volunteers, and programmers.

    a. Short-term priorities will include determining new on-air programs and removing obsolete programming in time for the fall 2011 lineup. New programming will be tied into the Fall Fund Drive and will be promoted to the community accordingly.
        <u>Timeline</u>: For the Fall 2011 Program Guide.
        <u>Responsible party</u>: Programming staff and Programming Committee.

    b. Long-term priorities will include five-year projections for the evolution of programming that will include web content and new on-air programming. The scope and breadth of long-term priorities will also hinge on the community outreach efforts to be conducted as part of year one implementation of the strategic plan. Long-term priorities could include:
        ▪ Blocking and thematic programs.
        ▪ Local, remote and live broadcasts.
        ▪ Public affairs program expansion with local focus.
        ▪ Archives featured on the air, on the website, and through podcasts and subscriptions.
        ▪ Relevant syndicated programs from community organizations and other local or national media providers that are within the philosophical scope of KBOO's mission statement and Program Charter.
        <u>Timeline</u>: January 2012 – January 2013
        <u>Responsible party</u>: Programming staff and Programming Committee.

4. <u>Action Step</u>: Create job descriptions for producers, engineers, board operations and programmers that will delineate the roles, responsibilities, opportunities and evaluative and grievance measures of each position. Criteria and direction for these descriptions will emanate from the Programming Committee in tandem with the Board of Directors.
    <u>Timeline</u>: July 2011 – July 2012.
    <u>Responsible party</u>: Programming staff and Programming Committee.

5. Action Step: Develop internal protocols for creating a continuous feedback loop from audiences of each radio program. Programmers must solicit, document, analyze and be responsive to this feedback, which will be disseminated appropriately through the proper internal and external channels.
   Timeline: Fall 2011 – Spring 2012
   Responsible party: Programming staff and Programming Committee.

6. Action Step: Formalize new roles and responsibilities for programmers that enable cross-pollination of on air content to electronic media, in marketing materials and within the community. Some examples could include: Tie-ins with playlists and programmer bios, posting episode guides on the website, and creating a more visual presence through remote broadcasts and participation in community events.
   Timeline: August 2011 – December 2011 to develop and approve; Ongoing for implementation.
   Responsible party: Programming staff and Programming Committee.

7. Action Step: KBOO will develop and implement a comprehensive training curriculum for programmers to create a "certification" program that brings current and prospective programmers up to speed on the policies, priorities and technology that KBOO relies on for production. Training topics will include:
   - Equipment.
   - Community Outreach.
   - Website interfaces and tie-ins with Programming.
   - Fund Drive Duties; Preferences; Expectations.
   - Specialized trainings for distinct roles within Programming:
     – Producer
     – Production Assistant
     – Production Manager
     – Director
     – Board Operations
     – Host
     – Engineer
     – Researcher
     – Research Assistant
     – Field Recordist
     – Studio Recordist
     – News Producer
   Timeline: August 2011 – December 2011 to develop and approve; Ongoing for implementation.
   Responsible party: Programming staff and Programming Committee.

8. <u>Action Step</u>: The Program Committee, under the auspices of the Board of Directors and in collaboration with the collective management body, will develop and implement quality control benchmarks and related evaluative measures to ensure that benchmarks are being met. Possible third party evaluations will be considered and explored.
   <u>Timeline</u>: July 2011 – July 2012
   <u>Responsible party</u>: Programming staff and Programming Committee.

9. <u>Action Step</u>: Develop a *Programmers Bill of Rights* that will delineate policies for programmers to file grievances and an appeal process for termination of show, among other rights. The Committee will explore the establishment of a sub-committee to manage and respond to any grievances and appeals, as well as other relevant actions that emerge as a result of the creation of the *Programmers Bill of Rights.*
   <u>Timeline</u>: July 2011- July 2012 and ongoing annual revisions as necessary.
   <u>Responsible party</u>: Programming staff and Programming Committee.

10. <u>Action Step</u>: Create formalized roles and responsibilities for programmers that are related to the development of the Media Center, including digitizing show archives to bring them online, promotion of archives to their listeners, and cross-promotion of shows and all activities of the programmers and their shows on the air and online. The results of this process will be included in the revised job descriptions listed in Action Step #1.
    <u>Timeline</u>: July 2012 – June 2016
    <u>Responsible party</u>: Programming staff and Programming Committee.

11. <u>Action Step</u>: Create production teams for each program. Ideally this will include peer groups working collaboratively.
    <u>Timeline</u>: July 2012-June 2016
    <u>Responsible party</u>: Programming staff and Programming Committee.

Engineering

Professional, responsive engineering is the backbone that makes programming possible.

Strategy:

- Programming and Engineering departments will increase their effectiveness so as to maximize opportunities for each – improved equipment, faster maintenance, more remote and live broadcasts and cross-training that diversifies and strengthens each department's ability to serve the mission of KBOO and the priorities of the community. Above all, production quality improvements are targeted as the core outcome of this working relationship.

Implementation Plan:

1. Action Step: Conduct a thorough equipment inventory that will provide a basis for any new acquisitions, equipment priorities, and maintenance needs. Develop Engineering Plan to address the findings of the equipment inventory.
   Timeline: July 2011 – July 2012
   Responsible party: Engineering Department and Engineering Committee.

2. Action Step: Formalize the relationship between programmers and engineering through new policy development. The outcome of this is to create clear expectations, recourse and efficiency.
   Timeline: July 2011 and ongoing.
   Responsible party: Programming Committee and Engineering Committee.

3. Action Step: Create new positions within Engineering Department to increase productivity and responsiveness of the Engineering staff, and to accommodate the shifting engineering needs of a Media Center.
   Timeline: July 2012-June 2013
   Responsible party: Engineering Department and Engineering Committee.