



# Baseline Survey Summary

## January 2021

### Overview – Station Types

- 1 High School
  - KNHC, Seattle Public Schools
- 2 Tribal
  - KIDE, Hoopa Valley Tribe
  - KUYI, Hopi Foundation
- 3 University
  - WMPG, University of Southern Maine
  - WSSB, South Carolina State University
  - WTJU, University of Virginia
- 5 Urban Stations
  - KFAI, Minneapolis, MN
  - KGNU, Boulder, CO
  - KNHC, Seattle, WA
  - WMPG, Portland, ME
  - WTJU, Charlottesville, VA
- 7 Rural Stations
  - KCAW, AK ~ KIDE, CA
  - KUYI, AZ ~ KVMR, CA
  - KZYZX, CA ~ WSSB, SC
  - WVMR (AMR), WV



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# Cohort Participants

## KCAW, Sitka, AK

Becky Meiers, GM  
Katherine Rose, Reporter

## KFAI, Minneapolis, MN

Daniel Banks, GM  
Mason Butler, UW,  
Dev and Content Mgr

## KGNU, Boulder, CO

Timo Russo, Station Mgr  
Sarah Shirazi,  
Community Dev Dir

## KIDE, Hoopa, CA

Joseph Orozco, Lead  
Producer/Mentor  
Coty Yarbrough, Office  
Manager

## KNHC, Seattle, WA

June Fox, GM  
Bruce Wirth,  
Fundraising Director

## KUYI, Kykotsmori, AZ

Richard Alun Davis,  
Station Manager  
Thomas (Laana)  
Humeyestewa,  
Production Asst



# Cohort Participants

## KVMR, Nevada City, CA

Ali Lightfoot, GM  
Adriana Kelly,  
Membership Director

## KZYY, Philo, CA

Marty Durlin, GM, ED  
Alicia Bales, Program  
Director

## WMPG, Portland, ME

Jim Rand, Station Mgr  
Dale Robin Goodman,  
Development Director

## WSSB, Orangeburg, SC

Carl A'see, GM and  
Board Liaison

## WTJU, Charlottesville, VA

Nathan Moore, GM and  
Board Liaison

## WVMR (AMR), Dunmore, WV

Scott Smith, GM  
Heather Niday,  
Program/News  
Director



## Governance Dimensions

Lowest Ranking ~ 2.5/5.0

- The board is actively engaged in capacity building
- The board opens financial doors for the station
- The board leads the creation of a strategic plan

Highest Ranking ~ 4.5/5.0

- The station is in full compliance with federal and state agencies
- The station is considered an important community institution
- The general manager manages operations, programming and development



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## Organizational Dimensions

Lowest Ranking ~ 3.6/5.0

- Governance and Leadership – Station leadership provides inspiration and a clear sense of where the station is going and how it will get there
- Engagement Orientation – There are strong relationships with members, suppliers, partners and other stakeholders

Highest Ranking ~ 4.4/5.0

- Culture – At the station, there is a shared sense of purpose to positively impact the community and to support new initiatives
- Capabilities – The station has individuals with the institutional knowledge and skills required to set priorities and execute strategy



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## KIDE - Hopes for CCI

- We want our elected Tribal Council to understand that KIDE is valuable and an important democratic tool for the community
- We want to show our community how this radio station can foster positive engagement, holistic community planning and success in navigating change

## KNHC - Planning and Organization

- Hold Staff Retreats every six months to discuss challenges and opportunities and to plan community engagement events from both an in-person and on-air perspective (last 3 years)
- Post a 'War Room' calendar in the staff area to consult and actively manage the allocation of time and resources

## KZYZ - Decentralized Production

- 3 satellite studios in addition to Philo home base
- ~100 people consistently produce excellent programming; once trained, people are self-sufficient, amazingly stable
- Initially a struggle, people figured out how to pre-record and manage in-person transitions safely
- Settled into a stable pandemic routine that functions without an overwhelming strain on staff



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## Volunteers

- 200 active volunteers vs. 400 last year, 1,226 on the volunteer mailing list - KFAI
- 300 active volunteers, about 50-100 fewer than 12 months ago due to COVID - KGNU
- 600 volunteers pre-pandemic, 400 helped off air with events, front desk and mailings - KVMR
- 225 - 250 volunteers, some involved daily – WMFG
- 41 current volunteers for all 3 stations, 12 months ago we had 53 – WVMR (AMR)



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## Capacity - Strengths/Efforts

- Emergency Preparedness – KCAW, KIDE, KVMR, KUYI, KZYX
- Culture/Values/Org Structure/Planning – KCAW, KGNU, KNHC, KVMR, WTJU
- Technical Know-How – KFAI, KZYX, WTJU
- Capital Campaigns – WTJU; KGNU, KZYX (in process)
- Social Media – KNHC, KUYI, WVMR (AMR)
- Experience/Professionalism – KNHC, KZYX
- Financial Management – KCAW, KGNU

## Capacity – Top Challenges

- 70% - Lack of Strategic Plan
- 70% - Staffing
- 60% - Change management, Succession planning, Management skills
- 25%-33%: Technical Skills, No capacity for new initiatives, Board governance

## Engagement – Top Methods

- Website
- Strategic Partnerships
- Social Media
- Hosting/Co-hosting Events
- Attending/Reporting on Local Events
- Training - DJ'ing, Podcasts, Post-Production
- Community Advisory Board
- Giveaways



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## Tactics for Deeper Engagement

- Leverage community allies including pitching - KCAW
- Monthly event to teach basic DJ skills – KFAI
- Community calendar – KIDE, KCAW
- Collaborate with orgs, events, on programs – KFAI, KGNU, KVMR
- Call-in shows/live broadcasts – KGNU, KIDE, KUYI, KVMR, KZYX
- Interact with audience via text message - KNHC
- One-on-one engagement, open-door policy – KUYI, WVMR, WMPG
- Weekly/Monthly email newsletters – KNHC, WTJU
- Collect feedback during pledge drives – KVMR
- Annual listener survey – WTJU
- Staff members serve on community boards/committees - AMR



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## DEI Efforts

- We have had a few funders pull support, citing our coverage of systemic racism – KCAW
- We have instituted specific steps to foster DEI in hiring, and volunteer and board recruitment – KGNU
- Collaborate with orgs or events with BIPOC or young participants, try to create paths for new BIPOC programmers – KVMR
- Added Latinx, Indigenous, and youth programming/programmers, but have not adequately addressed – KZYX
- Some success fostering diversity with podcast collective, student station WXTJ's Spanish-language show (students and community volunteers), and Sonic Id program - WTJU



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## Social Media

### Facebook Followers

- < 500: KIDE, WSSB
- 3,500 – 5,500: KZYX, WTJU, WVMR (AMR)
- 8,000: KVMR, WMPG
- 12,000- 14,000: KCAW, KFAI, KGNU
- 18,000-19,000: KNHC, KUYI

### Twitter

- < 500: WSSB
- 1,500 – 2,500: KCAW, KZYX, WMPG, WTJU
- 6,000 – 9,000: KFAI, KGNU, KNHC

### Instagram

- < 500: KZYX, WSSB
- 1,500 - 3,000: KCAW, KFAI, KGNU, KNHC, KVMR, WMPG, WTJU



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## KUYI - Engaging Elders, Students & Traditional Language-Speakers

- Efforts include Elder wisdom recordings, COVID PSAs & recruitment of additional Lavayi (Hopi language) translators
- Targeting younger, more tech savvy Lavayi translators for production away from station
- Current Lavayi translators are within vulnerable populations and/or lack capacity for audio recording (no computer, internet, etc.)



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## WTJU - Website & Email

- Use WordPress; podcast site and special project sites are built in Squarespace
- 1,100 visitors per day; 3,400 hits per day
- No app, just mobile responsive website
- Weekly email newsletter to full list ~ 4500
- Weekly email newsletter to ~ 630 classical donors
- Email newsletter open rates 20-25%
- Genre specific donor emails before and during our genre-based pledge drives



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## WVMR (AMR) - Strategic Partnerships

- AMR has strong ties to religious and civic organizations (Ruritans, etc), school systems in the three counties, and various non-profits promoting economic development, health and safety and agriculture/animal health
- Staff members serve on boards/committees: Emergency Services, Pocahontas Chamber of Commerce, Pocahontas Bicentennial Committee, Highland County Farm Bureau, and more

## Engagement – Top Challenges

- 60% - Engaging younger demographic
- 60% - Engaging new listeners (DEI, Multiple Cultures and Language Groups)
- 60% - Prioritizing opportunities, Time to plan
- 30%-40%: Geographic distance, Tracking results, Managing events

## Content - Station Formats

- 3 - Stations with an Even Split of Music and News: KCAW, KGNU, KZYX
- 8 - Music Dominate Stations: KFAI, KIDE, KUYI, KVMR, WMPG, WSSB, WTJU, WVMR (AMR)
- 1 - Music Exclusive Station: KNHC
- 6 - Stations with News Departments: KCAW, KGNU, KUYI, KVMR, KZYX, WTJU, WVMR (AMR)

## Content - Station Programming

- 4 – Stations with 90-100% locally produced content: KFAI, KNHC, WTJU, WVMR (AMR)
- 3 – Stations with 70-75%: KGNU, KUYI, KVMR
- 3 – Stations with 30-50%: KCAW, KZYX, WMPG
- 2 – Syndicated dominate stations: KIDE, WSSB

## Content – Top Methods

- 100% - On Air, Streaming, Website
- 90% - Facebook
- 80% - On Demand, Broadcast Live Performances
- 60% - Podcasts: KFAI, KGNU, KIDE, KVMR, KZYX, WMPG, WTJU
- 60% - Email Newsletters: KCAW, KGNU, KNHC, KVMR, KZYX, WMPG, WTJU
- 50% - Video Conferencing (Zoom, etc.)



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## KGNU - Podcasts, Content Partners

- KGNU TRENDS Podcast, in collaboration with the Boulder Community Foundation and Boulder County's emerging Equity Reporting Initiative, deeply reported local stories about the Latinx community, available on our news website
- Unhoused, a six-part radio series, in collaboration with the Boulder Weekly, on how COVID has changed the conversation around homelessness, available on our news website
- Radio Bookclub, a monthly podcast with the Boulder Bookstore, focused on Colorado authors, iTunes and other platforms.
- All music programs are available for streaming on our 24/7 Music Website, After.FM.com



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## KFAI - Managing On-Air & Online

- Utilizing our podcast platform to highlight existing public affairs programs, including expanding our Disability and Progress program to podcasting
- Making shifts between online and on-air to better reach and highlight communities of color and newer, forward-thinking jazz and modern programming, we felt some programs were underperforming due to their overnight timeslots or were better served as bi-weekly programs

## Content – Top Challenges

- 75% - Recruiting new programmers – especially underserved demographics
- 60% - Understanding audience, potential audience
- 50% - Expand content delivery – especially digital
- 30%-40%: Increasing quality, Producing content for younger demographic, Music mix to appeal to broad audience

## Revenue Stream Strengths

- 50-60% Membership: KGNU, WMPG
  - 60-70% General Giving: KCAW, WTJU, WVMR (AMR)
  - 30-35% Sustaining Members: KFAI, KNGU, KNHC, KVMR
  - 25-40% Major Gifts: KVMR, KZYX, WVMR (AMR)
- 20-25% Underwriting: KCAW, KNHC, KVMR, AMR
- 15-25% Grants: KGNU, KZYX
- 15-20% Earned Income: KCAW, KVMR

## KCAW - Special Program Giving

- Successful in soliciting contributions for specific 'programs,' i.e. Report For America reporter
- Use a major gift approach - relationship building, multiple touches, highlight impact of reporting
- Start in January and fundraise until we've 'forward-funded' the position
- Hoping to expand program to fund capital improvements for translators

## KVMR – Major Donors

- Raised over 100k from major donors (gifts of \$1000 or more) in 2019 and 2020
- Membership director calls and meets with major donors before, after and in-between pledge drives including going out to lunch
- We have found building personal, one-on-one relationships more effective than mailings, gifts, parties, events, or grants

## Revenue – Top Challenges

- 50% - Lack of development capacity, Planning beyond what we have always done
- 50% - Underwriting
- 33% - Developing major givers