

Kekahu Foundation and KKCR Community Radio
Strategic Plan 2009-2014

The Kekahu Foundation gratefully acknowledges the Hawaii Community Foundation and MacDougall & Associates for their generous contributions, which enabled the creation of this Strategic Plan.

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MESSAGE FROM THE BOARD OF DIRECTORS OF THE KEKAHU FOUNDATION

2009 brings exciting changes to the Kekahu Foundation and KKCR Community Radio. We were pleased to start the year by seating the first board member to have been elected directly by the membership since KKCR went on the air. We are proud to present the Kekahu Foundation's first strategic plan, which lays out a vision for the Foundation and KKCR and will guide our course for the next five years, through 2014. And we are pleased to start the year with our new General Manager, Jerry Brocklehurst, who was an active volunteer in our strategic planning process even before he assumed his new position in October 2008.

We are grateful to our former General Manager, Gwen Palagi, for her many contributions to KKCR and we wish her the best in her new ventures on Oahu. Gwen was also a major contributor to our strategic plan, generously extending her stay on Kaua'i in order to participate in developing the plan.

The strategic planning process embodied community building at its best. People with diverse viewpoints and varied experiences came together, united by a love and passion for community radio, the island of Kaua'i and KKCR in particular. The broad-based effort and extensive process that went into creating this strategic plan involved the participation and input of current and former members of the Kekahu Foundation Board of Directors and Community Advisory Board; KKCR staff, programmers, volunteers, members and, listeners; and the greater Kaua'i community. The public was also encouraged to join them in over 15 public meetings. Participants gave consistently and generously of their time, energy and ideas. They worked through pre-existing conflicts, as well as the new challenges and tough discussions required to create the strategic plan. Truly, the ten months spent creating the plan were as important as the outcome.

While not intended as such, the strategic planning process also became a venue to heal old and recent wounds - from the lingering controversies dating back to the mid-1990's to the incidents that occurred at the end of 2007 - to recognize mistakes made on all sides, and to learn from the past. These controversies were discussed and used as opportunities to make commitments for improved processes, policies and procedures for the Kekahu Foundation and KKCR. Thus, while the Board of Directors regrets the negative impacts that resulted from past actions, the Board also envisions the launch of this strategic plan as a new beginning, built on the shared vision, mission, values and goals expressed by the many participants who have contributed to the plan.

The Board of Directors recognizes that more than fifteen years of Kekahu Foundation and KKCR history preceded this strategic planning process. The Board honors the good intentions, vision, efforts and accomplishments of the founders of the Kekahu Foundation, as well as the accomplishments and contributions that have been made by many other dedicated people over the lifetime of the Foundation and KKCR. All of that work created the foundation upon which this strategic plan is built.

The Kekahu Foundation Board of Directors, in cooperation with the KKCR General Manager and staff, pledges to support the implementation of this plan, which is fully aligned with the Kekahu Foundation's mission and underlying values. With this strategic plan, KKCR is poised to move to the next level of excellence in providing voices to the people of Kaua'i and providing opportunities to participate in an array of programming that will be continually tailored to meet the needs of our diverse community.

MESSAGE FROM JERRY BROCKLEHURST, STATION MANAGER OF KKCR

Aloha All,

On October 1st, 2008 I began an exciting journey... as new Station Manager of KKCR radio. I am both honored and excited to have been selected as the new Station Manager and I look forward to meeting and working with all the great volunteers, staff, Community Advisory Board (CAB) members, and Board members, and to helping find ways that KKCR can better serve the needs of our island-wide community. To me, the two words in the middle of the call letters are *what* the mission of the station is all about - "Kaua'i Community". The "R" for "radio" is *how* to accomplish the mission.

Over the past year, the Board and staff have been working hard on defining KKCR's future through a series of forward-looking strategy planning meetings, open to the public, with committees focused on topics such as finance, volunteers, facilities, community outreach, conflict resolution, and policy/decision-making. Each committee included participants from the staff, the Board, the CAB, the volunteers, and the community at large.

As a concerned person in the community, I too attended many of the meetings and was quite impressed with the level of cooperation and enthusiasm of those involved. Everyone's ideas were captured and many thoughtful, and often thought-provoking and lively, yet respectful discussions occurred. Through this process I was able to get a peek into the inner workings of KKCR and liked what I found... *a heart and soul that is truly dedicated to serving the community*. This document represents the culmination of those efforts.

If you are taking the time to read through this Strategic Plan, then you too are a concerned and interested stake-holder. By joining together, we can all help the station become what it wants to be and what the community needs it to be - a forum for overlooked, suppressed, and under-represented voices, issues and music, free from the control of commercial and political interests, that reflects the broad, rich spectrum of Kaua'i's unique community and promotes the creative, cultural, and political vitality of the community... a station that also preserves, perpetuates, and celebrates Hawaiian culture and that stimulates, educates, and entertains its audience and provides relevant, accurate, and timely information throughout beautiful days on Kaua'i as well as in times of crisis.

Thank you in advance for helping to make KKCR what it desires and deserves to be.

Aloha,
Jerry

KEKAHU FOUNDATION/KKCR: OUR STORY

In the late 1980s, community members began to discuss the need for a Kaua'i-based alternative radio station that would reflect Kaua'i's unique culture, represent its many peoples, and facilitate island-wide communication in the wake of a major disaster. In March 1993, they took on the project of creating such a resource, forming the Kekahu Foundation, a tax-exempt 501(c)(3) charitable organization. ("*Kekahu*," a combination of two Hawaiian words, means "*the honored attendant, guardian or caretaker.*") The Foundation's guiding purpose was to create an educational and cultural organization whose responsibilities would include, but not be limited to, the development and operation of a radio station located in the County of Kaua'i.

Starting in September of 1995, the Kekahu Foundation obtained several grants to plan and create such a community radio station. Two years of fundraising, organizing and studio construction followed. In the late summer of 1997, KKCR-FM (the desired call letters KLEO - "*the Voice*" - were not available), began broadcasting from a small building in Princeville.

KKCR now broadcasts 24 hours a day, 7 days a week. It is the only full powered non-commercial community radio station in the Hawaiian Islands. It offers an eclectic mix of music, news, cultural features and local issue-related talk shows. The signal from the station's main transmitter in Princeville reaches most of Kaua'i's north shore. Another transmitter and translator sends KKCR's broadcast signal to the east, south and west sides of Kaua'i, to Ni'ihau, and to parts of the island of Oahu. The station reaches listeners via FM frequencies 90.9, 91.9 and 92.7, via the Kaua'i cable network, and through a worldwide presence on the internet at www.kkcr.org.

Although it is difficult to ascertain how many people are tuned in to KKCR at any given time, the station estimates a listening audience of up to 10,000 regular listeners. KKCR also has about 2,000 listeners on the web per week.

The Kekahu Foundation currently has more than 1,000 active members who annually contribute time, funds or other materials to keep KKCR on the air. KKCR's small, dedicated, paid staff consists of a station manager, membership director, music and underwriting director and volunteer services and training director.

KKCR strives to serve the entire population of the islands of Kaua'i and Ni'ihau by offering a highly varied menu of radio programming. Based on the response during the Kekahu Foundation's semi-annual pledge drives, KKCR management believes that many people appreciate what KKCR provides to the community. In 2008, the community's donations to the Kekahu Foundation and KKCR exceeded \$136,000.

KEKAHU FOUNDATION/KKCR COMMUNITY RADIO:
“VISION 2014”

1. With the support and guidance of the Kekahu Foundation, KKCR is the most listened-to radio station on Kaua'i.

KKCR is well-respected, independent, full-powered, non-commercial, and community-supported. KKCR is a volunteer-driven source of public affairs, education, music and news that reflects Kaua'i's varied cultures and demographics. KKCR is a unique resource, providing live, 24/7 access and emergency broadcast information for the north shore, essential for Kauai's isolated island communities. KKCR serves its listeners, members, volunteers, underwriters, the island community and beyond. As the voice of Kaua'i, KKCR offers the experience of true ohana, an inclusive resource for community-building and a model for participatory governance,

2. KKCR's unique programming is the heart and soul of the station.

It targets the diverse needs and interests of the Kaua'i community, reflects KKCR's mission and is as unique and interesting as the people KKCR serves. KKCR's programming fills a void not filled by other media and receives rave reviews. KKCR's mix of music and public affairs is dynamic, balanced, and designed with community input. It embraces change over time and helps to raise consciousness by providing opportunities for all communities to find a voice on the air. Programs are awarded fairly, based on an agreed-upon system that maximizes availability to a wide range of programmers and programs. Decisions are based on broad input and evaluated with clear measures of success.

3. KKCR's diverse, well-trained volunteers support programming and all daily operations.

KKCR's volunteers are passionate, creative, dedicated, conscientious and inspired by KKCR's mission. The station's large pool of skilled programmers recognizes the honor, privilege and responsibility of having a voice on the airwaves. They support KKCR's goals and procedures as they uphold the highest standards and legal requirements of community broadcasting. They offer positive energy, effective communication and mentorship for newcomers.

4. KKCR's vibrant, creative staff are talented, dedicated, and diverse.

KKCR's staff understands the unique nature of community radio and is fully versed in emergency broadcast procedures. KKCR's staff successfully interacts with volunteers, members and organizations. With clearly defined roles and guidelines, KKCR's staff works in harmony to keep operations running smoothly, while encouraging and managing volunteers with openness and flexibility.

5. KKCR has strong, island-wide membership support.

Listeners become members. Listeners are from varied backgrounds; they are dedicated, generous, appreciative and invested in KKCR's mission and vision. They know their contributions result in high quality programming and a well-managed organization in which they are encouraged to participate. They inspire KKCR to be a beacon of free speech and great entertainment.

6. KKCR's island-wide community outreach is the backbone of the station's success.

KKCR fosters open communication for all constituencies. It broadcasts government and community events, using live or remote capabilities. It strives for a balance of professionalism, honesty, and accessibility as it promotes a variety of opportunities for involvement with the station.

7. KKCR finances are abundant and sustainable.

KKCR is sustained primarily through ever-increasing memberships and donations, backed by an endowment fund, grants, limited underwriting and reserves. The Kaua'i community is generous because it feels that KKCR is a valuable asset, responsive to the community's needs. Station management carefully monitors day-to-day finances. The budget supports competitive pay for all staff members.

8. The Kekahu Foundation owns or leases first rate facilities around the island.

KKCR staff and programmers are well-trained in the use of KKCR's state-of-the art, cost-effective technology and equipment. KKCR's professional, multipurpose studios meet the station's emergency broadcast objectives. The Kekahu Foundation has multiple licenses, and is able to broadcast an additional signal. All facilities and equipment are upgraded to high standards.

9. The Kekahu Foundation Board of Directors comprises dedicated, forward-thinking leaders, who ensure KKCR's long range sustainability.

The directors are well-qualified, diverse and actively involved in setting policy, supporting station management and successfully guiding a large, multi-faceted organization in new and well-planned directions. They proactively ensure the fiscal viability and sustainability of KKCR, and play a key role in fundraising.

10. Building upon the success, strength and sustainability of KKCR, the Kekahu Foundation serves as a community development and educational organization.

Using its various facilities around the island, the Kekahu Foundation offers meeting space for public use and a variety of programs. It supports other non-profits and partners with educational institutions.

11. Supported by the Kekahu Foundation, KKCR succeeds because of its:

- Commitment to meeting the needs of the diverse Kaua'i community, with inclusiveness and flexibility
- First-rate staff
- Long-term financial stability
- Island-wide volunteer participation
- Member ownership and support of its mission and vision
- Unique, varied and entertaining programming mix, based on an established process
- First-class facilities and equipment
- Ability to attract listeners locally, statewide, nationally and globally.

KEKAHU FOUNDATION/KKCR: **WHAT IS KKCR COMMUNITY RADIO?**

KKCR is Kaua'i's independent, community-owned, community-operated, non-commercial, non-profit, listener-supported, grass-roots radio station. We exist to serve the people of Kaua'i and to promote the creative, cultural and political vitality of Kaua'i's communities, free from the control of commercial and political interests. We rely on our listeners and members to produce quality programming, to provide financial support, and to actively participate in all aspects of the operation of the radio station.

Our public affairs, music and cultural programming reflects and serves the diverse communities of Kaua'i. We provide relevant, accurate, timely information during emergencies. We seek to stimulate, educate and entertain our audiences while providing public access to airwaves for individuals, groups, issues and music that may be overlooked, controversial, suppressed or under-represented by other media. We embrace diversity, tolerance and freedom of expression, and provide a forum for the exchange of ideas in a democratic environment that is respectful of each individual's cultural or political perspective.

KEKAHU FOUNDATION/KKCR: MISSION

KKCR is Kaua'i's independent, non-commercial, listener-supported community radio station. KKCR seeks to:

- Stimulate, educate and entertain its audience
- Preserve, perpetuate and celebrate Hawaiian culture
- Reflect the diversity of the local and world community

KKCR provides a forum for overlooked, suppressed, or under-represented voices and music. The Kekahu Foundation facilitates this broadcasting opportunity.

KEKAHU FOUNDATION/KKCR: VALUES

Consistent with the Kekahu Foundation/KKCR Mission, the Kekahu Foundation, through its Board of Directors, and KKCR, through its staff and Community Advisory Board, are guided by the following values:

Tolerance and Respect for Individuals, Groups and Cultures

- We respect individual rights, differences, and diversities of opinion.
- We practice inclusiveness and open-mindedness.
- We are non-partisan.
- We treat everyone with dignity and respect, free of discrimination and harassment.
- We acknowledge the importance of knowledge to be found in the Hawaiian culture and Kaua'i's other diverse cultures.

Community Empowerment

- The core purpose of the Kekahu Foundation and KKCR is to benefit the community and the public good.
- We promote an active, informed citizenry.
- We provide a forum for people who are trying to make a difference.
- We support organizations that are committed to community-based action.

STRATEGIC PLANNING PROCESS

In fall of 2007, after much previous discussion about the need for a vision and long-term plan for the Kekahu Foundation and KKCR, then-President of the Kekahu Foundation Board of Directors, Harvey Cohen, took the steps to initiate a strategic planning process. The Board agreed with Harvey that it was time to ensure the sustainability and healthy growth of the Foundation and KKCR by creating a long-range plan that would map out a destination and course of action that would involve and inspire the broad cross-section of people who love and support the Foundation and station.

Roxanne MacDougall, 15-year Kaua'i resident and owner of MacDougall and Associates, was selected to be the consultant and facilitator for the planning process. The Foundation applied for a grant to pay for a portion of the project, and Roxanne generously offered to donate to the Kekahu Foundation the rest of the extensive work that would be required.

Even though the first grant application did not result in funding, Roxanne offered to begin the process anyway, confident that project's merits would ultimately ensure its funding. And indeed, the Hawaii Community Foundation agreed to fund the project. The decision was made to begin the planning process after the completion of the Fall 2007 membership drive. The planning process was structured as follows.

Formation of the Planning Team

A team of 15 people (the optimal size recommended by the consultant) was formed. It including members of the Board of Directors, KKCR staff, representatives of the Community Advisory Board and representatives of the station programmers/volunteers.

Planning is a Board responsibility, so it was important to include as many of the board members who could participate. The Station Manager at the time, Gwen Palagi, arranged for three staff members to attend and bring their unique, front-line perspective to the process. Two slots were designated for Community Advisory Board members and two slots were designated for programmer/volunteers who could make the time commitment required to be on the team; fortunately, there were two excellent applicants in each of those categories.

Other people who were interested in the process but unable to commit to the Planning Team were given the opportunity to participate later in the process, as the Strategy Groups were formed.

The members of the Planning Team were:

- Kekahu Foundation Board: Sandy Brodie Harvey Cohen (past President)
 Marj Dente John Gordon
 Carl Imperato Larry Lasota
 Steve Thatcher
- Community Advisory Board: Fred Dente Paul Moody
- Volunteers/Programmers: Karlos Detreaux Dayne Green
- Staff: Jerry Brocklehurst Dawn Jewell
 Dove Liddle Gwen Palagi

Planning Team Session 1

The first Planning Team session was held on May 14, 2008. It had a very simple agenda, which was to allow the team members to get to know each other and to discuss how they would work together, connect and build a strong team that could bring in many different points of view, represent many constituencies, and produce a shared vision and plan resulting in sustainable positive change. No small task!

Assessment Survey

The next step was to conduct a simple, written, anonymous survey of the strengths, weakness, opportunities and threats of KKCR and the Kekahu Foundation. The survey results were compiled by Roxanne and an aggregate report was prepared to guide planning. The survey included input from the entire board, staff and CAB, as well as a randomly selected sampling of volunteers, programmers, members, underwriters, donors, listeners and the general public. Anyone who wanted to submit a survey form was welcomed to do so. The survey form was posted on the KKCR website and promoted on air, as well as in local media. The survey results are included as Appendix A of the Strategic Plan document.

Planning Team Sessions 2 and 3

After the survey results were compiled, the Planning Team reconvened to begin the planning process. All feedback was reviewed. A first draft of a “vision” statement for the Kekahu Foundation was produced, for use as a starting point for ongoing feedback and refinement. Strategic concerns and potential barriers to implementation of the vision were identified. Then, key strategies were developed to overcome the highest priority barriers.

Strategy Groups

A working group was formed for each of the key strategies. These strategy groups were organized by Planning Team members and were open to anyone interested in a particular strategic area. Each of the strategy groups was tasked with producing goals and objectives for the group’s strategy. Each of the strategy groups first met to identify key goals, after which a Planning Team session was held at which each of the strategy groups reported on their progress. Each of the strategy groups then conducted a second meeting to refine and agree upon their recommended goals, and to develop detailed objectives for each of the goals. These were presented and discussed at another Planning Team session.

Draft Plan Input and Finalization

After additional Planning Team discussion, a draft plan was presented to the Kekahu Foundation Board of Directors in January 2009. The strategies, goals and objectives in that draft were reviewed in detail and adopted by the Board on February 18, 2009, subject to revision based on consideration of any additional public input. Those strategies, goals and objectives were subsequently posted on the KKCR website for such input. In February and March the strategy groups developed proposed implementation plans for each of the objectives. The final draft of the Strategic Plan was adopted by the Kekahu Foundation Board of Directors at its April 22, 2009 meeting.

STRATEGIC CONCERNS and KEY STRATEGIES

Strategic Concerns	Key Strategy
<p>1. COMMUNITY OUTREACH</p> <ul style="list-style-type: none"> • There is a lack of community understanding about KKCR and how it functions, and about what community radio is and how it differs from public radio. • There is no comprehensive community outreach program. • Past and recent conflicts have brought public attention to KKCR, including concerns about ethnic diversity, personnel policies, management and board governance. • KKCR needs more proactive community relations. 	<p>Implement outreach, education and community involvement programs that attract listeners, members, volunteers and financial support, while soliciting community input.</p>
<p>2. MEMBER SUPPORT</p> <ul style="list-style-type: none"> • Members have mostly gotten attention during membership drives and via the Airwaves newsletter, as well as the website. • With the advent of members electing Kekahu Foundation directors, there is more need to stay in regular communication with members, to enhance their relationships with KKCR. • There is also interest in holding member meetings and events. 	<p>Develop and implement a member support program.</p>
<p>3. VOLUNTEERS</p> <ul style="list-style-type: none"> • There is a lack of trained, reliable volunteers, particularly in the non-programming areas of operations. • There is also a lack of effective volunteer policies, recruitment, training and development. 	<p>Establish a comprehensive, effective volunteer program with clear policies and defined responsibilities, resulting in broad community support and active participation of a diverse, enthusiastic, reliable, well-trained and committed volunteer team.</p>
<p>4. FACILITIES</p> <ul style="list-style-type: none"> • Current limitations on broadcast capabilities impact programming opportunities. • KKCR's current facility is on a month-to-month lease. • There is a lack of available alternative locations. • The North Shore site supports emergency broadcast commitments but limits island-wide coverage and volunteer participation and affects station image. • Equipment and technology must be maintained or replaced to meet high standards and keep up with new developments in radio communications. 	<p>Secure a permanent home and broadcast network to ensure KKCR's uninterrupted, 24/7 island-wide radio coverage.</p>

<p>5. FINANCES</p> <ul style="list-style-type: none"> • The current level of funding is limited and will be inadequate to accomplish the Kekahu/KKCR vision and strategic plan. Some federal grant funding has already been lost. • There is not a stable, reliable income stream. • Finances are vulnerable due to the weak U.S. economy, competition for funding and grant dependency. 	<p>Develop a stable, comprehensive, sustainable and diversified financial base, supported by sound fiscal policies and management.</p>
<p>6. POLICY AND DECISION-MAKING</p> <ul style="list-style-type: none"> • There is a lack of board and station policies and procedures to promote action and follow-through on agreed-upon decisions in a timely manner. • Internal station communications and decision-making procedures need improvement. • Commitment to action will be required in order to successfully implement the strategic plan. 	<p>Ensure that significant Kekahu Foundation and KKCR decisions and policies are developed with input from appropriate stakeholders, and ensure that internal KKCR policies and procedures are comprehensive and carried out in a timely manner.</p>
<p>7. CONFLICT RESOLUTION</p> <ul style="list-style-type: none"> • Controversial actions taken during the formative years of KKCR resulted in conflicts and negative publicity which continue to the present day. The suspension in 2007 of three programmers produced additional conflict. • Differences and lack of cohesiveness within the organization affect morale, ability to attract volunteers, and overall image of the station. 	<p>Design and implement effective, agreed-upon conflict resolution processes in order to resolve past and present conflicts and to proactively prevent or deal with future conflict.</p>
<p>8. PROGRAMMING</p> <ul style="list-style-type: none"> • There is a lack of overall policies and structure for making programming decisions and overseeing programmers. • Programming decisions have been driven by the programmer volunteers who are willing and available. 	<p>Implement a proactive, systematic approach to programming in support of attracting and retaining a diverse group of listeners and members, while meeting community needs and fulfilling the KKCR mission.</p>

STRATEGIES, GOALS AND OBJECTIVES

1. COMMUNITY OUTREACH STRATEGY

Implement outreach, education and community involvement programs that attract listeners, members, volunteers and financial support, while soliciting community input.

- Goal CO 1 Develop high-quality, coordinated and consistent public education about community radio, how KKCR functions, and the role KKCR plays in the Kaua'i community.
- CO 1.1 Create and consistently use a core message about KKCR's role and the benefits to the community.
 - CO 1.2 Provide programs for youth.
 - CO 1.3 Produce educational programs and materials about KKCR.
 - CO 1.4 Create opportunities for people to learn how to design a successful program.
- Goal CO 2 Develop and implement a public relations/marketing program.
- CO 2.1 Partner with local media for regular press coverage.
 - CO 2.2 Update/create associated materials, including brochures.
- Goal CO 3 Support the volunteer program and volunteer coordinator.
- CO 3.1 Provide information about volunteer opportunities at all events and in all communications.
 - CO 3.2 Provide resources and training tools for volunteers.
 - CO 3.3 Offer island-wide community outreach and volunteer opportunities via remote broadcasting.
- Goal CO 4 Support fundraising.
- CO 4.1 Provide public communication during membership drives and other fundraising activities throughout the year.
 - CO 4.2 Provide communication tools for solicitation of large donors.
 - CO 4.3 Create a brochure that clearly describes multiple ways that the community can support KKCR financially.
 - CO 4.4 Assist with grant-writing for funds that pay for community outreach.
 - CO 4.5 Create a signature event for fundraising.
- Goal CO 5 Implement processes for proactively, consistently soliciting community input.
- CO 5.1 Maintain an online feedback system on the KKCR website, which includes logging the feedback, responding promptly, creating a data base and providing opt-in options.
 - CO 5.2 Work with the Community Advisory Board to provide feedback opportunities.
 - CO 5.3 Support Kekahu Foundation and KKCR decision-making by gathering input from key stakeholders, appropriate to the issues involved and the decisions to be made.
 - CO 5.4 Promote the opportunity to give direct and web-based feedback in all PR messages

online and in the media.

CO 5.5 Solicit feedback from people of diverse backgrounds, ethnicity, geographic locations, points of view, age groups, etc.

CO 5.6 Involve volunteer staff and programmers in community outreach

Goal CO 6 Maximize use of the Internet, the KKCR website, and communications technology.

CO 6.1 Upgrade and optimize the content and functioning of the KKCR website.

CO 6.2 Support communication with listeners worldwide.

Goal CO 7 Offer member and community events, for outreach and fundraising.

CO 7.1 Hold an annual member meeting and celebration.

CO 7.2 Create a signature event for fundraising.

CO 7.3 Have a presence at island-wide community and visitor events

Goal CO 8 Maximize KKCR's ability to reach visitors.

CO 8.1 Communicate KKCR's disaster preparedness role to visitors.

CO 8.2 Position KKCR as the best source for Hawaiian music.

CO 8.3 Encourage visitors to listen to KKCR on-island and via the Internet when they return home.

CO 8.4 Partner with the Kauai Visitors Bureau and the Hawaii Tourism Authority.

2. MEMBER SUPPORT STRATEGY

Develop and implement a member support program.

Goal MEM 1 Provide regular, ongoing communication with members.

MEM 1.1 Maintain a member data base, with email mailing list capacity.

MEM 1.2 Provide an online *Airwaves* member newsletter, and a print version for members who request it.

MEM 1.3 Include member-targeted communication on KKCR website.

MEM 1.4 Include opportunities for member feedback on KKCR website.

Goal MEM 2 Hold member meetings and events.

MEM 2.1 Hold an annual meeting of members, coupled with an annual celebration/appreciation party.

MEM 2.2 Offer special workshops and programs exclusively as a benefit for members.

Goal MEM 3 Provide opportunities for members to be directly involved with the station.

MEM 3.1 Hold member open houses at the station, to educate them about community radio and broadcasting.

MEM 3.2 Hold events for members' teens and children.

MEM 3.3 Solicit member feedback to guide programming decisions.

MEM 3.4 Hold special volunteer days for members.

3. VOLUNTEER STRATEGY

Establish a comprehensive, effective volunteer program with clear policies and defined responsibilities, resulting in broad community support and active participation of a diverse, enthusiastic, reliable, well-trained and committed volunteer team.

Goal VOL 1 Design and implement a comprehensive volunteer program, with a full-time, paid Volunteer Coordinator.

VOL 1.1 Appoint/hire a qualified, full-time Volunteer Coordinator.

VOL 1.2 Create/update volunteer staff and programmer job descriptions.

VOL 1.3 Create/update all policies related to/ affecting volunteer staff and programmers.

VOL 1.4 Update policy and training manuals for volunteer staff and programmers.

VOL 1.5 Design and implement a consistent volunteer recruitment process in conjunction with community outreach and communication which attracts a large, diverse group of people from around the island.

VOL 1.6 Design and implement a volunteer job assignment system.

VOL 1.7 Implement a volunteer training program.

VOL 1.8 Implement a volunteer recognition and appreciation program.

VOL 1.9 Implement a consistent, timely communication process for volunteers.

VOL 1.10 Create and maintain a volunteer data base.

4. FACILITIES STRATEGY

Secure a permanent home and broadcast network to ensure KKCR's uninterrupted, 24/7 island-wide radio coverage.

Goal FAC 1 Secure the current facility for long-term control and capital improvements, in preparation for becoming a satellite facility when a new main facility is acquired.

FAC 1.1 Negotiate a long-term lease with landowner.

FAC 1.2 Assess current condition of the facility and identify needed improvements in buildings, infrastructure and equipment.

FAC 1.3 Prepare a facilities plan, with budget and timelines.

FAC 1.4 Hire a qualified contractor

FAC 1.5 Purchase needed equipment and complete building upgrades, new construction.

Goal FAC 2 (Alternative to Goal FAC 1): If the current facility can not be secured, identify and secure another North Shore location.

FAC 2.1 Research the pros and cons of alternative North Shore locations.

FAC 2.2 Negotiate a lease or purchase of the chosen location.

FAC 2.3 Assess current condition of the facility and identify needed improvements in buildings, infrastructure and equipment.

FAC 2.4 Prepare a facilities plan, with budget and timelines.

FAC 2.5 Hire a qualified contractor, if required.

- FAC 2.6 Purchase needed equipment and complete building upgrades, new construction, if required.
- Goal FAC 3 Provide remote broadcasting capability island-wide
 - FAC 3.1 Research options for providing remote broadcasting
 - FAC 3.2 Secure legal opinion to protect KF/KKCR rights and assets in any joint broadcasting/programming venture.
 - FAC 3.3 Purchase equipment required for remote broadcasting, if necessary
- Goal FAC 4 Develop and implement a plan for a new facility at a more central location on the island, to become the main facility for KKCR.
 - FAC 4.1 Conduct an assessment of Kekahu Foundation and KKCR facilities and equipment needs.
 - FAC 4.2 Define in detail the ideal facility for KKCR, based on clear, agreed-upon criteria
 - FAC 4.3 Conduct a survey and evaluation of potential existing sites, based on criteria
 - FAC 4.4 Evaluate the pros and cons of building a facility, as compared to purchasing or leasing an existing facility
 - FAC 4.5 Based on assessment and evaluation, choose the best option and develop an implementation plan.
 - FAC 4.6 Implement the plan for a new facility.

- 5. FINANCE STRATEGY**
- Develop a stable, comprehensive, sustainable and diversified financial base, supported by sound fiscal policies and management.**
- Goal FIN 1 Develop and implement a fund-raising plan, integrating a diverse set of funding sources.
 - FIN 1.1 Research a wide variety of funding options.
 - FIN 1.2 Eliminate dependency on any one type of funding source, while increasing the income from all sources.
 - FIN 1.3 Use terminology appropriate to community radio, vs commercial radio, in all fundraising communication.
 - FIN 1.4 Plan for capital campaigns to provide funds for facilities improvements and expansion.
 - Goal FIN 2 Diversify and increase grant funding.
 - FIN 2.1 Utilize a qualified grant writer, staff member or volunteer to focus on researching available grants, writing grants and following up on the grant process
 - FIN 2.2 Establish partnerships with organizations that can help make grant funding available.
 - Goal FIN 3 Target both individual and corporate donations
 - FIN 3.1 Educate the public on donation options and benefits
 - FIN 3.2 Work with corporations that offer donation matches.
 - FIN 3.3 Develop a specific list of KKCR's needs, to share directly with potential donors

and post on the KKCR website.

Goal FIN 4 Offer a well-managed underwriting program, consistent with KKCR's community radio standards.

FIN 4.1 Clearly define appropriate language for underwriter on-air acknowledgments.

FIN 4.2 Design an underwriting message rotation system, with input from underwriters.

FIN 4.3 Hold an annual underwriter recognition reception and meeting.

FIN 4.4 Increase use of potential underwriter mentions to 80% of time available.

Goal FIN 5 Have 5000 active members in 5 five years or less.

FIN 5.1 Conduct successful membership drives each year, with goal of 40% annual increase in members.

FIN 5.2 Develop an effective program for retaining members and moving them to the next level of membership.

FIN 5.3 Contact past, inactive members and encourage them to become active again.

Goal FIN 6 Establish an easily managed, cost-effective method for gathering data about our listeners, members, and former members.

FIN 6.1 Develop a variety of membership drive communications, designed to reach and motivate specific constituent groups, using data base information.

FIN 6.2 Assign responsibility for maintaining the data base to a staff member or qualified volunteer.

Goal FIN 7 Actively involve the board of directors of the Kekahu Foundation in fundraising.

FIN 7.1 Train the board of directors in financial management for non-profits and in the general oversight of community radio.

FIN 7.2 Send all board members to the annual NFCB conference at least once, with new board members attending in the first year of their terms.

FIN 7.3 Develop a board plan and training program for large donor fundraising that focuses on personal interface, stewardship and planned giving.

FIN 7.4 Encourage large donors to support the endowment fund goal of \$100,000 by 2014.

Goal FIN 8 Update fiscal policies and implement consistent, sound financial management practices and controls.

FIN 8.1 Maintain a working cash balance to cover 60-90 days operating expenses.

FIN 8.2 Conduct quarterly financial reviews, led by station manager and board treasurer.

FIN 8.3 Establish a board policy in regard to approval levels for check-signing by station manager, staff and board.

FIN 8.4 Develop an effective audit trail for cash received during membership drives

FIN 8.5 Develop an effective process for invoicing underwriting and management of accounts receivable.

FIN 8.6 Identify and implement cost saving opportunities

6. POLICY AND DECISION-MAKING STRATEGY

Ensure that significant Kekahu Foundation and KKCR decisions and policies are developed with input from appropriate stakeholders and ensure that KKCR policies and procedures are comprehensive and carried out in a timely manner.

Goal P&D 1 Adopt and support the following statement of underlying principles to guide future decision-making and policy-making by the Kekahu Foundation Board of Directors and KKCR:

“Integrating community and stakeholder input into decision-making on significant issues is one of the cornerstones of community radio. The Kekahu Foundation and KKCR will therefore strive to achieve the following:

- (a) Decision-making will be guided by an overarching goal of inclusiveness, and will err on the side of inclusiveness, where possible.*
- (b) Significant decisions and policies will integrate appropriate community and other stakeholder input. Such input will be solicited in the early stages of the decision-making or policy-making process.*
- (c) Policy-making and enforcement will be sensitive to local cultures and their ways of communicating and problem-solving.*
- (d) All stakeholders who may be significantly affected by a proposed policy should be invited to participate in making that policy.*
- (e) Constituent groups will be solicited for feedback, based on a defined process.*
- (f) All stakeholder input to decision-making will be carefully and fairly considered by those with the responsibility and authority to make decisions.*

The practical limitations to this philosophy will be recognized:

- (g) The need for expedited decision-making, financial and liability issues, or other considerations, may require narrower participation.*
- (h) There is a difference between participating in the decision-making or policy-making processes and actual decision-making. Decision-making is ultimately the authority of the entity (for example, the Board of Directors, the CAB and/or management, as particular to the situation) that has been charged with the responsibility for such decision-making.*
- (i) The decision-making body may choose to adopt positions contrary to the input provided by stakeholders, when it feels that to be appropriate. The decision-making body will provide its rationale on such decisions.”*

Goal P&D 2 Ensure that Board of Directors and KKCR management decision-making and policy-making are consistent with the adopted principles guiding decision-making and policy-making.

P&D 2.1 Define the various types of decisions that are relevant to this goal and the stakeholder groups that should be solicited for input.

P&D 2.2 Develop standard, clearly-defined decision-making guidelines for soliciting input from various stakeholder groups for the development of policies that affect the direction, planning and operation of the Kekahu Foundation and KKCR.

P&D 2.3 Develop processes for obtaining input from appropriate stakeholders, as defined by the decision-making guidelines.

P&D 2.4 Engage the Community Advisory Board as a vehicle for gathering community input on decision-making

Goal P&D 3 Amend the Kekahu Foundation Bylaws to formalize the rights of members to petition the Board of Directors, and to receive timely consideration and response, in regard to (but not limited to):

- Amendments to the Bylaws
- Recommendations for Board consideration and action
- Removal of Directors
- Convening membership meetings
- Discussion of issues at membership meetings
- Requests for referenda on Board-initiated amendments to the Bylaws.

Consistent with the recommendations of the ad hoc Governance Committee, the amendment should recognize that all votes of the members, other than votes in elections and referenda on bylaws amendments, shall be advisory, non-binding votes.

P&D 3.1 Develop proposed language for a bylaws amendment regarding the rights of members to petition the board of directors.

P&D 3.2 Develop processes and procedures in support of the bylaws amendment related to member petitioning of the board.

Goal P&D 4 Develop grievance policies and procedures for the Kekahu Foundation and KKCR.

P&D 4.1 Include all affected stakeholders in the process of defining the spectrum of grievance situations and the policies and procedures for those situations.

P&D 4.2 Form one or more grievance committees comprising representatives of the board of directors, management, staff and volunteers, CAB and other groups, with membership appropriate to the grievance situation.

P&D 4.3 Assess the potential and limitations of using mediation as a fall-back strategy for situations in which a grievance process fails to produce satisfactory resolution for all parties involved, and use mediation as deemed appropriate.

Goal P&D 5 Develop a standard process, consistent with the adopted principles guiding decision-making and policy-making, for writing, updating, approving and implementing Board and KKCR policies.

P&D 5.1 Develop a process for writing, updating, approving and implementing board of directors policies.

P&D 5.2 Develop a process for writing, updating, approving and implementing KKCR station policies.

Goal P&D 6 Develop procedures and processes to ensure clear communication, timely action and follow-through on Kekahu Foundation and KKCR decisions, policies and procedures.

P&D 6.1 The Board of Directors will work with the station manager annually to set goals, based on the strategic plan, for KKCR. As part of this Objective, the station manager will present a prioritized plan and budget to the board which reflect the actions, requirements and costs of achieving the goals.

P&D 6.2 The Board of Directors will oversee the performance of the station manager by providing him/her with a clear job description, annual goals and performance measures, annual and periodic reviews, and the training required for the successful achievement of goals.

P&D 6.3 The Board of Directors will periodically review and update Kekahu Foundation Bylaws and ensure that the Bylaws are being followed.

P&D 6.4 The Board of Directors and the Community Advisory Board will work together to create an agreed-upon process for CAB recommendations to the board and timely responses to those recommendations.

P&D 6.5 The Kekahu Foundation Board of Directors will periodically assess, and take steps to improve, board effectiveness.

Goal P&D 7 Create and implement a Kekahu Foundation policy stating that all board members will comply with stated requirements and performance standards, fulfill their specific job descriptions and actively participate in committees.

P&D 7.1 Update board job description.

P&D 7.2 Update board committee descriptions.

P&D 7.3 Conduct periodic board member and total board evaluations.

7. CONFLICT RESOLUTION STRATEGY

Design and implement effective, agreed-upon conflict resolution processes in order to resolve past and present conflicts and to proactively prevent or deal with future conflict.

Goal CR 1 Hold a successful board election by the membership in 2009 and determine what action should be taken as a result of two successful trial board elections in 2008 and 2009.

CR 1.1 Recruit highly motivated, qualified, diverse candidates for the 2009 board elections.

CR 1.2 Implement an effective voting system for the 2009 board elections.

CR 1.3 Create a large member turnout, which meets or exceeds requirements.

CR 1.4 Upon a successful 2009 member election, determine action to be taken in regard to future member elections, including changes in bylaws, percentage of board elected by members and the election process.

CR 1.5 Present a proposal to the Kekahu Board of Directors outlining an ongoing process for member elections and an implementation plan.

Goal CR 2 Establish a Kekahu Foundation/KKCR “Founder’s Award” to be awarded to a community member in recognition of community service.

CR 2.1 Form an ad hoc committee to design the community service award program.

CR 2.2 Present the community service award program to the board for approval.

CR 2.3 Implement the community service award program, culminating in a winner(s) being announced and recognized by the Kekahu Foundation and KKCR.

Goal CR 3 Create and implement conflict resolution policies, processes and skills training related to (but not limited to) human resources management, station management decisions and actions, board decisions and actions, CAB decisions and actions, programming policies and decisions and on-air conflict with listeners.

CR 3.1 Form an ad hoc committee to design conflict resolution policies, processes and skills training for the Kekahu Foundation.

CR 3.2 Form an ad hoc committee to design conflict resolution policies, processes and skills training for KKCR.

CR 3.3 Submit board conflict resolution policies, processes and training program to the board of directors for approval.

- CR 3.4 Submit KKCR policies, processes and training program to the board for approval.
- Goal CR 4 Initiate organizational development processes for KKCR and the Kekahu Foundation, focusing on organizational culture change, management and staff development, teambuilding and planning, in an inclusive manner.
- CR 4.1 Create and distribute Request for Proposals to organization development consultants.
- CR 4.2 Select a consultant.
- CR 4.3 Form an ad hoc committee to work with the consultant to design an organization development process including the Kekahu Foundation and KKCR.
- CR 4.4 Implement the organization development process.

8. PROGRAMMING STRATEGY

Implement a proactive, systematic approach to programming in support of attracting and retaining a diverse group of listeners and members, while meeting community needs and fulfilling the KKCR mission.

- Goal PRG 1 Develop policies, standards and processes to guide programming decisions and quality control, as well as oversight of programmers.
- PRG 1.1 Research how other community radio stations manage programming.
- PRG 1.2 Define a decision-making structure and process for programming, including clear roles for a possible program director, possible programming committee, the station manager and the Community Advisory Board.
- PRG 1.3 Define standards and guidelines for the KKCR programming mix, including a determination of the influence of popularity, listener surveys, potential listeners, former listeners, former members, fundraising needs and the KKCR mission and values.
- PRG 1.4 Define standards and processes for quality control, oversight and regular review of programmers, including disciplinary policies and procedures.

IMPLEMENTATION PLAN [4/22/09 Note: Timeframes are subject to revision.]

COMMUNITY OUTREACH STRATEGY	Implement outreach, education and community involvement programs that attract listeners, members, volunteers and financial support, while soliciting community input.
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GOAL CO 1.0	Develop high-quality, coordinated and consistent public education about community radio, how KKCR functions, and the role KKCR plays in the Kauai community.	
OBJECTIVES	LEAD	TIMEFRAME
CO 1.1 Create and consistently use a core message about KKCR's role and the benefits to the community.	Community Outreach Committee Station Manager/staff/vol. Volunteer Coordinator Programming Committee	Start: After April 2009 Board meeting. End: May 31, 2009.
CO 1.2 Provide programs for youth.	Volunteer Services and Training Director Station Manager/staff Volunteers	Start: After April 2009 Board meeting. End: Ongoing.
CO 1.3 Produce educational programs and materials about KKCR.	Volunteer Services and Training Director Station Manager/staff Volunteers	Start: Coordinate w/CO 2.0. End:
CO 1.4 Create opportunities for people to learn how to design a successful program.	Volunteer Services and Training Director Station Manager/staff Volunteers	Start: After April 2009 Board meeting. End: Ongoing.
RESOURCES	Kaua'i Community College, Department of Education, private schools, community organizations, YWCA, Boys and Girls Club and Youth Action Network. Kauai Leadership Youth Program.	
FUNDING	Cost of educational materials. To be determined	
OUTPUTS	Standard message about KKCR. Programs designs and scheduling.	
OUTCOMES	Kaua'i adults and youth, as well as visitors, know about KKCR and its contribution to the community. Increases in fundraising, memberships, volunteers, partnerships	

GOAL CO 2.0	Develop and implement a public relations/marketing program.	
OBJECTIVES	LEAD	TIMEFRAME
CO 2.1 Partner with local media for regular press coverage.	Station Manager/staff/vol. Community Outreach Committee	Start: After April 2009 Board meeting. End: May 31, 2009. Ongoing effort.
CO 2.2 Update/create collateral materials, including	Volunteer Services and Training Director	See CO 1.3 Start: After April 2009

brochures.	Station Manager/staff Volunteers	BOARD meeting. End: May 31, 2009. Ongoing effort.
RESOURCES	The Garden Island, Kaua'i People, The Kaua'i Business Report, all local radio and television, web/blogs sites, Kaua'i government agencies, KKCR Airwaves, email	
FUNDING	Cost of collateral materials Salary of paid Outreach Coordinator In-kind printing services	
OUTPUTS	Ongoing and increased media coverage Brochures and other collateral material	
OUTCOMES	Kaua'i adults and youth, as well as visitors, know about KKCR and its contribution to the community. Increases in fundraising, memberships, volunteers, partnerships with media and youth opportunities	

GOAL CO 3.0	Support the volunteer program and volunteer coordinator.	
OBJECTIVES	LEAD	TIMEFRAME
CO 3.1 Provide information about volunteer opportunities at all events and in all communications.	Volunteer Services and Training Director Community Outreach Committee Station Manager/staff/vol. CAB	Start: After April 2009 BOARD meeting. End: May 31, 2009. Present & ongoing effort.
CO 3.2 Provide resources and training tools for volunteers.	Volunteer Services and Training Director Community Outreach Committee Station Manager/staff/vol. CAB	Start: After April 2009 BOARD meeting. End: May 31, 2009. Present & ongoing effort.
CO 3.3 Offer island-wide community outreach and volunteer opportunities via remote broadcasting.	Volunteer Services and Training Director Community Outreach Committee Station Manager/staff/vol. CAB	Start: After April 2009 BOARD meeting. End: May 31, 2009. Present & ongoing effort.
RESOURCES	All contact organizations and media: Kaua'i Community College, Department of Education, private schools, community organizations, YWCA, Boys and Girls Club and Youth Action Network. Kauai Leadership Youth Program; The Garden Island, Kaua'i People, The Kaua'i Business Report, all local radio and television, web/blogs sites, Kaua'i government agencies, KKCR Airwaves, email	
FUNDING	Cost of volunteer recruitment and training materials To be determined	
OUTPUTS	Training manual contents Volunteer Recruitment brochure Volunteer Handbook	

OUTCOMES	A large number of motivated, qualified volunteers for KKCR Enhanced public awareness of KKCR
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GOAL CO 4.0	Support fundraising.		
OBJECTIVES	LEAD	TIMEFRAME	
CO 4.1 Provide public communication during membership drives and other fundraising activities throughout the year.	Station Manager/staff Community Outreach Committee Election Committee	Start: Spring 2009 Membership Drive. Ongoing effort.	
CO 4.2 Provide communication tools for solicitation of large donors.	Station Manager Development Committee Community Outreach Committee	Start: After April 2009 BOARD meeting. End: August 31, 2009. Present & ongoing effort.	
CO 4.3 Create a brochure that clearly describes multiple ways that the community can support KKCR financially.	Station Manager Development Committee Community Outreach Committee	Start: After April 2009 BOARD meeting. End: August 31, 2009. Present & ongoing effort.	
CO 4.4 Assist with grant-writing for funds that pay for community outreach.	Station Manager Development Committee Community Outreach Committee	Start: After April 2009 BOARD meeting. End: August 31, 2009. Present & ongoing effort.	
CO 4.5 Create a signature event for fundraising.	Station Manager Development Committee Community Outreach Committee	Start: After April 2009 BOARD meeting for Summer Fall Event planning	
RESOURCES	In-kind collateral design/printing company		
FUNDING	Cost of fundraising materials: To be determined Cost of signature event: \$2500		
OUTPUTS	Fundraising brochures Language to be used in grant applications		
OUTCOMES	Achievement of membership and fundraising goals		

GOAL CO 5.0	Implement processes for proactively, consistently soliciting community input.		
OBJECTIVES	LEAD	TIMEFRAME	
CO 5.1 Maintain an online feedback system on the KKCR website which includes logging the feedback, responding promptly, creating a data base and providing opt-in options.	Community Outreach Committee Station Manager	Start: After April 2009 BOARD meeting. Present & ongoing effort. Complete Spring 2010.	
CO 5.2	Community Outreach	Start: After April 2009	

Work with the Community Advisory Board to provide feedback opportunities.	Committee Station Manager CAB	BOARD meeting. Present & ongoing effort. Complete Spring 2010.
CO 5.3 Support Kekahu Foundation and KKCR decision-making through gathering input from key stakeholders, appropriate to the issues involved and the decisions to be made.	Community Outreach Committee Station Manager CAB	Start: After April 2009 BOARD meeting. Present & ongoing effort. Complete Spring 2010.
CO 5.4 Promote the opportunity to give direct and web-based feedback in all PR messages online and in the media.	Community Outreach Committee Station Manager CAB	Start: After April 2009 BOARD meeting. Present & ongoing effort. Complete Spring 2010.
CO 5.5 Solicit feedback from people of diverse backgrounds, ethnicity, geographic locations, points of view, age groups, etc.	Community Outreach Committee Station Manager CAB	Start: After April 2009 BOARD meeting. Present & ongoing effort. Complete Spring 2010.
CO 5.6 Involve volunteer staff and programmers in community outreach.	Community Outreach Committee Station Manager CAB	Start: After April 2009 BOARD meeting. Present & ongoing effort. Complete Spring 2010.
RESOURCES	Website maintenance Community organizations for feedback	
FUNDING	Cost of outreach materials, events: To be determined	
OUTPUTS	Feedback mechanisms for community input Reports on constituent feedback	
OUTCOMES	Decision-making guided by constituent feedback Increased public participation with KKCR/increased members and volunteers	

GOAL CO 6.0	Maximize use of the Internet, the KKCR website, and communications technology.	
OBJECTIVES	LEAD	TIMEFRAME
CO 6.1 Upgrade and optimize the content and functioning of the KKCR website.	Community Outreach Committee Station Manager CAB	Start: After April 2009 BOARD meeting. Present & ongoing effort. Complete Spring 2010.
CO 6.2 Support communication with listeners worldwide.	Community Outreach Committee Station Manager	Start: After April 2009 BOARD meeting. Present & ongoing

	CAB	effort. Complete Spring 2010.
RESOURCES	Website designer and maintainer	
FUNDING	Cost of web improvements (to be determined)	
OUTPUTS	Enhanced website, easily accessed locally and worldwide	
OUTCOMES	Increased local and global audiences, members, supporters	

GOAL CO 7.0	Offer member and community events, for outreach and fundraising.	
OBJECTIVES	LEAD	TIMEFRAME
CO 7.1 Hold an annual member meeting and celebration.	See MEM 2.1	See MEM 2.1
CO 7.2 Create a signature event for fundraising.	See CO 4.5	See CO 4.5
CO 7.3 Have a presence at island-wide community and visitor events.	Station Management Outreach Committee	Current and ongoing.
RESOURCES	Connections with event locations and event promoters and community partners	
FUNDING	All costs related to putting on events, each event with its own budget to be determined	
OUTPUTS	Annual meeting, signature fundraising events, and booths at community events	
OUTCOMES	Increased membership, increased fundraising, increasing community awareness of KKCR	

GOAL CO 8.0	Maximize KKCR's ability to reach visitors.	
OBJECTIVES	LEAD	TIMEFRAME
CO 8.1 Communicate KKCR's disaster preparedness role to visitors.	Community Outreach Committee Station Manager.	Ongoing effort
CO 8.2 Position KKCR as the best source for Hawaiian music.	Community Outreach Committee Station Manager.	Ongoing effort
CO 8.3 Encourage visitors to listen to KKCR on-island and via the Internet when they	Community Outreach Committee Station Manager.	Ongoing effort

return home.		
CO 8.4 Partner with the Kaua'i Visitors Bureau and the Hawaii Tourism Authority.	Community Outreach Committee Station Manager.	Ongoing effort
RESOURCES	Hawaii Convention and Visitors Bureau, Kaua'i Visitors Bureau, food service industry, visitor accommodations and activities companies, local music kiosks.	
FUNDING	Costs of any media or collateral materials: To be determined	
OUTPUTS	Visitor brochure, KKCR involvement with visitor industry activities	
OUTCOMES	Visitors listen to KKCR while on island and via internet after returning home Off-island membership and donations increase	

MEMBER SUPPORT STRATEGY	Develop and implement a membership support program.
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GOAL MEM 1.0	Provide regular, ongoing communication with members.	
OBJECTIVES	LEAD	TIMEFRAME
MEM 1.1 Maintain a member data base, with email mailing list capacity.	Station Manager Membership Director	Ongoing
MEM 1.2 Provide an online <i>Airwaves</i> member newsletter, and a print version for members who request it.	Station Manager Membership Director	Spring 2010 Dovetail w/CO 5.0
MEM 1.3 Include member-targeted communication on KKCR website.	Station Manager Membership Director	Spring 2010 Dovetail w/CO 5.0
MEM 1.4 Include opportunities for member feedback on KKCR website.	Station Manager Membership Director	Spring 2010 Dovetail w/CO 5.0
RESOURCES	Online support, data base	
FUNDING	Data base upgrades, if necessary (to be determined) Airwaves costs = \$500 per issue	
OUTPUTS	Current member data base Airwaves print and online Member feedback	
OUTCOMES	Increased, regular member two-way communication Enhanced relationships with members	

GOAL MEM 2.0	Hold member meetings and events.
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OBJECTIVES		LEAD	TIMEFRAME
MEM 2.1 Hold an annual meeting of members, coupled with an annual celebration/appreciation party.		Station Manager Membership Director KF BOARD CAB	Fall 2010 November 2010
MEM 2.2 Offer special workshops and programs exclusively as a benefit for members.		Station Manager Membership Director KF BOARD CAB	Fall 2009 November 2009
RESOURCES	Meeting and events locations		
FUNDING	Cost of meetings and events		
OUTPUTS	Annual meeting and celebration Member workshops and programs		
OUTCOMES	Informed and involved members Enhanced relationships with members		

GOAL MEM 3.0	Provide opportunities for members to be directly involved with the station.		
OBJECTIVES		LEAD	TIMEFRAME
MEM 3.1 Hold member open houses at the station, to educate them about community radio and broadcasting.		Outreach Committee Station Manager	Summer 2010
MEM 3.2 Hold events for members' teens and children.		Outreach Committee Station Manager	Summer 2010
MEM 3.3 Solicit member feedback to guide programming decisions.		Outreach Committee Station Manager CAB (See CO 5.0)	(Dovetail with CO 5.0) Spring 2010
MEM 3.4 Hold special volunteer days for members.		Outreach Committee Station Manager	Summer 2010
RESOURCES	N/A		
FUNDING	Cost of events		
OUTPUTS	Member open houses Youth events Volunteer days for members?		
OUTCOMES	Informed and involved members		

VOLUNTEER STRATEGY	Establish a comprehensive, effective volunteer program with clear policies and defined responsibilities, resulting in broad community support and active participation of a diverse, enthusiastic, reliable, well-trained and committed volunteer team.
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GOAL VOL 1.0	Design and implement a comprehensive volunteer program, with a full-time, paid Volunteer Coordinator.
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OBJECTIVES	LEAD	TIMEFRAME
VOL 1.1 Appoint/hire a qualified, full-time Volunteer Coordinator.	Station Manager Volunteer Services and Training Director	Completed.
VOL 1.2 Create/update volunteer staff and programmer job descriptions.	Station Manager Volunteer Services and Training Director	June 30, 2009
VOL 1.3 Create/update all policies related to/ affecting volunteer staff and programmers.	Station Manager Volunteer Services and Training Director	June 30, 2009
VOL 1.4 Update policy and training manuals for volunteer staff and programmers.	Station Manager Volunteer Services and Training Director	August 31, 2009
VOL 1.5 Design and implement a consistent volunteer recruitment process in conjunction with community outreach and communication which attracts a large, diverse group of people from around the island.	Station Manager Volunteer Services and Training Director	August 31, 2009
VOL 1.6 Design and implement a volunteer job assignment system.	Station Manager Volunteer Services and Training Director	June 30, 2009
VOL 1.7 Implement a volunteer training program.	Station Manager Volunteer Services and Training Director	June 30, 2009
VOL 1.8 Implement a volunteer recognition and appreciation program.	Station Manager Volunteer Services and Training Director	August 31, 2009
VOL 1.9 Implement a consistent, timely communication process for volunteers.	Station Manager Volunteer Services and Training Director	Current/Ongoing
VOL 1.10 Create and maintain a volunteer data base.	Station Manager Volunteer Services and Training Director	Current/Ongoing

RESOURCES	N/A
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FUNDING	Volunteer communication and recognition costs: To be determined
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OUTPUTS	Volunteer Coordinator Job descriptions
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	Policies Recruitment process Volunteer job assignment process Regular volunteer communication Volunteer data base
OUTCOMES	A proactive, coordinated approach to attracting, developing and retaining motivated, qualified volunteers

FACILITIES STRATEGY	Secure a permanent home and broadcast network to ensure KKCR's uninterrupted, 24/7 island-wide radio coverage.
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GOAL FAC 1.0	Secure the current facility for long-term control and capital improvements, in preparation for becoming a satellite facility when a new main facility is acquired.	
OBJECTIVES	LEAD	TIMEFRAME
FAC 1.1 Negotiate a long-term lease with landowner.	John Gordon Station Manager Don Mussell Palo Lockett Harvey Cohen	Per guidance from knowledgeable contacts, suggest hold on contacting land owner due to current economic conditions. Re-examine this in December 2009.
FAC 1.2 Assess current condition of the facility and identify needed improvements in buildings, infrastructure and equipment.	Don Mussell Station Manager	Suggest limited at this time due to current status of lease. Can do do limited assessment by December 2009.
FAC 1.3 Prepare a facilities plan, with budget and timelines.	Don Mussell Station Manager	Would be based on FAC 1.2, so will be limited re the timelines due to uncertain status of lease.
FAC 1.4 Hire a qualified contractor.		On hold pending lease resolution.
FAC 1.5 Purchase needed equipment and complete building upgrades, new construction.		On hold pending lease resolution.
RESOURCES	Technical experts, real estate contacts, current landowner	
FUNDING	Capital campaign, also consider "in-kind" donations of equipment such as split unit air conditioners.	
OUTPUTS	Long-term lease, facilities improvement plan and implementation	
OUTCOMES	Enhanced facilities at existing site, preparation to become a satellite station	

GOAL FAC 2.0	(ALTERNATIVE TO GOAL FAC 1.0): If the current facility can not be secured, identify and secure another North Shore location.	
OBJECTIVES	LEAD	TIMEFRAME
FAC 2.1 Research the pros and cons of alternative North Shore locations.	Board Chair/Ad hoc committee Station Manager	Pursue FAC 2.0 only if existing facility cannot be used on a longer-term basis. Reexamine this issue in December 2009.
FAC 2.2 Negotiate a lease or purchase of the chosen location.		
FAC 2.3 Assess current condition of the facility and identify needed improvements in buildings, infrastructure and equipment.		
FAC 2.4 Prepare a facilities plan, with budget and timelines.		
FAC 2.5 Hire a qualified contractor, if required.		
FAC 2.6 Purchase needed equipment and complete building upgrades, new construction, if required.		
RESOURCES	Technical and other support to determine options	
FUNDING	Capital campaign	
OUTPUTS	Long-term lease, facilities improvement plan and implementation if necessary	
OUTCOMES	Effective facilities , preparation to become a satellite station	

GOAL FAC 3.0	Provide remote broadcasting capability island-wide.	
OBJECTIVES	LEAD	TIMEFRAME
FAC 3.1 Research options for providing remote broadcasting.	Station Manager	This has essentially been accomplished.
FAC 3.2 Secure legal opinion to protect KF/KKCR rights and assets in any joint broadcasting/programming venture.	Station Manager	This has essentially been accomplished for now but will need more equipment in the future.
FAC 3.3 Purchase equipment required for remote broadcasting, if necessary.	Station Manager with input from the Board and CAB.	Complete by December 1, 2009

RESOURCES	Community organizations, technical advisors. KKCR currently has mobile unit for remote broadcasting via the broadband internet.
FUNDING	Cost of equipment. Estimate \$10,000 for remote studio (permanent installation).
OUTPUTS	Infrastructure to support island-wide remote broadcasting
OUTCOMES	Greater outreach capability, involvement in island-wide events, more Volunteers Greater service to community, include ADA access for physically challenged programmers and other volunteers at all facilities.

GOAL FAC 4.0	Develop and implement a plan for a new facility at a more central location on the island, to become the main facility for KKCR. Note: The Facilities work group suggests that the cost effectiveness of this Goal be assessed in light of the current ability to broadcast remotely from any location. Does KKCR need a central location or just a transmitter and the capability to broadcast remotely from a group of studios and locations?
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OBJECTIVES	LEAD	TIMEFRAME
FAC 4.1 Conduct an assessment of Kekahu Foundation and KKCR facilities and equipment needs.	Board ad hoc committee Station Manager Don Mussell	January 2010
FAC 4.2 Define in detail the ideal facility for KKCR, based on clear, agreed-upon criteria.	Board ad hoc committee Station Manager Don Mussell	March 2010
FAC 4.3 Conduct a survey and evaluation of potential existing sites, based on criteria.	Don Mussell Station Manager	July 2010
FAC 4.3A (proposed) <i>Assess concept of sharing a facility with another group. Possibly more cost-effective.</i>	Station Manager Board ad hoc committee	July 2010
FAC 4.4 Evaluate the pros and cons of building a facility, as compared to purchasing or leasing an existing facility.	Board ad hoc committee Station Manager Don Mussell	January 2011
FAC 4.5 Based on assessment and evaluation, choose the best option and develop an implementation plan.	Board ad hoc committee Station Manager Don Mussell	July 2011
FAC 4.6 Implement the plan for a new facility.		2013. Depends on funding.
RESOURCES	Technical advisor, real estate experts, architect if needed, contractor	
FUNDING	Capital campaign	
OUTPUTS	Central facility with high quality equipment and ability to conduct community classes and functions	
OUTCOMES	Greater community visibility and involvement, increase in members, volunteers and sources of income	

FINANCE STRATEGY	Develop a stable, comprehensive, sustainable and diversified financial base, supported by sound fiscal policies and management
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GOAL FIN 1.0	Develop and implement a fund-raising plan, integrating a diverse set of funding sources.	
OBJECTIVES	LEAD	TIMEFRAME
FIN 1.1 Research a wide variety of funding options.	Development Committee Station Manager	2009 through 2010
FIN 1.2 Eliminate dependency on any one type of funding source, while increasing the income from all sources.	Development Committee Station Manager	2009 through 2013
FIN 1.3 Use terminology appropriate to community radio, vs commercial radio, in all fundraising communication.	Development Committee Station Manager	2009 through 2013
FIN 1.4 Plan for capital campaigns to provide funds for facilities improvements and expansion.	Development Committee Station Manager Facilities Subgroup	Coordinate with timeframe set forth in Facilities 1.3
RESOURCES	N/A	
FUNDING	N/A	
OUTPUTS	Fundraising plan	
OUTCOMES	A proactive, comprehensive approach to fundraising which results in increased funding from a variety of sources Ability to fund staff positions, facilities, equipment and other needs	

GOAL FIN 2.0	Diversify and increase grant funding.	
OBJECTIVES	LEAD	TIMEFRAME
FIN 2.1 Utilize a qualified grant writer, staff member or volunteer, to focus on researching available grants, writing grants and following up on the grant process.	Development Committee Station Manager	2009 through 2013
FIN 2.2 Establish partnerships with organizations that can help make grant funding available.	Development Committee Station Manager	2010 through 2013
RESOURCES	Non-profit support organizations	
FUNDING	Cost of hiring a grant-writer, if necessary	

OUTPUTS	Grant applications
OUTCOMES	Increased grant funding

GOAL FIN 3.0	Target both individual and corporate donations.	
OBJECTIVES	LEAD	TIMEFRAME
FIN 3.1 Educate the public on donation options and benefits.	Development Committee Station Manager	2009 through 2013
FIN 3.2 Work with corporations that offer donation matches.	Development Committee Station Manager	2009 through 2013
FIN 3.3 Develop a specific list of KKCR's needs, to share directly with potential donors and post on the KKCR website.	Station Manager	2009 through 2013
RESOURCES	Corporate community development officers	
FUNDING	Cost of collateral materials	
OUTPUTS	KKCR updated needs list Donation brochures	
OUTCOMES	Increased sources and volume of funding Community participation via donations	

GOAL FIN 4.0	Offer a well-managed underwriting program, consistent with KKCR's community radio standards.	
OBJECTIVES	LEAD	TIMEFRAME
FIN 4.1 Clearly define appropriate language for underwriter on-air acknowledgments.	Development Committee Station Manager	2009
FIN 4.2 Design an underwriting message rotation system, with input from underwriters.	Station Manager	2009 to 2010
FIN 4.3 Hold an annual underwriter recognition reception and meeting.	Development Committee Station Manager	2010 through 2013
FIN 4.4 Increase use of potential underwriter mentions to 80% of time available.	Station Manager	2009 through 2013
RESOURCES	Staff underwriting sales specialist	
FUNDING	Cost of collateral materials and underwriter events	

OUTPUTS	Message rotation system Underwriting policy/procedures
OUTCOMES	Underwriter funding in alignment with community radio standards and for general station support.

GOAL FIN 5.0	Have 5000 active members in 5 five years or less.	
OBJECTIVES	LEAD	TIMEFRAME
FIN 5.1 Conduct successful membership drives each year, with goal of 40% annual increase in members.	Development Committee Station Manager	2009 through 2013
FIN 5.2 Develop an effective program for retaining members and moving them to the next level of membership.	Development Committee Station Manager	2009
FIN 5.3 Contact past, inactive members and encourage them to become active again.	Station Manager	2009 through 2013
RESOURCES	N/A	
FUNDING	Cost of membership drives	
OUTPUTS	Member retention program, in conjunction with Member Support strategy	
OUTCOMES	Annual increases in membership, resulting in 5000 members by 2014 or sooner	

GOAL FIN 6.0	Establish an easily managed, cost-effective method for gathering data about our listeners, members, and former members.	
OBJECTIVES	LEAD	TIMEFRAME
FIN 6.1 Develop a variety of membership drive communications, designed to reach and motivate specific constituent groups, using data base information.	Station Manager Outreach Committee	2009 through 2013
FIN 6.2 Assign responsibility for maintaining the data base to a staff member or qualified volunteer.	Station Manager	2009 through 2013
RESOURCES	Data base management expertise, systems	
FUNDING	Cost of software upgrades, if needed	
OUTPUTS	Effective data base	

OUTCOMES	Ability to reach target groups for a variety of purposes Ready information about listeners, in support of outreach, fundraising and other
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GOAL FIN 7.0	Actively involve the board of directors of the Kekahu Foundation in fundraising.
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OBJECTIVES	LEAD	TIMEFRAME
FIN 7.1 Train the board of directors in financial management for non-profits and in the general oversight of community radio.	Finance Committee	2009 through 2013
FIN 7.2 Send all board members to the annual NFCB conference at least once, with new board members attending in the first year of their terms.	Development Committee	2011
FIN 7.3 Develop a board plan and training program for large donor fundraising that focuses on personal interface, stewardship and planned giving.	Development Committee	2009
FIN 7.4 Encourage large donors to support the endowment fund goal of \$100,000 by 2014.	Development Committee	2009 through 2013
RESOURCES	Training providers, NFCB, exploration of other related conferences	
FUNDING	Cost of training and NFCB conference attendance	
OUTPUTS	Large donor funding plan	
OUTCOMES	Increased board involvement in fundraising Increased funding from large donors	

GOAL FIN 8.0	Update fiscal policies and implement consistent, sound financial management practices and controls.
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OBJECTIVES	LEAD	TIMEFRAME
FIN 8.1 Maintain a working cash balance to cover 60-90 days operating expenses.	Finance Committee Station Manager	2010 through 2013
FIN 8.2 Conduct quarterly financial reviews, led by station manager and board treasurer.	Finance Committee Station Manager	2009 through 2013
FIN 8.3 Establish a board policy in regard to approval levels for check-signing by station manager, staff and board.	Finance Committee	2009
FIN 8.4 Develop an effective audit trail for cash received during membership drives.	Finance Committee Station Manager	2009

FIN 8.5 Develop an effective process for invoicing underwriting and management of accounts receivable.	Station Manager	2009
FIN 8.6 Identify and implement cost saving opportunities.	Finance Committee Station Manager	2009 through 2013
RESOURCES	Financial advisor	
FUNDING	Costs related to financial oversight	
OUTPUTS	Financial reviews, board policy, audit trail, invoicing	
OUTCOMES	Increased effectiveness in financial management, cost savings	

POLICY and DECISION-MAKING STRATEGY	Ensure that significant Kekahu Foundation and KKCR decisions and policies are developed with input from appropriate stakeholders and ensure that KKCR policies and procedures are comprehensive and carried out in a timely manner.
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GOAL P&D 1.0	<p>Adopt and support the following statement of underlying principles to guide future decision-making and policy-making by the Kekahu Foundation Board of Directors and KKCR:</p> <p><i>“Integrating community and stakeholder input into decision-making on significant issues is one of the cornerstones of community radio. The Kekahu Foundation and KKCR will therefore strive to achieve the following:</i></p> <ul style="list-style-type: none"> <i>(j) Decision-making will be guided by an overarching goal of inclusiveness, and will err on the side of inclusiveness, where possible.</i> <i>(k) Significant decisions and policies will integrate appropriate community and other stakeholder input. Such input will be solicited in the early stages of the decision-making or policy-making process.</i> <i>(l) Policy-making and enforcement will be sensitive to local cultures and their ways of communicating and problem-solving.</i> <i>(m) All stakeholders who may be significantly affected by a proposed policy should be invited to participate in making that policy.</i> <i>(n) Constituent groups will be solicited for feedback, based on a defined process.</i> <i>(o) All stakeholder input to decision-making will be carefully and fairly considered by those with the responsibility and authority to make decisions.</i> <p><i>The practical limitations to this philosophy will be recognized:</i></p>
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	<p>(p) <i>The need for expedited decision-making, financial and liability issues, or other considerations, may require narrower participation.</i></p> <p>(q) <i>There is a difference between participating in the decision-making or policy-making processes and actual decision-making. Decision-making is ultimately the authority of the entity (for example, the Board of Directors, the CAB and/or management, as particular to the situation) that has been charged with the responsibility for such decision-making.</i></p> <p>(r) <i>The decision-making body may choose to adopt positions contrary to the input provided by stakeholders, when it feels that to be appropriate. The decision-making body will provide its rationale on such decisions.</i>”</p>
TIMEFRAME	April 2009 Meeting of Kekahu Foundation Board of Directors.

GOAL P&D 2.0	Ensure that Board of Directors and KKCR management decision-making and policy-making are consistent with the adopted principles guiding decision-making and policy-making.	
OBJECTIVES	LEAD	TIMEFRAME
P&D 2.1 Define the various types of decisions that are relevant to this goal and the stakeholder groups that should be solicited for input.	Governance Committee Station Manager CAB	2009, in conjunction with Goals P&D 4.0, P&D 5.0 and CR 3.0.
P&D 2.2 Develop standard, clearly-defined decision-making guidelines for soliciting input from various stakeholder groups for the development of policies that affect the direction, planning and operation of the Kekahu Foundation and KKCR.	Governance Committee Station Manager CAB	2009, in conjunction with Goals P&D 4.0, P&D 5.0 and CR 3.0.
P&D 2.3 Develop processes for obtaining input from appropriate stakeholders, as defined by the decision-making guidelines.	Governance Committee Station Manager CAB	2009, in conjunction with Goals P&D 4.0, P&D 5.0 and CR 3.0.
P&D 2.4 Engage the Community Advisory Board as a vehicle for gathering community input on decision-making.	Governance Committee Station Manager CAB	2009, in conjunction with Goals P&D 4.0, P&D 5.0 and CR 3.0.
RESOURCES	CAB, Outreach Committee	
FUNDING	N/A	
OUTPUTS	Decision-making protocols Stakeholder feedback processes	
OUTCOMES	Systematic, consistent process for decision-making that honor agreed-upon decision-making principles	

GOAL P&D 3.0	Amend the Kekahu Foundation Bylaws to formalize the rights of members to petition the Board of Directors, and to receive timely consideration and response, in regard to (but not limited to): <ul style="list-style-type: none"> • Amendments to the Bylaws • Recommendations for Board consideration and action • Removal of Directors • Convening membership meetings • Discussion of issues at membership meetings • Requests for referenda on Board-initiated amendments to the Bylaws. Consistent with the recommendations of the ad hoc Governance Committee, the amendment should recognize that all votes of the members, other than votes in elections and referenda on bylaws amendments, shall be advisory, non-binding votes.	
OBJECTIVES	LEAD	TIMEFRAME
P&D 3.1 Develop proposed language for a bylaws amendment regarding the rights of members to petition the board of directors.	Governance Committee	January 2010 - May 2010. Board approval by November 2010.
P&D 3.2 Develop processes and procedures in support of the bylaws amendment related to member petitioning of the board.	Governance Committee	January 2010 - May 2010. Board approval by November 2010.
RESOURCES	Non-profit attorney review of proposed amendments to bylaws	
FUNDING	N/A	
OUTPUTS	Bylaws language changes	
OUTCOMES	Clear processes for petitioning the board	

GOAL P&D 4.0	Develop grievance policies and procedures for the Kekahu Foundation and KKCR.	
OBJECTIVES	LEAD	TIMEFRAME
P&D 4.1 Include all affected stakeholders in the process of defining the spectrum of grievance situations and the policies and procedures for those situations.	Governance Committee Station Manager Personnel Committee	Begin May 2009, in conjunction with Goals P&D 2.0, P&D 5.0 and CR 3.0.
P&D 4.2 Form one or more grievance committees comprising representatives of the board of directors, management, staff and volunteers, CAB and other groups, with membership appropriate to the grievance situation.	Governance Committee Station Manager Personnel Committee	Begin May 2009, in conjunction with Goals P&D 2.0, P&D 5.0 and CR 3.0.
P&D 4.3 Assess the potential and limitations of using mediation as a fall-back strategy for	Governance Committee Station Manager Personnel Committee	Begin May 2009, in conjunction with Goals P&D 2.0, P&D 5.0 and

situations in which a grievance process fails to produce satisfactory resolution for all parties involved, and use mediation as deemed appropriate.		CR 3.0.
RESOURCES	Consultation with mediation and human resource experts for templates and guidance	
FUNDING	Cost of consulting advice	
OUTPUTS	Grievance policy and procedures	
OUTCOMES	Clear, agree-upon, systematic approach to grievances with the board, station Staff or volunteers.	

GOAL P&D 5.0	Develop a standard process, consistent with the adopted principles guiding decision-making and policy-making, for writing, updating, approving and implementing Board and KKCR policies.	
OBJECTIVES	LEAD	TIMEFRAME
P&D 5.1 Develop a process for writing, updating, approving and implementing board of directors policies.	BOARD Vice Chair Governance Committee	Complete by July 2009
P&D 5.2 Develop a process for writing, updating, approving and implementing KKCR station policies.	Station Manager	Complete by July 2009
RESOURCES	N/A	
FUNDING	N/A	
OUTPUTS	Policy process for the board of directors Policy process for the station	
OUTCOMES	An effective system, for the board and station, for initiating, approving and Implementing policies Effective management	

GOAL P&D 6.0	Develop procedures and processes to ensure clear communication, timely action and follow-through on Kekahu Foundation and KKCR decisions, policies and procedures.	
OBJECTIVES	LEAD	TIMEFRAME
P&D 6.1 The Board of Directors will work with the station manager annually to set goals, based on the strategic plan, for KKCR. As part of this Objective, the station manager will present a prioritized plan and budget to the board which reflect the actions, requirements and costs of achieving the goals.	Board Chair Station Manager	By July 2009 Board meeting for 2010 goals
P&D 6.2	Board Chair	Annual review on

The Board of Directors will oversee the performance of the station manager by providing him/her with a clear job description, annual goals and performance measures, annual and periodic reviews, and the training required for the successful achievement of goals.	Personnel Committee	anniversary date of employment. (For new hires, additional reviews at 3 and 6 months.)
P&D 6.3 The Board of Directors will periodically review and update Kekahu Foundation Bylaws and ensure that the Bylaws are being followed.	Governance Committee	First review and proposed changes by May 2010, for Board approval by November 2010
P&D 6.4 The Board of Directors and the Community Advisory Board will work together to create an agreed-upon process for CAB recommendations to the board and timely responses to those recommendations.	Governance Committee CAB	Proposed process presented to Board for approval in November 2009
P&D 6.5 The Kekahu Foundation Board of Directors will periodically assess, and take steps to improve, board effectiveness.	KF Board Chair Board of Directors	Board retreat by summer of 2011 and periodically thereafter
RESOURCES	Facilitator for Board retreat	
FUNDING	Board retreat: \$500 + meals and meeting room	
OUTPUTS	Station Manager goals Station plan Bylaws regular review CAB/Board process for working together Board assessment	
OUTCOMES	Clear direction for the station manager, defined expectations An annual station plan which reflects the strategic plan Updated bylaws CAB and board working together effectively Effective board performance, clear expectations and recruitment of members	

GOAL P&D 7.0	Create and implement a Kekahu Foundation policy stating that all board members will comply with stated requirements and performance standards, fulfill their specific job descriptions and actively participate in committees.	
OBJECTIVES	LEAD	TIMEFRAME
P&D 7.1 Update board job description.	Governance Committee	Board approval by July 2009
P&D 7.2 Update board committee descriptions.	Governance Committee	Board approval by July 2009
P&D 7.3 Conduct periodic board member and total board evaluations.	Governance Committee CAB	June 2010 and every year thereafter
RESOURCES	Organization consultant	

FUNDING	N/A
OUTPUTS	Policy
OUTCOMES	Consistent performance of board members, regardless of whether they are elected or appointed

CONFLICT RESOLUTION STRATEGY	Design and implement effective, agreed-upon conflict resolution processes in order to resolve past and present conflicts, as well as to move proactively to prevent or deal with future conflict.
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GOAL CR 1.0	Hold a successful board election by the membership in 2009 and determine what action should be taken as a result of two successful trial board elections in 2008 and 2009.	
OBJECTIVES	LEAD	TIMEFRAME
CR 1.1 Recruit highly motivated, qualified, diverse candidates for the 2009 board elections.	Election Committee	Present through August 2009
CR 1.2 Implement an effective voting system for the 2009 board elections.	Election Committee Membership staff	Through June 2009 (define membership)
CR 1.3 Create a large member turnout, which meets or exceeds requirements.	Election Committee Community Outreach Committee Staff and programmers	September 2009 through October 2009
CR 1.4 Upon a successful 2009 member election, determine action to be taken in regard to future member elections, including changes in bylaws, percentage of board elected by members and the election process.	Election Committee Governance Committee	Complete proposal to Board by end of 2009
CR 1.5 Present a proposal to the Kekahu Board of Directors outlining an ongoing process for member elections and an implementation plan.	Election Committee Governance Committee	January 2010 Board meeting
RESOURCES	Membership data base/ mailing list	
FUNDING	Costs related to mailing ballots to members in 2009 (approximately \$500)	
OUTPUTS	Member election procedures	
OUTCOMES	Member-elected board members	

GOAL CR 2.0	Establish a Kekahu Foundation/KKCR “Founder’s Award” to be awarded to a community member in recognition of community service.
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OBJECTIVES	LEAD	TIMEFRAME
CR 2.1 Form an ad hoc committee to design the community service award program.	Community Outreach Committee CAB	Complete by February 2011
CR 2.2 Present the community service award program to the board for approval.	Community Outreach Committee CAB	April 2011 Board meeting
CR 2.3 Implement the community service award program, culminating in a winner(s) being announced and recognized by the Kekahu Foundation and KKCR.	Community Outreach Committee CAB Station Manager	Summer 2011 and annually thereafter
RESOURCES	CAB, community organizations, media support	
FUNDING	Cost of awards	
OUTPUTS	An annual award program	
OUTCOMES	Community involvement with KKCR, recognition for KKCR, honoring of community members	

GOAL CR 3.0	Create and implement conflict resolution policies, processes and skills training related to (but not limited to) human resources management, station management decisions and actions, board decisions and actions, CAB decisions and actions, programming policies and decisions and on-air conflict with listeners.	
OBJECTIVES	LEAD	TIMEFRAME
CR 3.1 Form an ad hoc committee to design conflict resolution policies, processes and skills training for the Kekahu Foundation.	Personnel Committee Governance Committee	Form ad hoc committee by May 2009
CR 3.2 Form an ad hoc committee to design conflict resolution policies, processes and skills training for KKCR.	Station Manager Personnel Committee	Form ad hoc committee by May 2009
CR 3.3 Submit board conflict resolution policies, processes and training program to the board of directors for approval.	Personnel Committee	Begin work May 2009, in conjunction with Goals P&D 2.0, P&D 4.0 and P&D 5.0. Submit to Board by November 2009
CR 3.4 Submit KKCR policies, processes and training program to the board for approval.	Personnel Committee	Begin work May 2009, in conjunction with Goals P&D 2.0, P&D 4.0 and P&D 5.0. Submit to Board by November 2009
RESOURCES	Conflict resolution skills training program	
FUNDING	Cost of training	

OUTPUTS	Policies and procedures for both the Board and KKCR
OUTCOMES	Proactive conflict prevention, mitigation and effective resolution

GOAL CR 4.0	Initiate organizational development processes for KKCR and the Kekahu Foundation, focusing on organizational culture change, management and staff development, teambuilding and planning, in an inclusive manner.	
OBJECTIVES	LEAD	TIMEFRAME
CR 4.1 Create and distribute Request for Proposals to organization development consultants.	Station Manager Board of Directors	September 2011
CR 4.2 Select a consultant.	Board of Directors	November 2011 Board meeting
CR 4.3 Form an ad hoc committee to work with the consultant to design an organization development process including the Kekahu Foundation and KKCR.	Board of Directors Station Manager	November 2011 Board meeting
CR 4.4 Implement the organization development process.	Board of Directors	October 2012
RESOURCES	Organization development consultants, capacity building grants	
FUNDING	Cost of consulting and project materials	
OUTPUTS	Policies, procedures, systems for effective management	
OUTCOMES	Shared vision and planning; enhanced communication, teamwork and morale	

PROGRAMMING STRATEGY	<i>Implement a proactive, systematic approach to programming in support of attracting and retaining a diverse group of listeners and members, while meeting community needs and fulfilling the KKCR mission.</i>
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GOAL PROG 1.0	Develop policies, standards and processes to guide programming decisions and quality control, as well as oversight of programmers.	
OBJECTIVES	LEAD	TIMEFRAME
PROG 1.1 Research how other community radio stations manage programming.	Ad hoc Programming Committee with broad representation (Board members, Station Manager, staff, CAB members, programmers/volunteers and members of the public)	Form ad hoc committee by July 2009. Perform research from July 2009 - December 2009.

<p>PROG 1.2 Define a decision-making structure and process for programming, including clear roles for a possible program director, possible programming committee, the station manager and the Community Advisory Board.</p>	Ad hoc Programming Committee	Draft proposals for CAB review by July 2010. Board approval by January 2011.
<p>PROG 1.3 Define standards and guidelines for the KKCR programming mix, including a determination of the influence of popularity, listener surveys, potential listeners, former listeners, former members, fundraising needs and the KKCR mission and values.</p>	Ad hoc Programming Committee	Draft proposals for CAB review by July 2010. Board approval by January 2011.
<p>PROG 1.4 Define standards and processes for quality control, oversight and regular review of programmers, including disciplinary policies and procedures.</p>	Ad hoc Programming Committee	Draft proposals for CAB review by July 2010. Board approval by January 2011.
RESOURCES	N/A	
FUNDING	N/A	
OUTPUTS	Research Process for making programming decisions Criteria and/or standards for making programming decisions and guiding program mix Standards and processes for the oversight and quality control of programming content, programming quality and programmers	
OUTCOMES	Proactive, systematic, inclusive process to determine programming Oversight to ensure program quality and consistency with goals, policy, etc.	

APPENDIX A: ASSESSMENT SURVEY: SUMMARY REPORT

Submitted on June 23, 2008 by MacDougall and Associates, There were 51 surveys submitted via email and U. S. Postal Service. They are sorted under general headings/themes.

1. KKCR Strengths. What is Working Well?

Programming strengths – 74 references

Variety of programming – 18 references

Mix of musical genres

Diversity of programs

Conscious content, Hawaiian, Garden, kids

Perfect programming mix. Difficult to balance such wide diversity, from talk to Hawaiian issues, to music – Hawaiian, rock, classical, reggae, blues, etc but KKCR does it.

Talk shows – 12 references

Talk shows exploring local problems good. Controversial topics vital to community communication

Talk shows that deal with relevant issues that can not be found in other media. Rare in today's political climate and utterly invaluable.

Expanded issues shows

Public affairs and local talk programs

Hawaiian music and culture – 7 references

Democracy Now – 6 references

Programmers – numerous references regarding specific shows, plus general as below:

Most dj's knowledgeable and often entertaining

Radio announcers with knowledge of the music they present

Programmers' enthusiasm for their program and total commitment

Great announcers, great programming

Staff, volunteers, programmers strengths – 23 references

Dedicated team of staff, volunteers and programmers

Volunteer morale under leadership of Gwen seems high and positive

Core volunteers and members' hard work to make our station run

Communication between staff and volunteers

Good spirit of participation from those involved.

Mainly volunteers run the station

Volunteer support

Myriad group of people working toward one goal and volunteering time

Programmers and station manager don't promote themselves on air

Many new programmers/volunteers have community connections

Station manager is connected to the community

Volunteer participation

Excellent volunteers

Staff does good job considering limited resources

People are able to be programmers, after moderate training

Dawn, Ken, others that work and volunteer time

Ronnie Bragg – thanks for doing what we would rather not do
Relatively good group of volunteers.
Total commitment of paid staff that often work much overtime
Devoted staff and volunteers
Enough volunteers to program a wide variety of shows
Runs amazingly well with myriad of volunteers
Programmers take their shows seriously and are conscientious, timely

Community outreach strengths – 13 references

Accessibility to the public
Information sharing, getting the word out about important events and issues.
Ability to operate above special interests to try and serve the greater community, regardless of criticism from said groups
Sense KKCR is our radio station, the community's membership of which makes a difference in how we live our lives, opportunities to live a better way.
Open to community members in broad and narrow sense, sense of justice balancing viewpoints, listening in settling issues regarding programming and staffing, CAB, website and call-in talk shows
Community focus and involvement
It's presence as an alternate voice for Kaua'i.
Growing understanding and credibility of KKCR as a community owned asset with a demonstrated ability to meet the educational and cultural needs of the entire community it is serving
Responsiveness to the community of listeners. Requests, psa's put on air.
Direct community involvement.
Word gets out more quickly than any other media outlet on Kaua'i, except for internet.
People are able to get on the air easily, by call in or being a guest
Allows the community to coordinate, share event schedules in timely way

Management strengths – 10 references

In spite of negative comments by a few vocal dissident detractors, I think KKCR's record stands for itself
Surviving after ten years, not a trivial accomplishment. Mix of programming and managing large number of volunteers is working, not off the mark
Access to staff
Greater transparency and accountability in management
Office seems to be running smoothly
A feeling of ohana at the station.
Working well overall – function with diverse menu of music, talk shows, and pay the bills!
Feeling of ohana
Gwen, Gwen, Gwen – brilliant ideas and leadership
Openness to trusting in the creativity and growth of the programmers, lack of interference and judgment regarding the creative process. Community can grow with the programmers

Financial strengths – 10 references

Fundraising
Successfully receive several grants
Fundraising. Ads (underwriting).
Underwriters represent good cross section of Kaua'i population
Funding working well
Fundraising good
Fund drive goals reached, if kept modest

Membership drives – Wave-Riders and ever-improving MO with each one, more funds now
Support from listeners, mostly financial
Meeting member drive financial goals

Members/listeners strengths – 6 references

Dedicated listener-ship that cares so much about this station they pay to keep in on the air
Evidence of doing what the public wants: Members voluntarily, actively contact the station
during fund drives to donate
Membership and participation are growing
Very popular with small segment of the population, mostly on North Shore and East Side
Meeting membership drive goals
Helpful to people who call in

Board of directors, governance strengths – 4 references

Growing understanding of the importance of membership elections for board of directors and
democratization of programming
Commitment of some BOARD members
New board election procedures
Board seems to be getting better, more responsive, accessible to community

Website strengths – 4 references

New archives section makes it easier for listeners to catch a program they missed
Able to listen online
Great website, with info and 24/7 worldwide coverage
Open to outreach via website to interactive info sharing and suggestions.

Community Advisory Board strengths -2 references

Commitment of CAB
CAB is better at being accessible to community participation

2. KKCR Weaknesses. What Needs to Be Improved?

Programming weaknesses – 56 references

DJ's that rant about an issue and rudely cut off caller who don't agree (less lately)
Lack of Filipino and Japanese programming
Too much reggae
Too much reggae
Too many commercial interruptions. Skip the calendar of music at restaurants.
Too much self-promotion and vanity programming.
Too much music programming.
Miss local news. What happened to Star Watch?
More classical music.
The American Life past programs
Communicate things changing at the station
PSAs better more regular
Callers should be able to email. I have emailed many times, with no response. /Recent show, host
said could email questions for guest, I did, never read on air, no response
Better promotion of local non-profits, events, community affairs
Rotate public service announcements throughout the day, rather than concentrating them
Need more world music.
No communication between underwriters and programmers related to program content
Make Hawaiian music programming more consistent. Times available getting more erratic.
Keep delineation between music time and talk show time clear. Give Hawaiian issues and

sovereignty plenty of time, but don't destroy the Hawaiian music block to do it
 No good survey mechanism in place to determine what Kaua'i wants to hear. All surveys to date have been sporadic ad hoc efforts with questionable questions and no sampling control to ensure coverage of various important demographics
 Programming committee needs to be informed to be sure KKCR is meeting the educational and cultural needs of the community, as well as review existing programming
 Programming committee needs to be composed of fair representation of entire community, not the staff
 Enough promo for the Happy Enchiladas already!
 More diverse local news and public affairs
 Membership participation in programming decisions
 Call in listeners who go on and on, repetitive
 Better supervision of agenda-driven programmers
 More local news
 Too narrow a listening audience, need more diversity.
 Too much commercialism.
 Quicker response to traffic issues, accidents, etc.
 More community event announcements
 Some DJs shamelessly promote their own causes, particularly the bands they are in, legal?
 All paid staff should be required to participate in a weekly talk show to answer management and programming questions and promote the varied programming since not everyone is aware of the variety or background of programmers. Staff can interview programmers by phone.
 All staff required to hold weekly phone in show to answer management and programming questions and promote varied programming, since many are not aware of it. Staff can interview programmers by phone
 Public affairs programming
 Programming decisions should be member-driven
 Become an NPR station for more inclusive, unbiased, comprehensive news.
 Have less pop music. It is available on other stations
 Have at least 4 hours of diverse local public affairs programs a day
 Do not call programmers "DJ's"
 Have more educational programs, consistent with the Kekahu Foundation charter. Book reviews readings, scientific discussion, language lessons, music history and appreciation, health and medical reports.
 Have reporter covering Council and Commission meetings. Hot seat interviews of government leaders.
 Some of the music, rap, hip-hop (personal, different strokes for different folks)
 Need county council and police show
 Tech guys on the computer show are Linux hostile
 Some programmers act like they know more than they do. Hard to stomach. Makes the station look very amateur. Such as new age drivell.
 Native American show
 Need more classical, jazz and more regular news
 Offer more programs that reach larger segment of society
 More classical music
 When KKCR was formed, I thought it was going to be Public Radio. I didn't understand community radio. Would like KKCR to become part of Hawaii Public Radio
 Local and world news that is not slanted toward a specific point of view, like Pacifica News
 Re-air Democracy Now for the working public, suggest morning drive time, or evening
 When programmers don't know how to pronounce Hawaiian language but are embarrassed if

they get English words wrong, sends message that Hawaiian culture is not as important as Western culture
Needs more local flavor

Management weaknesses – 27 references

Management, needs to run station like a business
Training for staff and programmers
Need staff to be paid to work more hours.
Require staff, programmers, volunteers and BOARD to have minimum Hawaiian language proficiency
Train all staff, board and volunteers in cultural, ethnic and racial sensitivity
Train staff and BOARD on non-commercial, listener-sponsored radio standards compliance stressing difference from commercial radio.
Have clear, concise, transparent processes for programmer selection, staff recruitment and hiring, and volunteer conduct.
Offer lower rates to lower income people
Do not use office work volunteerism as basis for awarding programs
Managing personnel properly
Management should not restrict program content, speech and format.
Personnel and volunteer policies and procedures need review. Would have prevented or limited the problems in DEC 07.
Set up management decision making process that is fair and standard
More training for talk program hosts and music programmers
Need to do a much better job of using and training volunteers, all volunteers must feel included
Station manager needs to bring rest of staff up to standard to tell them they can leave
Anger management for at least one programmer who seethes on the air week after week, is always ticked off, this turns people off and they stop listening
Set parameters for programmers that are about good taste in how they communicate
Follow up with new programmers, give training and feedback, imperative and should be part of the learning process for every programmer, even ones who've been there 10 years
Dec 2007 programmer issues show management issues, need for greater clarity on responsibilities, grievance procedures
Lack of transparency and accountability has kept a lot of issues unaddressed.
DJs need more training to be more professional
Fully comply with ADA and workplace laws.
Volunteer policies and rules don't work. Need to be revised and commitment to protocols by everyone.
Programmers sound very unprofessional, especially when two are on at once and talk over each other
Have a grievance committee, like WFMU, a top listener-supported NY station. Members are all volunteers and programmers. A place to disagree with staff. Currently the structure of staff and volunteer influence is up to the GM. Not reliable for a volunteer.
Programming policies and a clear vision. Is this possible. Vital Fri/Sat night slots are stagnant

Community outreach weaknesses – 13 references

Community events that inform ought to be broadcast on KKCR to educate larger Population
More outreach to total Kaua'i community
CAB requires an overhaul. Same old faces for 5 years, most of whom are constantly in conflict with the board. Unnecessarily consumes time and resources. Term limits, democratic elections of CAB members would help
More exposure of the station on Kaua'i

Public exposure and participation.
Broaden community support and outreach.
Better outreach, to entice communities that are currently under-represented to get involved
 Welcoming, open door policy seems not to be enough
Public exposure and participation
More community outreach, booths at fairs, etc. Give volunteers more notice about events,
 spread them out geographically
Community outreach
More emphasis on community
Needs more island-wide involvement, remote capabilities via a van?
How about connecting with the schools, senior citizen groups, community organizations and
 Associations

Financial weaknesses – 13 references

Dependency on grant funding
Need to diversify revenue sources and work toward greater solvency
Board needs to get more involved in fundraising
Need financial solvency
Need much bigger budget for continued outreach to community, attendance at conferences,
 continued growth
Keeping on track for timely grant applications
Tighten up financial controls, cash handling, audit trails. Easy fix with volunteer talent.
Need for large amounts of money from a few wealthy donors regularly
Maybe more funding
Each programmer should help pursue underwriters, call on contacts and open the door for
 station management. Might have a finder's fee for 6-month or more contracts.
Relying on a twice a year fund drive. The energy this takes hinders creative growth. We just
 recover and then start up again. Huge depletion of resources. Need alternative ideas.
Improve funding from grants, gifts, and increased membership.
Do away with dependence on "pay per mention" and ad rate sheets.

Location, facilities and equipment weaknesses – 13 references

Bad location.
Offer remote broadcasting
Relocate to more central location
Need a permanent home
Move to Lihue or Puhi.
Very little remote broadcasts. Invest in remote equipment, encourage broadcasting from homes
 of non-mobile volunteers and from public meetings and events.
Only having presence on North Shore, West Side satellite would be great, people on West Side
 would love to be programmers, too costly to drive to Princeville, no time
Remote broadcasting. Need a West Side studio
Mt. Kahili building needs replacement on?
More reliable 91.9 transmitter
More participation via remote live broadcast capability from other areas of island
We need Dean's abilities to keep us tuned up, in working order. Let's not lose his knowledge
 and ability to maintain our expensive equipment
Move the station to a more central location and develop off-site broadcasting.

Image/North Shore weaknesses – 9 references

Still pretty much North Shore enclave
Public perception of North Shore haole culture

Image as a rich haole North Shore radio station
Image to some as a network of greedy white folk racists
Perceived as far left of center, North Shore entity – cuts off politically moderate or right-wing,
Station should strive for more balance
Mind-set that KKCR caters to select group of listeners that are not open to all ideas
Some people don't listen because they feel KKCR staff/programmers are all transplants and
don't know what the heart of Kaua'i is all about. They are not aware of the many wonderful
programs offered.
Community perception. Staff and volunteers need to participate in more community projects and
events, to dispel the "it's just a North Shore, white bread, hippie station" perception
Too much North Shore mentality and influence

Internal communication weaknesses – 7 references

Lack of honesty and openness of some staff and some board members
Better communication between staff, board, CAB, programmers, volunteers, listeners, members
and the Kaua'i community
Intra-organizational bickering
Lack of communication among talk show hosts
More organizational meetings between staff and music, staff and talk shows, closer to Kapaa.
meetings in Princeville not good
Improve intra-organizational relationships – some in CAB and community think best way
to improve KKCR in their vision is to criticize and castigate staff and board members,
ethnic slurs, references to where they live. Is absurd, childish, counterproductive
and racist. Find ways to be civil
Structure and communication between staff, programmers, volunteers, CAB, board. This is one
of the most frustrating and enraging parts of volunteering. Have at least one chance a year for all
to report, interact and work together!

Diversity weaknesses – 5 references

More diversity of programmers, like local people
More racial balance in volunteers – issue impacted by family needs, time available, location
Mostly white staff and BOARD.
Genuine outreach to all racial, cultural, ethnic and geographic groups
Much more outreach to groups of ethnic/cultural difference from predominant Euro-ethnic
culture currently represented

Board of directors weaknesses – 5 references

Board members should be elected by the membership
Board should correct illegal change of bylaws in the past
Membership is disenfranchised from community ownership. Many in the community are hostile
and do not participate because of the BOD's continued tunnel vision and refusal to deal
with its inherited past. Voting for all BOARD should be restored immediately
Board members on air interfere with/interact with programmers
Members should elect the entire BOARD

Volunteer outreach weaknesses – 5 references

Encourage more participation by members. Will rally to support if feel invested and respected
by station outreach and encouragement to participate as KKCR family member
People who come and self-initiate to participate on some volunteer level are discouraged by
the reception they receive. Must feel they will have a fair chance at
Need new volunteers, fresh blood is critical to successful, vibrant community station
Volunteers must be given enough support that they feel they have a fair opportunity to reach

their radio goals
Make a numbered form for new volunteers to fill out.

Website weaknesses – 2 references

Website is user hostile, especially in live stream listening, just went to site, clicked Listen Live, got <http://rabbot/je/metcgo=bomerrpr404>. hurricane electric file not found, referring document was www.kkcr.org, link is outdated, inaccurate, or server has been instructed not to allow access

Website, station trumpets “broadcasting online”, but website is an embarrassment. Click news and most recent is December 2007. Click programmer face and may or may not be taken to a standard description or the show. Improve it and maintain it, or bring it down to bare bones.

Miscellaneous weaknesses

Recent immigrants to Kaua’i have attitude and try to make things like where they lived before
I don’t really see a weakness given that this is a true community radio station.
Couple of inflated egos ruin the whole flavor/energy of otherwise great station

3. What Opportunities Exist Now, or May Exist in the Future, for KKCR?

Community outreach opportunities – 15 references

Community journalism initiative

Be more relevant to the community as a public affairs and news source

Be a voice for the community and support events that affect the whole community, not one particular group or club

A free speech, community-based outreach program to democratize the people

Stronger local voice

Community outreach to locals all over island, to participate in free and open dialogue

Get more involved in other community organizations, help them with publicity in exchange for some exposure on their posters, at the event, etc

A lot of people on the island don’t know KKCR exists, we need more of a face in the community

Adopt the work of a whole-community focused organization – United Way, KPAA, HCF

Having more presence in community, that isn’t North Shore

Could do a lot more uploading of local talent and events. Folks on mainland, Europe hungry for it, could help funding

Become THE upbeat, informative bright Voice of the Community

Training for young people

Have a TV presence

Be part of the Hawaiian renaissance

Programming opportunities – 13 references

Become part of NPR

Island local news show

Call in car repair show

Audio book show on Sunday evenings

Programs that can’t be heard anywhere else, important political and social dialogue, forum for regular citizens to voice opinions

Specific real ideas on sustainability necessary on Kaua’i, gardening, energy, transport, eco-tourism

Only mass media outlet on Kaua’i to get those ideas out unfiltered, timely

Local political discussions

Consistent broadcast schedule

LOCAL news daily, same time slot, every week day, with weather, arts, sports, surf info,

Use taped segment feed for national and world news

Remove silly Your Morning Paper

Hawaiian music midnight to noon every weekday, midnight to 7 AM weekends, PLEASE
reduce the number of reggae shows
Move Democracy Now to 4 PM or so, followed by evening news
Move ALL listener call-in shows to evening, when most people can listen and respond

Facilities, equipment, location opportunities – 13 references

Permanent home
Permanent home at Malama Kaua'i
Larger audience, power to reach Oahu and Maui
Remote, live on-the-scene news reports
Move or establish other locations to produce live shows, interviews
Remote broadcasting
More remotes from political and entertainment events
Remote facilities for community outreach
Live coverage at events, Dickie Chang style
The West Side!!
Move the station
Remote broadcasting, for cultural and other events.
Own our own building for studios and offices, more centrally located

Financial opportunities – 10 references

Major gift/planner giving program
Thoughtfully researched marketing program that attracts new listeners and financial
supporters
Find new sources of independent sustainability
Grants
Improve funding, less reliance on government grants, which are unpredictable, may dry up
Expand underwriter base. Limitations of fund drives require us to have underwriters.
Use excellent website to generate income
Grants! There are so many available in Hawaii for community support and the arts! For Talk
Story, on-air interviews
Research possibilities and what other community/public stations are doing, receiving r
grants/funds
Increase funding by increasing membership and decreasing quasi-commercialization of
advertising/underwriting.

Management opportunities – 5 references

The Strategic Plan process impact on day to day decisions – attain big picture goals
Operate more Green, open up to suggestions on how to be more eco-friendly
Opportunities to expand knowledge, network with other stations
More input from programmers, members, listeners to staff to make positive changes
Omit music director position. Fill with volunteers. Add savings to manager salary to get
more experienced person and to volunteer coordinator salary

Diversity opportunities – 3 references

Expansion to reflect more diversity on Kaua'i
In changing society, keep our eyes and ears open the new, while holding on to the rich and
diverse cultural history of the island
More Hawaiian dj's and having their own shows

Listener/Membership opportunities – 3 references

More listeners

Increase membership, should be much higher percentage of population
Increase membership

Image opportunities – 2 references

Change the image as the haole station or the hippie station – not true, but perceived
Get rid of label as North Shore haole station

Internal communication, conflict resolution opportunities – 2 references

Establish positive working relationship between Board, CAB and community
Heal past wounds

Board of directors opportunities – 2 references

More board members elected by members, not appointed. Move in that direction
Empower membership in governance of foundation and station.

4. What Threats Exist Now, or May Exist in the Future, for KKCR?

Internal communication, internal/external conflict threats – 27 references

Not dealing with staff, BOARD, CAB, issues.

Poor communication internally

Station becomes overly politicized and so self-absorbed in its internal issues that it loses the vision of the service it offers to the community

Handle your internal problems about DJ's with open manner and style

In fighting, power struggles, What's the point?

Vocal minority that has little perception of non-profit business reality

Vocal minority determined to alter the vision of the station to conform to their narrow views.

Their views must be expressed, but if management capitulates, the station would disintegrate rapidly

Station integrity undermined by programmer hotheads who push their own agendas. Underwriters are bailing out, listeners are leaving.

Station could become too much of a soap box for vocal minorities and cease to be financially viable. Most people I know don't want to hear it. That programming gets too much air time and nobody listens except the minority groups. Eroding existing base of community support. Station goes down tubes financially.

Small vocal group can take over a non-profit

One taking the resources of many, drive behind open election, would have liked the energy to move toward a more mutually agreed upon venture. Fund drive showed it was not motivating listeners to pledge/join. Measurement of time, resources, value is needed

Many times the concern of one is taking over, pushed in everyone's face, not presented where we have a choice if it is of value to all

People with their own agenda, try to manipulate and monopolize, as if they are the voice of the community to the exclusion of others in the community who see things differently

FCC and powers threatened by liberal radio talk may perceive as Commie Community Radio

The separationists from Corporate America. Powerful entities indeed, may affect our fundraising.

Tragedy is status quo powers are threatened and mitigate the autonomy of the station

Folks who become enamored with their own importance

Encourage fresh faces and ideas

Threatening status quo

Censoring, limiting views

This survey will be taken over by stuffing the ballot box by those trying to take over board.

Board critics will not acknowledge this survey if it doesn't support their views

Corporate fascists and dumb people that over self-regulate to the delight of the aims of the empire

Need for better internal structures for conflict resolution

Too much in-fighting

Failure to solve many problems of the past that continue into the present and future

The small number of critically and negatively influential people will continue their strong-handed techniques to prevent KKCR from being more democratic

Financial threats – 20 references

Lack of money

Discontinuation of federal funding

Squeaking by financially, on-air fundraisers reached plateau, government funding is shrinking, \$26,000 cut in federal funding in 2009, expenses rising,

No lease on present site, landlord unwilling to give one.

Financial instability

Costs will rise each six months

Funding

Funding

Further decreases in CPB funds

It's all about lack of money

Lack of money

Funding always a threat to community radio

Drop in funding from foundations and members due to economy

Limited government funding

Expenses exceed operating funds

Losing grants

Failure to properly exploit community business support

Grants reduced or eliminated

Too dependent on federal grants

Insufficient financial resources

Facilities, equipment, location threats – 7 references

Month to month tenancy

Need new, updated equipment. For quality broadcasting. Archives updated. AC

Lose the current location and have no alternative

Insecurity of not owning a building

Increasing electric rates

Lose our studio

Physical plant OK, but month-to-month lease, eviction a threat

Management threats – 7 references

Lack of legal radio practices by some volunteer programmers

Threats of FCC complaints for violations of legal protocols

KKCR management decisions

Find manager to keep KKCR a friendly environment

Replacing Gwen with someone as good

FCC fines, sanctions, suspension.

Insufficient policies at staff and board levels

Image threats – 5 references

Continued negative comments and blogs about the station very detrimental, generated by a few people, some within KKCR. The majority of the community are tired of the negative stuff and supposed in-fighting

Special interest groups slandering KKCR

Vast majority of volunteers, staff, board, CAB are wonderful

caring people totally dedicated to KKCR and its future, getting tired of being accused

Station continues to be the north Shore haole station and tool for the music biz and tourist industry
KKCR has alienated a substantial sector of the community by its “leftist” leanings

Board of directors threats – 5 references

Self-elected board continues to disenfranchise members from community ownership.
Illegal change of bylaws must be corrected to avoid future threats
No one training new board members. New members totally unfamiliar with working of the
KF board and current policies.
Insufficient policies at staff and board levels
If the experiment of member voting fails, it will prevent more moves for democracy

Volunteers threats – 3 references

Lack of volunteers
Need more volunteers as support system, train volunteers to help in all aspects of running the
station, so you have strong community support
Not enough volunteer help from programmers besides their programs

Programming threats – 2 references

Becoming reactionary and stifling debate
Playing more reggae

Community Advisory Board threats – 1 reference

CAB preoccupation with taking over the board. 95% of us don’t know or care how the board is
elected, what they do, how they cast an intelligent vote for a good board candidate.

Diversity threats – 1 reference

Get better cross-section of representation ethnically and geographically

Miscellaneous threats

Member support not widespread among groups on Kaua’i
Becoming too commercialized in order to survive
Broadcasting freedom of speech issues in our current national culture. Affects KKCR?

What is your vision for the future of KKCR?

Programming vision – 38 references

Based and focused on Kaua’i issues
Encourages free speech at any cost, short of FCC regs
Reaches out to all voices on Kaua’i while remaining a courageous alternative resource
Great Hawaiian music and cultural issues
Good daily local news
Fair and balanced programming
Industrious and imaginative volunteer programmers who place KKCR above their
personal agendas
Programming in other languages
Those who want to add their voices, can do so
Wide listening audience
Diverse programming
Keep being the source for untainted realism, vital to us
Vehicle that will shed light on many of the ideas dear to us as a whole
More diverse music
Stay local, while offering broader programming like All Things Considered
Keep doing what you are doing

Democracy Now be rebroadcast early evening or replace Free Speed News
 Attracts good announcers and programming
 Youth involvement and youth listeners
 Democracy Now re-aired for working public
 Record Banana Poka Festival and rebroadcast it
 Same general program mix
 Be part of Hawaii Public radio
 Public affairs, news, local, national, international programming
 Environmental program, with ocean issues, military growth impact
 More Hawaiian issues shows
 Classical music programs
 24/7 totally live broadcasting
 Down home approach to programming
 Offer ideas, to make Kaua'i eco-sustainable envy of the world
 Community Radio including minority views
 Responsive to local issues
 Real local news programs
 The voice of Kaua'i
 Good mix of music and talk, based on statistically valid survey measuring listeners desires
 Alternative source for music not found elsewhere
 Existing mix should stay the same. Ain't broke.
 More intellectually challenging programs, like Fresh Air

Facilities, equipment, location vision – 25 references

Secure modern facility, owned or held in long-term lease
 Studio moved to Kapaa or Lihue, more available to broader cross-section of people
 Multiple broadcasting sites around the island, KCC with training possibilities, Storybook Theater
 with artists, community access
 Remote broadcasting training
 Island wide broadcasting
 Own building, own land
 Equipment funding from the public support
 Own our own facility
 Own building
 Permanent home
 Statewide cable system audio line up
 Studio on West Side
 Secure facility it owns
 Increased power of primary transmitter for better coverage
 Oahu translator is online
 Second station would concentrate on more community-based programs, talk, call-in shows
 Secure facilities
 Support FLOSS software
 Remote broadcasting, Lihue and south. Donated space.
 Our own building on North Shore
 New transmitter on Mt. Kahili
 State of the art studio
 Our own, stable facilities
 Permanent central location, community owned through the foundation
 Station moved to Kapa'a or Lihue, better access, more programmers

Community outreach vision – 15 references

Entertain, heal, be a sounding board, gathering place, voice of concern, community development and participation
Promote peace and harmony on the island
A true local station
Become all of Kaua'i's station
Unite Kaua'i, not divide it
Reliable assessment of community attitudes and preferences, concern with internal issues
Conduit for positive change on the island
Representation of all that is good about Kaua'i
Reach out to more parts of the island
Widespread support and recognition of KKCR importance on Kaua'i
A forum to air community issues
Community outreach
THE upbeat, informative Bright Voice of the Community
Help community be more friendly and close-knit.
Voice of the community

Finances vision – 12 references

Independence from federal grants
Financially stable
Fiscal stewardship, stable, comprehensive, diversified financial base, shares KKCR values
Fiscal management
Financial support through the year
Endowment fund cushion
Strong funding and overall financial situation
Funds to keep equipment up and pay bills
Sustainable, solar panels to cut costs, produce products for sale
Enough grant money
Donation of solar equipment for lower electric costs
Independent of need for grants or underwriters

Management vision – 11 references

More full time staff
Sunshine policies
Professionalism of staff and volunteers
Mature business structure, supported by sound policies
Fair, competitive compensation for staff
Five or more full time employees
All staff paid for a minimum of 20 hours a week
Motivational workshops on building raving fans for our programs, who become members
On-air volunteers get money
Diverse, democratic programming committee, with CAB, members, determine format, schedule
Term limits or mentor program for programmers

Board of directors vision – 6 references

Voting membership for board elections
Board elected by members
A true cooperative, fully democratic elected Board
All members elect all board
Term limits for board members
Members vote for entire board

Diversity vision – 5 references

Representative voice of all points of view, opinions, racial and ethnic cultures
Greater diversity of opinion
Good cross section of representation ethnically and geographically
Represent all cultures
People of color on staff, board, CAB, programmers

Communication, internal/external harmony vision – 4 references

Internal problems handled with openness and style
Open channels of communication
Working together, not as separate entities
Is a model for compassion and nonviolence

Members, listeners vision – 3 references

Large, dedicated listening audience
Valid, unbiased comprehensive survey feedback from members and listeners
Large membership

Volunteers vision - 2

Better support and rewards for volunteers
New volunteer energy and varied voices

Website vision – 2 references

Archives and live streaming audio easily accessible by all software
Improved website that attracts visitors to continue to listen, photos, webcam, links, great shows, archives

Image vision - 1

Serve more demographics than North Shore new age North Americans.

Miscellaneous vision

Allow us to leave a legacy for our future, our children
A sociocratic nonprofit
Influential in local politics
Leader in Hawaiian independence movement

APPENDIX B: ITEMS FOR DISCUSSION RELATED TO ACTION PLANS

The following are items for further discussion from some of the Strategy Groups. These items should be reviewed when designing action plans for the Strategic Plan goals and objectives.

COMMUNITY OUTREACH

Education Programs

Create informational/training dvd's and cd's for outreach

Identify the keys to successful outreach efforts

Include charter schools

Attend school career fairs

Connect with visitors – brochures at accommodations, concierges

Have speakers attend Rotary and other community meetings

Involve the Chamber businesses and underwriters

Include presence on youtube, my space, etc.

Define the core message re who we are, what we do and how we benefit the community

Develop programs for youth and partner with schools.

Promote listener-ship and membership in all outreach, communication and events.

Use KKCR air time to provide community education and outreach throughout the year

Provide an educational series, in segments, including topics such as “a day in the life of KKCR.”

Also describe the roles of volunteers, staff, chief engineer, programmers.

Need a PR/production person to produce educational videos.

Provide pro-active education. Reach out to various ways to get the message across.

Feature time on air for public education about KKCR

Develop a systematic curriculum linked to volunteer training, field trips for kids, outreach to non-profits and businesses, PR through the media, and connections to the visitor industry.

Education is key to helping people understand what can and can't be done by KKCR

Teach people how to create a program, one-on-one and via workshops

Partner with DOE and private schools. Kids tell parents what they learn. Build parent interest in and appreciation of KKCR. (Need to factor in insurance issues when kids are bussed somewhere.)

Pro-active community education about KKCR and community radio in general.

- Get support, financial and volunteer
- Build listeners and members base
- Build interest and desire to be involved

Focus on visitors as well as residents

Include KKCR mission, vision and values in station ID's

PR/Marketing

Submit newsworthy, timely press releases to media, as needed

Partner with local media with regular informational articles

Focus on public awareness through branding and logo recognition

Have a series about KKCR in the Garden Island

Publish the schedule in the newspapers

Update the brochure

Consolidate the variety of logo styles for consistency

Send newsletters to members and others – online Airwaves

Have newsletters at underwriter's places of business
Feature articles about programmers
Get in TGI's new calendar section, with the schedule and articles
Good photos are available for programmers
Focus on KKCR's uniqueness, local public affairs, alternative programming
Consider creating a KKCR calendar

Fundraising Communication

Provide public communication for membership drives
Provide informational tools for targeted fundraising, large donors
Support creation of an effective member data base, demographics
The State Foundation on Culture and the Arts offers grants for promoting Hawaiian culture.
Pacific Islanders in Communication provides grants for film programs, connections to producers, syndicated programs
A percentage of CPB funds are dedicated to national programming
The State Foundation on Culture and the Arts pays salaries for PR staff via grants. Grants for capacity building
Should fundraiser once a quarter to build public awareness. Concerts with local talent
Need to make sure our outreach is coordinated, has consistent, high quality messages.

Miscellaneous

Develop a log and procedures to ensure that inquiries and complaints are responded to in a timely manner
Train staff in how to route phone inquiries
Create a board of directors PR/Outreach committee

POLICY AND DECISION-MAKING

Decision-Making and Policies

- Define what are "significant" decisions. What types of decisions/policies (HR, programming, operations, financial, other) should include input from more than the final decision-maker?
- Define whom to get input from in which situations, how to obtain that input, how that input is used (recommendation? decision-making?)
- Identify where work is needed on current policies and procedures (HR, programming, operations, financial, other?)

Board Effectiveness

- Increase the number of Board of Directors meetings in order to be more responsive to issues, more timely in decision-making and more available to CAB and stakeholders.
- Conduct an annual assessment of Board effectiveness
- Review and update Board policies
- Ensure effective committee structure and function
- Update the Board role in regard to outreach
- Clearly define accountability and monitor the performance of Directors in fulfilling their roles and responsibilities

- Set up a Director recognition program for excellent service
- Set up a process through which the Board gives consistent support/feedback to the station manager.

PROGRAMMING

(For ad hoc Programming Committee guidance and discussion, taken from notes in the Policy and Decision-Making Strategy Group and the Volunteer Strategy Group.)

- Programming decisions: Who should be responsible (a programming committee? a program director? the station manager? other?); if not the station manager, would recommendations be advisory or mandatory? What is the role of the CAB, which already has a role in reviewing programming, soliciting input from the community and giving input to the Board and management?
- Programming mix: What should guide KKCR's programming mix and choice of programming? (What are the roles of "popularity," listener surveys, potential listeners, former listeners and former members? effects on membership and funding? Who decides what under-represented voices are heard and when? How to link programming to organizational values and mission? How to define the community - or communities - and serve its/their needs? How to maintain a balance between structure and organic flexibility?)
- Standards and process for quality control/oversight and regular review of programmers. (What are roles for: an evaluation process, including listener feedback? semi-annual review with program director? a "listener service" to track all feedback and handle responses?)
- Standards and process for oversight, disciplining and dismissal of programmers.

Ad hoc committee role

- Should research how other community radio stations handle this issue.
- Propose standards and process for quality control/oversight, regular review of programs and managing programmer performance.

Need to define a body that is responsible for this. Programming committee? Program director? Other? Paid/volunteer

- Would be decision-making body or recommendations to GM?

CAB already has a defined role in reviewing programming, soliciting input from community and giving input to BOARD and GM.

What guides the choice of programming? (Role of "popularity;" role of listener surveys; effects on membership and funding; who decides what under-represented voices are heard and when?)

How to define the community and serve its needs – multiple communities

Include potential listeners, former listeners, former members

Maintain a balance of structure and organic flexibility

Link programming decisions to organizational values and mission

Include an evaluation process, including listener feed back that is recorded and responded to promptly

Program director meets with each programmer every 6 months for review

Have a listener service person track all feedback and handle responses

Determine whether to have a program director position, define the role. If so, hire qualified program director

Form a program management team

- Create a team member job description

- Define responsibilities related to station format, programmer selection
- Define constituent mix and number of team members
- Agree upon frequency of team meetings

Develop a process for program selection.

- Define target audiences
- Get data on listeners and non-listeners
- Poll members
- Relate to mission statement
- Research what KKCR audiences want in music and public affairs
- Set up programming policies and guidelines

Implement an ongoing training and supervision process for programmers

- Job descriptions
- Non-programming duties

Set up a consistent scheduling process

- Provide ample notice
- Publish on website

Create a music librarian position to catalogue all music coming to the station

Create a news and public affairs director position

VOLUNTEERS

Determine the Barriers to Volunteer Participation and Set Strategies to Overcome Them

Use all available media

Use airtime to promote volunteer service – to recruit.

Go to schools, clubs, social organizations, gathering places – a recruitment tool and community education

Have positive, honest recruitment, with volunteers trained to do outreach.

Have recruitment form on the website.

Use underwriters for outreach, volunteer recruitment.

Have more visibility in the community.

Create a volunteer application form and an agreement form

Have a process for screening volunteers

Emphasize community service

Bring back those who tried to volunteer and were turned away

Identify volunteer assets and ask volunteers what they need.

Volunteer Job Assignments

Identify ways volunteers can help programmers.

Make list of everything needed at the station, so can match volunteers with tasks in way that works best for the volunteer and the organization.

Have a written form for potential volunteers where they list their interests.

Have programmers list what they need help with.

Track volunteer hours and jobs.

Use volunteers with skills to maintain the data base.

Have a reception desk, with volunteer greeter.

Volunteers can be engineers on public affairs shows. Recognize them on air

Volunteer coordinator matches volunteers with jobs, based on priorities

Organize hui, groups of friends who want to work together

Maintain a data base on volunteers, jobs, hours worked, contact info

Explore privacy issues related to a volunteer maintaining this base

Volunteer Training

Have clear job descriptions for staff in regard to how they support volunteers.
Provide training for staff and volunteers. Technical, outreach workshops,
handbook updated, signed by the volunteer
Relate training to jobs to be performed by the volunteer
Hold trainings and meetings around the island, for accessibility
Flexible program, set up to help volunteers succeed
Volunteer training for all, to enhance skills as well as for new people.
Volunteers need to know what to say and how– communication skills
Use qualified volunteers as trainers.
Have regular mandatory workshops.
Have a training curriculum with clear standards.
The volunteers should see themselves as a team, linked to the greater KKCR team.
Periodic refresher training required

Volunteer Communication

Need effective newsletter – email, with hard copy available, goes to Board, CAB, paid staff,
volunteer staff, programmers
Everyone involved should attend meetings together, to be truly informed (volunteer staff,
programmers, paid staff, CAB and board).
Have volunteers serve on board and station committees.
Post board and station meeting agendas for all to see – larger bulletin board,
Post agendas in newsletter
Inform everyone about changes in a timely manner. Don't change the schedule on short notice..
Have a phone tree to remind volunteers of their commitments, use email, too.