

KBOO Community Radio  
Strategic Planning  
Request for Proposals

Summary:

KBOO is seeking a strategic plan to address our financial sustainability. We would like to focus on the roles of marketing, development, and our organizational structure (which includes staffing roles, volunteer roles, and governance) as they fit into our financial sustainability.

Organizational Overview:

KBOO is a community radio station in Portland, Oregon. We are a 501(c)3 nonprofit. We have 12 employees and nearly 500 active volunteers at any given time. The staff and board typically make decisions by consensus, and often look to broader community participation through committees, workgroups, community meetings, and surveys. It is integral to the work of the station that volunteers, staff, and the board work together as a whole. Currently our management structure is in transition, and there are competing priorities at the board level.

History—KBOO's competitive environment:

When KBOO began broadcasting in 1968 we flourished in an environment with little radio competition. By the late 1970s KBOO was a major classical, jazz, and public affairs station carrying NPR programs. In 1979 KBOO had the largest public radio audience in Oregon, 24th in the nation.

In 1981, Oregon Public Broadcasting separated from the State Board of Higher Education, which opened up their programming possibilities. In 1984 KMHD (jazz) and KBPS (classical) began broadcasting on FM.

In the last decade new stations and media have moved into KBOO's programming areas. KPOJ progressive talk radio, MetroEast in 2010, new webcasts from local stations such as OPBMusic.org, satellite radio, the Internet, iPods, and other digital media give more listening choices.

Strengths:

KBOO has a strong core of listeners and volunteers, owns its building in an emerging arts district, has money in the bank (although it is dwindling) and a valuable FCC license. KBOO offers more local volunteer-driven programming than virtually any other station with many world-class programs. The station brings diverse communities together and generates a sense of grassroots engagement across communities that few other stations (or nonprofits) achieve. The diversity of age, ethnicity, spiritual orientation, physical ability, etc., is particularly impressive in a city that is more homogeneous than many. KBOO is able to offer voices, views, and music that may be too far from the mainstream or too new for other stations to handle.

Why Change?

Listenership and membership are declining. While this is true for radio generally, we're seeing a sharper decline. In fact, the local jazz, classical, and NPR stations recently saw a small increase in listenership while KBOO's continued to decline. This leads to the question of how KBOO can better serve our communities. Declining listenership also has financial implications: we are in our fourth year of deficit budgeting.

KBOO's mandate is to provide a public forum, fill unmet needs, and to create community. But Portland has changed dramatically in the last few decades. KBOO has not examined its mission in this new environment. Taking a wide-ranging look at the greater Portland region and the global media landscape is vital not only to building listenership, but also to fulfilling KBOO's mission.

While the station enjoys a high level of participation and involvement by staff and volunteers, decision-making processes are unclear and laborious. We are left questioning how the station can make decisions in general and about our financial health in particular, and move forward while ensuring that all voices are heard, respected, and valued. How can KBOO be a more welcoming environment? How can the staff and board operate efficiently and yet be confident that the spirit and program charter of the station will remain intact? How can KBOO be a vital entity in this century?

**Project Description:** We see the need to begin strategic planning that addresses our financial stability and fiscal health. However, we have been unsuccessful in the past at completing a strategic plan. The purpose of this project is to help us consolidate the work we have already done and provide direction on how we proceed.

**Application:**

Strategic plan proposal

The level of financial compensation you require. You may choose to submit multiple proposals to offer a range of cost structures.

Résumé, including academic preparation and strategic planning background.

Three references

Without reference to a client, give a concrete example of a problem you were presented with, and how step-by-step you overcame it.

**Selection Criteria:**

Cost

Experience working with volunteers

Ability to bring people to the table and integrate varying points of view

Community organization and nonprofit experience, including those with non-traditional structures

References

Completeness of proposal

**Deadline:**

Monday, June 14, 2010 5:00 pm

**Apply to:**

Debbie Rabidue

KBOO Finance Coordinator

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KBOO Community Radio

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