

KLCC Strategic Plan

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INTRODUCTION

KLCC is at a critical juncture in its history. The media landscape is undergoing rapid change, and we must adapt in order to continue fulfilling our mission of providing high-quality journalism, educational programming and cultural content for our communities.

One of the key challenges we face is the need to transform our organization for the digital age. In order to thrive in this new environment, we must expand our digital platforms, grow our audience, and increase our production of local news and content.

In order to achieve these goals, we have developed a strategic plan with four core objectives:

1. Financial support and diversification: We will seek out new sources of funding and diversify our revenue streams in order to ensure the long-term financial stability of our organization.
2. Digital platform expansion and audience growth: We will invest in technology and innovation in order to expand our digital platform and reach new audiences, both locally and nationally.
3. Increased local news and content production: We will focus on increasing our production of high-quality local news and content, in order to better serve our communities and provide them with the information they need to make informed decisions.
4. Technology and facility upgrades for efficient workflow: We will upgrade our technology and facilities in order to improve our workflow and increase our efficiency, which will enable us to produce more content and better serve our audiences.

By pursuing these objectives, we believe that we can successfully transform our organization for the digital age and continue to fulfill our mission of providing

high-quality journalism, educational programming and cultural content to our Oregon communities.

SUSTAINABLE COMPETITIVE ADVANTAGE

There are several sustainable competitive advantages that KLCC has in a time of digital transformation. One potential advantage is the organization's deep ties to the local community. KLCC has a strong 50+ year connection with the Oregon communities it serves and this can be leveraged to build support for the organization and to provide unique, local content that is of interest to community members.

Another potential advantage is the organization's commitment to quality journalism and public service. KLCC is known for its dedication to providing accurate and fair reporting, as well as for a commitment to serving the public interest. This reputation can help to build trust and credibility with audiences, which can be a valuable asset in the digital age.

Additionally, KLCC is staffed by a dedicated and passionate team of professionals who are committed to the mission of public service, and willing to go the extra mile to produce high-quality content and to engage with their local communities. This dedication and passion can be a major competitive advantage, and it can help to differentiate KLCC from other media outlets.

GOAL I - INCREASED NEWS PRESENCE AND LOCAL CONTENT CREATION CAPACITY

1. Conducting periodic program reviews to assess the effectiveness of current content and identify areas for improvement. This could involve surveying listeners and gathering feedback from staff, as well as analyzing data on audience and engagement.

2. Increasing live origination capacity by investing in new equipment and training staff on its use. This could involve purchasing additional multimedia production technology, and other equipment, as well as hiring additional personnel to operate it.
3. Enhancing emergency service by developing a plan for quickly and effectively providing critical information to listeners and readers during times of crisis. This could involve creating dedicated emergency programming, partnering with local officials and emergency responders, and investing in technology that allows for rapid dissemination of information.
4. Expanding KLCC's demographic reach by developing new programming that appeals to underrepresented groups and engaging with these communities through outreach and partnerships. This could involve creating content that addresses the needs and interests of these groups, as well as partnering with organizations that serve them.
5. Building journalistic partnerships with other media outlets, educational institutions and experts to expand reporting capabilities and reach. This could involve collaborating on investigative projects, sharing content, and co-hosting events.
6. Implementing a structured editorial process to ensure that content is produced in a consistent, high-quality manner. This could involve establishing clear guidelines for content creation and review, as well as implementing a system for tracking and managing the production process.
7. Developing a multiplatform strategy to ensure that content is accessible and engaging across a range of platforms and devices. This could involve creating a strong presence on social media, developing mobile apps, and optimizing KLCC's website for different devices and screen sizes.

GOAL II - ENHANCING DIVERSITY AND ORGANIZATIONAL EFFECTIVENESS

1. Identify the current state of diversity within the organization, including demographics of the staff, board, and leadership. This will provide a baseline against which progress can be measured.
2. Develop specific objectives and targets for increasing diversity within the organization, including goals for hiring and promoting a diverse workforce, and for increasing representation from underrepresented communities on the board and in leadership positions.
3. Identify potential barriers to achieving these goals, and develop strategies for addressing them, including changes to recruitment and hiring practices, training development and retention opportunities, and building relationships with community organizations and networks.
4. Create a plan for implementing the diversity and inclusion strategies, including timelines, resources, and milestones for tracking progress. This plan should also include mechanisms for regularly evaluating and adjusting the strategies as needed.
5. Integrate diversity and inclusion goals into all aspects of the organization's operations, including governance, personnel, resource management, digital needs, professional development, communications, and technology. This will ensure that diversity and inclusion are considered in all decision-making and planning processes.

Overall, the goal of enhancing diversity and organizational effectiveness should be approached in a holistic and comprehensive manner, with clear objectives, strategies, and accountability measures in place to ensure progress towards the goal. This will require collaboration and buy-in from all members of the organization, including the board, leadership, staff, and community stakeholders.

GOAL III - EXPANDING COMMUNITY SERVICE AND ENGAGEMENT

1. Receive and respond to community feedback: Establish regular channels for collecting and responding to feedback from the community, such as through surveys, focus groups, and online forums.
2. Deepen collaboration with educational institutions and non-profit organizations: Identify key partners in the education and non-profit sectors and develop strategies for coordination with these organizations to better serve the community.
3. Reach diverse audiences and digital natives: Develop programming and content that is tailored to the interests and needs of diverse audiences, including millennials and other digital natives. This might involve creating new digital platforms or channels, as well as leveraging existing social media and other online networks.
4. Community issues assessment: Conduct regular assessments of key issues facing the community, such as education, health, and economic development, and use this information to inform programming and engagement strategies.
5. Acquire and act on audience and market research: Invest in regular audience and market research to understand the needs and preferences of the community and use this information to improve service and engagement. This might involve conducting surveys, focus groups, and other forms of research to gather data on audience demographics, interests, and behaviors.

GOAL IV - ACHIEVE FINANCIAL STABILITY AND STRATEGIC INVESTMENT CAPACITY

1. Maximize major giving, underwriting, and membership revenue streams through training and tracking:
 - Develop a comprehensive training program for staff and volunteers to improve their fundraising skills and knowledge

- Implement tracking systems to monitor the performance of different revenue streams and identify areas for improvement
 - Explore new opportunities for major giving, such as partnering with local businesses or hosting fundraising events
2. Address foundation grants and high dollar corporate support:
 - Research foundations and corporations that have a history of supporting public media organizations and align with the organization's mission
 - Develop a strategy for approaching these potential donors and securing their support
 - Create a system for tracking and reporting on the impact of foundation grants and corporate support on the organization's operations and programs
 3. Plan for building an endowment for future sustainability:
 - Identify potential sources of endowment funding, such as individual donors, foundations, and corporations
 - Develop a campaign to raise funds for the endowment, including setting goals, creating marketing materials, and identifying donor stewardship opportunities
 - Create a plan for managing and investing the endowment to ensure its long-term growth and sustainability
 4. Explore non-traditional revenue opportunities, such as event sponsorship:
 - Research potential sponsors for the organization's events, such as local businesses or community organizations
 - Develop a strategy for approaching and securing sponsorships, including negotiating terms and creating marketing and recognition opportunities
 - Create a system for tracking the performance of sponsorship revenue and identifying areas for improvement
 5. Pursue enterprise opportunities for additional funding diversification:
 - Identify potential enterprise opportunities, such as selling products or services related to the organization's mission or hosting paid events

- Develop a business plan for these opportunities, including projected revenue, costs, and potential risks
- Create a system for tracking the performance of enterprise revenue and making adjustments as needed.