

LCR 2018 OPERATIONAL PLAN- *DRAFT*

MISSION, VISION & VALUES (*working draft interim*)

Lexington Community Radio is neighborhood public radio.

Our Mission is to:

Empower listeners with timely, relevant content and critical public safety information.

Elevate underrepresented voices and views to **Encourage** equity in media.

Enliven our community by creating connections and conversations around life in Lexington.

Lexington Community Radio brings broadcast power to the people.

Our Vision is to:

Establish a thriving, sustainable media co-operative that is the first place our community goes for information, to exchange ideas, and to be part of what's happening in Lexington.

Our Voices. Our Radio.

Lexington Community Radio values:

- Our community: its people, its possibilities, its safety and its wellbeing.
- Honest, open, and inclusive conversations about what is most important to us.
- Local music, food, arts & culture.
- Informed, empowered, and engaged citizens.
- The power and responsibility of the microphone.

ORGANIZATIONAL FOCUS AREAS

- Programming**- What we create
- Community Outreach**- Who we create it for
- Human Resources**- Who creates it
- Operations & Admin**- How we create it
- Fund Development**- How we pay for it

2018 F-SMART GOALS

A1. Focus Area: Programming

Specifics: **Increase profile of public safety content**

Metrics for Evaluation:

- 1 public safety PSA per hour
- 12 hours of public safety/health content per week
- Public safety segment/story in daily news drops
- Soundcloud playlist of public safety-themed show episodes featured on website
- 4-8 scheduled public safety posts per week on LCR Facebook page

Action Steps Required:

- Research & develop public safety editorial calendar for 2018 highlighting awareness days, weeks, and months related to public safety & public health.
- Write, record, produce, and schedule 40 public safety PSAs per quarter (=apx. 3 unique messages per week)
- Monitor and track public safety content hours produced weekly.
- Collect and archive public safety themed episodes
- Research, write, design, and schedule 50-100 public safety social media posts per quarter.

Rationale and Required Resources: Recommended by attorney to ensure our license renewal

Timeline: implement during Q1

Notes:

- 12 hours = 10% (18hrs/day x 7 days)

A2. Focus Area: Programming

Specifics: **Implement new automation system**

Metrics for Evaluation:

- Ability to manage automation from off-site
- Ability to access automation online to insert remote drops
- Ability to pre-program breaks
- Ability to generate traffic reports, run times & dates for underwriting spots and PSAs
- Ability to create multiple conditions for automated play

Action Steps Required: Bring software developer in to install and train

Rationale and Required Resources: Makes us more responsive and flexible. Have on-demand access to program creator. \$6000 one-time expense

Timeline: 5-day installation and training week of January 8 or 22.

Notes: Need to check references

A3. Focus Area: Programming

Specifics: **Incorporate consistent news programming and location reporting**

Metrics for Evaluation:

- Local news headlines on the hour
- Dedicated citizen journalists and news interns
- Daily headline talking points for DJs/hosts
- Creation of 2-3 news-centered programs

Action Steps Required:

- Establish news policies and procedures
- Set up newsroom infrastructure
- Train volunteers/staff
- Establish method for measuring performance/effectiveness

Rationale and Required Resources: Timely local news is an essential part of retaining listenership and creating a sense of shared community. Required resources will be dedicated volunteers and oversight by Program Directors.

Timeline: implementation plan in place Q1, implementation complete by end of Q2.

Notes:

A4. Focus Area: Programming

Specifics: **Create rich, fresh, sustainable, standard-schedule program content for WLXU and WLXL.**

Metrics for Evaluation:

- 18-hours of compelling, under-writable programming broadcast from 6am-midnight daily.
- No more than 12 hours of repeated content per station per broadcast week.

Action Steps Required:

- LCR staff collaborate with show hosts and survey listeners to identify programmatic holes.
- Use syndicated programming (especially on WLXL) to provide compelling content while local resources are being developed.
- Strategically recruit by show topic, not by warm body available.

Rationale and Required Resources:

- To fulfill our mission and capitalize on our underwriting potential, we need to assure we have a diverse, compelling, and sustainable lineup of programming on both stations.

Timeline: Develop and implement with optimized schedule in place by end of Q3.

Notes:

- A5. Focus Area: Programming
Specifics: **Develop specials and limited series content to enhance regular programming.**
Metrics for Evaluation:
 - With volunteers, develop and produce a minimum of one special/series per month.
 - Establish baseline for measuring successAction Steps Required:
 - LCR staff identify tasksRationale and Required Resources:
By offering programming that is not perpetual, we offer a new outlet for voices who may be unable to commit to weekly programming.
Timeline: A minimum of 12 specials by end of 2018
Notes:
- A6. Focus Area: Programming
Specifics: **Determine and implement performance goals & analytics**
Metrics for Evaluation:
 - Need to measure:
 - how many listeners
 - What times/shows are they listening
 - How are they listening
 - How they heard about LCR
 - Make composite analytics from broadcast and digital sources.Action Steps Required:
 - Research, establish performance criteriaRationale and Required Resources:
 - To demonstrate our impact and to sell underwriting, we need at minimum the most basic info about our listening audience.Timeline: Q2
Notes:
- A7. Focus Area: Programming
Specifics: **Expand podcast offerings online**
Metrics for Evaluation:
 - All episodes of currently pre-recorded shows available as podcasts.
 - Identify a minimum of 10 new local podcasts to be added to our online offerings.
 - Host a podcast competition with the winner being awarded a show on air.
 - Promote podcasts via social media and on air, including as part of podcast directories.Action Steps Required:
 - Collect, edit, and post all existing show recordings to SoundCloud
 - Research existing local podcasts and approach viable candidates.

- Develop and schedule timeline for a podcast competition; establish equitable rules.
- Write and produce on-air and online podcast promos.
- Make our podcasts available through a new, less clunky app as well as third-party podcast aggregators

Rationale and Required Resources: To expand LCR's media presence beyond broadcast. Production volunteers will be needed to edit and load podcasts and keep offerings current and up-to-date.

Timeline: Substantial expansion in place by end of Q2.

Notes:

B1. Focus Area: Community Outreach

Specifics: **Increase awareness and engagement with the station**

Metrics for Evaluation:

- Increase Facebook likes from 3,300 to 10,000+
- Increase website traffic from 500 unique visitors per month to 2500
- Double the streaming sessions per day from 30 to 60
- Find meaningful ways to use Nielsen/Arbitron data
- Develop a list of on-call subject experts to provide media perspective and analysis from underrepresented points of view.

Action Steps Required:

- Design year long paid Facebook campaign to augment curated editorial content; encourage likes on air and in online venues
- Create interactive exclusive web experience that offers access to content and information not available on air or on social media.
- Explore redesigning streaming app, and then promote updated version with intensive online & email campaign
- Research how other stations measure broadcast performance; investigate new maps and packages from Nielsen

Rationale and Required Resources:

To increase underwriting and grant revenues, we must be able to clearly demonstrate the effectiveness and reach of our stations' programming.

Timeline: Goal to have analytics in place and initial complete tracking data by end of Q4.

Notes:

B2. Focus Area: Community Outreach

Specifics: **Establish satellite recording spaces at Village Branch Library and the Carnegie Center.**

Metrics for Evaluation:

Action Steps Required:

Rationale and Required Resources:

Timeline:

Notes:

- B3. Focus Area: Community Outreach
Specifics: **Collaborate with community partners on high-profile events**
Metrics for Evaluation:
Action Steps Required:
Rationale and Required Resources:
Timeline:
Notes:
- B4. Focus Area: Community Outreach
Specifics: **Establish a professional media presence in the community**
Metrics for Evaluation:
Action Steps Required:
Rationale and Required Resources:
Timeline:
- C1. Focus Area: Human Resources
Specifics: **Create an inclusive, integrated and bi-lingual station culture**
Metrics for Evaluation:
Action Steps Required:
Rationale and Required Resources:
Timeline:
- C2. Focus Area: Human Resources
Specifics: **Increase staff salaries & add benefits**
Metrics for Evaluation:
Action Steps Required:
Rationale and Required Resources:
Timeline:
Notes: Program Director, Radio Broadcasting- \$39,594 avg; Account Executive- \$39,305 avg; DJ/Show Host \$18/hr avg. (\$37K); Exec Dir \$64K avg PayScale.com
- C3. Focus Area: Human Resources
Specifics: **Increase human resource capacity by developing and strengthening volunteer program**
Metrics for Evaluation:
Action Steps Required:
Rationale and Required Resources:
Timeline:

- C4. Focus Area: Human Resources
Specifics: **Create a professional development fund for volunteer projects and proposals**
Metrics for Evaluation:
Action Steps Required:
Rationale and Required Resources:
Timeline:
- D1. Focus Area: Operations & Admin
Specifics: **Establish and enact clear operations manual, policies & procedures**
Metrics for Evaluation:
Action Steps Required:
Rationale and Required Resources:
Timeline:
- D2. Focus Area: Operations & Admin
Specifics: **Create a 2-3 year growth plan, particularly incorporating new facilities**
Metrics for Evaluation:
Action Steps Required:
Rationale and Required Resources:
Timeline:
- D3. Focus Area: Fund Development
Specifics: **Renew licenses, verify compliance with all regulations**
Metrics for Evaluation:
Action Steps Required:
Rationale and Required Resources:
Timeline:
- E1. Focus Area: Operations & Admin
Specifics: **Prepare application for CPB grant**
Metrics for Evaluation:
Action Steps Required:
Rationale and Required Resources:
Timeline:
- E2. Focus Area: Operations & Admin
Specifics: **Successfully execute 2018 grant plan**

Metrics for Evaluation:
Action Steps Required:
Rationale and Required Resources:
Timeline:

E3. Focus Area: Operations & Admin
Specifics: **Successfully execute 2018 underwriting plan**
Metrics for Evaluation:
Action Steps Required:
Rationale and Required Resources:
Timeline:

E4. Focus Area: Operations & Admin
Specifics: **Successfully execute 2018 fundraising plan**
Metrics for Evaluation:
Action Steps Required:
Rationale and Required Resources:
Timeline: