

K V C R

A Future in Focus

Executive Summary

Education and entertainment need not be mutually exclusive. That's our mission at KVCR--to lead and support, to educate and entertain the community together. These are lofty goals, but they have to be grounded in financial reality. Fiscal responsibility is paramount as our ability to serve the public is predicated on having the financial support to do so. With the potential for eliminating funding for the CPB and NEA it's mission critical that we elevate our fundraising efforts to a new level.

To significantly increase revenue and support in anticipation of funding shortfalls we will have to present a new narrative to sponsors and supporters, Underwriters and Foundations. This narrative will highlight a re-envisioned KVCR--one that is not only a vibrant reflection of the diversity, the innovation and resilience of the Inland Empire, but a creator of original, compelling, thought-provoking and informative programming that deserves national, even global, attention.

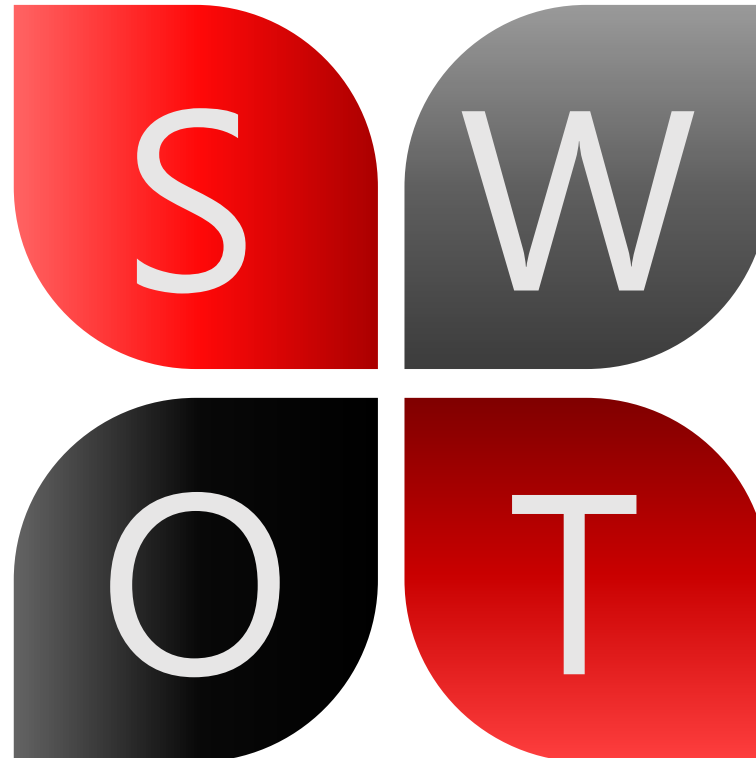
The Strategic Plan for fiscal years FY 2017-2018 through FY2021-2022 is based on four months of work by the KVCR leadership team, its staff members and representatives from its Foundation Board. This plan articulates the strategic direction for KVCR during this future time period with the goal being for this plan to guide the station with its annual organizational goals, through staff and organizational development, and its future budgeting focus.

SWOT Analysis

Turning Weaknesses in Strengths

Strengths - KVCN is the sole public media outlet in the Inland Empire and has endured over 50 years of fluctuations. Our NPR FM radio ranks well in Ratings and we have numerous slots available on our TV schedule to address local programming needs. Our Underwriting and Corporate sponsor opportunities are at ground zero and can potentially grow exponentially.

Opportunities - KVCN is uniquely poised to become the engine for economic growth in the burgeoning IE as our media capabilities through TV, Radio and online can highlight the positive factors taking place locally like few can.



Weaknesses – With low performance on Television, we are missing out on a vital way to generate local engagement and revenue. With a thin staff, lack of leadership, failing equipment, poor connectivity to the Colleges as well as limited community engagement, there are a lot of areas in need of dire improvement.

Threats – Audiences are being fragmented almost by the hour and niche-programming strategies have begun to proliferate. With endless commercial options and platforms demanding audiences, we have to improve our ability to entertain audiences as well as educate them.

Strategic Business Initiatives

Targets to build towards sustainability

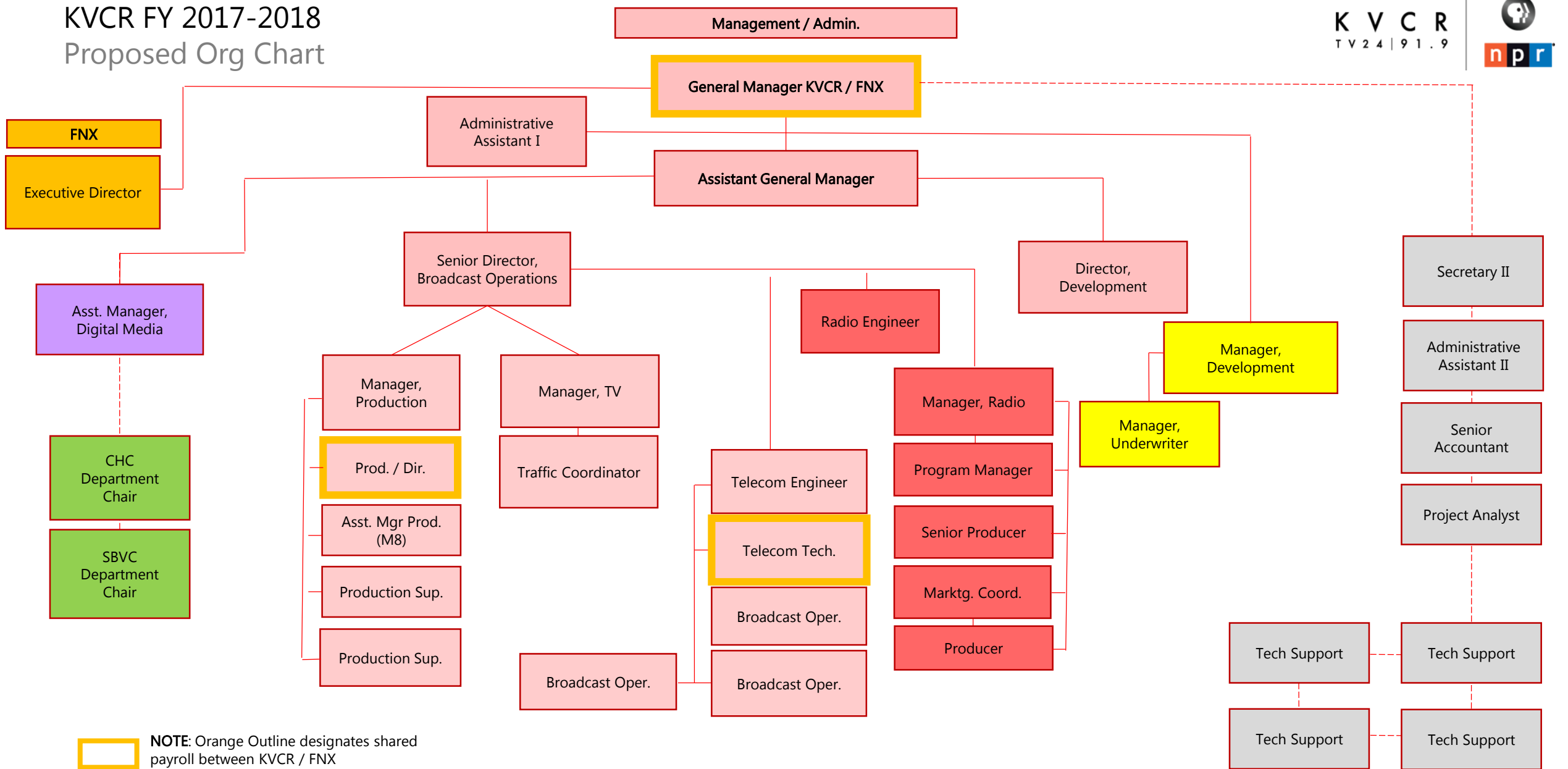
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- 1 Implement a Comprehensive Station-wide Staff Reorganization
 - 2 Produce more Local Television, Radio, & Online Productions
 - 3 Acquire higher profile TV Series, Films, and sports to broadcast on air and online to build viewership
 - 4 Energize FNX with new programming centric operations strategy
 - 5 Expand instructional connection to SBVC & CHC to create transfer course opportunities and enrollment growth.
 - 6 Develop Empire Network News to be the epicenter of information for the region
 - 7 Increase Viewership on KVCR TV to make it a destination for entertainment and information
 - 8 Create Spanish language programs that reflect the larger percentage of the Latino demographic in our region.

Staffing Optimization



In FY 2017-2018 KVCR intends to improve productivity, management efficiency and enhanced fundraising capabilities. In order to do this, we will add Full-Time Senior and Middle Management positions in critical areas so that they can provide strategic guidance, more consistent benefit as well as increase the quantity and quality of productions that will ultimately enable the TV and Radio stations to become both self-sustaining and bring KVCR operations to industry standards.

KVCR FY 2017-2018 Proposed Org Chart



KVCR Television Productions

In-house productions at with local flair for all of Southern California to enjoy



From Scratch

Genre: DIY Series
Length: 30 Mins

A family-based educational reality show that combines Home Improvement, Cooking, Nutritional education and Financial advice into one show, hosted by the adorably multi-talented Korcok family.

Goldy Knows

Genre: DIY Series
Length: 30 Mins

A DIY Home Improvement show that highlights Goldy Locks, Professional wrestling personality, rock-star and home and auto-repair expert as she guides single mothers towards self-sufficiency in the household and under the hood.

Hidden Hikes

Genre: Travel/Outdoor
Length: 30 Mins

Elementary school kids and their families go on a free trip to the San Bernardino National Forest with local guides that help provide guidance in Forestry, Biology and other Earth Sciences.

A Fighting Chance

Genre: 4-Part Docu-Series
Length: 30 Mins

The hard-hitting Olympic hopefuls of San Bernardino prove that there's positive narrative taking place locally, looking to claim glory and put to rest any stigmas associated with the city that they fight to proudly represent.

KVCR Television Productions

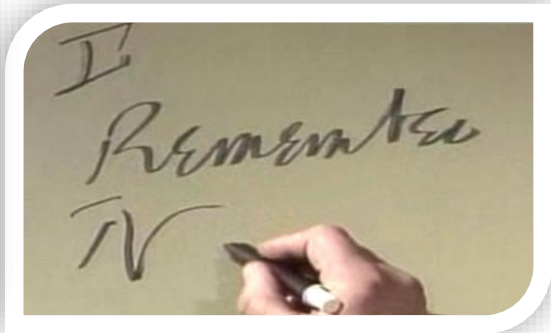
Co-productions with regional partners brings the potential for new sponsorship



Self Made

A Talk show about what it takes to succeed in local Business, designed to support local entrepreneurship and provide micro-loans for start-up businesses.

A Collaboration with the Inland Empire Regional Chamber of Commerce



I Remember Television

An updated take on the beloved classic format where an in-studio host guides us on a nostalgic journey into television's storied history.

A Collaboration with the University of Redlands



Musicology

The Inland Empire takes center stage, introducing the latest local bands as they highlight their top tracks and offer a behind the scenes on the creative process.

A Collaboration With Musicology Records



Empire Auto

An educational behind-the-scenes look at car culture all over the Inland Empire. From car shows to drag races, we look at both the science and the style of the road.

A Collaboration With Universal Technical Institute

Productions **Bring** Productivity

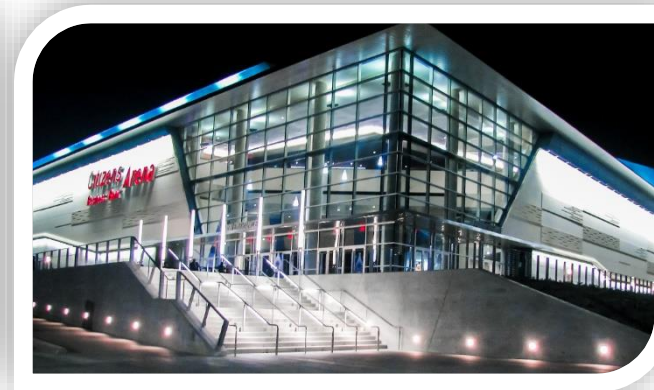
Empire Auto



Take a look at the example. Creating programming that educates and inspires inevitably attracts partners. Partners in alignment bring their corporate sponsors. Sponsors fund the show and helps sustain the station itself.

This is a paradigm that fuels KVCRR TV, KVCRR Radio, FNX, and our new digital initiative.

3 New Acquisitions brings new Audience



EastEnders

International Dramas
Women 35+

The #1 Show in the British Empire
comes to the Inland Empire



Hollywood Studio Movies
Men and Women 35+

The best of classic Hollywood
cinema comes to KVCR



Inland Empire Sports
Persons 2+

Local sports has a new
home on public television

The Empire Network

Redefining the storied brand of the station while preparing for the future



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T V 2 4

The first PBS station in the Southern California makes its bid to reclaim its rightful place at the top



The only Native & Indigenous channel in the United States becomes the source for groundbreaking content



The new identity doesn't just define a region, it defines the ideology, values, and spirit of its citizens.

A place for the **bold**, with content that is **diverse**, and momentum is ever **forward**.

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The official NPR station of the Inland Empire becomes the standard for local news in the region

The Inland.

The first public media based digital magazine platform in California founded in the Inland Empire

NEW DIGITAL DIVISION

First Nations Experience



A National Native & Indigenous Television Network...FINALLY!



Empire Digital Engagement

Online journalism as an educational springboard for local talent

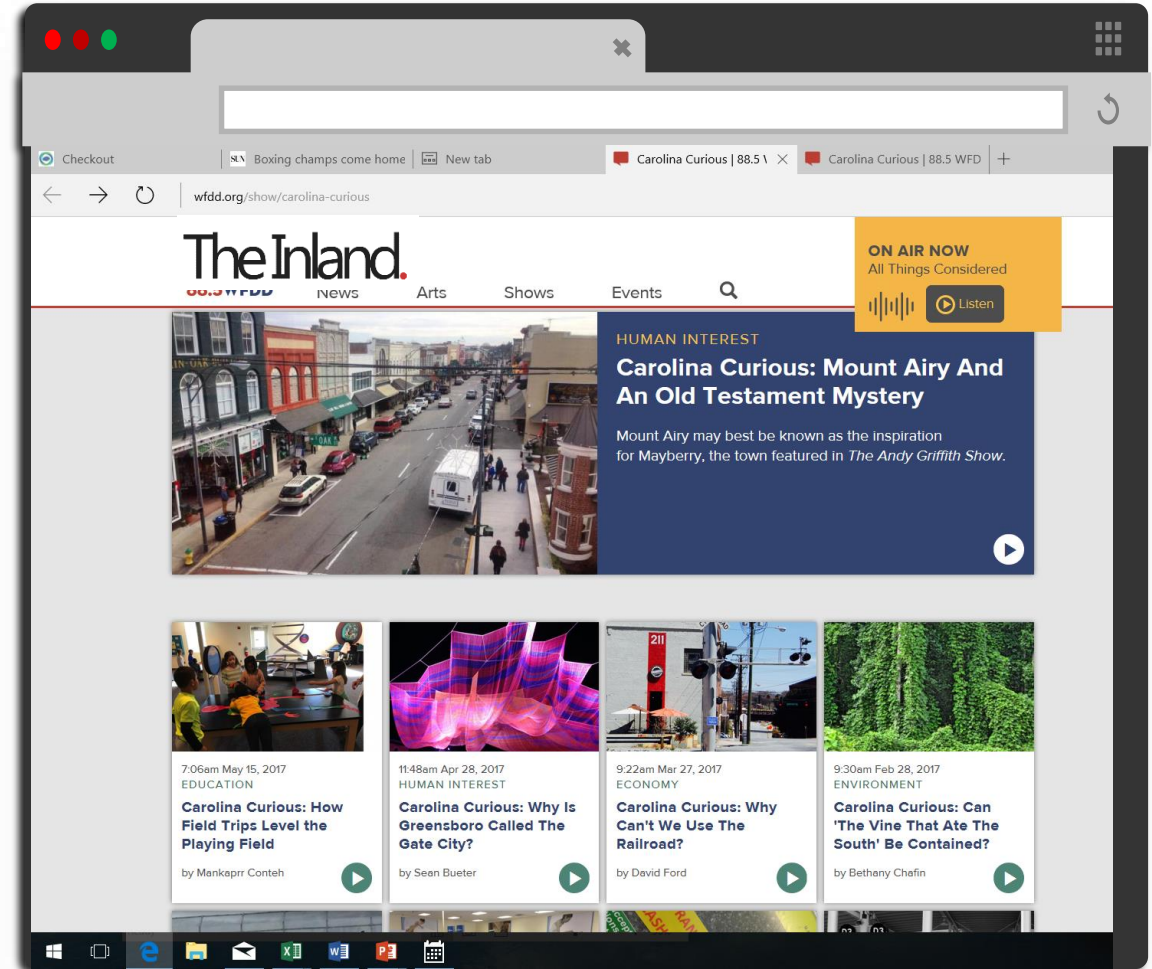
The Inland.

KVCR's New Digital Magazine



FNX's New Digital Magazine

- **Expanding Audience:** From Foodies to car-lovers, educators to nature buffs, The Inland Digital Magazine will not only feature the best content the Inland Empire and Southern California has to offer, it will attract the optimal audience for KVCR's expansion – the coveted Persons 25-54 demo! Meanwhile, Smoke Signals will be the new digital nexus for Native & Indigenous news, history, and culture online!
- **KVCR gets Curious:** We will work with Hearken to create *Curious Empire*, a digital platform and public journalism aggregator to create innovative ways to engage with our local communities through relevant news stories that are curated by our audience.
- **Unlimited Monetization:** Free of PBS/NPR over-the-air underwriting restrictions, KVCR can capitalize on banners, video advertisements, sponsored video content and articles.
- **SBVC, CHC and EDCT:** A collaboration with the students, faculty, and staff of San Bernardino Valley College, Crafton Hills College and the EDCT that not only tells the stories of the Inland Empire and Southern California region, but serves as a training and educational stepping stone into the entertainment industry.



Digital Arts Academy @ CHC

A partnership between Crafton Hills College and KVCR



K V C R

VISION – To establish a competitive, regional Media Arts Academy involving Crafton’s creative arts and technologies disciplines with curriculum, modern technologies, and instructional delivery built on the foundational design of a *“working lab concept”* that combines the classroom experience with research, production and experiential opportunities

INNOVATION – A *collaborative* design model encompassing a multi-disciplinary concept of Music Technology, Technical Theatre, Commercial Art, Graphic Art & Design, and Fine & Applied Arts, with industry-recognized degree and certification programs offered in a centralized digital media facility with *state-of-the-art* software and equipment

COLLABORATION – Faculty-initiated construct of ideas based on industry trends and occupational demands to determine enhancement of existing programs, while exploring opportunities for *faculty* and *students* to be embedded in *KVCR Digital* productions and operations for exposure to real-world experiences

Digital Arts Academy @ CHC

A partnership between Crafton Hills College and KVCR

THE OPPORTUNITY - Southern CA is an international hub for entertainment, music, media productions and the creative arts, is home to the largest sector of the music, television, and film industries with the largest amount of production and entertainment venues worldwide, contributing significantly to the \$704.2 Billion of the US Economy related to the Arts & Cultural Production sectors

The Inland Empire is inter-connected with this hub as part of the Greater LA region, yet is considered to be an under-served and untapped market in that residents do not have ready access to affordable and comprehensive digital and creative arts instruction using the newest in modern technologies

The Crafton Media Arts Academy concept has the potential to meet regional employment needs and may be a catalyst to the development of industry clusters in the SBCCD service area through student entrepreneurship

NEEDS ASSESSMENT – The Crafton Music, Theatre and Arts departments require classroom and program upgrades in equipment, facilities, software and instructional technology. While curriculum has already been developed, faculty have been precluded from offering new programs due to a lack of resources for program launch and sustainability.

DISTRICT AND COLLEGE COMMITMENTS – With a District investment in personnel, equipment, software and facilities, and committed engagement of KVCR Digital with Crafton stakeholders, the College commits to development of the most competitive, highest-quality, and outcomes-based programming for students

SBVC & KVCR Synergy

Pathways to Careers in Broadcasting

Purpose - KVCR, the Inland Empire Media Academy, and other instructional programs collaboratively develop a comprehensive approach to career development in broadcasting which provides students opportunities to explore the variety of paths to well-paying careers in broadcast arts. Faculty work with professionals at KVCR in a many fields to prepare students for work within this industry.

Opportunity

- Students choosing one of these pathways will be provided excellent instruction, contextualized to these career fields. They will follow a comprehensive educational goal plan allowing them to complete their coursework as efficiently as possible
- Students will be provided opportunities throughout their pathway to volunteer, participate on production teams as part of coursework – utilizing project-based learning, and to serve as interns within the KVCR environment
- Students will create authentic resume reels and/or portfolios of work, helping them to prepare for positions beyond “entry-level.”

Needs Assessment

- Instructional programs including, but not limited to RTVF, Electronic Music, Graphic Arts and Journalism have needs for space, equipment, faculty and professional development to implement a model broadcasting arts program
- Student Support Services will be required to support students throughout the pathways. These services include counseling, tutoring, supplemental instruction and mentorships

Outcomes

- Students will be better prepared for career and/or transfer, in a shorter period of time by following the guided pathway
- KVCR will utilize services, skills, and talents of our students and our faculty to produce quality local programming.

SBVC & KVCR Synergy

Pathways to Careers in Broadcasting

Employment Outlook and Economic Development Opportunity

- As part of the greater Los Angeles region, there is substantial opportunity for growth in areas including radio and television, film/video production, computer graphics and animation, electronic music and journalism.
- San Bernardino Community College District has the ability to provide students with access to state-of-the-arts facilities, and qualified professional mentors through KVCR and FXN that is unparalleled in other area community colleges

Career Opportunities Exist in the Following Disciplines/Majors:

- RTVF – Camera Operations, Film/TV Direction, Engineering, Film/Sound Design, Productions, Acting, Audio Operations
- Graphic Arts – Animation, Art & Design, Still & Moving Image Recording
- Electronic Music- Sound Editing, Music Score Creation, Sound Effects Development,
- Theatre Arts – Audio Operations, Costume & Wardrobe Design/Creation/Maintenance, Direction, Acting, Lighting Design
- Communications Studies – Broadcasting, Marketing, Sales
- Library Science – Research, Archiving
- English - Journalism, Marketing, Research, Writing

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SBVC & KVCR Synergy

Pathways to Careers in Broadcasting



- Attend informational sessions on their high school campuses
- Tour KVCR studios
- Participate in the IEMA Film Festival
- Take introductory college classes while still in HS

- Develop a Comprehensive Educational Plan (CEP) based on identified major
- Observation and Job Shadowing
- Enroll in introductory classes in major

- Continued focus on Educational Plan (meet with a Counselor)
- Project-Based Learning as major component to course work
- Enroll in laboratory classes
- Participate in KVCR volunteer program

- Enroll in classes that continue to support student graduation goals
- Participate on production teams, beginning to create resume reels and/or work portfolios
- Participate in KVCR or Media Academy internship program

- Complete educational goal plan leading to transfer or certificate
- Participate in paid or unpaid internships, develop resume reels and/or portfolio work, helping them to achieve higher paying positions
- Create capstone projects in advanced courses

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Empire News Plan

Three Year Transition into Self Sponsored News

The only way to create a homegrown news team at KVCR is to build methodically:

1. Work hand-in-hand with the colleges to integrate faculty and students
2. Make strategic relationships with local and national news outlets
3. Establish a reputation that will garner sponsorships that sustain a public news service



Year 1

5 Full-Time Staff
6 Interns

3 Weekly News Shorts



Year 2

5 Full-Time Staff
15 Interns

3 Weekly News Shorts
1 Monthly News Magazine Show



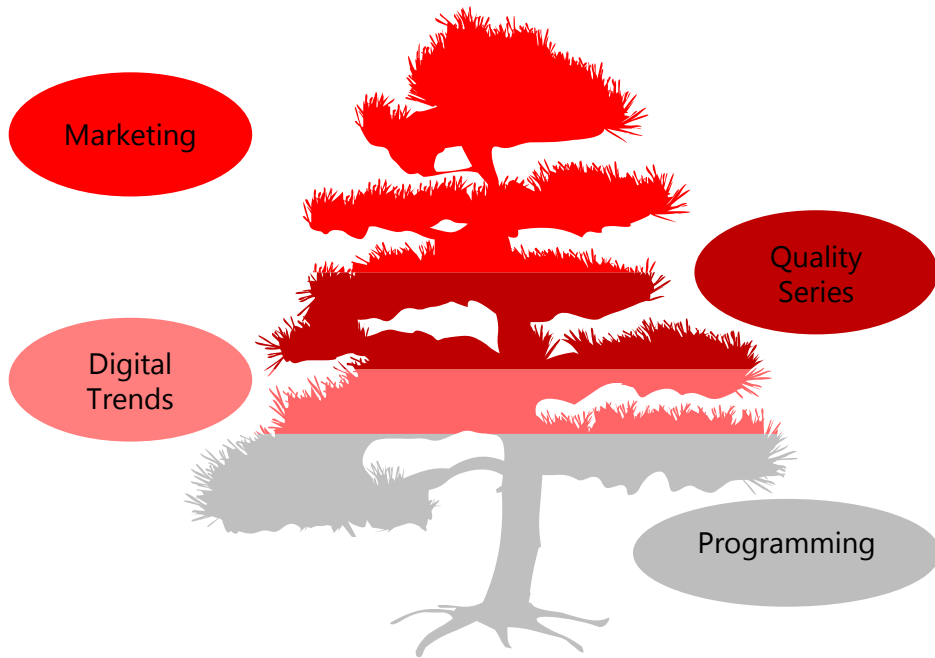
Year 3

11 Full-Time Staff
17 Interns

Nightly News, Mon-Fri
Weekend News Shorts, Sat-Sun

7 Increase Viewership

Becoming a destination for audiences



An increase in Viewership will distinguish as a Media destination and help life the profile of the Colleges as well as create more educational and instructional opportunities for integration with the relevant academic programs.

- **Marketing** – a combination of grassroots activities like Farmer’s Markets and Events along with more traditional billboards and mailers announcing the newly rebranded Empire Network will help raise awareness and viewership.
- **Quality Series** – With our new Acquisitions and Productions, we will grab and hold audiences to make our channel an appointment viewing experience.
- **Follow the Digital Trend** – As audiences move online, KVCR will be poised to capture them with our robust options available via Tablet, Phone, Computer and Smart TVs.
- **Programming Strategy** – Block Programming links like genres in combination to maintain audience continuity.

KVCR Block Programming

Themed programming each night of the week

KVCR
TV 2.4 | 91.9



Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
British Night	Travel Night	Music Night	Science & History	Best of PBS	Movie Night	Nostalgia Night
8pm <i>Victoria</i> 9pm <i>EastEnders</i> 10pm <i>TBD</i>	8pm <i>Globe Trekker</i> 9pm <i>Hidden Hikes</i> 10pm <i>Cuentame</i>	8pm <i>Live at 9:30</i> 8:30pm <i>Musicology</i> 9pm <i>TBD</i>	8pm <i>Nova</i> 9pm <i>Saint & The Sultan</i> 10pm <i>Secrets of the Dead</i>	8pm <i>Antiques Roadshow</i> 9pm <i>TBD</i>	8pm <i>Independent Lens</i> 9pm <i>MGM's Rain Man</i>	8pm <i>I Remember Television</i> 8:30pm <i>The Lawrence Welk Show</i>

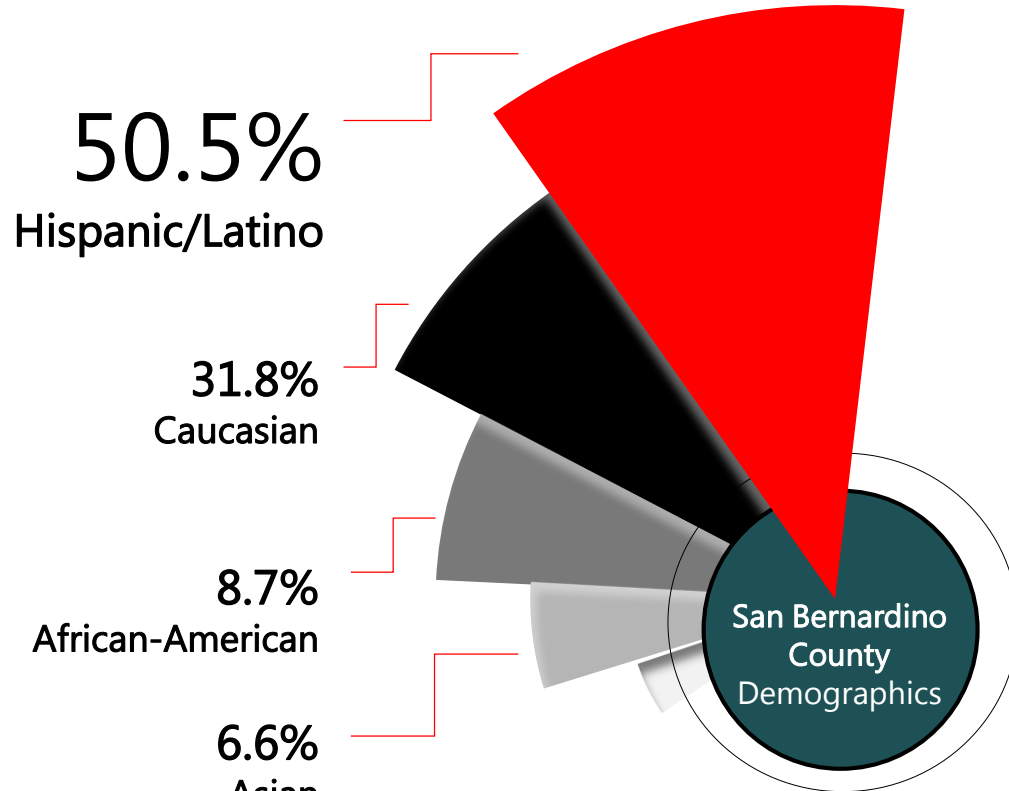
The theory of “blocking” is that an audience tuning in for one type of program will stay for a second, a third and even a fourth—if the programs all fit within the same genre. Blocking works best during the first two hours of Prime-Time (8pm to 10pm). On Digital Platforms, algorithms are used to suggest similar programs once a program has been viewed.

WATCH NOW



Diversity in Programming

Reflecting our diverse community better



36%

Latinos stream their Television content

*FOCUS Latino 2016 Study

Convertirse en un Socio Español de Confianza en Nuestra Comunidad

- **PROGRAMMING** – Access period (6pm-8pm) – News Programs highlighting regional and national issues that effect our Spanish speaking audience.
- **EXCLUSIVE CONTENT** – Ex. Acquiring the No. 1 TV Series for the past decade in Spain, *Remember Me* (*Cuentame en español*), providing native Spanish language television with high production value that isn't available anywhere else in the U.S.



Building a Digital Nationwide Empire

Expanding across the U.S. at minimal cost



Empire Network App

We are in deep discussions with Brightcove, a premier digital platform provider to launch KVCR's dedicated Empire Network App for TV and Radio.



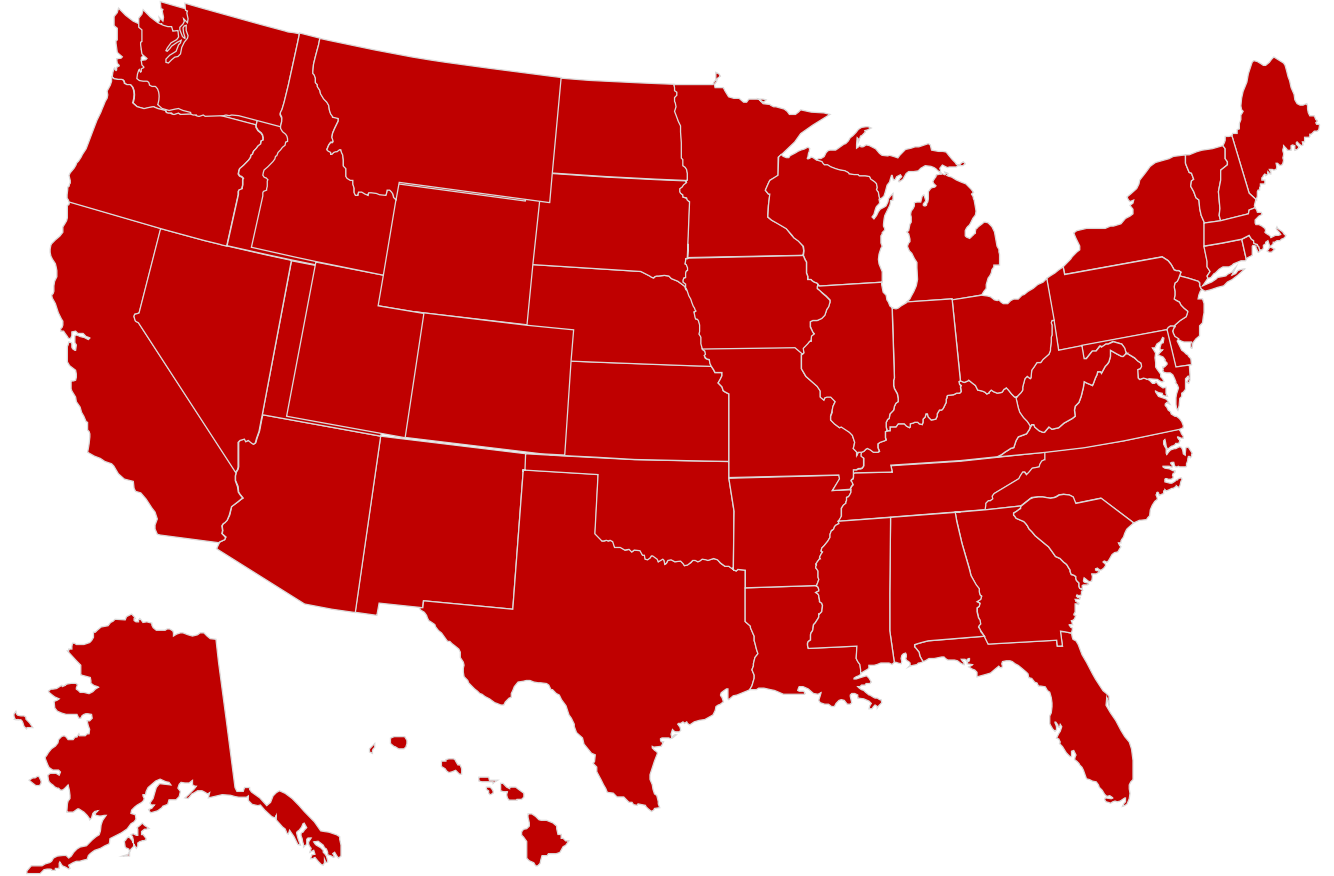
PBS.org

We are now ready to deploy all locally produced programs nationwide to be available online and through mobile devices at KVCR's PBS digital player



Artemis Independent

We intend to partner with Selena Lauterer of Artemis Independent to achieve nationwide carriage via broadcast television on 50-80% of PBS affiliates.





FINANCIAL PLAN

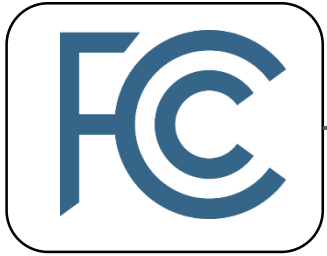
Strategic Proactive
Movement

K V C R
TV 24 | 91.9



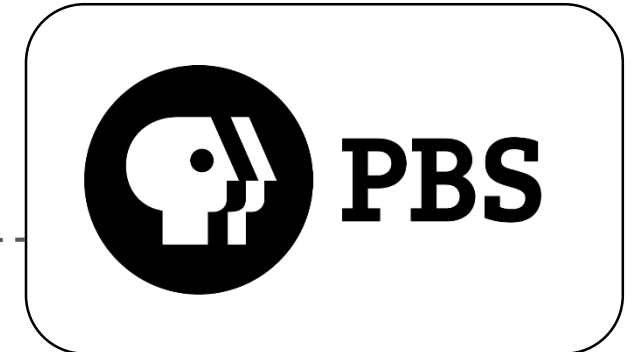
Our Proposal for Spectrum Funds

KVCR fulfills its true potential and serves the community of the Inland Empire



TV/FM FCC Requirements / Studio Upgrade
✓ \$18,000,000

Co-Production Event Series with PBS
✓ \$1,000,000



3 Year Transitional Support Into Sustainability
✓ FY2017-2018 -- \$2,350,000
✓ FY2018-2019 -- \$2,700,00
✓ FY2019-2020 -- \$410,000

Empire News Production Annual Budget
✓ Year 1 -- \$330,000
✓ Year 2 -- \$632,000
✓ Year 3 -- \$941,000



Additional Financial Needs **FY2017-2018**

Critical areas for investment to pave the way to sustainability

These are costs above the traditional support for KVCR. Increases in Productions, Acquisitions, and Marketing will begin to turn the ship around at KVCR.

PRODUCTION TV & RADIO	ACQUISITIONS TV & RADIO	EMPIRE DIGITAL MARKETING
TV Series \$150,000	U.S. TV Series: \$150,000	Events: \$100,000
Radio Programs \$100,000	International TV Series: \$150,000	Hearken Membership: \$10,000
	Studio Film Package: \$100,000	Empire Online App \$120,000
	Genre specific Programs: \$110,000	
	Radio Podcasts: \$30,000	
\$250,000	\$540,000	\$230,000

Phases of Technological Growth

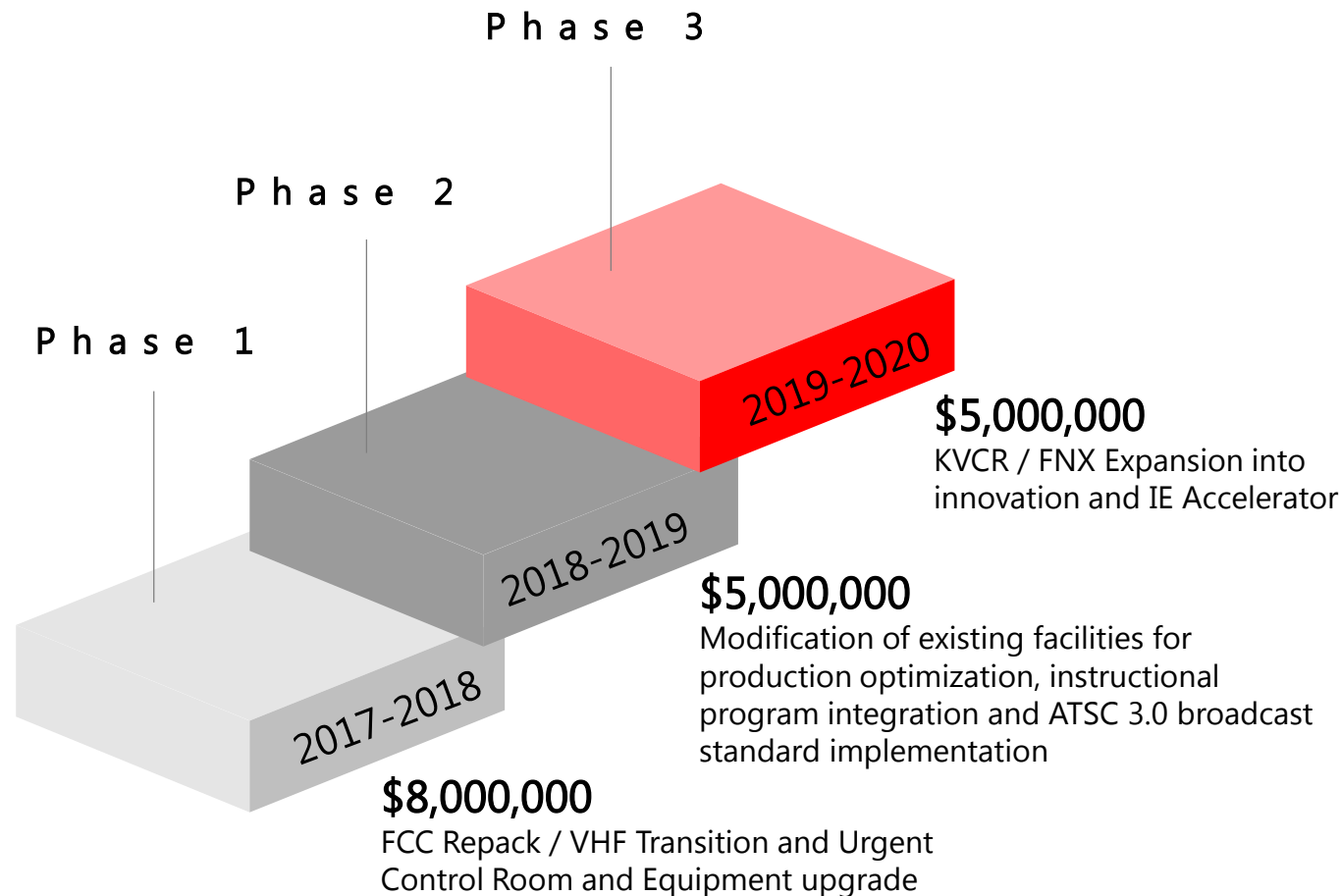
Progressive deployment of Empire's upgrade

3 Phases - \$18,000,000 Total

A proposal has been created to identify the cost of a complete upgrade of television and radio services at KVCR. The upgrade includes moving the production standard from SD and HD to 4K (UHD) for all television production. Radio production standards will be upgraded to HD Radio. Content distribution will be upgraded to Internet Protocol (IP) to improve efficiencies and allow KVCR to work as an IP facility.

A new radio tower, antenna and transmitter are budgeted in the event the station decides to relocate to larger facilities.

The proposal will involve three phases incorporating the mandatory FCC repack / transition to VHF along with the upgrade of KVCR's control room that is in danger of failing system wide. This will ultimately lead to the creation of a new Studio that will serve as an incubator in the IE Accelerator.



Mandatory Transition Funding FY2017-2018

*Updated Three Phase Technological Modernization Plan

Phase	Equipment	Total USD	
Phase 1: FCC Repack / VHF Transition and Urgent Control Room and Equipment Upgrade	1	VHF TRANSMITTER AND ANTENNA SYSTEMS	\$1,503,149
	1	CENTRAL APPARATUS ROOM CONSISTING OF 24 RACKS OF EQUIPMENT	\$3,608,269
	1	RADIO TOWER AND ASSOCIATED EQUIPMENT	\$821,119
	1	MASTER CONTROL ROOM AND SUPPORTING SYSTEMS	\$946,559
	1	FIELD PRODUCTION EQUIPMENT	\$167,432
	1	COMPUTER UPGRADES	\$237,400
	1	TRAINING BUDGET - PHASE 1	\$84,667
	1	SERVICES - PHASE 1	\$513,132
	1	ANNUAL SUPPORT CONTRACT	\$66,667
Phase 2: Production optimization, Inland Media Academy launch and ATSC 3.0	2	EDIT SUITES (4)	\$505,466
	2	RADIO STUDIOS	\$692,404
	2	KU BAND UPLINK	\$100,480
	2	4 CAMERA TELEVISION STUDIO & AUDIO CONTROL ROOM	\$3,192,265
	2	TRAINING BUDGET - PHASE 2	\$84,667
	2	SERVICES - PHASE 2	\$513,132
	2	ANNUAL SUPPORT CONTRACT	\$66,667
Phase 3: KVCR / FNX Expansion into innovation and IE Accelerator	3	4 CAMERA NEWS GATHERING PANEL VAN	\$2,296,066
	3	NEWS ROOM SYSTEM	\$677,344
	3	SERVICES - PHASE 3	\$513,132
	3	TRAINING BUDGET - PHASE 3	\$84,667
	3	LOGISTICS	\$169,334
	3	CONTINGENCY	\$1,100,000

Grand Total: **\$17,944,017**

*Figures revised since April Board Presentation

Revenue Assumptions

Support system for eventual self-sufficiency

Spectrum Support No More Assessment to Colleges

- 1 KVCR is requesting deficit support for FY 2017-2018 through FY 2020 -2021
- 2 FY 2017-2018 Deficit Support - \$2,348,339
- 3 FY 2018-2019 Deficit Support - \$2,695,734
- 4 FY 2019-2020 Deficit Support - \$408,935

Foundation Growth

- 1 PBS Pilot Program for Major Gifts and Legacy: \$15,000 for Year 1 and building to \$250,000 in Year 5.
- 2 CDP partnership, the goal is to double our sustaining members by Year 2 and continue forward growth.
- 3 With improved Pledge execution and events, we anticipate growth of 25% Years 2-5.
- 4 Grant and Sponsor opportunities - grow from \$45,000 currently to \$220,000 in 2021-2022.

Underwriting and Production Sponsors

- 1 TV Underwriting - \$255,000 in Year 1 and growing at 50% thereafter
- 2 Radio Underwriting will grow from 35% of available spots sold to 50% in Year 1; 65% in Year 2; 75% Year 3; 85% Year 4; Sold out at 100% Year 5.
- 3 We will seek additional funding from the CPB for TV and Radio Programming in FY2017-2018 and beyond—wide potential target \$50,000 to \$1,000,000
- 4 With a Nationwide Original Production being shot in our Studios, the Rentals for such a space can yield significant revenue.

KVCR Revenue Forecast

Fiscal Years FY2017-18 to FY2021-22

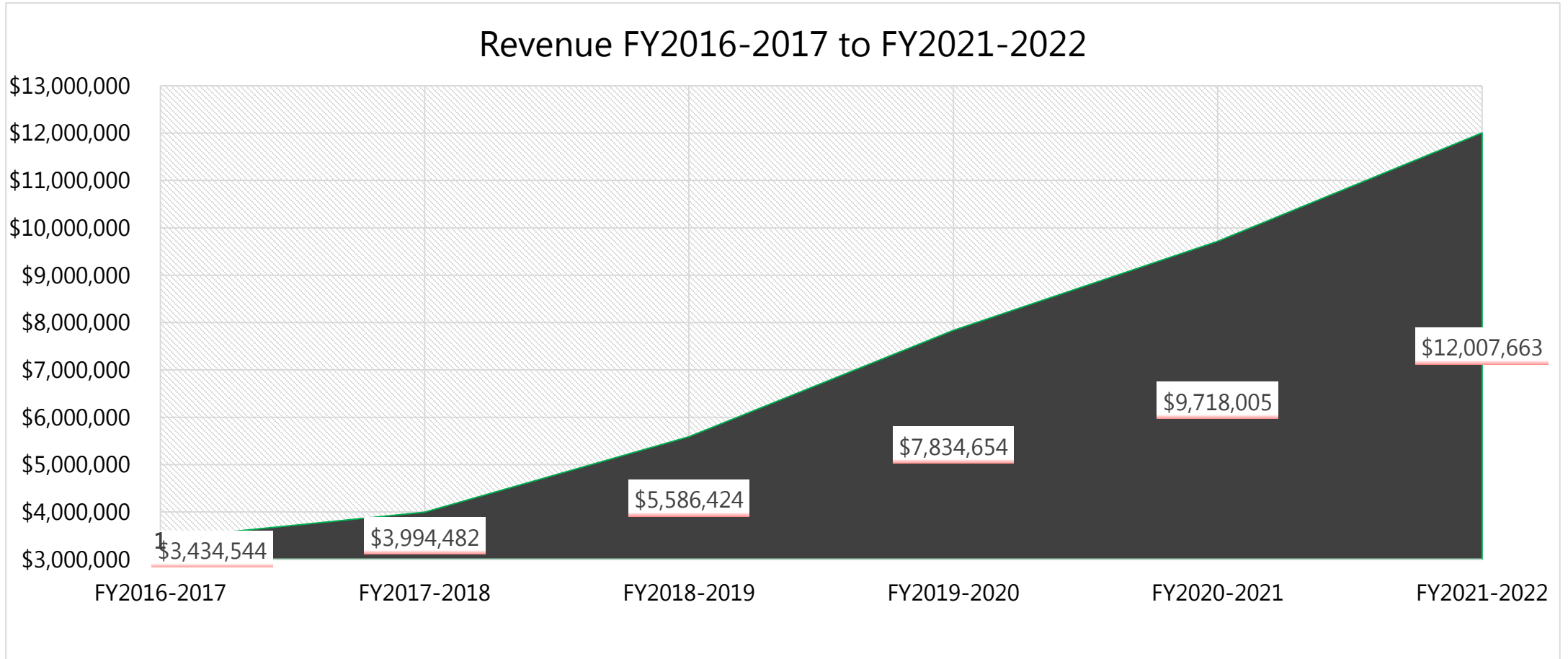
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	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022
Pledge, Mail, Sustainers, Vehicles	\$ 1,848,057	\$ 2,310,072	\$ 2,887,590	\$ 3,609,487	\$ 4,511,859
Underwriting (TV, Radio, Online)	\$ 777,643	\$ 1,064,754	\$ 1,458,568	\$ 1,954,147	\$ 2,577,840
Corporate Sponsorship	\$ 100,000	\$ 250,000	\$ 500,000	\$ 500,000	\$ 500,000
Grants, Gifts, Initiatives	\$ 625,000	\$ 1,200,000	\$ 1,625,000	\$ 1,987,500	\$ 2,421,875
Digital Marketing and Services	\$ 25,000	\$ 50,000	\$ 100,000	\$ 150,000	\$ 225,000
Rentals & Leases	\$ 609,392	\$ 700,801	\$ 1,250,000	\$ 1,500,000	\$ 1,750,000
Miscellaneous (Interest, Tickets, etc.)	\$ 9,389	\$ 10,798	\$ 13,497	\$ 16,871	\$ 21,089
Total Revenues	\$ 3,994,482	\$ 5,586,424	\$ 7,834,654	\$ 9,718,005	\$ 12,007,663

Revenue Growth

Steady progression and achievable results



KVCR Expenditure Forecast

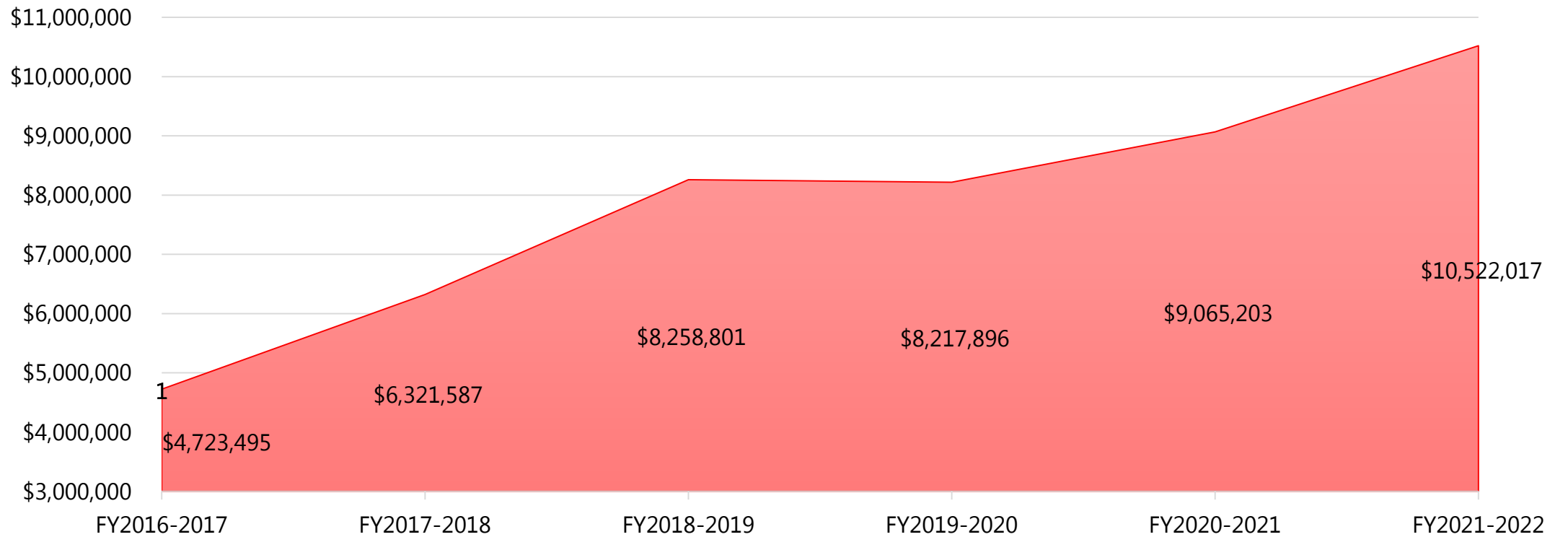
Fiscal Years FY2017-18 to FY2021-22

	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022
Salaries and Benefits	\$ 2,747,109	\$ 3,021,819	\$ 3,324,001	\$ 3,656,402	\$ 4,022,042
Program Acquisitions	\$ 1,562,575	\$ 1,609,452	\$ 1,657,736	\$ 1,707,468	\$ 1,758,692
Contracts and Services	\$ 1,407,815	\$ 1,628,988	\$ 1,868,336	\$ 2,228,586	\$ 2,412,874
TV Productions	\$ 150,000	\$ 1,500,000	\$ 750,000	\$ 750,000	\$ 1,500,000
Radio Productions	\$ 100,000	\$ 200,000	\$ 300,000	\$ 400,000	\$ 500,000
Digital Platform	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
Maintenance & Operations (Equipment)	\$ 100,000	\$ 150,000	\$ 165,000	\$ 165,000	\$ 165,000
CPB Overfunding Return	\$ 109,269	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	\$ 24,819	\$ 28,542	\$ 32,823	\$ 37,747	\$ 43,409
Total Expenditures	\$ 6,321,587	\$ 8,258,801	\$ 8,217,896	\$ 9,065,203	\$ 10,522,017

Expenditures

Peak in Year 2 for long term value add

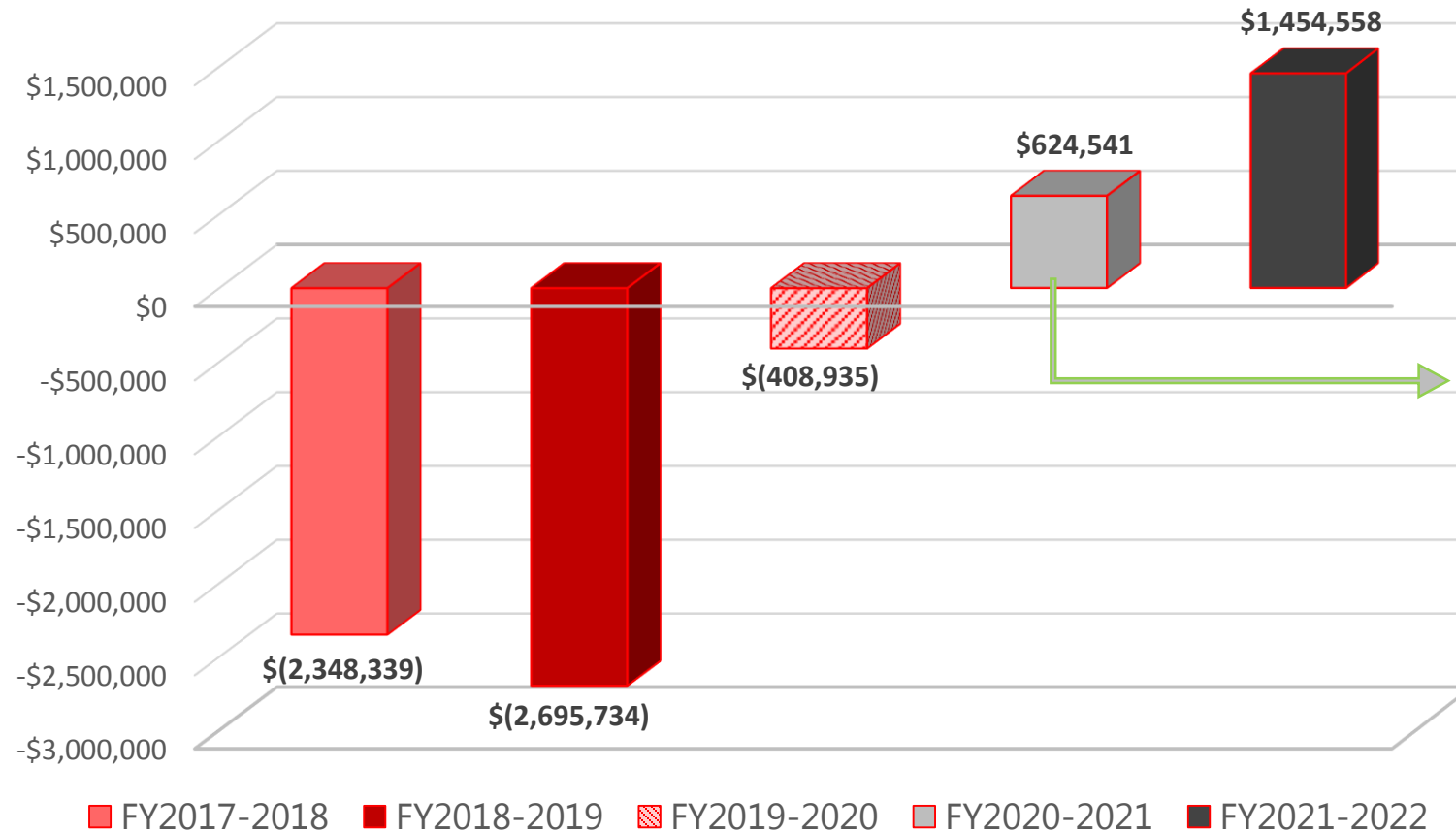
Expenditures FY2016-2017 to FY2021-2022



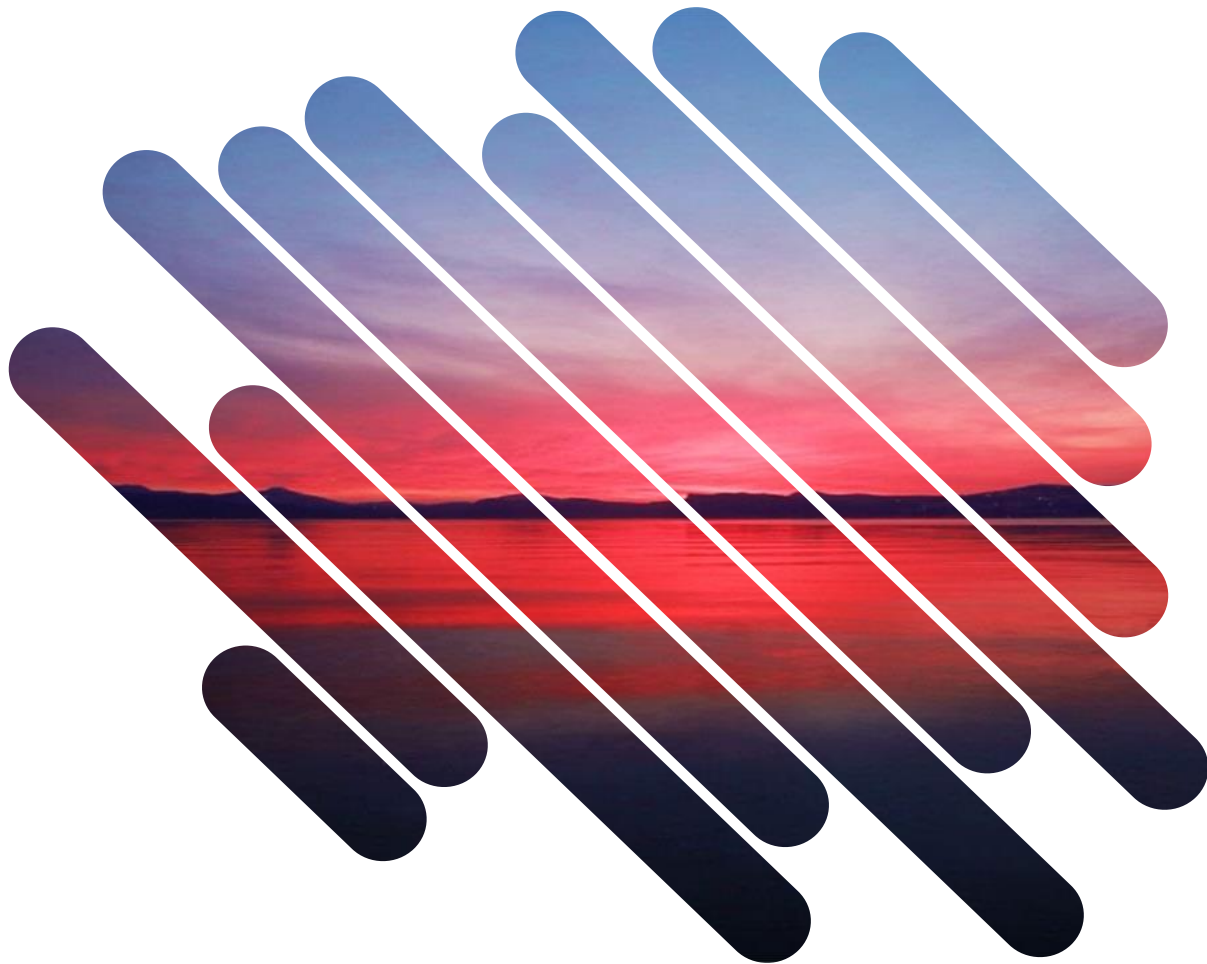
KVCR Profit / Loss

Spectrum support leads to Sustainability

PROFIT/LOSS



FY 2020-2021
First year of KVCR
being sustainable
and not requiring
any further support
from District or the
Colleges



FUNDRAISING PLAN

Revenue
Growth Opportunities

K V C R
TV 24 | 91.9



Fundraising Initiatives

Core focus on maximizing membership and building sponsor base

01

Reassessing and identifying attainable fundraising targets

02

Maximize Pledge Programming on KVCR-TV and KVCR/FM by emphasizing local content adds

03

Increase Focus on Major Giving while Preparing for a Future Campaign

04

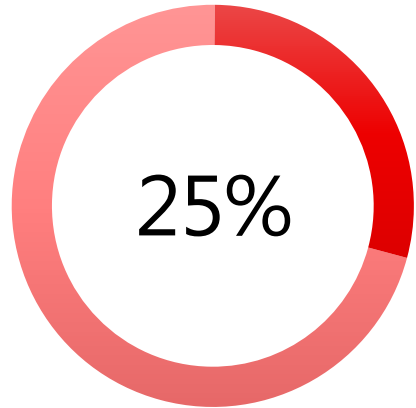
Continue efforts improve donor cultivation strategies and activate Foundation Board more effectively.

05

Increase the Number of Members Significantly with CDP

Fundraising **Targets**

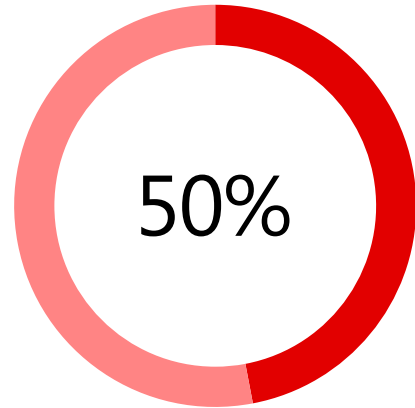
Value creation that builds over time



25%

Underwriting

With a true understanding of the value of our inventory on Radio and TV, we look to aggressively grow at 15% in year one and at 25% annually thereafter



50%

Sustainers

With the implementation of the CDP program as well as KVCR's existing outreach, we anticipate doubling our sustaining members in the next two years.



\$250K

Major Gifts

There haven't been major gifts in the past and we conservatively target \$15,000 in year one and reaching \$250,000 by year five



\$500K

Corporate Sponsorship

Having no previous sponsors, we're targeting \$100,000 from a Corporate Sponsor in year one and \$500,000 by year five

Pledge Drives FY 2018

Creating more vibrant and entertaining pledges

PLEDGE DRIVES

Television

- We are ramping up for our upcoming TV pledge drive taking place on Friday, August 25 2017 through Sunday, September 10 2017. We have scheduled a live pledge night on Tuesday, September 12, with musician and host *Goldy Locks*. This night is aiming to attract younger audience and to promote her new show on KVCR TV. During the pledge season our show hosts will also be spokespersons in new membership spots, turning pledge into entertainment and not the beg-a-thon built trips that have come to mark these periods.

Radio

- Our radio pledge drive is planned to take place on Wednesday, October 4 through Friday, October 6. This will be a short 3-day drive. Most of the messaging and solicitation will take place 3 weeks prior to the on-air portion of the drive beginning on Tuesday, September 5 via mail, email and membership spots. Overall, with the increase in local news and more intriguing local segments and podcasts, pledge will reference that support for these new areas is dependent upon member support.

Fundraising FY2018

Fine-tune what's working and building new models

MAJOR GIFTS

- In partnership with PBS, KVCR has completed the first phase of the pilot major gift project. This phase involved obtaining additional wealth and demographic information to identify potential donors for large gifts. We've identified 200 top donors for both TV and radio. KVCR's development and senior management will continue to review these prospects in conjunction with the KVCR foundation board.
- In the meantime, a contact management plan is being developed and the major gifts donor levels and circles are being reviewed.

PLANNED GIVING

- We are excited to announce that KVCR is participating in the 2017 National Estate Planning Awareness Campaign in partnership with PBS. The purpose of the campaign is to raise estate planning awareness in our communities, while simultaneously building the station's planned giving prospects. This is a nationwide Estate Planning Awareness Campaign that takes place in October 16-22, 2017.

SUSTAINER CALL CAMPAIGN

- KVCR has initiated a "Sustainer Call" campaign. The purpose of the campaign is to thank our current sustaining members for their ongoing support, to update their account information and to upgrade their membership. Close to 250 calls will be completed in two weeks, with the help of volunteer foundation board member and KVCR staff.

Fundraising 2018 and Beyond

Clearing a new path forward

1) Pledge Status - Deeply examine pledge performance numbers and select strategies to make the most out of this fundraising tool while continuing to build alternatives to Pledge. With the increase of On Demand entertainment the patience for the “beg-a-thons” (as they’re dubbed by PBS supporters) will wane and we need to build a bridge to that eventuality.

2) Legacy - Given our core demographic with median age of 70+, we will focus on our on approaches for Legacy cultivation.

3) Upsell Existing Base - Articulate to our loyal supporters the changes coming to make Empire KVCR a more rewarding experience.

4) Underwriting - we have calculated our inventory by assessing every available slot in the day for TV and Radio. With this understanding we can make projections based on the entire value of that inventory.

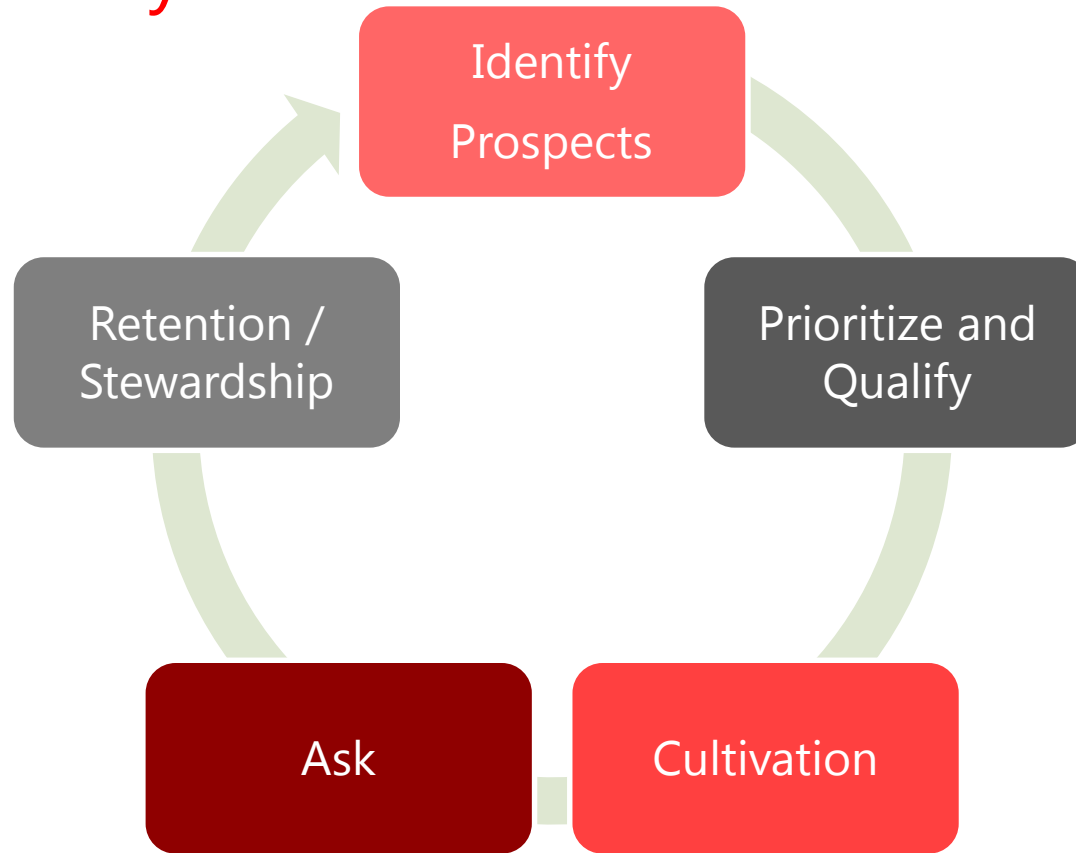
5) Recapture Lost Donors - utilize Foundation board members, interns and strategic use of employee time to reach out to those who’ve canceled. Understanding the reason for cancellation not only helps provide important research for better retention in the future but also provides an opportunity for recapture.

6) Establish New Donor Base - this effort will particularly focus on the 18-54 Demographic, working with established genres that have worked on PBS in the past as well as hybrid genre shows with commercial elements that still fit the PBS mission and brand.

7) Events - We will create events featuring our programming, and community initiatives, fostering local outreach as well as stronger financial partners.

Prospect Development Initiative

Donor Cultivation Cycle



Also known as “moves management”, provides a framework for donor cultivation, solicitation, and stewardship that will result in a transformational gift, a true investment in the future of KVCR and the community. We are currently partnering with PBS in the Prospect Development Initiative pilot program.

Prospect Development Initiative

Stages

Phase I

Identify Prospects

- In this phase, a list of 10,000 records were screened for age and wealth information using the services of SharpeNet.
- The data obtained was added to each donor record in KVCR's donor database for further list segmentation based on giving history, longevity, income level and wealth ranking.
- These records were then further screened and ranked resulting in the top 200 financially capable prospects, 100 for KVCR TV and 100 for 91.9 KVCR

Phase II

Prioritize and Qualify

- In this phase, the list of the top 200 financially qualified prospects has been made available for review to the General Manager and KVCR Foundation Board of Directors.
- The purpose of the peer screening is to identify the prospective donors capacity to make a gift of \$10,000 or more, their propensity to give, their charitable interests and to determine who should cultivate the prospective donor.
- Once this screening is completed we will move forward to purchase assets for the top 100 prospects, and then further research and narrow the prospect list to 25 donors. This list will then serve to set up discovery visits in the future.

Prospect Development Initiative

Stages

Phase III

Cultivation

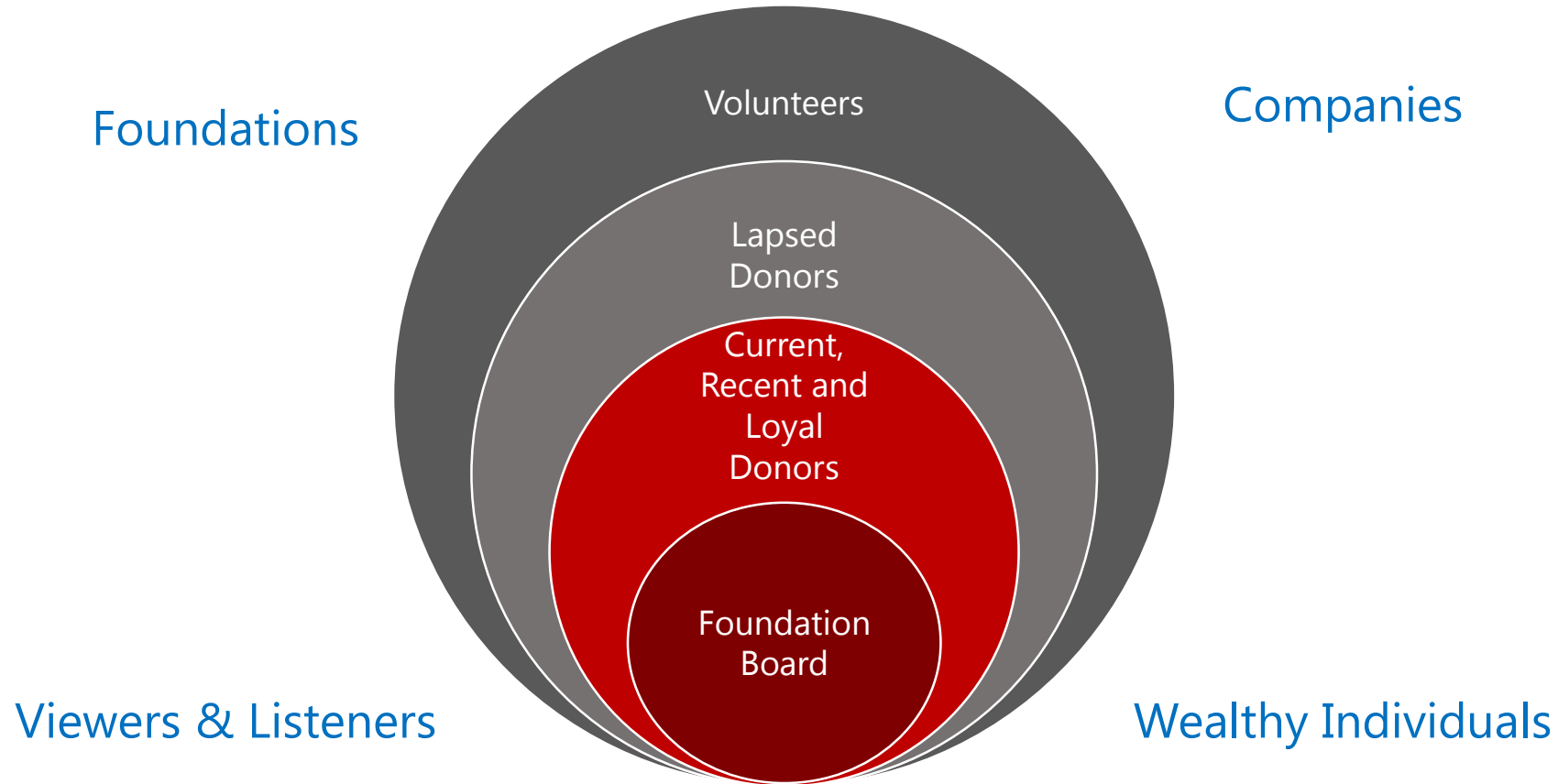
- Cultivation is weaved into the entire process, with initial phone calls, and invitations to special events like screenings.
- This fall we are planning two potential events: a screening of Ken Burns' "The Vietnam War", and a screening of the KVCR new shows.
- Donor discovery visits will be planned and scheduled with GM, station ambassadors and/or development staff.

Phase IV

Ask

- In this phase we will be reviewing and assessing the financial capacity of the top 25 donors and developing a solicitation plan and preliminary asks.
- Solicitors will be assigned to the top tier donors.

Prospective Donors Universe



We started this Major Gift initiative by looking at current, recent and loyal KVCR donors. Our goal is to partner with the KVCR Foundation members of the board to discover additional external donor prospects that have a passion for the programs KVCR has to offer and understand the mission, have the capacity and inclination of charitable giving and have connections to others in the community that can help.

CDP - Community Development Partnership

KVCR will add a powerful, proven partner for Membership growth

Using the Power of Public Media to Drive Success at Local Stations

The Contributor Development Partnership (CDP) is a community of Public Media station managers and development professionals on a mission to strengthen local member stations' fundraising capabilities and drive NET revenue by leveraging the considerable collective resources of big data, broad-based knowledge, and scaled spending power.

Member radio and television stations, nearly 200 at this time, turn to the CDP's proven better practices, tools, and resources to help "move the needle" and gain significant edge in the fight for improved outcomes using fewer internal resources and with greater success rates. Since its inception in 2011, the CDP has **improved participating stations' NET revenue by more than \$51 million** by bringing in more than 200,000 new donors through canvassing initiatives, generating 25% net revenue improvements in vehicle donation programs, and delivering more than 1,000,000 prospects to member stations.

The CDP collaborative grew up in response to the serious financial challenges local stations face as we work to build up donor counts and sources of new revenue. Spearheaded and led by a group of innovative Public Media professionals, the CDP is focused on collecting, crunching and analyzing system-wide data collected in one **National Reference File with 150 contributing stations totaling over 20 million donors and 130 million transactions.**

VEHICLE DONATIONS
Stations average 25% NET revenue improvement with \$150 flat fee program

PERKSCONNECT
Stations See Up to 70% NET Savings on Member Discount Program

CANVASSING
16 Public Media Stations Gain \$8 Million in Annual Sustainer Revenue

THANK YOU CALLS
Using the Power of "Thank You" fuels Donor Retention & Drives Revenue

DIGITAL PROSPECTING
Delivering station-branding email campaigns to cultivate new members

DATABASE ENHANCEMENTS
Making station data more powerful with wealth screening and appends

ACQUISITION MAIL
Using sophisticated modeling to acquire new donors with no risk to stations

CRM SERVICES
Future-proof software systems ensure your data and marketing work together in an integrated Omni-channel system

MEMBER SERVICES
Outsourced membership services allow your team to focus on maximizing your stations local impact