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 - KVCR 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.

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.

Opportunities - KVCR 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.

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

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.
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.
NOTE: Orange Outline designates shared payroll between KVCR / FNX
**KVCR Television Productions**

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

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**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.

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**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.

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**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.

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**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

<table>
<thead>
<tr>
<th><strong>Self Made</strong></th>
<th><strong>I Remember Television</strong></th>
<th><strong>Musicology</strong></th>
<th><strong>Empire Auto</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>An updated take on the beloved classic format previously developed at KVCR where an in-studio host guides us on a nostalgic journey into television's storied history.</td>
<td>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.</td>
<td>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.</td>
</tr>
<tr>
<td><strong>A Collaboration with the Inland Empire Regional Chamber of Commerce</strong></td>
<td><strong>A Collaboration with the University of Redlands</strong></td>
<td><strong>A Collaboration With Musicology Records</strong></td>
<td><strong>A Collaboration With Universal Technical Institute</strong></td>
</tr>
</tbody>
</table>
Productions Bring Productivity

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 KVCR TV, KVCR Radio, FNX, and our new digital initiative.
New Acquisitions brings new Audience

EastEnders
International Dramas
Women 35+
The #1 Show in the British Empire comes to the Inland Empire

Rain Man
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

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

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

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**.

The first public media based digital magazine platform in California founded in the Inland Empire
First Nations Experience
A National Native & Indigenous Television Network...FINALLY!

Stage 01
- Strategy
  Formulating a fiscally responsible, comprehensive, accountable finance and marketing plan

Stage 02
- Content
  Creating unique and exclusive content to draw in viewers of indigenous backgrounds

Stage 03
- Partnerships
  Creating systematic and mutually beneficial alliances in public media and in Indian Country

Stage 04
- Distribution
  Creating multiple revenue streams through new technology while optimizing existing ones

Stage 05
- Mainstream Adoption
  Reaching beyond societal perceptions and making Indigenous culture and values the norm
Empire Digital Engagement
Online journalism as an educational springboard for local talent

KVCR’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.

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FNX’s New Digital Magazine

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Online journalism as an educational springboard for local talent
**Digital Arts Academy @ CHC**

A partnership between Crafton Hills College and KVCR

**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
**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 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.
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
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

SBVC Semester 1

- 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

SBVC Semester 2

- 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

SBVC Semester 3

- 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

SBVC Semester 4
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
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.
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.
Diversity in Programming
Reflecting our diverse community better

San Bernardino County Demographics

- **50.5%** Hispanic/Latino
- **31.8%** Caucasian
- **8.7%** African-American
- **6.6%** Asian

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
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 -- $2,700,000
✓ 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.

<table>
<thead>
<tr>
<th>PRODUCTION TV &amp; RADIO</th>
<th>ACQUISITIONS TV &amp; RADIO</th>
<th>EMPIRE DIGITAL MARKETING</th>
</tr>
</thead>
<tbody>
<tr>
<td>TV Series $150,000</td>
<td>U.S. TV Series: $150,000</td>
<td>Events: $100,000</td>
</tr>
<tr>
<td>Radio Programs $100,000</td>
<td>International TV Series: $150,000</td>
<td>Hearken Membership: $10,000</td>
</tr>
<tr>
<td></td>
<td>Studio Film Package: $100,000</td>
<td>Empire Online App $120,000</td>
</tr>
<tr>
<td></td>
<td>Genre specific Programs: $110,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Radio Podcasts: $30,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>$230,000</td>
</tr>
<tr>
<td>$250,000</td>
<td>$540,000</td>
<td></td>
</tr>
</tbody>
</table>
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.

- Phase 1: 2017-2018
  - $8,000,000
  - FCC Repack / VHF Transition and Urgent Control Room and Equipment upgrade

- Phase 2: 2018-2019
  - $5,000,000
  - KVCR / FNX Expansion into innovation and IE Accelerator

- Phase 3: 2019-2020
  - $5,000,000
  - Modification of existing facilities for production optimization, instructional program integration and ATSC 3.0 broadcast standard implementation
Mandatory Transition Funding FY2017-2018

*Updated Three Phase Technological Modernization Plan

<table>
<thead>
<tr>
<th>Phase</th>
<th>Equipment</th>
<th>Total USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>VHF TRANSMITTER AND ANTENNA SYSTEMS</td>
<td>$1,503,149</td>
</tr>
<tr>
<td>1</td>
<td>CENTRAL APPARATUS ROOM CONSISTING OF 24 RACKS OF EQUIPMENT</td>
<td>$3,608,269</td>
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<tr>
<td>1</td>
<td>RADIO TOWER AND ASSOCIATED EQUIPMENT</td>
<td>$821,119</td>
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<tr>
<td>1</td>
<td>MASTER CONTROL ROOM AND SUPPORTING SYSTEMS</td>
<td>$946,559</td>
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<tr>
<td>1</td>
<td>FIELD PRODUCTION EQUIPMENT</td>
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<tr>
<td>1</td>
<td>COMPUTER UPGRADES</td>
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<tr>
<td>1</td>
<td>TRAINING BUDGET - PHASE 1</td>
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<tr>
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<td>SERVICES - PHASE 1</td>
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<tr>
<td>1</td>
<td>ANNUAL SUPPORT CONTRACT</td>
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<tr>
<td>2</td>
<td>EDIT SUITES (4)</td>
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<td>2</td>
<td>RADIO STUDIOS</td>
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<td>2</td>
<td>KU BAND UPLINK</td>
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<td>2</td>
<td>4 CAMERA TELEVISION STUDIO &amp; AUDIO CONTROL ROOM</td>
<td>$3,192,265</td>
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<tr>
<td>2</td>
<td>TRAINING BUDGET - PHASE 2</td>
<td>$84,667</td>
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<td>SERVICES - PHASE 2</td>
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<td>2</td>
<td>ANNUAL SUPPORT CONTRACT</td>
<td>$66,667</td>
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<tr>
<td>3</td>
<td>4 CAMERA NEWS GATHERING PANEL VAN</td>
<td>$2,296,066</td>
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<tr>
<td>3</td>
<td>NEWS ROOM SYSTEM</td>
<td>$677,344</td>
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<td>3</td>
<td>SERVICES - PHASE 3</td>
<td>$513,132</td>
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<td>TRAINING BUDGET - PHASE 3</td>
<td>$84,667</td>
</tr>
<tr>
<td>3</td>
<td>LOGISTICS</td>
<td>$169,334</td>
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<tr>
<td>3</td>
<td>CONTINGENCY</td>
<td>$1,100,000</td>
</tr>
<tr>
<td></td>
<td><strong>Grand Total:</strong></td>
<td><strong>$17,944,017</strong></td>
</tr>
</tbody>
</table>

Phase 1: FCC Repack / VHF Transition and Urgent Control Room and Equipment Upgrade

Phase 2: Production optimization, Inland Media Academy launch and ATSC 3.0

Phase 3: KVCR / FNX Expansion into innovation and IE Accelerator

*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**

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pledge, Mail, Sustainers, Vehicles</td>
<td>$1,848,057</td>
<td>$2,310,072</td>
<td>$2,887,590</td>
<td>$3,609,487</td>
<td>$4,511,859</td>
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<tr>
<td>Underwriting (TV, Radio, Online)</td>
<td>$777,643</td>
<td>$1,064,754</td>
<td>$1,458,568</td>
<td>$1,954,147</td>
<td>$2,577,840</td>
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<tr>
<td>Corporate Sponsorship</td>
<td>$100,000</td>
<td>$250,000</td>
<td>$500,000</td>
<td>$500,000</td>
<td>$500,000</td>
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<tr>
<td>Grants, Gifts, Initiatives</td>
<td>$625,000</td>
<td>$1,200,000</td>
<td>$1,625,000</td>
<td>$1,987,500</td>
<td>$2,421,875</td>
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<tr>
<td>Digital Marketing and Services</td>
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<td>$50,000</td>
<td>$100,000</td>
<td>$150,000</td>
<td>$225,000</td>
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<tr>
<td>Rentals &amp; Leases</td>
<td>$609,392</td>
<td>$700,801</td>
<td>$1,250,000</td>
<td>$1,500,000</td>
<td>$1,750,000</td>
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<tr>
<td>Miscellaneous (Interest, Tickets, etc.)</td>
<td>$9,389</td>
<td>$10,798</td>
<td>$13,497</td>
<td>$16,871</td>
<td>$21,089</td>
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<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$3,994,482</strong></td>
<td><strong>$5,586,424</strong></td>
<td><strong>$7,834,654</strong></td>
<td><strong>$9,718,005</strong></td>
<td><strong>$12,007,663</strong></td>
</tr>
</tbody>
</table>
Revenue Growth
Steady progression and achievable results

Revenue FY2016-2017 to FY2021-2022

- FY2016-2017: $3,434,544
- FY2017-2018: $3,994,482
- FY2018-2019: $5,586,424
- FY2019-2020: $7,834,654
- FY2020-2021: $9,718,005
- FY2021-2022: $12,007,663
# KVCR Expenditure Forecast

Fiscal Years FY2017-18 to FY2021-22

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>$ 2,747,109</td>
<td>$ 3,021,819</td>
<td>$ 3,324,001</td>
<td>$ 3,656,402</td>
<td>$ 4,022,042</td>
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<td>Program Acquisitions</td>
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<td>Contracts and Services</td>
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<td>$ 1,628,988</td>
<td>$ 1,868,336</td>
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<td>TV Productions</td>
<td>$ 150,000</td>
<td>$ 1,500,000</td>
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<td>Radio Productions</td>
<td>$ 100,000</td>
<td>$ 200,000</td>
<td>$ 300,000</td>
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<td>Digital Platform</td>
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<td>Maintenance &amp; Operations (Equipment)</td>
<td>$ 100,000</td>
<td>$ 150,000</td>
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<td>CPB Overfunding Return</td>
<td>$ 109,269</td>
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<td>-</td>
<td>-</td>
<td>-</td>
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<td>Supplies &amp; Materials</td>
<td>$ 24,819</td>
<td>$ 28,542</td>
<td>$ 32,823</td>
<td>$ 37,747</td>
<td>$ 43,409</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 6,321,587</strong></td>
<td><strong>$ 8,258,801</strong></td>
<td><strong>$ 8,217,896</strong></td>
<td><strong>$ 9,065,203</strong></td>
<td><strong>$ 10,522,017</strong></td>
</tr>
</tbody>
</table>
Expenditures
Peak in Year 2 for long term value add

Expenditures FY2016-2017 to FY2021-2022

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Expenditures</th>
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<tbody>
<tr>
<td>FY2016-2017</td>
<td>$4,723,495</td>
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<tr>
<td>FY2017-2018</td>
<td>$6,321,587</td>
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<td>FY2018-2019</td>
<td>$8,258,801</td>
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<td>FY2019-2020</td>
<td>$8,217,896</td>
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<td>FY2020-2021</td>
<td>$9,065,203</td>
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<tr>
<td>FY2021-2022</td>
<td>$10,522,017</td>
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</table>
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 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

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.
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.
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

- 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

- 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 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  
- 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.
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.
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.