

**Native Public Media
Station Support Services
Strategic Planning Summary**

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Acknowledgments



Founded in 1991, LeCroy & Milligan Associates, Inc. is a consulting firm specializing in social services and education program evaluation and training that is comprehensive, research-driven and useful. Our goal is to provide effective program evaluation and training that enables stakeholders to document outcomes, provide accountability, and engage in continuous program improvement. With central offices located in Tucson, Arizona, LeCroy & Milligan Associates has worked at the local, state and national level with a broad spectrum of social services, criminal justice, education and behavioral health programs.

This strategic planning summary and the strategic planning session represent the efforts of many individuals. The LeCroy & Milligan Associates, Inc. team consisted of Kerry Milligan, MSSW, and Nicole Huggett, MSW. The team is grateful to Loris Taylor, President and CEO of Native Public Media, as well as Candice Mendez, Executive Assistant at Native Public Media. Additionally, the team would like to acknowledge the participants of the Strategic Planning Session, who provided invaluable insight and participation.

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Native Public Media Station Support Services Strategic Planning Summary

Introduction and Background

Native Public Media (NPM) works to build and support a strong and healthy Native radio system across the United States. For the past two years, with funding from the Corporation for Public Broadcasting (CPB), NPM has successfully provided Station Support Services to Native public radio stations in three critical areas: 1) Station compliance and intervention services, 2) Station Advisory Committee (SAC) meetings; and 3) coordination of the National Native Media Conference (NNMC).

In June 2014 NPM contracted with LeCroy & Milligan Associates to conduct strategic planning with key stakeholders to form goals and strategic directions to guide NPM's Station Support Services for the next 4 years. A two day strategic planning process was conducted on August 22-23 with approximately 21 stakeholders. Participants included NPM staff, current and previous board members, station managers, and other radio professionals. Feedback was incorporated from several stakeholders unable to attend in person. A participant list is included in Appendix A.



The goals for the strategic planning retreat were to:

- 1) Review the goals, objectives and progress achieved in the current CPB Station Support Services Grant.
- 2) Identify goals or activities not achieved but still relevant.
- 3) Examine key strengths, capabilities, and opportunities upon which NPM can build.
- 4) Identify challenges and needs facing native radio stations
- 5) Discuss and agree upon key goals for the next 2-4 years of NPM Support Services strategic plan
- 6) Develop a list of recommended priority strategies and actions related to key goals



- 7) Increase the potential of collective impact by gaining greater knowledge of each other
- 8) Have a stronger understanding of the structure and next steps in the growth of NPM Station Support Services

The strategic planning retreat started with an examination of resulting Station Support Services strengths, challenges, trends, and community benefits. Participants contributed their views regarding: 1) successes and challenges seen among stations over the past two years in the areas of compliance improvement, tribal relationships, professional development, and resources; 2) benefits seen in the community as a result of this progress; 3) challenges, and 4) current trends and forces that impact the Native media environment. These successes, strengths, challenges, and trends are summarized in Exhibit 1. Additional issues, strengths and challenges may exist or emerge that weren't identified during the session, and may still be incorporated in future documents.

Using this analysis, participants brainstormed and identified key strategic goals and strategies. Participants examined what goals and strategies, based on feasibility, mission, needs and available resources, were the best fit for NPM Station Support Services. Small groups examined each goal and developed 2-4 priority strategies for each goal, and 2-4 key objectives or actions needed to achieve each strategy. The workgroups compiled all proposed strategies and actions, combined duplicates, eliminated or tabled those that were unfeasible, and made syntax changes to improve others for the strategic plan. At the end of the 1.5 day session, four key goals were identified along with the accompanying strategies and objectives. A vision board was created to illustrate anticipated benefits and outcomes of strong NPM Support Services. The agenda is included as Appendix B.



Exhibit 1. Summary of Identified Successes, Strengths, Trends, and Challenges

NPM and Network Successes

- FCC's redefined regulations such as Low Power FM (LPFM) and the Tribal Priority for broadcast is to the benefit of Native Nations
- Joe's gentle way with stations concerning accounting
- All eligible stations' licenses have been renewed by the FCC
- Increase in resources for NPM's advocacy program
- All eligible stations have retained CPB Community Service Grant (CSG) funding
- Stations are in compliance with assistance from NPM
- The Native radio network has developed shared goals and shared learning
- Stations collaborate on resources
- All stations share knowledge with other Tribal stations
- Stations have enhanced their marketing through social media and web streaming
- Most stations have relatively stable internet
- NPM has added more stations to the Native radio network
- Stations have improved relationships with local communities

NPM Strengths

- NPM is the Native broadcasting network's physician
- NPM is a one stop shop/clearinghouse for online resources with its resource cloud and station maps
- NPM breaks down information so stations can understand it
- NPM helps stations focus on common challenges, solutions, and opportunities
- NPM elevates compliance awareness from the local communities to the national level
- NPM is the National presence and voice on behalf of Native stations
- NPM has its finger on the pulse of federal policy
- NPM advocacy elicits quick responses from CPB
- NPM consistently provides Tribal stations with opportunities to meet in person
- NPM builds and fosters relationships between stations and other organizations
- NPM brings a personalized approach to each station by helping stations in person
- NPM staff are experienced (legislative, policy, forensic accounting, community outreach)



NPM and Network Trends Identified by Participants

- Use of multimedia for community engagement
- Ever changing social media platforms
- Interactive media and technology
- Broadband is not coming fast enough
- FM commercial band availability
- LPFM window resulting in more LPFM stations and translators
- Access to musicians/talent and their music has changed. We are not having record companies sending us music because there are so many people who are independently producing music.
- Native voices are being heard on a more regular basis at the national level
- Perception of less tribal enrollment in journalism programs
- CPB's new transparency requirements
- CPB requirements that we have to overcome that seem to be changing. We can't keep up.
- The FCC Office of Native Affairs and Policy (ONAP) is an ally to stations
- Fundraising is challenging
- Stations fear losing federal funding

Network Challenges

- CSG stations have to expend extra resources to file CPB required reports
- Resource development making stations sustainable is difficult to achieve
- Being short-staffed gets station managers overwhelmed
- Stations are all competing for funding
- Stations have difficulty accessing specific trainings
- Training and building capacity for Native radio is needed
- There is a huge lack in training for stations, including on-air, social media, and production
- Stations lack radio operations technical support and engineering
- Stations find it hard to understand FCC and CPB compliance requirements
- Stations are losing young listeners
- Restrictions and/or firewalls on the use of social media by tribal governments
- Community programming such as language preservation, and bringing local voices on-air is challenging.
- Getting feedback from the community
- Lack of communication between stations
- High turnover rate in station staff without passing important information on the daily duties of the station to new staff affects station operations





Next Steps

This strategic plan summary report lays out a beginning “roadmap” for Station Support Service efforts over the next 2-4 years. Some of the plan’s strategies and actions will be feasible to implement in a short time frame (1-2 years), while other strategies depend on large amounts of human and financial resources that may require more time to develop and put in place. Moreover, NPM is aware that the successful implementation of this plan will require the expertise and support of many stakeholders in addition to NPM staff. Therefore the strategic plan should be viewed as a living document, reviewed annually and revised as needed.



A critical next step in completing the strategic plan is to delineate the implementation plan and benchmarks that will guide the activities of NPM over the next 4 years. The following items will strengthen the specificity of the Goal Tables that follow:

- **Implementer** – An Implementer is a person, organization, committee, etc., who will carry out an Action.
- **Expected Outcome** – An Expected Outcome is the end result that follows from carrying out the Strategies and Action Steps.
- **Benchmark** – A Benchmark is an interim criterion or accomplishment that shows progress is being made toward an Outcome.
- **Estimated Completion Date** – The Estimated Completed Date provides the initial and ongoing target date for completing an Action.



Introduction to the Strategic Goal Tables

The planning group chose to develop an easy to read, concise form to present four key goals. The tables in Exhibit 2 are organized to provide concise information on the following things:

- **Goal** – A Goal is an overarching thematic goal that addresses a key function of NPM Station Support Services
- **Strategy** – A Strategy is a method or plan for achieving the Goal.
- **Objective/Action** – An Objective/Action is completed to put a Strategy into effect (there are often multiple Actions needed to operationalize a Strategy).

Of particular importance, participants articulated the need for all NPM goals and strategies to exist and operate within a framework that takes into account cultural considerations unique to the tribes, communities, and people with whom NPM works.



Exhibit 2. Strategic Goal Tables

(Activities in shaded boxes were identified as priorities during the group strategic planning retreat.)

| Goal 1 | Strategies | Objectives/Actions |
|----------------------------------|--|---|
| Ensure Station Compliance | Clarify and link community, tribal, and federal level issues | NPM provide training and guidelines for mock station audits |
| | | NPM encourage the FCC and CPB to provide text alerts. Stations sign up for it. |
| | | NPM implement a station inspection program that recognizes Tribal sovereignty |
| | Improve web-based resources | NPM provide web and online compliance guidance materials: FCC Compliance page: Technical log, EAS reports |
| | | NPM send out alerts to inform stations when compliance deadlines are approaching |
| | | NPM host a Facebook compliance page that all stations contribute to, so other stations can see completed examples (Station- only web page) |
| | | NPM develop tabs for each compliance requirement in the resource cloud: EEO report, Open Meetings, Audited Financial Statements, IRS Form 990, Annual Station Activity Survey |
| | Train and Educate Stations on Compliance Issues | NPM host Quarterly video Conference calls for stations according to their CPB CSG Station Classifications (A, B, C) |
| | | NPM provide training/consultation to stations on how to develop a realistic timeline to carry out various compliance activities |



| Goal 1 | Strategies | Objectives/Actions |
|--------|------------|--|
| | | <p>NPM increase access to education on Compliance via webinars and additional trainings.</p> <p>NPM develop Community Advisory Board (CAB) toolkits</p> <p>NPM share independent and ethical Journalism guidelines and provide training</p> |
| | | <p>SAC develop committees to help stations with a variety of compliance needs.</p> <p>SAC launch education on resource development and advocate for Non-federal financial source (NFFS) policy change.</p> <p>SAC create a regional networks</p> <p>Stations expand NPM resource center by contributing to it.</p> |



| Goal 2 | Strategies | Objectives/Actions |
|-------------------------------------|---|---|
| Promote Community Engagement | Increase visibility and awareness of NPM in tribal communities through public radio | NPM educates listeners of who they are through tribal radio (on-air radio) |
| | | Stations implement NPM PSA Campaign |
| | | NPM buys underwriting from stations to educate listeners of who they are subject to availability of funds. |
| | Increase communication and engagement between NPM and stations | NPM create a station liaison position |
| | | NPM continue hosting gathering of Tribal stations (through NPM) for “Ideas and Innovation” and strengthening the network of stations |
| | | NPM host community engagement webinars for station education and interaction (electoral policy, technology use, public engagement) |
| | | NPM create scholarship or sponsorship to support tribal radio network participation in conference training opportunities |
| | Collect and share data, information, and resources | NPM compile data on how stations get listeners in the door, on the air, and how listeners submit comments on programming and content |
| | | Stations maintain a catalog of Native artists so stations are aware of opportunities to broadcast new artists. (Expand library of entertainment data) |
| | | NPM hosts regional meetings and workshops to facilitate more intertribal networking with focus on regional programming. |



| | | |
|--|--|--|
| | Develop and offer training and templates | NPM develop training on volunteer recruitment in Native community radio |
| | | NPM develop a resource list of App developers that have experience with Native content |
| | | NPM establish station certification for its training and education program |

| Goal 3 | Strategies | Objectives/Actions |
|--|--|--|
| Promote Opportunities for Collaboration | Establish multiple methods of regular communication among stations and NPM | Stations host topic specific webinars and calls |
| | | Stations hold each other responsible and accountable |
| | | Stations share content, PSAs, and ideas through Facebook, Dropbox, Sound Cloud, and FTP, NPM resource cloud. |
| | | Stations share how they put language, culture, and stories on their airwaves |
| | | Stations identify additional (potential) community partners for the network |
| | Support fund development | Stations develop donate buttons for station websites |
| | | Stations set up their websites to accept credit cards for donations |
| | | Stations increase funded PSA Campaigns |



| Goal 4 | Strategies | Objectives/Actions |
|-------------------------------------|--|--|
| Facilitate Use of Technology | Increase digital literacy in our public | NPM collect best digital literacy practices from stations and share on NPM's Facebook page |
| | | NPM advocate for fiber optics into homes |
| | | Stations educate audience about different technology platforms: "Each one teach one" |
| | Increase digital literacy of station staff | NPM develop a social media and technology resource list with best practice suggestions |
| | | Stations host webinars on various technology for station staff and rotate topics |
| | | NPM and stations provide annual conference sessions on IT standards, guidelines and best practices |
| | | NPM facilitate group buys for technology (hardware and software) |
| | | NPM and stations share Listservs for tech issues |
| | Create an online peer community | Stations host "Ask the Expert" forums |
| | | NPM host closed Facebook page for Native stations |
| | | Stations provide 24-hour help desk through peer network |
| | | NPM publish quarterly Newsletter |



Appendix A

List of Participants

| Affiliation | State | Participants |
|-------------|-------|--------------------|
| KBFT | MN | George Strong |
| KNNB | AZ | Udell Opaha |
| KOHN | AZ | Sial Thonolig |
| KOHN | AZ | Maria Donahue |
| KMHA | ND | Jodi Lee Rave |
| KYAY | AZ | Marty Hook |
| KWSO-FM | OR | Luis Baez |
| KWSO-FM | OR | Sue Matters |
| KUYI-FM | AZ | Richard Alun Davis |
| KUYI-FM | AZ | Monica Nuvamsa |
| KOHN-FM | AZ | Brandon Miguel |
| KPYT-LP | AZ | Hector Youtsey |
| KABR | NM | Sarah Apache |
| KABR | NM | Ramona Guerro |
| KCNP | OK | Brian Brashier |
| NV1 | AK | Shyanne Beatty |
| KNBA | AK | Joaqlin Estus |
| KIYE | ID | Chris St. Germaine |
| KNBA | AK | Loren Dixon |
| NPM | AZ | Loris Taylor |
| NPM | AZ | Joseph Begay |
| NPM | AZ | Candice Mendez |
| NPM | AZ | Eileen Egan |
| LMA | AZ | Kerry Milligan |
| LMA | AZ | Nicole Huggett |



Appendix B

Native Public Media Support Services

Strategic Planning August 22-23, 2014

Desert Diamond Casino • 7350 S. Nogales Highway • Tucson, AZ 85756

AGENDA

By the end of the Planning retreat, participants will:

- 1) Understand the goals, objectives and progress achieved in the previous strategic plan
- 2) Identify goals or activities that didn't get achieved but are still relevant.
- 3) Examine the key strengths, capabilities, and opportunities that "fit" for NPM and can be built upon.
- 4) Identify the challenges and needs facing Native public media.
- 5) Discuss & agree upon key goals for the next 2-4 years of the NPM support services strategic plan
- 6) Develop a list of recommended priority strategies and actions related to the key goals
- 7) Increase the potential of collective impact by gaining greater knowledge of each other
- 8) Have a stronger understanding of the structure and next steps in the growth of NPM support services

Friday, August 22 (8:00-5:00)

- I. Welcome – Tohono Od'ham – Sial Thonolig, KOHN Station Manager
- II. Introductions/Board Welcome – Eileen Egan, Board Member, Native Public Media
- III. Overview of the two day process –Kerry Milligan and Nicole Huggett
 - a. Using interactive large and small group activities we will tap everyone's experience and wisdom to create a stimulating, fun and productive planning process.
- IV. Review and Reflection of progress to date—accomplishments and successes, resources, capabilities, challenges – Loris Taylor (Power Point)
- V. Discuss and identify Strategic Goals based on needs, passions, feasibility and "fit" with the NPM mission and vision.
- VI. Brainstorm and select key strategies to reach each goal

Breakfast, Lunch, and Snacks provided. Laughter and stretch breaks included.

Saturday, August 23, (8:00-12:00)

- I. Warm-up, Reflection and review of Day 1.
- II. Prioritize strategic directions
- III. What will be the anticipated Community Benefits and Impacts of identified strategies?
- IV. Looking to the future---how will we "measure progress" on this strategic plan?
- V. Wrap up and closure

