



STRATEGIC PLAN
2022-2027

FROM THE CO-CHAIRS, KMFA STRATEGIC PLANNING COMMITTEE

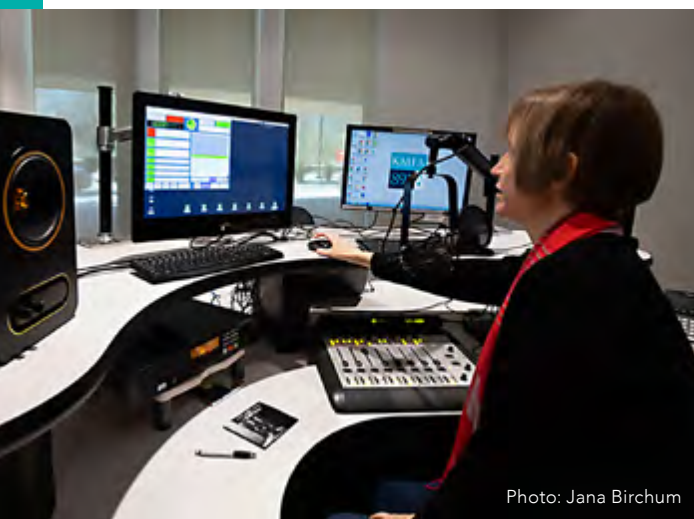


Photo: Jana Birchum



As co-chairs for this Strategic Planning Committee 2022–2027 and as KMFA Board members, we have enjoyed the stimulating adventure of creating this new plan. Our wide-ranging conversations with community stakeholders over these past eight months have inspired and excited us. We have had the privilege of working with committee members Soriya Estes, Ron Oliveira, Ann Hume Wilson, Anne Peterson, Patrick Slevin, and Kathleen Brady Stimpert to imagine a future built upon past successes.

It's an auspicious time for KMFA to be doing this planning. During the pandemic, classical radio listening grew. Over the 2021 holidays, KMFA reached an unprecedented #3 spot among all Austin radio stations, and this does not include our growing streaming audience within and beyond Central Texas. We are also excited to see a shift to include younger listeners. In 2019, the BBC reported that Millennials and Gen Z are coming to classical music in larger numbers as well. While they are not listening via traditional, terrestrial radio, they are getting into classical, seeking out streaming playlists and live performances, and finding classical is "great for capturing a mood." KMFA recently completed a \$10.5 million building, a stunning new facility designed for experiencing live as well as locally recorded music. When coupled with our programming, recognized for an "on key, offbeat" mix of the familiar and the unexpected, a dynamic and committed board, and a passionate and creative staff, KMFA is well poised for a successful future.

Everyone involved has taken into account ideas, feedback, opinions, peer best practices, industry reports, and more in the creation of this very important roadmap for the next five years. In that extensive process we have consolidated the focus for this plan into four priority areas:

- Build and diversify revenue.
- Cultivate and grow a more diverse audience across multiple platforms.
- Increase community presence and relevance as a key convener and influencer in Austin's cultural ecosystem.
- Create an inspiring and sought-after place to work, serve as a board member, and volunteer.

It is our hope and expectation that we have captured all that was shared and gathered in the process under each of these priorities.

We are grateful to the strategic planning committee, KMFA staff and board, and community members who have generously invested their time in this process. We thank the loyal audiences of KMFA who have helped it to thrive for the past fifty-five years, and we look forward with excitement to sharing an evolving vision of "Classical Music For All" with all of you.

Doug Eicher and Andrew Teagle

Co-chairs, KMFA Strategic Planning Committee, 2022-2027

FROM THE CHAIR AND PRESIDENT OF THE KMFA BOARD OF DIRECTORS

Strategic planning provides an opportunity for cultural organizations to step back from the day-to-day, to gain insights and ideas from board, staff, and community stakeholders, and to chart a course for the future. It's also a time to take a clear-eyed inventory of the present: What's working well? What could be working better? What shall we do, or not do, as we map the next three to five years?

For KMFA, strategic planning also includes consideration of how to tackle industry-specific challenges and opportunities: How do we strengthen our digital and streaming presence, share the passion and excitement of classical music with new audiences, ensure representation of communities of color in our programming, and invite the community into our stunning new home?

Through this inspiring and challenging process has emerged KMFA's new strategic plan, and we are delighted to share it with you here. Now that our building is complete, KMFA is well-positioned to enter a new phase of growth, innovation, and service to the Central Texas community.

More than 50 individuals took part in formulating KMFA's new strategic plan. We could not have asked for more knowledgeable and patient facilitators than Sarah Lutman and her colleagues Enrique Olivarez and Patty Johnson at 8 Bridges Workshop.

We are especially grateful to our strategic planning co-chairs, Doug Eicher and Andrew Teagle, and our wonderful strategic planning committee for their stimulating and thoughtful participation over many months of meetings. The KMFA board of directors and the entire KMFA staff played important roles in defining crucial issues for our plan to address. The senior management team of David Hammond, Stacey Hoyt, Anthony McSpadden, and Anne Peterson went above and beyond in shaping specific details and goals.

A special medal of honor is due for KMFA's Office Administrator & Campaign Coordinator, Josiane Amezcua, for organizing and holding together every administrative detail of the process.

Our community can rest assured that classical radio, in all its ever-evolving forms, will continue to flourish, inspire, and enrich the human spirit for years to come.

Soriya Estes
Chair, KMFA Board of Directors

Ann Hume Wilson
President & General Manager

89.5

ON KEY | OFFBEAT

MISSION

Classical music inspires and restores the human spirit. KMFA handcrafts exceptional classical music experiences on-air, online, and in community.

VISION

People and communities embrace the growing place of classical music in their lives.



STRATEGIC PRIORITY ONE

Build and diversify revenue.

» GOAL

KMFA will double its revenue over the next five years.

MEASUREMENT: Over the next five fiscal years (FY23–27), KMFA will achieve a budgeted revenue goal of \$4,000,000.

KEY OBJECTIVES: To build and diversify revenue, KMFA will:

- Benchmark, assess, and establish the degree of growth for each component of revenue annually;
- Invest in additional staff, systems, and potential outsourcing to maximize revenue opportunities;
- Develop a reporting dashboard that assists in assessing progress and troubleshooting gaps.



STRATEGIC PRIORITY TWO

Cultivate and grow a more diverse audience across multiple platforms.

» GOAL #1

KMFA will increase audience reach.

MEASUREMENT: Establish baseline by October 2022; set annual audience growth targets.

» GOAL #2

KMFA's staff, board, volunteers, audiences, and programming will reflect the demographics of the Austin MSA (Metropolitan Statistical Area)

MEASUREMENT: Diversity and demographic reporting of board, staff, volunteers, audiences, and programming.

KEY OBJECTIVES: To cultivate and grow a more diverse audience across multiple platforms, KMFA will:

- Invest in audience research and marketing to identify, reach, and connect with new audiences;
- Create and implement a digital content delivery plan by 12/31/2022;
- Animate our new building;
- Ensure playlist and programming relevance for diverse audiences.

STRATEGIC PRIORITY THREE

Increase community presence and relevance as a key convener and influencer in Austin's cultural ecosystem.

» GOAL

KMFA's extensive community partnerships both inside and outside the arts sector make it a sought-after collaborator.

MEASUREMENT: Establish an inventory of existing partnership models and partners, and annually assess and set goals for the diversity, creativity, and impact of partnerships as indicated in follow-up surveys.

KEY OBJECTIVES: To increase community presence and relevance as a key convener and influencer in Austin's cultural ecosystem, KMFA will:

- Identify new community partners and invest in marketing necessary to reach and connect with them;
- Define partnership models and increase the number and type of partners engaged;
- Engage the cultural community around key community projects, policy developments, trends, and concerns;
- Advocate for equity within Austin's cultural sector.

STRATEGIC PRIORITY FOUR

Create an inspiring and sought-after place to work, serve as a board member, and volunteer.

» GOAL

KMFA will excel at employee, board, and volunteer recruitment, development, and engagement, with continuous improvement against an early 2023 benchmark for organizational culture to be updated annually.

MEASUREMENT: Investments in staff development; staff retention; staff and board engagement and satisfaction surveys; volunteer feedback.

KEY OBJECTIVES: To create an inspiring and sought-after place to work, serve as a board member, and volunteer, KMFA will:

- Benchmark and invest in employee, board, and volunteer satisfaction and engagement;
- Invest in DEI training, policy development, best practices, and goal-setting across the organization;
- Strengthen goal-driven performance review processes;
- Invest in professional development and enrichment at all levels of the organization.



MILESTONE ACCOMPLISHMENTS OF THE PREVIOUS STRATEGIC PLAN

KMFA's 2015 strategic plan embraced a strong commitment to cultivating a community of local arts lovers "on air, online, and in person," and to building brand awareness to attract new members to that community. To support these audience-focused goals, the plan called for more live and local programming on-air, a more dynamic and diverse board, and improvements to critical operations and infrastructure—the most critical being KMFA's outgrown and deteriorating rented space.

A transformative anonymous bequest of \$3 million empowered KMFA to move ahead rapidly in solving its facilities problem. A major gifts campaign launched in 2017 raised \$10.5

million to fully fund KMFA's new home in East Austin, with move-in completed at the height of the COVID-19 lockdown in September 2020. The new building houses studios, offices, a performance studio, classroom, and exhibition spaces, and was created not only to house KMFA's broadcast operations but also to anticipate new ways of convening and serving the Austin community.

Along with this landmark achievement, KMFA saw successful progress in every aspect of the 2015 plan. Some of its accomplishments are listed below. Together, these form the foundation for the bold aspirations of this new plan.

CONTENT DEVELOPMENT

The popular local program *Ancient Voices* was rebranded *Early Music Now* and launched into national syndication with partner WFMT, bringing KMFA content to over 150 radio stations in the U.S. and beyond.

Bucking the national trend toward impersonal, syndicated playlists, KMFA dropped its overnight syndication service, and now curates all but two hours per day entirely locally (with the nationally respected program *Performance Today* occupying the remaining two hours).

KMFA added the Austin Symphony Orchestra to its *Listen Local* series showcasing Austin's finest classical performances.

With world-premiere broadcasts like Nico Muhly's "How Little You Are" and Craig Hella Johnson's "Considering Matthew Shepard," KMFA shared its adventurous programming with communities around the world via internet stream.

In its new building and with pandemic restrictions still in force, KMFA organized its first virtual musical event, *Live from the Draylen Mason*, featuring local and international performances, artist talks, and free video concerts throughout its January 2021 birthday weekend.



Photo: BoothEasy – Event Photography



Photo: Kirk Tuck



Photo: Josiane Amezcua



Photo: BoothEasy – Event Photography

COMMUNITY ENGAGEMENT

In 2017, KMFA celebrated its 50th anniversary with *50 Events in 50 Weeks*, bringing classical music and KMFA on-air hosts to a wide range of Austin locales and organizations.

A free birthday event in January drew more than 2,000 visitors for a day of music and family activities, while the black-tie *Sound Bites* fundraiser in November raised more than \$150,000 for the building and endowment fund.

New Music Mixers brought local classical composers to meet the community and discuss their work during happy hours at a local brewery, while *Tasting Notes* delighted guests with samplings of fine music and fine wines.

The *Draylen Mason Music Studio* is the 135-seat music performance and gathering space that is the centerpiece of our new facility. Audiences can now attend live broadcasts, concerts,

community and educational programs, and receptions and community events in this beautiful setting. The space is named after Draylen Mason, the talented seventeen-year-old bassist who was a victim of the Austin package bombings in March 2018.

BRAND AWARENESS

KMFA introduced its new branding platform, “On Key, Offbeat,” to emphasize the distinctive place of classical music on the Austin radio dial.

Brand outreach elements included a redesigned website, a “5 Offbeat Things” event newsletter, and a new app featuring *Sounds of Austin*—a playlist of classical works mapped to major Austin tourist and cultural destinations.

GOVERNANCE AND OPERATIONS

The Board of Directors has actively recruited a more diverse membership, increasing its representation of people of color from 6 percent in 2015 to 19 percent currently.

KMFA has brought new and diverse voices to its broadcasts with the addition of Emilio Alvarez and Guillermo Delgado to its stellar on-air team.

Programming and production replaced its outmoded music automation system with Rivendell, a more robust and flexible system, allowing use of .wav files that deliver outstanding sound quality.

Following a thorough audit and overhaul of its sustaining member interfaces and marketing strategies, KMFA’s sustaining membership program grew significantly, from 31 percent of members in 2015 to a near-optimum 45 percent in 2022.



STRATEGIC PLANNING COMMITTEE

Doug Eicher, Co-chair
Venture Capitalist and Technology Sales

Andrew Teagle, Co-chair
Chief Strategist, GSD&M

Soriya Estes
President, Estes Audiology Hearing Centers

Ron Oliveira
President, Oliveira Public Communications

Ann Hume Wilson
President & General Manager, KMFA

Anne Peterson
Director of Finance, Facilities & Administration, KMFA

Patrick Slevin
Executive Director, Austin Soundwaves

Kathleen Brady Stimpert
Landmarks Deputy Director, The University of Texas at Austin

STAFF LEADERSHIP TEAM

Ann Hume Wilson
President & General Manager

David Hammond
Director of Development

Stacey Hoyt
Director of Events

Anthony McSpadden
Director of Broadcasting & Content

Anne Peterson
Director of Finance, Facilities & Administration

Josiane Amezcua
Office Administrator & Campaign Coordinator

KMFA BOARD OF DIRECTORS

Soriya Estes, *Chair**
President, Estes Audiology Hearing Centers

Edwina Carrington, *Vice Chair**
President, CHK Enterprises LLC

Ann Hume Wilson, *President***
General Manager, KMFA

Michelle Rosenblatt, *Treasurer**
Partner, Jackson Walker LLP

Andrew Teagle, *Secretary**
Chief Strategist, GSD&M

Ayo Akande
Senior Director, Software Engineering,
Dell Technologies

Charles Bailey
Attorney at Law, Law Offices of Charles C. Bailey

Mandy Dealey
Nonprofit & Civic Leader

Claude Ducloux
Attorney at Law, Law Offices of Claude E. Ducloux

Doug Eicher
Venture Capitalist and Technology Sales

Donald Grantham
Professor of Composition, Butler School of Music
at the University of Texas at Austin

Laura Gutiérrez-Witt
Director (retired), Benson Latin American Collection,
The University of Texas at Austin

Lou Ann Lasher
Principal, Keating/Lasher & Associates

Mark Lyon
President (retired), Audio Systems

LaVonne P. Mason
The Etiquette Authority, LLC

Steven Moore*
Partner, Jackson Walker LLP

Ron Oliveira
President, Oliveira Public Communications

Hon. Robert Pitman
U.S. District Judge for the Western District of Texas

Nancy Scanlan
Community Volunteer and Photographer

Ken Stein
President and CEO, League of Historic American
Theatres

Catherine Wildermuth
Nonprofit Leader & Project Manager (retired), IBM

Frank Bash, *Chair Emeritus*
Director (retired), McDonald Observatory, The
University of Texas at Austin

Joe W. Bratcher III, *Director Emeritus*
Owner, Malvern Books

Paul Leche, *Director Emeritus*
Special Counsel for Appeals, Texas Health and
Human Services Commission

Malcolm Cooper, *Posthumous Emeritus*

* Executive Committee

** Ex-officio, non-voting

8 BRIDGES WORKSHOP

Sarah Lutman, Managing Director

Enrique Olivarez, Senior Associate

Patty Johnson, Associate

Photo Above: BoothEasy – Event Photography
Cover Photo: Patrick Y. Wong