

THE VOICES OF KWMR



HEY, IT'S THE KWMR ANNUAL REPORT.

Included are short pieces written by each of the staff and our Board President. You can also check out the KWMR financial situation, as well as get a glimpse of our newly minted Strategic Framework document.

As always, we thank each and every donor, volunteer, and listener. You make KWMR what it is. Someone recently sent this to Jeff Manson, KWMR's Program Director, "KWMyouRs." I could not agree more.

Please reach out to us if you have any questions.

AMANDA EICHSTAEDT

Station Manager / Executive Director
amanda@kwmr.org

TABLE OF CONTENTS:

STAFF ESSAYS: *pages 2-4*

UNDERWRITERS: *page 5*

FINANCIAL SUMMARY: *page 6*

KWMR STAFF & PROGRAMMERS: *page 7*

KWMR STRATEGIC FRAMEWORK: *pages 8-10*

THE VOICES OF KWMR



Amanda Eichstaedt, Station Manager Photo: Mia Johnson

Amanda Eichstaedt is my name and Station Managing is my game!

If you listen to KWMR you hear me hosting "Swimming Upstream" on Wednesday mornings, and sometimes "Epicenter," our public affairs show. I co-host "Bakersfield and Beyond" every other Thursday evening, and have been known to produce other music shows from home.

Mostly I keep things going here at KWMR. I write the budget, work with the Board of Directors, manage and review the five employees who work for KWMR, and make sure they get paid on time. I handle the paying of the bills and preparing deposits, and work closely with our Bookkeeper, Accountant, and Auditor. There are lots of forms for insurance, and other administrative things that I also get to do.

I go to meetings: Staff meetings weekly, Tech meetings monthly, weekly check ins, and community meetings as well. I'm on the National Federation of Community Broadcasters Board of Directors, and their Finance Committee. KWMR holds monthly board meetings, too.

In addition to the above, I also swap out bad lightbulbs for good ones, vacuum, get documents shredded, and take out the trash. I also clean the microwave.

My favorite part of my job is brainstorming to make things fun at the station, for us, and for you like coming up with interesting Pledge Drive themes, wacky premiums, and writing my weekly column for the "Round Up" newsletter.

I'm grateful for the many supremely talented volunteer programmers, our amazingly supportive community, and our many non-profit and business partners in West Marin.

My name is Jeffrey Manson and Program Directing is my game.

Generally speaking, my job is to keep KWMR's on-air content vibrant, interesting, professional-sounding and relevant to our West Marin community, whether it be live local programming, home-produced content, or syndicated shows from the wider world.

I support our current volunteer programmers in developing and producing their shows, and engage the West Marin community at large in a never-ending quest to bring a wide array of diverse voices to the KWMR airwaves. I am responsible for making sure folks show up to do their shows, or finding someone to fill in when they can't.

I love developing new ways to create content for the radio, using new technologies and teaching folks how to do the same. KWMR is a valuable community asset and it is my task to make it available to everyone by forging partnerships with other local non-profits, music fans, intellectuals, school kids and radio enthusiasts of all stripes.

I host the music show "West County Prowl" on alternate Wednesdays from 6:30-8:30 pm, and "Curio Cabinet," an arts and culture hour on Thursdays from 9-10 am. Recently, I've started participating in the long-running tradition of reading aloud on the air during "Turning Pages." I also coordinate and regularly host our public affairs show, "Epicenter".

I maintain various broadcast calendars so we know what is coming up when on the air. I've been known to vacuum the station from time to time, and repair broken things; I design promotional posters and generally try to make myself useful to everyone.



Jeffrey Manson, Program Manager Photo: Mia Johnson



THE VOICES OF KWMR, *CONT. 2 OF 3*

MIA



Mia Johnson, Digital Communications

Mia Johnson is my name and Digital Communication is my game. While KWMR's frequencies are broadcasting from the mountain tops...I'm on the ground spreading the word.

While our on-air Programmers are preparing to host their shows, I'm scheduling social media posts promoting their upcoming guests, or writing Google Ads for KWMR's merch store. When local non-profit newsletters land in my inbox, I scour them for events, social services, and information to forward to KWMR's online community. I design our graphics, make PSAs, and I really love finding weird GIFS to match the content of KWMR's various email newsletters. On Thursdays from 11:30-Noon you'll hear me hosting the interview show "Right Now," and before Pledge Drives, you'll see me running around town putting up posters.

Another part of my role - meetings! I'm part of the West Marin Together Equity Group, which supports the Diversity, Equity and Inclusion work of local non-profits, and I Co-Chair the West Marin Equitable Communications Project in partnership with the West Marin Fund. On the KWMR Board front, I'm part of the DEI subcommittee. These partnerships have helped me, and the station, grow in meaningful ways these past two years. We are committed to pushing on.

When it comes down to it, I have a front row seat to see the services KWMR and other organizations provide for our community, every day. They all deserve a shoutout.



Alyssa Jane Tanner is my name and developing our station is my game. As Development Director I oversee all of our revenue streams and find ways to turn those streams into rivers. Rivers flowing with extremely awesome possibilities for KWMR's current work and for even greater possibilities for KWMR's future.

I reach out to listeners about supporting the station, handle our monthly Calendar Club giving program, and manage our database. Fundraising is great fun when you know that the money is being spent well. Passionate, meticulous, scrappy and quirky we are, here at KWMR.

It is such a fun time that, like many others, I volunteer as an on-air programmer. A few times a month I host "Epicenter," West Marin public affairs, and If you are a late night listener you can hear me hosting "Feel Like I Do," a two-hour themed music program every Tuesday.

You have more than likely heard those on-air "advertisements" for local businesses and non-profits, seen some folks walking around wearing super-cool KWMR merch, and have passed by big ol' hand-painted signs promoting our Pledge Drive fundraisers. I do those things, too! For anyone interested in putting KWMR into your Last Will and Testament, well don't worry, I gotcha covered in that arena as well.

What we do here at the station is important and effective. I am definitely dedicated to ensuring our continued growth, and wowza, is it definitely possible, with supporters like you.

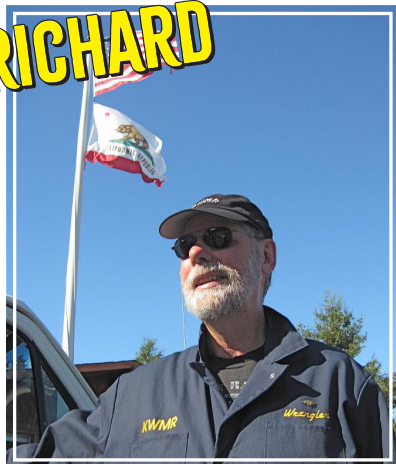
ALYSSA



Alyssa Jane Tanner, Development Director



RICHARD



Richard Dillman, Transmitter Engineer

Richard Dillman is my name and transmitter wrangling is my game. As the Transmitter Engineer for KWMR it's my job to assure that the station remains on the air 24 hours a day, especially during times of emergency. It's been my great good luck to be with KWMR since before it was on the air. The path to being a real radio station seemed to go on forever. There were forms to fill out for the FCC and equipment to purchase. But finally, the day came when a giant Frankenstein switch was thrown before a packed house in the old Red Barn, the band kicked off, and KWMR was on the air.

Since then, KWMR has become a shining example of what true community radio is supposed to be. The first time I overheard someone downtown say they had heard about an event "on the radio station" - no need to say which radio station - I knew we were on the right track.

Throwing that switch was one of the greatest moments in my radio career. Being part of KWMR has been a great pleasure and a great honor. I'm thankful they've let me hang around for all these years.

THE VOICES OF KWMR, *CONT. 3 OF 3*

IAN



Ian McMurray, I.T. Specialist

Ian McMurray is my name and I.T. Specialist is my game. If it has a keyboard, mouse or IP address, it is in my domain. All pixels, bytes, and anomalies must pass before my watchful eye. Every morning I offer alms to the gods at Microsoft and Apple. To the dark lords of HP, Cisco, and Lenovo I declare my support while reminding them that whatever power I bestow can be removed from the grid at my whim.

Well, it's not as foreboding as all that. Watching a slow upgrade can be a study in Zen behavior or blind stupefaction. Nonetheless, from automation to archiving, kernels to ethernet, I do my best to keep I.T. safe for my fellow staff members and programmers. Whether it is an internet slowdown or a sticky wicket, I have my trusty roll of digital duct tape to hold the KWMR network together. And if by dumb luck the data storm should pass and clarity returns to the browsers, I accept it as a gift and blame the whole affair on sunspots to keep the users guessing.

From VPN to FTP, flac to mp3, I am pleased to have found a place to use my gifts for good. And the sweet irony is that I also get to feed my musical passion. The tribe at KWMR is profoundly alive with the passion for all things radio, and I feel at times that I have booked passage on a benevolent pirate ship bound for the shores of wonder and delight. You will find me below deck concocting improvements to digital navigation, while I smile at my compatriots for the good fortune we have found.



Kristen McDonald is my name and the KWMR Board is my game. As board president I ensure that KWMR's all-volunteer board of directors is doing its job, which is chiefly to provide financial oversight and ensure KWMR stays true to its mission. Board members provide a variety of volunteer services to KWMR, including creating special events (thank you, Sharron Drake!); reviewing monthly financial statements to ensure fiscal transparency and accountability (thank you, Miguel Kuntz!); and leading special board initiatives, like our Diversity, Equity and Inclusion working group (thank you Kevin Meade!)

I have huge appreciation for all the board members who take time out of their busy lives to serve on KWMR's board. In 2021 I am particularly proud that we added the Youth Board Representative Program; we currently have two youth board representatives, Elena Rodoni of Inverness Park and Sophia Buckholtz of Ross. Board member Cathy Richards (thank you, Cathy!) is mentoring our youth board reps who participate in board meetings and are planning service projects for KWMR.

I was initially attracted to KWMR because I loved the programming and the personalities. My love of the station has deepened through board service. We are so lucky to live in a community that has an independent radio station like KWMR, a station that serves the emergency and information needs of the community so well, while it also provides high-quality entertainment and an outlet for local concerns and voices. I look forward, in the coming year, to continuing to improve the station in the critical area of diversity, equity and inclusion.

KRISTEN



Kristen McDonald, KWMR Board President, Photo: selfie!



ANNUAL REPORT 2021

WWW.KWMR.ORG / 415-663-8068 / PAGE 4

STUDIO: 11431 STATE ROUTE ONE, SUITE 8, POINT REYES STATION CA 94956 / MAIL: P.O. BOX 1262, POINT REYES STATION CA 94956

UNDERWRITERS

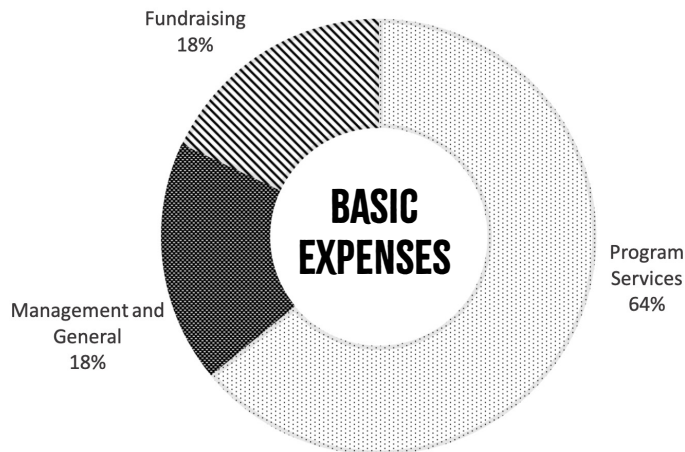
Bay Area Air Quality Management District (Smoke Free Marin)	Marin and Sonoma Coast Guide
Bear Valley Cottage	Marin Symphony
Black Mountain Cycles	Marin Transit
Bolinas Community Land Trust	Maritime Radio Historical Society
Bolinas Fire Protection District	Pacific Gas & Electric
Bolinas Hearsay News	Palace Market
Bovine Bakery	Point Reyes Books
Brickmaiden Breads	Point Reyes Light
Bryan Barientos DDS	San Francisco Safehouse
California Film Institute	Station House Café
Coastal Health Alliance	To Celebrate Life Breast Cancer Foundation
College of Marin	Toby's Feed Barn
County of Marin	West Marin Community Services
Dance Palace Community Center	WordPress Petaluma Meetup Group
Horizon Cable	Willow Creek Wealth Management
John Roche Services	Zenith Instant Printing
Ken and Sam Levin Window Cleaning	
Marin Agricultural Land Trust	



KWMR letters Photo: Amanda Eichstaedt

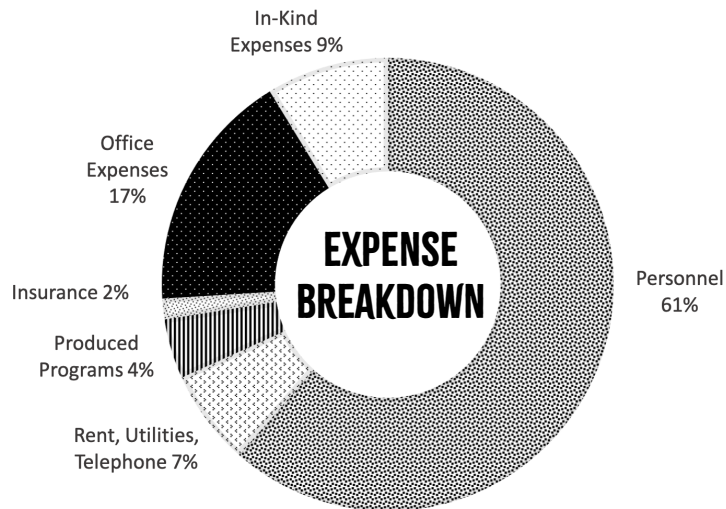


FINANCIAL SUMMARY



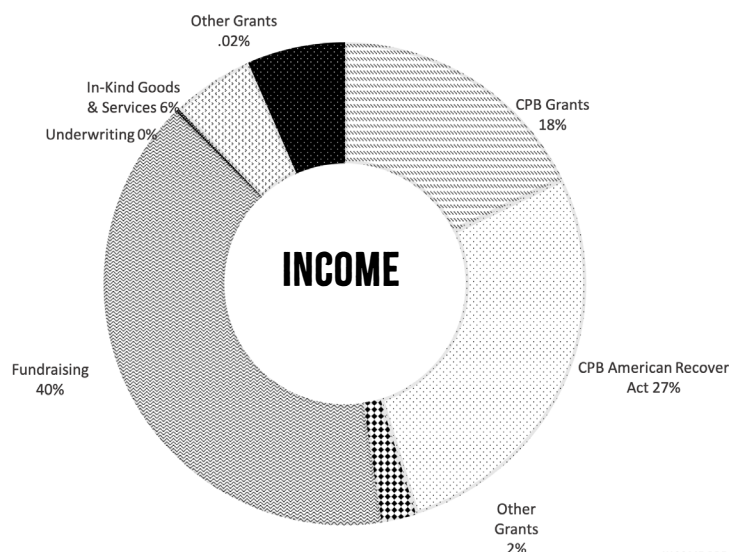
BASIC EXPENSES:

Program Services	\$298,856
Management and General	\$ 83,677
Fundraising	\$ 85,860
Total	\$468,393



BREAKDOWN OF EXPENSES:

Personnel	\$287,777
Rent, Utilities & Telephone	\$ 32,037
Produced Programs	\$ 20,059
Insurance	\$ 6,835
Office Expenses & Other	\$ 80,708
In-Kind	\$ 40,977
Total	\$468,393



INCOME:

CPB Grants	\$132,075
APB American Recovery Act	\$202,719
Other Grants	\$ 17,450
Fundraising	\$296,358
Sales and Investment Income	\$ 1,906
In-Kind Goods & Services	\$ 40,977
Paycheck Protection Plan Loan (fully forgiven)	\$ 48,620
Total	\$740,105



KWMR STAFF & PROGRAMMERS

STAFF

EXECUTIVE DIRECTOR/STATION MANAGER:
Amanda Eichstaedt

PROGRAM DIRECTOR
Jeffrey Manson

TRANSMITTER ENGINEER (WRANGLER)
Richard Dillman

DIGITAL COMMUNICATION DIRECTOR
Mia Johnson

INFORMATION TECHNOLOGY
Ian McMurray

PROGRAMMING, DEVELOPMENT & MEMBERSHIP
Alyssa Jane Tanner

BOARD OF DIRECTORS

PRESIDENT
Kristen McDonald, President
Inverness Park

VICE PRESIDENT
Augusto "Gus" Conde, Vice President
Inverness Park

TREASURER
Miguel Kuntz
Inverness Park

SECRETARY
Robin Livingston, Secretary
Point Reyes Station

Sharron Drake, Inverness Park
Aaron Ely, Inverness
Ginny Felch, Stinson Beach
Kevin Meade, San Geronimo Valley
Cathy Richards, Inverness
Danny Vitali, Point Reyes Station

ADVISORY BOARD MEMBERS

Mark Buell, Bolinas
George Clyde, Marshall
Dave Cort, Lagunitas
Chris Desser, Point Reyes Station
John Gouldthorpe, Point Reyes Station-
Susan Hayes, Inverness Park
Jack Kramer, Point Reyes Station
Ted Lyman, Point Reyes Station
Alexander McQuilkin, Woodacre
Dan Morse, Inverness
Harriet Moss, Sausalito
Muriel Murch, Bolinas
Carla Ruff, Inverness/San Francisco

PROGRAMMERS

Peter Asmus
Katie Berenstein
Joe Blumenthal
Ananda Brady
Robin Carpenter
Rick Clark
Augusto Conde
Anthony Consani
David Cook
Gail Coppinger
Donnie Costantino
Christine Desser
Neil Dickman
Howard Dillon
Amber Distasi
Charlie Docherty
Amanda Eichstaedt
Ken Eichstaedt
Roby Elfman
Loretta Farley
Jim Fazackerley
Lyons Filmer
Neshama Franklin
Matt Gallagher
Raul Gallyot
John Gnorski

Elia Haworth
Susan Hayes
Susanna Henderson
Kim Hett
Ryan Hett
Madeline Hope
Mia Johnson
Patrick Kleeman
Tess Koleczek
Miguel Kuntz
Herb Kutchins
John Levy
Kerry Livingston
Jesse Lumb
Jeffrey Manson
Peter Martinelli
Jesus Martinez
Marc Matheson
Jane Mickelson
Will Minor
Julie Motz
Michael Nagler
Betsy Nichols
Tony Palmer
Mary Pepper
Richard Quevado
Rob Richards

Omar Rifkin
Larry Rippee
Janet Robbins
Shelley Rugg
Chris Salak
Susan Santiago
Steven Sarrafzadeh
Charles Schultz
Emmanuel Serrière
Grey Shepard
Mary Siedman
Dallas Smith
Paul Smith
Bill Steele
Alyssa Tanner
Seamus Tompkins
Beth Underwood
Stephanie Van Hook
Mike Varley
Nancy Vayhinger
Vickisa
Danny Vitali (sub)
Vanessa Waring
Liz Wilhelm
Jeffry Wilkinson
Anthony Wright



KWMR Strategic Framework

FY 2022-2025



Since its founding in 1999, KWMR has served as a platform for all local people and organizations to tell their stories. It has grown over the past 22 years into an identity as a primary source of local information, local arts and culture, and local celebration. It has demonstrated its power as a key source of public safety emergency broadcast, enhancing the importance of this role through several environmental challenges over the past two years. KWMR strives to be a neutral outlet for information to the communities of West Marin.

Today the field of community broadcast is facing significant calls for new approaches to maintaining resilience and prominence in a new era of rapid change—change that goes beyond the immediate need to “pivot” to survive in a time of pandemic. Over the past several months, KWMR has engaged in a planning process identifying core issues to face and paths to shape the future. It sought to clarify broad strategic intents and direction for the organization that offered adaptability to the shifts underway in the region it serves. Four shifts are named here that were found to be particularly noteworthy as a part of KWMR’s strategic framework development:

- The population of Marin is aging rapidly.
- Latinos will comprise 38% of the Marin County population, a 100% increase, by 2030.
- Digital media are now preferred over “traditional” radio.
- Marin County faces challenges with affordable housing, which challenges nonprofit enterprise.

It is from within this context, and building on the assets and strengths of KWMR, that the following four strategic priorities are named to propel KWMR into the future. In addition, undergirding and guiding the strategic priorities is a strong sense of core identity as articulated in the station’s mission statement, it’s expression of core values that guide decision making, and a compelling vision for the place of community radio in the fabric of community into the future.

Mission

KWMR is a vital resource for building and sustaining community, standing ready to serve in times of emergency, airing locally relevant information and entertainment to listeners, creating a forum through which every voice can be heard. Our station offers instruction and experience in radio production and broadcasting skills to members of all ages.

Values

- **Inclusion** • We believe that the fabric of our community is stronger when all of its members have the opportunity to express their diverse interests, concerns, and points of view.
- **Empowerment** • We believe in providing educational opportunities that enable community members to build new skills and gain valuable experience. We promote an exchange of ideas that enriches people’s lives.
- **Mutual Support** • We believe in fostering connections among the people of West Marin in order to strengthen appreciation for the community and support among neighbors. Communication and local self-sufficiency during an emergency are important in a small, remote community.
- **Independence** • We believe it is important that communities take responsibility for understanding the issues that affect them. Locally controlled media have the ability to provide viewpoints and information unavailable elsewhere.
- **Living in Place** • We believe that the West Marin community benefits from ongoing dialogue about our region’s environmental, economic, and social issues. Such dialogue develops our understanding of the place where we live and deepens our commitment to sustaining it.
- **Exchange** • We believe that West Marin has much to teach and learn from other communities worldwide. We value the interplay of ideas among people seeking to live in harmony with each other and the Earth.



ANNUAL REPORT 2021

WWW.KWMR.ORG / 415-663-8068 / PAGE 8

STUDIO: 11431 STATE ROUTE ONE, SUITE 8, POINT REYES STATION CA 94956 / MAIL: P.O. BOX 1262, POINT REYES STATION CA 94956

Vision

KWMR will be considered an anchor within the West Marin community,

- advancing and celebrating local issues, local pride, and a culture that is “of, for, and by our community”
- advancing a culture of belonging by promoting programs, language and policies that promote equity and inclusion of people of different ages, races and ethnicities, abilities and disabilities, genders, religions, cultures and sexual orientations. We will challenge implicit bias wherever it is found.
- continually focusing on quality, to ensure we preserve our brand identity as a high-quality, relevant and authentic community broadcast station.

Four Areas of Strategic Priority

CULTIVATE CONNECTION

Equity in Community Engagement

Key Outcomes	Key Strategies
<ul style="list-style-type: none">• Build a culture of diversity equity and inclusion. Respond to the decisive cultural gap in our region.• Solidify a strong brand identity as “Of, For, By All,” Meet our audiences in their community, on their terms.• Cultivate partnerships to reach diverse constituencies. Nurture relationships with new Key Partners.	<ul style="list-style-type: none">• Target new locally produced programs in Spanish.• Build new partnerships designed to increase presence within underserved communities.• Completion of a marketing plan, including bilingual presence; develop with significant community input.• Make building digital presence a priority.• Cultivate partnerships with schools to reach a younger demographic.• Develop Epicenter policy clearly positioning this programming as an equal opportunity forum.

OPTIMIZE LOCAL VOICE

Relevant Content Development

Key Outcomes	Key Strategies
<ul style="list-style-type: none">• Make opportunities for diverse voices. Evolution of who we cover, how we sound, whose voices are heard. [Diversity, Equity and Inclusion]• Build next generation of diverse programmers. Build a next generation of diverse programmers.• Strengthen response to shifting patterns of audience engagement. Strengthen presence across multiple platforms, growing online and on-demand listenership.	<ul style="list-style-type: none">• Craft a journalism/programming policy that establishes goals and targets for achieving DEI.• Engage school partners in shaping a plan and executing new content development.• Develop a path for achieving racial and age diversity in our staffing.• Update volunteer training materials to share with programmers. Make them bilingual.• Build out use of KWMR App and track utilization as a part of marketing plan.• Continue to invest in website development, drive to the site, and analytics.



SECURE INVESTMENTS

Resource Development

Key Outcomes	Key Strategies
<ul style="list-style-type: none"> • Connect resource development and community engagement. Sharpen funding development work. • Financial Forecasting. Set multi-year financial goals and track progress. • Develop Tracking Systems. Develop key performance indicator goals. (KPI's) 	<ul style="list-style-type: none"> • Develop a plan that links direct asks with programs and with revenue streams such as merchandise, Calendar Club. • Set multi-year stretch goals for revenue streams • Set multi-year forecasts for staffing development • Establish “dashboard” for reporting to BOD KPI's for all key outcomes and key strategies.

PLAN FOR OUR FUTURE

Resilient Capacity Development

Key Outcomes	Key Strategies
<ul style="list-style-type: none"> • Board Development. Enhance the board's role in building a culture of diversity, equity and inclusion internally and among our constituencies. • Board Development. Increase Board engagement and accountability. • Resiliency of Operations/Succession. Focus on systems for sustainability of operations. • Staff Development. Continue the current commitment to a meaningful work environment for staff, providing professional development opportunities, adjusting compensation as able, nurturing the team environment. 	<ul style="list-style-type: none"> • Board of Directors will establish an internal process to assess, discuss and explore processes to address cultural bias within our lives, as well as within KWMR. • Each board member identifies and commits to one area of the work of the organization. • 100% including annual giving by Board members. • Continue annual performance review protocol and periodic updating of performance review tools. • Complete annual review of systems documentation. • Spanish language use in the office, as well as learning programs will be in place. • Develop an org. chart that clarifies relationships and team communications/decision making. • Develop a team cross-training program.

A note about process: A Strategic Framework as a tool to shape the future

It has become commonly recognized that plans, both short and long term, rarely unfold in the manner predicted due to the rapid pace of societal change, coupled with the turbulence experienced socially, economically, political, or environmentally. In this milieu, organizations at all levels are turning to planning processes that serve the traditional purpose of setting organizational direction and focus, while offering flexibility to adapt to marketplace changes. A strategic framework invites both charting a course, while also encouraging feedback loops and key performance indicators to encourage a learning process along the way and the flexibility to respond as needs change. A strategic framework offers guidance as a blueprint rather than a detailed set of prescriptive deliverables. In our experience, a Strategic Framework is an “elegantly simple” tool that can be easily understood and communicated to all key stakeholders as a guide to decision making.



ANNUAL REPORT 2021