

Coast Community Broadcasters Inc.

Trading as



5-Year Strategic Plan 2019-2024

Registered Details:

Coast Community Broadcasters Inc.
Australian Business Register 38 034 487 257
Entity name Coast Community Broadcasters Incorporated
Incorporated Entity Goods & Services Tax (GST)

Organisation postal address:
PO BOX 1042 GOSFORD NSW 2250 Australia

Studios and office located:
Level 2
Central Coast Leagues Club,
Dane Drive
Gosford NSW 2250

Organisation website <http://www.today'scountry94one.com>
Organisation phone number (02) 4323 2441
Office phone number (02) 4323 2441
Organisation email: admin@today'scountry94one.com

Mission Statement

Coast Community Broadcasters Inc. operates a 24 hour radio service through today'scountry94one Radio Station. The organisation exists to engage the Central Coast Community with country music entertainment with current local and overseas artists, and to enrich our listener experience through providing up to date news and travel information, entertainment and community involvement.

Value Statement

Coast Community Broadcasters Inc. provides a non-commercial medium to our listening population and business partners that respects and strengthens the diverse fabric of our community.

Philosophy

The members, volunteers and board of Coast Community Broadcasters Inc. believe that our programming should represent the community of the Central Coast. Given the wide variety of lifestyles found locally, we strive to enrich our listeners' lives by

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providing Today's Country Music together with an occasional classic, as well as topical information, and a rich mix of local, regional, national, and international news, we provide local sporting features and specialist country music programs.

We distinguish ourselves from other community and commercial stations through our commitment to promoting Country Music and engaging with community participation, support, and control.

We provide public access to the airwaves through our on-going broadcast training which is open to all community members. Through our recent Community Radio Engagement Survey we have found we serve our local community with the present arrangement of programming.

We are a listener supported radio station with programming provided only by volunteers. We foster a sense of community by providing a common link for a wide variety of listeners.

Coast Community Broadcasters Inc. highly values collaborations with our local Central Coast Council, local not for profit organisations, local and regional country music entertainment groups, performing arts organisations.

We envision expansion of our membership and community engagement by pursuing joint ventures such as the production and distribution of shared programming with community groups and other community radio stations.

We augment our FM broadcast with offerings in other mediums such as supporting and participating in annual Country Music Festival events around the Central Coast Region.

We have recently upgraded our Panel Program and equipment, and we welcome new technology to meet the objectives of the station, and will continue the expansion of our traditional broadcast whenever practical and feasible.

Coast Community Broadcasters Inc. strives to produce high quality content. We outfit and upgrade our studios with professional equipment to allow high production standards. We provide our presenters with thorough training and continuing education.

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Coast Community Broadcasters Inc. FM broadcast signal currently reaches a potential of 90 percent of the population area of the Central Coast community and we will continue to protect and upgrade our today'scountry94one signal to achieve this coverage through a variety of weather events and maintain this higher signal quality.

Through today'scountry94one radio platform, we currently provide service to anyone with Internet access and have an estimated listening audience between 15000 and 45000 out of a potential 400 000 population in this transmission area and overseas.

Goals and Objectives

1) Technical Outreach:

Efficiency, extension and protection of signal coverage.

- a) Protect the Central Coast signal by upgrading technical equipment
- b) Improve signal quality and maintain service in our listening area
- c) Continually evaluate and improve our web infrastructure.
- d) Upgrade the technological and financial efficacy of our digital music library converting carts into folders to adapt to our new Panel Operating System. This would be our primary source of music files and a back-up plan would be included.
- e) Consider improving our transmission system backups.
- f) Evaluate existing Automation Software and explore other automation software options; integrate as feasible.

2) Community Outreach & Marketing:

Strengthening our commitment to community participation and support.

- a) Increase listener presence and participation by:
 - i) Increasing involvement of younger listeners by targeted promotions beginning with our Brand New Star competition;
 - ii) Distributing the Program Guide through a newsletter and online and upgrade of our website;
 - iii) Using web subscriptions, email lists and e-newsletters;
 - iv) Sponsoring and collaborating with local events (e. g. the Central Coast Music Festival, and independent events);
 - v) Using public relations and publicity efforts in the newspapers, internet, SEO, Facebook, social networking and email lists;
 - vi) Maintaining content-management and upgrading our membership system;

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vii) Working with local and regional tourism associations to have exposure in their publications especially to promoting Country Music on the Central Coast.

b) Increase collaboration with:

- i) Local groups, schools, art and other non-profit organisations to foster a sense of place and a voice for community issues;
- ii) We have approached local indigenous / ethnic / youth organisations to have their members join todaycountry94one team and present programs
- ii) Other community radio stations and Coast Community Broadcasters Inc. to produce and distribute shared programming and to share resources and knowledge. We are a founding member of The Gosford / Wyong Community Radio Association Inc. an exemplar of cooperation in the industry.

c) Maintain community contact through:

- i) Organisation of special events such as Country Music Trivia Night where todaycountry94one volunteers engage and interact with listeners;
- ii) Participation in relevant meetings and forums when appropriate (e. g. promoting Central Coast / Developing Infrastructure on the Central Coast meetings);
- iii) Engaging our volunteers, members and Board members for feedback);
- iv) Publishing information in local newspapers regarding our mission, strategic plan, events, and program changes;
- v) Participating in parades, having booths at public events, and supporting a sports team;
- vi) Broadcasting public service announcements, promoting concerts and other entertaining events, helping create awareness and assistance for non-profit organisations;
- vii) Maintaining a high-quality web site that includes our program schedule, mission statement, contact information, professional Presenters photos and profiles, station history, a community calendar, and web listenership statistics as well as links to other sites, archives of artists interviews, and online commerce (pledging and promotional items).

d) Present a positive image of Coast Community Broadcasters Inc. through:

- i) High quality advertisements in local media as well as other print and internet publications;
- ii) Free web site placements (e.g., Chambers of Commerce, Tourism Association, Central Coast Country Music Association);

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- iii) Promotional items such as t-shirts, mugs, hats, stickers, pins and magnets that have quality designs and an identifiable logo that help mould our positive image;
- iv) Word-of-mouth marketing whereby today'scountry94one volunteers and listeners spread the word of our station and listeners help grow our market.

3) Physical & Financial Assets

- a) Station and Transmitter sites: ensure the stability of studio, office, and transmitter sites through:
 - i) Negotiations with Central Coast Leagues Club for our lease to sustain long-term, reasonable, and financially attainable leases;
 - ii) A capital campaign to raise funds for specialist studio equipment e. g. outside broadcasting.

b) Financial Assets & Management: ensure the financial stability of Coast Community Broadcasters Inc. through:

- i) Consistent monitoring and management of quarterly financial reports and annual audits involving board and members;
- ii) Increased income in relevant areas;
- iii) Creation and maintenance of a regular cash savings plan as a reserve.

4) Programming

- a) Improve the quality of our broadcast by:
 - i) Cultivating professionalism among volunteer presenters through feedback and enforcing our Presenters agreement contract;
 - ii) Conducting bi-annual surveys through multiple mediums to determine programming preferences and listener feedback;
 - iii) Consulting the listening audience for programming suggestions;
 - iv) Maintaining program flow through schedule genre / Presenter continuity.

b) Expand our programming by:

- i) Including a regular, locally produced young country music artists program e. g. Gina Jeffries Talent School;
- ii) Ensuring locally produced country music news via collaboration with Central Coast Country Music Association;
- iii) Incorporating live remote broadcasts;
- iv) Augmenting local and Regional programming through shared programming with other Country Music stations e. g. remote areas with Deadly Music community stations;

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- v) Broadcasting live 24 hours a day;
- vi) Broadcasting live concerts and performances from the todaycountry94one studios;
- vii) Taping live concerts and performances from the todaycountry94one studios;
- viii) Providing archived audio content;
- ix) Providing our live broadcast over the internet via streaming technology;

5. Fund Raising

Coast Community Broadcasters Inc. operating funds come from merchandise sales, membership contributions, special events and grants from the CBAA / CCLC.

We hold an annual membership drives each year coinciding with our special event the Brand New Star Competition. Coast Community Broadcasters Inc. is developing a major giving program that may evolve to a permanent endowment for Bequeaths.

6. Governance Boards

The Coast Community Broadcasters Inc. Board of Directors sets the guiding policy, which determines the direction of the station. This direction will be maintained in a five-year strategic plan currently being prepared.

The Board uses the mission statement to guide decision-making. The Board re-evaluates the mission statement and long-range plan regularly, and update it as needed to reflect the current environment in which Coast Community Broadcasters Inc. exists. The Board defines and develops position descriptions of Volunteers and Presenters and expectations for Board of Directors positions.

The Board of Directors expects management to exercise professionalism and leadership in implementing Coast Community Broadcasters Inc. guiding policies.

The Board will back up management e. g. Program Committee and this is reviewed each month at the Board Meeting.

Board members are elected by the general membership of the Coast Community Broadcasters Inc. at the Annual General Meeting. If a member of the Board is unable to fulfil his / her term, a replacement is appointed by the Board.

Presently the Board is supported by three committees:

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1. Program Planning Committee is a vehicle to get feedback and maintain standards for the guidance and governance of the station.
2. Technical Team ensure the maintenance and running of the technical equipment, Rack Room, Transmitting equipment and Studio Panel and PC operations.
3. Membership Committee is to ensure the engagement of volunteers and promote membership with our listening audience.

At the May Board Meeting it was decided to have four Committees with independence to make day to day decisions with monthly reporting to the Board as a Committee of the Whole. They are broadly defined as:

1. **Compliance** including Financials / Grants and Reporting / Licencing / Membership
2. **Technical** including Transmission / Broadcasting / Website / Social media
3. **Program** including Music / Presenters / Training and Events
4. **Membership and Social Integration** – this was decided at the May 01 2019 Board Meeting.

Further at this meeting it was decided to rename committee .1 to **Governance**.