

Carrie Rothburd

October 28, 2018

Alder Marsha Rummel
Common Council
210 Martin Luther King, Jr. Blvd. # 417
Madison, WI 53703

Dear Ms. Rummel,

I write to express my interest in compiling a report for the Common Council focused on the policies and procedures of the Madison Police Department summarizing the work of the ad hoc citizens' review committee. My skillset is founded on my ability to think and write clearly. I am adept at finding the appropriate voice and tone to communicate information clearly and at translating messages across audiences and media.

I have prepared white/concept papers presenting data and detailing plans and priorities for a variety of organizations, including:

- 1) An evaluation of Dane County's Elder Abuse Reporting System as part of the federally funded Senior Advocacy Volunteer Program in 1991.
- 2) A review of Dane County's Special Transportation System for Dane County Human Services focused on the use/non-use of the system by non-English-speaking seniors in 2005.
- 3) A report on barriers to responsiveness of Wisconsin's Aging Network to the health, housing, and legal needs of older lesbians in 1993.
- 4) An analysis of Tucson, Arizona's Public School's Afterschool Programming for Middle Schoolers in 1994.
- 5) A report on the training and retention needs of Florida-based youth development workers for a private non-profit in 2006.

Over the years as a grant writer, I have prepared documents that highlight organizational missions and values and best practices, lay out action steps, and include tools for measuring progress. In so doing, I have gained firsthand knowledge of a range of information-collection tools, such as interviews, focus groups, tests, and paper/electronic surveys, and know how to interpret and report on them. Several of my clients have been law enforcement agencies and fire departments that were in the process of expanding or refocusing their priorities and procedures. I also have drafted several strategic plans for non-profits, as well as white papers on systems as diverse as Pima County, Arizona's early childhood services for the Arizona Department of Health Services, and Clackamas County, Oregon's citizen education workshops for the county's Animal Control. I am involved in Bay Creek Neighborhood Association's neighborhood and Park Street Corridor needs assessment, having written the proposal to the Plan Department that led to its funding.

I aim always to create documents that bring to life their purpose and speak directly to their audience. The attached writing samples include a proposal I recently completed and an overview of a local nonprofit that included staff input. My writing experience extends to magazine articles and encyclopedia entries as well.

I look forward to hearing back from you and to helping to ensure that the hard work of the ad hoc committee is shared broadly. If you have further questions, you can reach me at (608) 467-7170.

Sincerely,



Carrie Rothburd

Summary of Skills

▪ **Writing**

I have collaborated with researchers and nonprofit staff and conducted interviews to draft documents, articles, reports, progress reports, white papers, and needs assessments. My experience encompasses working with government and tribal entities, corporations, and foundation proposals and writing for publications including magazines and encyclopedias. I have helped third-party evaluators design evaluations, and, in so doing, I have gained firsthand knowledge of a range of measurement tools, such as interviews, focus groups, tests, and paper/electronic surveys, and know how to interpret and report on them.

▪ **Strategic and Project Planning**

I have taken part in and led planning processes that include assessing gaps in service or resources, incorporating best practices, and building partnerships. These plans are outcomes-oriented, bring to life organizational values, and align with long-range project and organizational goals.

Work & Volunteer Experience

Nonprofit Consultant/Trainer, Self-employed

Consult with nonprofits, civil and state organizations, and tribes. Focused on project planning, grant writing, and strategic planning. In charge of project management. My two primary clients in Madison, WI, have been the Boys & Girls Club of Dance County and Workers Independent News.

Writer, International Directory of Company Histories

Research and write encyclopedia entries detailing domestic and foreign companies' histories.

Connector, CORE, Madison, WI

Perform assessments to formulate plans for capacity building by facilitating matches among WI-based nonprofits, funders, and consultants.

Director of Development, Hillel Foundation at the University of Wisconsin

Directed annual campaign solicitations via donor stewardship; direct mail and telemarketing; proposal research and submission; and small event planning. Launched an endowment/legacy campaign. Oversaw database migration and management.

Adjunct Grant Writing Instructor, Mt. Hood Community College, Gresham, OR

Planned and led a workshop-style 10-week course for nonprofits leaders on the basics of grant-writing.

Adjunct Instructor, New Mexico State University, Las Cruces, NM

Planned and taught undergraduate-level courses in basic and advanced composition.

Program Developer, Area Agency on Aging, Madison, WI

Designed, implemented, and evaluated first-of-its-kind county-wide, volunteer-based program in elder abuse intervention. Developed and delivered training program, wrote replication manual, led fundraising efforts, and sat on county commissions.

Workshops

- New York Association of Training and Employment Professionals, February 2013 – Five-part national webinar series on grant writing for nonprofit organizations.
- Grant Professionals Association, Mid-Atlantic Conference, May 2012 – Discussion of the relevance of theories of change, social impact models, and evaluation plans.
- New York Association of Training and Employment Professionals, May 2012 – Introduction to gap analysis and logic modeling for project development and grant writing.
- New Jersey Office on Faith-based Initiatives, Fall Expo 2011 – Panel presentation on community-based nonprofit capacity building.

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- Grant Professionals Association, Mid-Atlantic Conference, May 2011 – Presentation on community foundation priorities for winning proposals. Based on interviews with foundations.

Publications/Reports

- Dane County Human Services: Obstacles to Special Transportation Use by Non-English-Speaking Seniors.
- Responsiveness of Wisconsin's Aging Network to the Health, Housing, and Legal Needs of Older Lesbians.
- Evaluation of the Elder Abuse Reporting System of Dane County.
- Senior Advocacy Volunteer Program: Design & Implementation Manual.
- Afterschool Program Report: Analysis of the Need for Additional Afterschool Programming for Middle Schoolers in Tucson Public Schools.
- Charity Channel: Articles on grant writing and project planning-related topics for tribes and nonprofits.
- Metz, Mary Haywood, *Different by Design*, Teachers College Press, 1986. Developmental editor.

Other Writing

- *Story Magazine*: "The Tree of Common Blues," the title story of my collection of short stories completed as part of my Master's in Creative Writing, received Honorable Mention.
- New Mexico State Department of English: "St. Coletta's Picnic" received a second place fellowship award.
- *Wisconsin Life*: I am a regular contributor of prose poems about nature for this broadcast of Wisconsin Public Radio.

Education

- Coursework toward M.A., Long-form Journalism, New York University, New York, NY
- M.A., English with an emphasis on Creative Writing, New Mexico State University, Las Cruces, NM
- M.A., Educational Policy Studies, University of Wisconsin, Madison, WI
- B.A., Fine Arts, Queens College, Flushing, NY/Yale University, New Haven, CT

2a) EXECUTIVE SUMMARY

MISSION. The Delaware County Rural Health Care Alliance’s (DCRHA’s) mission is “to bring together health care and health care-related organizations in Delaware County to share information, conduct assessments, develop plans, and fund projects to address health education and awareness.” DCRHA formed in 1999 “for the purpose of fostering multi-organizational relationships to improve access to quality health care and behavioral health care services, and to facilitate health promotion, disease prevention, and affordable health care for all persons residing in Delaware County” (DCRHA Advisory Policy Council Guidelines). DCRHA encourages increased use of technology to improve quality, reduce the cost of delivering care, and increase dissemination of best practice models of care with the goal of improving the quality, efficiency, and accessibility of local rural health services and knowledge of resources and healthy living. It works with the three county Performing Provider System (PPS)s, United Health Services, Bassett Health care, and Westchester Hospitals, to implement innovative projects focusing on preventive health, the Triple Aim, Medicaid redesign, and health care reform.

ACTIVITIES TO MEET RHNDP OBJECTIVES. DCRHA exists to strengthen “cooperation through affiliations, coalitions or partnerships that enhance and coordinate needed health care services” throughout Delaware County. Our Advisory Policy Council consists of members of PPSs, Delaware County Public Health, and other key stakeholders with local expertise. Our 5-year plan represents the expansion of existing successful integrative community programs and the introduction of several new programs designed to increase access to healthy living, senior care, and other support services in Delaware County and in some portions of neighboring Otsego County. Our capacity-building activities will identify gaps and strengths in existing health care systems via geographic information system (GIS) mapping, allowing for data sharing; targeted development trainings for partner agencies and health professionals; the development of regional and local programs to combat chronic disease, promote senior care and mental health care/substance abuse prevention/intervention; and the creation pathways to rural health care careers. This will add to the “vitality of comprehensive, cost-effective health care systems” currently serving rural Delaware County. The exercise of mapping itself and many of the volunteer/peer-based solutions DCRHA proposes “increase community involvement and locally-generated, innovative solutions to health systems issues in rural areas” and “enhance coordination” among county-level systems, and “strengthen the accountability of local providers for improvements in key public health and/or health care outcomes in the communities they serve,” and “increase the numbers of health care personnel trained and practicing in rural communities. DCRHA will “increase access to health care services and fill gaps in service delivery” through the implementation of evidence-based programs to 1) reduce chronic disease and obesity/improve nutrition and physical activity (i.e., Family Mealtimes Together, Girls on the Run, Complete Streets); 2) reduce cancer/promote HPV immunization; 3) to reduce suicide and substance-abuse/promote resilience (i.e., Sources of Strength, Mental Health First Aid/other suicide prevention training, Above the Influence, Recovery Coach, peer advocate training); and 4) reduce falls among seniors (Tai Chi). DCRHA will also spearhead a taskforce of key community stakeholders to educate and engage Delaware County health care, school, and other organizations in implementing trauma-informed and resilience-building/parenting practices and policies to improve outcomes for kids with adverse childhood experiences (ACEs).

2b) Geographic Service Area.

NETWORK SERVICE AREA DETERMINATION. The primary state-funded rural health network for Delaware County, DCRHA serves all county residents and health and human service providers and serves as an unbiased source of rural health data and policy information. In accordance with NYS's emphasis on regional planning and networks of partnerships to implement the Delivery System Reform Incentive Program (DSRIP) goal of promoting community-level collaborations and innovative projects for system transformation and population health improvement and the Population Health Improvement Program (PHIP) priorities enumerated in the 2016-18 *Delaware County: Community Health Assessment and Improvement Plan and Community Service Plans*, DCRHA's proposed 5-year plan includes Otsego County in its geographic service area. These two counties are part of the Bassett PHIP, the CDO (Chenango, Delaware, Otsego) Workforce, and the Bassett Health Care Network service area. As part of Bassett DSRIP, DCRHA has worked on joint health program initiatives in Otsego County, including a Fruit & Vegetable Rx program, a Warm Line, and Sources of Strength youth mental health/suicide prevention. DCRHA will also work with neighboring Schoharie County to replicate its Adverse Childhood Experiences (ACEs) program.

DESCRIPTION OF GEOGRAPHY. Delaware County is the fourth largest New York county with a total land area of 1,468 miles and a population of 47,980 (density 33 people/square mile). This is the lowest population density for a NYS county outside of the Adirondacks. About 65% of its land lies within the environmentally fragile Catskill/Delaware Watershed, a factor that significantly limits local economic development and contributes to health and social service agencies contending with ongoing budget shortfalls and service delivery burdens. The area is remote; there are only three critical access hospitals in Delaware County—in Delhi, Margaretville, and Walton—and one emergency care facility in Sidney. Lack of highways, poor quality roads, hilly terrain, and long winters impede delivery of and access to health care. Seventeen of Delaware's 19 towns are in a designated medical Health Provider Shortage Area (HPSA). The county has no public transportation and only limited transportation services for consumers who have special needs and qualify for specialized transportation. Private transportation services are costly and do not meet citizens' needs. Many low-income individuals are without reliable cars. Otsego County, population 62,000, total area of 1,016 square miles. The Bassett Health Network, an important provider of integrated health services in the rural upstate area with two major hospitals and affiliated skilled nursing facilities, community- and school-based health centers, and health partners in related fields, resides in Otsego, making it a major health care center of upstate New York. Highway I-88 runs along one side of the county and NYS-28 and 30 the other, putting those with cars in reach of Albany, Binghamton, and Kingston.

2bii) Service Area Demographics and Needs.

Population Data: As of 2014, Delaware County's racial makeup is 95% white, 3.4% Hispanic, 1.9% African American, 0.8% Asian, and 0.2% American Indian/Eskimo. The median age of Delaware County residents is 46.5 years. Slightly more than 19% of the population is 65 and older, with 8% below the poverty line. The county ranked 45th in NY for lifespan with premature deaths at 6,600/100,000 persons. Median household income was \$44,617 with 16.4% of residents living below poverty (2015, NYS Poverty Report). The economy is largely agricultural, with manufacturing and small business, and only 24% of county residents graduate college. Otsego County's demographics are almost identical.

INDIVIDUAL HEALTH PROBLEMS. Health Data from the county's *Community Health Needs Assessment* report shows the following:

Cardiac diseases: Coronary artery disease and congestive heart failure are the two leading causes of death from 2013-2015, followed by myocardial infarction and hypertension. 29% of county adults have hypertension. Compared to NYS, a slightly lower percentage of adults have had cholesterol screenings; of those, 28% had elevated cholesterol.

Obesity: Obesity ranks among the top 3 county health concerns. 26% of adults are obese; a higher percentage of children are overweight/obese than other counties upstate.

Lack of physical activity: The state's Expanded Behavioral Risk Factor Survey reports 25% of county adults have no leisure-time physical activity.

Mental health/substance abuse: There was increased demand for mental health services in 2015, particularly among ages 31-64. NYS Prevention Agenda indicates that the suicide rate for Delaware has gone up since 2008, far exceeding that of NYS (excluding NYC). School-based mental health visits have gone up by almost 30% since 2009-10. From 2011-16, 9 people committed suicide each year in the county. Since 2005, patients admitted to substance use treatment programs with mental health treatment histories more than doubled to 55%. About 39% of people seen by county Drug & Alcohol Abuse Services in 2015 used opiates; some shared needles. From 2012-15, the number of new Hepatitis C cases doubled to 40.

Senior health: Social isolation due to poverty, lack of community infrastructure, physical impairment depression, and dementia impact senior health.

SYSTEM PROBLEMS: Over 55% of stakeholders identified health services beyond primary care, transportation, mental health services, and capacity, in that order, as major gaps in Delaware County. Where services exist, lack of funding and personnel and vast service areas result in unmet need.

Fragmentation/Limited Types & Hours of Service/Vast Distances: The health care system is hard to access due to topography, poor roads, dispersed population, and fragmentation. Most providers/clinics are not open after 5 PM, non-existent urgent care and walk in health care clinics lead people to more ER visits. There is a shortage of and a high rate of transiency among trained health care workers. Specialty care is almost non-existent; there is 1 full-time psychiatrist, no prenatal care, and no hospital birthing facility.

Lack of health insurance: The percent of adults with health insurance in the county (86.8) is slightly lower than Upstate NY (88.8). **Shortage of emergency medical services workers:** In 2008 the 21 volunteer EMS agencies in the county responded to over 7,340 calls.

Lack of reliable transportation for isolated elderly and families in poverty and the aging of the population are cited as responsible for increased demand for EMS. **Information Gaps:** Communication challenges across systems lead to care management issues for patients and difficulty assessing community health needs and responding in a coordinated manner. All 3 PPSs' Community Needs Assessments led to different results and different new projects. Focus groups emphasize residents' lack the life skills for accessing health care.

2c) RURAL HEALTH NETWORK ORGANIZATION

Organizational Structure: DCRHA is part of the Cornell Cooperative Extension of Delaware County (CCE) Human Ecology Program. As such it has an MOU with Cornell University and has access to the university's vast resources as well as those of the USDA on behalf of the county. It is part of the rural health network system of New York State and works closely with the network for South Central New York and with the staff at Bassett Health care on school-based health and other grants to improve the county health care system's alignment with the preventive health agenda.

STAFFING: DCRHA is staffed by a .20 FTE coordinator, whose job is to oversee fulfillment of the Alliance's five-year plan. Also the executive director of CCE, in which role she reports to its board president, she forges relationships with partner organizations, and forms count-wide committees to implement work plan activities. She works regionally with other Cooperative Extensions. With this new five-year plan, the executive director will develop the programs in the areas of DCRHA chronic health and health care workforce development.

DCRHA employs a part-time administrative assistant, whose role is to provide staff support on RHNDP projects and to communicate with Alliance partners and members and the public. The part-time administrator will increase her role to market Alliance program activities to the public.

DCRHA also proposes to hire a full-time educator in January 2019 to oversee the work plan outcomes. This position will develop parenting programs and monitor and track outcomes in the areas of building collaboration and capacity, mental and behavioral health, long-term care planning, and parent education/families in crisis. The person hired for this position will need to possess knowledge in the areas of positive youth development, parenting and community development and will assist with training in ACES and program evaluation across all work plan initiatives.

NETWORK PARTICIPANTS: DCRHA consists of 12 voting Advisory Policy Council members and six additional advisory members. Policy Council and advisory members represent virtually all agencies (governmental and non-governmental) and non-profits involved in providing physical and behavioral health care, human services, and health education/community health improvement efforts to Delaware County residents. Members meet quarterly and in smaller committee meetings to engage in information sharing and dissemination and planning efforts, and to implement projects that are part of the organization's work plan and mission.

In the last five years, with the creation of the State Health Innovation Plan (SHIP) in New York State, DCRHA's membership and focus has become increasingly regional in nature. It has forged partnerships with organizations that are outside of Delaware County and are part of the three DSRIPs and two PHIPs that operate in-county. Members of the southern tier PHIP attend its Advisory policy council meetings to review reports from the two standing committees of its board that focus on Health Education and Wellness and Behavioral Health. The organization's Advisory policy council also forms ad hoc committees on topic-specific initiatives as needed.

2cii) Governance Structure

GOVERNANCE: DCRHA is part of Cornell Cooperative Extension of Delaware County (CCE) Human Ecology Program and is governed by the CCE board of directors, which is made up of a broad

cross-section of elected citizens. An Advisory Policy Council composed of stakeholders meets quarterly to review reports from standing committees based on the work plan and to make recommendations and guide ongoing work. DCRHA committees report to the Advisory Policy Council. Ad hoc committees are established on topic-specific initiatives as needed. The Advisory Policy Council will work with the Office for the Aging New York Connect Committee/Long-term Care Initiative Advisory Committee to oversee DCRHA's 5-year work plan objective on long-term care. DCRHS will add new members to the Advisory Policy Council from NYS BOCES, CDO Workforce, and SUNY-Delhi to oversee the work plan objective concerning workforce recruitment and training.

DECISION-MAKING PROCESS FOR THE NETWORK: In 1998, DCRHA's organizational and governance structure was established and has since developed a very effective planning and action-oriented decision-making and planning process. Committee and board meetings follow Roberts Rules of Order and allow for discussion and approval of work plan and budget changes.

OPERATING POLICIES AND PROCEDURES: DCRHA's policies and procedures are laid out in its operating guidelines, updated each year at the organization's annual meeting in November. This document details membership; mission and purpose; organizational, management, and board structure; duties of officers; committee structure; meeting schedule; minute keeping; voting privilege; and the role of committees.

2ciii) Strategic Planning Process

DCRHA's COMMUNITY HEALTH PLANNING PROCESS: The major focus of planning is on the causes of poor health and chronic disease with an emphasis on prevention and early intervention. With the introduction of the DSRIP and PHIP, the focus on planning has become increasingly regional. The advent of DSRIP mapping as a practice in Delaware County has enabled health care planners and providers to more accurately identify local health care priorities and employ data-based planning. The availability of data enables a cost-effective and patient-centered response to existing health care issues and provides solid baseline data and precise and measurable indicators to effectively monitor and evaluate progress toward outcomes. To date mapping has been employed in Delaware County in the area of mental health; DCRHA plans to extend this practice during year one of this five-year plan in the areas of mental health and long-term care planning, and to focus on engage one community coalition with PHIP Healthlink's Community Network in exploring senior issues and needs and becoming an age-friendly community.

PROCESS FOR IDENTIFYING NETWORK GOALS AND PRIORITIES: DCRHA advisory policy council meetings, DSRIP, PHIP, and senior long-term health care meetings provide opportunities for members to share data and information resources, brainstorm innovative programs and services, and anticipate challenges facing the health and human services systems now and in future. These discussions, together with community focus groups, form the basis for setting network goals and priorities. In developing the work plan for this proposal, the DCRHA advisory policy council held in-depth meetings and brainstormed in small groups (such as meetings of Alliance members and other health care, educational, and social service organizations) to plan objectives, outcomes, and evaluation measures. The work plan initiatives have been shared with members of the advisory policy council for their input, edits, and suggestions.

PROCESS FOR INCLUDING CONSUMERS AND PROVIDERS IN PLANNING: All

DCRHA meetings are public, in handicapped-accessible locations, and listed on its website and in Cooperative Extension publications. Meeting minutes are recorded and posted online. DCRHA's "call-for-participation" announcements for data collection, network plan, and DCHRA activities rely upon newspaper advertisements, radio commercials, public service announcements, email blasts, web postings, scrolling text on public access cable television, and word of mouth. Invited to participate are: local health care consumers and providers, including hospitals, residential facilities, and educational and social services organizations. Participation may take the form of contributing interviews, surveys, focus groups, or community meetings. DCRHA also engages in DIS mapping and assists the state's Department of Public Health in collecting data as part of its community health assessment in 2019.

2d) ORGANIZATIONAL CAPABILITY AND PROGRAM READINESS

2di) Description of Capability

Another rural health network also serves the western and southern areas of the county; however, DCRHA is the sole network in Delaware County that serves all Delaware County residents, engages and serves all county health and human service providers, and is widely recognized as an unbiased source of rural health data and policy information.

ORGANIZATIONAL CAPABILITY: DCRHA is ideally suited to implement this plan as the primary convener among health and human service agencies in Delaware County. It has long-standing working relationships with the PPSs, PHIPs, and DSRIPs throughout Delaware County, as well as nonprofit and other health care providers and health care consumers. As part of the CCE it has access to Cornell University's quality resources. It leads its partners in efforts to collect data on targeted health issues; oversees implementation, coordination, evaluation of county-based projects to improve residents' health; and promotes cost-effective, responsive health care systems change. Since its inception, it has provided 17 years of quality programs and managed \$2,768,446 in Rural Health Network funds. DCRHS implements an annual budget of more than \$2.7 million and has in place all of the necessary bookkeeping functions to administer these funds. It conducts an annual audit.

STAFFING: With this five-year plan, DCRHA proposes to hire a full-time educator. This position will develop programs and monitor and track project outcomes in the areas of building collaborations and capacity, mental and behavioral health, long-term care planning, and parent education/families in crisis. The person hired for this position will possess knowledge in the areas of positive youth and community development and will assist with training and program evaluation across all work plan initiatives. The coordinator will increase her role to attend regional/partnerships meetings and will continue to oversee the areas of capacity building, chronic disease, and workforce recruitment/training.

Jeanne Darling, executive director of CCE in Delaware County and DCRHA coordinator – Ms. Darling will assist in administrative responsibilities for the five-year plan projects and oversees implementation and evaluation of outcomes for the chronic disease, healthy and safe environment, and workforce recruitment programs. Ms. Darling has a BS in nutrition and an MS in education. She is a NYS Certified Dietitian-Nutritionist, a certified lactation consultant, and has completed numerous trainings in diet and disease, housing, energy, and consumer education through Cornell University Cooperative Extension. Ms. Darling has lived in Delaware County most of her life and has worked with DCRHA since its formation,

initiating and supervising many competitive grant projects during the past 16 years. Her passions include promoting the health of rural women and community development. She has received numerous local and national awards for her work.

DCRHA Coordinator/Parent Educator – This is a new position that will be responsible for oversight of the five-year plan activities in coordination with local public health and hospital professionals and health care consumers; consumer engagement strategies; and evaluation activities. The new hire must have a Master’s in health education or public health with expertise in parenting education and environmental change incentives and a minimum of two years’ experience in a health care field or social work.

Other staff that will contribute time to this project include a .40 FTE Senior Administrative Assistant, a .23 FTE Accounting Administrator, a .20 FTE Administrative Assistant/Web Assistant, and a .18 FTE Accounting Assistant. These individuals will ensure the smooth functioning of the administrative aspects of the project, including reporting on its progress.

2dii) Description of Past Success/History of Collaboration

HISTORY OF SERVICE COORDINATION/COLLABORATION AMONG NETWORK

PARTICIPANTS: DCRHA fosters a high level of participation and involvement among members and partners, who frequently take part in collaborative initiatives. DCRHA also routinely collaborates with institutions of higher education, public schools, other health-related networks/coalitions, Area Health Education Centers, voluntary associations, and health system parent organizations. DCRHA has partnered effectively with business agencies and health care providers to increase aging mental health services, recruiting nurses with the “Stay Close Go Far” campaign, and improved access to health education.

PREVIOUSLY FUNDED RHNDP PROJECTS: Accomplishments for 2017 alone include: 1) Trainings for professionals in health and human services and education as well as community adults and youth on how to work effectively with peers who are experiencing emotional and mental health challenges (44 people attended the Adolescent in the Millennial Age workshop; 79 adults and youth from 2 schools received Sources of Strength training; and 18 participants received suicide prevention training at O’Connor Hospital). 2) Implementation of programs to reduce obesity through healthy eating (3 schools participated in the Smarter Lunchroom program to increase students’ fruits and vegetables consumption. 3) Breastfeeding Stations (in 3 nursing homes for employees to use; at the 2017 County Fair).

IMPLEMENTATION CHALLENGES AND SOLUTIONS:

Geography: DCRHA faces the same challenges in implementing its programs that the county faces in the area of health care services. The far-flung nature of its communities, the rough terrain and weather, and the absence of public transportation make it difficult to bring people together to organize and attend programs. Many of the more remote regions of the county also do not have reliable cell phone service or Internet access. The meetings proposed in DCRHA’s work plan that are face-to-face are dependent on weather and people’s schedules. Trainings are of necessity face-to-face. DCRHA will arrange for as many meetings as possible to take place on line or by phone. Fortunately, the commitment of health care staff and of DCHRA network members is sufficient to overcome these challenges.

Data: Data about population health care needs as well as the vast system of community-based solutions is patchy and lacks documentation. It is impossible to plan effectively without this information and several areas of this five-year plan involve convening committees and collecting data prior to selecting participants

or programs for implementation. The mapping exercises proposed are a step toward overcoming this challenge. A GIS mapping of at least one community and countywide mapping in the areas of mental health/substance abuse and long-term care planning/senior concerns will help clarify need and pinpoint gaps in information and services in the county.

Funding: Delaware County is short on funding to grow its health care systems. Most recently budget cuts eliminated its Emergency Management Plan from DCRHA's work plan. Grant writing helps bring resources to rural areas, but rural counties have difficulty competing with urban areas for funding. (None of DCRHA's partners has received a federal grant which could count as match toward funding this five-year plan.) We are left to find ways to cut corners and be creative in finding resources. Fortunately, the community is extremely generous in donating time to projects. We continue to pursue avenues of fundraising.

2diii) Leveraging Other Resources

DCRHA's present program funding comes from NYSDOH, with in-kind contributions from advisory policy council members and community volunteers. The coordinator, in partnership with community-based health care and service organizations, constantly pursues funding opportunities from public and private sources. DCRHA has an uncommonly strong collaborative network of members and community partners, which makes it possible for DCRHA to leverage its modest budget significantly to sustain and expand programs and services.

Over the past decade DCRHA members have participated in collaborative initiatives and data collection activities to secure outside funding. With this plan, for example, DCRHA will work with Health Link NY Community Network on the Friendly Aging Communities program, with AHEC on the work force recruitment and retention work plan, and the Southern Tier EAT Smart New York. DCRHA's partners have committed to working on the Public Health Assessment and Hospital Service plans. As part of the Cornell Cooperative Expansion, it has access to all of Cornell University's vast library of parents training and other training resources. As a result, DCRHA has leveraged Rural Health Network Development Program funding into cost effective programs and services. It will continue to do so in implementing its proposed 5-year work plan. DCRHA cannot take advantage of funding opportunities available to other RHNs (such as the Federal Rural Health Network (RHN) program and funding stream) because of its adherence to Cornell Cooperative Extension's educational mission.

2div) Strategy to Address Needs Identified in Section b.ii. Service Area Demographics and Needs.

This five-year plan builds on the priorities listed in DCRHA's successful 2013-2017 Rural Health Network Development Plan and the top two priorities in the Public Health Community Assessment and Hospital Service Plans, both of which focused on the population health factors of chronic disease (obesity and heart health) and mental health (suicide prevention and mental health), community/environmental health factors of communities (complete streets), and health system factors (data collection and coordination among partners). Changes of the past five years lead DCRHA to add a new focus on substance abuse to address opioid addiction, workforce recruitment to address the issue of shortages of health care workers and services in our rural area, and long-term care planning to address the need for more services targeting seniors as our elderly population grows. DCRHA looks forward to continued success in its efforts to improve health status and health care in four of the Department of Health's five priority areas:

Mental Health & Substance Abuse Intervention: Evidence-based, cost-effective, and peer- and volunteer-led programs of identification, prevention, and treatment increase the capacity of Delaware County communities to prevent suicide or substance-abuse. DCRHA is also spearheading a taskforce to educate and engage Delaware County organizations about the science of adverse childhood experiences (ACEs) and will implement trauma-informed and resilience-building practices and policies that will improve outcomes for kids with ACEs.

Chronic Disease Prevention & Management: DCRHA will recruit hospitals, health providers, schools, and partners to participate in the selection and/or implementation of evidence-based intervention programs to improve cardiac health and nutritional knowledge to reduce risk factors that address the county's high cardiac disease and obesity rates.

Vaccine Preventable Diseases: DCRHA will coordinate a campaign to promote the benefits of HPV immunization.

Healthy and Safe Environment: Programs include physical activity programs for both youth and adults, such as afterschool running programs, improved school cafeteria options, and community-based walking and biking trails. DCRHA also will pilot efforts in three other areas of local need.

Workforce Recruitment for Health Care: County-wide GIS mapping will compile a comprehensive report of hours of operation/staffing/services as well as shortages (of doctors, EMS workers, nurses, home health aides and more) that contribute to shortfalls in service delivery. These shortages compound the challenges to health care delivery posed by the county's vast geography, rough topography, and harsh climate. Mapping efforts in this area will inform planning efforts to create a pathway to encourage more of the county's young people to enter health care careers.

Long-term Care: DCRHA will expand its Tai Chi fall prevention program for seniors, engage communities to be age-friendly, and map long-term care planning needs and services. Network Capacity Building: DCRHA is excited to introduce the practice of GIS mapping to the county's health care planning efforts to improve its grasp of population and system challenges and strengths and to coordinate the efforts of key stakeholders, a crucial part of the mission of DCRHA. These efforts will help achieve PHIP goals of improvements in population health through stakeholder collaboration, data-driven prioritization, and formulating regional or local strategies for addressing health disparities.

NOTE: With the exception of workforce recruitment, these priorities build on existing DCRHA programs. DCRHA's Maternal and Newborn Health program, part of its last five-year plan and consisting of a series of county-based maternal/child nutrition classes, is now part of the Breastfeeding Coalition led by Delaware County Public Health.

WORK PLAN DETAIL

Objective

1 1a - Increase effectiveness and responsiveness of regional health care planning by participating in regional planning efforts.

Tasks

1 1a1 - Assist five hospitals in Delaware County in updating Hospital Community Service Plans with Public Health. Timeline: January 1, 2019 to September 30, 2019.

Performance Measures

1 1a1 - Two or more meetings and focus groups are conducted with health care providers and Public Health

Tasks

2 1a2 - Participate in local and regional health planning meetings to assist local Public Health Department in updating Community Health Assessment and developing plan/preventive health agenda. Timeline: January 1, 2019 to September 30, 2019

Performance Measures

1 1a2 - Four to six regional calls, work groups, and meetings are conducted.

Tasks

3 1a3 - Lead community-level health system planning discussions to discuss services, respond to issues and update DCRHA five-year Work Plan, as needed. DCRHA has 12 MOUs in place with health care provider partners. Timeline: January 1, 2019 to December 31, 2019

Performance Measures

1 1a3 - Increased coordination among service providers. At least two planning meetings are conducted to update work plan and support regional sub-committee programs and projects to result in annual updates to five-year work plan.

Tasks

4 1a4 - Participate in HealthlinkNY Community Network/Population Health Improvement Plan (PHIP) and Delivery System Reform Incentive Plan (DSRIP) regional health planning with regional partners. Timeline: January 1, 2019 to December 31, 2019

Performance Measures

- 1 1 a4 - Increased regional coordination among service providers; support for HealthlinkNY Community Network/PHIP and Care Compass DSRIP in collecting and discussing health disparities data and local health issues. At least meetings as necessary to support regional programs and projects to result in annual updates to 5-year work plan.

Tasks

- 5 1 a5 - Participate in current PHIP program initiatives to create 1) mental health tool kit for employers and 2) age-friendly communities. Continue work with breastfeeding coalition, mental health public health assessment, and fruit and vegetable prescription program with neighboring rural health network. Timeline: January 1, 2019 to December 31, 2019

Performance Measures

- 1 1 a5 - Increased regional coordination among service providers to meet local need; work with one community coalition with PHIP to implement and track at least one age-friendly community initiative.

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Introduction

The purpose of this document is to set in motion a strategic planning process that will provide PEIS/DME with a roadmap for growth: a plan detailing what we want to accomplish in the next 2 to 3 years and a strategy for getting there, including recruiting the resources we need to do so.

As part of the strategic planning process, we must first review our current state of affairs, both internal and external to our organization (Sections I & II). Once we are sure that we understand these fully, we will turn to an analysis of our strengths, vulnerabilities, opportunities, and challenges (Section III). After completing this, we then will discuss where we, as an organization, want to be in the next three years and what we need to do to accomplish that (Section IV). This section includes setting our goal and measurable objectives and measuring these against our strengths, weaknesses, opportunities, and threats; and finally, establishing and ordering tasks we need to undertake to reach our objectives. Based on preliminary discussions with staff and DME board members, a first run at proposed priorities includes: Increasing organizational capacity and long-term sustainability; enhancing content and delivery/expanding audience reach of *Workers Independent News (WIN)*; and reviewing organizational structure.

Section V provides follow-up and lays out next actions, which includes creating a logic model to serve as a visual aid for measuring progress and making course corrections along the way. It also includes setting up a timeline that includes both process and change-based outcomes. Section VI, the Conclusion, is blank—to be filled in after we have finalized the strategic planning document.

We are a nonprofit organization, and as a nonprofit, we have a mission that serves the general good. We are progressive in our orientation and that means that we identify that good as a balancing of social and economic scales. At the same time we are a business that is selling a news product. In order to thrive as all three, we need to ensure that our news product resonates with our audience, particularly our core constituents, workers and union members and their leadership. We also must ensure that as the needs of our audience change, particularly in the area of technology, we have the capacity to change with them.

Most likely during our discussions, the question “Can it be done?” will come up. When it does, let’s replace it with “How can PEIS/DME and WIN thrive and deliver news that is focused on workers’ rights and workers’ voices?” This is especially relevant now that the election is over. We also need to remember that it is important not to be attached to any solution—be it for change or the status quo—without being willing to consider it in the context of the overall organization and other options. It is finally important to listen with an open mind to all points of view.

Section I - Current State of Affairs

A. Origins

Workers Independent News (WIN) was founded in 2002 as a project of the UW-Madison Extension's School for Workers as one outcome of a Labor Voices/Labor tech conference. Frank Emspak agreed to manage the process. Howard Kling and Norm Stockwell, among others, agreed to help put the organization together. After gaining initial seed money in spring 2001, WIN hired John Hamilton and John Anderson as producers/writers/voices. WIN's first broadcast of the three-minute *Headline News* occurred in mid-February 2002. Over the years our staff has grown to 3 full-time and 4 part-time personnel. We have debuted a number of corollary or separate short-form news programs. Funding has always been uncertain and WIN has learned to operate on a shoestring, thanks to the creativity and commitment of its board and staff.

Diversified Media Enterprises (DME) was created in 2005. DME is a producer and distributor of news. It is a "C" corporation, owned by PEIS. DME and PEIS funds are segregated. Its board consists of 3 individuals, who are charged with managing the day to day affairs of DME in a manner consistent with the goals and objectives of PEIS. As a for-profit, DME gets money for production costs from other entities with which it has commercial relationships. A portion of DME's income goes to pay PEIS staff for production that falls within 501(c)(3) guidelines. In 2015 PEIS purchased DME for 1\$, and DME became a subsidiary of the nonprofit organization. All current staff are DME employees.

Public Economic Information Services Inc. PEIS has been producing broadcast news framed from a labor-oriented perspective since 2002. Its main product is Workers Independent News (WIN). (PEIS) was formed in 2005 after WIN was asked to leave UW-Madison PEIS is a 501(c) (3) non-profit. Community activists, independent journalists, community radio leaders, and union leaders comprise the 13-member board whose initial responsibility was to give WIN access to the labor and community radio worlds with some minimal oversight of content. Initial funding responsibilities derived from the board member's affiliations with specific unions. The primary reason for the development of this second organization was to shield deep-pocketed organizations from frivolous law suits that might be brought against a broadcast entity as had just occurred. (Tyson Foods vs. UFCW). Currently the PEIS board contracts with Diversified Media Enterprises (DME), which it purchased in 2015, to produce WIN.

B. Defining Labor & Independent Media

Our organization's definition of labor is inclusive. It encompasses all people who must work for a living, regardless of class, race, gender, age, and ability, both unionized and non-unionized. We include non-unionized workers, who have no one supporting them, and so are especially vulnerable. Our definition of labor also includes people who have been excluded from the work force due to discrimination and job loss.

As independent media, we are scrupulous about respecting the journalistic ethic of presenting facts and not opinions. However, WIN is committed to presenting events from working people's point of view, providing information about the impact of policies and practices on employees as opposed to employers.

C. The Brand

In a retail business environment, a brand represents specific benefits and values that harried consumers can readily identify in a crowded and complex marketplace.¹ WIN is our organization's brand, as well as our core product. Just as with *US News and World Report*, WIN is understood to be synonymous with our company. Unions and labor organizations recognize WIN as a brand, product, and a company. PEIS and DME are largely invisible to the public. Both exist to produce WIN. The WIN brand is the basis of our marketing.

WIN's brand is unique. Almost no organizations who broadcast news 5 days per week focus on labor-related stories.

¹ <http://www.businessdictionary.com/definition/brand.html>

While some talk shows emphasize labor more than other issues, they are not, and do not characterize themselves as news entities. Democracy Now does some labor coverage, but has other foci. WIN is alone in targeting both commercial and non-commercial radio.

Thus the WIN brand stands for reframing the way labor issues are discussed. WIN focuses on working people's concerns and struggles and reflects their own voice to counter the mainstream media's bias of presenting labor news from the perspective of business and wealth. It stands for advocacy for the rights of workers as equal to those of management. It stands for educating the public about the needs of workers, and it stands for building community by focusing on what some working people and organizations are doing to protect workers' rights (and the public good).

Because of this WIN's brand is perceived in some quarters as controversial, edgy, and politicized. Our emphasis on including labor's overlooked perspective and voices is seen as biased and one-sided, as for example, when we report on strikes from workers' point of view and not management's. NPR has refused to broadcast our news because of its belief that doing so will jeopardize their national funding. This censorship may grow as a result of a new administration coming into office whose candidate has demonstrated his willingness to bar journalists who fall out of his favor. (*belongs with environment*)

The WIN brand is becoming more recognized than in the past. Over the last 5 years, WIN has become much more well known by local, regional, state and international union leadership. It is coming to stand for a value-added service or product with our union sponsors. Our increased growth and reach has improved WIN's legitimacy in the eyes of competitors, potential partners, and prospective donors.

D. PEIS/DME Mission, Vision, and Values

Mission Statement – To disseminate unbiased labor-focused news content from the point of view of working people that informs and empowers ~~low to moderate income~~ workers to act in their own best interests.

Vision Statement – We envision a nation in which everyone—workers, employers, politicians, civil servants—are informed and supportive of workers' rights and needs, in which workers are afforded a voice at the policy table in each and every workplace, village, city, and state, and where all workers received the life-enhancing benefits they deserve as citizens of a democracy.

Values – TBD

E. PEIS/DME News Products

1. Workers Independent News (WIN)

WIN is currently the nation's longest-running dedicated daily labor news program. Its five-day-a-week, three-minute broadcasts focus on topics of relevance to working people. *WIN* reports on issues and events that affect working people's livelihood and well-being on a local, regional, national, and international level. Our stories about labor are those often overlooked by mainstream media. Coverage of stories regularly include the perspectives of working people in their own voices.

WIN thus reframes the way labor issues are discussed. We broadcast the voices and rights of working people as equal to those of management. We provide media attention to the U.S. labor movement such as that afforded the civil rights, gay, women's, anti-war, and anti-nuclear power movements. We aim to elevate the rights of labor to the level of conscious awareness among the general public and policy makers, and among workers in particular.

WIN's coverage educates people about their rights and the experiences of working people nationally, informing the public about working people's struggles and victories across the U.S. everyday. Our focus includes: workplace rights and safety, union representation and activities, forced arbitration agreements, healthcare and other benefits. WIN also covers a broad array of social justice stories, such as the defunding of public schools; racial,

ethnic, and gender discrimination and inequality; tax cuts that benefit business and the wealthy; women and minorities in the workforce; public environmental concerns and safety; and democratic participation.

WIN's current product line includes:

1. *WIN Headline News* (2002) - 3-minute daily news
2. *WIN Week in Review* (2010) - 3-minute Friday or weekend recap of the week's events
3. *WINCast* (2016) - Contains interviews with the voices of the interviewer, workers, and guest commentators, and discussions with *WIN* staff about current events.
4. *WIN One Minute News Brief*

WIN is the advertising base for DME.

2. Geographic/Specialty News Desk Products

PEIS began in 2013 to pilot dedicated news desks that focus on specific issues and target specific geographic and demographic markets. To date PEIS had launched *Working Virginia Updates* (2013), which provided coverage of labor and other economic, education, and environmental issues affecting working Virginians during an election campaign, and *Wisconsin Education News (WEN, 2014)*, which consisted of headline news about Wisconsin's public education system from the perspective of its stakeholders—administrators, teachers, parents, students, and supporters of public schools. Both *Working Virginia Updates* and *WEN* were distributed via radio broadcast, email, social media, and their own websites and apps to an enthusiastic following. These products have been discontinued or suspended due to lack of funding and distribution outlets.

We also distribute *Nurse Talk*, which features news of relevance to nurses about their working conditions, professional development, and union issues. *Nurse Talk* is included in *WIN* podcasts.

Other products that DME/PEIS has produced in the past and also discontinued include:

1. *People's Mic*: 2011-2012
2. *Union Economy*: 2013
3. *Working World*: Extensive coverage of specific issues, with scheduled segments dealing in-depth with topics such as public education, healthcare, the environment, and more produced in partnership with various think tanks and advocacy groups. 2015-2016
4. *WIN In Depth* (2016) - 3-minute or longer detailed look at the headlines
5. *WIN News Brief 2007-2009 1010 WINS* New York Metro area

F. Distribution Channels & Reach – Traditional and Digital

WIN distributes its news content for broadcast at no cost to any station wishing to broadcast it. Our sole stipulation is that we received attribution for our content. Our distribution channels and reach include:

1. Radio – *WIN Headline News* is currently heard on over 100 non-commercial, college, community, low-power FM, and commercial radio stations and accompanies ~~as part of~~ the nationally syndicated *Thom Hartmann Show*. It reaches approximately 750,000 listeners daily. Our geographically targeted programs have played on commercial radio (1010 WINS in NY, WLS in Chicago, WBIG in Virginia) sponsored by the building trades, Teamsters, OPEIU, and others.

Commercial broadcast of the *WIN* news has increased slowly over the last several years because of increased clearance by talk shows that use our three-minute news and possibly soon, a one-minute product. Our material is used by *The Union Edge* (Chuck Showalter), *The Devil's Advocates*, and others.

Our presence in non-commercial radio stations, however, has not grown as we had expected this year:

- *Audioport* – Managed by Pacifica, this news feed service provides material to hundreds of community radio stations across the country. PEIS/DME has been providing its content to

Audioport since it began. Approximately 60 community radio stations take *WIN* material from this service. This number has remained steady since 2012. PEIS/DME has an opportunity to grow this market, which we will address in Section IV.

- PRSS – In early 2016 *WIN* joined the National Public Radio Satellite Service (PRSS) news feed on the invitation of PRSS. This was an exciting opportunity for PEIS/DME because it made *WIN* content available to NPR’s more than 400 affiliate stations, potentially increasing *WIN*’s exposure by almost 300%. The content included the *WIN* News, the *WIN in Depth* and material for a large number of co-operating organizations. In addition, it legitimated *WIN*’s quality programming. To take full advantage of this subscription opportunity, we developed 59 minutes of content on a regular schedule and contacted every NPR affiliate in the nation. However, after 8 months, none of the Public Radio affiliates had decided to use any *WIN* material. Hence *WIN* ceased production of the *WIN in Depth* and stopped soliciting material from partners. Consequently, we have made the decision to discontinue subscribing to PRSS starting in January 2017.
2. WIN website – We provide our news via our website laborradio.com. Several hundred people visit laborradio.org each week.
 3. Email blast – *WIN* content is sent by email blast daily to 11,000 subscribers.
 4. Podcast – A 2016 addition, *WIN*’s podcast has allowed us to expand our content. The premise of the *WIN*Cast is to expose new listeners to the *WIN* brand, generating traffic to the *WIN* radio program and back to our website, laborradio.org. The *WIN* podcast program also gives us the opportunity to cover a topic more deeply, allowing time to interview issues-based guests. Our goal is to produce relevant news stories that are relatively broad in their content, as well as scope. For example, we will not only cover labor unions at the national level, but also local organizations with innovative ideas and strategies, and labor-related organizations, such as NELP²; authors and commentators on the state of labor; and perhaps even entertainers who are sensitive to labor. One aspect of this undertaking has been to produce regular and specific material for broadcast with other groups. To this end, we have developed a relationship with NurseTalk, a show dedicated to the nursing profession and produced in close association with National Nurses United. We will distribute our podcasts as stand-alone items and will work with a variety of partners to distribute them. One podcast project which began after the presidential election is Labor’s Agenda 2017 and will air once a week. The goal of this product is to avail the widest audience possible the opportunity to hear the political, organizational and economic agendas of the working class movement.
 5. Social media platforms – The acquisition of news by social media users increases significantly every year. *WIN*’s primary platforms are Facebook and Twitter. We post commentaries and notification of key news stories. Currently we calculate that we have 100,000 weekly Facebook followers with an engagement rate of 10% and 7,550 monthly Twitter followers.
 6. Other channels/reach:
 - Special notification of specific stories or features to the organizations and unions mentioned in them.
 - Emails containing stories “with legs” to the 1,100 reporters designated as “business, financial, or general news” staff in Meltwater.
 - Other websites, such as *Progressive Voices* added *WIN* to its website’s list of links in 2010, (progressivevoices.com/progressive-links/), followed by the *Daily Kos* in 2014 (dailykos.com/story/2016/3/24/1505319/-Daily-Kos-Labor-digest). Distribution of our

material with cooperating partners—specifically Progressive Voices—has doubled during 2016 to about 800,000 views per month.

- Proprietary app and blog.

(See the appendix for a list of our current broadcast stations and partnering URLs.)

G. Audience – What We Know About Who Listens to WIN

Who our audience is can guide us in the decisions we make regarding our distribution and fundraising strategies. Although we define WIN’s target audience as all working people, our news coverage has focused mostly on issues that affect low-to-moderate income earners. This group makes up close to 80% of all U.S. households, with almost 55% of all households in the U.S. earning \$25,000-\$99,000 per year and 25% earning less than \$25,000. We have, though, very little demographic (age, sex, occupation, race/ethnicity) and socioeconomic (education, income) data on WIN listeners and/or followers; so we are not really sure if and how many of the 80% we are attracting.

With the decline in use of Nielson Arbitron ratings by many radio stations, we can no longer extrapolate about our listenership from our juxtaposition to other transmissions. General demographics of our listeners from individual commercial stations and the Federation of Community Broadcasters, PEW, and other such organizations’ aggregate data indicate that our audience includes a significant number of political activists and a higher than average number of union activists. We think that the WIN digital audience is probably younger than its radio audience due to the nature of this distribution methods for news content and also because of the short format nature of our news in general. WIN has in fact been popular among the listeners of right-leaning commercial radio stations.

Why people listen to/read WIN is not a question we can answer with certainty until we know more about who our audience is. We assume people listen to WIN because they identify as workers, because they want to know more about labor in the U.S., and/or because they are of a progressive bent politically. It would be good to know more about why people seek out our news and what they think about it—what they wish to hear more of, what they find useful.

The location of our audience is national. However, our biggest base is located in California. We also have an international listener base in English speaking countries in the Caribbean. We target rural radio stations for broadcast because of the absence of progressive and labor-oriented news in these areas.

Currently our use of social media has the potential to provide us with the most accurate information about our listenership as does the demographic and socioeconomic data collected by unions/labor organizations, which would include job types and industries of members. Additionally we may learn more from Meltwater and online survey instruments. ***Caveat: Obtaining this data, however, may be extremely difficult due to the concerns of privacy and fear, particularly in the current political climate.***

H. Financial Resources

Since leaving the School for Workers, PEIS/DME has existed on the edge, subsidizing revenues through the sale of WIN ad time, donations from unions, bank loans, and donations from a family foundation. To date our organization has not put together a formal fundraising plan. Our current list of financial resources includes:

- 1) Union and other labor organization donations – Domestic (national and local) and international unions know that WIN is growing and reaching people. Although this has improved WIN’s legitimacy in their eyes, they still hesitate to view WIN as a tool for reaching, educating, or mobilizing their membership.
- 2) Individual donations – We have a stable of about 500 small donors, many of whom live in Madison, who donate \$25 to \$250.00 to WIN twice each year. Our fall and spring direct mail campaigns typically each brings in about \$6,000-\$8,000. We also have a small number of donors who give us upward of \$500 per appeal around the country.
- 3) Online small donations

- 4) Foundations – Large and small, private and corporate foundations have been wary of WIN because of our inability to show direct impact on or measure our target audience and what they perceived as our political affiliations. Two exceptions to this are the
 - The Democracy Alliance which now includes us in their potential grantee pool;
 - The Quixote Foundation which helped finance the development position
- 5) DME Services – While DME does not currently provide services as a for-profit to other entities, it has in the past prepared commercials for unions for a fee for service of \$500.00
- 6) Revolving loans-Line of Credit; Heartland Credit Union 60K; 2 year note.
- 7) Advertising/Sales – Ad space/time is sold to unions and to progressive-minded organizations and businesses that provide goods and services to union members, such as the Bank of Labor. Over the last several years, the total amount of ad sales has been in the \$200,000 range. The problem in terms of ad sales include:
 - i. Competition with other union advertising priorities, such as NFL games on TV. In addition, during this election year, many unions gave all of their donations to political campaigns.
 - ii. An upper limit to the amount of ad time available.

In 2017, we would like to raise ad revenue to \$250,000.

I. IT Infrastructure and Digital Infrastructure/Capabilities

1) IT Infrastructure

“The traditional role of IT Infrastructure is being rapidly reshaped by the global Digital Transformation of business. In the ultra-competitive global economy that presents unlimited opportunities for disruption and demands constant innovation the demands placed on IT are changing far more rapidly than many expected.”—Alan Flower, What is Digital Infrastructure? (<https://www.hcltech.com/blogs/what-digital-infrastructure>)

The IT infrastructure for PEIS/DME includes computer hardware, licensed software for production and distribution, and network connections both internally for the office as well as externally allowing for remote work. Although these resources have given us the means to conduct our business and news programs for the past 15 years, they are no longer sufficient to help us take advantage of new technology or grow the WIN presence, nor will they help sustain the organization long term.

2) Digital Infrastructure

“Like digital infrastructure itself, the definition is complex. Try to imagine the entire spectrum of network, compute, and storage functions required for the successful delivery of applications and services in a mobile, all-IP connected economy. This may include: Virtualized server pools for responsive compute; Cloud services for on-demand capacity; Software-defined networking for agile operations; Network functions virtualization for elastic infrastructure; Hyperscale data centers and storage centers for meeting market demand; and IoT sensors and other IP-connected devices for sensing real-time conditions. And then there’s the orchestration and automation that ties all of these components together to support efficient and reliable application and service delivery.”³

Our digital infrastructure currently consists of...

- Webpage
- Facebook page
- Twitter feed
- Newsletter outreach

In today’s super-active and competitive news environment, a strong digital presence and infrastructure is a necessity to gaining market share and thriving as a news organization dedicated to promoting workers’

³ <https://www.sevone.com/blog/what-digital-infrastructure> (Article accessed 11/11/16.)

perspectives, and ultimately to providing workers with a place to receive accurate and objective information and have a platform where they can share information and dialogue with one another. Although our numbers of online followers is just starting to take off, metrics measuring our website and Facebook and Twitter activities indicate that there is an audience out there for WIN and that we are beginning to engage with our digital audience consistently. Our current digital audience consists of about several thousand individuals who access our news primarily via our website and partners' websites. PEIS/DME does not yet have a formal digital strategy.

J. Organizational Structure/Staff & Boards

1. CEO/ Executive Producer – Oversees the day-to-day management of the organization, including supervision of staff and budget; acts as liaison to both the DME and PEIS boards; forges relationships between PEIS and other nonprofits, large donor, and business partners; manages ACT database. The Executive Producer/CEO has the prime responsibility of expanding relationships with organized labor as well as progressive and political organizations.
2. Administrative Director – Keeps the books for both DME and PEIS; keeps track of employees' hours and does payroll; maintains donor lists; takes part in some fundraising planning and discussion; writes small donor direct mail letter twice annually.
3. Marketing Director – Develops marketing strategies, sells advertising to unions, union-basic businesses, and business that provide goods and services to union members, edits outgoing documents for clarity, consistency with brand, interfaces with outreach staff.
4. Development Director – Works with executive director on identifying, targeting, and cultivating relationship with large donors and foundations; researches and writes grant proposals; leads the organization's strategic planning efforts for the three-year organizational and fundraising capacity-building plans; works with the administrative director on small donor direct; writes fundraising update for the monthly report to Democracy Alliance [should be for the newsletter]; works with Affiliate Outreach Director on fundraising outreach to individuals.
5. Affiliate Outreach & Social Media Director – Is in charge of distributing WIN's content across multiple digital platforms to increase awareness of WIN content and enhance WIN's engagement rate among existing and new progressive constituencies. Also responsible for increasing individual donations and for growing and maintaining our union membership drive.
6. Affiliate Outreach Associate – Builds and maintains contact with state and local union affiliates via phone, email, and letter; works with Affiliate Outreach Director on and Executive Director, Marketing Director and Social media Director regarding targeting and outreach themes.
7. Producer – Identifies stories for reporting and producing for WIN Headline News, WIN Week in Review, WIN in Depth, and other WIN programs and special news desk programs; sets up and conducts interviews with key players for different stories; writes, reads, and produces news programs; coordinates with the associate producer; reports to executive director.
8. Associate Producer – Identifies stories for reporting and producing for special news desk programs, such as Wisconsin Education News and state Updates, and the WINCast; sets up and conducts interviews with key players for different stories; writes, reads, and produces news programs; coordinates with the producer; reports to the executive director.
9. DME Board – Three members, who meet as needed to assist with all aspects of the management of the organization, including serving as the personnel committee. The CEO/Executive Producer of the organization is a DME board member. PEIS ratifies DME board member selections.
10. PEIS Board – Eight members constitute the PEIS Board, one of whom is an elected staff member of DME and one of whom is the CEO of DME. There must be at least one general meeting per year. Responsibilities are to guide the work of DME/WIN, identify sources of support, and bring together the many different communities that DME/WIN serves.

All staff currently report to the ED/CEO who reports to both boards and is a member of the DME board. There is not currently a lot of direct interaction between staff and the boards or between the two boards. Individual staff roles have evolved organically and there is at times confusion or overlap regarding staff roles.

K. Office Space

WIN rents 950 square feet of office space in a building close to campus with access to a conference room on a lower floor. One of the rooms in our office is a recording and production studio. The other three are office space. The development director and one of the producers work from home in part because there is insufficient room to accommodate them.

L. Accomplishments

Awards: WIN news content has won multiple awards over the years. Most recently the ILCA named Doug Cunningham Doug Cunningham, producer, first place for Best Audio/Podcast/Radio Broadcast for state and local news, and Kirk Cychosz, digital, affiliate manager, third place for an electronic publication at the state and local level.

Impact: WIN listener Jennifer Fultz reached out to WIN after she was fired by Alorica in 2016 for refusing to sign a mandatory arbitration agreement. She had learned from our broadcasts that arbitration agreements contravene her constitutional rights. We put her in touch with OPEIU attorney Seth Goldstein, who is now representing her in a lawsuit to end this widespread employer practice.

WIN provided “legs” to the story about Menards. When news about the National Labor Relations Board’s complaint against Menards crossed our desk in 2016, WIN shared it broadly through multiple audio channels. A week later 11.9 million people had heard about Menard’s illegal tactics to deprive its workers of their right to representation. “It’s not just anti-union,” Goldstein told workers across the U.S., “It’s anti-worker because a non-union employee is hurt just as much as a union employee.”

WIN is increasingly seen as a source for “mainstream” news from a progressive perspective. In the week leading up to the 2016 election, our executive director, Frank Emspak, was interviewed on WKOW Channel 27, and the interview was broadcast on ABC television affiliates throughout the state. A radio version of the interview was broadcast on KOA-AM Radio in Denver, Colorado, and on the leading talk station in Baltimore, Maryland. Frank is also a regular commentator on PRSS television, the 24-hour English language news organization of the Islamic Republic of Iran Broadcasting (IRIB). Doug is a frequent guest of talk shows produced by Chuck Showalter and on the Labor Press program produced on WMCA in New York City.

WIN has been able to maintain relationships with most international unions in spite of tensions with and among them. The relationships that WIN has built over the years with organized labor is one of WIN’s greatest assets, facilitated by the high and consistent quality of the news produced by WIN.

Section II – Environmental Analysis

A. Current media environment

Social media is a marketing tool and also a significant aspect of news distribution. WIN needs to present its product on multiple platforms. It also has a state-of-the-art website. All of these will enable WIN to acquire and retain a larger audience and monetize its user base.

B. Competitors

Union PR departments – Our most fundamental competition comes from the public relations firms that have, for the most part, convinced unions that they do not need a news service, but rather a public relations service. Many leading progressives and their media advisors within and outside of the unions believe that the progressive talk show is the most cost-effective way to reach an audience. Thus the primary focus of union dollars is to finance progressive talk and to work with specific public relations firms to get their specific message out to the largest possible audience. The third major impediment to receiving funding from unions is a reluctance by most unions to finance any criticism of their work; they fear that an independent news organization can and will do this. Several unions have withdrawn support for WIN in the past or told us directly (SEIU) that they will not support our work unless we read their statements verbatim.

Talk shows – WIN faces competition from two Talk Shows (Bill Press, Rachel Maddow, as Ed Schultz is off the air); and from all of the individual locally or regionally based labor shows (e.g. Showalter, Rick Smith, Labor Press, etc. who each go to International Unions for support. All of these outlets utilize WIN material.

Democracy Now! Is not a competitor for unions funds with one possible exception. Lark Corbel's Progressive News Service is a partial competitor as she derives considerable support from many nonprofits to cover their news, but so far most unions have not supported this organization.

Other competitors include traditional news services, public radio, and special interest news programs.

C. Current funding environment:

Almost no foundations support the production of news, and of those that do, with the exception of two or three, none supports the acquisition, production, and distribution of labor- oriented news. It is possible that some foundations may support coverage of specific types of news, and or the development of specific groups in the news or as the subject of the news (e.g. women). This area of foundation support may be fruitful and bears exploration.

The union funding environment may become much more difficult if anticipated attacks occur which result in membership loss. At least one union (IAM) has told us that they are pulling back from contributions in 2017 for this reason. AFSCME pulled back in 2016 to devote their dollars to the elections, but indicated they would come back in 2017. It is not clear now that they will do so.

While there are many large donors for specific liberal causes, we have not been able to identify similar donors for a labor-oriented media organization. It appears that in order to reach this cohort we will have to repackage our work within a framework of diversity, freedom of the press, alternatives to the right, etc.

Individual small donors, that is the motivation of our listener base provide the most long term and stable base of support when combined with an aggressive sales approach enabled by a growing audience.

Section III – Organizational Assessment: Strengths, Vulnerabilities, Opportunities, & Challenges

A. The Organizations – PEIS/DME

1. Strengths

- Quality of news production
- Independent news production
- Mission-driven organization
- Quality and commitment of staff
- Flexibility of organization and willingness to change; flexibility of staff roles
- Long-term relationships with unions and union-supporting organizations
- Long-term relationships with community radio station and organizations
- WIN brand and format
- Fiscal responsibility
- Transparency of leadership and support for staff
- Willingness to experiment
- Loyal—if small—donor base

2. Vulnerabilities/Weaknesses

- Invisibility: Union and non-union working people, labor organizations, and foundations are not aware of PEIS and the work that it does

- Lack of resources – financial and people (for example, main obstacle facing our reporting is that we do not have time and people to do it)
- Confusion about role of PEIS vs. DME
- Still operates as a start-up – lack of clearly defined job roles; lack of resources to do the job to the extent of our ability
- Limited donor list; distant relationship with donors
- Are the two boards a weakness or a strength? Do they work together to build the organization and WIN? Do they have the representatives they need?
- Non-donating board
- Limited website
- Limited fundraising capacity. No relationships with large donors or foundations willing to invest in our next step
- Balance of media platforms
- Three-minute retrospective format
- Inability to measure outcomes
- PEIS has limited budget and cannot show foundations that it can manage money. (unionfacts.com shows that unions do contribute to charities, i.e., Clinton Foundation) [Note: unionfacts.com may provide us with a list of potential WIN funders.]
- Lack of demographic and socioeconomic information on our audience poses a challenge for us because it makes it difficult to determine whether we are successfully reaching our audience and achieving our mission.
- Older format website
- Archived materials take up a massive amount of space online and may not be attractive to our audience

3. Opportunities

- Longer stories for their greater substance and ability to counter the inaccuracies and one-sidedness of the mainstream media environment
- Expansion: The chance to exploit other forms of media to leverage greater visibility, connectivity, and a larger audience for WIN. Social media (Facebook and Twitter) introduce us to a broader, younger audience and open up the possibility of interactivity
- FR appeal at end of podcast?
- Distribution of podcast through interviewees to union leadership and members as recruiting tool
- More aggressive promotion and marketing of DME's services to generate more revenue
- Infusion of new ideas and connections with new leadership
- In-bound marketing software for greater audience recruitment with less effort
- Growing individual members of solidarity circle
- Growing the board as an active and a giving board
- Cultivating relationship between producers and audience via Twitter
- Another thought is to sell the services of DME. Who are its current customers?
- New partnership with AltusCampus and others

4. Challenges

- Being perceived by unions as a charity rather than an asset for member recruitment and education
- Current anti-union sentiment
- Being perceived as inessential by democrats and progressives
- Absence of a vital labor movement
- Accomplishing a successful transition between EDs
- Insolvency
- Because of insufficient staffing, we contact only the low-hanging fruit, i.e., prospects that are pro-union.
- The problem in terms of funding is that we are competing with other union advertising priorities, such as NFL games on TV.

B. Our Core Product – WIN

1. Strengths

- Increased recognition of WIN over the last 5 years by local, regional, state and international union leadership
- Increased recognition online (Facebook: 20% engagement rate; 100,000 hits per week)
- Reach of radio as medium (As much as 90% of the nation listens to radio regularly)
- Flexibility and creativity of news formats: geographic news desks, podcasts
- Recognition of the WIN brand
- Local, regional and state leadership of unions starting to see WIN as a tool for them to reach their membership.
- WIN fills a gap in news coverage across the United States. Where mainstream media exclude the viewpoints of working people, WIN includes.
- Our numbers indicate in social media we are engaging the audience through our digital means – website and social media.
- *WIN* journalists, themselves working people of diverse backgrounds, are skilled at capturing quality interviews from community stakeholders.
- *WIN* adds context to debates that shape policy and decision-making at all levels of government.
- WIN has delivered objective information consistently over time to reveal the underlying dynamics of our society and to promote a progressive agenda.
- Recognizable icon
- 8,000 Twitter followers
- WIN is unique because only a handful of broadcast and digital media organizations report labor news.

2. Vulnerabilities

- Lack of resources – financial and people
- Messaging – The unions do not grasp what WIN can offer them
- Digital/Communication/Distribution infrastructure – Lack of a strong digital presence
- In a digital world, things are happening in real time. Digitally speaking it is already running its cycle. The issue with the radio is convoluted. Incompatible with 3-minute newscast.
- Can't prove audience numbers or impact on listeners
- Inadequate radio presence: There are still many parts of the country that do not have access to WIN over the airwaves
- Inadequate web presence: laborradio.com does not adequately tell WIN's story, compel connection from viewers/listeners, or link people to the labor community
- Feedback mechanism for WIN radio/internet(?) audience in terms of what else they would like to hear or their thoughts about a particularly story just reported
- September of last year the organization that was hosting our website crashed, losing a lot of our 15-year material; not available as archived materials anymore
- WIN as it exists has no room to grow. It caps our inventory and is also the value of our ad inventory
- Our stories generate little traffic in social media. Most our stories are about unions

3. Opportunities

- Reach out to union and non-union workers to get them to recognize WIN as a brand, product and a company
- Limitless chance to step up and become the recognized voice of labor
- To expand beyond the 3-minute format
- WINCast eliminates the middleman, the radio station, for broadcasting WIN
- Provide more international labor news stories in order to put labor solidarity into a global context to show that there are other systems that work and what they do
- Expand the 3-minute news format into longer broadcasts and written stories to go into more depth so that people have a reason to read

- Our online presence gives us the capability of capturing demographic information on our listeners. It also allows us to expand to other markets
 - The website provides a source of WIN radio listeners and vice versa
 - Building the infrastructure to gather and produce broader reach and range of news stories
 - Building this infrastructure can include reaching out to local progressive journalists who can establish ongoing relationships with stakeholders in order to identify important news about education, economic, and environment as events occur and to connect with the appropriate community-based stakeholders to tell those stories
 - Securing air time on community and commercial radio to air broadcasts in target communities nationally. Some stations are glad to fill in gaps in their production schedule with PEIS's newscasts, while others charge a fee to air the broadcast
 - PRSS did not yield any new broadcasts in the 6-7 months; however, 7 months may not be long enough to determine whether PRSS was successful or not
4. Challenges
- Competition from other more established podcasts, news outlets
 - WINCast needs to establish and reach an audience itself, which requires employing different types of social media simultaneously
 - Financial
 - Labor news, however, is considered controversial, that content dealing with labor is too edgy. Labor news reporting is also seen as not being even-handed
 - Also because of the negative perception of labor news, mainstream media is not willing to credit WIN for the information we provide on labor, so we remain invisible to potential mainstream listeners
 - Level of acceptance of media censorship in our society

Section IV – Where We Want to Be in 3 Years

A. Priorities Mentioned by Staff

1. Priority One – Sustainability of our organization is a priority of board and staff. By a sustainable organization, we mean one that generates enough income to support its activities. Increasing long-term sustainability entails increased organizational capacity—via marketing, fundraising, membership, and partnership plans.
 - A. We have categorized our **individual donors** as follows:
 - a. **Small donor – Contribution level less than \$250:** We have a mailing list of about 1,000 donors. Over the years about 500 people have contributed to each of our two annual campaigns a year for a total of about \$16,000 per year.
Our goal is to bring this number up to 1,000 by the end of 2017, with an anticipated income of \$25,000-\$30,000.
 - b. **Medium-size donors – Contribution levels between \$251 and \$1,500:** We have about 80 people on this list; about half have donated during the last 5 years.
Our goal is to bring this list up to 80 actual donors totaling \$20,000 in donations per year.
 - c. **Benefactors – Contribution levels greater than \$1500:** We have identified seven potential benefactors of which two have donated at high levels in the past. *The 2017 goal is to secure four more benefactor donors and an additional \$40,000 in donations per year for a total of \$90,000.*
 - d. **Bequests** – PEIS has not yet begun to explore this area of fundraising.

- B. **Foundations** – PEIS has applied to numerous foundations in 2015 and 2016. So far, only the UW-Madison and Democracy Alliance has added us to their grantee list. However, we have no long-term commitments from either. Several foundations have expressed an interest in hearing from PEIS and have indicated that it may take more than one round of applying for them to make a grant to WIN. The DA’s minimum grant amount appears to be \$50,000, which is in the range of what we intend to ask from other foundations.

Our 2017 goal is to raise \$50,000 from foundations. Democracy Alliance affords access to the inner circles of the Democratic party. We will also reapply to several of the foundations we have applied to so far with either the same or a new media project.

C. Partnerships

- Altus Campus – As part of our vision of identifying ongoing sources of income outside of the traditional media world, as well as develop ways for unions to add value to their relationship with members, we forged a partnership in spring 2016 with AltusCampus, a progressive, minority-owned firm that provides high-level CEUs. AltusCampus has developed an extensive library of material for nurses and healthcare professionals, building trades people, and, increasingly, educators. The quality of AltusCampus’ certified high-level CEUs for maintaining professional certification is high and their price is generally about 50% of comparable services on the open market.

This business relationship has the following desirable characteristics: 1) The firm is a socially responsible partner; 2) The relationship will contribute regular income; 3) The relationship is long-term, and 4) The relationship is built on mutual benefit.

DME is working with AltusCampus to develop the needed systems and databases to reach a substantial number of nurses, healthcare, and teachers’ unions. In exchange for advertising AltusCampus’ continuing education courses on its website, DME will receive 15% of each registration for an AltusCampus course to come through our site. So far one contract has been negotiated with the Wisconsin Education Association Council. Initial estimates were that income would start flowing in November of 2016. It now appears that income will begin in January of 2017.

The total income from this project in 2017 is estimated to be \$84,000. It is our mutual goal to identify at least 50,000 customers in 2017, with an estimated total income to DME by the end of the year of \$150,000.

- FreeSpeechTV (FSTV) – We were approached by FSTV in 2016 to produce video to go with our audio production for broadcast on FSTV. This partnership could give us an opportunity to reach a verifiable number of people with the WIN message. It opens up an entirely new audience, i.e., national retailers and the possibility of documenting WIN’s impact on labor issues. The election, however, derailed the project. We have been in contact with FSTV and some potential sponsors since November 10th to move this project forward in 2017, but we will not go forward until FSTV and other potential partners sign on and until grant money or other money is available to fund it.
- *The Progressive Magazine* – We have initiated conversations with the leadership of the Progressive to explore an arrangement whereby we jointly report on some issues and post materials on one another’s websites. *The Progressive* may afford the possibility of greater audio exposure digitally and access to an online print format.

C. Memberships

Solidarity Circle – This membership program was started in 2011 as a means of generating both *WIN* loyalty and income. Targeted to unions and other progressive organizations, contributions range from \$250/year to 500/year; some organizations have given more. Our goal was to have at least 100 Solidarity Circle members in 2016. We currently have 50. To remedy the situation, we have established an intensive focus on union locals as a target; we contacted them by e-mail, letter, and phone. We were not able to recruit additional unions from mid-September to mid-November due to the elections.

For 2017 we are estimating \$30,000 in Solidarity Circle contributions.

2. Priority Two – Enhancing content and delivery of *Workers Independent News (WIN)*
 - A. Podcast
 - B. One-minute news – Specifically designed for commercial stations. We know from experience (New York, Chicago, Iowa) that commercial radio will take a one-minute newscast. We will begin actively marketing this product as soon as resources are available. We envision distribution to be the same as any other content provider. *Win* will however work with broadcasters to get sponsors-.
 - C. Working with partners (*The Progressive* and *FSTV*)
 - D. Expanding audience reach and engagement
 - E. New website
3. Priority Three – Reviewing organizational structure and capacity
 - A. Staff functions and roles
 - B. Board functions and roles
 - C. Ongoing planning and evaluation process
 - D. ???

B. Ideas for Growth

- *One-Minute Labor Beat* – Ancillary program that is more suited to commercial media. Informs in one minute about the most salient news affecting workers nationally. It will be free of charge up front and then in the long-term, it will cost stations a fee. We can then approach national retailers about advertising.
- Web news – Upgrade our news content to include a longer and more thorough version of our daily three-minute headline news stories. We will start with one story out of the three we usually do five days per week. We are seeking partners who cover the same topics as we do to write the story. We will then share distribution efforts increasing our quality, distribution of news and audience size.
- Enhanced capacity to expand our coverage, would be great to have two full time producers to handle the volume of labor stories.
- Additional marketing staff – Free up Tom to do more research to find businesses that are sympathetic to *WIN*'s message.
- Increase number of direct mail campaigns each year from two to four.
- Identify methods that will allow us to obtain the information we need to assess our audience demographics, size, and growth.
- Work with unions to find potential new donors and businesses.
- Vision for Digital: *WIN* should strive to become the # 1 place that rank and file workers and activists go to for info for labor movement.

- Ideal website: Similar to huffingtonpost.com could start a volunteer blogging system. Could also include special events and interviews with issues-based people. Improving the content and design of laborradio.org is crucial to our audience growth and relevance. In addition, we must improve the quality of the material on the website, our media footprint, and develop positive relations with other complimentary media outlets. We have undertaken discussions with *The Progressive Magazine* to share content, particularly content that will supplement specific news stories, and which would appear on our web site.
- Build a regular podcast audience of several thousand listeners from the current several hundred. Distribution is scheduled at one per week; production times will vary based on the schedules of the interviewees.
- Reach out to a broader ad audience. Because of insufficient staffing, we contact only the low-hanging fruit, i.e., prospects that are pro-union.
- The union do-buy list is our primary source of potential clients. It contains the names of businesses that employ union workers. Because of insufficient staffing, however, we contact only the low-hanging fruit, i.e., prospects that are pro-union.

C. Evaluation of Ideas in Light of SWOT (TOWS Analysis)

1. Questions We Need to Ask

- What does PEIS want each of its digital tools to focus on? – i.e., laborradio.org would be the base for providing news and resources; podcast, for providing news; social media, for providing a resource for engagement and creating a connection with WIN. Should all share the same news or should each have something different?
- What is the role of different forms of audio/video and how can they work together to build WIN's profile?
- What can we do to promote partnerships?

Organizational Chart