2018 NFFS SURVEY

Loris Taylor, President & CEO
Introduction

For decades, there has been a growing effort by American Indian Tribes and Alaska Native Villages to rebuild their nations and reassert control over their lives and collective destiny. The Native Radio System is a part of that endeavor.

In the early 1970’s, the first two Native public radio stations, KTDB in Pine Hill, New Mexico, serving the Navajo Nation, and KYUK in Bethel, Alaska, serving the Alaska Native villages in the Yukon-Kuskokwim Delta region, went on the air. Today, nearly 60 licensed Native radio stations bring news, culture, emergency, and other information to Native communities and listeners around the globe.

Native stations provide important programming and information vital to the health, engagement, and independence of Native communities including:

• Hyper-local news, community public affairs, and traditional storytelling.
• Broadcast services to and for Native nations that are severely underserved and geographically dispersed across the U.S.
• Public safety and life-saving information before, during, and after man-made and natural disasters and emergencies.
• Public engagement offering Native intellectual thought, voice, and viewpoints regarding issues facing or confronting Americans in general.
• Spectrum dedicated to public service broadcasting.
• Electoral and civic participation.

Broadcast media has proven to be the most powerful, dynamic, and valuable means of communicating to audiences across Indian Country that still lags behind in broadband penetration and other developments including street addresses in Tribal communities. In short, radio broadcast is the backbone of Indian Country’s communications network.
**Overview**

Native Public Media (NPM), a national non-profit, assists thirty-six (36) Native radio licensees in meeting the Corporation for Public Broadcasting’s (CPB) Community Service Grant (CSG) financial and non-financial requirements. This report centers on the Non-Federal financial support (NFFS), an eligibility criterion reported by CSG qualified stations in annual Audited Financial Reports (AFR) or Financial Survey Reports (FSR) to CPB.

The Public Broadcasting Act provides guidance around the formula and use of the CSG administered by the CPB. The Act states that the CSG shall be distributed to licensees “in accordance with eligibility criteria that promote the public interest in public broadcasting and on the basis of a formula designed to:”

- “Provide for the financial needs and requirements of stations in relation to the communities and audiences such stations undertake to serve;
- Maintain existing, and stimulate new, sources of non-Federal financial support for stations by providing incentives for increases in such support.”

Any distribution of the CSG must be through an objective formula meaning that if a station meets the criteria, the station receives a specific level of funds. If not, the station does not receive any funds. In other words, public radio stations, including Native stations, must meet the criteria to maintain their eligibility in the CSG program.

CPB determined that stations eligible for a Radio CSG must meet the following minimum requirement for NFFS raised in any given fiscal year to maintain eligibility:

<table>
<thead>
<tr>
<th>Level</th>
<th>Minimum “qualified” NFFS</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>N/A</td>
</tr>
<tr>
<td>B/C MASS/RASS¹</td>
<td>$100,000</td>
</tr>
<tr>
<td>B Non MASS/RASS²</td>
<td>$300,000</td>
</tr>
<tr>
<td>C Non MASS/RASS</td>
<td>$300,000</td>
</tr>
<tr>
<td>D</td>
<td>$500,000</td>
</tr>
<tr>
<td>NFFS Cash Minimum</td>
<td>50%</td>
</tr>
<tr>
<td>Level B Minimum Staff</td>
<td>2 Fulltime</td>
</tr>
</tbody>
</table>

Stations that fail to meet the minimum NFFS for three consecutive years will be removed from the CSG program.

¹ TABLE: Minority Audience Service Stations include stations licensed to a Native American Tribe, a consortium of Tribes, or an entity controlled by a Tribe, or is licensed to a community within recognized Tribal Lands and provides a coverage area of which a substantial portion includes Tribal Lands. https://isis.cpb.org/isis_help_files/SECTION_1_ELIGIBILITY.htm

² TABLE: Rural Audience Service Stations are stations with a coverage area population density less than or equal to 40 persons per square kilometer qualified the grantee as a Rural Audience Service Station. https://isis.cpb.org/isis_help_files/SECTION_1_ELIGIBILITY.htm
Methodology
This assessment is intended only as educational material to inform NPM about Native station funding challenges in meeting the annual CPB CSG NFFS requirement and to guide NPM in its service to Native stations. The analysis results are derived from survey data collected from February 7, 2018 through February 22, 2018. The survey consisted of seven questions. Five of the seven questions included sub-questions. The survey was conducted through telephone interviews with station managers.

The survey was sent to thirty-six station managers who are grantees of the CPB Community Service Grant. **Eighteen or 50% of the thirty-six radio station managers completed the survey.**

Station Managers (respondents) from the following stations participated in the survey: KABR, KABU, KBFT, KBRW, KCUW, KDKO, KEYA, KIDE, KIYU, KKWE, KLND, KMHA, KNBA, KOJB, KOYA, KOTZ, KRFF, and KZPA.

These responses are interpreted by NPM to generally represent Native stations and provide some insight into the financial needs and environmental challenges of the Native Radio Network in relation to meeting the CSG NFFS criterion.

The survey questions are:
1. Did your radio station meet the NFFS requirement in FY2017?
2. If you did not meet the NFFS requirement:
   a. What percentage of the $100,000 did the station raise in cash?
   b. What percentage of the $100,000 was in-kind?
   c. Identify your station’s challenge in meeting the NFFS requirement?
      Based on your selection in 2c, please provide a detailed explanation:
      - Regional Economic Conditions
      - Staff Storage and Capacity
      - Lack of Innovative and Effective Fundraising Strategies
      - I don’t know what the NFFS is and/or don’t understand the requirements
      - Other
3. Compared to FY2016, did your fundraising increase, decrease, or stay about the same in FY2017 (check one?)
   - Increased substantially
   - Increased moderately
   - Increased a little
   - Stayed about the same
   - Decreased a little
   - Decreased moderately
   - Decreased substantially
      a. Provide a brief explanation
4. Rate the success of your fundraiser (1 = best revenue generator and 9 = least revenue generator)
a. Describe your most successful event and explain why it worked

5. How many people are responsible for your station’s fundraising efforts?
   a. Provide details of staff responsibilities, including job description, time spent on fundraising etc.

6. Overall, how satisfied are you with your existing fundraising program?
   - Very satisfied
   - Satisfied
   - Neutral
   - Dissatisfied
   - Very dissatisfied
   a. Describe your station’s approach to fundraising.
   b. Describe how station staff, volunteers, and board members are involved.
   c. Describe the type of training or assistance that is needed to improve your fundraising program?

7. What do you need to meet the NFFS requirement?
General Findings

1. The majority or 89% of the Native station respondents met the NFFS requirement in FY 2017.
2. Regional socio-economics, staff shortage and capacity, and the lack of innovative and effective fundraising strategies were cited as the greatest challenges for the stations that did not meet the NFFS requirement. Unemployment, small staff, and the location of the station in rural and economically depressed areas were contributing factors.
3. Underwriting experience, successful grantmaking, and planning contributed to an increase in fundraising from FY2016 to FY2017. Stations that saw a moderate decrease in fundraising from FY2016 to FY2017 cited staff issues and no new grants funded as factors. A downturn in the revenue of the Tribal government also affected station revenue.
4. The best revenue generators for the stations were events, listener donations, and underwriting. The least revenue generators for the stations were direct mail and membership. Inkind support, on-air fundraising, and merchandise sales fell in the middle as revenue generators.
5. None of the stations had more than five (5) staff responsible for the station’s fundraising. 44% or 8 stations only had one (2) staff responsible for the station’s fundraising. 56% or ten (10) stations had between two (2) to five (5) staff responsible for the station’s fundraising.
6. Stations very satisfied with their fundraising program cited that fundraising is a “vital” part of the station’s operation and valued the labor and skills of volunteers to help with fundraising. Stations dissatisfied or very dissatisfied with their fundraising cited systemic issues including Tribal government (licensee) policies and procedures that did not match the station’s fundraising needs, inconsistent fundraising approaches, and local credibility issues stemming from the station’s handling of funds. Other factors of dissatisfaction included the absence of volunteers, staff overtime requirements, the involvement of only the staff in fundraising for the station, and high unemployment where volunteers often choose paid odd jobs to support their families.
7. The majority of the Native station respondents or 83% cited that the NFFS requirement can be met by providing quality station operations, having more staff, having Tribal leaders buy into the greater benefit of radio for local people, and creating station stability. The majority or 94% of the Native station respondents described the need for training and the type of training to improve their fundraising program. They include:
   • Event Planning
   • Organizational Skills
   • How to work effectively with a volunteer force
   • Underwriting
   • Collaboration with other stations
   • Individual Donations
   • Planned Giving
   • Using technology for fundraising
   • Major Donors
   • Educating Tribal Officials about station fundraising
   • Public Relations
Survey Results

Question 1: Did your radio station meet the NFFS requirement in FY2017? Sixteen (16) respondents answered yes while two (2) answered no.

![Bar chart showing 16 stations met NFFS Requirement in FY2017, 2 stations did not meet]

Question 2: If you did not meet the NFFS requirement, please answer the next few questions:
Only two stations did not meet the NFFS requirement in 2017. The other respondents were not required to answer questions a through e.

a. What percentage of the $100,000 did the station raise in cash?
   Station one: Of $100,000, 24% cash raised.
   Station two. Of $100,000, 75% cash raised. Not all cash raised was NFFS qualified.

b. What percentage of the $100,000 did the station raise in-kind?
   Of $100,000, both stations raised less than 10% inkind.

c. Identify your station’s greatest challenge in meeting the NFFS requirement in FY2017.
   - Regional Economic Conditions
   - Staff Storage and Capacity
   - Lack of Innovative and Effective Fundraising Strategies
   - I don’t know what the NFFS is and/or don’t understand the requirements
   - Other

Both stations identified 1) socio-economics, 2) staff shortage and capacity, and 3) lack of innovative and effective fundraising strategies as their greatest challenges in meeting the 2017 CPB CSG NFFS requirement. One station didn’t understand the NFFS requirements.
Based on your selection in 2c, please provide a detailed explanation:

- The station is located on a reservation and operates in a small, rural, economically-depressed area with approximately 65% unemployment, which makes local fundraising a difficult task. There is no industry in the area. While the station receives good support from the business community and individual listeners who rely on the station’s services, the amount of funding received from these sources is limited due to economic conditions. The station had a staff shortage the past year. People don’t always renew their annual membership or participate in Pledge drives.
- Time spent on fundraising for the large amounts now required by NFFS with only one staff person is limiting.

Both stations also checked “Other” and offered the following explanation:
- The station did not receive adequate or timely information noting new requirements.
- The station receives very little funding from the Tribal Government, and is not directly under the Tribe’s umbrella as a tribal program. While the Tribe operates a casino, the station receives little revenue from it. The casino prefers advertising over underwriting.

Three respondents that met the FY2017 NFFS requirement offered additional insights in “other” even though they were not required to do so in the survey:
- Stations face other challenges including Licensee accounting requirements or restrictions such as being unable to secure a paypal account into which electronic donations can be deposited. Other challenges include the loss of grants once used to satisfy the CSG NFFS requirement, and a listening population that is limited to the boundaries of the Tribal reservation where income is considerably low and unemployment is high. Geographic remoteness is also a barrier to station fundraising efforts.
- There is no issue in meeting the NFFS because the station seeks out state and foundation grant funding every year, and are members of AMPERS, an organization that also supports the station with underwriting and grant support from the State of Minnesota.
- The station receives Tribal funding support and also received a Minnesota Community Service Grant and Minnesota Legacy grant for producing Arts & Cultural Heritage programming. All these funds add up to an amount required for the CPB CSG NFFS.
Question 3: Compared to FY2016, did your fundraising increase, decrease or stay about the same in FY2017? (check one) Eighteen respondents answered the question.

- Eighteen respondents answered the question.

a. Please provide a brief explanation. Nine (9) of eighteen (18) respondents provided an explanation for changes in fundraising comparing FY2016 to FY2017.

  Increased a little:
  - Our FY2017 NFFS increased about 11% from FY2016. I would attribute this to the growing experience of our underwriting sales staff of 2, and timing of multiyear foundation grants where the greater amount was received in this fiscal year.
  - New station, more planning every year, donations are increasing.

  Stayed about the same:
  - Stayed the same due to lack of staff and station is located in a rural area with business 60+ miles away. The closest town is 30 miles away but most businesses are out of business.
  - We have been reaching out to other organizations for other/more underwriting opportunities.
  - We don’t do any real fundraising so it always stays the same.
  - No change in giving.
  - Fundraising for our station is limited due to to the remoteness of where the station is located. Our tribe shows little to no support in our efforts to raise funds for our station. All other businesses are small and have not donated.
  - Contributions for our major fundraiser source stayed the same. Staffing shortage did not allow us to significantly increase our fundraising activities for FY 2017.
Decreased a little:
• In 2016, we did not actively seek much underwriting support or grant beyond our CPB and state grants. In 2017, we saw a slight decrease until the latter part of the year due to our new marketing strategy to sell business sponsorships besides just standard underwriting packages.

Decreased Moderately:
• Our fundraising decreased because we didn’t have any new grants funded. The overall economic changes had an impact. Our underwriting revenues decreased due to lack of business.
• Staff issues
• Tribal Funds dipped moderately because it is based on Gaming profits and Indian Gaming in Minnesota has seen a plateau in revenue. Therefore, funding amounts from gaming are down moderately. Tribal funds are under strain due to increased demands. Something has to give and tribally funded programs like our station bear the brunt of retrenchment.

Question 4: Rate the success of all the fundraisers your station utilizes (1=best revenue generator and 9=least revenue generator). Eighteen respondents answered the question.
a. **Describe your most successful event and explain why it worked.** Twelve (12) respondents provided an explanation.

- We were able to sell hot food at a local Pow-wow. The people that were there at the Pow-wow made it possible.
- Membership drives, we have volunteers helping.
- Annual membership drive/fundraiser.
- We have an annual Art Auction that we have put on since 1996. We have developed relationships over these years with artists who donate works of art, and local businesses who sponsor the event and purchase art.
- Proceeds from Pull-Tab gaming.
- We did one successful on-air event. A 10-day event with a goal to raise $5k. We hit $5k in 4 days and kept going to finish at $15k in pledges and $13k in paid invoices. Why did this work? We had more staff, we had a mentor and trainer. This was back in 1994. In 1995, the staff tried it again, I cautioned them to plan ahead and don't beg, talk about your successes and needs. They did not listen and it fell flat, losing money in the end. We have never had the staff numbers again to attempt what we did back in '94. For us In-Kind support comes from Indirect Service of Fiscal accounting and free site lease
- Our annual “Drive to Thrive” works because we involve the entire community
- On-air fund drive, when it’s planned well it does well. We are able to raise $1000 in a 10-hour time frame. We've only done two on-air fund drives. We have more planned in the future. I feel it was successful due to the pre-planning and advance promotion. Staffing was key also, we had all staff available for the entire timeframe we were on-air.
- We raise most of our revenue through gaming/bingo and underwriting, on-air fund drives do not generate nearly as much.
- Once a year we do an open house social event. This brings in a fair amount of individual donations from our community.
- Raffles – I think people need to feel an instant exchange for their donations.
- [With] staffing (3) fulltime and (1) ¾ time staff, it is just not enough time and effort for us to organize and facilitate any events that would bring in any significant amount of fund raising.
Question 5: How many people are responsible for your station’s fundraising efforts? Eighteen respondents answered the question. Ten (10) respondents reported having between two (2) and five (5) staff responsible for their stations fundraising efforts, while eight (8) respondents reported only having one (1) person. None reported more than five (5) dedicated to the station’s fundraising needs.

![Graph showing number of staff responsible for station's fundraising efforts]

Number of staff responsible for station’s fundraising

a. Provide details about staff responsibilities, include job description, time spent on fundraising, etc. Eleven (11) respondents provided details.

- We have a total of three staff persons. Job duties include DJ duties, production of programs, editing of programming, etc. If we do a fundraiser, the work will be split up between everyone.
- The Station manager is responsible for underwriting sales and grants, 80%.
- General manager acts as development director spending time on securing grants and organizing membership drives and other events.
- Our biggest fundraiser is our Membership/Pledge Drive. The Board of Directors will sometimes come in and help answer phones, and occasionally pitch on-air. We have a fundraising director who handles the majority of our Membership drive planning. Planning meetings monthly and 4 months prior to our membership drives. Then weekly planning meetings. Full time staff do all the planning (Manager, Program Director, Fundraising Director & Finance Director). We work as a team, receiving pledges, premiums, answering phones, entering the data into a computer. Three full time staff rotate on-air shifts, and the manager assigns an on-air pitch schedule. The General Manager, program director, and fundraising director schedule live local entertainment. Most of the scheduling is done prior
to the start of the membership drive by the Fundraising Director. The Program Director and Fundraising Director set-up, record, and make a list of the entertainment as they perform. The program Director updates the list of pledges, and running total of pledges on a clipboard. The program Director, and Manager bring the pledge to and from the control room to be aired. The Finance Director mails out all pledge Invoices. The Manager creates, and maintains the membership list by adding new pledges received. The manager and program director also answer phones and take pledges. We set aside an entire week for our membership drive.

- The Development Coordinator is primarily responsible for all fundraising functions. The GM looks for funding opportunities. A lot of the opportunities require a project of some type that goes along with the funder’s mission. Other staff are required to be on-site and assist should there be a need for staffing at any and all fundraising oriented events. However, our staff are under overtime restrictions and not allowed to flex hours to accommodate the different staffing requirements beyond their primary job duties so we have sacrificed staffing our fundraising efforts in place of meeting our normal service goals. Another fundraiser is a weekly bingo. The Bingo game was set-up almost 30 years ago by our tribal gaming department. We’ve modified the game through the years. The finance director is in charge of ordering all supplies for the games. The public affairs assistant gets the cards ready to sell each week. The cards are sold by all staff at our front desk/counter when customers come in. The Manager, Program director and fundraising director rotate calling the bingo live on-air every Friday.

- The General Manager is limited to making visits with the Tribal Services programs to solicit donations. The station employs two full time announcers, one is also our designated office manager and the other is responsible for recording and editing. We have one announcer who works the evening shift only. The General Manager maintains our studio and transmitter equipment, monitors our HD and analog transmitters and facilitates a remote studio broadcast for our local elementary school. The GM is responsible for the purchase and repair of all the broadcast equipment, financial reporting through our contract CPA, and administers our CPB grants; this severely limits time spend for fundraising.

- Currently most of the fundraising lies on the shoulders of the GM. We have a person contracted on commission basis for underwriting and sponsorships. This has given our 2018 start of the year a boost.

- We have one full-time underwriting sales staff and another underwriting sales staff who is focused primarily on sales for the national programs we produce. A grant has enabled us to hire an additional staff member this year to sell undewriting. We hope that this position will become self-sustaining over the next year. We also have one full-time resource development specialist who is focused on grants revenue from private and government sources. We have contracted a large portion of the work for our membership drives. For our annual art auction, we contract with an events service, and rely heavily on volunteer involvement by our board and other volunteers.
• Our Development Director is responsible for all fundraising activities, supervised by the General Manager. When not coordinating the pledge drive, she concentrates on underwriting efforts with local and regional businesses, including sales and scheduling.

• All staff help organizing on air participation by local companies. Man hours @ 80 hours X 5 staff = 400 hours combined.

• Fundraising efforts were minimum due to staffing shortage.

**Question 6:** Overall, how satisfied are you with your existing fundraising program? Eighteen respondents answered the question.

![Satisfaction of existing fundraising program graph]

a. **Describe your station’s approach to funding:** Sixteen (16) respondents described their approach to fundraising. Their responses are matched to their level of satisfaction with the station’s fundraising program.

**Very satisfied:**
- It is a vital part of our operation and allows us to offer the level of service we do for our listeners.

**Satisfied:**
- Growing our station, more listeners and more support
- Community involvement
- We strive to diversify revenue streams to include funding from individual donors, corporate sponsors, state and federal sources, and private foundations
- Local and regional participation is critical

**Neutral:**
• Set a date, ask for volunteers, encourage group efforts, and be organized.
• Do as much as time allows
• Getting out in the community to share what we do and who we are has seemed to bring the most financial support. When we visit business in order to sell underwriting or sponsorships we always bring a sample CD to show what we are doing successfully.
• Our audience tends to respond to the yearly large Membership Drive and typical premiums such as shirts, mugs, etc. We also air regular reminders of how they can engage and donate on-line throughout the year.
• We make calls, follow up with updates, and make sure that duties get split up accordingly. We could be more aggressive however we have other programs that we have to do work for.
• We are always looking at different ways to fundraise and generate revenue for the station, and having tried many different things, we know what works for us and what doesn't. We always try to have a positive attitude, and we meet to discuss fundraising ideas and planning.

Dissatisfied:
• We have on air donation requests, we have written grants, but due to previous station managers and staff receiving funding and no reporting done we are constantly being rejected. Approaches to Tribal programs has not been in our favor.
• We do not have a consistent or solid approach to fundraising

Very Dissatisfied:
• We are sometimes blessed with paid PSAs from national foundations/associations
• Right now, “my” approach is to raise what funds we can with the “systems” we have in place. That isn’t much. I imagined being able to raise $30,000 in donations per year. $30,000 in Underwriting, $5000 in merchandise sales, $5000 in event ticket sales. Being that the station is operated by the Tribe we are subject to all of its policies and procedures. Most of the policies and procedures are intended for long cycle civic programs meant to operate like a municipality. Often the accounting procedures and policies are set and we are not able to develop our fundraising functions beyond having a Point of Sales/Donation box at the community events we host.
• Our approach has been making contacts with the Tribal Services Programs and entities who are utilizing station air time to reach out to the community. We are currently meeting with our Tribal Government to devise a means of obtaining contributions from the Tribal program’s community outreach budgets.

b. Describe how station staff, volunteers, and board members are involved. Fourteen (14) respondents provided a description. Their responses are matched to their level of satisfaction with the station’s fundraising program.

Very satisfied:
• We have a very small full-time staff, so we use the labor and skills of anyone willing to help complete our mission.

**Satisfied:**
• They love our programming and show their support year round.
• All assist in some way to volunteer off hours or go beyond to get donations
• All staff are involved in making sure that our membership drives and annual event are successful. Our board members are asked specifically to assist with selling sponsorships for our Art Auction, and identify leads for our underwriting sales staff. A small number of high-level volunteers are involved with selling sponsorships for our Art Auction. Otherwise, volunteers assist with a variety of tasks at the Art Auction, and answer phones to take donations during our on-air drives each spring and fall.

**Neutral:**
• Staff is required. Volunteers are asked. Board is required.
• Poor response from volunteers and board members
• All staff are trained to be able to promote the station to family, friends, and business owners. Board members really do a lot when it comes to fund raising, but they do recommend businesses.
• All staff is on board which includes GM, community service person, 3-part timers, and a half dozen volunteers and students from school tend to participate.
• Staff will do the work that is involved in the fundraiser. The volunteers will come by and pitch in what they can. Our board members do not live in the area.

**Dissatisfied:**
• Only staff are involved in the fundraising, volunteers and Board members (although the Board was asked) are not involved in fundraising.
• The station has no volunteers and the ANSB members are not involved with the station.

**Very Dissatisfied:**
• Staff follow a schedule as do our volunteers. Board members do nothing.
• Only staff contribute to any fundraising. We do this by on-air fund drives and event donation requests. We have no volunteer staff as those in our community feel compensation is expected.
• Our station staff do not have the time to be involved and volunteers are almost nonexistent considering our unemployment rate which limits individuals to doing odd jobs just to support their family’s needs.

c. **Describe the type of training or assistance that is needed to improve your fundraising program?** Seventeen (17) respondents described fundraising training or assistance needed. Their responses are matched to their level of satisfaction with the station’s fundraising program.

**Very satisfied:**
• Any assistance with event planning, organizational skills, how to work effectively with a volunteer force, etc. would be welcome.
Satisfied:
• Our station can always use more training in underwriting and collaboration with other stations.
• We would like to increase our capacity to secure major donations from individuals, and grow planned giving.
• Looking toward the future what is working what is not. Using the technology we have today.
• Not sure we need training or assistance, we do a pretty good job.
Neutral:
• More webinars or teleconferencing training offered to staff and board.
• Training materials
• I really need a designated person, beyond myself to do fundraising beyond grant writing.
• Securing underwriters in rural areas as well as finding unique grants that fit our remote location needs to the local Native communities we serve.
• Framework to fundraise or maybe the ABC's of fundraising so to speak.
• Training for new person, and to maybe get a idea's that will help us to improve our fundraising to raise more revenue.
Dissatisfied:
• Training on how to raise funds through internet would be very helpful.
• More training is needed for rural areas.
• It would be great to have a staff person or board member solely focused on recruiting big donors or regular underwriting.
Very Dissatisfied:
• We need an additional staff. We need full time mentors. We need a development director.
• I feel that our staff is ready to execute whatever fundraising event/promotion as long as we have the tools and systems to integrate these plans with our Tribal Accounting procedures and systems. I know it's a matter of educating the Tribal Accounting staff and Council members about the fundraising needs for the station to be self-sufficiently funded.
• Our station needs an additional staff person who is primarily responsible for fundraising with public relations skills. Through a collective effort from the tribal programs, we can realize this position. Our present plan is to target the Tribal Council who has the authority to encourage and convince the Program Directors to invest in our station.
Question 7: What do you need to meet the NFFS requirement? Fifteen (15) respondents provided a description of what they need to meet the NFFS requirement.

- We need our Tribal leaders to buy into the concept that by contributing to radio, the end result will be a greater benefit for the grassroots community people.
- As long as our Tribal Council funds our station, we will continue to meet the NFFS requirement. If they continue to struggle with our Casino operations that could put significant stress to meeting our NFFS. Although, the State of MN Legacy and General CSG funds total over $100,000 of NFFS. That would put pressure on the station to increase its fundraising levels from its current $15,000 to well over $150,000 that will be needed to fund the top 2 positions of General Manager and Programming Manager. Funds that are generated in any of our fundraising activities are subject to the 22% in-direct cost rate of our Tribal government.
- A constant flow of non-federal dollars, including reliable support from our state government.
- Staff. Large donors. Providing a quality operation that inspires donations, which again would be most successful with more staff.
- It's been a real struggle for our station for the last few years. Right now, I think that the required amount that we are supposed to raise is un-realistic on our reservation. It is getting harder and harder every year to raise the required NFFS. We only come close to meeting it if we have a big project and receive non-federal revenue through grants. We do not have the staff size to work on additional projects other than what we are now doing. We operate in a small, rural, economically-depressed area with approximately 65% unemployment, which makes our local fundraising efforts a difficult task. While we receive good support from the business community and individual listeners who rely on our services, the amount of funding we receive is limited due to our economic conditions. Ideally, it would help us if we could get an endowment fund established for the station, but that's been hard to do when you're struggling just to stay afloat.
- We are missing one leg (fundraising) of our 3 legged operation stool.
- Requirement met.
- As long as the state continues to offer grants, we will continue to do well.
- Staff
- We are able to meet the NFFS requirement.
- Nothing
- Nothing
- We met the NFFS.
- More fundraising efforts, more membership drives.
- Our Radio station needs more people to help move this station forward to create stability.