

# BUILD THE MOVEMENT, OCCUPY THE AIRWAVES

# COMMUNITY-RADIO TOOLKIT

Thank you for volunteering for Prometheus Radio Project!

Everyone at Prometheus Radio Project is excited to have you helping to spread the word about the upcoming opportunity for your community to seize the airwaves.

We'll be here with you every step of the way so you can host a successful event in your area that will help others to understand the transformative power of community radio and the basic process of applying for a station license from the Federal Communications Commission (FCC).

This toolkit is just one way Prometheus can help you. You can expect that we will:

- Check in with you by phone or email
- Help you identify resources you might need
- Help to connect you with allies or event venues (if needed) in your area that we may know
- Promote your event on our websites, Facebook pages, and email list
- Provide online training for using the Popular Education Tools
- Help you follow-up with participants who want more information

In exchange for our support, we need a few things from you:

- Logistical information about your event so we can help promote it
- Good communication with our staff and volunteers who want to help you
- Pictures, videos or audio from your event
- A follow-up call to let us know how the event went and to help you wrap up
- Timely return of contact data – either online or by mail (we'll even send you a Prometheus t-shirt as a token of our appreciation!)

We hope you find this toolkit to be an asset as you begin to plan your efforts. The handouts in the toolkit are also available as separate files to make printing easier for you. You can find those at [PrometheusRadio.org](http://PrometheusRadio.org). Never hesitate to call us at 215-727-9620 ext. 504 or email [jrousset@prometheusradio.org](mailto:jrousset@prometheusradio.org) with questions or concerns as you work through the process. Prometheus is here to help!

In Community,

Ian Smith  
*Field Manager*

Jeff Rousset  
*Field Organizer*



# EVENT CHECKLIST

☐ **Find your partners.** Find a local organization or a few friends to help host an event. (Working with others will boost turnout, help with logistics, and maybe even form the basis of your new community radio station). Decide whom you want to reach with your event – what voices are missing in the media landscape in your area? Immigrants? Youth? Progressives? People of color? Who are the leaders in these communities, and what organizations might have the resources to support a new station? Knowing who you want to reach will help you target your outreach and plan your meeting.

☐ **Book a location.** Public libraries, churches, schools, and community centers often have meeting rooms available to the public at no cost. Local non-profit organizations are often willing to donate space as well. (If you get stuck, contact Prometheus and we'll see who we know in your area.)

☐ **Advertise your event.** The best way to reach a diverse crowd is to do diverse outreach. Use facebook and other social networking tools to spread the word far (facebook and twitter make it easy for others to re-post your announcement), but be sure to also post to local listserves or on bulletin boards in popular spots. Call people and send text messages. Place an announcement in your local paper or alternative weekly. Ask local organizations to notify their members. Partnering with other organizations is an easy way to connect with folks you normally couldn't reach. Finally, be sure to let us at Prometheus know, so we can send the announcement to our contacts in your area.

☐ **Create an agenda.** We provide **SampleAgendas** in this toolkit. Check out our **Popular Education Tools** for activities to engage the group in thinking about the possibilities for community radio.

☐ **Gather and print copies of materials.** Be sure to bring big paper and markers to take notes during your meeting, and post a big copy of your agenda for participants. Use our **Contact Gathering Kit** to collect attendees' contact info and share it with Prometheus so we can offer them additional support, resources, and technical assistance to start a station.

☐ **Send reminders and call key participants.** This step is key. For most people, your event will be one of many on their calendar. If you know people who are planning to attend, a quick phone call reminder goes a long way. It's a good idea to call or email the day before, and then send a text message reminder an hour or two before the event.

☐ **Host your event!** Have fun, but also take pictures and document minutes.

☐ **Follow-up with Prometheus.** Let us know how the meeting went and send us any questions that came up that you couldn't answer. If you upload your contact list (see **Contact Gathering Kit**) we'll send you a t-shirt! We'll support you through the process with additional training, resources, and one-on-one assistance!

# SAMPLE AGENDAS FOR EVENTS

The following are two examples of potential agendas for 2-hour events. When planning agendas, leave appropriate time for food, host group welcome or program, breaks, or other considerations. Also make sure to reserve enough time for setup and cleanup.

Taking time to prepare for each workshop and stating a goal and purpose for each workshop will help you to choose how to build the agenda.

## Workshop Style

A workshop style agenda show how exercises combine or build off of each other to work toward a goal using our **Popular Education Tools** ([www.prometheusradio.org/popedtools](http://www.prometheusradio.org/popedtools)). Read the tools and think about your invitees to determine which exercises might work best for you.

### A Sample Workshop

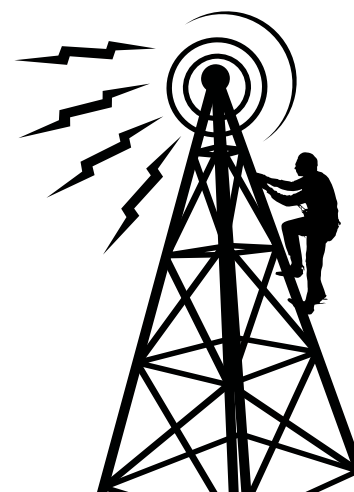
- Brief Introduction (2 min.)
- If I had a hammer (5-10 min.)
- Factory vs. Radio (35-45 min.)
- Nuts & bolts about the community radio opportunity (15 min.)
- Q & A (30 min.)
- Point people to resources to find out more (5 min.)
- Closing Thank You(3 min.)

## Meeting Style

A meeting style agenda features people in your community who may be able to help attendees understand the value of participatory media. Allow for a presentation or panel highlighting other programs that may exist in your community such as public access television, digital storytelling projects, youth arts, technology centers, etc. This style may work best if you are not comfortable facilitating group processes or if your space is not appropriate for group work.

### A Sample Meeting

- Brief Introduction (2 min.)
- Room introductions - DeeJay name game (5 min.)
- Go over Goals of the Workshop, Agenda, and Guidelines (5 min.)
- History/Background/overview of community radio (5-10 min.)
- Participatory Media in your community (30 min.)
- Nuts & bolts about community radio opportunity (30 min.)
- Q & A (10 min.)
- Point people to resources to find out more (5 min.)
- Confirm everyone is on the sign-in sheet (2 min.)
- Closing Thank you and (3 min.)



# COMMUNITY RADIO 101:

## FAQ on starting a low power station

### What is community radio?

Community radio allows people from a variety of perspectives to work together to tackle a topic or problem—to share stories and facts, to ask hard questions, and then shape a judgment on which they can act. It's been around for decades and is about to grow stronger after recent legislation that passed in 2010.

### What is low power radio?

Low power FM (LPFM) stations are noncommercial, run by non-profit organizations, schools, community groups, local governments and churches. They are not available to individuals or for commercial operations. LPFMs operate at 100 Watts or less and reach a radius of 3-10 miles. Thanks to the recent passage of the Local Community Radio Act, there will soon be an opportunity to start LPFM community radio stations for the first time in more than a decade.

### When can I apply for a station?

The FCC only takes applications during a licensing “window,” which may only be a week long, and we don't yet know when the window will be. It will probably happen mid to late 2012, so station hopefuls should have their applications ready to submit by then. There are many ways to prepare before the window opens (read on).

### How much does it cost to start and run a station?

Startup costs vary widely, depending on the cost of your equipment, studio space, etc. A fairly minimal start-up budget includes around \$10,000 worth of equipment. Recurring expenses include rent (unless you already have a suitable space for a studio and an antenna), music licensing fees, equipment maintenance, and people power. Stations that already have space and don't have dedicated paid staff can often operate on \$5,000-\$10,000 per year.

### How do I find out if an LPFM channel will be available in my area?

You can't know for sure until the FCC completes its rulemaking proceeding on LPFM, which will determine the rules about where stations can be located. Once the rules are final (early 2012), a radio engineer can do a study to determine whether there's a channel available for a new LPFM station. In general, there are more open channels available in rural areas (where there are fewer existing stations), and fewer available channels in urban areas (where the radio market is already crowded).

### What are the eligibility requirements to apply?

Low power FM stations must be licensed to local non-profit organizations, schools, or governments. Non-profit organizations must be registered under the rules of their state, but don't need to have 501c(3) status. Your organization must have a board, and your board members must live within 30 miles of your proposed transmitter location. Once on the air, you must broadcast at least five hours each day, broadcast emergency alerts, and keep your equipment running within the technical guidelines set by the FCC.

### Are there any costs associated with applying for a license?

The FCC does not charge a fee to apply for an LPFM license. However, you may have to pay an engineer to do a study to determine whether and where there is an available channel. The costs to conduct an engineering study can range anywhere from \$100 - \$2,000, depending on the complexity of the study. In some places, especially rural areas, a study may not be necessary, because open channels are easier to find with free software.

### What can I do to increase my chances of getting a license?

In crowded areas, many applicants will compete for a given open channel. The FCC gives “preference points” to applicants who meet certain criteria. Although the point system may be revised soon, the old point system had three points: one for applicants who pledged to broadcast at least 12 hours each day, one for applicants who pledged to broadcast at least eight hours of locally originated programming, and one for applicants whose organization had existed for at least two years. If you haven't been around for two years, you may want to partner with another more established group.

### Are there any programming restrictions for an LPFM?

An LPFM license is a “non-commercial-educational” license, which means your station must have an educational mission. But the FCC does not evaluate the merits of this mission. LPFMs air a diversity of programming, including music, news, public affairs, etc. You cannot air paid advertisements, but you can engage in underwriting, which allows you to accept contributions from businesses and express gratitude for these contributions on the air.

### What else can I do to prepare?

The best LPFM stations are participatory and collaborative; you can start reaching out now to others in your community, especially those whose voices aren't represented in your local media. Other community media makers make great collaborating partners, as do community-based non-profits and grassroots groups. Involve others early in setting the mission and vision for your station, so that as you grow towards your goal, your station will have real impact in your community.

### How do I know who else is applying for a station in my region?

The best way to find out about other station hopefuls is to do some investigating in your community. By holding meetings, reaching out to community leaders, and asking around you should be able to find out if any other groups in the area want to apply for an LPFM and/or collaborate with your project.

### Where can I get more information?

We regularly offer webinars and other information for low power radio hopefuls; go to [prometheusradio.org](http://prometheusradio.org) and click “I want to start a station” to join our list. You'll automatically be added to our e-newsletter list as well. You'll also find more useful info under the “station support” tab at the top of the page.





# SO WHEN CAN MY COMMUNITY GET A RADIO STATION?

After 10 years of work to pass the Local Community Radio Act, media justice activists celebrated victory and turned their attention to letting everyone know about the opportunities ahead.

Now the FCC has a lot of work to do just to decide when they will start accepting applications for new community radio stations.

Here's the checklist for what the FCC has to do. This is our best guess about when things might happen, but the government often moves at its own pace.

We'll help you keep an eye on their work, make comments, and track their progress!

## Phase 1

The FCC must deal with a backlog of translator (mini-radio stations that repeat the signals of larger stations) applications

- ☐ Release a Notice of Proposed Rulemaking about the plan to process these applications (July 2011)
- ☐ Accept public comments on proposed rules for 30 days (August 2011)
- ☐ Accept public comments on the ideas and arguments proposed (September 2011)
- ☐ Finalize the system to process the translator applications
- ☐ Process the applications

## Phase 2

The FCC must announce rules that interpret the Local Community Radio Act

- ☐ Release a Notice of Proposed Rulemaking about low power radio (Fall 2011)
- ☐ Accept public comments on proposed rules for 30 days (Fall 2011)
- ☐ Accept public comments on the ideas and arguments proposed (Fall/Winter 2011)
- ☐ Release the new rules including the timeline for applying for new stations
- ☐ Open an application window to accept new applications! (The window may be as short as a week long, so applications must be prepared well in advance. We expect this filing window to open mid-late 2012 or in 2013. It will probably be at least six months after the rules are announced)

*Don't forget that there's still plenty to do in your community while we wait for the FCC to do their work. Start planning now (and check out [prometheusradio.org\\_whileyouwait](http://prometheusradio.org_whileyouwait)) so you'll have the strongest application possible!*

# WHAT TO DO WHILE YOU WAIT

It may be months or a year before the FCC starts accepting applications for new community radio stations. But there is so much to do so that you can be prepared and have a strong application when the time comes.

### 1. Write down a vision of your station.

Why do you want a station, what kind of programming do you envision, who will volunteer at the station, what communities will you serve? You probably only need one page at first, but this is a good way to help other people understand what you are doing. As your vision gets clearer, you will want to expand the written material into fliers, reports, and as much information as you have about what the radio station will sound like and what needs it will fill.

### 2. Create or find a non-profit organization.

You don't need to be a tax-exempt non-profit to get a community radio license, but you will definitely need some sort of organization to support such a big endeavor. Start now by either creating your own non-profit or finding a non-profit that will be applying for the radio station license. Starting a non-profit is hard work even before you apply for a license, so make sure you consider the pros and cons and seek legal assistance!

### 3. Start collecting names, skills, and making lists!

Talk to everyone you can think of in your community. Who can help? What skills do they have? You will need people who can make radio programs, people with legal and engineering skills, and a place to install an antenna. Talk to local elected leaders and community leaders. Find out what your community needs. Start to brainstorm and have meetings, explain to people the opportunity and ask them to join you. Convene regular meetings with people interested in this opportunity. Successful applications for a community radio station will likely involve collaborations across many groups. Start building these relationships now.

### 4. Make a budget and a fundraising plan.

One of the absolutely beautiful things about low power radio is how cheap it is. Some stations can get on the air for under \$20,000 and can stay on the air for less than \$2,000 per month. The main start-up expenses for a radio station are engineering fees, studio equipment for producing radio shows, and transmitting equipment for sending your signals out. Recurring costs are rent, utilities, insurance, licensing fees and personnel. So start now to identify opportunities for raising money in your community. Here are a few websites that cover some basics about fundraising:

<http://foundationcenter.org/getstarted/nonprofits/>

<http://www.grassrootsfundraising.org/howto/>

<http://www.rivernetwork.org/resource-library/writing-fundraising-plan>

### 5. Learn how to make great radio.

If you are going to run a radio station, there is no time like the present to learn how it is done. This can be as simple as creating a podcast, or as complex as producing an audio documentary. Find a local PodCamp or volunteer at another public or community radio station in your area. Even some public access television stations teach audio basics.

### 6. Make Connections.

There are many national and regional organizations that work on creating community media and community radio. Attend conferences and online events to help make the connections you will need to succeed, and attend workshops about community radio. Some organizations to consider are National Federation of Community Broadcasters; Grassroots Radio Conference, Alliance for Community Media, Allied Media Conference, Association of Independents in Radio, and National Alliance for Media Arts & Culture.

# EMPOWERING SOCIAL JUSTICE MOVEMENTS

Community radio stations are powerful tools for social justice organizing. Local groups around the country are using low power community radio to organize their communities around important issues.

Here are a few examples:

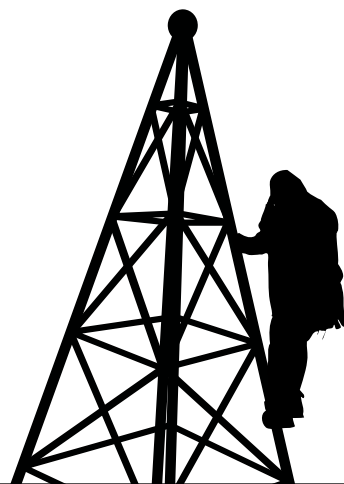
**WCIW: The Coalition of Immokalee Workers** is an organization of immigrant farmworkers based in Immokalee, Florida that fights for fair wages, improved working conditions, and the right to organize. In 2003, the Coalition started Radio Conciencia with support from Prometheus. The station broadcasts news, music, and educational programming in Spanish and indigenous Mexican and Guatemalan languages. In 2005, the station warned farmworkers as Hurricane Wilma approached and helped more than 350 workers find shelter from the storm.

**KOCZ: The Southern Development Foundation** is an African-American community development organization in Opelousas, Louisiana. The organization sponsors agriculture programs, leases land to farmers, and preserves the region's heritage of zydeco music on the airwaves. The station also broadcasts public affairs shows, religious programming, and hip-hop.

**WRYR: The South Arundel Citizens for Responsible Development** run low power WRYR as part of their efforts to promote smart growth and environmental sustainability in the Chesapeake Bay, Maryland. The station airs local zoning meetings, political debates, and other community news unavailable elsewhere on the dial.

**KPCN: The Northwest Treeplanters and Farmworkers Union** started Radio Movimiento, a Spanish-language station serving farmworkers in rural Oregon. During the 2008 election season, Radio Movimiento registered 1500 Latino voters and educated 7500 Latino voters.

Social justice groups representing workers, poor people, Native Americans, immigrants, teachers, veterans, and environmentalists are gearing up to apply for community radio stations. Stay tuned at [prometheusradio.org](http://prometheusradio.org) and sign up for our email list for the latest information on when groups can apply.



[WWW.PROMETHEUSRADIO.ORG](http://WWW.PROMETHEUSRADIO.ORG)

# GATHERING & SHARING CONTACT INFORMATION

Collecting people's contact info at events enables you to connect station hopefuls and potential volunteers to Prometheus. Along with our partners in the People Powered Radio Coalition, we will work with station hopefuls throughout the application process, provide them with support, and actually build their beautiful new station! Folks interested in volunteering will be plugged into Prometheus to expand our outreach efforts or connected with organizations applying for licenses in your community.

In exchange for completed sign-up sheets, we'll send you a free Prometheus t-shirt!

1. Download and print copies of the **Prometheus Sign-up Sheet** ([www.prometheusradio.org/sites/default/files/signupsheet.doc](http://www.prometheusradio.org/sites/default/files/signupsheet.doc) or photocopy the one in this packet) and download the **Contact Sheet** ([www.prometheusradio.org/sites/default/files/Contactentryform.xls](http://www.prometheusradio.org/sites/default/files/Contactentryform.xls)) to later enter names.
2. Please circulate the sign-up sheets at every event. Don't wait until an event is ending; try to circulate sheets early in the event, before people have started to leave.
3. Look at the names/info to ensure that they are legible. Ask for clarification if need be.
4. Check to be sure that you have collected all of the sheets you circulated.
5. Return the names to Prometheus. The preferred way is by entry into this Contact Sheet, so that we can upload the data directly into our database without having to manually enter all the names.

Please also mail the originals to:  
Prometheus Radio Project  
PO Box 42158  
Philadelphia PA 19101

Thank you!

*Please note: Prometheus sends out one e-newsletter per month and we do not share contact information without permission.*



[WWW.PROMETHEUSRADIO.ORG](http://WWW.PROMETHEUSRADIO.ORG)

# LOCAL MEDIA OUTREACH

Getting media coverage of your event can increase turnout and educate your community about this opportunity. Independent media are the most likely places to pick up this story, and might be most effective for reaching your target audience of social justice groups. You can also contact mainstream press to try and reach a much wider audience. Here are three steps you can take to get media coverage:

## 1. Assemble a press list

A press list is a contact list of reporters in your area. If you don't already have one, the first thing to do is contact ally organizations to see if they already have lists you can use. That could save you lots of work, but make sure you're pitching this story to relevant outlets and reporters.

You can also look up reporters in your area who cover media or community issues. Their direct contact info is often online, or you can call the news desk and ask for them. Get in touch with independent journalists too. Assemble all your media contacts into an organized spreadsheet with name, outlet, phone, email, job title, subject covered, and other info such as call notes. If you need extra support getting press contacts Prometheus may be able to help.

## 2. Write and send a press release

Press releases tell reporters and editors about important news and special events that are happening. They read like news stories and are generally one to two pages long. The first paragraph contains the 5 W's: who, what, where, when, why. Send the first release at least a week before your event. Also send a week before and the day before if the target outlet has not covered it yet.

A sample press release is on the next page. Keep the format, but customize the release for your own group and event. Your logo should go at the top, along with your organization's info, the date you release the info to the public, and a contact person from your group. You can use the Sample Press Release for help, but tailor the content for your specific situation. Email and/or fax it to your press list with a catchy subject line. If emailing multiple people at once, make sure you send to everyone as a BCC (blind carbon copy). Don't include attachments.

## 3. Follow up pitch

Following up is often the difference between media success and failure. After sending your press release you should make follow-up calls. Make sure your press contact received the release. Explain the story in a compelling 30-second to one-minute pitch. Tell them you've got experts ready to be interviewed. Get commitments! Ask them if they will write about your story or attend your event. Always update your press list. And send thank you messages after your story gets favorably covered. These are important relationships to build!

4233 Chestnut St.  
Philadelphia, PA 19143  
[mediamobilizingproject.org](http://mediamobilizingproject.org)



### Press Release

**FOR IMMEDIATE RELEASE**  
July 18th, 2011

## Sample Press Release

**Contact:** Desi Burnette, [desi@mediamobilizing.org](mailto:desi@mediamobilizing.org), 215-821-9632

### **Community Groups Harness the Airwaves to Build a Movement**

*Local voices to get amplified on new community radio station*

Philadelphia, PA – Community groups will come together at the public library next week with hopes of soon taking their issues - and their voices - to the airwaves. They are preparing to apply for a license to start a new community radio station that will be added to the dial in upcoming years. The new station will be the first low power community radio station to ever broadcast in the area, and is part of a national expansion of community radio stations.

"Movements begin with the telling of untold stories, and we have here a tremendous opportunity to get the true stories of our region on the air," said Amendu Evans of the Media Mobilizing Project. "This station will broadcast news, stories, and analysis by and for poor and working people. We will feature voices and information you won't get anywhere else on the dial. This is truly the people's radio station!"

Radio airwaves are currently controlled by a small number of giant broadcasting corporations, and community stations are few and far between. But all that will soon change. Last year, Prometheus Radio Project and a wide coalition of social justice and media advocacy groups won a decades-long struggle to expand community radio and give ordinary people access to the airwaves. Community groups across the country are now preparing for the largest expansion of community radio stations in U.S. history.

"Community radio stations are places for workers, nonprofits, school teachers, local musicians, and emergency responders to project voices that serve their communities," said Vanessa Maria Graber of the Prometheus Radio Project. "Radio can be a powerful tool. We are excited to help diverse groups nationwide get on the air and amplify their voices!"

Community groups and nonprofits interested in learning more about this opportunity are invited to join the meeting on July 24th at 7pm in Room B of the public library. The event is part of Radio Summer, a national outreach campaign to spread the word about community radio opportunities to social justice groups and other communities who have been excluded from the airwaves. For more information visit [www.prometheusradio.org](http://www.prometheusradio.org)



YES! I want to build 1,000+ new low power stations.  
Please add me to the Prometheus Radio Project mailing list.



Name

Organization

Email

I want to: ☐ Help start a station ☐ Get the word out ☐ Apply for a station ☐ Share my contact info with Coalition Partners

Street Address

City, State, Zip

Name

Organization

Email

I want to: ☐ Help start a station ☐ Get the word out ☐ Apply for a station ☐ Share my contact info with Coalition Partners

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City, State, Zip

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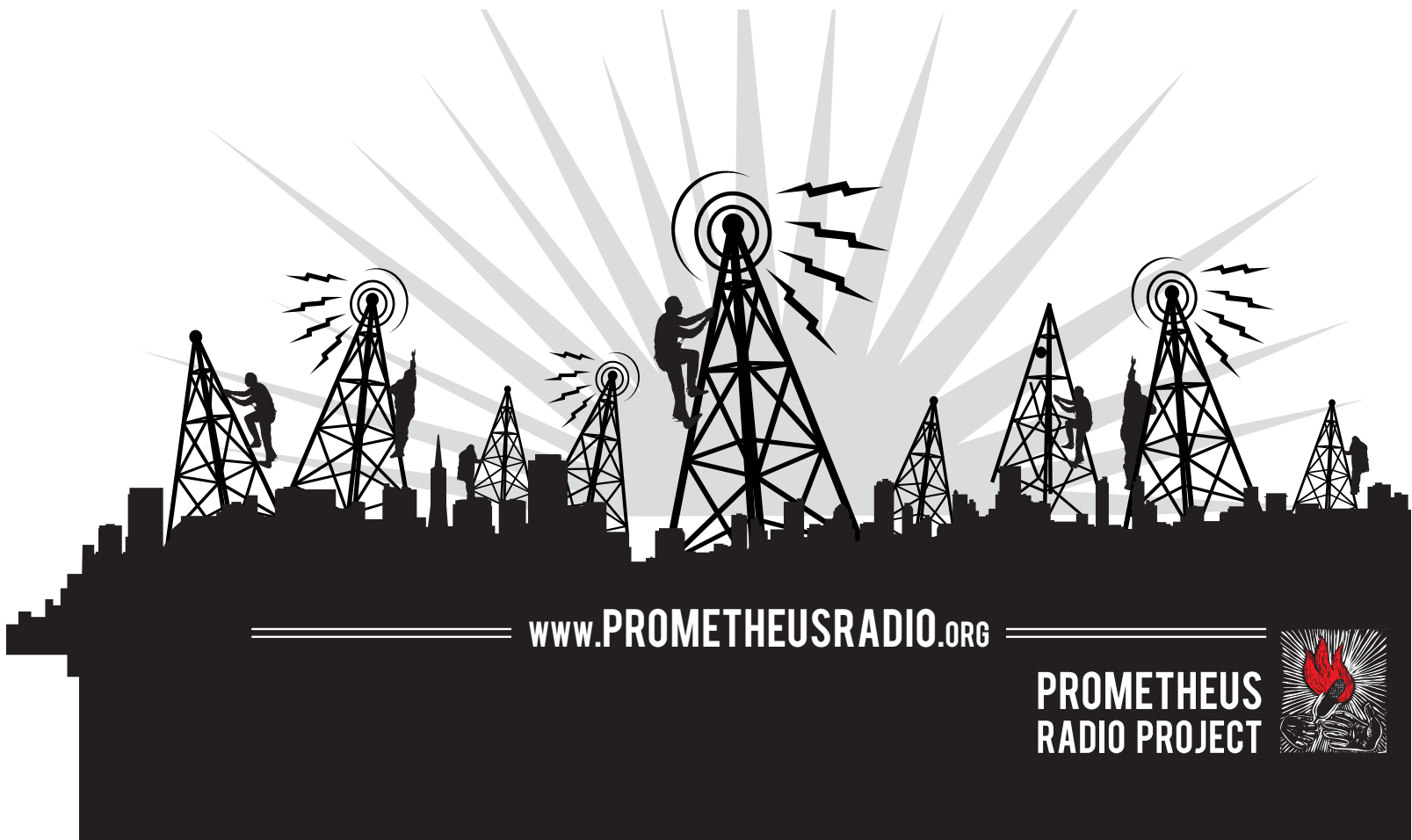
To support your efforts, Prometheus may share your contact information with organizations in the People Powered Radio Coalition to provide assistance in strengthening your application.

# COMMUNITY-RADIO

WHAT COULD YOU DO WITH YOUR OWN RADIO STATION?

WHAT COULD WE DO WITH THOUSANDS OF THEM?

## Sample Event Info



www.PROMETHEUSRADIO.ORG

PROMETHEUS  
RADIO PROJECT



www.PROMETHEUSRADIO.ORG

## POPULAR EDUCATION TOOLS

# SHORT OPENING & INTRODUCTORY EXERCISES

Overview: These tools are great for the beginning of workshops and can really help break the ice.

### Deejay Name Introductions: (5 minutes, depending on group size.)

Goal: to introduce workshop participants and to create space for expression and fun.

- Give the instructions: We will go around in a circle, introducing ourselves. We will say our name (where we are from?, organization?, etc...) and if you could pick any Deejay name, what would it be.

### Deejay game: (10 – 20 minutes)

Goal: to create a relaxed fun environment. (Helps to loosen people up!)

- Break the room into 2-3 groups.
- After they have formed into groups, give the following instructions: “Each group will have 5 minutes to come up with a list of short songs that everyone knows the words to. The list should have at least 10 songs on it.”
- The facilitator will be the DJ, but instead of spinning records, the facilitator will point to a group who must sing a song from their list, then point to the next group. Each group will make their way down the list, as the facilitator DJs.
- When there is one group left, who has not run out of songs, the game is over.

### If I Had a Hammer...

**Time: 5-20 minutes, depending on the size of the group**

Goal: to create a space for all participants to speak, and to introduce the theme of radio as a tool.

- Show a picture of a hammer or hold up an actual hammer.
- Ask the question: “What is this?”
- Keep drawing from the group, until people say both “hammer” and “tool.”
- Ask the question: “And, what do you do with a hammer?” Gather responses.
- Give the instruction: “We are going to pass the hammer around, when it gets to you, please say your name, and complete the sentence, ‘if I had a hammer...’”
- Pass the hammer to the first person and continue until every person has spoken.
- Introduce Radio as a tool. How can radio be used to build? How can radio be used to pry spaces open? How can radio be used to break down?
- Ask participants to reflect on what they wanted to do or create with the hammer and think about how radio could be a tool; give good examples from the first go-around.
- Take some comments/reflections

**Close** by saying that as we talk about radio throughout the workshop, we are referring to radio as a tool, as in what it could be used to create/to make.

## POPULAR EDUCATION TOOLS

# COMMUNITY MAPPING & ISSUES FACING THE COMMUNITY

*Overview: When talking about “community radio” there are many assumptions as to who “the community” is. These exercises create a visual representation of the people in the rooms’ vision of their community. They are great reference points for the rest of the workshop.*

*For outside facilitators and organizers, this exercise is also valuable in orienting you to the complexities and relationships of where you are. Each community map is distinct and every group interprets it slightly differently. This tool will often bring up issues of power and oppression and sometimes a recognition of who is and isn’t in the room. Part II can highlight shared struggles and create a sense of unity. This activity can also highlight differences in what types of problems that people are facing based on their rank and privilege.*

### Community Mapping (Approx. 10 minutes)

Goal: To create a visual tool that identifies people, groups, sectors, resources, and relationships in a community.

- Be prepared with a big piece of paper and markers. Introduce by saying: “We are going to talk about community radio, so tell me who is ‘the community’ here?” Gather responses.
- Record the responses on the big paper in a scatter fashion so there is no hierarchy implied. Note: If people are making connections between two elements, draw lines and connect them.
- Ask clarifying questions to draw out deeper and clearer answers.
- Leave space for reflections & comments on the map.
- Depending on the group, ask how the people in the room are a part of the community.
- Either transition into Part II or close by saying that as we talk about community radio, this exercise will remain on the wall to help guide us in our sense of who the community is.

### Issues facing the community (Part II of Community mapping) (Approx. 10 minutes)

Goal: To build a shared understanding of the problems that people are facing in their communities.

Supplies: Map from previous exercise and large paper and markers. Self-adhesive dots.

- Using the community map as a tool, ask the question, “So what problems are facing the community?” Gather responses and write them on a large piece of paper.
- Ask clarifying questions.
- If someone mentions that some people in the community face different problems than others, don’t shy away. Help create space for those differences to be considered – separate sheets of paper set the stage for this. Encourage an analysis of power, privilege, rank, and oppression.
- Ask people to take a moment to reflect on how radio could be used as a tool to solve some of these problems.

*Optional: Using “dotmocracy”, ask people to vote (by placing a sticker dot, or simply noting it) what they think the 3 most serious problems facing the community are. (This is useful for later exercises when groups produce a radio piece.)*

**Close** by reflecting on community radio as a tool to solve problems serious problems that the community is facing.



# WHAT IS COMMUNICATION?

*Overview: This exercise could be as short or long as the facilitator wants to design it. Understanding Radio as communication instead of media creates a platform for participation in the radio. Media is generally understood as a message transmitted out, whereas communication creates a venue for building a common ground or opening spaces for multi-faceted participation. It breaks with the model that there is just a transmitter and a receiver and opens a space to explore other forms of communication.*

## What is Communication? (6-15 minutes)

**Goal:** To understand radio as a part of communication and to give people space to explore this vast category and work together towards a shared language.

**Materials:** paper and markers for facilitator

- Write the word COMMUNICATION in big letters at the top of the paper.
- Underline: COMMUN
- Ask, "What other words begin with this same root or have a similar root?" Gather responses.
- Push to get at least 5-10 responses.
- Ask: "So, what shared meaning do these words have?"
- Ask the group to then reflect on what communication means. (The Latin root communis means to have something in common.) Open up for comments & reflections.
- **Partner Exercise:** Break the room into partners and give the following instructions: "Turn to your partner and share some thoughts about how your community radio station will communicate or be building a common ground for people in the community."
- Ask for volunteers to share some of the things that their partners shared with them.

**Close** by asserting that radio is a form of communication. It is not simply a media for which to transmit messages outward, in fact it is more powerful than that because of its ability to create and facilitate communication, which can include broader forms of participation.



# FACTORY VS. RADIO

*Overview: This is a great exercise for illuminating the organizational elements of creating and sustaining community radio. This exercise serves two main functions. By comparing a radio project with a factory, it brings into question the issues of production, decision-making, and organization. (These questions are obvious when thinking about running a factory, but tend to be invisible when thinking about running a radio station.) and, 2) the differences between a for-profit business and a not-for-profit community radio. These are fundamental questions that are both practical and influenced by culture, ideology, values, and experiences.*

## Factory VS. Radio (Approx. 35-45 minutes)

**Goal:** To consider elements of organization within the radio project and explore fundamental differences in producing for profit vs. for the community.

**Supplies:** Large paper and markers

- Optional: take a poll: How many people have worked in radio before? (raise hands.) How many people have worked in a factory before? (raise hands.)
- Break the room into two groups. Once they are seated in their two groups, explain the following: One group is a factory (Feel free to get creative here, tell a story. Either choose what they produce, or use a relevant local example or leave it totally open.) One group is a budding new radio project in its beginning stages.
- Give each group one large piece of paper and markers and let them know that they will be reporting back to the larger group. If possible, have them go into separate rooms or corners of the same room. Allow each group 10-15 minutes to come up with all of the considerations that they need to make about running their factory or radio project. As they work, walk around the room and be available to answer questions if there is any confusion, or if groups are stumped.
- Ask for 2 members of each group to report back to the larger group. During report-backs, ask questions to go a little deeper such as, "why do you need that?" or "how did you come to that decision?"
- After both groups have reported back, tape their brainstorming notes next to each other and ask: "What is similar about each of these?" Gather responses. Dig deeper by asking people direct follow-up questions. If it doesn't come up, ask "what does the radio produce?" Gather responses.
- Now ask, "What are some differences between the radio and the factory?" If it doesn't come up: "Who is the factory accountable to?"... "and the radio?"
- Ask for comments/reflections/feelings.

**To close,** note that there are many considerations about running a radio, considerations beyond programming, such as how decisions will be made, how labor will be divided, etc... and that while considering these pieces is important, community radio is inherently different than a for-profit business because it is a public good, and should be accountable to a whole community (not just share holders, or programmers, or board). Its ultimate goal is not to create profit but to create (use their examples...information? Consciousness? Community? Connection?)

## POPULAR EDUCATION TOOLS

# A RADIO WITHOUT A TELEPHONE

*Overview: This exercise is a great way to explore how to build participation in a radio project beyond just call-in shows. This is a fun way to think about how radio is a community building tool and how to build communication that is not one-sided. As opposed to just transmitting a message out, what are ways that messages can also come in? Or, how can the radio have a presence in the community beyond the airwaves?*

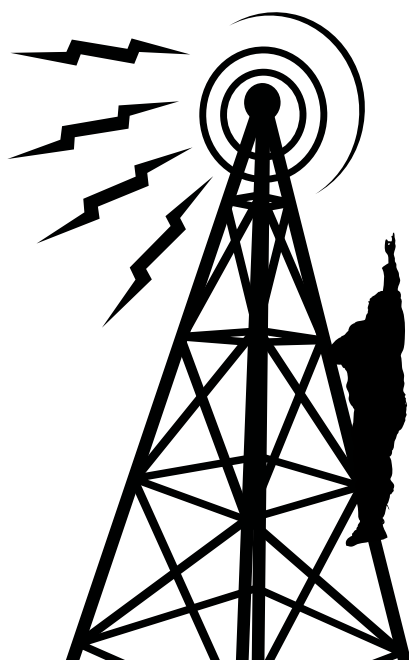
### A Radio without a Telephone (10-15 minutes)

Goal: To explore how to build greater community participation and think through the mechanisms beyond just call-ins.

Supplies: Large paper and markers

- Begin by telling the story: “You are on the air at a new community radio station, although the only problem is, you do not have budget money for a telephone. You want to create communication with your listeners, but they cannot simply call in. What are other ways that people can participate in the radio?”
- Generate a list.
- Option #1: Offer a chance to discuss these ideas and see what the project has capacity or interest in supporting. (Only appropriate if radio is already functioning or has the organizational capacity to think through these issues.
- Option #2: Break the group into groups of 3 or 4, ask them to develop skits based on their favorite examples.

**Closing:** Reflect on the skits, ask people how they feel.



## POPULAR EDUCATION TOOLS

# NON-VERBAL TEAM DRAWING EXERCISE

*Overview: This is a multi-step exercise that, when given enough time, can really help a group to understand what it means to steward a public good (like community radio.) This exercise is done in four main parts: 1) Brainstorming themes affecting the community – Community Map from Community Mapping Exercise is great, 2) A team drawing exercise (where participants cannot speak), 3) group interpretation of the drawings, 4) reflections from specific people and the larger group. This exercise can be really great for creating shared understanding in a diverse group.*

### Non-Verbal Team Drawing Exercise (30-45 minutes)

Goal: To acknowledge the different cultural contexts and values community members bring, and to explore radio as a public good.

Supplies: Large paper and marker and regular paper for each participant

#### Part 1: Brainstorm Themes Affecting Community

- Use Community Mapping & Issues Confronting the Community Generated in that Exercise Or if you want to generate a quick list, you can ask, “What issues are important to the community?” Gather responses on a list. (Important: mentally note who said what. I.e. If Maria said education; keep that in mind, because you will come back to her later.)

#### Part 2: Team Drawing Exercise

- Break the group up into partners. Once people have found their partners, pass out paper and colored markers (giving each partner a different color) and give the following instructions: “I will assign you one of the themes listed, and you will have two minutes to draw a picture of the theme assigned to you, but you CANNOT talk.”
- Ask for questions. Then assign each group a theme that neither partner had suggested in the initial brainstorm.
- Give group two minutes of team drawing.

#### Part 3: Group Reflection of Drawings – Issue Pictionary

- Invite Group #1 to stand in front of the group and hold their picture. They still cannot talk.
- Ask the other participants to describe what they see and to interpret the drawing.

#### Part 4: Reflections from specific people

- Now ask the person who had suggested the theme in the first place to comment on the picture and ask them if it represents the vision that they had had when they first suggested the theme.
- Then ask the two artists to comment on how they felt about the process. Specifically, what did it feel like to have to work in silence? Were there non-verbal ways that they communicated? How did it feel? Repeat this process with each team.

#### Whole group reflection:

- What did people learn in this process? How does this exercise relate to working with a community radio project?

**Closing:** It is very hard to surrender our own personal desires and trust others to understand the complexities of our issues and interpret them in a way that is meaningful. This exercise is a great example of the hard collective work, negotiation, interpretation that takes place when working on a collective project. The radio station is not mine. And people’s values and understandings will come into question as we work together. This exercise reminds us of that process.

# GATHERING INPUT: INTERVIEWS AND FIELDWORK

*Overview: This is a great exercise to use when people are stuck in their own internal process or the group is disconnected from the broader community. If the main challenge is how to get more people involved this exercise can be really helpful by reaching outside of the room. This is especially useful if the group is stuck and very internally focused, and if the workshop location is close enough to a public place where there are people to survey or interview.*

## **Gathering Input: Interviews and Feedback (35- 50 minutes)**

**Goal:** To get out and talk to the people, to get over fears or obstacles of organizing and outreach.

**Materials:** Big paper and markers for facilitator, dot stickers to use in voting, clipboards and paper.

- Put up some big paper and begin a brainstorm: “If you were doing a survey in the community that could help you better understand people’s perspectives on things relating to their involvement or lack of involvement in the radio station, what questions would you ask?”
- Gather responses on the big piece of paper.
- After brainstorming a series of questions, take a moment to reflect and ask for each participant to choose the 3 questions that they think are the most important, to bringing in information that could help the group move forward. Instruct people to vote by placing a dot next to the question that they think is most relevant.
- When the top three questions have been decided, give the following instructions: “We are going to take the next 20 minutes of the workshop to go outside, and talk to people on the streets. We want you to go outside and talk to people, and see if you can get some answers to the 3 most important questions that we have asked above. In 20 minutes, we will meet back here and report back some of the responses that we get. Any questions?” Take questions and make sure that the task is clear.
- In 20 minutes, re-group and with the same paper with the 3 questions, tape another piece of paper and write some notes about the responses. Ask the group to reflect.

**Close** by asking what they found valuable about the exercise.

